



GOVERNANCE, RISK AND COMPLIANCE

Effective Board Report Writing

1 day course

Classroom, online or in-house

Course overview

A board paper competes with a dozen others for perhaps twenty minutes of a director's reading time, and most are written as though the board will read every page. This course is built on the assumption that it will not. Delegates work through the executive summary as the part that has to carry the decision on its own, the pyramid principle as a way of ordering an argument so the recommendation arrives before the evidence supporting it, and the editing habits that take a paper from four pages to two without weakening the case. Attention goes to the judgement of what belongs in the paper and what belongs in an appendix, and to the failures that send a paper back for redrafting: the one that reports activity instead of asking for a decision, the one that leaves a material risk sitting in the fourth paragraph, and the one that never makes clear what management is actually recommending. Delegates bring a paper they are currently preparing and leave having rewritten its summary and its structure.

What you will learn

- Write an executive summary that carries the decision on its own
- Order an argument so the recommendation arrives before its support
- Judge what belongs in the paper and what belongs in an appendix
- Cut a paper's length without weakening the case it makes
- Put a material risk where the board will see it
- Ask for a decision explicitly rather than reporting activity
- Rewrite a paper of your own and test it against the framework

Who should attend

- Company secretaries
- Finance directors and preparers of board financial information
- Senior managers writing business cases and board papers
- Corporate communications professionals
- Investor relations officers

Course outline

- 01 What a board actually reads, and in what order
- 02 The executive summary that carries the decision
- 03 The pyramid principle applied to a board paper
- 04 Recommendation first, supporting evidence after
- 05 What belongs in the paper and what belongs in an appendix
- 06 A clear and concise writing style, and the habits behind it
- 07 Activity reporting, buried risk and the missing ask
- 08 Rewriting your own paper, with feedback

Upcoming dates



Dates	Venue	Format	Fee per delegate
12 to 12 October 2026	Lusaka, Zambia	Classroom	USD 795
27 to 27 November 2026	Online	Online	R6,500
4 to 4 January 2027	Mbabane, Eswatini	Classroom	R11,950
17 to 17 March 2027	Maseru, Lesotho	Classroom	R11,950

Fees and how to register

This 1 day course is **R6,500** per delegate online, **R11,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 795** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriScience.co.za, or WhatsApp us on **+27 63 479 1136**.

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