

Speaking in Enterprise Terms

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Part of the **Focused Perspectives** series exploring how leadership capability becomes visible and influential at the executive level.



Many senior leaders already think strategically but communicate their work in operational language. They describe projects completed, efficiencies gained, or processes improved. All of these are valuable. But operational language keeps the conversation anchored in execution.

Enterprise leaders communicate differently. They frame their work in terms of tradeoffs, capital allocation, and organizational impact. Instead of focusing on what was done, they explain why a particular path was chosen and what that decision means for the broader business.

This shift matters more than many leaders realize. Senior executives listen closely for signals that someone can think beyond a single function. If they consistently hear operational framing, they may assume operational thinking even when that assumption is inaccurate.

Where to Start

The next time you describe a project or initiative, add one additional layer: the enterprise implication.

■ Instead of saying, “We improved efficiency by 12 percent,” explain what that efficiency made possible for the organization.

The work doesn’t change. But the way it is framed signals a broader perspective.

In your next leadership update, go beyond reporting results. Explain the decision behind the result and the broader business implications it created.

Competence gets you in the room. Positioning determines what happens next.

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