PORTFOLIO / COMMUNICATIONS STRATEGY

From Activity Reports to Stories That Matter

How a new approach to executive reporting became an organizational standard.

ORGANIZATION	ROLE	YEAR
Operation Snap Dragon	**Communications Director / Field Producer**	**2016**

BEFORE	AFTER	RESULT
4–5 pages	**1 page**	**Adopted**
Traditional summary	Human-centered summary	Model for future reports

01 The challenge

Our executive summaries typically ran four or five pages. They documented what we had done, but the writing focused on activities rather than the people affected by them. The information was useful. Readers just had to work too hard to see why it mattered.

02 The approach

I proposed a single page that led with human impact, used active voice, and kept the details readers needed. I wasn't trying to remove accountability or substance. I wanted to make the work easier to understand without burying the story beneath pages of reporting.

03 Making the case

The existing format was familiar, and the idea met some resistance. I explained the editorial reasoning and asked leadership to give the new approach a trial. They agreed.

04 The result

The revised format was accepted and became the model for subsequent organizational executive summaries. An idea to improve one document became a repeatable reporting standard.

WHAT THIS WORK SHOWS

I saw an opportunity to improve something people were accustomed to, made the case for a different approach, and helped turn that approach into a standard other people could use. It called for creative judgment, persistence, and discretion, especially when human stories had to be told without identifying protected people or locations.

> **The biggest change wasn't the page count. It was putting the meaning of the work ahead of the inventory of activities.**

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