



EPISODE 12

Write Like the Room You Want to Enter

Two levels up, leaders don't attend your meetings — **they read your memo**. Your writing is your proxy at the executive table. The memo-over-deck playbook, from the company that banned PowerPoint in 2004.

KEY STRATEGIES & IDEAS

Everyone types. Almost nobody writes. At the top, the difference is a promotion skill.

1. Lead with the Answer

The pyramid principle: conclusion, recommendation, and ask go in the opening paragraph. Background goes after. Executives decide in the first paragraph whether the rest is worth their time.

2. Write the Memo, Not the Deck

Narrative forces clarity that bullets let you dodge. If you can't write the decision as context-proposal-risks-alternatives-ask, you don't understand it yet. The memo is thinking, not wrapping.

3. Write for the Skimmer Two Levels Up

Assume ninety seconds of attention. Front-load the ask, use short paragraphs, and answer the three toughest objections before they're asked — every objection defused in writing is a meeting you don't have to survive.

ACTION & REFLECTION STEPS



Write the one-paragraph version of something you're working on now. Recommendation first, then why.

My one-paragraph version:



Convert your next real decision from slides to narrative — even if just for yourself. Context, proposal, risks, alternatives, ask.



Add an objections section to your next important write-up: the three toughest questions your reader will ask, answered in the document.



SKIP LEVEL

strategic leadership for leaders ready to think two levels up

EPISODE 12 · WORKSHEET



Study one piece of executive writing you admire like an athlete studies film. What went first? Where did they spend words? Steal the structure.

Think two levels up. — Maya & Marcus

Joe Dutkiewicz

CRAYON LEADERSHIP



crayonleadership.com