

On the Nature of CEO Communication Patterns in a Small Business

A framework for CEOs to improve communication protocols

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CEOs in small businesses tend to be jacks of all trades. They are often the key salesperson, the de facto operations expert, the sage of all things financial, the primary strategist, and the owner of culture. Of course, some of these responsibilities recede as a business grows and functional experts join the team. One role, however, that CEOs must embrace and retain even as a business scales is that of Communicator in Chief. Regardless of business size, the CEO is always the most important voice of a company and the key architect of its messages.

Many CEOs enter their leadership role in a small business with professional experience in finance, operations, sales, or strategy. However, few, if any, have prior career practice in communications. While MBA programs tackle traditional business skill sets, they rarely address the practical communication skills a CEO must use in a small business context. We know personally what it is like to enter a CEO role being completely unprepared in the ways of communication. When we initially donned our CEO hats, we had no sense of why we should communicate, its importance, and how to do it systematically.

Communication patterns and routines are essential in a small business for several reasons. First, communication is the intangible glue that keeps an organization aligned and together as it moves forward. Communication creates the messages that various groups of people hear, and they form their views and connections to the company based on those messages. These views and links are important contributors to a company's culture. Moreover, what the CEO communicates and how it gets communicated send employees strong messages that will either support the company's vision and values if aligned or will detract from them if misaligned. Second, communication accelerates traditional business functions like operations, sales, and accounting. No matter how proficient systems and processes are, they are only enlivened with communication. Finally, persistent, well-crafted communication can buoy stakeholder perception, align purpose, improve efficiency, and provide energy to move the company forward.

When a CEO fails to communicate (or fails to communicate well), various parties often develop their own stories, messages, and perceptions about the business – which might not always be accurate or positive. For example, we have all experienced a situation when an employee observes that the business is booming and falsely concludes that the CEO is personally earning millions of dollars per year. Similarly, employees who learn a company has debt might misconstrue this fact to mean the business is flagging, in jeopardy, and in a downward spiral. CEOs who

proactively engage in thoughtful communication patterns can positively influence how people identify the company.

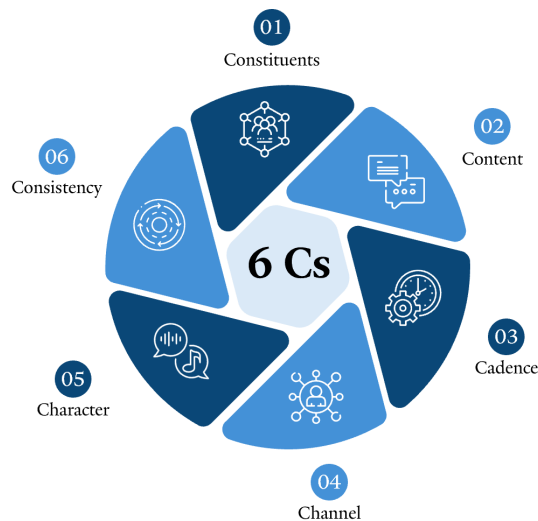
When we think about communication in this context, we are focused on the formal communication activities that CEOs engage in. CEOs have casual communication interactions with various people continually. Those communications are often organic, unscripted, and not part of a broader, more purposeful plan. While important, this communication style and approach is unsustainable as businesses scale and expand geographically. Communication practices that work for a 20-person team in a single location do not apply to a 500-person team in 18 distributed locations in three time zones.

Our target audience for this note is the small business CEO trying to build, grow, and professionalize their business – particularly search fund CEOs. These CEOs are resource-constrained and lack the infrastructure to delegate communications to someone else. The CEOs tend to be generalists and might even be the only professional in the organization. These are search funds and search fund–like organizations at acquisition and are still developing enterprises five to ten years after acquisition.

We have developed a simple framework (see **Figure 1**), the six Cs for successful CEO communications, for CEOs to use in developing their messaging blueprint. When we examined what makes a vibrant and intentional communication program, we found six dimensions that comprise a robust plan. Constituents, content, cadence, channel, character, and consistency are the underpinnings of a deliberate and thriving communications agenda. These six Cs reflect the who, what, when, where, and how of a robust communications approach.

While we do not claim to be experts in the art of communication, we have honed our views, and our framework is the result of decades of trial and error and lessons learned from those who preceded us. We offer our framework in the spirit of hoping it assists young, first-time, and inexperienced CEOs avoid some of the very mistakes we made as we fumbled forward in our CEO journeys. In this brief case note, we will explore our six Cs framework more fully and share mini-profiles of the concepts in action as practiced by sitting CEOs.

Figure 1: Six Cs for successful CEO communications



- 01 **Constituents.** Who is the target audience for the message?
- 02 **Content.** What are the key take-aways for the recipient?
- 03 **Cadence.** When will the content and message be delivered?
- 04 **Channel.** Where will the message be delivered?
- 05 **Character.** How will the tone and style of the message be crafted?
- 06 **Consistency.** How will the message be delivered predictably?

01 Constituents

Before all else, CEOs must first identify with whom they want to communicate and why. Communication is inherently imparting or exchanging information from one party to another or from one to many. Therefore, the successful identification of *who* is receiving the message, and *what* their needs are is the foundation for any successful communication program in a small business.

Constituents can be thought of as internal or external to the company. Internal constituents are made up of team members (employees) and can be subdivided in countless ways. For example, internal constituent segments could include the executive team, the total management team, the sales team, the IT team, the operations team, the shared services team, and all employees. A quasi-internal constituent segment can be investors and the board of directors. When considering which constituent groups should be communicated with, CEOs should gauge if there is a distinct message for that group. For example, the sales team may need a different message than the shared services team or the entire company.

External constituents include vendors, customers, competitors, lenders, local government, and the media. These groups can also be segmented based on their different messages. For example, a company's 50 most important customers may warrant a different communications strategy than its smaller customers.

In addition to identifying important constituents, the CEO should seek to identify the needs and expectations of these constituents – what information matters most for that constituent relationship to thrive. Each audience will have an expectation for the content, cadence, channel, and character of the CEO's communication. While not all expectations can, or should, be met, it is paramount for the CEO to be cognizant of them. Once aware of these anticipations, CEOs can tailor the communication so that needs are met and expectations are clear. For example, after taking a loan from a bank, a CEO can establish regular, repeatable communications with the appropriate people at the bank (loan officer, credit officer, and executive sponsor) to assure the lender about its investment. This creates a fully transparent relationship based on open and proactive communication. If the CEO is unsure what pattern to use, asking the constituent for feedback on what cadence and content they prefer is an excellent place to start.



2016.

Giovanni Gallo (Kellogg School of Management at Northwestern University 2013) is the co-CEO and CTO of [ComplianceLine](#), a provider of case management and sanction screening software. Gallo and his brother acquired ComplianceLine through a traditional search fund in

I would put the constituents into four or five categories: investors, customers, all employees, and managers-leaders. Vendors and community are also important but are in a different tier based on how often we communicate with them. I think of constituents on a continuum of transactional to bought-in. For someone who is key to doing what we need to do, we need to get formal buy-in from them. On the other hand, someone who is more transactional, like a vendor, may only require episodic communication. When you ask yourself “How much of my life does this constituent impact?” or “How much of their life do I impact?” you can get a sense of how important the constituent is.

Ultimately, effective communication is about empathy, and empathy is about understanding whom you’re interacting with and changing your behavior in consideration of how they think, feel, and believe. Communication needs to be a function of that and not how you would receive it, what you would like to hear, or what you care about. Communication needs to “land” with someone, and it will be effective if you’re empathetic to the life they live and how what you’re conveying fits into that life.

02

Content

Content is *what* a CEO communicates. We believe that effective communication is a two-way street and that excellent CEOs are good listeners. As mentioned earlier, in this case note we are focused on the formal communication activities of the CEO and in this environment we believe almost all communication content should flow from the executive reporting package.* After all, this is what the CEO and their direct reports use to run and manage the business. One way to think about content is to consider the forward-looking view (what the CEO hopes will happen for the business), the backward-looking view (what has already happened at the company), and the CEO’s priorities. Forward-looking content includes the company’s strategy and annual goals as well as the CEO’s vision for the business. Backward-looking content can include past financial results, operational wins and losses, the team’s progress toward annual goals, and employee success stories. Finally, the CEO’s priorities represent what is most important to the organization’s leadership. This can include cultural messages around inclusion, respect, and values or operational content around safety, customer selection, and standards.

We have found that sharing key operational and financial results with most, if not all, constituents is a powerful tool. When CEOs transparently share wins and losses with internal and external constituents, they gain their trust and treat the constituents as peers and partners. We emphasize that appropriately sharing business challenges with constituents has the potential to engender trust, while obscuring difficult information can damage credibility. For example, sharing customer attrition data with team members with action steps to mitigate future attrition transparently addresses a business reality while including a path for a resolution. Moreover, we believe that open-book management (the process of sharing financial data with

* An executive reporting package is a balanced scorecard or key performance indicators the CEO and the executive team use to monitor and drive the business. This package typically consists of prospective and historical operating and financial data.

team members) creates strong teams. As a caveat, operational and financial data should be carefully tailored to the constituent audience. For example, telling employees that the business has \$10 million in debt may alarm employees, whereas the board of directors may calmly see this as a standard operating liability. When sharing content, a CEO needs to educate recipients on the meaning and context of the information. For example, communicating that we think we will grow by 50% next year might initially terrify some employees, who will then be mollified when plans to amplify hiring are revealed.

A large portion of the CEO's communication content is often focused on change management, such as when the business implements a new computer software system or acquires a competitor. Communicating what is happening, why it is happening, and how it will affect constituents plays an important role in assuaging fears and gaining support. By the same token, a leader's communication often centers around mission, value, and culture. Leaders must find ways to make this type of content rich, alive, memorable, and relatable. One such way is to tell anecdotes and stories that illustrate the company's values. Stories, in particular, provide powerful content that can influence employees, customers, and other stakeholders.

A message is most effective when its content is simple and communicated clearly. Therefore, rather than conflating several messages into one, CEOs should seek to simplify their message into a single overriding communication objective,⁶ then support it with two or three points.



Jason Jackson (College of Business at the University of Illinois at Urbana-Champaign 2015) is the co-founder and CEO of [Unified Dental Partners](#). He raised a traditional search fund, [Barah Capital](#), with Olaide Lawal in 2015. After 18 months of searching, they bought Detroit Dental, later renamed Unified Dental Partners. During their ownership, EBITDA[†] has more than tripled. Jason is also the co-founder of the [Black Search Network](#).

We have an employee meeting once a month with a standard agenda. First, we talk about who we are and why we exist. This means our culture, our core values, and our mission. Then, we tell a story that exhibits our core values and why we exist. Usually, it's about an employee in the office or an external anecdote related to this topic. We like telling stories to reinforce the culture. Next, we discuss our long-term goals, including where we are relative to the long-term goal. Then we talk about short-term goals and our progress toward those goals. Finally, we discuss what we need to *stop* doing and what we need to *start* doing to get there. Talking about who we are and why we exist is really important for employees so they can feel a sense of purpose in serving our customers and working in this industry.

It makes things easier when you're communicating the same thing across different constituents. The detail might be different – you might be in the weeds with employees, and you might be higher-level with the board – but everyone should hear the same basic story.

03

Cadence

CEOs need to develop a rhythm and pattern for how they deliver content. The cadence, or *frequency*, of communication should be content-driven and constituent-driven. Content often changes over time. For

[†] Earnings before interest, taxes, depreciation, and amortization

example, operating data is most often collected daily, financial data is compiled monthly, and company goals, budgets, and the strategy plan are adjusted annually. As the content changes (e.g., a new month is in the books), the CEO has an opportunity to provide a fresh message to constituents. The importance of the content also matters in determining the cadence of its presentation to constituents. For example, a company's mission and values change infrequently (if ever), but they are so important that many CEOs choose to communicate them weekly or monthly. CEOs need to determine which cadence best aligns with the shared content.

CEOs should also vary the frequency of communication based on the constituents who receive the message. Vendors, for example, may receive communication from the CEO only annually, while the executive team receives it weekly. Likewise, line employees will often receive some backward-looking communication (financial data) monthly or weekly but might receive operating data daily.

Keeping constituents informed and positively influenced requires consistent, thoughtful repetition. An old marketing rule developed by Dr. Jeffrey Lant states that a customer must have seven "interactions" with a product or service before taking action.⁷ In like manner, CEOs need to repeatedly share their core values and priorities with constituents to persuade and inform them. We believe that CEOs will benefit from reinforcing important messages at frequently planned intervals. For example, at each monthly all-hands meeting, the CEO can talk about the company's mission, highlight an employee who demonstrated a company value, and share how the business is executing on short-term and long-term goals. When CEOs "build vitality through repetition"⁸ over a consistent period, organizations are better aligned and constituents trust the company's leadership more.



Brian Williams (Kellogg School of Management at Northwestern University 2007) is the CEO of [FIMC](#). He raised a traditional search fund that culminated in the successful acquisition of FIMC in 2017, representing one of the largest acquisitions in search fund history. Prior to FIMC, Brian was responsible for all business affairs at an innovative healthcare company where he raised over \$60 million from three of the world's largest pharmaceutical companies and other investors.

Communicating regularly is important, particularly for employees. While some of our team members find comfort in having a regular cadence of communication, and others get genuinely excited when they know a scheduled all hands meeting is approaching, the experience is valuable for almost everyone involved.

I've also found it helpful to align the cadence of communication across key constituents. For example, each quarter, I regularly communicate with our board, shareholders, and employees – and all three of those touch points occur within about ten days of each other. Communicating with this cadence improves the consistency of the message, demonstrates transparency to those you rely on, and greatly improves efficiency (given the investment of time that is required to create content).

While a regular cadence of communication is important, you must also be flexible and rapidly adapt as needed. For example, during the time of great uncertainty early in Covid, I was hosting town hall meetings and providing written board updates on a weekly basis. This was actually when I first started coordinating my cadence across stakeholders – mostly out of necessity! And while we've since returned to a more normal schedule, it was during that time that I learned how aligning that cadence across stakeholders greatly clarified and strengthened the message.

Channel

Channel refers to the *way* in which content is delivered. CEOs have an abundance of options when it comes to communication channels. Live channels include in-person meetings, virtual meetings, phone calls, or instant messaging. CEOs can choose to meet individually or in a group with constituents. They can also use written communication channels like email, newsletters, shareholder reports, or polished slide decks. Other options include recorded video messages, social media posts, and internal training documents. Some communications are naturally suited to certain channels, such as sending a minor update to a vendor contract by email rather than conducting a face-to-face meeting. While many norms have been established around which channels are used for certain communications, we encourage CEOs to assess thoughtfully whether these channels achieve their aims. For example, if customers are resistant to taking in-person meetings because of the time commitment, the content might be undermined by forcing a live meeting.

Consequently, it is vital for CEOs to recognize that each channel has different implications and may vary in effectiveness. For example, an email may project efficiency, but it may not reflect urgency or the speaker's demeanor like an in-person meeting would. On the other hand, one-on-one sessions may convey appreciation and trust but lack the clarity of a recorded video message or newsletter. Therefore, CEOs must design their communication portfolio mix based on the channel's underlying implications and effectiveness.

We believe an “all of the above,” multi-channel approach is most effective. At the most basic level, people absorb information in different ways. For example, an in-person conversation with the CEO may work best for one person, and an email highlighting the pros and cons of a decision may be better for another. Hence, CEOs should devise methods to communicate the same message, or content, in distinct ways to give people several options to absorb the message. Furthermore, an aligned message across several channels is evidence of a consistent and genuine commitment to the content of the message.

Channel is one area where tactics may change as a business scales. For example, delivering a message in one-on-one meetings may be effective with 20 employees but is unrealistic with 100. CEOs should be willing to adjust channel tactics based on business needs. That said, if small, group, in-person meetings become untenable from a scheduling perspective, we have found it is best for CEOs to explain why the change is occurring, so these groups don't perceive the change negatively. Finally, each CEO is different and has different strengths and weaknesses. Where one may be a compelling writer, another may have a persuasive in-person presence. While there is no right or wrong communication method, CEOs can shore up perceived weaknesses and exercise their strengths by using a mix of communication channels to convey their message.



Brittany Collins (Stanford Graduate School of Business 2015) is the CEO of [Pacific Fertility Centers](#) (PFC), a multi-site fertility clinic and agency group based out of Los Angeles. She and her husband launched a search fund, [West Sand Partners](#), in 2016 and took over operations of PFC in 2019. Prior to PFC, Brittany worked in strategy and operations in venture capital and insurance.

The bulk of our communications is through Zoom meetings. This is because our team is spread out, and we've created a tighter cadence for meetings. Text is crucial as well. I frequently communicate with my direct reports through text to get rapid updates, and we use Slack a lot for the marketing team. We even have town halls where we meet via Zoom. We use email to an extent, but far less than Zoom or text. We find that live communication is really important. We often communicate with customers via Zoom and email for follow-

ups. Zoom allows customers to see who we are and helps build relationships and trust in our company. Concerning the board, we mostly communicate via email, using phone calls when necessary. All of our board meetings are in person, once per quarter.

Using multiple channels is especially helpful for training our staff on the customer journey. First, we have handbooks that go into excruciating detail on the process. Then, we have a higher view with charts and images, and finally, we have meetings, where we walk through all the steps face to face. We have found that communicating on these three different levels is very effective.

05

Character

Equally important as the content of the message is the *tone* in which it is delivered, what we call character. The communication's character should match the message's content and the constituents to whom it is being delivered.

The character of a message can be expressed as upbeat or downbeat, cool and methodical, or warm and embracing. CEOs should modify the tone and feel of their message depending on the nature of the communication. Undoubtedly, reporting poor results to the executive team will require a different tone than motivating the sales team. Empathy and emotional intelligence are critical to informing how the CEO delivers a message. Therefore, CEOs should think about the constituent's emotional state and the content's likely impact to match their tone to the situation.

The success of the communication lies in how it is received, or perceived. Peter Drucker, the late business academic, writer, and philosopher, posited that communication "always makes demands" – there is always an inherent "ask."⁹ Constituents are more likely to participate when the request aligns with their interests and values. Hence, much of developing the tone comes from understanding constituents. To be effective and strike the right tone, we encourage CEOs to listen as they communicate. Of course, communication is often the dissemination of information, but the best communicators actively listen too. This allows them to craft their message better. Furthermore, when CEOs empathize with their constituents and attempt to feel what they are feeling, they will likely get their message across more impactfully.

Each CEO has their own personal way of communicating. Rather than imitate another person's style, CEOs should develop a communication character that is personal, authentic, and unique to them. While we do not prescribe one specific delivery method, we have found that positive tone, authentic and inclusive language, and engaged body language make for more precise and persuasive communication. For example, when communicating about safety, regulatory, and human resources issues, a serious, non-frivolous character would be appropriate. These topics do not warrant a lighthearted or jovial tenor. Conversely, for some subjects, a self-deprecating manner imbued with humor can help the audience internalize and retain the message.



Nikita Sunilkumar (Kellogg School of Management at Northwestern University 2017) is the former CEO of [Crown Health](#), a search fund-acquired company at which she had a successful exit in 2022. She is currently the entrepreneur in residence for [Trilogy Search Partners](#) and is based out of Trilogy's office in Bellevue, Washington. She was formerly a consultant for the Boston Consulting Group and a production engineer for The Boeing Company.

As CEO, I took a coaching style in most of my conversations – this goes for all-staff meetings as well as individual one-on-ones. This approach gave me leeway to explain in a genuine way who we were as a company, who I was, and what we were trying to do. Thinking of myself as a coach allowed me to use a positive tone while still maintaining high expectations for my team's performance. Using a more uniform tone also allowed me to build trust with employees and the board during both good and bad times, and in healthcare there's always plenty of both.

People often find their way to healthcare because they believe in the mission and get fulfillment from serving patients - this also presents a risk that they get mired in the stress and frustrations of the day to day. My goal with my communication strategy was to help remove obstacles for my team, and by doing that I could help them rediscover their own drive for doing what they do.

06

Consistency

Consistency has two vectors in the context of communication strategies. First, we advocate for developing a predictable and distinct rhythm for communication. For example, if the monthly team member electronic communication is scheduled for the seventh of every month, the CEO must reliably deliver on that implicit proposition. Constituents will develop an expectation and anticipation for content through a specific channel on a prescribed cadence when there is consistency. Communication strategies should not be random and should ideally adhere to a predictable pattern. Second, CEOs should strive to deliver the same content when communicating with multiple constituents. For example, when developing communication packages for the investors and the board, it is essential to share the same operating and financial metrics in each communication package. This will help recipients better understand the business and follow the company's progress and story. There can even be value in setting up the company's key performance indicators (KPIs) in a consistent format so that once an employee understands the format, they can read any KPI in the company.

One dimension of consistency within a communications framework deserves special attention. We are ardent fans of repeatedly communicating values, goals, and strategy to all constituents in all channels. Values, goals, and strategies can be murky and nebulous concepts to many people, but when they are consistently highlighted, explained, celebrated, and rewarded, they begin to come to life and become embraced and internalized. Additionally, we assert that values, goals, and strategy are the underpinnings that build a business's culture. When CEOs continually communicate values and goals, why they are important, how they are lived, where they work, and why they matter, culture is strengthened and becomes part of the company's core.

Some new CEOs set overly ambitious communication goals (i.e., daily emails to staff, monthly detailed business updates to vendors, etc.) that are quickly abandoned when business picks up. We suggest CEOs start with a manageable communication pattern that fits into their operational reality; it is best to start small and deliver consistently. We have found that CEOs are most successful when communications are planned for and calendarized. This brings a level of consistency that allows the CEO to stay on top of their communication strategy while meeting constituents' frequency expectations. Missing an expected communication damages credibility; if a CEO sets an expectation of cadence, they must deliver.



Matias Reyna (Yale School of Management 2020) is the CEO of [Freedom Tree Farms](#), a wholesale fruit tree nursery based in Pelham, Tennessee. Freedom Tree was acquired by [Chenmark](#) (a holding company focused on the small business space) in 2022. Reyna joined Chenmark through an internal program focused on training upcoming CEOs.

At Freedom Tree, I find myself repeating two phrases almost daily. The first is “we make beautiful, high-quality trees.” The daily work of farming is tough both physically and mentally. People can be hunched over pruning 12-inch fruit trees for a full month – the same task every day, 8 hours a day, for a full month. I’ve never seen a team with so much resilience, but it can drag on them. By consistently talking about the aesthetics of the farm and of the trees, I instill a sense of pride in the work our team does and remind everyone that even on hard days we’re creating something extraordinary.

The second phrase is “all problems can be solved.” I really want our team to move past a problem quickly and think of a solution. I think work issues are inevitable and that people can get paralyzed when they overthink the problem. “How did we get here? What did I do wrong? Whose fault is it?” are questions I *don’t* want my employees to focus on or even think about. I want our team to think forward and fix issues – not dwell on them.

I find that consistently communicating these two simple messages helps both the team and me as a leader. The simplicity of the messages is easy to remember and is understood by a wide range of employees. Narrowing down the myriad number of potential phrases also helps me stay on track and deliver a consistent message, regardless of the situation.

Conclusion

Communication binds a company together and helps propel it forward. It helps a CEO articulate a crisp message to positively influence how various groups think about, feel toward, and perceive the business. It is one of the major building blocks of culture. Done well, communication is an accelerant for the business; done poorly, it creates an information vacuum that false perceptions might fill.

Effective communication does not happen by default. Rather, it must be worked at consistently and with intentionality. Therefore, CEOs of any experience level will benefit by developing a programmatic strategy for their communications. We hope that the six Cs (constituents, content, cadence, channel, character, and consistency) will provide a starting place for CEOs to begin crafting their own successful communication blueprint to help achieve their business goals.

Good luck with your communication program!

Exhibit 1: Illustrative communication map

Constituent	Content	Cadence	Channel	Character
Executive team	<ul style="list-style-type: none"> Operating results Financial results Values Key initiatives 	Monthly	In person with executive team operating dashboard results	Honest, no spin, full assessment, each exec participates in functional leadership role
Leadership team	<ul style="list-style-type: none"> Operating results Financial results Values Key initiatives Shout outs 	Quarterly	In person with slide show	Participatory, honest leaning to optimistic, enthusiastic
Sales team	<ul style="list-style-type: none"> Pipeline update Review customer selection criteria Values Shout outs to top performers 	Quarterly	Zoom with deck	Upbeat, light, enthusiastic, funny, motivational
Board	<ul style="list-style-type: none"> Excerpt from executive team dashboard Management discussion and analysis 	Monthly	Email deck with follow-up call	Neutral, analytical, forward looking
Investors	<ul style="list-style-type: none"> Excerpt from executive team dashboard Management discussion and analysis 	Quarterly	Email deck	Neutral, analytical, forward looking
Vendors	<ul style="list-style-type: none"> Vision, values High level results Strategy Collaboration 	Yearly	Lunch preferred or Zoom	Not too optimistic – pricing Collaborative Peers How can we help you
Competitors	<ul style="list-style-type: none"> What are you seeing in the market Test for acquisition candidacy 	Yearly	Visit in person at their location or lunch	Respectful, collaborative, inquisitive

Exhibit 2: Six Cs of communication summary grid







 Constituents	Who	<ul style="list-style-type: none"> ▪ Possible to segment countless ways ▪ Divide by message needed ▪ Evaluate by importance to your desired outcome
 Content	What	<ul style="list-style-type: none"> ▪ Be clear and concise ▪ Tailor the content to the constituent ▪ Be transparent (it builds trust and credibility) but provide any needed context ▪ Stories provide powerful reinforcement
 Cadence	When/ frequency	<ul style="list-style-type: none"> ▪ Vary based on how frequently you have new content ▪ The more important the constituent or content, the more frequent the cadence ▪ Build vitality through repetition ▪ Align cadence for similar content to different constituents to build efficiency and consistency
 Channel	Where	<ul style="list-style-type: none"> ▪ Align channel to content and constituent ▪ Evaluate channel use in terms of: efficiency, urgency, ability to impart details, ability to return information ▪ Use an “all of the above” approach to give people several different options to absorb the information ▪ Channels may need to change as the company grows
 Character	How	<ul style="list-style-type: none"> ▪ Match character to content and impact on constituent using EQ ▪ Develop character that is personal, authentic, and unique to the CEO
 Consistency	How often	<ul style="list-style-type: none"> ▪ Consistency across different constituents delivers a common understanding. This is especially important with values, goals, and strategy ▪ Consistent timing delivers on constituents’ expectations of normal routine

Exhibit 3: Additional Resources

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This case has been developed for pedagogical purposes. The case is not intended to furnish primary data, serve as an endorsement of the organization in question, or illustrate either effective or ineffective management techniques or strategies.

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Endnotes

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⁵ A. J. Wasserstein is the Eugene F. Williams, Jr. Lecturer in the Practice of Management at the Yale School of Management.

⁶ Dearnell, Adrian. "The Key to Successful Communications: Refine and Repeat." *Forbes*, 30 May 2018, www.forbes.com/sites/adriandearnell/2018/05/30/the-key-to-successful-communications-refine-and-repeat/?sh=5ae97a307105.

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