



Business Storytelling for Managers: Story Structures, Change and Customer Stories

23 – 27 November 2026

Barcelona - Eixample district four-star



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Introduction:

Managers often explain change, strategy and customer value with bullet points and figures that listeners forget before the meeting ends, so decisions stall and support fades. Business storytelling gives professionals a disciplined way to turn experience, customer outcomes and plans into short stories that people remember and act on. This Core Concept course trains participants to find, structure, test and tell business stories for change, vision, customers and meetings, backed by evidence. Each participant leaves with a Business Story Portfolio of five rehearsed stories and a personal story bank.

Course Objectives:

- Explain to colleagues why a story changes attention, recall and willingness to act compared with a list of facts
- Structure business messages using Situation-Complication-Resolution, an adapted Hero's Journey and Before-After-Bridge story arcs
- Collect and catalogue stories from own work, teams and customers in a searchable story bank
- Build change, strategy and vision stories that connect a future state to the listener's daily work
- Write customer and case stories that pair a narrative arc with evidence, figures and quotes without losing the thread
- Tell a two-minute business story in a meeting or presentation with controlled voice, pacing and pauses, and revise it from feedback

Target Audience:

- Managers who lead teams through change, new priorities or restructuring
 - Team leaders who brief staff and need messages that are remembered and acted on
 - Sales and account professionals who explain customer value and results to buyers
 - Project and programme professionals who must win sponsor and stakeholder support
 - HR and internal communication professionals who shape culture, values and onboarding messages
 - Functional specialists who present recommendations to peers in other departments
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Course Outline:

Day 1: Why Stories Persuade at Work

- Narrative Transportation and Memory Research on Story Recall
- Story Versus Report Comparison Exercise
- Anatomy of a Business Story: Character, Tension, Turning Point and Point
- Story Opportunities Map Across Meetings, Sales and Change Moments
- Personal Storytelling Baseline Recorded and Scored on a Story Rubric

Day 2: Business Story Structures and Arcs

- Situation-Complication-Resolution Arc for Business Messages
- Hero's Journey Adapted with the Customer or Team as Hero
- Before-After-Bridge Structure for Proposals and Improvement Ideas
- Challenge-Action-Result Arc for Achievement and Lessons Learned Stories
- Story Structure Selection Matrix by Purpose and Audience

Day 3: Finding, Collecting and Shaping Stories

- Story Mining Prompts: Firsts, Failures, Turning Points and Customer Moments
- Story Bank Template with Tags for Theme, Value and Audience
- Collecting Team and Customer Stories Through Structured Interviews
- Sensory Detail, Dialogue and Specific Names to Make a Scene Vivid
- Editing to Two Minutes with the One-Point Test

Day 4: Stories for Change, Vision, Customers and Evidence

- Change Stories that Name the Loss and the Gain for the Listener
- Strategy and Vision Stories Linking the Future State to Daily Work
- Customer Success and Case Story Template with Problem, Choice and Result
- Evidence Placement: Anchoring Figures, Quotes and Proof Inside the Arc
- Story Ethics Check: Accuracy, Consent and Avoiding Manipulation

Day 5: Role-Play, Delivery and the Business Story Portfolio

- Voice, Pace and Pause Drills for Spoken Stories
 - Story Placement in Meeting Openings, Presentations and One-to-One Conversations
 - Change Announcement and Customer Pitch Role-Plays with Peer Feedback
 - Business Story Portfolio Assembly and Story Bank Completion
 - Final Recorded Story Scored Against the Day 1 Baseline Rubric
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Skills You Will Gain:

- Business Story Structuring
- Story Mining and Curation
- Change Narrative Design
- Customer Case Story Writing
- Evidence-Based Narrative
- Spoken Story Delivery
- Audience-Fit Story Selection
- Story Feedback and Revision

Why Attend This Course:

- Return with a Business Story Portfolio of five stories already rehearsed and improved through peer feedback
- Open your next team briefing, sales meeting or change announcement with a story instead of a slide of bullet points
- Keep a working story bank you and your team can draw on for future presentations, onboarding and customer conversations
- Practise with managers and professionals from other sectors and countries who face the same persuasion challenges

Conclusion:

Facts inform people, but stories help them remember and decide. This course moves from why stories persuade, through proven business story arcs, to finding and shaping stories from real work, and then to stories for change, vision and customers that carry evidence without losing the thread. The final day of role-plays turns this practice into a Business Story Portfolio and story bank that participants can use in the meetings, pitches and change conversations waiting for them at work.