THE BRIEF LAB

2027
Course Catalog

Courses that help teams think clearly, communicate concisely, and own the outcome.

the[brief]lab®
A Sheffield Company

Elite Skills for **Humans**

AI and technology can help us work faster, produce more, and accomplish things we couldn't do before. But technology can't take responsibility for our work. It can't explain what we meant, defend our thinking, or stand behind a decision. Only we can do that.

The skills that make us effective are uniquely human: managing our attention, reading and listening carefully, thinking critically, and communicating so others understand and act.

Yet here's the problem. Most organizations assume their people already have these skills, and very few actually train them.

That's why we created The BRIEF Lab as an elite communication standard.

BRIEF courses teach teams how to prepare, organize, and deliver messages that are clear and concise. Our Quiet Works programs help teams protect their most valuable resource—their attention—so they have the time and space to think deeply before they speak.



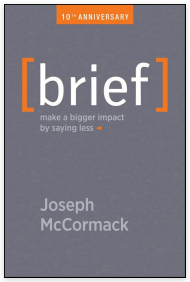
Joe McCormack
Founder and Managing Director
The BRIEF Lab
Sheffield Company, LLC



Joe McCormack of The BRIEF Lab

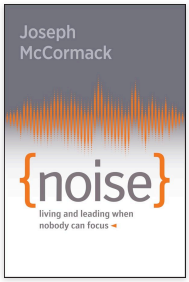
THREE BOOKS, ONE BODY OF WORK.

Every course draws on the perspectives, techniques, and methods in these three books by Joe McCormack, founder of The BRIEF Lab.



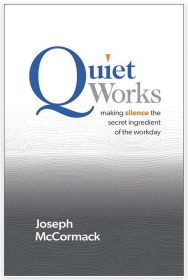
BRIEF: Make a Bigger Impact by Saying Less
2014

BRIEF sets a non-negotiable standard: get your point across or risk losing your audience and damaging your reputation.



NOISE: Living and Leading When Nobody Can Focus
2020

NOISE explains why attention is our most precious resource. It provides strategies to block noisy information and improve focus.



Quiet Works: Making Silence the Secret Ingredient of the Workday
2024

Quiet Works encourages professionals to dedicate more time alone to prepare their communication.

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Founded by Joe McCormack in 2013, The BRIEF Lab helps professionals communicate clearly, think critically, and stay focused in a world filled with noise and distractions.

We work with Fortune 500 companies, government agencies, and elite military units to develop the communication skills that give leaders and teams a competitive advantage. Our approach is built on a simple belief: Clarity is a skill. Brevity is a discipline. And attention is one of our most valuable resources.

Through a comprehensive curriculum of in-person workshops and online training, we teach practical, proven methods for cutting through clutter, communicating with purpose, and making every word count.



A BRIEF Lab instructor studio in Southern Pines, NC



The Just Saying podcast has more than 400 episodes on intentional communication.

ABOUT JOE MCCORMACK

Joe McCormack is the founder of The BRIEF Lab and author of three books: *BRIEF*, *NOISE*, and *Quiet Works*. An internationally recognized expert in concise communication and leadership clarity, he works with corporate, military, and government leaders worldwide. He also hosts the *Just Saying* podcast, where he shares practical insights on how to think clearly, communicate concisely, and lead with or without authority through disciplined preparation and intentional communication.

WHY COMMIT TO BRIEF COMMUNICATION?

When you embrace concise communication and develop a culture of brevity, your organization will:

REDUCE TIME
spent in meetings, briefings and your "inbox"

ENHANCE UNDERSTANDING
of mission and message

MAKE FASTER DECISIONS
with clearer, more consistent information

IMPROVE OPERATIONAL EFFICIENCY
and effectiveness

DEVELOP STRONGER CONSENSUS
that unifies effort

LOWER NOISE
that depletes and drains attention

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Course delivery

In person or online live

The best way to learn is to put ideas to work. In BRIEF Lab courses, participants don't just hear about clear communication—they practice it. Through guided exercises, real-world scenarios, and candid discussion, teams build skills they can use right away.

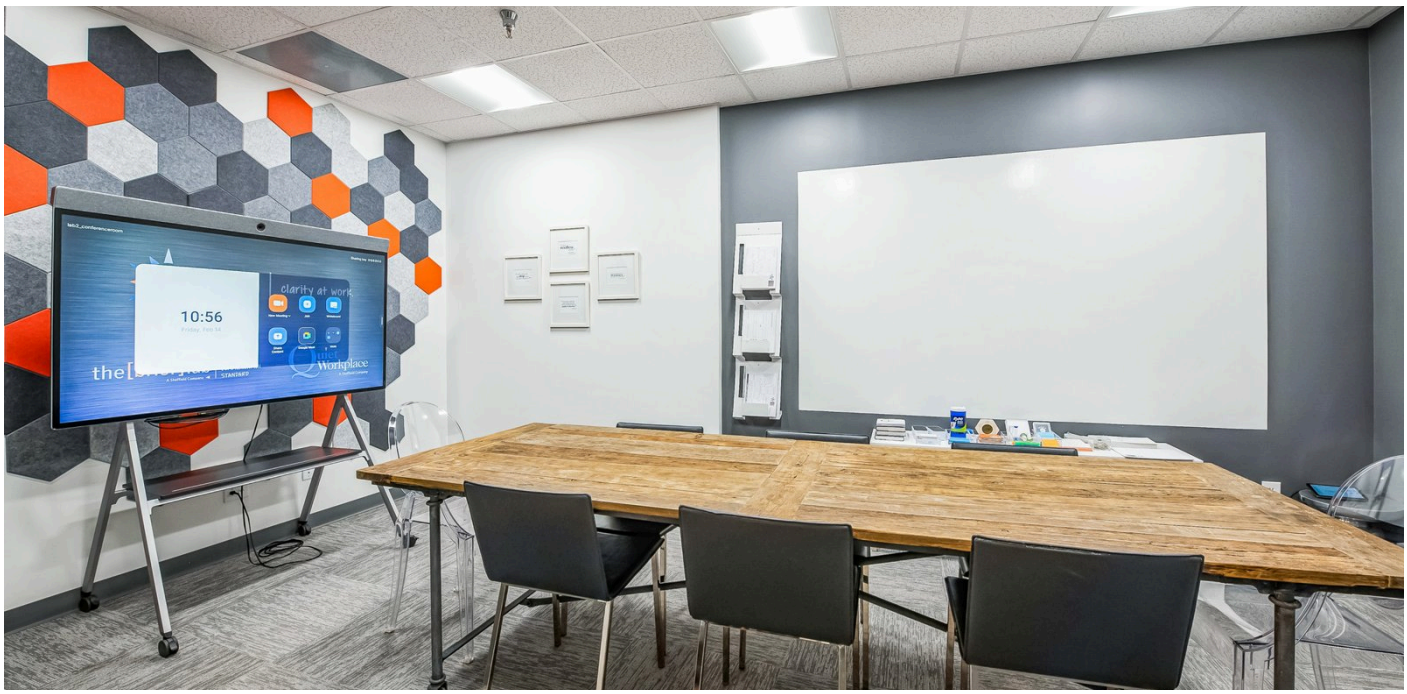
Every format brings the same interactive, hands-on approach. Choose the setting that works best for your team.

In-person courses

Meet at The BRIEF Lab in Southern Pines, North Carolina, or at a client-selected or neutral location. The coursework is the same as our online live courses, with participants and instructors together in the room.

Online live courses

Join a live, instructor-led course, delivered primarily on Zoom. Participants learn and practice together through discussion and interactive exercises. This format works well for remote workers and teams spread across locations.



Participants can choose their BRIEF Lab course delivery as in person or online live.

NOT SURE WHICH FORMAT FITS YOUR TEAM?

Tell us about your goals, schedule, and where your people work. We'll help you find the right course and delivery approach.

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Twenty courses, **at a glance.**

CORE COURSES	[01]	**BRIEF Essentials**	The starting point for clear, concise communication.	p. 7
	[02]	**BRIEF Writing Essentials**	Write so people read, understand, and respond.	p. 7
	[03]	**BRIEF Meeting Management**	Fewer meetings, each with a purpose and an outcome.	p. 7
	[04]	**BRIEF Communication with AI**	Use AI to sharpen your thinking and communication while remaining the author of your message.	p. 7
ADVANCED COURSES	[05]	**BRIEF Masterclass**	Apply BRIEF when the pressure is on.	p. 8
	[06]	**SITREP Writing Masterclass**	Turn updates into insight leaders can act on.	p. 8
	[07]	**BELT Masterclass**	Design training that engages participants and helps them remember what they learn.	p. 8
LEADERS AND SALES	[08]	**BRIEF for Leaders**	Communicate a clear point of view, especially when the message is hard.	p. 9
	[09]	**BRIEF Selling**	Prepare deliberately, listen more, and let the customer lead.	p. 9
PROGRAMS FOR THE ORGANIZATION	[10]	**BRIEF Message Alignment Program**	Develop the story. Align the message. Train the messenger.	p. 10
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	[12]	**BRIEF Teambuilder**	Help your team practice what they learned and build lasting habits.	p. 10



A BRIEF Lab classroom in Southern Pines, NC

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QUIET WORKS COURSES	[13]	Quiet Influence	Influence people with clarity, not control.	p. 12
	[14]	Quiet Selling	Listen first. Sell by understanding.	p. 12
	[15]	Quiet Works Innovation Lab	Think deeply, innovate clearly, communicate with purpose.	p. 12
	[16]	Quiet Works for BRIEF Teams	Apply quiet time to make BRIEF practices stick.	p. 12
LEADERS AND TEAMS	[17]	Quiet Works for Leaders	Make quiet part of how your leaders work.	p. 13
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OFFSITES AND WORKWEEK	[19]	Quiet Works Offsite	Plan or solve a problem with quiet as a working ingredient.	p. 14
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HOW TO READ THIS CATALOG

Each course description explains what it covers, what participants will take away, and who it's designed for. Give us a call and we'll help you find the right fit for your team.

HOW COURSES ARE TAILORED

We build each course using the BRIEF Modules described on pages 15 and 16, tailoring the content to your team's work. Modules are available only as part of a course.



The BRIEF Lab common area cafe in Southern Pines, NC

DESIGNED FOR CORPORATE, GOVERNMENT AND MILITARY AUDIENCES

CORPORATE

- Presidents and C-Suite Executives
- Business/Unit Leaders
- Client Service Professionals
- Customer-Facing Professionals
- Elite Sales Professionals
- High Potentials
- HR Managers
- Recruiters

GOVERNMENT

- Senior Executive Service Leaders
- Federal Executives and Senior Leaders
- Mid-Level Federal Leaders/Managers

MILITARY

- Field Grade and Senior Leaders
- Senior Staff Directors
- Field Grade Staff Directors
- Rising Company Grade Leaders

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Core courses

Four courses that give a team a shared method for speaking, writing, meeting, and working with AI.

[01]

BRIEF Essentials

The starting point for clear, concise communication.

Attention is limited, and most workplace communication runs longer and lands softer than it should. BRIEF Essentials gives your team a shared method for preparing, structuring, and delivering a message so people understand it the first time and act on it.

Designed for: Leaders and teams at every level.

THE TAKEAWAY

- Lead with a clear, compelling headline
- Prepare for important conversations with a repeatable framework
- Deliver executive summaries that highlight what matters
- Trim the detail an audience doesn't need

[02]

BRIEF Writing Essentials

Write so people read, understand, and respond.

Emails, updates, and summaries carry most of a team's daily work, and most are harder to read than they need to be. This course gives writers specific ways to organize, edit, and deliver written messages that readers absorb quickly and act on.

Designed for: Professionals who write to inform or to get a decision.

Builds on: BRIEF Essentials

THE TAKEAWAY

- Identify the main point and deliver it first
- Organize a message around what the reader needs
- Cut unnecessary detail and edit with discipline
- Plan, write, and revise with the TOWER method

[03]

BRIEF Meeting Management

Fewer meetings, each with a purpose and an outcome.

Meetings take a large share of the workweek and often end without a decision. This course gives your team a disciplined way to plan, lead, and follow through on meetings, so the time people spend together produces alignment and action.

Designed for: Anyone who calls, leads, or attends meetings.

Builds on: BRIEF Essentials

THE TAKEAWAY

- Decide when a meeting is needed, and when it isn't
- Include the right people without over-inviting
- Design agendas around outcomes, not discussion
- Send clear summaries and next steps

[04]

BRIEF Communication with AI

Use AI to sharpen your thinking and communication while remaining the author of your message.

Most teams either lean on AI too heavily or avoid it. This course teaches a practical framework for using AI to organize ideas and sharpen messages, while the person keeps the judgment, the voice, and the accountability for what goes out.

Designed for: Teams that use AI at work.

Builds on: BRIEF Essentials (taken before or alongside)

THE TAKEAWAY

- Do the thinking before opening the tool
- Guide AI with BRIEF tools and structured prompts
- Edit AI drafts until they sound like you
- Build repeatable workflows that cut rework

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Advanced courses

For teams familiar with the BRIEF tools who want to use them in high-pressure situations, specialized writing, or teaching others.

[05]

BRIEF Masterclass

Apply BRIEF when the pressure is on.

Knowing the tools is different from using them when the stakes are high. Through fast-paced individual and small-team exercises with structured feedback, participants practice until clear, concise communication holds up in briefings, pitches, and difficult conversations.

Designed for: Teams ready to move from knowing BRIEF to using it consistently.

Builds on: BRIEF Essentials or BRIEF Writing Essentials

THE TAKEAWAY

- Deliver key messages clearly under pressure
- Organize complex ideas quickly
- Tailor a message to audience and context
- Listen closely and respond in real time

[06]

SITREP Writing Masterclass

Turn updates into insight leaders can act on.

Long, tactical SITREPs slow decisions. This course moves writers from reporting activity to explaining what it means. Using BRIEF tools, the TOWER method, and tailored examples, participants practice writing reports that make the “so what” unmistakable.

Designed for: Military teams who write recurring situation reports.

Builds on: BRIEF Writing Essentials

THE TAKEAWAY

- Structure a SITREP in a clear, repeatable format
- Distill complex information into concise insight
- Focus on impact and what the decision-maker needs
- Cut low-value and repetitive content

[07]

BELT Masterclass

BRIEF EXPERIENTIAL LEARNING TECHNIQUE

Design training that engages participants and helps them remember what they learn.

Training built on lecture and slides loses people. BELT combines the clarity of BRIEF with experiential learning, so instructors can design and deliver sessions in which participants do the work, stay engaged, and retain what they practiced.

Designed for: Trainers, curriculum designers, and learning and development managers.

Builds on: BRIEF Essentials

THE TAKEAWAY

- Recognize why traditional training falls short
- Structure a curriculum with BRIEF tools
- Design exercises that involve every participant
- Teach with authenticity and confidence

TAILORED TO YOUR TEAM

Each course is assembled from BRIEF Modules (pages 15 and 16), so the examples and exercises come from the kind of work your people do every day.

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Courses for leaders and sales teams

Courses built around a specific role: leaders and sales teams.

[08]

BRIEF for Leaders

Communicate a clear point of view, especially when the message is hard.

Leaders make recommendations, summarize complex issues, and deliver difficult news, often to audiences with little time. This course applies the BRIEF method to those moments, using scenarios drawn from your organization, so leaders state a clear point of view that others understand and act on.

Designed for: Leaders who represent the organization to internal and external stakeholders.

THE TAKEAWAY

- Win attention at the start of a message
- Present recommendations that lead to decisions
- Distill complex information into concise updates
- Handle tough conversations and pushback with clarity

[09]

BRIEF Selling

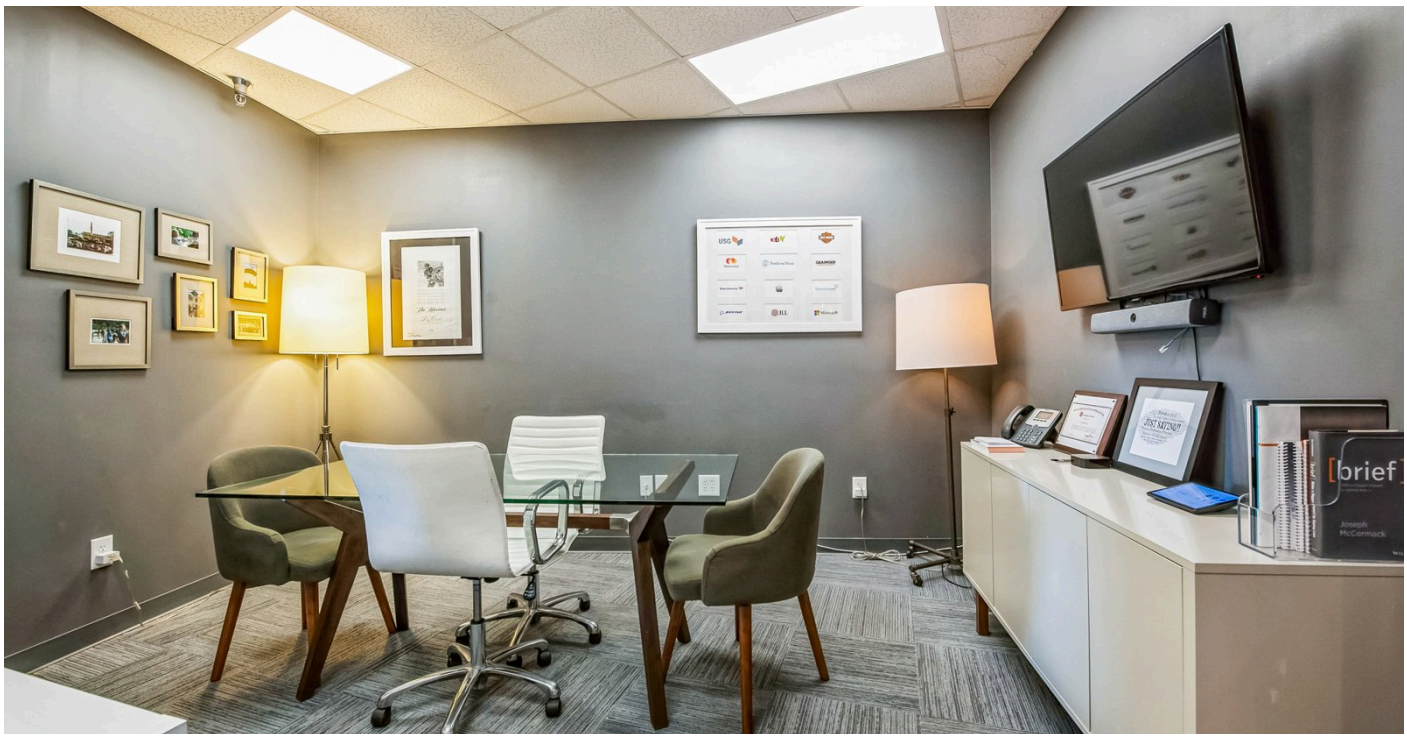
Prepare deliberately, listen more, and let the customer lead.

Salespeople often do most of the talking and miss what the buyer needs. This workshop applies BRIEF tools and Quiet Works practices across the sales cycle, from prospecting and account planning to pre-call preparation, listening during the call, and the debrief afterward, so customers leave feeling heard and valued.

Designed for: Sales professionals and sales teams.

THE TAKEAWAY

- Use quiet time to research prospects and plan accounts
- Prepare a conversation strategy instead of a script
- Capture customer needs while listening during the call
- Debrief each call to sharpen the next one



A conference room at The BRIEF Lab in Southern Pines, NC

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Programs for the organization

Ways to align a message, introduce BRIEF to a large group, and keep new habits in place.

[10]

BRIEF Message Alignment Program

Develop the story. Align the message. Train the messenger.

When an organization grows or changes, people start telling its story in different ways. In this facilitated program, key stakeholders build one core narrative, package it into practical tools, and prepare leaders to deliver it consistently.

Designed for: Leadership teams preparing to share an important message across the organization.

THE TAKEAWAY

- Align stakeholders on one shared narrative
- Clarify the message for priority audiences
- Use practical tools to tell the story consistently
- Practice delivering it with brevity and confidence

[11]

BRIEF Keynote

An introduction to BRIEF for a large audience.

A BRIEF keynote introduces the core principles of clear, concise communication through practical examples and real-world scenarios. It gives a large group a shared picture of what effective communication looks like, tailored to your organization's goals and audience.

Designed for: Conferences, leadership gatherings, and other large groups.

THE TAKEAWAY

- Recognize the challenge of communicating amid distraction
- Understand how quickly attention is won or lost
- Focus a message on what matters to the audience
- Leave with ideas to apply right away

[12]

BRIEF Teambuilder

Help your team practice what they learned and build lasting habits.

Skills fade when no one reinforces them. BRIEF Teambuilder is an annual subscription that follows BRIEF training with regular live sessions, coaching, message review, and progress assessments, so new habits hold and the training investment keeps paying off.

Designed for: Teams that have completed BRIEF training.

Builds on: Any BRIEF course

THE TAKEAWAY

- Reinforce BRIEF tools in facilitator-led sessions
- Get one-on-one coaching for high-stakes moments
- Have important messages reviewed by an expert
- Measure progress with BRIEF assessment surveys

WHERE TO START

BRIEF Essentials is the starting point for most teams. Tell us what your team needs to achieve and we will recommend courses or programs that meet your needs: **info@thebrieflab.com** or **630.310.5190**.

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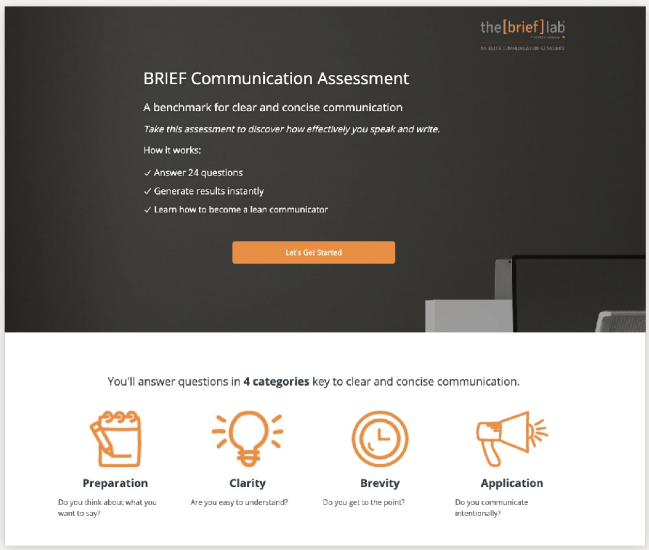
BRIEF Communication Assessment

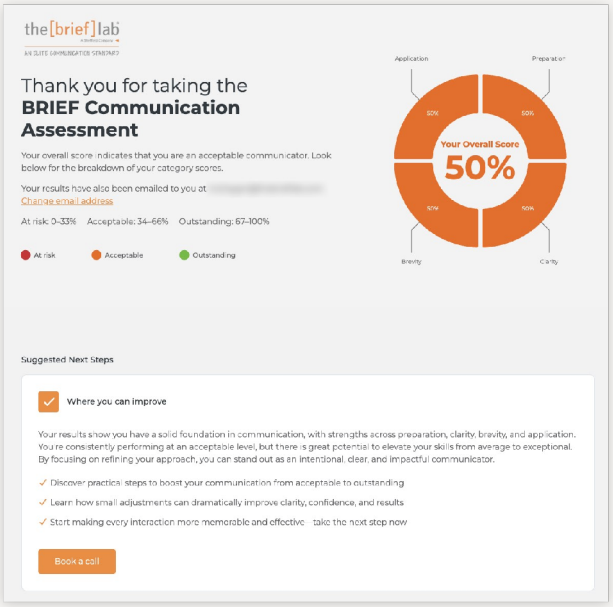
How clear and concise are you?

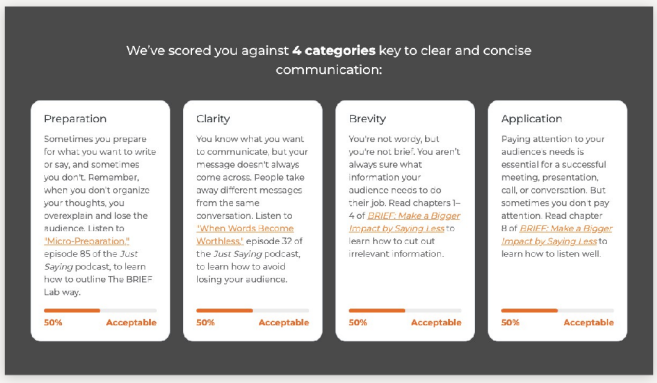
Clear communication starts with awareness. The BRIEF Communication Assessment is a 25-question self-assessment that helps you reflect on how you prepare, make your message clear, get to the point, and adapt your communication to the situation and audience.

Your results offer a snapshot of your communication style: the habits you can build on and the areas where a few deliberate changes could make your messages more effective. It's a useful first step toward communicating with greater clarity, brevity, and intention.

Take the BRIEF Communication Assessment thebrieflab.scoreapp.com/p/the-brief-lab







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Quiet Works courses

Courses that teach people to protect time for thinking, so they have something clear to say.

[13]

Quiet Influence

Influence people with clarity, not control.

Pushing harder, talking louder, and adding data tend to create resistance. Quiet Influence teaches professionals to guide conversations and shape decisions through preparation, restraint, and clear thinking, so people reach an outcome they see clearly and choose willingly.

Designed for: Leaders, project and cross-functional leads, client-facing teams, and anyone leading without formal authority.

THE TAKEAWAY

- Separate thinking from talking, and prepare with intention
- Say less and give each contribution more weight
- Influence up, across, and down, with or without authority
- Earn commitment instead of compliance

[14]

Quiet Selling

Listen first. Sell by understanding.

Quiet Selling is a listening-first approach to sales. It moves the focus from what the seller says to how well the seller understands the customer, replacing scripts with prepared, guided conversations that uncover real needs and lead to tailored solutions.

Designed for: Sales professionals at every level, from new representatives to senior leaders.

THE TAKEAWAY

- Use quiet time to prepare for each conversation
- Listen for the customer's deeper needs
- Guide the conversation instead of following a script
- Build relationships that last beyond the sale

[15]

Quiet Works Innovation Lab

Think deeply, innovate clearly, communicate with purpose.

Innovation rarely stalls for lack of ideas. It stalls because teams have no time to develop them. This immersive lab moves participants through individual quiet work, focused collaboration, and structured briefings on real problems, until they have a clear concept.

Designed for: Teams responsible for new ideas, improvements, or a specific problem to solve.

THE TAKEAWAY

- Identify problems and opportunities worth solving
- Think independently before collaborating
- Develop and refine ideas with structure
- Communicate a concept so others can act on it

[16]

Quiet Works for BRIEF Teams

Apply quiet time to make BRIEF practices stick.

Teams trained in BRIEF often struggle to find time to prepare before they communicate. This program applies Quiet Works principles to the BRIEF methodology and builds the habit of quiet preparation, so teams send fewer, better-prepared messages.

Designed for: Teams and leaders who have completed BRIEF training.

Builds on: Any BRIEF course

THE TAKEAWAY

- Deliver focused, organized updates
- Run shorter, agenda-driven meetings
- Write emails and messages after thinking and outlining
- Make recommendations that are easy to follow

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Quiet Works for leaders and teams

Courses that change how leaders and teams make room for focused work.

[17]

Quiet Works for Leaders

Make quiet part of how your leaders work.

Leaders are interrupted constantly, spend much of the day in meetings, and rarely have room to think. This workshop introduces the seven Quiet Works principles and shows leaders how to set priorities, manage noise, and pair quiet preparation with BRIEF tools so their communication is thoughtful and intentional.

Designed for: Leaders who want to change how their organization makes room for focused thinking.

THE TAKEAWAY

- Identify the most important thing each day
- Say no to what doesn't matter
- Set boundaries around technology
- Use quiet time to prepare communication

[18]

Quiet Works for Teams

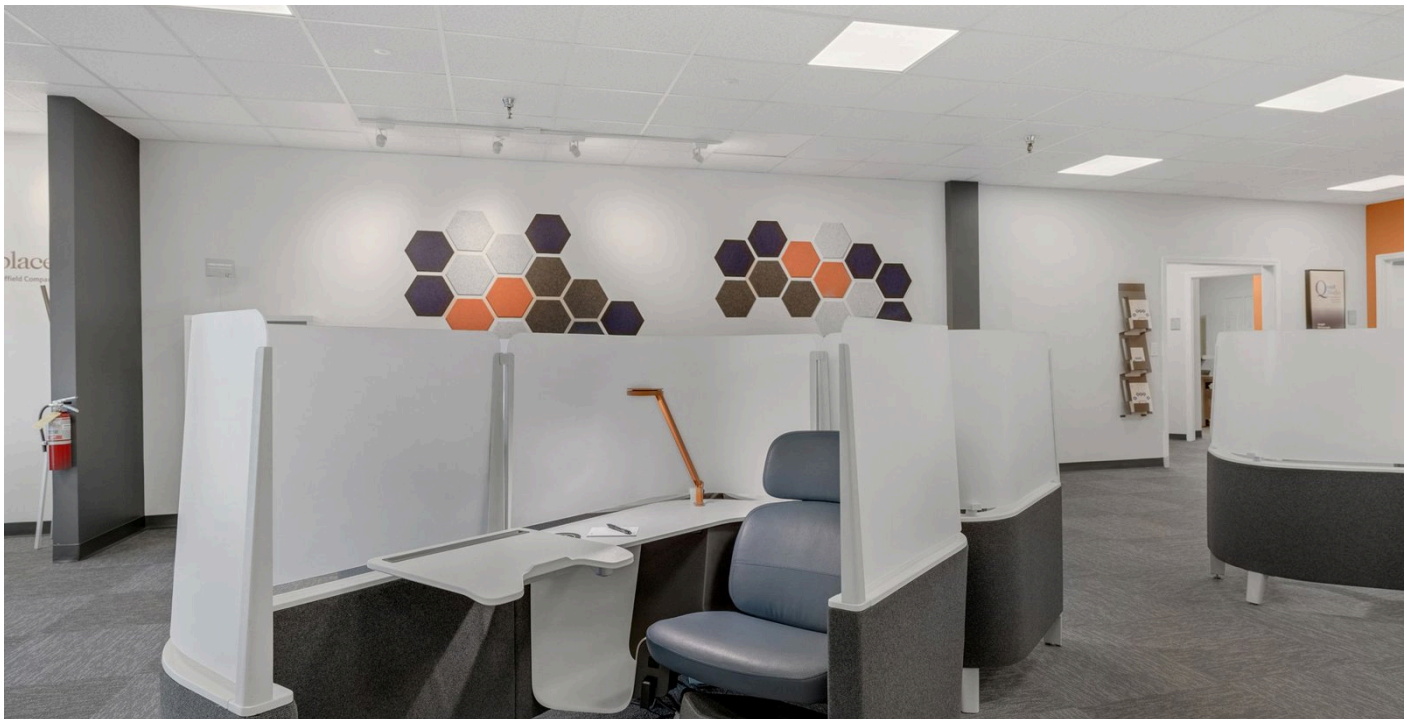
Change how a team makes time for focused work.

Constant collaboration leaves little room for deep thinking. In this course, teams learn the Quiet Works principles, practice them on daily work in small peer-led discussion groups, and finish by recommending a plan to make quiet practices part of how the wider organization works.

Designed for: Teams ready to change how they balance collaboration and focus.

THE TAKEAWAY

- Learn practical principles for making room for quiet
- Practice them on daily work with a small group
- Develop peer leaders who guide the change
- Recommend a plan for broader adoption



Quiet Pods encourage deep work at The BRIEF Lab in Southern Pines, NC

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Offsites and workweek

Two ways for a group to experience intentional quiet as part of real work.

[19]

Quiet Works Offsite

Plan or solve a problem with quiet as a working ingredient.

Most offsites fill the day with discussion and leave little time to think. In this facilitated offsite, a small team brings a real problem or planning topic and works through it, using BRIEF for communication and Quiet Works practices for time alone, then leaves with agreed action items and next steps.

Designed for: Small teams with a plan to build or a problem to solve.

THE TAKEAWAY

- Set an agenda with a clear purpose before the day begins
- Balance time alone with focused discussion
- Make progress on a real planning topic or problem
- Leave with action items, next steps, and an after-action review

[20]

Quiet Workweek

A week of working better together and alone.

Noisy workdays produce plenty of activity and little progress. The Quiet Workweek brings a team to the Quiet Workplace for an immersive experience: BRIEF and Quiet Works training early in the week, then applied work on real deliverables in a space built for both deep focus and purposeful collaboration.

Designed for: High-performing teams, especially those in hybrid arrangements.

THE TAKEAWAY

- Speak in headlines and stay out of the weeds
- Write concise, decision-ready products
- Protect time alone for deep thinking
- Turn insights into an action plan with owners



The Quiet Workplace in Southern Pines, NC

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Modules: the **building blocks** of every course.

A module is a unit focused on a specific situation, such as a difficult conversation, an email, or a progress report. Modules are not offered individually; we combine them to tailor a course to a client's needs, challenges, or goals.

BRIEF Mapping

Meetings, updates, and conversations often begin before people have organized their thinking. This module introduces the BRIEF Map, a tool for structuring ideas quickly, opening with a clear hook, and keeping the conversation focused on outcomes rather than unnecessary detail.

Know Your Audience

Before you write, speak, or map a message, get clear on who you're communicating with and what you want to accomplish. In this module, participants use the BRIEF D.R.A.F.T. Card to define the desired outcome, their role, the audience, the format, and the tone. This quick planning step helps them choose the right voice, include a clear call to action, and prepare for a BRIEF Map—so the message is built around the audience from the start.

BRIEF Trimming

The more expertise someone has, the harder it is to keep a message simple. This module gives participants a framework for separating essential information from supporting detail, so they share what the audience needs to know and recognize when to stop talking.

Executive Summaries (Abstracts)

Leaders are begging for brevity. They get frustrated and confused when it's missing. In this module, participants learn to deliver effective executive summaries that provide 3-4 key points in a standard and logical order.

BRIEF Emails

Email is likely the most used and, for many, the least effective or impactful means of professional writing. This module focuses on structures and tools to ensure readers open your email, read it and respond.

Managing Tough Conversations

Delivering bad news is part of any leader's job. It can be dangerous for both parties involved, leading to hurt feelings, anger and resentment. This module prepares you to manage tough situations like sharing critical feedback, or delivering the disappointing outcome of a new initiative or project.

BRIEF Selling

The focus of this module is to prioritize "telling versus selling." Participants will hone the skill to communicate complex ideas, proposals and summaries that inform the target audience versus persuading or pressuring them.

Making a Recommendation (Pitching a New Idea)

Innovative ideas are the lifeblood of any organization, yet most new ideas are wrapped in layers of confusing details that make it tough to decipher a good idea from a bad one. This module shares proven practices to make the best ideas shine.

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BRIEF Meeting Agenda Design

When meeting organizers don't grasp their responsibility to design an effective plan for a focused exchange, meetings don't arrive at the intended destination. This module provides a proven method and tool to design meetings to be clear, concise and successful.

BRIEF Presentations

Too often there's little power and no point in a PowerPoint deck. Designing and delivering effective presentations is achieved by using the BRIEF methodology and learning to embed compelling visuals and captivating stories, all clearly and concisely.

BRIEF Updates (Progress Reports)

Progress reports are vital to all organizations. This module provides a predictable way to deliver clear and concise updates to inform and empower the team and its leaders.

BRIEF Value Proposition (Role Definition)

Explaining what you do should be easy, but it often leaves people confused, inconsistent and unclear. In this module, we will build a personal and professional elevator speech to help alleviate the issue once and for all.

BRIEF Program/Project Overview

As a program or project lead, you'll need to clearly explain your program's overall intent and direction to your team and leaders. In this module, you'll learn how to deliver a program overview in a standard and logical order.

How to Win Attention

Workplace communication competes with constant distraction, and when attention is lost, even strong ideas fail to land. This module shows participants what is at risk and how to capture and hold an audience's attention from the first moments of a message, using the concept of the Elusive 600.

Narrative Storytelling

Stories have an innate power to capture and hold people's attention. Successful leaders leverage the power of narrative to convey complex information in a way that's memorable and makes sense. This module immerses participants in Narrative Mapping, a powerful tool to set up and share stories.

Present Listening

A deep dive into effective ways to manage distractions and inner dialogue, enabling thoughtful questions that lead to meaningful insights and conversations.

Quiet Works

The best communicators know the value of quiet time alone to get ready. In this module, participants experience the power of dedicated quiet to prepare the right messaging for the right audience.

Quiet Selling

Quiet Selling prioritizes preparation, listening, and reflection at every stage of the sales process including: prospecting, planning, pre-call preparation, present listening, and post-call debrief.

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info@thebrieflab.com
630.310.5190
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Southern Pines, NC

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