

# 4 LESSONS FOR EXECUTIVE COMMUNICATIONS IN A DIVIDED LANDSCAPE

*from Jill Jackson  
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Executives and professionals in public-facing positions in 2025 are in a tricky spot. Messages that resonate with one critical audience are absolutely reviled by another. Organizations are trying to avoid putting any kind of target on their backs, while internal audiences, donors, or investors sometimes demand that leaders take a stand on the latest hot-button political issue du jour. In C-suites across the country, leaders are asking how—and even whether—to communicate the company's values, priorities, boundaries, and direction.

At Monument, many clients come to us after they are already in hot water—whether it's a town hall that went sideways or a media interview that backfired. Sometimes it's because they need to understand how best to communicate effectively with lawmakers on Capitol Hill, who hold varying and often conflicting ideologies but are equally critical to their business success.

**Here are just a few of the lessons we've picked up along the way...**



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1

**Have something to say**

If you don't, it's not your moment to be in the spotlight. As former CBS News anchor Bob Schieffer used to tell press secretaries, "Pitch your boss to me when they have something to say. If they come on with tired talking points and no point of view, I won't have them back again." This is just as true for lower stakes media interviews, town halls, and op-eds.

2

**Ask the most important questions**

What does your audience need to know? What do they need to feel? Understanding the answers to both is essential before any communications opportunity. Bring the data—but always place it in context that matters to your audience. Know what they care about, and speak to it directly.

3

**Communications skills matter**

Whether you're in an internal meeting, testifying before a panel, or speaking with the media—every interaction is public speaking. Learning or refreshing your skills to help you land your message, handle curveball questions, and pivot effectively is crucial. The most impactful communicators work at this throughout their careers. At Monument, we offer comprehensive training sessions that help leaders practice internal communications, media interviews, message development, congressional testimony, and more.

4

**A fractured media = Strategic choices**

With countless options for where to show up, it's vital to ask: which audiences matter most? We've seen leaders successfully leverage niche publications or podcasts to reach otherwise inaccessible customers, investors, or policymakers. We've also seen others try to "boil the ocean," spreading themselves too thin across platforms with little return on that investment of time and energy.

In a high-stakes and deeply divided landscape, effective executive communication isn't just about what you say—it's about when, where, how, and to whom. Clarity of message, consistency of tone, and strategic audience engagement are more important than ever. At Monument, we believe leaders shouldn't be left to navigate these complexities alone—and we're here to help them do it with confidence.