

[MEJAVU]

THE INVISIBLE ART OF
TRANSLATION

THE NEED

The hardest part of executive communications isn't the writing.

- The job isn't to be comprehensive.
- It is to deliver something *useful*.
- And it requires a skill most organizations can't name until they desperately need it—**translation.**



THE 90-SECOND TAKEAWAY

The one thing the audience needs to understand, decide or believe when they leave the room.

THE NOISE PROBLEM

A leader needs to communicate a coherent picture to the board.

- They turn to their team.
- Every department sends their own view, with their own framing.
- What comes back is accurate, well-intentioned.
- And completely incoherent as a whole.

And what the leader has now isn't a narrative.

It's noise.

WHAT GOOD LOOKS LIKE

Strategic translation is the ability to turn the noise into a story.

NOT THIS

- A summary
- A highlights reel
- A formatted version of the same noise



BUT THIS

- Truth simplified
- What it means
- What the organization needs to do next

A single, coherent narrative:

- **SETUP:** Where we are and why it matters
- **INSIGHT:** What the input and our experience tell us
- **IMPLICATION:** What it means for our priorities
- **ASK:** What we need from this room

THE GAP

Most stop at the first question.

INFORMATION
ANSWERS:
What happened?

NARRATIVE ASKS:
What does it mean
and what do we do?

Translation happens in the space between.

And it's invisible when it's working.

THE SIGNALS

Key traits of the best strategic translators:

- They **ask the uncomfortable question** before anyone opens the deck: What does this mean for our priorities?
- They **make editorial choices**—cutting the things that are true but not essential to the story.
- They **understand their audience** as well **the content**.
- And they **take ownership** of the narrative.

THE SKILLS

1 ANALYTICAL FLUENCY

Reading across all departments to find signal in the noise.

2 ORGANIZATIONAL AWARENESS

Understanding why each contributor framed their story the way they did. What they're protecting. What they're proud of. What they're worried about.

3 NARRATIVE INTELLIGENCE

Constructing a throughline that holds even when the underlying reality is genuinely complicated.

Most are strong in one.

The best translators sit at the intersection of all three.

WHY IT MATTERS

The stakes are higher than most people realize.

- Senior leaders are more time-compressed than ever.
- The organizations they run are more complex.
- The decisions they're making carry more uncertainty.

A clear narrative that creates alignment and moves people to action is a must have.

The cost of not having it isn't a bad presentation, **it's a bad decision.**

THE VALUE

「MEJAVU」

Clarity is a competitive advantage.

**Strategic translation
is how you build it.**

With people who can take
complexity and make it mean
something.