

Communicating with Executives.

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Abstract. A review article explores the evolution of communication strategies from an engineering manager to a CEO, shedding light on challenges faced when interacting with upper management. Early frustrations stemmed from perceived disconnect between non-technical aspects of the business and technical initiatives. With organizational growth, inherent complexity demands strategic communication.

The transition to a CEO role unveiled a two-fold challenge: competing demands for attention and the need for more effective communication. Tips for executive communication and presentations are distilled for graduate-level consideration. The granularity of conversations should align with company size, emphasizing independence in managing tactical concerns while communicating broader themes. Proactive communication is crucial, urging managers to push updates even in non-crisis situations. In larger companies, bursty updates serve as valuable reminders. A three-step communication process with executives is outlined, emphasizing clarity and a structured approach.

Writing a narrative before presentations aids in identifying gaps and considering diverse perspectives. The article advises against evasiveness, preparing for unexpected questions, and utilizing data for a results-oriented approach. The importance of leading meetings with a clear goal is highlighted, respecting executive time and favoring clarity over ambiguity. These strategies collectively form a comprehensive guide for effective executive communication and leadership amidst organizational growth.

Keywords: Communication · Project Management · Leadership · Data-driven Decision Making · Effective Presentation

1 Table of Contents

Sample Heading (Third Level) Only two levels of headings should be numbered. Lower level headings remain unnumbered; they are formatted as run-in headings.

Sample Heading (Fourth Level) The contribution should contain no more than four levels of headings. Table 2 gives a summary of all heading levels.

Table 1. Table of Contents

Title	Page Number
Abstract	1
Introduction	1
Background Material	1
Methods and Methodology	1
Results Obtained	1
Conclusion and Future Work	1
References	1

Table 2. Table captions should be placed above the tables.

Heading level	Example	Font size and style
Title (centered)	Lecture Notes	14 point, bold
1st-level heading	1 Introduction	12 point, bold
2nd-level heading	2.1 Printing Area	10 point, bold
3rd-level heading	Run-in Heading in Bold. Text follows	10 point, bold
4th-level heading	<i>Lowest Level Heading.</i> Text follows	10 point, italic

Displayed equations are centered and set on a separate line.

$$x + y = z \tag{1}$$

Please try to avoid rasterized images for line-art diagrams and schemas. Whenever possible, use vector graphics instead (see Fig. 1).

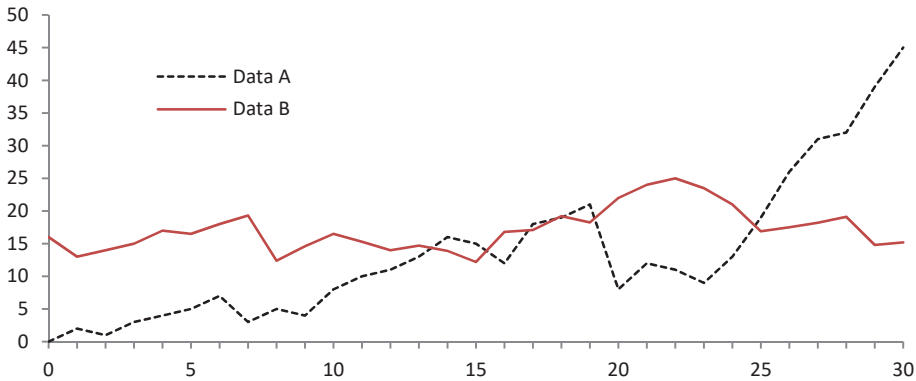


Fig. 1. A figure caption is always placed below the illustration. Please note that short captions are centered, while long ones are justified by the macro package automatically.

Theorem 1. *This is a sample theorem. The run-in heading is set in bold, while the following text appears in italics. Definitions, lemmas, propositions, and corollaries are styled the same way.*

Proof. Proofs, examples, and remarks have the initial word in italics, while the following text appears in normal font.

For citations of references, we prefer the use of square brackets and consecutive numbers. Citations using labels or the author/year convention are also acceptable. The following bibliography provides a sample reference list with entries for journal articles [1], an LNCS chapter [?], a book [?], proceedings without editors [?], and a homepage [?]. Multiple citations are grouped [1,?,?], [1,?,?,?].

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