26characters

RESEARCH REPORT

# What 1,372 CEO Posts Reveal

## The State of B2B CEO LinkedIn 2026

Six months of LinkedIn posts from 109 CEOs of the largest US B2B companies, every post coded on 34 variables, from what it is about and how it sounds to whether it helps a buyer decide and how the audience responded.

A NOTE FROM OUR CEO

# Why we read 1,372 CEO posts

LinkedIn is the one place a buyer can hear from a CEO directly. No analyst in the middle, no sales deck, just the CEO's own words. For most large B2B companies, that feed is the most visible thinking the company shares, and the marketing team usually has a hand in it.

We build executive LinkedIn programs for a living, so we kept wondering how the biggest companies handle it. Do their CEOs share ideas or announcements? Do they sound like people or like press releases? And does anything they post help a buyer make a decision?

So we went and looked. We studied 109 CEOs of the largest US B2B companies and read every post we could find from April 1 to September 30, 2026. That came to 1,372 posts, and we scored each one on 34 measures, from topic and tone to the reactions it drew.

Plenty of it was what we expected. CEOs post a lot of company news, and they thank their teams generously. What surprised us was how rarely they let readers in. The posts that do the most for a buyer, a customer's result, a clear opinion, an honest word about what was hard, are the rarest things in the feed. Yet when a CEO does share a customer's result, the audience leans in.

That's good news for anyone who runs a CEO's LinkedIn. The audience is already there, and the gap can be closed one post at a time. We hope these pages show you what the largest companies are doing, and where a few changes would make your CEO the one buyers remember.



**Steve Goldhaber**
CEO, 26 Characters

## EXECUTIVE SUMMARY

We read 1,372 LinkedIn posts written between April 1 and September 30, 2026 by 109 CEOs of the largest US B2B companies, and scored each one on 34 measures. Most of the feed is company news and thank-yous. What stood out is what's missing: most CEOs never once named a customer's result or asked their audience a question. The posts that break through are personal stories and moments of reassurance. The deepest posts are the ones that get shared, and the CEOs who post least get the most from each post. Five numbers sum it up.

**82%** of CEOs never once named a customer's result in six months.

**71%** of CEOs who told stories saw them beat the rest of their posts.

**1.15x** the usual reactions for posts that reassure, against 0.81x for posts that teach.

**2.7x** the reposts for the deepest posts, compared with the shallowest.

**10x** the engagement per follower for CEOs who post less than monthly, compared with weekly.

**The takeaway for marketing leaders: your CEO doesn't need to post more. Fill the gaps, tell one real story a month, say what the news means for customers, and give people something worth passing along.**

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The report runs in five parts. Read the first two for the story. Use the rest to look up any number, industry or CEO. Click a part to jump to it.


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**How to read the numbers.** Share of posts pools every post. Counting each CEO equally gives every CEO the same weight. Against the CEO's typical post compares a post's reactions with the same CEO's typical post. More on page 151.


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PART 1

# How we did it

Who we studied, the six-month window, and the 34 things we measured on every post.

IN THIS PART

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METHOD

# We analyzed six months of posts from 109 B2B CEOs

Six choices shape every number in this report. Here is what we studied and how we read it.

### 1 Frame

109 CEOs of the largest US B2B companies, taken in revenue order from a public US company list and screened for industry and business model.

### 2 Neutral selection

Companies were taken in list order. No company was ever picked, or passed over, for the quality of its CEO's posts.

### 3 Window

April 1 to September 30, 2026. LinkedIn shows relative ages, so posts labeled 4 weeks to 5 months old count. Posts labeled 3 weeks or 6 months are sensitivity checks only.

### 4 34 variables per post

11 topic codes, 7 ratings from 1 to 5 with written anchors, 5 marketing categories, plus post construction and engagement. **All 34 on page 9**.

### 5 Read in full

Every post was read against a written rubric with 16 anchor examples. Only text the CEO wrote is scored. Reposts and quoted posts are excluded.

### 6 Checked

A 48-post blind rescore agreed within one point on 98% to 100% of ratings.

| 1,372 | 109 | 34 | 6 |
|---|---|---|---|
| posts scored | B2B CEOs whose posts we scored | variables coded on every post | months of posts, April 1 to September 30, 2026 |

This is a descriptive study of the largest US B2B companies, not a representative survey. Scores are AI ratings checked on samples. The full methodology starts on **page 150**.

METHOD · WHAT WE MEASURED

# The 34 variables we coded on every post

Every one of the 1,372 posts was read and coded on the same 34 variables, in five groups. Each variable has its own page of results in Part 2A, starting on page 22.

### TOPICS · yes or no

1. **Company news.** Announces the company's own products, events, results or milestones.
2. **Industry perspective.** Offers a view on where the CEO's industry or market is heading.
3. **AI and technology change.** Discusses AI or another shift in technology and what it changes.
4. **Buyer problem or practical value.** Names a problem buyers face or the practical value of solving it.
5. **People and culture.** About the company's workforce, talent, culture or workplace.
6. **Society and public policy.** Addresses a social issue, community cause, regulation or policy.
7. **Personal story.** Tells a story from the CEO's own life or career.
8. **First-person experience.** The CEO describes something they did, saw or learned.
9. **Thanks the team.** Thanks or recognizes employees or a team.
10. **Named customer proof.** Names a customer and shows a result the company delivered.
11. **Invites dialogue.** Asks readers a genuine question or invites them to respond.

### RATINGS · 1 to 5, with a written anchor for each point

12. **Viewpoint specificity.** How clear and specific the CEO's own point of view is.
13. **Practical usefulness.** How much a reader could use or act on.
14. **Evidence grounding.** How far claims rest on data, examples or specifics.
15. **Leadership perspective.** How much the post shows how the CEO thinks as a leader.
16. **Personal voice.** How much it sounds like a person rather than a company.
17. **Press-release tone.** How much it reads like a press release. Higher means more corporate.
18. **Candor and tradeoffs.** How openly it names a tradeoff, constraint or lesson learned.

### MARKETING · one category per post

19. **Intended audience.** The main reader, such as buyers, employees, investors or peers.
20. **Communication purpose.** The main job, such as promote, recognize, reassure, educate or advocate.
21. **Buying-journey role.** Where it helps a buyer, from problem recognition to decision reassurance, or not at all.
22. **Differentiation.** Absent, a generic claim, a specific difference, or a specific difference with support.
23. **Call to action.** The next step asked of the reader, such as read, watch, comment or register, or none.

### CONSTRUCTION · counted from the post

24. **Word count.** Words in the CEO's caption.
25. **Hashtag.** Uses at least one hashtag.
26. **Emoji.** The caption uses at least one emoji.
27. **Question mark.** The caption contains a question mark.
28. **Opens with I or My.** The caption's first word is I or My.
29. **Format on the card.** Image, multiple images, video, link card or text only.
30. **Links off LinkedIn.** The post links to a page outside LinkedIn.

### ENGAGEMENT · snapshots, October 24 to 26, 2026

31. **Reactions.** Reactions on the post when captured.
32. **Comments.** Comments on the post when captured.
33. **Reposts.** Reposts of the post when captured.
34. **Interactions per 1,000 followers.** Reactions, comments and reposts per 1,000 of the CEO's followers.

PART 2

# What we found

Ten findings about what the largest B2B CEOs post, how they sound, what they leave out and what their audiences reward.

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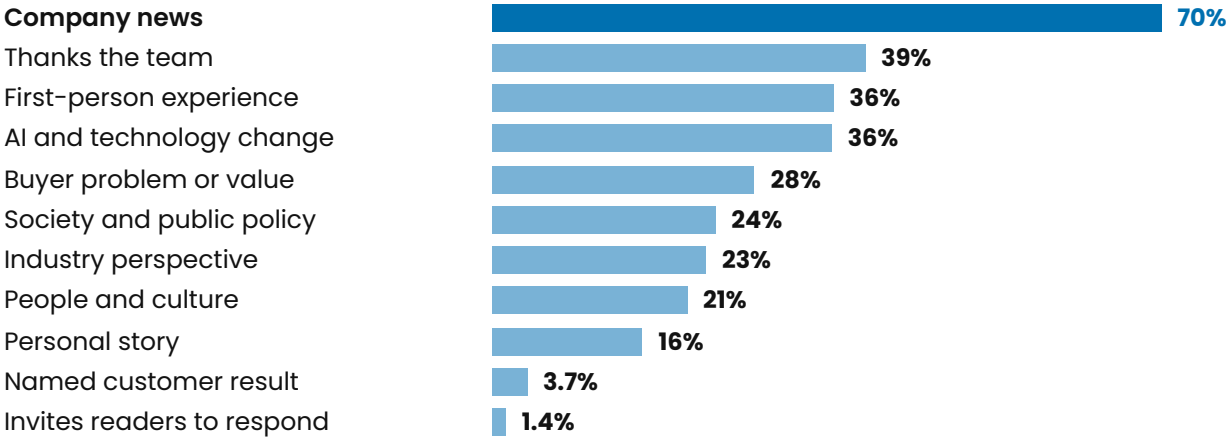
# 01 70% of CEO posts are company news, and two in three of those never say what the news means for a buyer

Company news is the backbone of the CEO feed: it appears in 70% of posts and fills most of the feed for 84 of 109 CEOs. But 642 of the 966 news posts stop at the announcement and never say what it changes for a customer.

EXHIBIT 1

### Company news leads, customer results and questions barely register

Share of 1,372 posts that include each topic. A post can include several.




**642 of 966**
news posts never say what the news means for a buyer.

**84 of 109**
CEOs make company news most of their feed.

**3.8%**
of news posts name a customer.

Company news, page 22 Inside the company news post, page 82

WHAT THIS MEANS FOR MARKETERS

## Add one line to every announcement that says what it changes for the customer.

Before a news post goes out, ask what the announcement means for the people who buy from you, and put the answer in the post. Two in three news posts in this study left it out.

# 02 Polished, press-release posts outnumber personal ones 2.5 to 1, and the gap widens at larger companies

354 posts read like corporate copy with little of the CEO's own voice. Only 142 go the other way. The larger the company, the more polished the tone: heavy press-release language appears in 35% of posts at $6B to $12B companies and 47% at $28B and up.

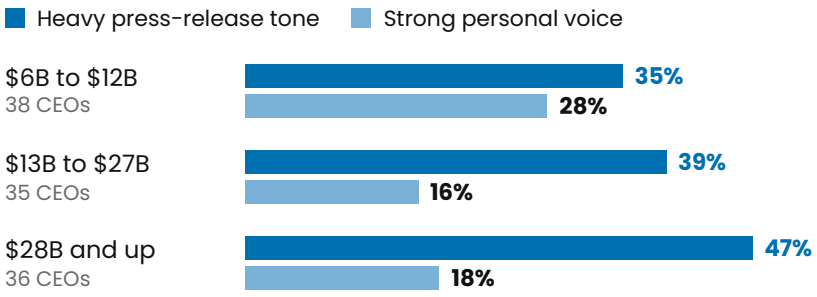
EXHIBIT 2

### Press-release tone rises with company size

Left: posts at the two extremes, each rated 1 to 5 on tone and on personal voice. Right: share of posts by company revenue, counting each CEO equally.

**354**
posts are polished with little personal voice

**142**
posts are personal with little polish




**51%**
of healthcare posts have a heavy press-release tone, the most of any industry.

**13%**
of financial posts do, the least.

**159**
words in the typical personal post, against 86 for the rest.

Press-release tone, page 38 Personal voice, page 37

WHAT THIS MEANS FOR MARKETERS

## Rewrite each draft in the words the CEO would use with a customer.

Read every draft out loud before it goes out. If it sounds like a spokesperson, rewrite it the way the CEO would explain it across a table. Remove phrases that could appear in any company's press release.

# 03 Only 2.2% of posts name a real tradeoff, constraint or lesson learned

We scored every post from 1 to 5 on candor: how openly it admits a tradeoff, a constraint or a lesson. 958 of 1,372 posts scored the lowest possible 1. Only 30 posts scored 4 or 5, and just 20 posts pushed back on a common view.

EXHIBIT 3

### Most posts sit at the bottom of the candor scale

Number of posts at each candor score, from 1 (none) to 5 (fully candid).




**22**
CEOs never scored above 1 on candor in six months.

**25%**
of AI posts show some candor, against 9.2% of other posts.

**20%**
of posts at $6B to $12B companies show some candor, against 13% at $28B and up.

Candor and tradeoffs, page 39

WHAT THIS MEANS FOR MARKETERS

## Include one honest sentence about what was hard.

Ask the CEO what was difficult about the work, what they would do differently or what they gave up to get there, and keep the answer in the post. It is the one thing a buyer cannot get from a press release.

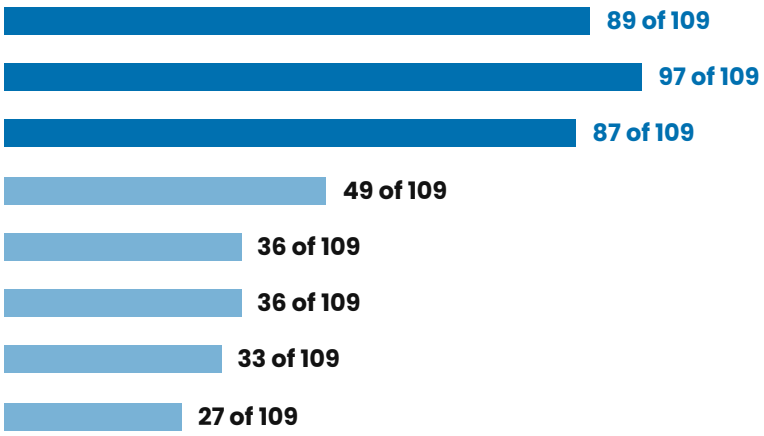
# 04 82% of CEOs never shared a customer's result, and 89% never asked their audience a question

Over six months, 89 of 109 CEOs never named a customer's result, and 97 never asked their audience a question. None of this takes special talent. It's simply missing from most feeds, which leaves a wide-open lane for the CEOs who use it.

EXHIBIT 4

### What most CEOs never did, even once, in six months

Number of the 109 CEOs who never posted each kind of content between April 1 and September 30, 2026.




**20**
CEOs wrote all 51 posts that named a customer's result.

**12**
CEOs wrote all 19 posts that asked readers to respond.

**13**
of 83 CEOs with five or more posts shared nothing but company news.

Named customer proof, page 31 Invites dialogue, page 32

WHAT THIS MEANS FOR MARKETERS

## Add customer results and direct questions to your CEO's posts.

Check your CEO's last six months against this list. Every gap you close moves the CEO ahead of most of the largest companies in the country, without adding a single post to the calendar.

# 05 Posts that name a customer's result drew 1.19 times the CEO's usual reactions, but only 3.7% of posts include one

Of all the topics we coded, a named customer result drew the strongest response against each CEO's own typical post. It is also one of the rarest: 51 posts in total, written by just 20 of the 109 CEOs.

EXHIBIT 5

### Customer results draw the strongest response of any topic

Median reactions compared with the same CEO's typical post (1.00x), by topic.




These show patterns, not causes. Based on 912 posts from 78 CEOs with five or more posts.

**51**
posts named a customer's result, 3.7% of the feed.

**20 of 109**
CEOs wrote all of them.

**67%**
of customer-result posts explain value to a buyer, against 26% of other posts.

Named customer proof, page 31 Inside the customer proof post, page 83

WHAT THIS MEANS FOR MARKETERS

## Feature one named customer result every month.

Work with sales and customer success to find one result a month that a customer will let you name. Say what the problem was, what changed and by how much.

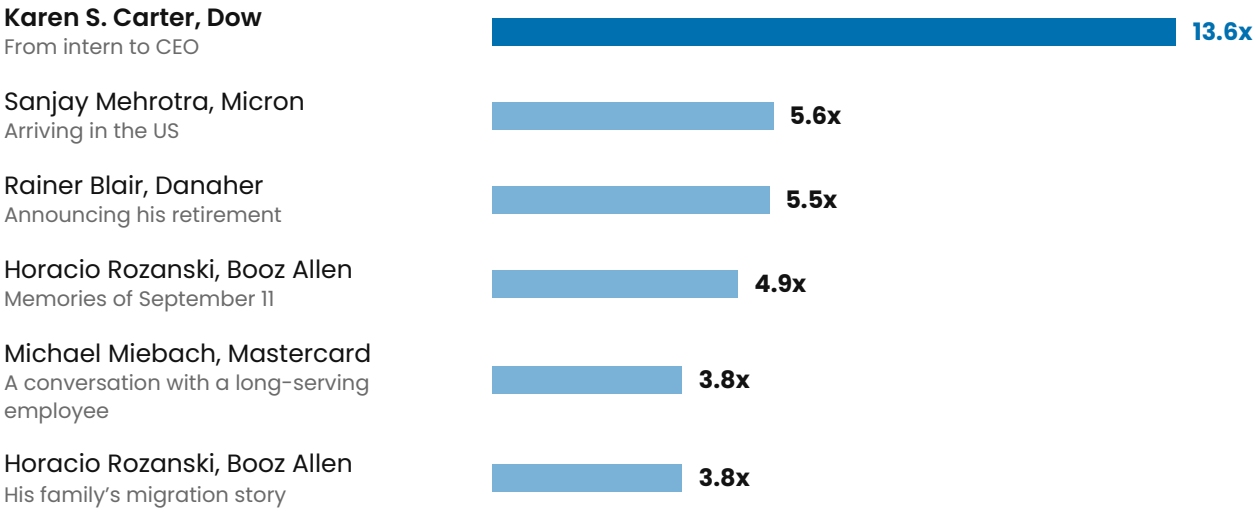
# 06 Personal stories drew more reactions than other posts for 71% of the CEOs who told them

We compared each CEO's personal stories with the rest of their feed. For 42 of the 59 CEOs with enough posts to compare, the stories drew more reactions than everything else they posted. Yet 36 of 109 CEOs never told a story, and stories make up only 16% of all posts.

EXHIBIT 6

### The six biggest story posts in the study

Reactions compared with the same CEO's typical post, where 1.0x is typical.




**42 of 59**
CEOs saw their stories beat the rest of their posts.

**36**
of 109 CEOs never told a personal story.

**158**
words in the typical story post, against 89 for other posts.

Personal story, page 28 Inside the personal story, page 84

WHAT THIS MEANS FOR MARKETERS

## Publish one personal story from your CEO each month.

Ask one question a month: what moment from your career explains a decision you made this year? The answer is usually the best post on the calendar. At Dow, that question's answer drew 13.6 times its author's usual reactions.

# 07 Posts that reassure drew 15% more reactions than usual. Posts that teach drew 19% fewer.

Posts that steady the audience, such as results, commitments and leadership changes, drew 1.15 times the CEO's typical reactions. Posts written to teach drew 0.81. Reassuring posts are 12% of the feed but 28% of each CEO's best-performing posts. Teaching posts are 11% of the feed and just 3% of the best.

EXHIBIT 7

### How each kind of post performs against the CEO's typical post

Median reactions compared with the same CEO's typical post (1.00x). Share of all posts in grey.




These show patterns, not causes. Based on 912 posts from 78 CEOs with five or more posts.

**1.22x**
typical reactions for posts about quarterly results.

**1.19x**
for posts written mainly for investors.

**2.3x**
for retirement and succession posts, a small sample of 7.

Communication purpose, page 41 Intended audience, page 40

WHAT THIS MEANS FOR MARKETERS

## When there is news, explain what it means for customers and what happens next.

When there's news, have the CEO say what it means for customers and what happens next. If the CEO wants to teach, frame the lesson around a decision the company made, not a lecture on the industry.

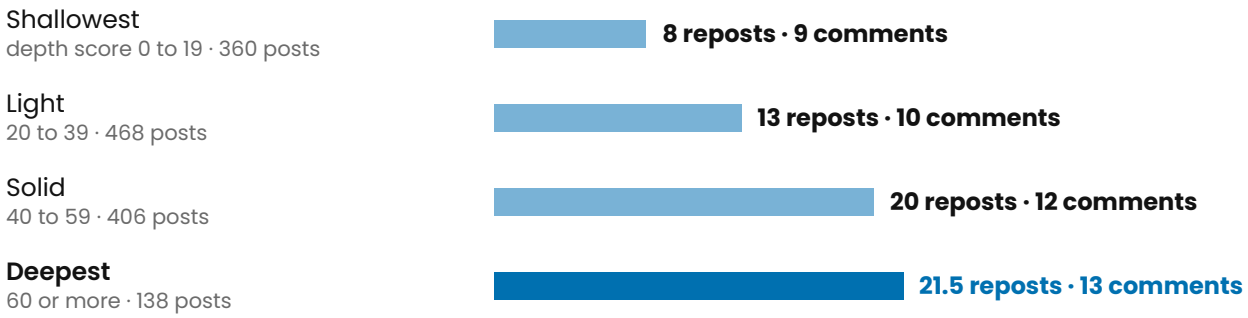
# 08 The most substantive posts were reposted 2.7 times as often as the least substantive, with the same number of reactions

Reactions barely move with the substance of a post: every depth level lands right at the CEO's typical level. Reposts tell a different story. The deepest posts were reposted 21.5 times at the median, against 8 for the shallowest, and they drew more comments too.

EXHIBIT 8

### The more thinking a post shows, the more it gets reposted

Median reposts per post, by depth score. The depth score runs 0 to 100 and measures how much real thinking a post shows.




**1.00x**
typical reactions at every depth level. Likes don't reward substance.

**2x**
the reposts per 1,000 reactions, 60 for the deepest posts against 29.

**138**
posts score 60 or more out of 100, just 10% of the feed.

What moves reposts, page 89 Reposts, page 54

WHAT THIS MEANS FOR MARKETERS

## Track reposts as well as reactions to see which posts reach new people.

Reactions will tell you a thoughtful post did no better. Reposts tell you it reached people who don't follow the CEO yet. Track both, and protect the posts that get passed along.

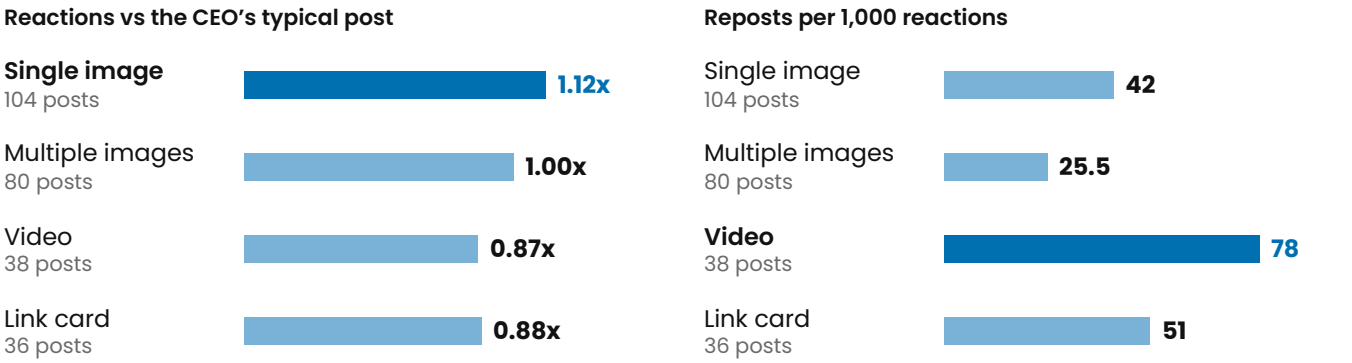
# 09 Single-image posts drew the most reactions. Video posts were reposted the most.

Posts with a single image drew 1.12 times the CEO's typical reactions, the best of any format. Video drew only 0.87, but it was reposted more than any other format: 78 reposts per 1,000 reactions, nearly double the 42 for a single image. Multi-image carousels were shared least of all.

EXHIBIT 9

## Each format does a different job

Posts where the format was captured on the card, 258 posts across four formats.




These show patterns, not causes. Format was captured on 265 posts in October 2026. Seven text-only posts are too few to show.

**1.12x**
typical reactions for a single image, the highest of any format.

**78**
reposts per 1,000 reactions for video, the highest of any format.

**25.5**
for multi-image carousels, the lowest.

Format on the card, page 50 Format and links, page 90

WHAT THIS MEANS FOR MARKETERS

### Use a single image to reach current followers and video to reach new audiences.

Use a strong single photo when the goal is to be seen by the CEO's followers. Use a short video when the goal is to reach people who don't follow the CEO yet. Skip the photo carousel: it drew the fewest shares.

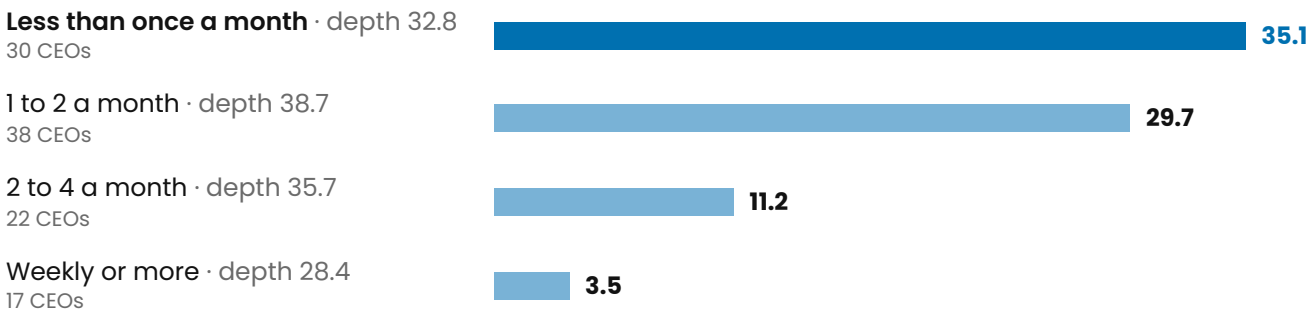
# 10 CEOs who post less than once a month drew 10 times the engagement per follower of CEOs who post weekly

CEOs who post less than once a month drew 35 interactions per 1,000 followers. Weekly posters drew 3.5. The 17 weekly posters write 44% of all posts, yet they get the least out of each one, and their posts score lowest on depth.

EXHIBIT 10

## The less often a CEO posts, the more each post earns

Reactions, comments and reposts per 1,000 followers, by how often the CEO posts. Depth score in grey.




Frequent posters also tend to have larger followings, which lowers the per-follower rate. Frequency bands cover 107 of the 109 CEOs.

**44%**
of all posts come from the 17 weekly posters, 604 posts in all.

**28.4**
depth score for weekly posters, the lowest of any group.

**38.7**
for CEOs who post once or twice a month, the highest.

By posting frequency, page 77 Per 1,000 followers, page 55

WHAT THIS MEANS FOR MARKETERS

### Post two strong pieces a month instead of a weekly stream of updates.

Two strong posts a month will do more than a weekly stream of updates. Spend the time you save on one post with a story, a clear point of view or a customer in it.

PART 3

# The data in detail

Every measure in full, then broken down by industry, company size, audience, posting frequency, topic and engagement.

IN THIS PART

Every variable, one page each 22

How the six industries compare 56

Company breakdowns: revenue, followers and frequency 70

Topic comparisons 80

Engagement 86

# 01 Company news

Does the post announce or promote the company's own products, events, results, awards, partnerships or milestones?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **70.4%** of posts carry company news (966 of 1,372) | **72.3%** counting each CEO equally | **103** of 109 CEOs posted company news at least once | **1.00** reactions vs the CEO's typical post, against 0.94 without news |

EXHIBIT 1.1

### Seven in ten posts are company news

Number of posts, out of 1,372




EXHIBIT 1.2

### Healthcare and transport CEOs lean hardest on news

Share of each CEO's posts, averaged across the CEOs in each industry

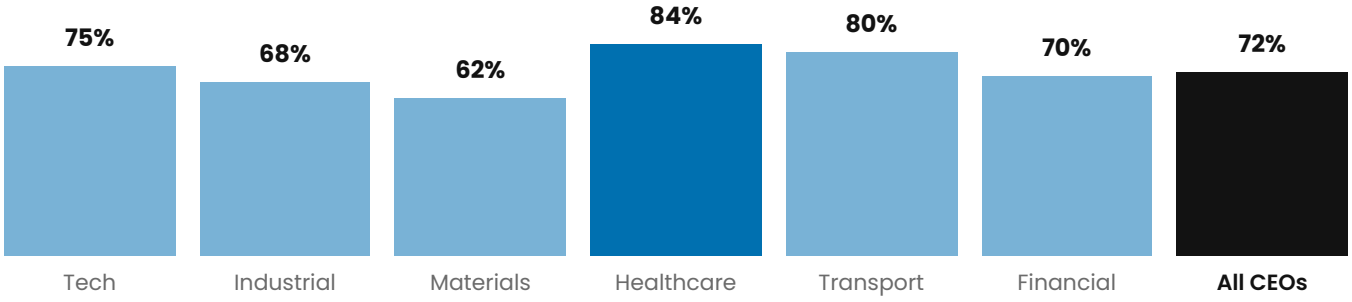



EXHIBIT 1.3

### News posts perform at the CEO's usual level

Reactions vs the same CEO's typical post (the line marks 1.00). 912 posts, 78 CEOs.




News is the default for almost every CEO. It performs at the CEO's usual level, so the opportunity is not to post less news but to add what it means for a buyer, which only 324 of the 966 news posts do.

Inside the news post, page 82 Industry scorecard, page 57

# 02 Industry perspective

Does the post explain a market, sector or ecosystem implication that goes beyond the company's own news?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **22.5%** of posts offer an industry perspective (309 of 1,372) | **19.7%** counting each CEO equally | **64** of 109 CEOs offered one at least once | **0.96** reactions vs the CEO's typical post, against 1.00 without |

EXHIBIT 2.1

### About one post in five looks past the company to its market

Number of posts, out of 1,372

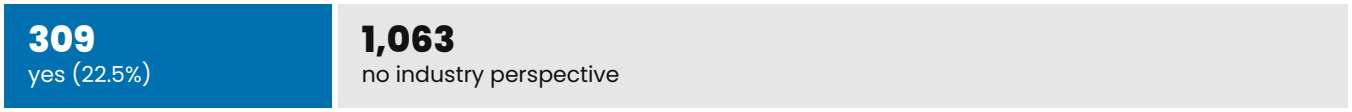



EXHIBIT 2.2

### Financial CEOs explain their markets most, transport CEOs least

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

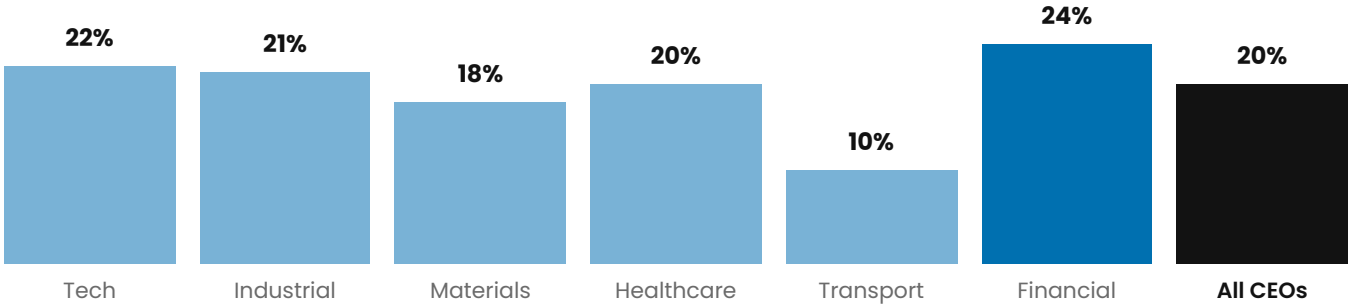



EXHIBIT 2.3

### Market commentary draws about the CEO's usual response

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Most posts leave the market view to others, and 45 of 109 CEOs never offer one. Where it does show up, it travels with AI: 44.7% of AI posts carry an industry perspective, against 10.2% of all other posts.

AI posts against the rest, page 80 Industry scorecard, page 57

# 03 AI and technology change

Does the post substantively address AI or another technology change, rather than mention it in passing?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **35.7%** of posts address AI or technology change (490 of 1,372) | **30.2%** counting each CEO equally | **76** of 109 CEOs posted about AI or technology at least once | **1.00** reactions vs the CEO's typical post, the same as without |

EXHIBIT 3.1

### More than a third of posts take on AI or technology change

Number of posts, out of 1,372

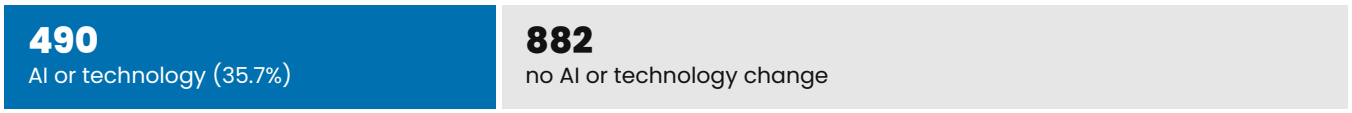



EXHIBIT 3.2

### Tech CEOs talk AI most, transport and materials CEOs least

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

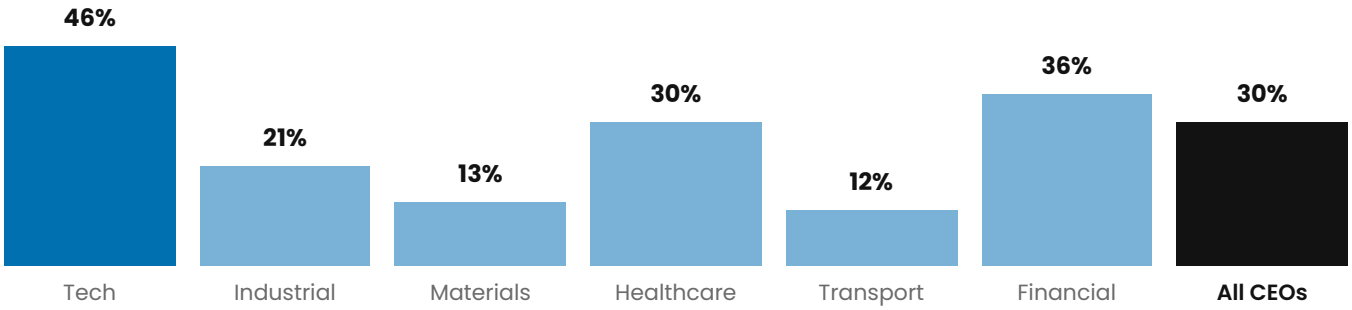



EXHIBIT 3.3

### AI posts perform at the CEO's usual level, no better and no worse

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




AI posts do not win more reactions, but they carry the substance: 61.0% explain buyer value, against 9.1% of other posts, and they hold 62.7% of all customer-proof posts.

AI posts against the rest, page 80 Industry scorecard, page 57

# 04 Buyer problem or practical value

Does the post explain a buyer's problem, a use case or a business consequence for the people who buy?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **27.6%** of posts explain buyer value (379 of 1,372) | **28.2%** counting each CEO equally | **82** of 109 CEOs explained buyer value at least once | **1.00** reactions vs the CEO's typical post, the same as without |

EXHIBIT 4.1

### Just over one post in four tells a buyer why it matters to them

Number of posts, out of 1,372

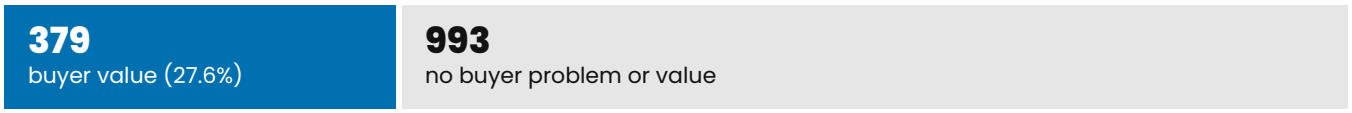



EXHIBIT 4.2

### Healthcare CEOs explain buyer value most, transport CEOs least

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

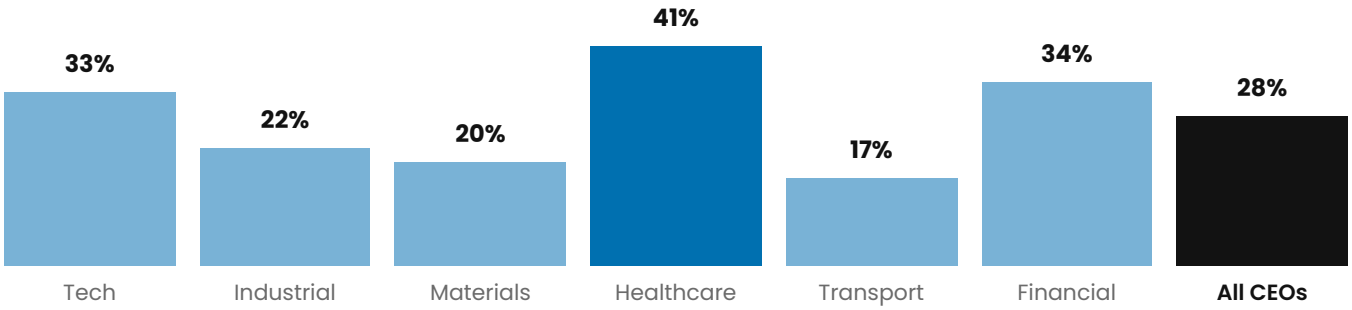



EXHIBIT 4.3

### Buyer-value posts perform at the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Buyer-value posts draw the CEO's usual reactions (1.00), so the gap is a choice. The biggest place to close it is company news: only 324 of the 966 news posts say what the news means for a buyer.

Inside the news post, page 82 Industry scorecard, page 57

# 05 People and culture

Does the post substantively address employees, culture, hiring, skills or the workforce?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **20.5%** of posts address people and culture (281 of 1,372) | **23.6%** counting each CEO equally | **81** of 109 CEOs posted about people and culture at least once | **1.00** reactions vs the CEO's typical post, the same as without |

EXHIBIT 5.1

### One post in five is about the workforce

Number of posts, out of 1,372

| | |
|---|---|
| **281** yes (20.5%) | **1,091** no people and culture topic |

EXHIBIT 5.2

### Materials and energy CEOs talk about their people most, tech CEOs least

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

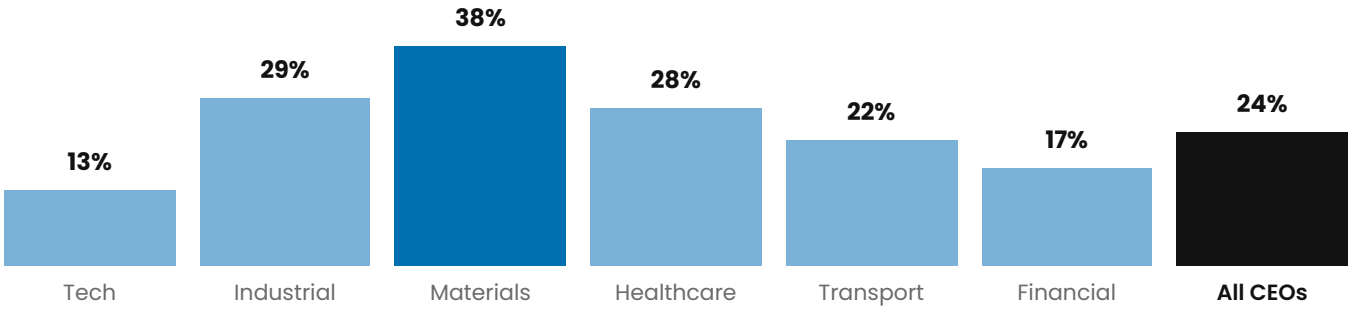



EXHIBIT 5.3

### Workforce posts perform at the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




The topic splits sharply by industry. Tech CEOs, the heaviest AI posters, give their workforce the least space (13% of posts), while materials and energy CEOs give it nearly three times as much (38%).

All topics compared, page 14 Industry scorecard, page 57

# 06 Society and public policy

Does the post address public policy, sustainability, the community or a social issue?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **23.5%** of posts address society or policy (323 of 1,372) | **26.8%** counting each CEO equally | **84** of 109 CEOs posted on society or policy at least once | **0.93** reactions vs the CEO's typical post, against 1.00 without |

EXHIBIT 6.1

### Nearly one post in four turns to society, policy or community

Number of posts, out of 1,372

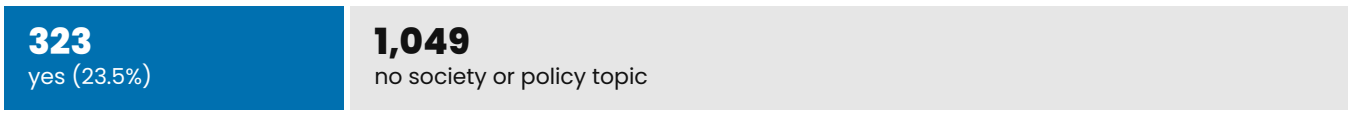



EXHIBIT 6.2

### Financial and materials CEOs post most on society and policy

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

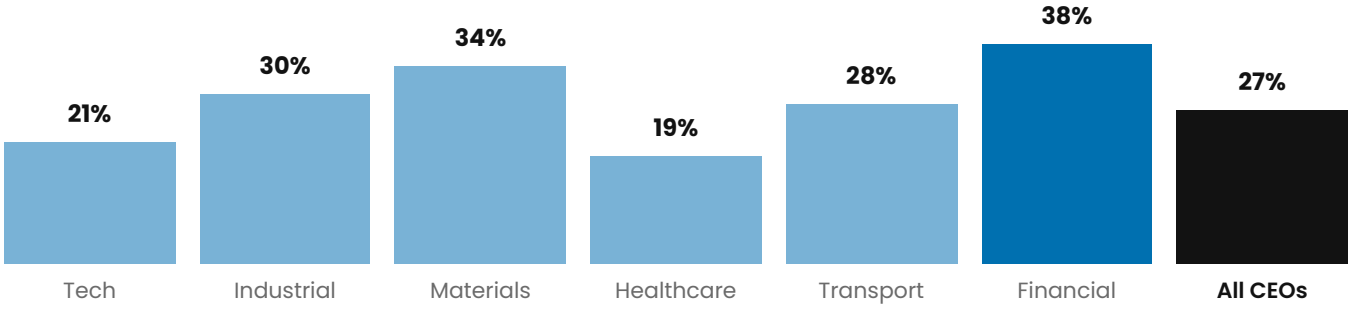



EXHIBIT 6.3

### Society and policy posts run slightly below the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




This is a standard part of the CEO feed, posted by 84 of 109 CEOs, yet it draws a little less than the CEO's usual response (0.93). Decide what each policy or community post is meant to do for the brand before it goes out.

All topics compared, page 14 Industry scorecard, page 57

# 07 Personal story

Does the post narrate a specific personal experience and reflect on what it meant?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **15.8%** of posts tell a personal story (217 of 1,372) | **18.3%** counting each CEO equally | **73** of 109 CEOs told a personal story at least once | **1.06** reactions vs the CEO's typical post, against 0.99 without |

EXHIBIT 7.1

### About one post in six tells a personal story

Number of posts, out of 1,372

**217** yes (15.8%)

**1,155** no personal story

EXHIBIT 7.2

### Personal stories show up at a similar rate in every industry

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

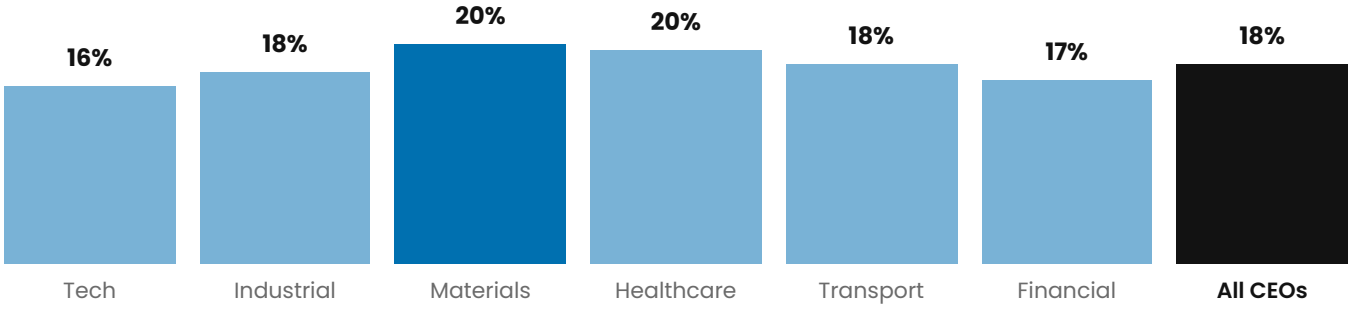



EXHIBIT 7.3

### Story posts draw slightly more than the CEO's usual response

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Personal stories draw at least the CEO's usual response. Story posts run longer (a median of 158 words, against 101 for all posts), 97.7% of them score 4 or 5 on personal voice, and they draw 1.06 times the CEO's usual reactions.

Finding 6, page 16 Inside the personal story, page 84 Industry scorecard, page 57

# 08 First-person experience

Does the post describe a concrete first-person action, encounter or observation by the CEO?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **35.9%** of posts include first-person experience (492 of 1,372) | **37.9%** counting each CEO equally | **94** of 109 CEOs described a first-person experience at least once | **1.00** reactions vs the CEO's typical post, the same as without |

EXHIBIT 8.1

## More than a third of posts put the CEO in the scene

Number of posts, out of 1,372

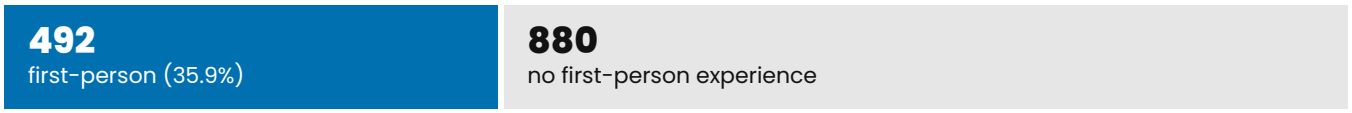



EXHIBIT 8.2

## Financial CEOs share first-person experience most, industrial CEOs least

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

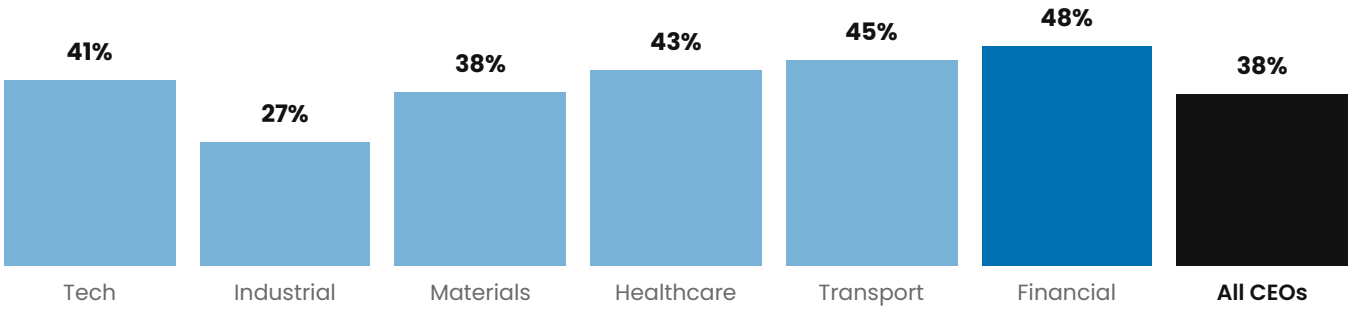



EXHIBIT 8.3

## First-person posts perform at the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Most CEOs step into their posts, but rarely at the top: only 7.5% of captioned posts open with I or My. Financial CEOs share first-person experience most (48%) and thank the team least (14%).

Opens with I or My, page 49 Industry scorecard, page 57

# 09 Thanks the team

Does the post give explicit credit or thanks to employees or an internal team?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **39.2%** of posts thank or credit the team (538 of 1,372) | **48.8%** counting each CEO equally | **99** of 109 CEOs thanked the team at least once | **1.01** reactions vs the CEO's typical post, against 0.97 without |

EXHIBIT 9.1

### Two posts in five thank the team

Number of posts, out of 1,372

**538** thanks the team (39.2%)

**834** no thanks or credit

EXHIBIT 9.2

### Financial CEOs thank the team far less than any other industry

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value.

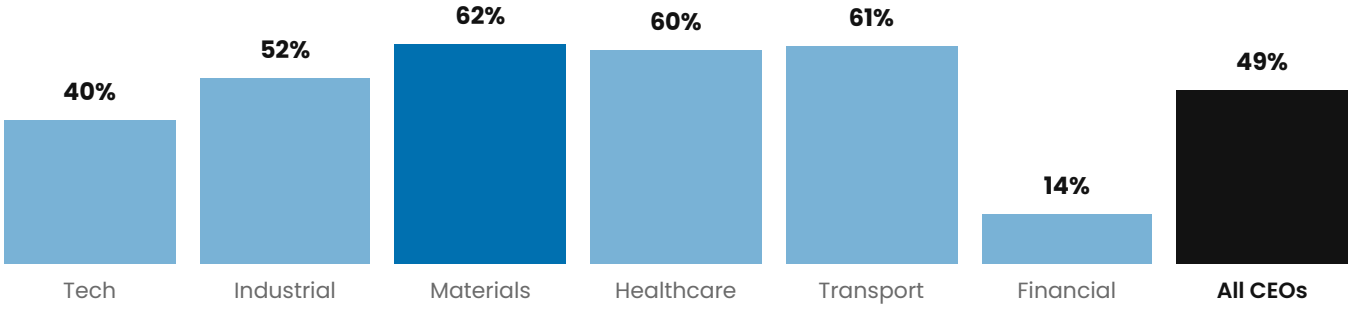



EXHIBIT 9.3

### Thank-you posts perform at about the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Nearly every CEO credits the team, 99 of 109, and the share counting each CEO equally (49%) runs well above the pooled share (39%), so lighter posters lean on it most. Keep the thanks, and add what the CEO saw and learned.

Industry scorecard, page 57

# 10 Named customer proof

Does the post name an external customer and describe its implementation or result?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **3.7%** of posts name a customer and its result (51 of 1,372) | **2.8%** counting each CEO equally | **20** of 109 CEOs posted customer proof at least once | **1.19** reactions vs the CEO's typical post, against 1.00 without |

EXHIBIT 10.1

### Fewer than one post in 25 names a customer

Number of posts, out of 1,372

**1,321** no named customer proof

**51** name a customer, the blue bar (3.7%)

EXHIBIT 10.2

### Industrial and tech CEOs lead on customer proof, and transport CEOs posted none

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value, 4.0%.

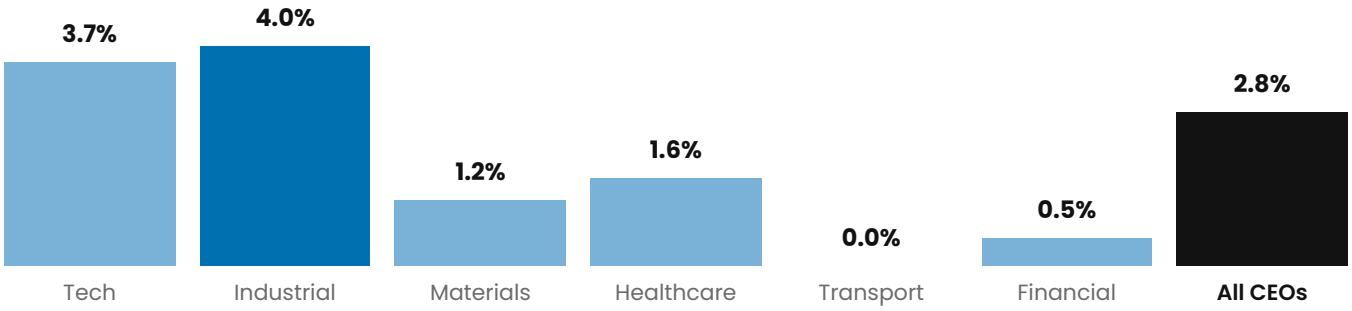



EXHIBIT 10.3

### Customer proof draws the strongest response of any topic

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




One of the rarest topics draws the strongest response, though on 34 posts. Proof posts also do the buyer work most posts skip: 66.7% explain buyer value and 45.1% score 4 or 5 on evidence, against 26.1% and 18.4% of other posts.

Finding 4, page 14 Inside the customer proof post, page 83 Industry scorecard, page 57

# 11 Invites dialogue

Does the post explicitly ask readers for their experiences, views or answers?

Topic code, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **1.4%** of posts invite readers to respond (19 of 1,372) | **1.0%** counting each CEO equally | **12** of 109 CEOs invited dialogue at least once | **Too few** posts to read reactions, only 12 of the 912 in the sample |

EXHIBIT 11.1

### Fewer than one post in 70 asks readers to answer

Number of posts, out of 1,372

**1,353** no invitation to respond

**19** invite dialogue, the blue bar (1.4%)

EXHIBIT 11.2

### Healthcare CEOs ask readers most, though no industry tops 3%

Share of each CEO's posts, averaged across the CEOs in each industry. Bars scaled to the highest value, 2.9%.

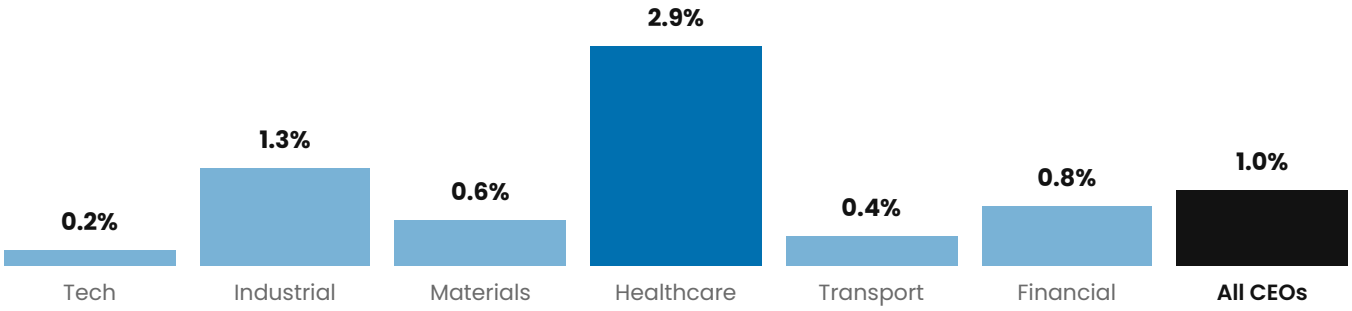
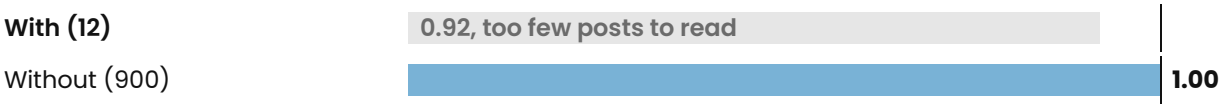



EXHIBIT 11.3

### Too few posts to read a reactions effect

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. Only 12 of the 912 posts in the reactions sample invite dialogue, so the first bar is shown for completeness only.




CEOs almost never ask. Yet posts containing a question mark draw 46 comments per 1,000 reactions against 21 for other posts, so one real question is worth testing.

Question mark, page 48 Industry scorecard, page 57

# 12 Viewpoint specificity

How explicit and reasoned is the stance the CEO takes in the post?

Rating 1 to 5, all 1,372 posts. 1 = absent, no stance; 5 = strong, a specific reasoned position with a boundary, alternative or counterargument.

| | | | |
|---|---|---|---|
| **3** median post score, out of 5 | **20.4%** of posts score 4 or 5 (280 of 1,372) | **2.88** the typical CEO's average score (median of 109 CEO averages) | **0.98** reactions vs the CEO's typical post for 4 or 5, against 1.00 for the rest |

EXHIBIT 12.1

### Most posts sit in the middle, and only 15 take a strong stance

Number of posts at each score, with the share of 1,372. Scores 4 and 5 in dark blue.

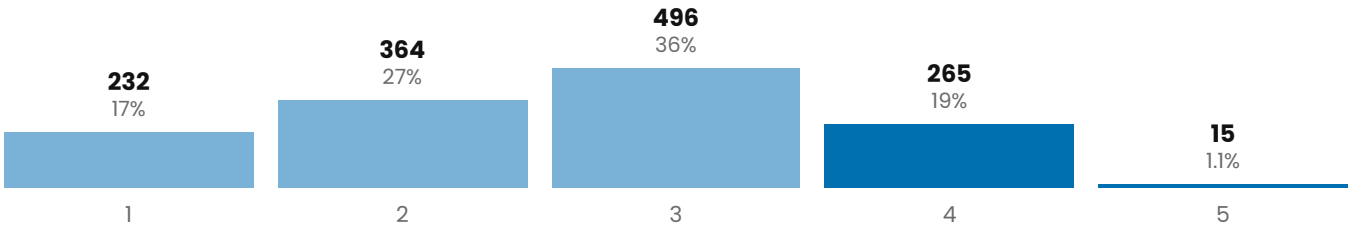



EXHIBIT 12.2

### Financial and healthcare CEOs take the most specific positions

Average score, each CEO counted once. Bar height is proportional to the average on the 1 to 5 scale.

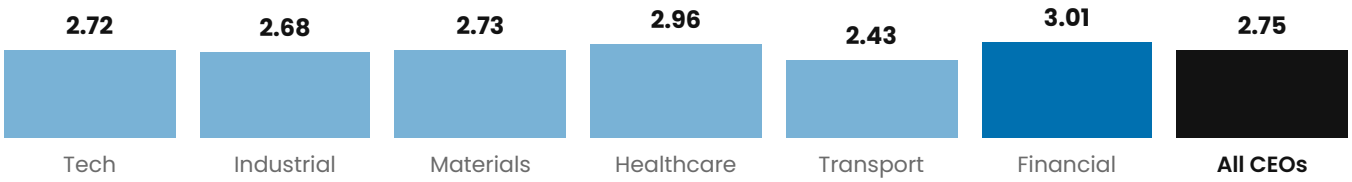



EXHIBIT 12.3

### A specific stance draws about the CEO's usual reactions

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Posts with a clear stance draw the CEO's usual reactions (0.98), and they live mostly in AI posts: 36.9% of AI posts score 4 or 5 on viewpoint, against 11.2% of all other posts.

AI posts against the rest, page 80 Industry scorecard, page 57

# 13 Practical usefulness

Does the post give guidance a reader could use in a business decision?

Rating 1 to 5, all 1,372 posts. 1 = absent, nothing beyond the announcement; 5 = strong, actionable steps with conditions or criteria.

| | | | |
|---|---|---|---|
| **2** median post score, out of 5 | **5.1%** of posts score 4 or 5 (70 of 1,372) | **2.25** the typical CEO's average score (median of 109 CEO averages) | **1.00** reactions vs the CEO's typical post for 4 or 5, the same as the rest |

EXHIBIT 13.1

### More than a third of posts give a reader nothing to use

Number of posts at each score, with the share of 1,372. Scores 4 and 5 in dark blue.

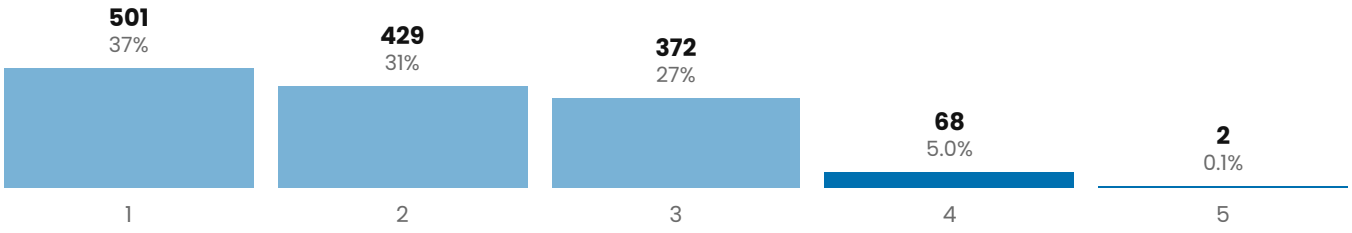



EXHIBIT 13.2

### Healthcare CEOs score highest on usefulness, transport CEOs lowest

Average score, each CEO counted once. Bar height is proportional to the average on the 1 to 5 scale.

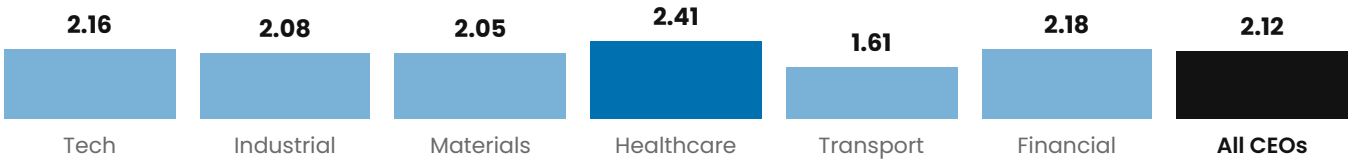



EXHIBIT 13.3

### Useful posts perform at the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Only 70 of 1,372 posts give readers something concrete to apply. AI posts come closest: 58.8% of them score 3 or more on usefulness, against 17.5% of all other posts.

Industry scorecard, page 57

# 14 Evidence grounding

How specific and traceable is the support the post gives for its claims?

Rating 1 to 5, all 1,372 posts. 1 = absent, assertion or announcement only; 5 = strong, traceable support with method, scope and limits.

| | | | |
|---|---|---|---|
| **3** median post score, out of 5 | **19.4%** of posts score 4 or 5 (266 of 1,372) | **3.00** the typical CEO's average score (median of 109 CEO averages) | **1.00** reactions vs the CEO's typical post for 4 or 5, the same as the rest |

EXHIBIT 14.1

### Nearly half of posts score a 3, and none reach a 5

Number of posts at each score, with the share of 1,372. Scores 4 and 5 in dark blue.

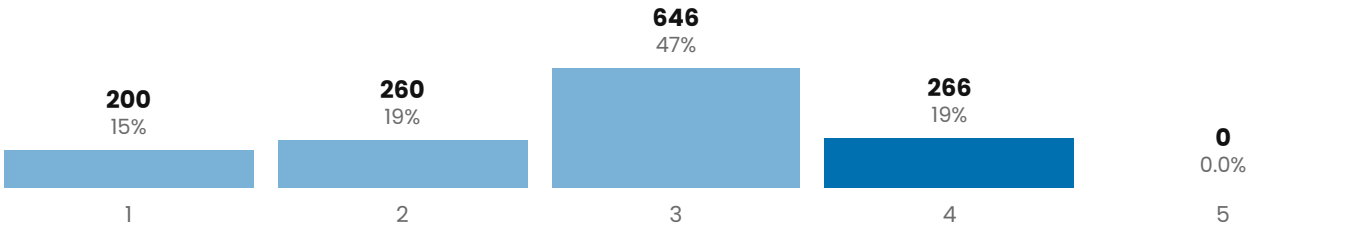



EXHIBIT 14.2

### Healthcare and tech CEOs ground their posts most, industrial CEOs least

Average score, each CEO counted once. Bar height is proportional to the average on the 1 to 5 scale.




EXHIBIT 14.3

### Well-grounded posts perform at the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Hard evidence travels with announcements and customers: 25.2% of company news posts score 4 or 5, against 5.7% of other posts, and customer-proof posts lead at 45.1%.

Inside the news post, page 82 Inside the customer proof post, page 83 Industry scorecard, page 57

# 15 Leadership perspective

Does the post show the CEO's strategic reasoning, choices and accountability?

Rating 1 to 5, all 1,372 posts. 1 = absent, no leadership reasoning; 5 = strong, a choice with competing goals, stakeholder effects and accountability.

| | | | |
|---|---|---|---|
| **3** median post score, out of 5 | **16.0%** of posts score 4 or 5 (220 of 1,372) | **2.82** the typical CEO's average score (median of 109 CEO averages) | **1.00** reactions vs the CEO's typical post for 4 or 5, the same as the rest |

EXHIBIT 15.1

### Almost half of posts show little or no leadership reasoning

Number of posts at each score, with the share of 1,372. Scores 4 and 5 in dark blue.

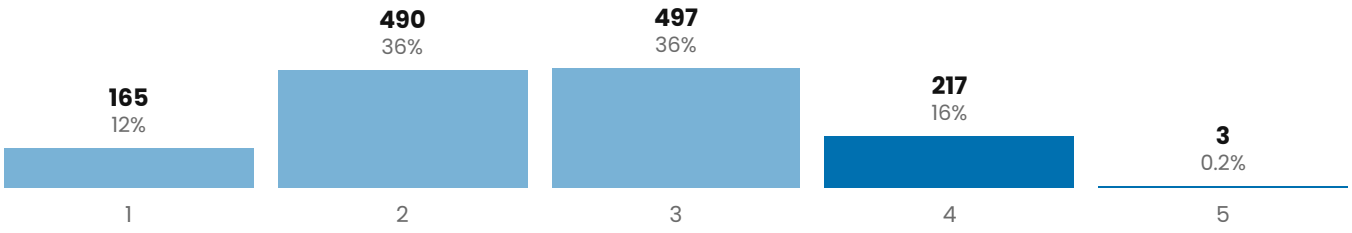



EXHIBIT 15.2

### Financial and healthcare CEOs show the most reasoning, transport CEOs the least

Average score, each CEO counted once. Bar height is proportional to the average on the 1 to 5 scale.

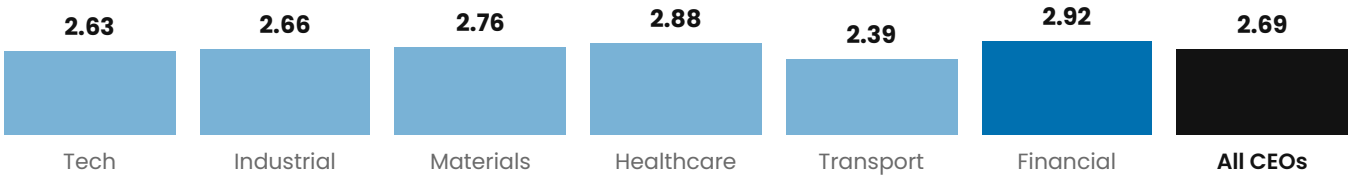



EXHIBIT 15.3

### Posts with clear leadership reasoning perform at the CEO's usual level

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




655 of 1,372 posts offer no leadership reasoning or only company advocacy (scores 1 or 2), and 3 reach a 5. The score reads the reasoning visible in a post, not the CEO's ability as a leader.

Finding 8, page 18 Industry scorecard, page 57

# 16 Personal voice

How specific, individual and conversational does the post sound?

Rating 1 to 5, all 1,372 posts. 1 = absent, impersonal institutional language; 5 = strong, distinctive experience and reflection. We rate the page, not who drafted it.

| 3 | 20.1% | 2.67 | 1.04 |
|---|---|---|---|
| median post score, out of 5 | of posts score 4 or 5 (276 of 1,372) | the typical CEO's average score (median of 109 CEO averages) | reactions vs the CEO's typical post for 4 or 5, against 1.00 for the rest |

EXHIBIT 16.1

### The most common voice is template warmth, a score of 2

Number of posts at each score, with the share of 1,372. Scores 4 and 5 in dark blue.

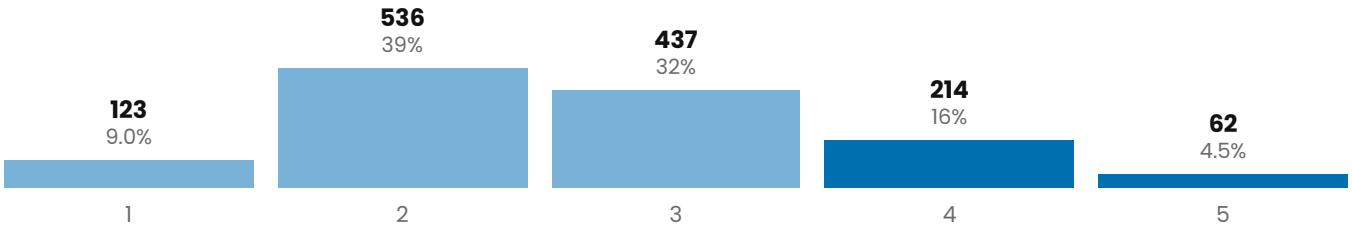



EXHIBIT 16.2

### Financial CEOs sound the most personal, industrial CEOs the least

Average score, each CEO counted once. Bar height is proportional to the average on the 1 to 5 scale.

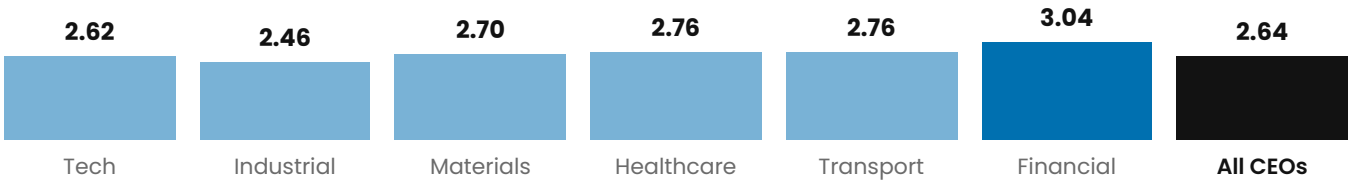



EXHIBIT 16.3

### A strong personal voice draws slightly more than the CEO's usual response

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Polish outnumbers voice 2.5 to 1: 354 posts are heavy on press-release tone and light on voice, against 142 the other way. Posts with a strong personal voice drew 1.04 times the CEO's usual reactions.

Press-release tone, page 38 By company revenue, page 72 Industry scorecard, page 57

# 17 Press-release tone

How much does the post read like institutional, press-release language?

Rating 1 to 5, all 1,372 posts. Higher means more corporate. 1 = plain, direct language; 5 = boilerplate institutional message with scripted promotional claims.

| | | | |
|---|---|---|---|
| **3** | **34.0%** | **3.22** | **1.08** |
| median post score, out of 5 | of posts score 4 or 5, heavy press-release tone (466 of 1,372) | the typical CEO's average score (median of 109 CEO averages) | reactions vs the CEO's typical post for 4 or 5, against 0.98 for the rest |

EXHIBIT 17.1

### One post in three reads predominantly like a corporate announcement

Number of posts at each score, with the share of 1,372. Scores 4 and 5 in dark blue.

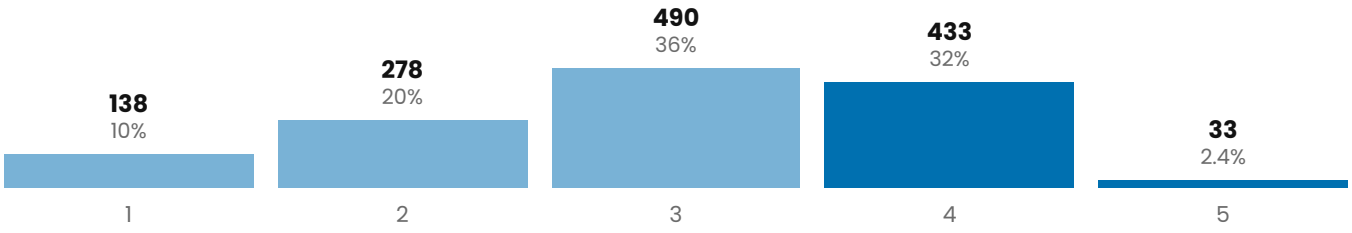



EXHIBIT 17.2

### Healthcare CEOs sound the most corporate, financial CEOs the least

Average score, each CEO counted once. Bar height is proportional to the average on the 1 to 5 scale.

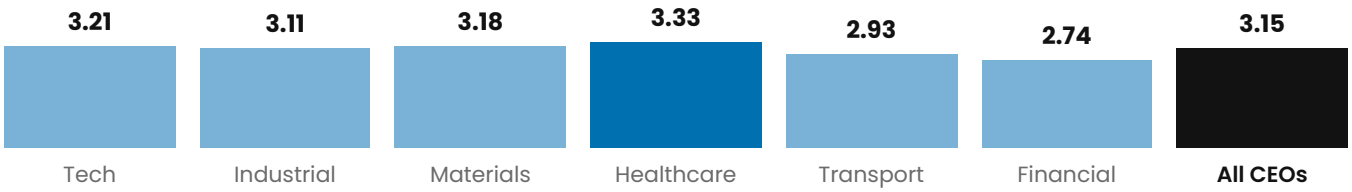



EXHIBIT 17.3

### Heavy PR posts draw a little more than the CEO's usual response

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Heavy PR posts drew 1.08 times the CEO's usual reactions, the highest of the seven ratings. It also rises with company revenue, from 35.4% to 39.3% to 46.6% of posts at 4 or 5, counting each CEO equally.

Personal voice, page 37 By company revenue, page 72 Industry scorecard, page 57

# 18 Candor and tradeoffs

Does the post name explicit constraints, competing goals, mistakes or what was learned?

Rating 1 to 5, all 1,372 posts. 1 = absent, no constraint or competing goal; 5 = strong, a difficult choice or error with concrete costs, learning and limits.

| | | | |
|---|---|---|---|
| **1** median post score, out of 5 | **2.2%** of posts score 4 or 5 (30 of 1,372) | **1.40** the typical CEO's average score (median of 109 CEO averages) | **1.06** reactions vs the CEO's typical post for 4 or 5, against 1.00 for the rest |

EXHIBIT 18.1

### 958 posts name no constraint or competing goal at all

Number of posts at each score, with the share of 1,372. Scores 4 and 5 in dark blue.

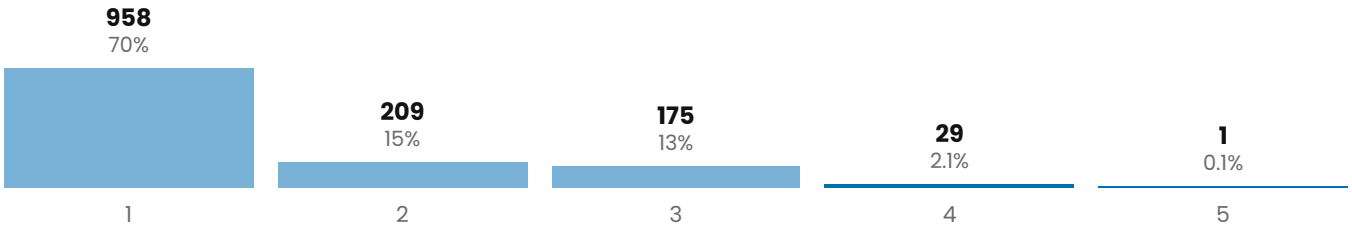



EXHIBIT 18.2

### Every industry averages below 2, and financial CEOs come closest

Average score, each CEO counted once. Bar height is proportional to the average on the 1 to 5 scale.

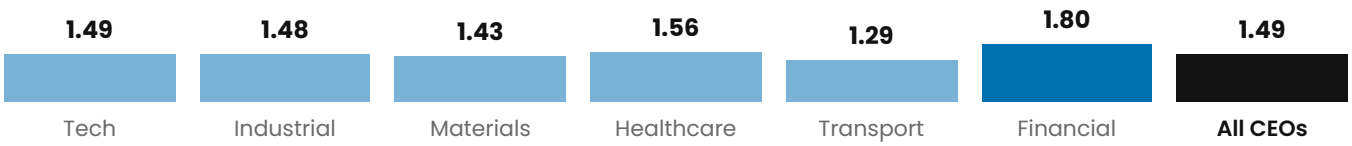



EXHIBIT 18.3

### Candid posts draw slightly more than the CEO's usual response

Median reactions compared with the same CEO's typical post. 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts; only 28 score 4 or 5.




Candor is almost absent: one CEO averages 3 or more, 22 never score above 1, and only 20 posts challenge a common view. The few candid posts do not lose reactions, so there is room to say what was hard.

AI posts against the rest, page 80 Industry scorecard, page 57

# 19 Intended audience

Who is the post mainly written for, judging from what the caption signals?

Marketing lens code, one primary audience per post, all 1,372 posts

**21.4%** of posts are written mainly for buyers (293 of 1,372)

**20.5%** employees lead when each CEO counts equally

**2.4%** speak mainly to partners, the rarest audience

**1,372** posts coded, from 109 CEOs

EXHIBIT 19.1

## Buyers edge out general business as the most common audience

Share of 1,372 posts by primary audience. Bars scaled to 25%. Grey number: each CEO counted equally.

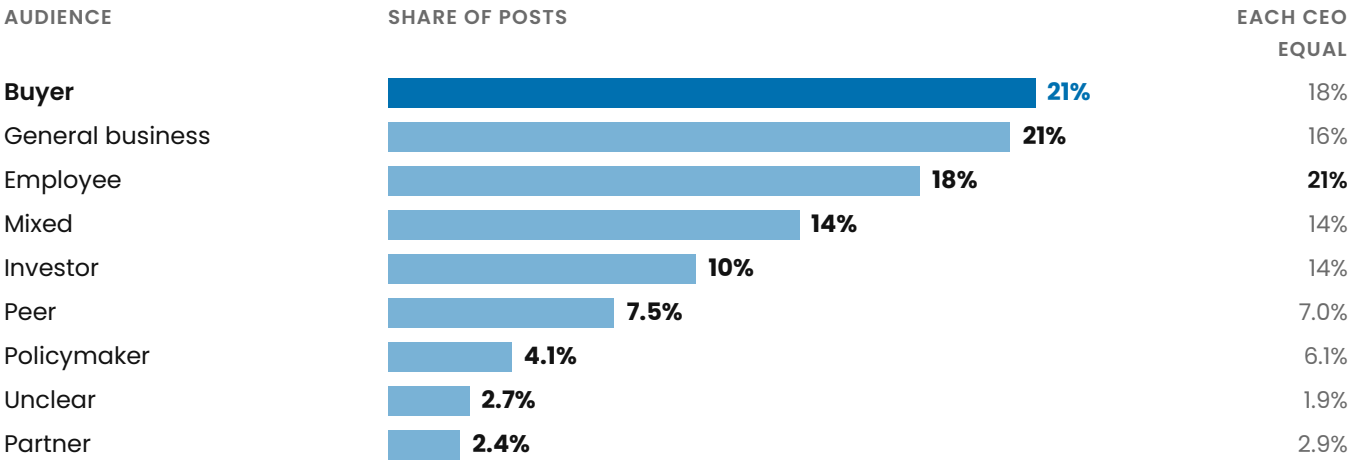
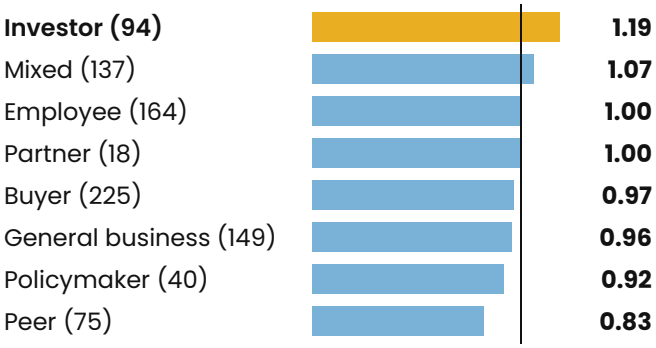



EXHIBIT 19.2

## Investor posts draw the strongest response

Reactions vs the CEO's typical post, line at 1.00




Against the CEO's typical post: reactions divided by the same CEO's median post. 912 posts, 78 CEOs. Too few to show: unclear (10).

EXHIBIT 19.3

## Materials and transport talk to employees

Top audience by post count, share counting each CEO equally

| INDUSTRY | TOP AUDIENCE | CEO-BAL. |
|---|---|---|
| Tech | Buyer | 26% |
| Industrial | General business | 21% |
| Materials and energy | Employee | 37% |
| Healthcare | General business | 8.3% |
| Transport | Employee | 37% |
| Financial | General business | 29% |
| **All CEOs** | **Buyer** | **18%** |

In healthcare, general business leads on post count because of a few CEOs, so its share counting each CEO equally is only 8.3%.

Only one post in five is written for a buyer, and counted CEO by CEO, employees come first. Investor posts are rarer, one in ten, yet they sit at 1.19 times the CEO's typical reactions.

Audience, purpose and call to action, page 91

# 20 Communication purpose

What is the post mainly trying to do, judging from its dominant observable purpose?

Marketing lens code, one purpose per post, all 1,372 posts

**32.9%**
of posts mainly promote (452 of 1,372)

**30.3%**
recognize, the top purpose when each CEO counts equally

**1.5%**
challenge a common view (20 posts)

**1,372**
posts coded, from 109 CEOs

EXHIBIT 20.1

## Promotion and recognition make up six in ten posts

Share of 1,372 posts by purpose. Bars scaled to 40%. Grey number: each CEO counted equally.

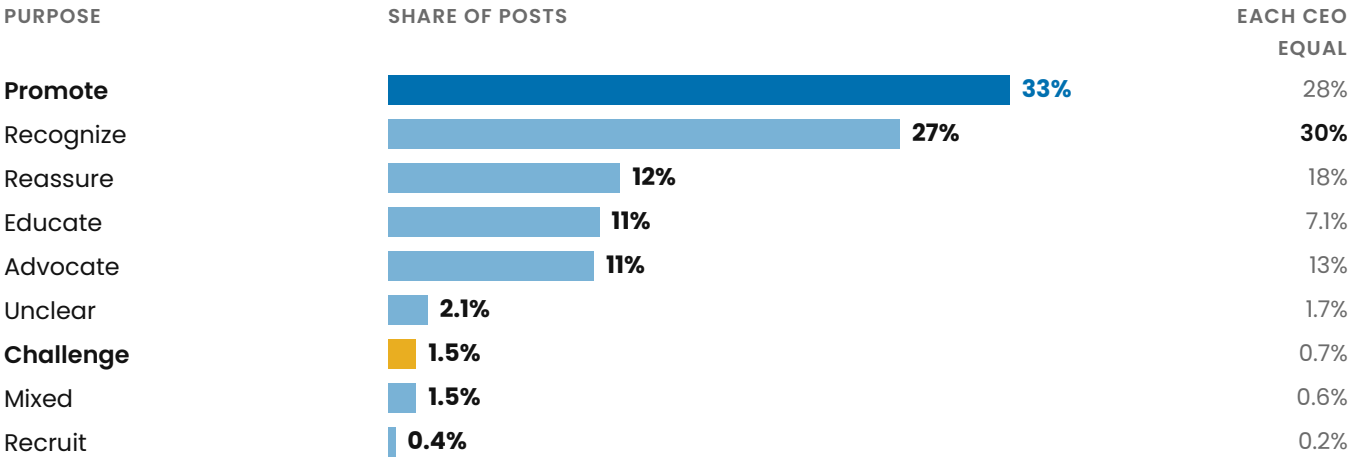



EXHIBIT 20.2

## Reassurance leads, education trails

Reactions vs the CEO's typical post, line at 1.00




Against the CEO's typical post: reactions divided by the same CEO's median post. 912 posts, 78 CEOs; posts in parentheses. Too few to show: challenge (11), unclear (7), mixed (6), recruit (5).

EXHIBIT 20.3

## Recognition leads in three industries

Top purpose by post count, share counting each CEO equally

| INDUSTRY | TOP PURPOSE | CEO-BAL. |
|---|---|---|
| Tech | Promote | 39% |
| Industrial | Promote | 25% |
| Materials and energy | Recognize | 44% |
| Healthcare | Recognize | 28% |
| Transport | Recognize | 43% |
| Financial | Promote | 33% |
| **All CEOs** | **Promote** | **28%** |

A third of posts promote and more than a quarter recognize someone. Only 20 posts challenge a common view. Reassuring posts sit at 1.15 times the CEO's typical reactions, educational posts at 0.81.

Audience, purpose and call to action, page 91

# 21 Buying-journey role

How, if at all, does the post help someone make a buying decision?

Marketing lens code, one role per post, all 1,372 posts

**65.5%** of posts play no role in a buying decision (899 of 1,372)

**69.2%** the same, counting each CEO equally

**2.8%** help a buyer recognize a problem (38 posts)

**1,372** posts coded, from 109 CEOs

EXHIBIT 21.1

### Two in three posts do nothing for a buyer

Share of 1,372 posts by buying-journey role. Bars scaled to 80%. Grey number: each CEO counted equally.

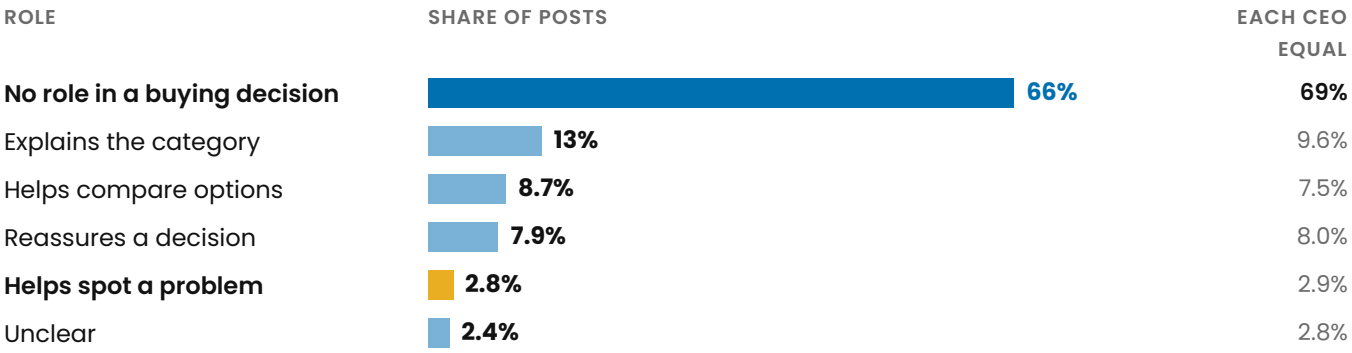
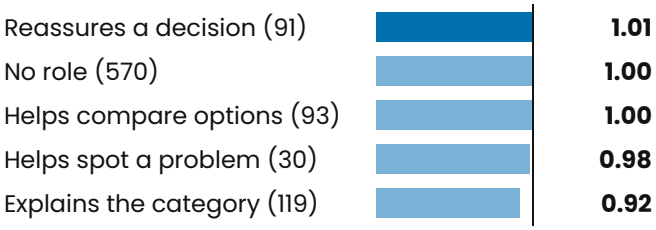



EXHIBIT 21.2

### Posts that help buyers perform close to usual

Reactions vs the CEO's typical post, line at 1.00




Against the CEO's typical post: reactions divided by the same CEO's median post. 912 posts from 78 CEOs with five or more posts; posts in parentheses. Too few to show: unclear (9).

EXHIBIT 21.3

### Tech does the most for buyers

Share with no role in a buying decision, counting each CEO equally

| INDUSTRY | NO ROLE |
|---|---|
| Tech | **59%** |
| Financial and information | 62% |
| Healthcare and life sciences | 65% |
| Industrial | 74% |
| Transport and logistics | 82% |
| Materials and energy | 85% |
| **All CEOs** | **69%** |

No role is the most common value in every industry.

Most posts never touch a buying decision, including 582 of the 966 company news posts. Posts that help a buyer draw reactions close to the CEO's usual level, from 0.92 for category education to 1.01 for decision reassurance.

Audience, purpose and call to action, page 91 Tech deep dive, page 58

# 22 Differentiation

Does the post show how the company is different, and if so, how specifically?

Marketing lens code, one level per post, all 1,372 posts

**42.1%**
of posts show no difference at all (577 of 1,372)

**41.6%**
the same, counting each CEO equally

**16.0%**
back a specific difference with support (220 posts)

**1,372**
posts coded, from 109 CEOs

**Absent**
Nothing in the post sets the company apart.

**Generic claim**
Says the company leads or is better, without saying how.

**Specific difference**
Names a concrete way the company differs.

**With support**
Backs that difference with a figure, result or example.

EXHIBIT 22.1

## Four in ten posts never say how the company is different

Share of 1,372 posts by level of differentiation. Bars scaled to 50%. Grey number: each CEO counted equally.

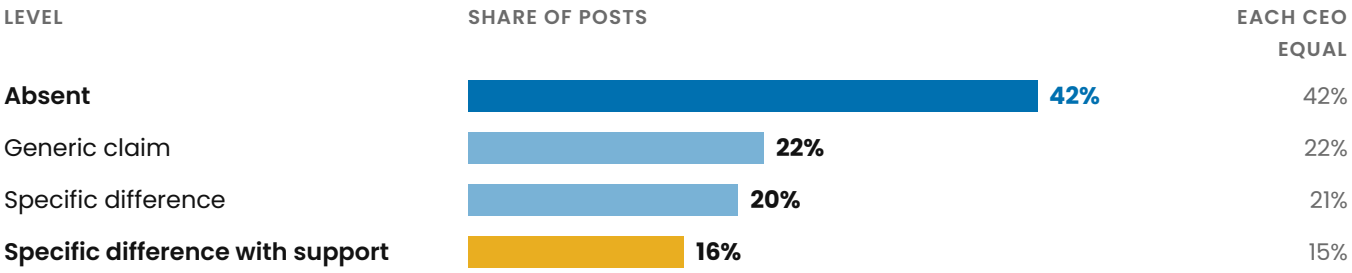
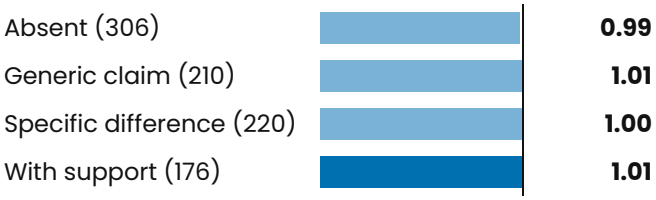



EXHIBIT 22.2

## Reactions are flat at every level

Reactions vs the CEO's typical post, line at 1.00




Against the CEO's typical post: a post's reactions divided by the same CEO's median post, so 1.00 is typical. Medians of 912 posts from 78 CEOs with five or more posts; posts in parentheses.

EXHIBIT 22.3

## Healthcare shows a difference most often

Share with no differentiation, counting each CEO equally

| INDUSTRY | ABSENT |
|---|---|
| Healthcare and life sciences | **34%** |
| Tech | 38% |
| Transport and logistics | 43% |
| Industrial | 46% |
| Materials and energy | 48% |
| Financial and information | 49% |
| **All CEOs** | **42%** |

Absent is the most common level in every industry.

Nearly two in three posts skip what makes the company different or answer with a generic claim. One in six names a specific difference and backs it up. Reactions stay within 0.99 to 1.01 of typical.

Inside the customer proof post, page 83 Audience, purpose and call to action, page 91

# 23 Call to action

What, if anything, does the post explicitly ask the reader to do next?

Marketing lens code, one request per post, all 1,372 posts

**75.7%** of posts ask nothing of the reader (1,039 of 1,372)

**75.1%** the same, counting each CEO equally

**0.1%** ask the reader to get in touch (1 post)

**1,372** posts coded, from 109 CEOs

EXHIBIT 23.1

### Three posts in four end without a next step

Share of 1,372 posts by the explicit request. Bars scaled to 90%. Grey number: each CEO counted equally.

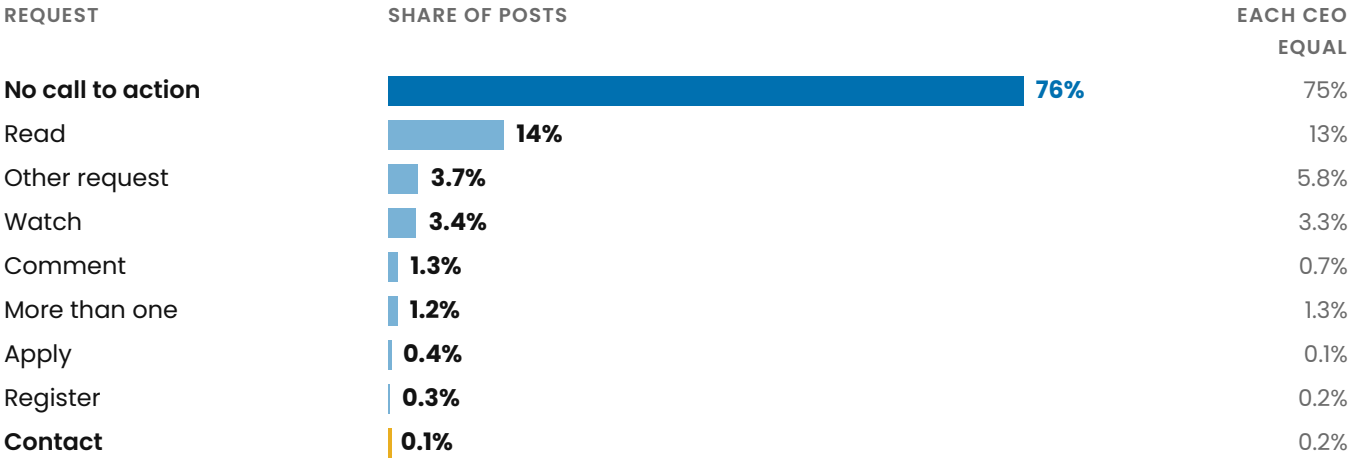
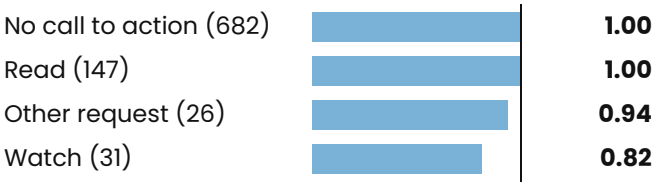



EXHIBIT 23.2

### Asking someone to watch trails

Reactions vs the CEO's typical post, line at 1.00




Against the CEO's typical post: a post's reactions divided by the same CEO's median post. 912 posts, 78 CEOs. Too few to show: more than one (13), comment (10), apply (2), register (1), contact (0).

EXHIBIT 23.3

### Transport posts almost never ask

Share with no call to action, counting each CEO equally

| INDUSTRY | NO CTA |
|---|---|
| Industrial | **71%** |
| Tech | 72% |
| Financial and information | 73% |
| Healthcare and life sciences | 80% |
| Materials and energy | 84% |
| Transport and logistics | 90% |
| **All CEOs** | **75%** |

No call to action is the most common value in every industry.

Three in four posts ask nothing, and just one asks for contact. The 230 posts with any request draw 0.99 times typical reactions and 1.12 times typical reposts.

Audience, purpose and call to action, page 91

# 24 Word count

How many words does the caption run?

Counted from each caption, all 1,372 posts

| 101 | 114 | 1 | 570 |
|---|---|---|---|
| words in the median post | words on average, pulled up by a few long posts | word in the shortest caption | words in the longest caption |

EXHIBIT 24.1

### Four in ten posts run 75 to 149 words

Share of 1,372 posts by length band, with the number of posts and the share counting each CEO equally

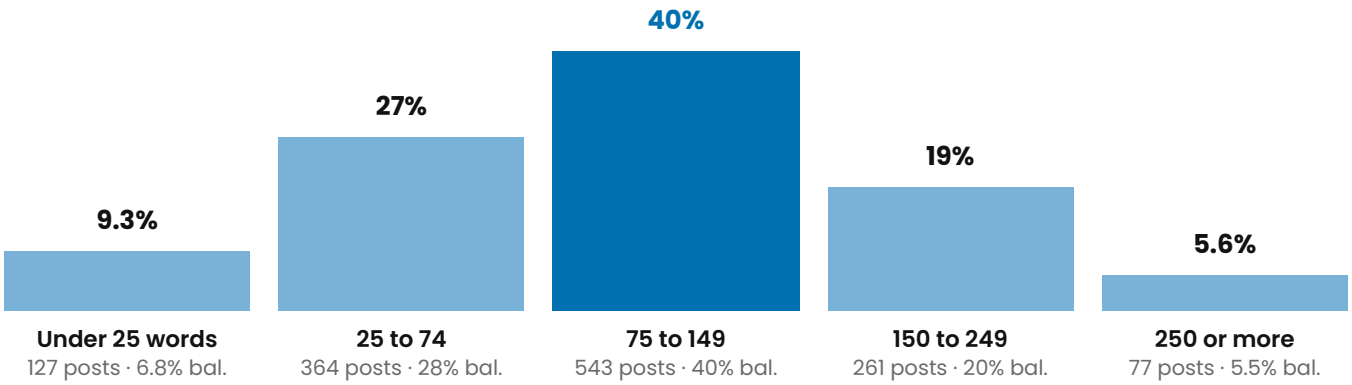



EXHIBIT 24.2

### Materials CEOs write the longest posts

Median words per post. Bars scaled to 160 words.




Median of all posts in each industry.

EXHIBIT 24.3

### The longest posts draw the most reactions

Reactions vs the CEO's typical post, line at 1.00




Against the CEO's typical post: a post's reactions divided by the same CEO's median post, so 1.00 is typical. 912 posts from 78 CEOs with five or more posts; posts in parentheses.

The typical post runs about 100 words, and only 5.6% pass 250. Those longest posts sit at 1.17 times the CEO's typical reactions, while posts under 25 words sit at 0.79. Materials CEOs write the longest captions, tech the shortest.

What moves reactions, page 87

# 25 Hashtag

Does the caption use at least one hashtag?

Construction check, yes or no, all 1,372 posts

| | | | |
|---|---|---|---|
| **22.2%** of posts use a hashtag (304 of 1,372) | **24.3%** counting each CEO equally | **66** of 109 CEOs used a hashtag at least once | **1.00** reactions vs the CEO's typical post, the same as without |

EXHIBIT 25.1

### About one post in five carries a hashtag

Number of posts, out of 1,372

| | |
|---|---|
| **304** hashtag (22.2%) | **1,068** no hashtag |

EXHIBIT 25.2

### Materials CEOs tag the most, financial CEOs the least

Share of each CEO's posts, averaged across the CEOs in each industry

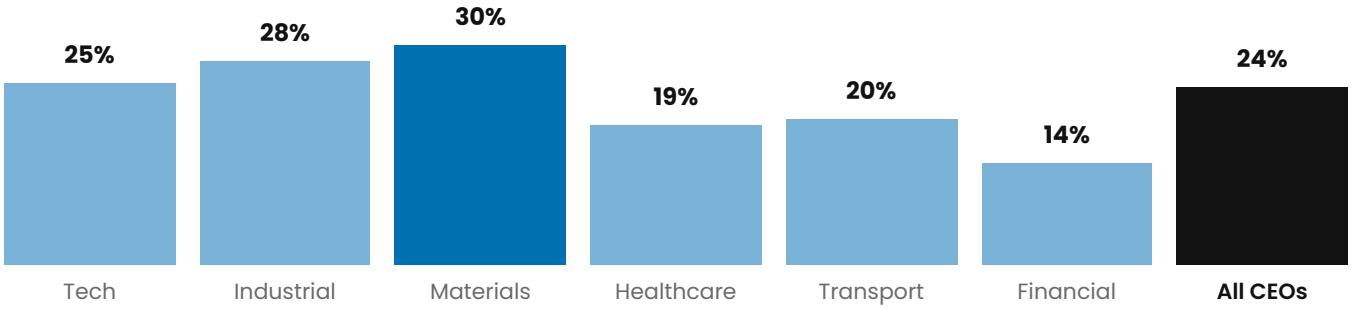



EXHIBIT 25.3

### Tagged and untagged posts draw the same reactions

Median reactions vs the same CEO's typical post (each post's reactions divided by that CEO's median). 1.00 is typical; the line marks it. 912 posts from 78 CEOs with five or more posts.




Six in ten CEOs use hashtags at some point, yet tagged posts draw the same reactions as untagged ones and slightly fewer comments, 18.4 per 1,000 reactions against 21.0.

Also worth knowing, page 20 What moves reactions, page 87 What moves comments, page 88

# 26 Emoji

Does the caption contain at least one emoji?

Construction check, yes or no, the 852 posts whose full caption text was saved

| | | | |
|---|---|---|---|
| **10.0%** of captioned posts use an emoji (85 of 852) | **8.9%** counting each CEO equally | **11** of 109 CEOs used an emoji at least once | **1.03** reactions vs the CEO's typical post, against 1.00 without |

EXHIBIT 26.1

### One captioned post in ten uses an emoji

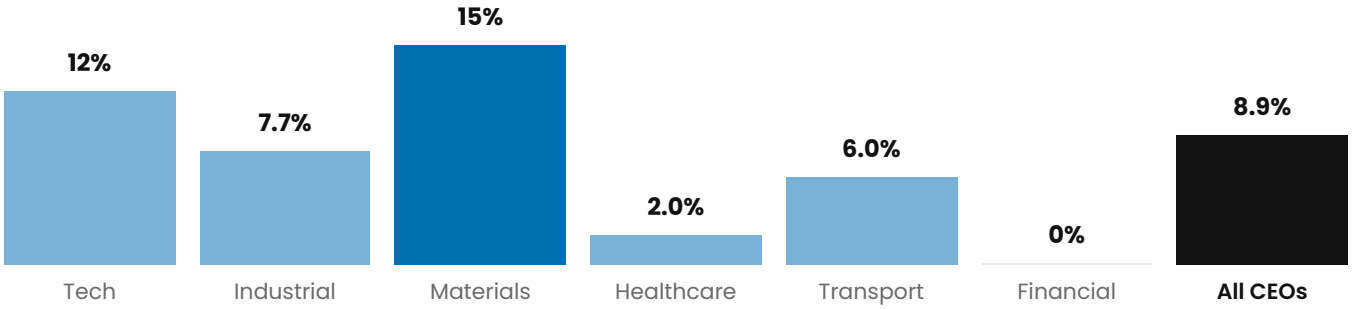
Number of posts, out of 852 with saved caption text




EXHIBIT 26.2

### Materials and tech CEOs use the most, financial CEOs none

Share of each CEO's captioned posts, averaged across the CEOs in each industry




Only 11 CEOs use emoji, so each industry figure rests on a handful of feeds.

EXHIBIT 26.3

### Emoji posts sit close to the CEO's usual level

Median reactions vs the same CEO's typical post (each post's reactions divided by that CEO's median). 1.00 is typical; the line marks it. 483 captioned posts from CEOs with five or more posts.




Emoji are rare and concentrated. All 85 emoji posts come from 11 CEOs, and financial CEOs never used one. With only 34 emoji posts in the engagement sample, the 1.03 reading is close to typical.

Also worth knowing, page 20 What moves reactions, page 87

# 27 Question mark

Does the caption contain a question mark anywhere?

Construction check, yes or no, the 852 posts whose full caption text was saved

**7.2%**
of captioned posts contain a question mark (61 of 852)

**6.6%**
counting each CEO equally

**19**
of 109 CEOs used a question mark at least once

**46**
comments per 1,000 reactions on question posts, against 21

EXHIBIT 27.1

### Fewer than one captioned post in ten asks anything

Number of posts, out of 852 with saved caption text

| 61 | 791 |
|---|---|
| question mark (7.2%) | no question mark |

EXHIBIT 27.2

### Healthcare and financial CEOs ask the most questions

Share of each CEO's captioned posts, averaged across the CEOs in each industry

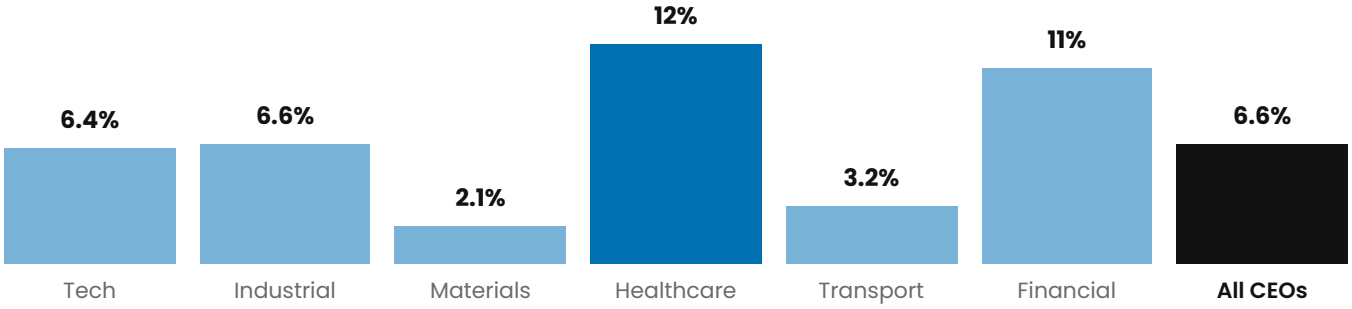



EXHIBIT 27.3

### Reactions run a little below typical

Median reactions vs the CEO's typical post, line at 1.00




Against the CEO's typical post: reactions divided by the same CEO's median post. CEOs with 5+ posts.

EXHIBIT 27.4

### Comments per reaction more than double

Comments per 1,000 reactions. Bars scaled to 50.




Captioned posts with exact counts; posts in parentheses.

Question posts are rare, 61 of 852 from 19 CEOs. They draw a little under typical reactions but over twice the comments per reaction. With 29 in the sample, read both as directional.

What moves comments, page 88 Invites dialogue, page 32

# 28 Opens with I or My

Is the first word of the caption "I" or "My"?

Construction check, yes or no, the 852 posts whose full caption text was saved

**7.5%**
of captioned posts open with I or My (64 of 852)

**7.8%**
counting each CEO equally

**27**
of 109 CEOs opened a post this way at least once

**1.00**
reactions vs the CEO's typical post, the same as without

EXHIBIT 28.1

### Fewer than one post in ten starts with the CEO

Number of posts, out of 852 with saved caption text

**64**
open with I or My (7.5%)

**788**
open another way

EXHIBIT 28.2

### Healthcare and materials CEOs put themselves first most often

Share of each CEO's captioned posts, averaged across the CEOs in each industry

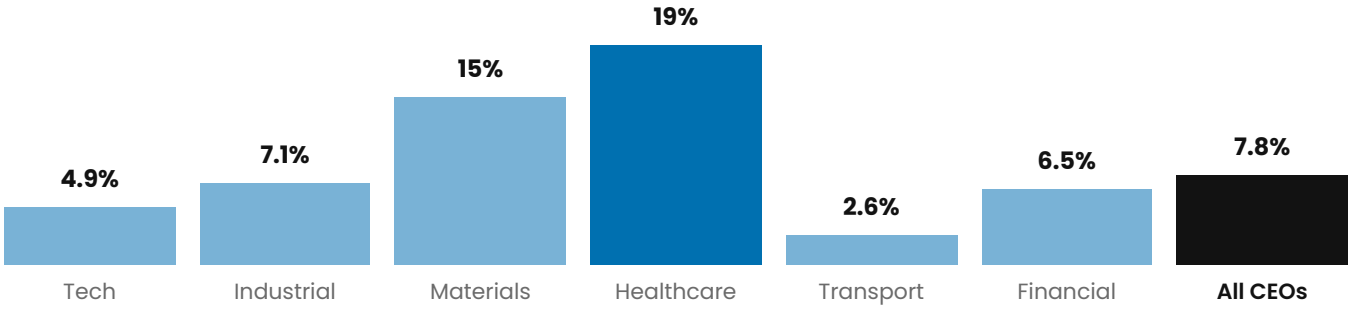



EXHIBIT 28.3

### First-person openings perform at the CEO's usual level

Median reactions vs the same CEO's typical post (each post's reactions divided by that CEO's median). 1.00 is typical; the line marks it. 483 captioned posts from CEOs with five or more posts.




More than nine in ten captioned posts keep the CEO out of the first word, and only 27 of 109 CEOs ever open with I or My. The posts that do draw reactions at the usual level, so a first-person opening shows no penalty.

First-person experience, page 29

# 29 Format on the card

What does the post show beneath the caption: one image, several images, a video, a link card or text alone?

Read from the post card, the 265 authored in-window cards captured October 26, 2026 from 25 CEOs

| | | | |
|---|---|---|---|
| **39.2%** of cards carry a single image (104 of 265) | **43.1%** counting each CEO equally | **2.6%** are text only, no visual at all (7 cards) | **265** cards captured, from 25 CEOs |

EXHIBIT 29.1

### Seven in ten cards lead with still images

Share of 265 cards by format, with the number of cards. Bars scaled to 50%. Grey number: each CEO counted equally.

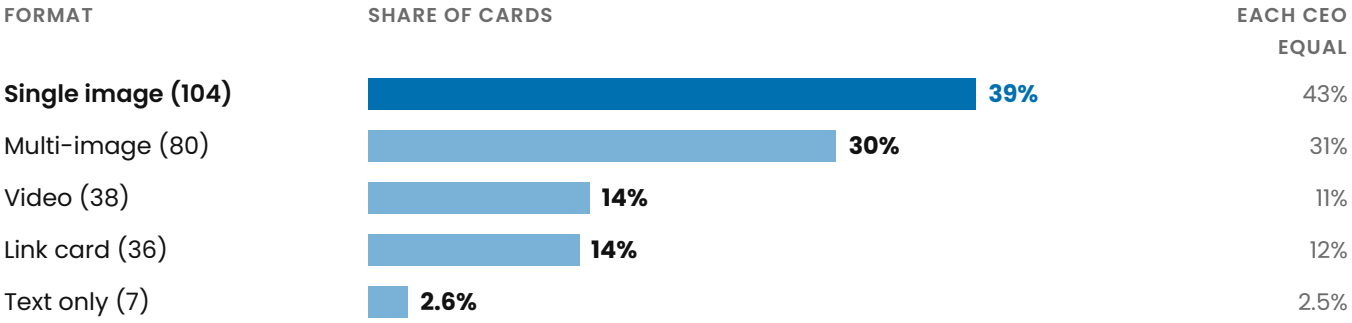



EXHIBIT 29.2

### Single-image posts draw the strongest response, video and link cards trail

Median reactions vs the same CEO's typical post. 1.00 is typical; the line marks it. Bars scaled to 1.25.




Against the CEO's typical post: a post's reactions divided by the same CEO's median post. 253 cards from CEOs with five or more posts; cards in parentheses. Too few to show: text only (7). No industry split: too few cards per industry.

CEO feeds are visual: only 7 of 265 cards are text alone. Single images sit at 1.12 times the CEO's typical reactions, while video and link cards sit below typical. This is a small sample of 25 CEOs, so read it as a direction, not a rule.

Finding 9, page 19 Format and links, page 90 Links off LinkedIn, page 51

# 30 Links off LinkedIn

Does the post send the reader to a page outside LinkedIn?

Read from the post card, yes or no, the 265 authored in-window cards captured October 26, 2026 from 25 CEOs

| | | | |
|---|---|---|---|
| **29.4%** of cards link off LinkedIn (78 of 265) | **28.9%** counting each CEO equally | **17** of the 25 CEOs linked out at least once | **1.04** reactions vs the CEO's typical post, against 1.00 without |

EXHIBIT 30.1

### Three cards in ten send the reader elsewhere

Number of cards, out of 265

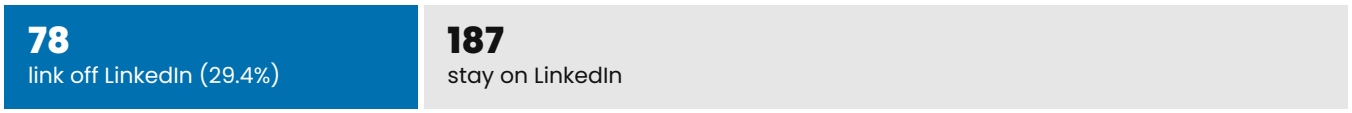



EXHIBIT 30.2

### Posts that link out perform at about the CEO's usual level

Median reactions vs the same CEO's typical post (each post's reactions divided by that CEO's median). 1.00 is typical; the line marks it. 253 cards from CEOs with five or more posts.




Cards in parentheses. No industry split: too few cards per industry.

CONTEXT

### Where the outside link fits in the wider study

**13.9%** of all 1,372 posts ask the reader to read something, the most common call to action

**13.6%** of the 265 cards show a link card as their format (36 cards)

**0.88** reactions vs typical for link-card posts, against 1.12 for a single image

Linking out is common and shows no penalty here: posts with an outside link sit at 1.04 times the CEO's typical reactions. The wider gap is by format, with link-card posts at 0.88 and single-image posts at 1.12. With 25 CEOs in this sample, treat it as a direction.

Format and links, page 90 Format on the card, page 50 Call to action, page 44

# 31 Reactions

How many reactions did the post draw?

966 posts, 102 CEOs, counted October 24 to 26, 2026, each post roughly four weeks old or more

| 547 | 172 to 1,892 | 43,858 | 966 |
|---|---|---|---|
| reactions on the median post | the middle 80% of posts, 10th to 90th percentile | reactions on the single most popular post | posts with exact counts, from 102 CEOs |

EXHIBIT 31.1

## The typical post draws about 550 reactions, but the spread is wide

Reactions per post at each percentile, 0 to 2,000 scale. Dark band: middle half of posts. Light band: middle 80%.

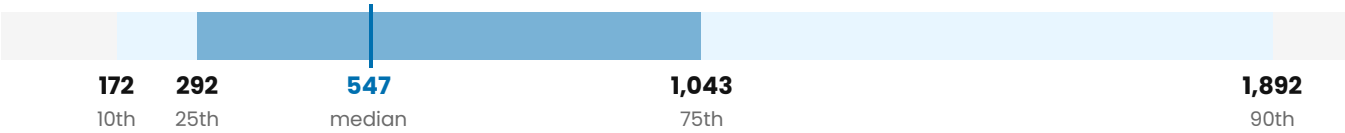



EXHIBIT 31.2

## Financial CEOs draw the most per post

Median reactions per post. Bars scaled to 900.




EXHIBIT 31.3

## Mid-size audiences draw the most

Median reactions per post by the CEO's followers. Bars scaled to 900.




More followers do not mean more reactions per post: the largest accounts sit below the 50K to 250K band.

EXHIBIT 31.4

## The traits with the highest and lowest reactions vs the CEO's typical post

Median reactions on posts with each trait, divided by the same CEO's typical post. Posts with the trait in parentheses.

| | | | |
|---|---|---|---|
| Named customer proof (34) | 1.19 | Under 25 words (51) | 0.79 |
| 250 words or more (50) | 1.17 | Society and public policy (225) | 0.93 |
| Heavy press-release tone, 4 or 5 (353) | 1.08 | Industry perspective (220) | 0.96 |

Against the CEO's typical post: reactions divided by the same CEO's median post, so 1.00 is typical. 912 posts, 78 CEOs with 5+ posts.

Half of all posts draw fewer than 547 reactions, and one in ten passes 1,892. Financial CEOs post the highest median, transport the lowest, and the 50K to 250K band outdraws the largest accounts.

How much engagement, page 86 What moves reactions, page 87 Follower bands, page 74

# 32 Comments

How many comments did the post draw?

966 posts, 102 CEOs, counted October 24 to 26, 2026, each post roughly four weeks old or more

**11**
comments on the median post, against 547 reactions

**46 vs 21**
comments per 1,000 reactions with and without a question mark

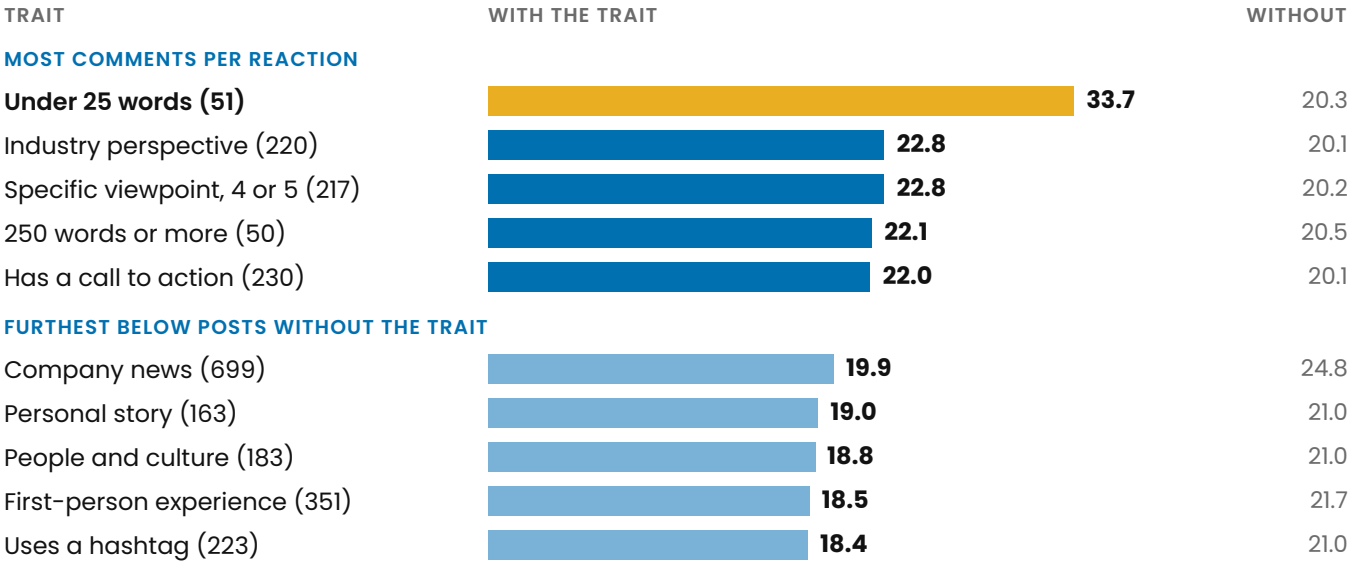
**33.7**
comments per 1,000 reactions on posts under 25 words

**966**
posts with exact counts, from 102 CEOs

EXHIBIT 32.1

## Short posts and specific stances draw more comments per reaction

Median comments per 1,000 reactions, posts with each trait (number in parentheses). Bars scaled to 40.




912 posts from 78 CEOs with five or more posts. Posts under 25 words draw 0.79 times the CEO's typical reactions (reactions divided by the same CEO's median post), so part of their high rate reflects fewer reactions.

EXHIBIT 32.2

## Comment counts barely vary by industry

Median comments per post

| Tech | Industrial | Materials | Healthcare | Transport | Financial | All CEOs |
|---|---|---|---|---|---|---|
| 10 | 10 | 12 | 10.5 | 10 | 12.5 | 11 |

The median post draws 11 comments. Posts with a question mark draw 46 comments per 1,000 reactions against 21 without. Company news, personal story and first-person posts draw fewer comments per reaction than posts without them.

What moves comments, page 88 Question mark, page 48

# 33 Reposts

How many times was the post reposted?

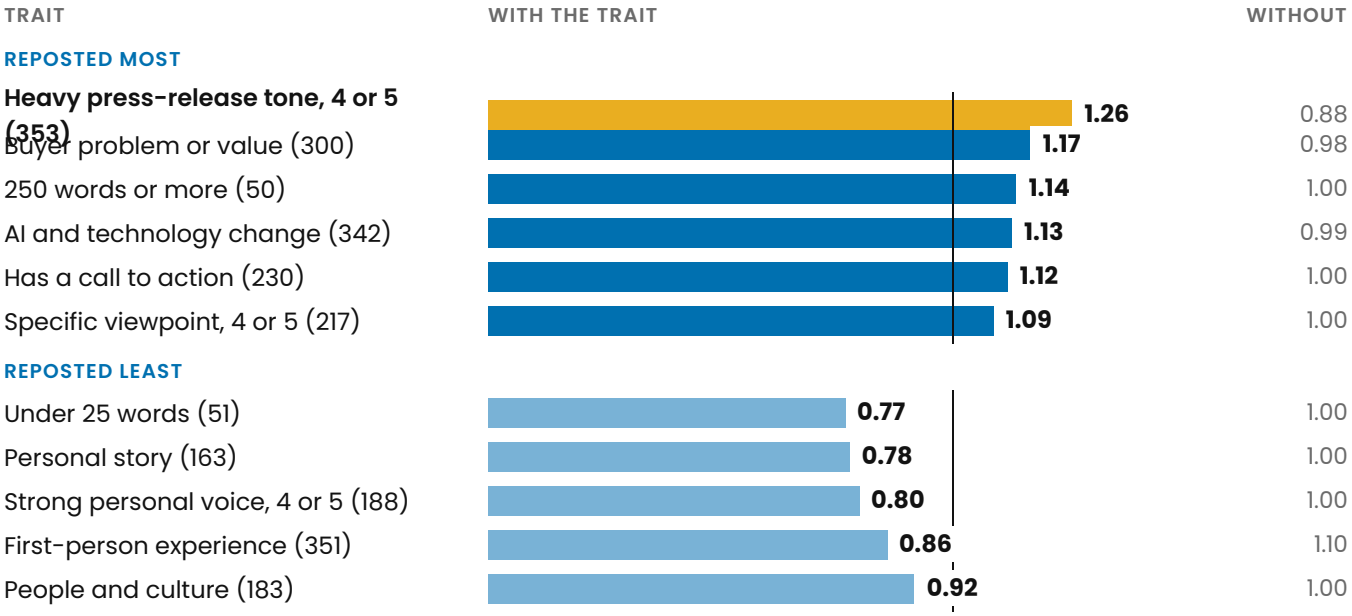
966 posts, 102 CEOs, counted October 24 to 26, 2026, each post roughly four weeks old or more

| 15 | 1.26 | 0.78 | 966 |
|---|---|---|---|
| reposts on the median post | reposts vs the CEO's typical post on heavy press-release tone posts | reposts vs the CEO's typical post on personal stories | posts with exact counts, from 102 CEOs |

EXHIBIT 33.1

## Polished, buyer-focused posts get reposted, personal ones less so

Median reposts vs the CEO's typical post on posts with each trait (number in parentheses). Line at 1.00. Bars scaled to 1.50.




Against the CEO's typical post: a post's reposts divided by the same CEO's median reposts, so 1.00 is typical. 912 posts from 78 CEOs with five or more posts.

EXHIBIT 33.2

## Financial and tech CEOs earn the most reposts per post

Median reposts per post

| 19 | 14 | 13 | 11.5 | 7 | 21 | 15 |
|---|---|---|---|---|---|---|
| Tech | Industrial | Materials | Healthcare | Transport | Financial | **All CEOs** |

Reposts follow a different pattern from reactions. Polished, buyer-focused and AI posts are reposted more than the CEO's typical post, while personal stories and a strong personal voice are reposted less.

What moves reposts, page 89 Press-release tone, page 38 How much engagement, page 86

# 34 Interactions per 1,000 followers

How many reactions, comments and reposts did the post draw for every 1,000 people following the CEO?

Posts with exact counts and a follower count, counted October 24 to 26, 2026, each post roughly four weeks old or more

**13.09** interactions per 1,000 followers on the median post

**58.05** for CEOs with under 10K followers

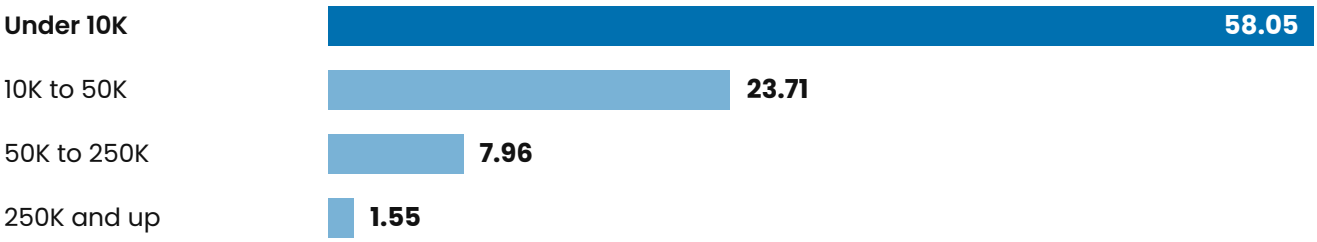
**1.55** for CEOs with 250K followers and up

**966** posts with exact counts, from 102 CEOs

EXHIBIT 34.1

### Smaller accounts engage a far larger share of their followers

Median interactions per 1,000 followers, by the CEO's follower count. Bars scaled to 60.




Interactions are reactions plus comments plus reposts, divided by the CEO's followers and multiplied by 1,000.

EXHIBIT 34.2

### Reach and rate move apart

Median reactions per post. Bars scaled to 900.




The largest accounts draw fewer reactions per post than the 50K to 250K band and the lowest rate per follower.

EXHIBIT 34.3

### Who sits in each band

CEOs and posts in the study, by follower count

| FOLLOWERS | CEOS | POSTS | SHARE |
|---|---|---|---|
| Under 10K | 27 | 150 | 11% |
| 10K to 50K | 46 | 430 | 31% |
| 50K to 250K | 22 | 421 | 31% |
| 250K and up | 10 | 257 | 19% |

Share of the 1,372 study posts. 105 of the 109 CEOs fall in a band.

Under 10,000 followers, the median post draws 58.05 interactions per 1,000 followers. At 250,000 and up it is 1.55. That is why this report compares each post with its own CEO's typical post (versus the CEO's typical post: reactions divided by that CEO's median post), not across accounts.

Follower bands, page 74 How much engagement, page 86 Reactions, page 52

PART 3 · DEEP DIVE

# How the six industries compare

Every measure for Tech, Industrial, Materials and energy, Healthcare, Transport and Financial, with a deep dive and full table for each.

IN THIS SECTION

Industry scorecard 57
Tech 58
Industrial 60
Materials and energy 62
Healthcare and life sciences 64
Transport and logistics 66
Financial and information 68

# How the six industries compare

Healthcare CEOs give buyers the most, financial CEOs sound the least corporate, and transport CEOs offer the least substance.

Each CEO counts equally in every figure: every CEO's own share of posts, averaged within the industry. Groups of six and seven CEOs are directional. Three CEOs outside the six count only in the All 109 CEOs row.

EXHIBIT 47

## Sixteen measures, six industries

Share of posts, counting each CEO equally, %. Darker cells are higher shares. Gold dot: highest of the six industries.

| | TOPICS | | | | | THE HUMAN SIDE | | | |
|---|---|---|---|---|---|---|---|---|---|
| Industry | Company news | Buyer value | AI and tech | Industry view | Customer proof | Society, policy | Thanks the team | Personal story | Page |
| **Tech** 36 CEOs | 75 | 33 | 46 ● | 22 | 3.7 | 21 | 41 | 16 | 48 |
| **Industrial** 31 CEOs | 68 | 22 | 21 | 21 | 4.0 ● | 30 | 52 | 18 | 50 |
| **Materials** 14 CEOs | 62 | 20 | 13 | 18 | 1.2 | 35 | 62 ● | 20 ● | 52 |
| **Healthcare** 12 CEOs | 84 ● | 41 ● | 30 | 20 | 1.6 | 19 | 60 | 20 | 54 |
| **Transport** 7 CEOs | 80 | 17 | 12 | 10 | 0.0 | 28 | 61 | 18 | 56 |
| **Financial** 6 CEOs | 70 | 35 | 36 | 24 ● | 0.5 | 38 ● | 14 | 17 | 58 |
| **All 109 CEOs** | 72 | 28 | 30 | 20 | 2.8 | 27 | 49 | 18 | |

| | THE HUMAN SIDE | | SUBSTANCE FOR BUYERS | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Industry | First-person | Strong voice | Press-release tone | Specific view | Practically useful | Some candor | Helps a decision | Call to action | Page |
| **Tech** 36 CEOs | 41 | 19 | 42 | 24 | 40 | 18 | 41 ● | 28 | 48 |
| **Industrial** 31 CEOs | 27 | 19 | 42 | 23 | 36 | 17 | 26 | 29 ● | 50 |
| **Materials** 14 CEOs | 38 | 20 | 42 | 27 | 33 | 12 | 15 | 16 | 52 |
| **Healthcare** 12 CEOs | 43 | 23 | 51 ● | 27 | 50 ● | 17 | 35 | 20 | 54 |
| **Transport** 7 CEOs | 45 | 24 | 26 | 9.1 | 16 | 8.3 | 18 | 10 | 56 |
| **Financial** 6 CEOs | 49 ● | 27 ● | 13 | 30 ● | 34 | 21 ● | 38 | 27 | 58 |
| **All 109 CEOs** | 38 | 21 | 40 | 24 | 37 | 17 | 31 | 25 | |

0 to 19 · 20 to 39 · 40 to 59 · 60 to 79 · 80 or more · ● Highest of six

Voice, press-release tone and view: scores of 4 or 5 out of 5. Useful and candor: 3 or more. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

MOST BUYER VALUE

**41%**

of healthcare posts explain a buyer problem or value, against 28% for all CEOs.

MOST PERSONAL

**13%**

of financial posts carry a heavy press-release tone, against 40% for all CEOs.

LEAST SUBSTANCE

**16%**

of transport posts are practically useful, against 37% for all CEOs.

Full table, page 59 Scorecard, page 57

# Tech

Tech CEOs write the most about AI and do the most to help a buyer decide, but they thank their teams less than any industry except financial.

**CEOS**
**36**
CEOs and 545 posts, the largest industry in the study

**STANDS OUT**
**46%**
of posts discuss AI, against 30% across all CEOs

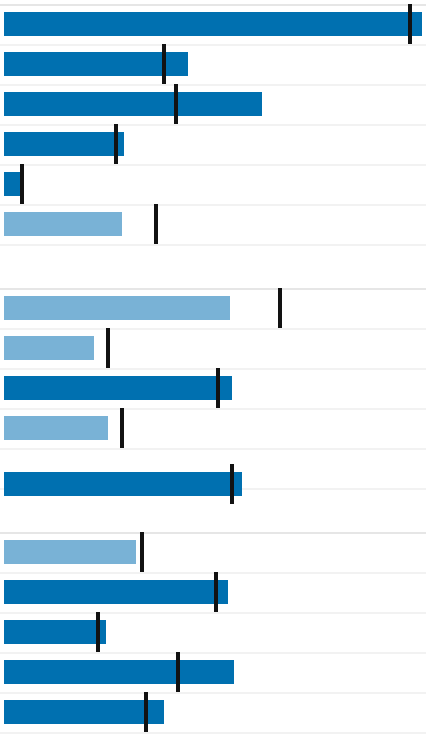
**FALLS BEHIND**
**41%**
thank the team, against 49% across all CEOs

**MEDIAN LENGTH**
**84**
words, 17% shorter than the 101-word median

EXHIBIT 48

## Tech against all 109 CEOs

Share of posts, counting each CEO equally. Dark bar above all CEOs, light bar below. Black marker: all CEOs.



| | TECH | VS ALL | RANK OF 6 |
|---|---|---|---|
| **TOPICS** | | | |
| Company news | **75%** | **+2 pts** | 3rd |
| Buyer problem or value | **33%** | **+5 pts** | 3rd |
| AI and technology change | **46%** | **+16 pts** | **Highest** |
| Industry perspective | **22%** | **+2 pts** | 2nd |
| Named customer proof | **3.7%** | **+1 pt** | 2nd |
| Society and public policy | **21%** | **-6 pts** | 5th |
| **THE HUMAN SIDE** | | | |
| Thanks the team | **41%** | **-8 pts** | 5th |
| Personal story | **16%** | **-2 pts** | **Lowest** |
| First-person experience | **41%** | **+3 pts** | 4th |
| Strong personal voice (4 or 5) | **19%** | **-2 pts** | **Lowest** |
| Heavy press-release tone (4 or 5) | **42%** | **+2 pts** | 2nd |
| **SUBSTANCE FOR BUYERS** | | | |
| Specific viewpoint (4 or 5) | **24%** | **-1 pt** | 4th |
| Practically useful (3 or more) | **40%** | **+3 pts** | 2nd |
| Some candor (3 or more) | **18%** | **+2 pts** | 2nd |
| Helps a buying decision | **41%** | **+10 pts** | **Highest** |
| Has a call to action | **28%** | **+4 pts** | 2nd |

Ranks compare the six industries. Source: 26 Characters analysis of 1,372 posts by 109 B2B CEOs, April 1 to September 30, 2026

### CONTEXT

Tech CEOs sell products that AI is reshaping, so AI is their natural subject. Nine of the ten CEOs who discuss AI most often run tech companies, led by **Arvind Krishna** (IBM) and **Satya Nadella** (Microsoft).

### WHAT GOOD LOOKS LIKE

**Chuck Robbins** (Cisco) argues how networks should enforce AI safety and weighs speed against risk. **Chris Caldwell** (Concentrix) separates work that automation handles from conversations that still need people.

### OPPORTUNITY

The substance is already in the AI posts. Carrying that same problem, stance and consequence into product news, and adding a named customer, would lift the rest of the feed.

INDUSTRY DEEP DIVE · 01 OF 06 · ALL MEASURES

# Tech in full

All 36 tech CEOs and 545 posts against all 109 CEOs, counting each CEO equally. Deep dive, page 58

## TOPICS AND STYLE, % OF POSTS

| MEASURE | TECH | ALL | DIFF |
|---|---|---|---|
| Company news | **74.7** | 72.3 | +2.4 |
| Industry perspective | **21.5** | 19.7 | +1.8 |
| AI and technology change | **46.0** | 30.2 | +15.8 |
| Buyer problem or value | **32.9** | 28.2 | +4.7 |
| People and culture | **13.4** | 23.6 | -10.2 |
| Society and public policy | **21.2** | 26.8 | -5.6 |
| Personal story | **16.2** | 18.3 | -2.1 |
| First-person experience | **40.8** | 37.9 | +2.9 |
| Thanks the team | **40.5** | 48.8 | -8.3 |
| Named customer proof | **3.7** | 2.8 | +0.9 |
| Invites dialogue | **0.2** | 1.0 | -0.8 |
| Uses a hashtag | **24.9** | 24.3 | +0.6 |
| Uses an emoji * | **11.8** | 8.9 | +2.9 |
| Contains a question mark * | **6.4** | 6.6 | -0.2 |
| Opens with I or My * | **4.9** | 7.8 | -2.9 |

## MARKETING CATEGORIES, MOST COMMON VALUE

| MEASURE | MOST COMMON | TECH | ALL | DIFF |
|---|---|---|---|---|
| Audience | Buyers | **25.6** | 17.5 | +8.1 |
| Purpose | Promote | **38.9** | 28.1 | +10.8 |
| Buying journey | No buying role | **59.0** | 69.2 | -10.2 |
| Differentiation | Absent | **37.7** | 41.6 | -3.9 |
| Call to action | None | **71.6** | 75.1 | -3.5 |

## RATINGS, 1 TO 5

| | AVERAGE SCORE | | | % SCORING 4 OR 5 | | |
|---|---|---|---|---|---|---|
| MEASURE | TECH | ALL | DIFF | TECH | ALL | DIFF |
| Viewpoint | **2.72** | 2.75 | -0.03 | **23.7** | 24.2 | -0.5 |
| Usefulness | **2.16** | 2.12 | +0.04 | **7.1** | 5.3 | +1.8 |
| Evidence | **2.94** | 2.84 | +0.10 | **24.1** | 19.8 | +4.3 |
| Leadership | **2.63** | 2.69 | -0.06 | **16.3** | 18.6 | -2.3 |
| Personal voice | **2.62** | 2.64 | -0.02 | **18.6** | 20.8 | -2.2 |
| Press-release tone | **3.21** | 3.15 | +0.06 | **42.4** | 40.4 | +2.0 |
| Candor | **1.49** | 1.49 | 0.00 | **2.1** | 1.9 | +0.2 |

## LENGTH, ENGAGEMENT AND DEPTH

| MEASURE | TECH | ALL | DIFF |
|---|---|---|---|
| Median words | **84** | 101 | -17 |
| Median reactions | **576** | 547 | +29 |
| Median comments | **10** | 11 | -1 |
| Median reposts | **19** | 15 | +4 |
| Depth score, 0 to 100 | **34.7** | 34.5 | +0.2 |

Diff in percentage points; for average scores, in score points. The most common value is counted across posts and its share is Each CEO equal. * Share of the 852 posts with saved caption text. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

## THE 36 TECH CEOS AND THEIR SCORED POSTS

| | | | |
|---|---|---|---|
| **Ravi Kumar S** 87<br>Cognizant Technology Solutions | **Michael Dell** 48<br>Dell Technologies | **Cristiano R. Amon** 45<br>Qualcomm | **Satya Nadella** 38<br>Microsoft |
| **Lip-Bu Tan** 26<br>Intel | **Marc Benioff** 21<br>Salesforce | **Nikesh Arora** 20<br>Palo Alto Networks | **Chris Caldwell** 19<br>Concentrix |
| **Sasan Goodarzi** 16<br>Intuit | **Chuck Robbins** 16<br>Cisco | **Antonio Neri** 14<br>Hewlett Packard Enterprise | **Sanjay Mehrotra** 12<br>Micron Technology |
| **Tom Bell** 12<br>Leidos Holdings | **Andrew Anagnost** 12<br>Autodesk | **Padraig McDonnell** 12<br>Agilent Technologies | **Arvind Krishna** 12<br>IBM |
| **Martin Schroeter** 11<br>Kyndryl Holdings | **Neil Hunn** 11<br>Roper Technologies | **Horacio Rozanski** 11<br>Booz Allen Hamilton Holding | **Sassine Ghazi** 10<br>Synopsys |
| **Emmanuel Ligner** 10<br>Avantor | **Raul Fernandez** 10<br>DXC Technology | **Jensen Huang** 9<br>Nvidia | **Bill McDermott** 9<br>ServiceNow |
| **John Heller** 7<br>Amentum Holdings | **Jack Azagury** 7<br>Insight Enterprises | **Jim Reagan** 7<br>Science Applications Intl. | **Phil Gallagher** 6<br>Avnet |
| **R. Adam Norwitt** 6<br>Amphenol | **David Zapico** 6<br>Ametek | **Patrick Zammit** 5<br>TD Synnex | **Paul Bay** 4<br>Ingram Micro Holding |
| **Clay Magouyrk** 3<br>Oracle | **Hock Tan** 1<br>Broadcom | **Tim Archer** 1<br>Lam Research | **Matt Murphy** 1<br>Marvell Technology |

Full table, page 61 Scorecard, page 57

# Industrial

Industrial CEOs ask readers to act and name customers more often than any other industry, but they write from first-person experience less than anyone.

**CEOS**
**31**
CEOs and 278 posts, the second-largest group

**STANDS OUT**
**29%**
of posts ask readers to act, against 25% overall

**FALLS BEHIND**
**27%**
draw on first-person experience, against 38%

**MEDIAN LENGTH**
**103**
words, 2% longer than the 101-word median

EXHIBIT 50

## Industrial against all 109 CEOs

Share of posts, counting each CEO equally. Dark bar above all CEOs, light bar below. Black marker: all CEOs.

| | INDUSTRIAL | VS ALL | RANK OF 6 |
|---|---|---|---|
| **TOPICS** | | | |
| Company news | 68% | -5 pts | 5th |
| Buyer problem or value | 22% | -6 pts | 4th |
| AI and technology change | 21% | -9 pts | 4th |
| Industry perspective | 21% | +1 pt | 3rd |
| Named customer proof | 4.0% | +1 pt | Highest |
| Society and public policy | 30% | +3 pts | 3rd |
| **THE HUMAN SIDE** | | | |
| Thanks the team | 52% | +3 pts | 4th |
| Personal story | 18% | -1 pt | 4th |
| First-person experience | 27% | -11 pts | Lowest |
| Strong personal voice (4 or 5) | 19% | -2 pts | 5th |
| Heavy press-release tone (4 or 5) | 42% | +1 pt | 3rd |
| **SUBSTANCE FOR BUYERS** | | | |
| Specific viewpoint (4 or 5) | 23% | -2 pts | 5th |
| Practically useful (3 or more) | 36% | -1 pt | 3rd |
| Some candor (3 or more) | 17% | +1 pt | 3rd |
| Helps a buying decision | 26% | -5 pts | 4th |
| Has a call to action | 29% | +4 pts | Highest |

Ranks compare the six industries. Source: 26 Characters analysis of 1,372 posts by 109 B2B CEOs, April 1 to September 30, 2026

### CONTEXT

With 31 CEOs and 278 posts, industrial is the second-largest group. Only 27% of posts draw on first-person experience, the lowest of six.

### WHAT GOOD LOOKS LIKE

**Eric Hansotia** (AGCO) sets a rule for telling reversible priorities from irreparable ones. **Larry Culp** (GE Aerospace) says what an engine test still must prove.

### OPPORTUNITY

These CEOs already ask readers to act and name customers. Adding what the CEO saw or decided firsthand would close the widest gap.

INDUSTRY DEEP DIVE · 02 OF 06 · ALL MEASURES

# Industrial in full

All 31 industrial CEOs and 278 posts against all 109 CEOs, counting each CEO equally. **Deep dive, page 60**

### TOPICS AND STYLE, % OF POSTS

| MEASURE | INDUSTRIAL | ALL | DIFF |
|---|---|---|---|
| Company news | **67.8** | 72.3 | **-4.5** |
| Industry perspective | **21.0** | 19.7 | **+1.3** |
| AI and technology change | **21.1** | 30.2 | **-9.1** |
| Buyer problem or value | **22.2** | 28.2 | **-6.0** |
| People and culture | **29.4** | 23.6 | **+5.8** |
| Society and public policy | **29.6** | 26.8 | **+2.8** |
| Personal story | **17.6** | 18.3 | **-0.7** |
| First-person experience | **27.2** | 37.9 | **-10.7** |
| Thanks the team | **52.1** | 48.8 | **+3.3** |
| Named customer proof | **4.0** | 2.8 | **+1.2** |
| Invites dialogue | **1.3** | 1.0 | **+0.3** |
| Uses a hashtag | **28.1** | 24.3 | **+3.8** |
| Uses an emoji * | **7.7** | 8.9 | **-1.2** |
| Contains a question mark * | **6.6** | 6.6 | 0.0 |
| Opens with I or My * | **7.1** | 7.8 | **-0.7** |

### MARKETING CATEGORIES, MOST COMMON VALUE

| MEASURE | MOST COMMON | IND. | ALL | DIFF |
|---|---|---|---|---|
| Audience | General business | **20.6** | 16.0 | **+4.6** |
| Purpose | Promote | **24.8** | 28.1 | **-3.3** |
| Buying journey | No buying role | **73.8** | 69.2 | **+4.6** |
| Differentiation | Absent | **46.0** | 41.6 | **+4.4** |
| Call to action | None | **70.8** | 75.1 | **-4.3** |

### RATINGS, 1 TO 5

| | AVERAGE SCORE | | | % SCORING 4 OR 5 | | |
|---|---|---|---|---|---|---|
| MEASURE | IND. | ALL | DIFF | IND. | ALL | DIFF |
| Viewpoint | **2.68** | 2.75 | **-0.07** | **22.7** | 24.2 | **-1.5** |
| Usefulness | **2.08** | 2.12 | **-0.04** | **2.1** | 5.3 | **-3.2** |
| Evidence | **2.68** | 2.84 | **-0.16** | **17.3** | 19.8 | **-2.5** |
| Leadership | **2.66** | 2.69 | **-0.03** | **19.4** | 18.6 | **+0.8** |
| Personal voice | **2.46** | 2.64 | **-0.18** | **19.2** | 20.8 | **-1.6** |
| Press-release tone | **3.11** | 3.15 | **-0.04** | **41.7** | 40.4 | **+1.3** |
| Candor | **1.48** | 1.49 | **-0.01** | **1.4** | 1.9 | **-0.5** |

### LENGTH, ENGAGEMENT AND DEPTH

| MEASURE | INDUSTRIAL | ALL | DIFF |
|---|---|---|---|
| Median words | **103** | 101 | **+2** |
| Median reactions | **545** | 547 | **-2** |
| Median comments | **10** | 11 | **-1** |
| Median reposts | **14** | 15 | **-1** |
| Depth score, 0 to 100 | **33.0** | 34.5 | **-1.5** |

Diff in percentage points; for average scores, in score points. The most common value is counted across posts and its share is Each CEO equal. * Share of the 852 posts with saved caption text. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

### THE 31 INDUSTRIAL CEOS AND THEIR SCORED POSTS

**Judy Marks** 42
Otis Worldwide

**Eric Hansotia** 17
AGCO

**Matthew Pine** 14
Xylem

**Bob Pragada** 9
Jacobs Solutions

**Lal Karsanbhai** 5
Emerson Electric

**Maria Black** 3
Automatic Data Processing

**Koti Vadlamudi** 3
Primoris Services

**Will Stengel** 1
Genuine Parts

**Jennifer Rumsey** 20
Cummins

**Brad Jacobs** 17
QXO

**Vimal Kapur** 12
Honeywell Technologies

**Giordano Albertazzi** 9
Vertiv Holdings

**John C. May** 4
Deere

**Jonas Prising** 3
ManpowerGroup

**Jim Fish** 2
Waste Management

**John Zillmer** 1
Aramark

**Kathy Warden** 18
Northrop Grumman

**Jim Taiclet** 15
Lockheed Martin

**Joe Creed** 11
Caterpillar

**Jon Vander Ark** 7
Republic Services

**Chris Kastner** 4
Huntington Ingalls Industries

**Justin Jude** 3
LKQ

**Todd Schneider** 1
Cintas

**Lisa Atherton** 1
Textron

**Sam Mehta** 17
L3Harris Technologies

**Jeff Strom** 14
Boise Cascade

**Larry Culp** 11
GE Aerospace

**Vicente Reynal** 7
Ingersoll Rand

**Kevin Murphy** 3
Ferguson Enterprises

**Scott Salmirs** 3
ABM Industries

**Christopher Calio** 1
RTX

Full table, page 63 Scorecard, page 57

# Materials and energy

Materials and energy CEOs write the longest posts and thank their teams the most, but they rarely discuss AI or help a buyer decide.

**CEOS**
**14**
CEOs and 152 posts in the study

**STANDS OUT**
**62%**
thank the team, against 49% for all CEOs

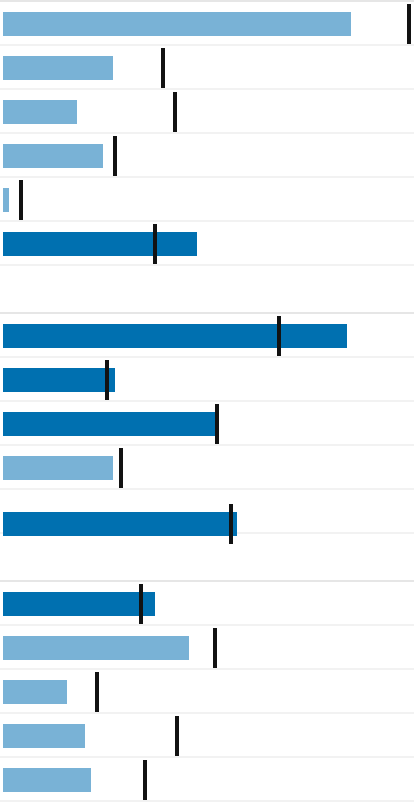
**FALLS BEHIND**
**15%**
help a buying decision, against 31%

**MEDIAN LENGTH**
**139**
words, the longest of the six industries

EXHIBIT 52

## Materials and energy against all 109 CEOs

Share of posts, counting each CEO equally. Dark bar above all CEOs, light bar below. Black marker: all CEOs.



| | MATERIALS | VS ALL | RANK OF 6 |
|---|---|---|---|
| **TOPICS** | | | |
| Company news | 62% | -10 pts | Lowest |
| Buyer problem or value | 20% | -9 pts | 5th |
| AI and technology change | 13% | -17 pts | 5th |
| Industry perspective | 18% | -2 pts | 5th |
| Named customer proof | 1.2% | -2 pts | 4th |
| Society and public policy | 35% | +8 pts | 2nd |
| **THE HUMAN SIDE** | | | |
| Thanks the team | 62% | +13 pts | Highest |
| Personal story | 20% | +2 pts | Highest |
| First-person experience | 38% | +1 pt | 5th |
| Strong personal voice (4 or 5) | 20% | -1 pt | 4th |
| Heavy press-release tone (4 or 5) | 42% | +1 pt | 4th |
| **SUBSTANCE FOR BUYERS** | | | |
| Specific viewpoint (4 or 5) | 27% | +3 pts | 2nd |
| Practically useful (3 or more) | 33% | -4 pts | 5th |
| Some candor (3 or more) | 12% | -5 pts | 5th |
| Helps a buying decision | 15% | -16 pts | Lowest |
| Has a call to action | 16% | -9 pts | 5th |

Ranks compare the six industries. Source: 26 Characters analysis of 1,372 posts by 109 B2B CEOs, April 1 to September 30, 2026

### CONTEXT

Their posts run longest, a median of 139 words, and the words go to people and policy: 62% thank the team and 35% discuss society and policy.

### WHAT GOOD LOOKS LIKE

Karen S. Carter (Dow) names a Lear and JLR collaboration and the weight it saved. **Scott Strazik** (GE Vernova) says no single technology meets rising power demand.

### OPPORTUNITY

Only 15% of posts help a buying decision, the lowest of six. The length is already there to add what each project means for a customer.

INDUSTRY DEEP DIVE · 03 OF 06 · ALL MEASURES

# Materials and energy in full

The 14 CEOs and 152 posts against all 109 CEOs, counting each CEO equally. Deep dive, page 62

### TOPICS AND STYLE, % OF POSTS

| MEASURE | MATERIALS | ALL | DIFF |
|---|---|---|---|
| Company news | **62.3** | 72.3 | **-10.0** |
| Industry perspective | **17.7** | 19.7 | **-2.0** |
| AI and technology change | **13.3** | 30.2 | **-16.9** |
| Buyer problem or value | **19.6** | 28.2 | **-8.6** |
| People and culture | **38.5** | 23.6 | **+14.9** |
| Society and public policy | **34.5** | 26.8 | **+7.7** |
| Personal story | **20.1** | 18.3 | **+1.8** |
| First-person experience | **38.4** | 37.9 | **+0.5** |
| Thanks the team | **61.6** | 48.8 | **+12.8** |
| Named customer proof | **1.2** | 2.8 | **-1.6** |
| Invites dialogue | **0.6** | 1.0 | **-0.4** |
| Uses a hashtag | **30.2** | 24.3 | **+5.9** |
| Uses an emoji * | **15.0** | 8.9 | **+6.1** |
| Contains a question mark * | **2.1** | 6.6 | **-4.5** |
| Opens with I or My * | **14.5** | 7.8 | **+6.7** |

### MARKETING CATEGORIES, MOST COMMON VALUE

| MEASURE | MOST COMMON | MAT. | ALL | DIFF |
|---|---|---|---|---|
| Audience | Employees | **37.3** | 20.5 | **+16.8** |
| Purpose | Recognize | **44.0** | 30.3 | **+13.7** |
| Buying journey | No buying role | **85.4** | 69.2 | **+16.2** |
| Differentiation | Absent | **47.8** | 41.6 | **+6.2** |
| Call to action | None | **84.3** | 75.1 | **+9.2** |

### RATINGS, 1 TO 5

| | AVERAGE SCORE | | | % SCORING 4 OR 5 | | |
|---|---|---|---|---|---|---|
| MEASURE | MAT. | ALL | DIFF | MAT. | ALL | DIFF |
| Viewpoint | **2.73** | 2.75 | **-0.02** | **27.3** | 24.2 | **+3.1** |
| Usefulness | **2.05** | 2.12 | **-0.07** | **6.6** | 5.3 | **+1.3** |
| Evidence | **2.78** | 2.84 | **-0.06** | **13.4** | 19.8 | **-6.4** |
| Leadership | **2.76** | 2.69 | **+0.07** | **21.8** | 18.6 | **+3.2** |
| Personal voice | **2.70** | 2.64 | **+0.06** | **19.5** | 20.8 | **-1.3** |
| Press-release tone | **3.18** | 3.15 | **+0.03** | **41.7** | 40.4 | **+1.3** |
| Candor | **1.43** | 1.49 | **-0.06** | **1.6** | 1.9 | **-0.3** |

### LENGTH, ENGAGEMENT AND DEPTH

| MEASURE | MATERIALS | ALL | DIFF |
|---|---|---|---|
| Median words | **139** | 101 | **+38** |
| Median reactions | **558** | 547 | **+11** |
| Median comments | **12** | 11 | **+1** |
| Median reposts | **13** | 15 | **-2** |
| Depth score, 0 to 100 | **33.7** | 34.5 | **-0.8** |

Diff in percentage points; for average scores, in score points. The most common value is counted across posts and its share is Each CEO equal. * Share of the 852 posts with saved caption text. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

### THE 14 MATERIALS AND ENERGY CEOS AND THEIR SCORED POSTS

**Christophe Beck** 42
Ecolab

**Lorenzo Simonelli** 20
Baker Hughes

**Scott Strazik** 19
GE Vernova

**Erik Fyrwald** 13
Intl. Flavors & Fragrances

**Chad Zamarin** 11
Williams

**Peter Jackson** 10
Builders FirstSource

**Bill Brown** 9
3M

**Karen S. Carter** 7
Dow

**Ron Lewis** 7
Ball

**Bill Oplinger** 6
Alcoa

**Gordon Hardie** 3
O-I Glass

**Ronnie Pruitt** 3
Vulcan Materials

**Tom Long** 1
Energy Transfer

**Ken Lane** 1
Olin

Full table, page 65 Scorecard, page 57

# Healthcare and life sciences

Healthcare and life sciences CEOs do the most to explain buyer value and give practical help, in the most polished register of any industry.

**CEOS**
**12**
CEOs and 165 posts in the study

**STANDS OUT**
**41%**
explain buyer value, against 28% overall

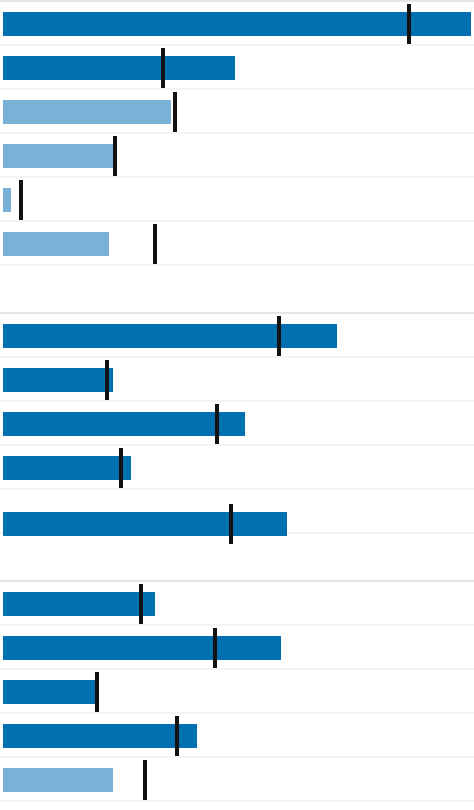
**FALLS BEHIND**
**19%**
discuss society and policy, against 27%

**MEDIAN LENGTH**
**114**
words, 13% longer than the 101-word median

EXHIBIT 54

## Healthcare and life sciences against all 109 CEOs

Share of posts, counting each CEO equally. Dark bar above all CEOs, light bar below. Black marker: all CEOs.



| | HEALTHCARE | VS ALL | RANK OF 6 |
|---|---|---|---|
| **TOPICS** | | | |
| Company news | 84% | +11 pts | Highest |
| Buyer problem or value | 41% | +13 pts | Highest |
| AI and technology change | 30% | 0 pts | 3rd |
| Industry perspective | 20% | 0 pts | 4th |
| Named customer proof | 1.6% | -1 pt | 3rd |
| Society and public policy | 19% | -8 pts | Lowest |
| **THE HUMAN SIDE** | | | |
| Thanks the team | 60% | +11 pts | 3rd |
| Personal story | 20% | +1 pt | 2nd |
| First-person experience | 43% | +5 pts | 3rd |
| Strong personal voice (4 or 5) | 23% | +2 pts | 3rd |
| Heavy press-release tone (4 or 5) | 51% | +10 pts | Highest |
| **SUBSTANCE FOR BUYERS** | | | |
| Specific viewpoint (4 or 5) | 27% | +3 pts | 3rd |
| Practically useful (3 or more) | 50% | +12 pts | Highest |
| Some candor (3 or more) | 17% | 0 pts | 4th |
| Helps a buying decision | 35% | +4 pts | 3rd |
| Has a call to action | 20% | -5 pts | 4th |

Ranks compare the six industries. Source: 26 Characters analysis of 1,372 posts by 109 B2B CEOs, April 1 to September 30, 2026

### CONTEXT

News fills 84% of posts, the most of six, yet 41% still explain buyer value. These CEOs are also the most polished: 51% of posts carry a heavy press-release tone.

### WHAT GOOD LOOKS LIKE

Rainer Blair (Danaher) shares a manufacturing design principle from a bioprocessing summit. Jim Boyle (Medline) explains a fire recovery and the work still left to do.

### OPPORTUNITY

The substance is there, so the gap is tone. Loosening the press-release register and weighing in on policy would let more of the CEO come through.

INDUSTRY DEEP DIVE · 04 OF 06 · ALL MEASURES

# Healthcare and life sciences in full

The 12 CEOs and 165 posts against all 109 CEOs, counting each CEO equally. Deep dive, page 64

### TOPICS AND STYLE, % OF POSTS

| MEASURE | HEALTH | ALL | DIFF |
|---|---|---|---|
| Company news | **83.5** | 72.3 | **+11.2** |
| Industry perspective | **19.6** | 19.7 | **-0.1** |
| AI and technology change | **29.9** | 30.2 | **-0.3** |
| Buyer problem or value | **41.4** | 28.2 | **+13.2** |
| People and culture | **27.8** | 23.6 | **+4.2** |
| Society and public policy | **18.9** | 26.8 | **-7.9** |
| Personal story | **19.5** | 18.3 | **+1.2** |
| First-person experience | **43.1** | 37.9 | **+5.2** |
| Thanks the team | **59.8** | 48.8 | **+11.0** |
| Named customer proof | **1.6** | 2.8 | **-1.2** |
| Invites dialogue | **2.9** | 1.0 | **+1.9** |
| Uses a hashtag | **19.1** | 24.3 | **-5.2** |
| Uses an emoji * | **2.0** | 8.9 | **-6.9** |
| Contains a question mark * | **12.1** | 6.6 | **+5.5** |
| Opens with I or My * | **18.9** | 7.8 | **+11.1** |

### MARKETING CATEGORIES, MOST COMMON VALUE

| MEASURE | MOST COMMON | HEALTH | ALL | DIFF |
|---|---|---|---|---|
| Audience | General business | **8.3** | 16.0 | **-7.7** |
| Purpose | Recognize | **28.2** | 30.3 | **-2.1** |
| Buying journey | No buying role | **65.3** | 69.2 | **-3.9** |
| Differentiation | Absent | **34.0** | 41.6 | **-7.6** |
| Call to action | None | **80.4** | 75.1 | **+5.3** |

### RATINGS, 1 TO 5

| | AVERAGE SCORE | | | % SCORING 4 OR 5 | | |
|---|---|---|---|---|---|---|
| MEASURE | HEALTH | ALL | DIFF | HEALTH | ALL | DIFF |
| Viewpoint | **2.96** | 2.75 | **+0.21** | **27.3** | 24.2 | **+3.1** |
| Usefulness | **2.41** | 2.12 | **+0.29** | **8.0** | 5.3 | **+2.7** |
| Evidence | **2.99** | 2.84 | **+0.15** | **20.0** | 19.8 | **+0.2** |
| Leadership | **2.88** | 2.69 | **+0.19** | **21.9** | 18.6 | **+3.3** |
| Personal voice | **2.76** | 2.64 | **+0.12** | **23.0** | 20.8 | **+2.2** |
| Press-release tone | **3.33** | 3.15 | **+0.18** | **50.8** | 40.4 | **+10.4** |
| Candor | **1.56** | 1.49 | **+0.07** | **3.2** | 1.9 | **+1.3** |

### LENGTH, ENGAGEMENT AND DEPTH

| MEASURE | HEALTH | ALL | DIFF |
|---|---|---|---|
| Median words | **114** | 101 | **+13** |
| Median reactions | **542.5** | 547 | **-4.5** |
| Median comments | **10.5** | 11 | **-0.5** |
| Median reposts | **11.5** | 15 | **-3.5** |
| Depth score, 0 to 100 | **39.0** | 34.5 | **+4.5** |

Diff in percentage points; for average scores, in score points. The most common value is counted across posts and its share is Each CEO equal. * Share of the 852 posts with saved caption text. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

### THE 12 HEALTHCARE AND LIFE SCIENCES CEOS AND THEIR SCORED POSTS

**Ivan Tornos** 76
Zimmer Biomet Holdings

**Peter J. Arduini** 16
GE HealthCare Technologies

**Andrew Hider** 12
Baxter International

**Kevin Lobo** 10
Stryker

**Tom Polen** 9
Becton Dickinson

**Jim Boyle** 9
Medline

**Rainer Blair** 8
Danaher

**Bryan Hanson** 6
Solventum

**Brian Tyler** 5
McKesson

**Robert Mauch** 5
Cencora

**Marc Casper** 5
Thermo Fisher Scientific

**Jason M. Hollar** 4
Cardinal Health

Full table, page 67 Scorecard, page 57

# Transport and logistics

Transport and logistics CEOs sound less corporate than most, but their posts carry the least practical substance and no named customer proof.

**CEOS**
**7**
CEOs and 121 posts, a directional group

**STANDS OUT**
**26%**
carry a heavy press-release tone, against 40%

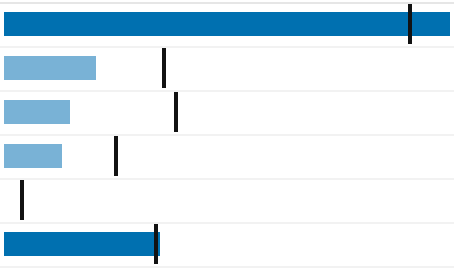
**FALLS BEHIND**
**16%**
are practically useful, against 37%

**MEDIAN LENGTH**
**86**
words, 15% shorter than the 101-word median

EXHIBIT 56

## Transport and logistics against all 109 CEOs

Share of posts, counting each CEO equally. Dark bar above all CEOs, light bar below. Black marker: all CEOs.



| | TRANSPORT | VS ALL | RANK OF 6 |
|---|---|---|---|
| **TOPICS** | | | |
| Company news | 80% | +7 pts | 2nd |
| Buyer problem or value | 17% | -12 pts | Lowest |
| AI and technology change | 12% | -18 pts | Lowest |
| Industry perspective | 10% | -9 pts | Lowest |
| Named customer proof | 0.0% | -3 pts | Lowest |
| Society and public policy | 28% | +1 pt | 4th |
| **THE HUMAN SIDE** | | | |
| Thanks the team | 61% | +13 pts | 2nd |
| Personal story | 18% | 0 pts | 3rd |
| First-person experience | 45% | +8 pts | 2nd |
| Strong personal voice (4 or 5) | 24% | +3 pts | 2nd |
| Heavy press-release tone (4 or 5) | 26% | -14 pts | 5th |
| **SUBSTANCE FOR BUYERS** | | | |
| Specific viewpoint (4 or 5) | 9.1% | -15 pts | Lowest |
| Practically useful (3 or more) | 16% | -22 pts | Lowest |
| Some candor (3 or more) | 8.3% | -8 pts | Lowest |
| Helps a buying decision | 18% | -13 pts | 5th |
| Has a call to action | 10% | -15 pts | Lowest |

Ranks compare the six industries. Source: 26 Characters analysis of 1,372 posts by 109 B2B CEOs, April 1 to September 30, 2026

### CONTEXT

With seven CEOs, these results are directional. The voice is personal: 45% of posts draw on first-person experience and 61% thank the team.

### WHAT GOOD LOOKS LIKE

**Raj Subramaniam** (FedEx) explains how supply chains are being redistributed. **Shelley Simpson** (J.B. Hunt) recalls a leader's hardest divestment decisions.

### OPPORTUNITY

The personal voice is already there. One practical lesson or named customer result a month would lift a group that ranks lowest on usefulness and viewpoint.

INDUSTRY DEEP DIVE · 05 OF 06 · ALL MEASURES

# Transport and logistics in full

The 7 CEOs and 121 posts against all 109 CEOs, counting each CEO equally and directional. **Deep dive, page 66**

### TOPICS AND STYLE, % OF POSTS

| MEASURE | TRANSPORT | ALL | DIFF |
|---|---|---|---|
| Company news | **79.7** | 72.3 | **+7.4** |
| Industry perspective | **10.3** | 19.7 | **-9.4** |
| AI and technology change | **11.9** | 30.2 | **-18.3** |
| Buyer problem or value | **16.6** | 28.2 | **-11.6** |
| People and culture | **21.9** | 23.6 | **-1.7** |
| Society and public policy | **28.0** | 26.8 | **+1.2** |
| Personal story | **18.3** | 18.3 | 0.0 |
| First-person experience | **45.4** | 37.9 | **+7.5** |
| Thanks the team | **61.3** | 48.8 | **+12.5** |
| Named customer proof | **0.0** | 2.8 | **-2.8** |
| Invites dialogue | **0.4** | 1.0 | **-0.6** |
| Uses a hashtag | **20.0** | 24.3 | **-4.3** |
| Uses an emoji * | **6.0** | 8.9 | **-2.9** |
| Contains a question mark * | **3.2** | 6.6 | **-3.4** |
| Opens with I or My * | **2.6** | 7.8 | **-5.2** |

### MARKETING CATEGORIES, MOST COMMON VALUE

| MEASURE | MOST COMMON | TRANS. | ALL | DIFF |
|---|---|---|---|---|
| Audience | Employees | **37.3** | 20.5 | **+16.8** |
| Purpose | Recognize | **42.5** | 30.3 | **+12.2** |
| Buying journey | No buying role | **81.8** | 69.2 | **+12.6** |
| Differentiation | Absent | **42.7** | 41.6 | **+1.1** |
| Call to action | None | **89.7** | 75.1 | **+14.6** |

### RATINGS, 1 TO 5

| | AVERAGE SCORE | | | % SCORING 4 OR 5 | | |
|---|---|---|---|---|---|---|
| MEASURE | TRANS. | ALL | DIFF | TRANS. | ALL | DIFF |
| Viewpoint | **2.43** | 2.75 | **-0.32** | **9.1** | 24.2 | **-15.1** |
| Usefulness | **1.61** | 2.12 | **-0.51** | **0.6** | 5.3 | **-4.7** |
| Evidence | **2.72** | 2.84 | **-0.12** | **17.1** | 19.8 | **-2.7** |
| Leadership | **2.39** | 2.69 | **-0.30** | **6.1** | 18.6 | **-12.5** |
| Personal voice | **2.76** | 2.64 | **+0.12** | **24.2** | 20.8 | **+3.4** |
| Press-release tone | **2.93** | 3.15 | **-0.22** | **26.0** | 40.4 | **-14.4** |
| Candor | **1.29** | 1.49 | **-0.20** | **1.1** | 1.9 | **-0.8** |

### LENGTH, ENGAGEMENT AND DEPTH

| MEASURE | TRANSPORT | ALL | DIFF |
|---|---|---|---|
| Median words | **86** | 101 | **-15** |
| Median reactions | **286** | 547 | **-261** |
| Median comments | **10** | 11 | **-1** |
| Median reposts | **7** | 15 | **-8** |
| Depth score, 0 to 100 | **27.2** | 34.5 | **-7.3** |

Diff in percentage points; for average scores, in score points. The most common value is counted across posts and its share is Each CEO equal. * Share of the 852 posts with saved caption text. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

### THE 7 TRANSPORT AND LOGISTICS CEOS AND THEIR SCORED POSTS

**Shelley Simpson** 39
J.B. Hunt Transport Services

**David Bozeman** 25
C.H. Robinson Worldwide

**Raj Subramaniam** 15
FedEx

**Patrick Kelleher** 13
GXO Logistics

**Mario Harik** 12
XPO

**Steve Angel** 10
CSX

**Mark George** 7
Norfolk Southern

Full table, page 69 Scorecard, page 57

# Financial and information

Financial and information CEOs sound the least corporate and take the most specific stances, but they rarely thank their teams.

**CEOS**
**6**
CEOs and 78 posts, the smallest group

**STANDS OUT**
**13%**
carry a heavy press-release tone, against 40%

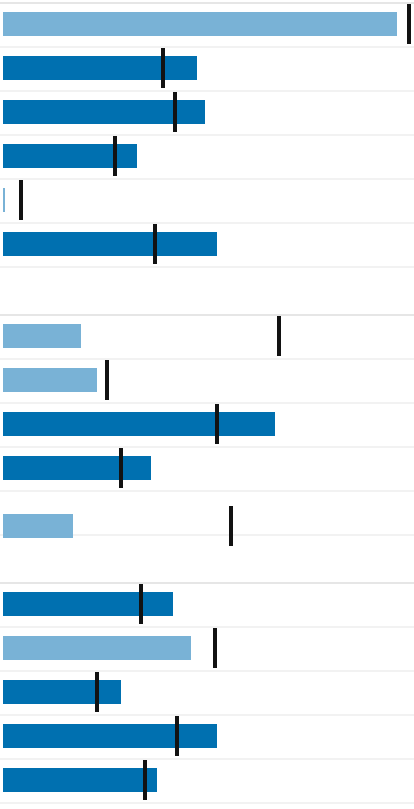
**FALLS BEHIND**
**14%**
thank the team, against 49% for all CEOs

**MEDIAN LENGTH**
**117**
words, 16% longer than the 101-word median

EXHIBIT 58

## Financial and information against all 109 CEOs

Share of posts, counting each CEO equally. Dark bar above all CEOs, light bar below. Black marker: all CEOs.



| | FINANCIAL | VS ALL | RANK OF 6 |
|---|---|---|---|
| **TOPICS** | | | |
| Company news | 70% | -2 pts | 4th |
| Buyer problem or value | 35% | +6 pts | 2nd |
| AI and technology change | 36% | +6 pts | 2nd |
| Industry perspective | 24% | +4 pts | Highest |
| Named customer proof | 0.5% | -2 pts | 5th |
| Society and public policy | 38% | +12 pts | Highest |
| **THE HUMAN SIDE** | | | |
| Thanks the team | 14% | -35 pts | Lowest |
| Personal story | 17% | -1 pt | 5th |
| First-person experience | 49% | +11 pts | Highest |
| Strong personal voice (4 or 5) | 27% | +6 pts | Highest |
| Heavy press-release tone (4 or 5) | 13% | -28 pts | Lowest |
| **SUBSTANCE FOR BUYERS** | | | |
| Specific viewpoint (4 or 5) | 30% | +6 pts | Highest |
| Practically useful (3 or more) | 34% | -4 pts | 4th |
| Some candor (3 or more) | 21% | +5 pts | Highest |
| Helps a buying decision | 38% | +7 pts | 2nd |
| Has a call to action | 27% | +3 pts | 3rd |

Ranks compare the six industries. Source: 26 Characters analysis of 1,372 posts by 109 B2B CEOs, April 1 to September 30, 2026

### CONTEXT

With six CEOs and 78 posts, these results are directional. Society and policy appear in 38% of posts and a strong personal voice in 27%, both the highest of six.

### WHAT GOOD LOOKS LIKE

**Rob Fauber** (Moody's) weighs AI's benefits against its costs. **David Solomon** (Goldman Sachs) separates market concentration from the state of the economy.

### OPPORTUNITY

The voice is the strongest of the six. Crediting the team more often, now 14% of posts against 49% overall, would add warmth without losing the edge.

INDUSTRY DEEP DIVE · 06 OF 06 · ALL MEASURES

# Financial and information in full

The 6 CEOs and 78 posts against all 109 CEOs, counting each CEO equally and directional. **Deep dive, page 68**

### TOPICS AND STYLE, % OF POSTS

| MEASURE | FINANCIAL | ALL | DIFF |
|---|---|---|---|
| Company news | **70.4** | 72.3 | **-1.9** |
| Industry perspective | **24.0** | 19.7 | **+4.3** |
| AI and technology change | **36.1** | 30.2 | **+5.9** |
| Buyer problem or value | **34.5** | 28.2 | **+6.3** |
| People and culture | **17.0** | 23.6 | **-6.6** |
| Society and public policy | **38.3** | 26.8 | **+11.5** |
| Personal story | **16.9** | 18.3 | **-1.4** |
| First-person experience | **48.5** | 37.9 | **+10.6** |
| Thanks the team | **13.8** | 48.8 | **-35.0** |
| Named customer proof | **0.5** | 2.8 | **-2.3** |
| Invites dialogue | **0.8** | 1.0 | **-0.2** |
| Uses a hashtag | **13.9** | 24.3 | **-10.4** |
| Uses an emoji * | **0.0** | 8.9 | **-8.9** |
| Contains a question mark * | **10.8** | 6.6 | **+4.2** |
| Opens with I or My * | **6.5** | 7.8 | **-1.3** |

### MARKETING CATEGORIES, MOST COMMON VALUE

| MEASURE | MOST COMMON | FIN. | ALL | DIFF |
|---|---|---|---|---|
| Audience | General business | **28.9** | 16.0 | **+12.9** |
| Purpose | Promote | **32.9** | 28.1 | **+4.8** |
| Buying journey | No buying role | **61.9** | 69.2 | **-7.3** |
| Differentiation | Absent | **48.7** | 41.6 | **+7.1** |
| Call to action | None | **72.6** | 75.1 | **-2.5** |

### RATINGS, 1 TO 5

| | AVERAGE SCORE | | | % SCORING 4 OR 5 | | |
|---|---|---|---|---|---|---|
| MEASURE | FIN. | ALL | DIFF | FIN. | ALL | DIFF |
| Viewpoint | **3.01** | 2.75 | **+0.26** | **30.4** | 24.2 | **+6.2** |
| Usefulness | **2.18** | 2.12 | **+0.06** | **7.1** | 5.3 | **+1.8** |
| Evidence | **2.80** | 2.84 | **-0.04** | **12.3** | 19.8 | **-7.5** |
| Leadership | **2.92** | 2.69 | **+0.23** | **21.8** | 18.6 | **+3.2** |
| Personal voice | **3.04** | 2.64 | **+0.40** | **26.5** | 20.8 | **+5.7** |
| Press-release tone | **2.74** | 3.15 | **-0.41** | **12.6** | 40.4 | **-27.8** |
| Candor | **1.80** | 1.49 | **+0.31** | **1.3** | 1.9 | **-0.6** |

### LENGTH, ENGAGEMENT AND DEPTH

| MEASURE | FINANCIAL | ALL | DIFF |
|---|---|---|---|
| Median words | **117** | 101 | **+16** |
| Median reactions | **803.5** | 547 | **+256.5** |
| Median comments | **12.5** | 11 | **+1.5** |
| Median reposts | **21** | 15 | **+6** |
| Depth score, 0 to 100 | **38.5** | 34.5 | **+4.0** |

Diff in percentage points; for average scores, in score points. The most common value is counted across posts and its share is Each CEO equal. * Share of the 852 posts with saved caption text. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

### THE 6 FINANCIAL AND INFORMATION CEOS AND THEIR SCORED POSTS

**David Solomon** 31
Goldman Sachs Group

**Michael Miebach** 22
Mastercard

**Rob Fauber** 13
Moody's

**Martina Cheung** 7
S&P Global

**Takis Georgakopoulos** 3
Fiserv

**Larry Fink** 2
BlackRock

PART 3 · DEEP DIVE

# Company breakdowns

How posting changes with company revenue, the size of the CEO's following and how often the CEO posts.

IN THIS SECTION

By company revenue 71
By follower count 74
By posting frequency 77

COMPANY BREAKDOWNS · REVENUE, 1 OF 3

# The $6B to $12B CEOs sound the most human

Sixteen measures across three revenue bands of near-equal size. Every figure is Each CEO equal: each CEO's own share of posts, averaged, so a prolific poster counts once.

EXHIBIT 60

### The 16 core measures by company revenue

Share of posts, counting each CEO equally. Shaded cell: highest of the three bands.

| MEASURE | $6B TO $12B 38 CEOS · 444 POSTS | $13B TO $27B 35 CEOS · 431 POSTS | $28B AND UP 36 CEOS · 497 POSTS | ALL 109 |
|---|---|---|---|---|
| TOPICS | | | | |
| Company news | 73% | 68% | **76%** | 72% |
| Buyer problem or value | **30%** | 27% | 28% | 28% |
| AI and technology change | 28% | 27% | **36%** | 30% |
| Industry perspective | 19% | 18% | **23%** | 20% |
| Named customer proof | **4.3%** | 2.3% | 1.8% | 2.8% |
| Society and public policy | 22% | **32%** | 27% | 27% |
| THE HUMAN SIDE | | | | |
| Thanks the team | **59%** | 47% | 40% | 49% |
| Personal story | **23%** | 14% | 18% | 18% |
| First-person experience | 40% | 32% | **42%** | 38% |
| Strong personal voice (4 or 5) | **28%** | 16% | 18% | 21% |
| Heavy press-release tone (4 or 5) | 35% | 39% | **47%** | 40% |
| SUBSTANCE FOR BUYERS | | | | |
| Specific viewpoint (4 or 5) | **32%** | 23% | 18% | 24% |
| Practically useful (3 or more) | **40%** | 37% | 36% | 37% |
| Some candor (3 or more) | **20%** | 16% | 13% | 17% |
| Helps a buying decision | 30% | 30% | **33%** | 31% |
| Has a call to action | 23% | 18% | **34%** | 25% |

Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

**59% vs 40%**
posts that thank the team, smallest band against the largest

**32% vs 18%**
posts with a specific viewpoint, smallest band against the largest

**34% vs 18%**
posts with a call to action, largest band against the middle

WHAT TO READ INTO IT

Smaller companies' CEOs thank, tell stories and take stances most. The largest post more news, AI and calls to action, in a more polished register. Buyer value barely moves, 27% to 30%.

Polish by revenue, page 72 Audience and purpose, page 73 Industry scorecard, page 57

COMPANY BREAKDOWNS · REVENUE, 2 OF 3

# The biggest companies are the most polished

The press-release register climbs with every step up in revenue. Strong personal voice is highest in the smallest band and falls to 16% and 18% in the two larger bands.

**47%**
of posts at $28B-and-up companies read heavily like a press release

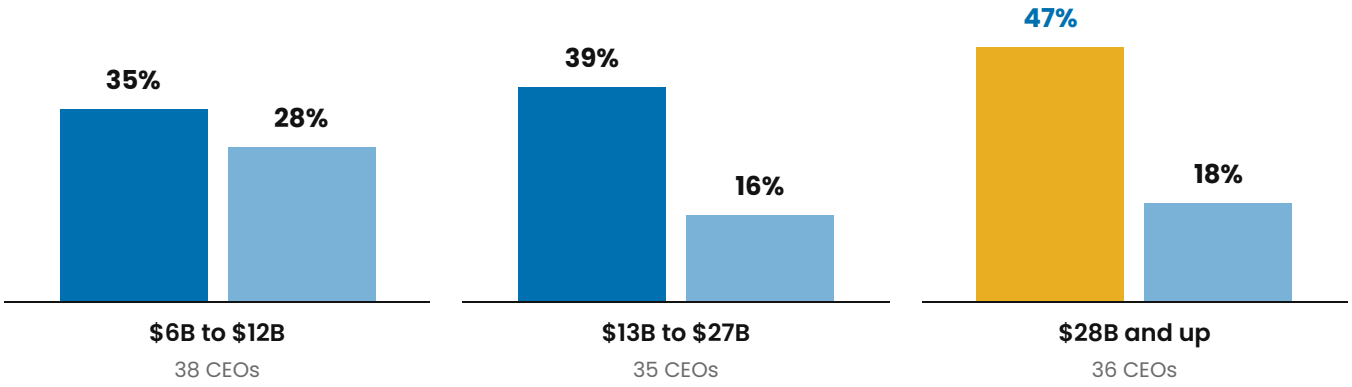
**28%**
of posts at $6B to $12B companies carry a strong personal voice

**354 vs 142**
posts across the study that are polished with low voice, against the reverse

EXHIBIT 61

## Polish rises with size, personal voice falls after the smallest band

Share of posts, counting each CEO equally scoring 4 or 5 of 5 ■ Heavy press-release tone ■ Strong personal voice




Gold marks the highest press-release tone share. Across all 109 CEOs: heavy press-release tone 40%, strong personal voice 21%.

EXHIBIT 61.2

## Average scores tell the same story

Each CEO's average score, averaged across the CEOs in each band. Shaded cell: highest of the three bands.

| MEASURE | $6B TO $12B | $13B TO $27B | $28B AND UP | ALL 109 |
|---|---|---|---|---|
| Press-release tone, average (1 to 5) | 3.02 | 3.14 | **3.29** | 3.15 |
| Personal voice, average (1 to 5) | **2.87** | 2.47 | 2.57 | 2.64 |
| Depth score (0 to 100) | **35.9** | 34.0 | 33.4 | 34.5 |

Depth score is an index from 0 to 100 built from five ratings: viewpoint, usefulness, evidence, leadership perspective and candor.
Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

The larger the company, the more its CEO sounds like the newsroom, and depth slips with it. The study cannot see who wrote a post. At a large company, the CEO's own voice is the clearest gap to close.

Press-release tone, page 38 Personal voice, page 37

COMPANY BREAKDOWNS · REVENUE, 3 OF 3

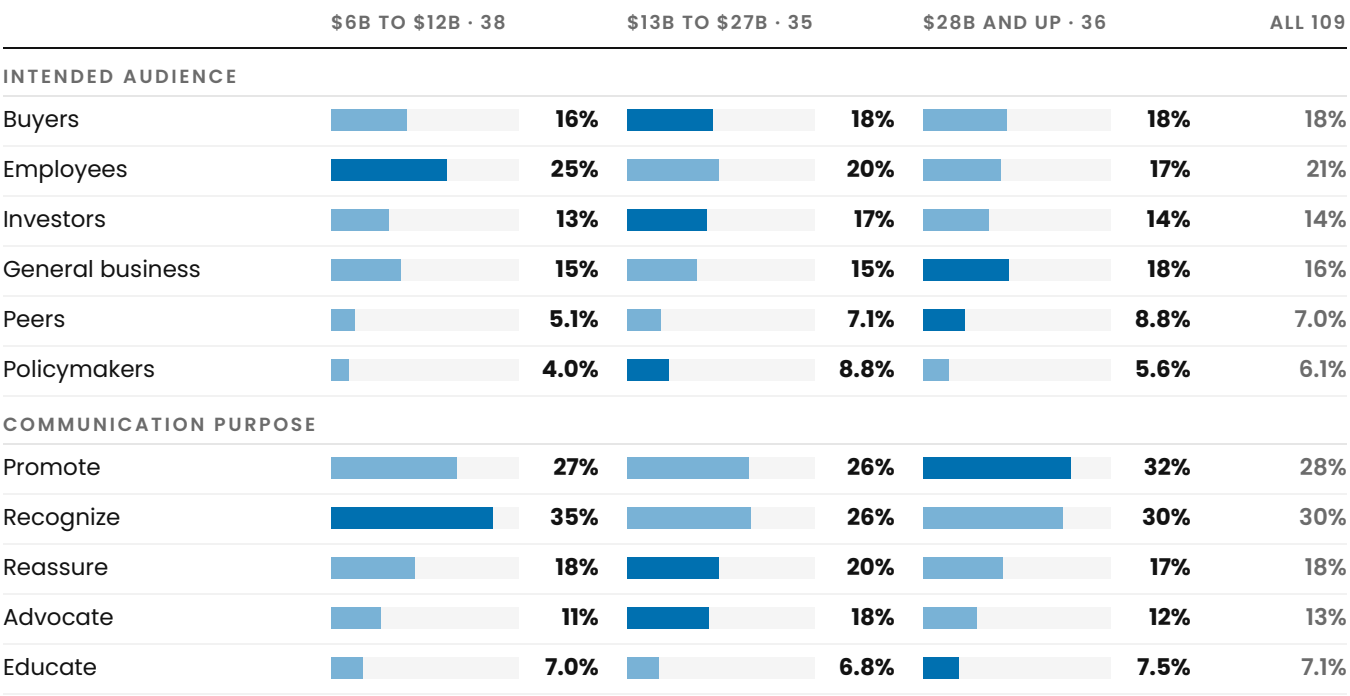
# Bigger companies, fewer posts for employees

Employee-facing posts fall from 25% to 17% across the bands. The largest companies lean more to promotion and to general business readers, and their CEOs draw twice the median reactions.

EXHIBIT 62

### Who the CEO writes for, and why, by company revenue

Share of posts, counting each CEO equally. Bars scaled to 40% = full width. Dark bar: highest of the three bands.



| | $6B TO $12B · 38 | $13B TO $27B · 35 | $28B AND UP · 36 | ALL 109 |
|---|---|---|---|---|
| **INTENDED AUDIENCE** | | | | |
| Buyers | **16%** | **18%** | **18%** | 18% |
| Employees | **25%** | **20%** | **17%** | 21% |
| Investors | **13%** | **17%** | **14%** | 14% |
| General business | **15%** | **15%** | **18%** | 16% |
| Peers | **5.1%** | **7.1%** | **8.8%** | 7.0% |
| Policymakers | **4.0%** | **8.8%** | **5.6%** | 6.1% |
| **COMMUNICATION PURPOSE** | | | | |
| Promote | **27%** | **26%** | **32%** | 28% |
| Recognize | **35%** | **26%** | **30%** | 30% |
| Reassure | **18%** | **20%** | **17%** | 18% |
| Advocate | **11%** | **18%** | **12%** | 13% |
| Educate | **7.0%** | **6.8%** | **7.5%** | 7.1% |

EXHIBIT 62.2

### The largest companies' CEOs draw twice the reactions

Median per post. Shaded cell: highest of the three bands.

| MEASURE | $6B TO $12B | $13B TO $27B | $28B AND UP | ALL |
|---|---|---|---|---|
| Median words per post | **109.5** | 92 | 100 | 101 |
| Median reactions per post | 479 | 411 | **1,042** | 547 |
| Interactions per 1,000 followers | **18.6** | 7.6 | 10.6 | 13.1 |

Reactions use the 966 posts with exact counts. Raw reactions also reflect audience size, which is why the per-follower row reads differently. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Larger companies' CEOs reach more people but write less for their own teams and more for the market at large. Per follower, the smallest band earns the most interaction.

Intended audience, page 40 Purpose, page 41 Reach by followers, page 75

COMPANY BREAKDOWNS · FOLLOWERS, 1 OF 3

# As followings grow, AI rises and team thanks fall

Sixteen measures across four follower bands, counting each CEO equally. Follower counts were captured October 24 to 26, 2026, for 105 of the 109 CEOs.

EXHIBIT 63

### The 16 core measures by follower count

Share of posts, counting each CEO equally. Shaded: highest of four bands. Header: CEOs · posts.

| MEASURE | UNDER 10K 27 CEOS · 150 | 10K TO 50K 46 CEOS · 430 | 50K TO 250K 22 CEOS · 421 | 250K AND UP 10 CEOS · 257 | ALL 109 |
|---|---|---|---|---|---|
| **TOPICS** | | | | | |
| Company news | 66% | **78%** | 72% | 60% | 72% |
| Buyer problem or value | 25% | 29% | 29% | **31%** | 28% |
| AI and technology change | 17% | 28% | 37% | **48%** | 30% |
| Industry perspective | 15% | 17% | 26% | **31%** | 20% |
| Named customer proof | 4.6% | 1.8% | 1.9% | **5.2%** | 2.8% |
| Society and public policy | 32% | 24% | 24% | **34%** | 27% |
| **THE HUMAN SIDE** | | | | | |
| Thanks the team | **61%** | 55% | 37% | 22% | 49% |
| Personal story | 15% | **23%** | 19% | 9.0% | 18% |
| First-person experience | 28% | **45%** | 41% | 32% | 38% |
| Strong personal voice (4 or 5) | 17% | **26%** | 22% | 11% | 21% |
| Heavy press-release tone (4 or 5) | **46%** | 40% | 39% | 33% | 40% |
| **SUBSTANCE FOR BUYERS** | | | | | |
| Specific viewpoint (4 or 5) | 29% | 24% | 17% | **30%** | 24% |
| Practically useful (3 or more) | 40% | 37% | 34% | **40%** | 37% |
| Some candor (3 or more) | 15% | **18%** | 15% | 15% | 17% |
| Helps a buying decision | 20% | 29% | 37% | **44%** | 31% |
| Has a call to action | 16% | 24% | **35%** | 28% | 25% |

Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

**17% to 48%**
posts on AI, from the smallest follower band to the largest

**61% to 22%**
posts that thank the team, smallest band to largest

**20% to 44%**
posts that help a buying decision, smallest band to largest

WHAT TO READ INTO IT

The 10 largest accounts post less news and fewer thanks, and more AI and buying help. The 10K to 50K band is the most personal. Followings partly reflect what CEOs post, so read this as association.

Reach and engagement, page 75 Audience and purpose, page 76 Per 1,000 followers, page 55

COMPANY BREAKDOWNS · FOLLOWERS, 2 OF 3

# Bigger audiences, far smaller share engaged

Raw reactions climb with followers up to 250K, then fall back. Per follower, engagement falls at every step: the smallest accounts earn 58.1 interactions per 1,000 followers, the largest 1.6.

**811**
median reactions per post in the 50K to 250K band, the highest of the four

**58.1**
interactions per 1,000 followers for CEOs with under 10K followers

**1.00**
reactions vs the CEO's typical post in every band: each performs at its own usual level

EXHIBIT 64

### Reactions peak in the 50K to 250K band

Median reactions per post, by follower band

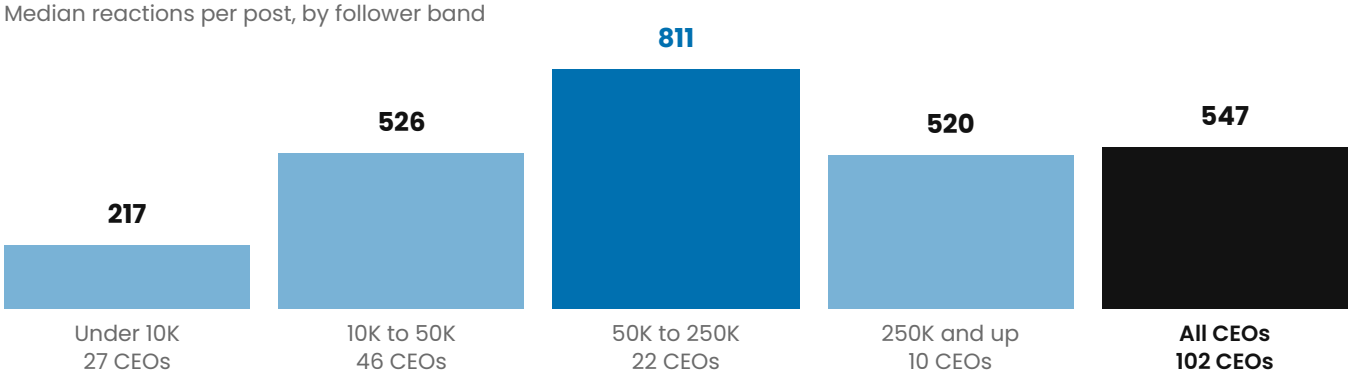
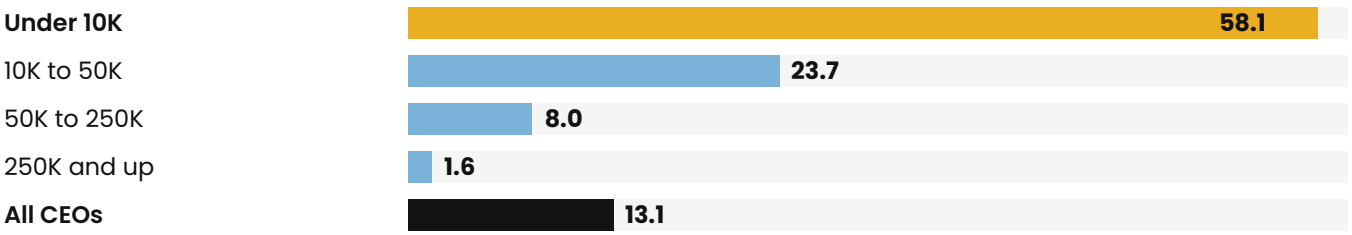



EXHIBIT 64.2

### The share of the audience that engages shrinks at every step

Median interactions (reactions, comments and reposts) per 1,000 followers, per post. Bars scaled to 60 = full width.




Follower counts captured October 24 to 26, 2026. Engagement uses the 966 posts with exact counts, from 102 CEOs; band labels count every CEO in the band. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see.

WHAT TO READ INTO IT

A large following brings more reactions per post but a far thinner slice of the audience. Benchmark a CEO against their own typical post or against peers of a similar following, not against the biggest accounts.

Per 1,000 followers, page 55 Reactions, page 52 Engagement overview, page 86

COMPANY BREAKDOWNS · FOLLOWERS, 3 OF 3

# The biggest accounts talk to buyers, the smallest to employees

CEOs with 250K or more followers write for buyers in 26% of posts and teach in 17%. Under 10K, employees and recognition lead, and teaching almost never happens.

EXHIBIT 65

### Who the CEO writes for, and why, by follower count

Share of posts, counting each CEO equally. Bars scaled to 45% = full width. Dark bar: highest of the four bands.

| | UNDER 10K · 27 | 10K TO 50K · 46 | 50K TO 250K · 22 | 250K AND UP · 10 | ALL |
|---|---|---|---|---|---|
| **INTENDED AUDIENCE** | | | | | |
| Buyers | **7.1%** | **20%** | **19%** | **26%** | 18% |
| Employees | **27%** | **24%** | **13%** | **8.8%** | 21% |
| Investors | **17%** | **17%** | **12%** | **6.6%** | 14% |
| General business | **11%** | **15%** | **20%** | **23%** | 16% |
| Peers | **6.6%** | **4.0%** | **14%** | **5.5%** | 7.0% |
| Policymakers | **11%** | **4.1%** | **2.9%** | **9.4%** | 6.1% |
| **COMMUNICATION PURPOSE** | | | | | |
| Promote | **24%** | **21%** | **41%** | **35%** | 28% |
| Recognize | **40%** | **34%** | **22%** | **15%** | 30% |
| Reassure | **22%** | **22%** | **12%** | **8.3%** | 18% |
| Advocate | **12%** | **12%** | **13%** | **22%** | 13% |
| Educate | **1.1%** | **7.4%** | **8.4%** | **17%** | 7.1% |

EXHIBIT 65.2

### The largest accounts also write the shortest posts

Median words per post and number of posts. Shaded cell: highest of the four bands.

| MEASURE | UNDER 10K | 10K TO 50K | 50K TO 250K | 250K AND UP | ALL |
|---|---|---|---|---|---|
| Median words per post | 93.5 | **112.5** | 105 | 90 | **101** |
| Posts in the band | 150 | **430** | 421 | 257 | **1,372** |

All: the 109 CEOs. Follower counts captured October 24 to 26, 2026. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

The biggest accounts behave like media channels for the market, the smallest like an internal bulletin board. Under 10K, only 7.1% of posts speak to buyers, an easy gap to close.

Intended audience, page 40 Purpose, page 41 Audience by revenue, page 73

COMPANY BREAKDOWNS · POSTING FREQUENCY, 1 OF 3

# Weekly posters say less in each post

Sixteen measures across four posting-frequency bands, counting each CEO equally, for the 107 CEOs placed in a band. CEOs who post once or twice a month lead on every human-side measure but on only one of the five substance measures, practical usefulness.

EXHIBIT 66

### The 16 core measures by posting frequency

Share of posts, counting each CEO equally. Header: CEOs · posts. Frequency counts every authored post on the feed.

| MEASURE | UNDER 1 A MONTH 30 CEOS · 84 | 1 TO 2 A MONTH 38 CEOS · 332 | 2 TO 4 A MONTH 22 CEOS · 337 | WEEKLY OR MORE 17 CEOS · 604 | ALL 109 |
|---|---|---|---|---|---|
| **TOPICS** | | | | | |
| Company news | 63% | **82%** | 73% | 69% | 72% |
| Buyer problem or value | 25% | 31% | **35%** | 21% | 28% |
| AI and technology change | 22% | 31% | **39%** | 34% | 30% |
| Industry perspective | 17% | 17% | 24% | **27%** | 20% |
| Named customer proof | 2.2% | 3.1% | **3.3%** | 3.0% | 2.8% |
| Society and public policy | 26% | **29%** | 24% | 23% | 27% |
| **THE HUMAN SIDE** | | | | | |
| Thanks the team | 53% | **57%** | 44% | 31% | 49% |
| Personal story | 18% | **23%** | 15% | 15% | 18% |
| First-person experience | 35% | **43%** | 36% | 35% | 38% |
| Strong personal voice (4 or 5) | 19% | **23%** | 21% | 20% | 21% |
| Heavy press-release tone (4 or 5) | 43% | **44%** | 39% | 26% | 40% |
| **SUBSTANCE FOR BUYERS** | | | | | |
| Specific viewpoint (4 or 5) | **29%** | 27% | 23% | 15% | 24% |
| Practically useful (3 or more) | 41% | **43%** | 36% | 24% | 37% |
| Some candor (3 or more) | 13% | 20% | **20%** | 12% | 17% |
| Helps a buying decision | 22% | 33% | **41%** | 32% | 31% |
| Has a call to action | 25% | 21% | **32%** | 26% | 25% |

Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

**24% vs 43%**
practically useful posts, weekly posters against 1 to 2 a month

**15% vs 29%**
posts with a specific viewpoint, weekly against under 1 a month

**26% vs 44%**
heavy press-release tone, weekly against 1 to 2 a month

WHAT TO READ INTO IT

Weekly posters sound less like a press release, but their posts carry fewer stances, less use and less buyer value. The gap to close is depth per post, not the number of posts.

Depth by frequency, page 78 Who carries the feed, page 79 Finding 10, page 20

COMPANY BREAKDOWNS · POSTING FREQUENCY, 2 OF 3

# More posts, less depth for weekly posters

Depth score peaks among CEOs who post once or twice a month and is lowest among weekly posters, even though weekly posters have the highest average personal voice.

**28.4**
Depth score for the 17 weekly posters, the lowest band

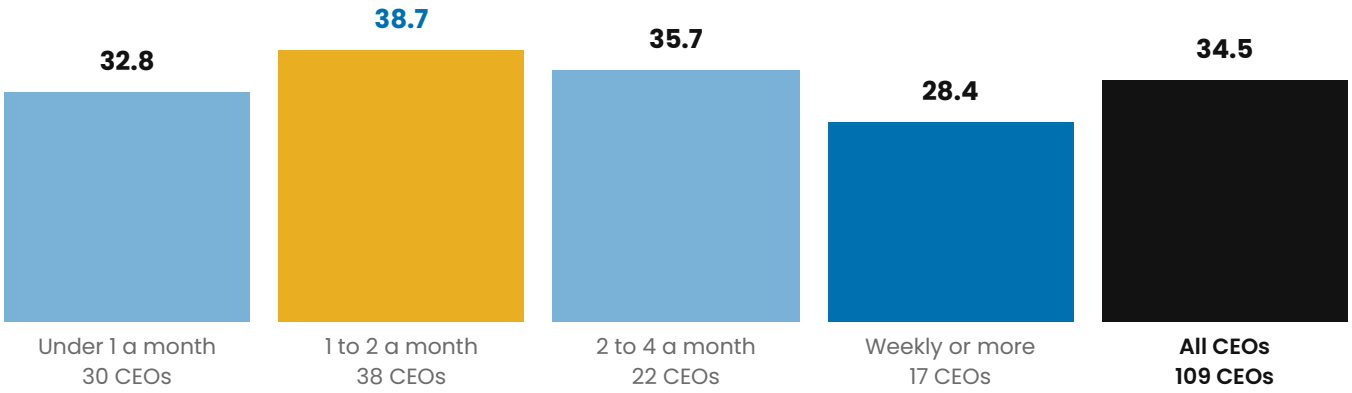
**38.7**
Depth score for the 38 CEOs who post 1 to 2 times a month

**89**
median words in a weekly poster's post, the shortest of the four bands

EXHIBIT 67

### Depth peaks at one to two posts a month

Depth score, 0 to 100. Each CEO's average, averaged across the CEOs in each band.




Depth score is an index from 0 to 100 built from five ratings: viewpoint, usefulness, evidence, leadership perspective and candor. Gold marks the highest band.

EXHIBIT 67.2

### Weekly posters sound most personal and least like a press release

Each CEO's average score, averaged across the CEOs in each band. Shaded cell: highest of the four bands.

| MEASURE | UNDER 1 A MONTH | 1 TO 2 A MONTH | 2 TO 4 A MONTH | WEEKLY OR MORE | ALL 109 |
|---|---|---|---|---|---|
| Personal voice, average (1 to 5) | 2.59 | 2.68 | 2.64 | **2.74** | 2.64 |
| Press-release tone, average (1 to 5) | 3.21 | **3.32** | 3.06 | 2.75 | 3.15 |
| Median words per post | 106 | 102 | **117** | 89 | 101 |

Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Weekly posters already sound most like themselves. What thins out is the specific view and the practical use (page 77). Keep a weekly cadence only if every post still makes a point.

Finding 10, page 20 All measures by frequency, page 77 Leadership perspective, page 36

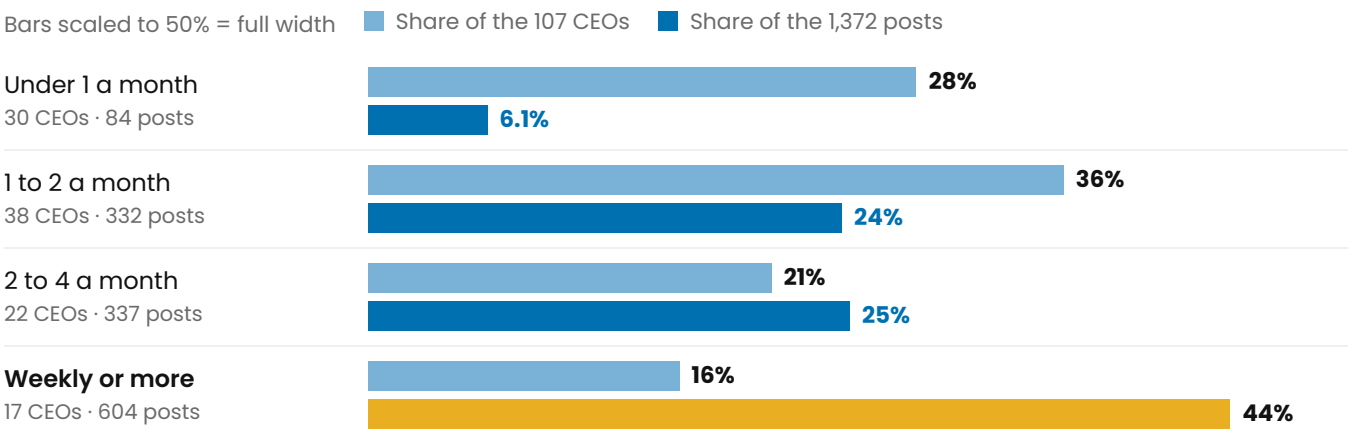
COMPANY BREAKDOWNS · POSTING FREQUENCY, 3 OF 3

# 17 weekly posters write 44% of all posts

A few prolific CEOs shape the feed the market sees. The 17 who post weekly or more are 16% of the 107 CEOs placed in a band, yet they wrote 604 of the 1,372 posts.

EXHIBIT 68

### Share of CEOs against share of posts, by posting frequency




15 posts sit outside the four bands, so post shares add to 98.9%. Gold marks the largest share of posts.

EXHIBIT 68.2

### The most prolific band draws the fewest reactions per post

Shaded cell: highest of the four bands. Posts per CEO cover the six-month window.

| MEASURE | UNDER 1 A MONTH | 1 TO 2 A MONTH | 2 TO 4 A MONTH | WEEKLY OR MORE | ALL |
|---|---|---|---|---|---|
| Posts per CEO, April to September | 2.8 | 8.7 | 15.3 | **35.5** | 12.6 |
| Median reactions per post | 607 | 616 | **617** | 476 | 547 |
| Interactions per 1,000 followers | **35.1** | 29.7 | 11.2 | 3.5 | 13.1 |
| Median words per post | 106 | 102 | **117** | 89 | 101 |

Reactions use the 966 posts with exact counts; raw reactions also reflect audience size. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Counted post by post, 17 weekly feeds would supply 44% of the study. That is why industry and company breakdowns count each CEO once. It also means the most prolific feeds are the thinnest ones.

Depth by frequency, page 78 Finding 10, page 20 How shares are counted, page 150

TOPIC COMPARISONS · AI AND TECHNOLOGY CHANGE

# AI posts carry the substance the feed lacks

490 posts discuss AI or technology change. Against the other 882, they explain buyer value nearly seven times as often and lead on every substance measure.

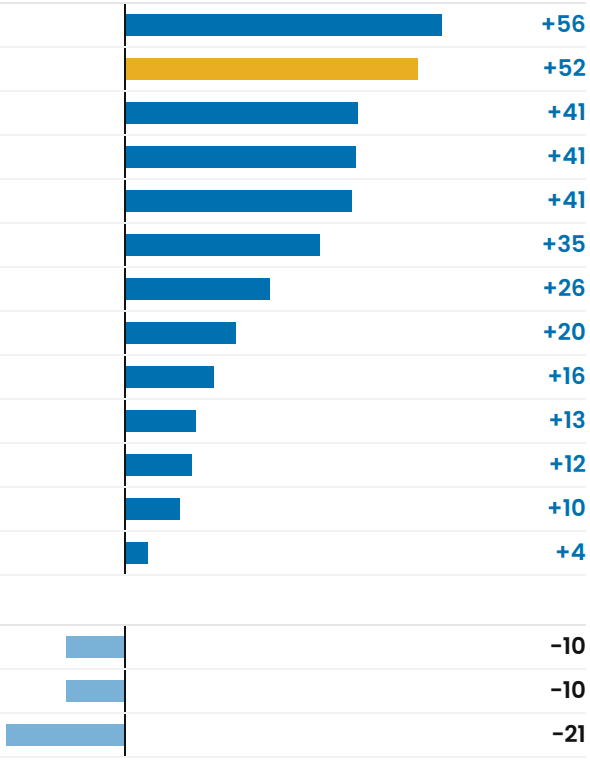
| | | | |
|---|---|---|---|
| **116 vs 90** median words; 490 AI posts from 76 CEOs | **61% vs 9.1%** explain buyer value, AI posts against all others | **41.3 vs 26.6** average depth score, 0 to 100 | **1.00 vs 1.00** reactions vs the CEO's typical post |

EXHIBIT 69

### AI posts against all other posts, every measure

Share of posts with each trait, pooled. Bar shows the gap in points; the line marks no difference.

| MEASURE | AI POSTS | OTHERS | GAP | POINTS |
|---|---|---|---|---|
| LARGER IN AI POSTS | | | | |
| Helps a buying decision | 71% | 14% | | +56 |
| Buyer problem or value | 61% | 9.1% | | +52 |
| Practically useful (3 or more) | 59% | 18% | | +41 |
| Written for buyers | 48% | 6.7% | | +41 |
| States a specific difference | 62% | 22% | | +41 |
| Industry perspective | 45% | 10% | | +35 |
| Specific viewpoint (4 or 5) | 37% | 11% | | +26 |
| Company news | 83% | 63% | | +20 |
| Some candor (3 or more) | 25% | 9.2% | | +16 |
| Has a call to action | 32% | 20% | | +13 |
| Heavy press-release tone (4 or 5) | 42% | 30% | | +12 |
| Strong evidence (4 or 5) | 26% | 16% | | +10 |
| Named customer proof | 6.5% | 2.2% | | +4 |
| SMALLER IN AI POSTS | | | | |
| Strong personal voice (4 or 5) | 14% | 24% | | -10 |
| Personal story | 9.2% | 20% | | -10 |
| Thanks the team | 26% | 47% | | -21 |



Reactions: 342 AI posts and 570 others from CEOs with five or more posts. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

The AI post is the template for the whole feed: a buyer's problem, a stance, a consequence. It draws the same reactions as any other post.

AI by industry, page 24 Where AI posts show up, page 81

TOPIC COMPARISONS · AI AND TECHNOLOGY CHANGE

# Tech and financial CEOs lead the AI conversation

AI fills 46% of the average tech CEO's feed and 36% in financial and information, against 12% in transport. 76 of the 109 CEOs posted about AI at least once.

EXHIBIT 70

### AI is a tech topic first, and rare in transport and materials

Share of each CEO's posts that discuss AI or technology change, averaged across the CEOs in each industry

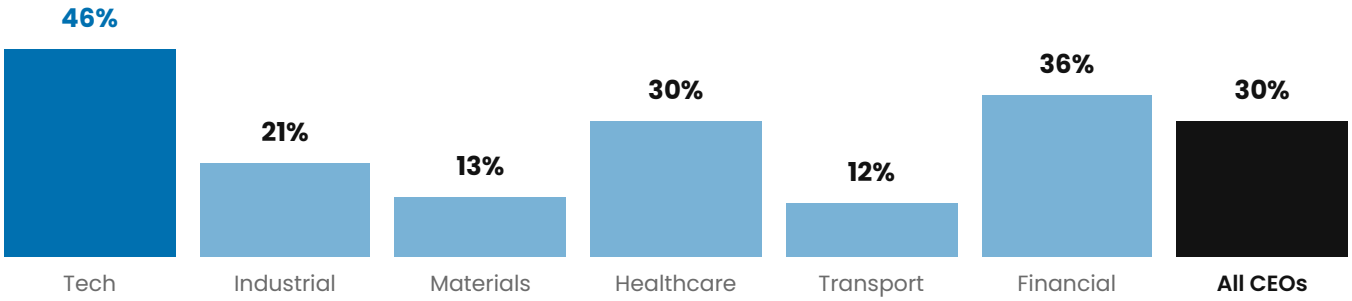



EXHIBIT 70.2

### The ten CEOs who discuss AI most often

CEOs with 10 or more posts in the window, by share of their posts on AI. Listed by share, not graded.

| CEO | COMPANY | POSTS | SHARE OF POSTS ON AI |
|---|---|---|---|
| **Arvind Krishna** | IBM | 12 | **92%** |
| **Satya Nadella** | Microsoft | 38 | **92%** |
| **Sundar Pichai** | Alphabet | 16 | **81%** |
| **Marc Benioff** | Salesforce | 21 | **81%** |
| **Raul Fernandez** | DXC Technology | 10 | **80%** |
| **Chris Caldwell** | Concentrix | 19 | **79%** |
| **Ravi Kumar S** | Cognizant Technology Solutions | 87 | **78%** |
| **Neil Hunn** | Roper Technologies | 11 | **73%** |
| **Sasan Goodarzi** | Intuit | 16 | **69%** |
| **Chuck Robbins** | Cisco | 16 | **69%** |

Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Outside tech and financial, AI stays rare, at 12% to 21% of posts in transport, materials and industrial. Given how much more substance AI posts carry (page 80), that is the clearest open lane for those CEOs.

AI posts against the rest, page 80 AI and technology change, page 24 Tech deep dive, page 58

TOPIC COMPARISONS · COMPANY NEWS

# Two in three news posts skip the buyer

966 posts carry company news. Most announce and move on: 582 play no role in a buying decision, and 687 give the reader nothing to do next.

| | | | |
|---|---|---|---|
| **324** news posts that add buyer value (34%) | **582** play no role in a buying decision (60%) | **687** have no call to action (71%) | **443** also thank the team (46%) |

EXHIBIT 71

### Most news posts exist to promote

Main purpose of the 966 news posts; 7 more have another purpose. Bars scaled to 50% = full width.

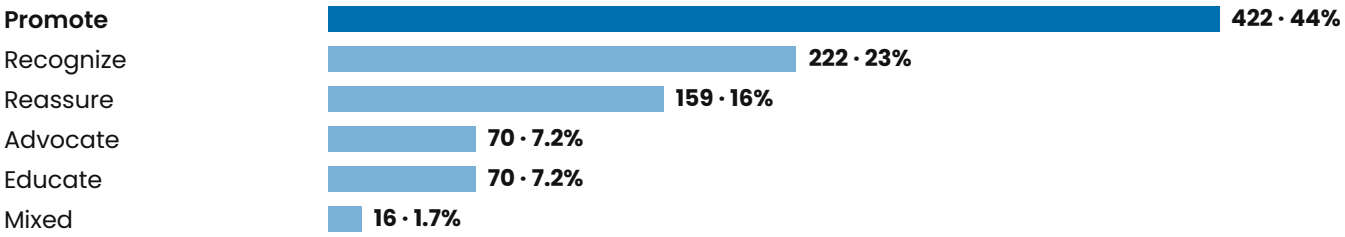



EXHIBIT 71.2

### News posts are more polished and more specific, not more personal

Share of posts with each trait, pooled: 966 news posts against 406 other posts

| MEASURE | NEWS POSTS | OTHER POSTS | GAP, POINTS |
|---|---|---|---|
| Heavy press-release tone (4 or 5) | **47%** | 4.2% | **+42** |
| States a specific difference | **48%** | 6.9% | **+41** |
| Thanks the team | **46%** | 23% | **+23** |
| Buyer problem or value | **34%** | 14% | **+20** |
| Strong evidence (4 or 5) | **25%** | 5.7% | **+20** |
| Helps a buying decision | **40%** | 22% | **+18** |
| Has a call to action | **29%** | 13% | **+16** |
| Strong personal voice (4 or 5) | **18%** | 26% | **-8** |
| Reactions vs the CEO's typical post | **1.00** | 0.94 | |

Reactions: 699 news and 213 other posts from CEOs with five or more posts. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

News is not the problem. It holds its own on reactions. The missing piece is one sentence on what the news means for a buyer, which two in three news posts leave out.

Company news, page 22 Buying journey, page 42

TOPIC COMPARISONS · NAMED CUSTOMER PROOF

# Customer proof is rare and well rewarded

Only 51 posts name a customer and a result. They speak to buyers, explain value and draw 1.19 times the CEO's typical reactions, tied with investor-facing posts for the highest in the study.

**51**
customer proof posts, 3.7% of all 1,372

**20**
of the 109 CEOs posted one at least once

**32 of 51**
are written for buyers (63%)

**1.19**
reactions vs the CEO's typical post, against 1.00 without

EXHIBIT 72

## The 51 proof posts by industry, audience and length

Number of posts. Bars scaled to 35 = full width.

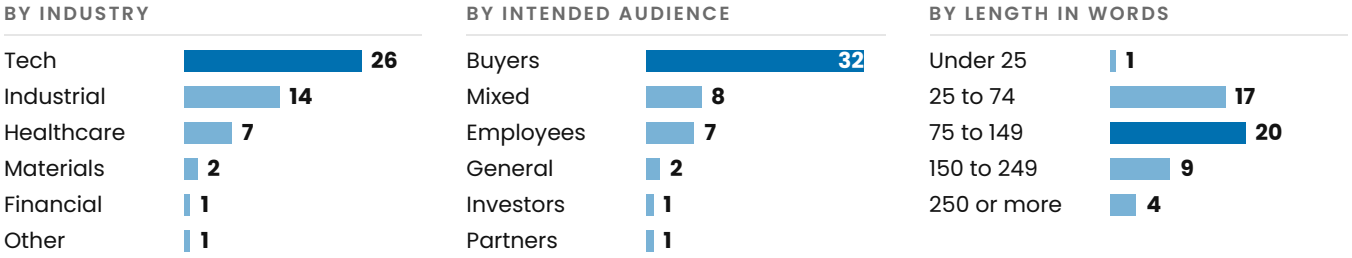



EXHIBIT 72.2

## Proof posts do the buyer's work

Share of posts, pooled: 51 proof posts against the other 1,321

| MEASURE | PROOF | OTHERS | GAP |
|---|---|---|---|
| Written for buyers | 63% | 20% | +43 |
| Buyer problem or value | 67% | 26% | +41 |
| Helps a buying decision | 73% | 33% | +40 |
| States a specific difference | 67% | 35% | +32 |
| Strong evidence (4 or 5) | 45% | 18% | +27 |
| Has a call to action | 18% | 25% | -7 |
| Some candor (3 or more) | 7.8% | 15% | -7 |
| Industry perspective | 5.9% | 23% | -17 |
| Reactions vs typical post | 1.19 | 1.00 | |

EXHIBIT 72.3

## The 20 CEOs behind them

Number of proof posts each

| | | | |
|---|---|---|---|
| Ravi Kumar S | 7 | David Solomon | 1 |
| Judy Marks | 7 | Tom Polen | 1 |
| Ivan Tornos | 6 | David Zapico | 1 |
| Marc Benioff | 5 | Karen S. Carter | 1 |
| Sasan Goodarzi | 5 | Kevin Hourican | 1 |
| Satya Nadella | 3 | Jack Azagury | 1 |
| Scott Salmirs | 2 | Cristiano R. Amon | 1 |
| Jim Reagan | 2 | Eric Hansotia | 1 |
| Bob Pragada | 2 | Michael Dell | 1 |
| Sam Mehta | 2 | Christophe Beck | 1 |

Reactions: 34 proof posts and 878 others. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

A named customer result is the post type that draws the most reactions, yet 89 of 109 CEOs never posted one. One a month is an easy standard to set.

Customer proof, page 31 Finding 4, page 14 What moves reactions, page 87

TOPIC COMPARISONS · PERSONAL STORY

# Stories draw reactions but rarely reach a buyer

217 posts from 73 CEOs tell a personal story. They run longer, sound like the CEO and go deeper, but only 5.5% are written for buyers, and they are reshared less than the CEO's usual post.

**158 vs 89**
median words, story posts against all others

**40.9 vs 30.2**
average depth score, 0 to 100

**1.06 vs 0.99**
reactions vs the CEO's typical post

**0.78 vs 1.00**
reposts vs the CEO's typical reposts

EXHIBIT 73

### Story posts against all other posts, every measure

Share of posts with each trait, pooled: 217 story posts against 1,155 others. Bar shows the gap in points; the line marks no difference.

| MEASURE | STORIES | OTHERS | GAP | POINTS |
|---|---|---|---|---|
| Strong personal voice (4 or 5) | 98% | 5.5% | | +92 |
| Thanks the team | 55% | 36% | | +19 |
| Practically useful (3 or more) | 47% | 29% | | +18 |
| Specific viewpoint (4 or 5) | 33% | 18% | | +15 |
| Some candor (3 or more) | 21% | 14% | | +7 |
| Strong evidence (4 or 5) | 23% | 19% | | +4 |
| Named customer proof | 2.8% | 3.9% | | -1 |
| States a specific difference | 32% | 37% | | -4 |
| Company news | 65% | 71% | | -6 |
| Has a call to action | 16% | 26% | | -10 |
| Industry perspective | 12% | 24% | | -12 |
| Buyer problem or value | 16% | 30% | | -14 |
| Written for buyers | 5.5% | 24% | | -19 |
| Helps a buying decision | 15% | 38% | | -24 |
| Heavy press-release tone (4 or 5) | 8.3% | 39% | | -31 |

Reactions and reposts: 163 story posts and 749 others from CEOs with five or more posts. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Stories bring the voice and depth the rest of the feed lacks, and a small reaction lift. What they leave out is the buyer. A story that ends on a customer's problem keeps both.

Personal story, page 28 The most personal posts, page 85 What moves reposts, page 89

TOPIC COMPARISONS · STRONG PERSONAL VOICE

# The most personal posts take more stances and are more useful

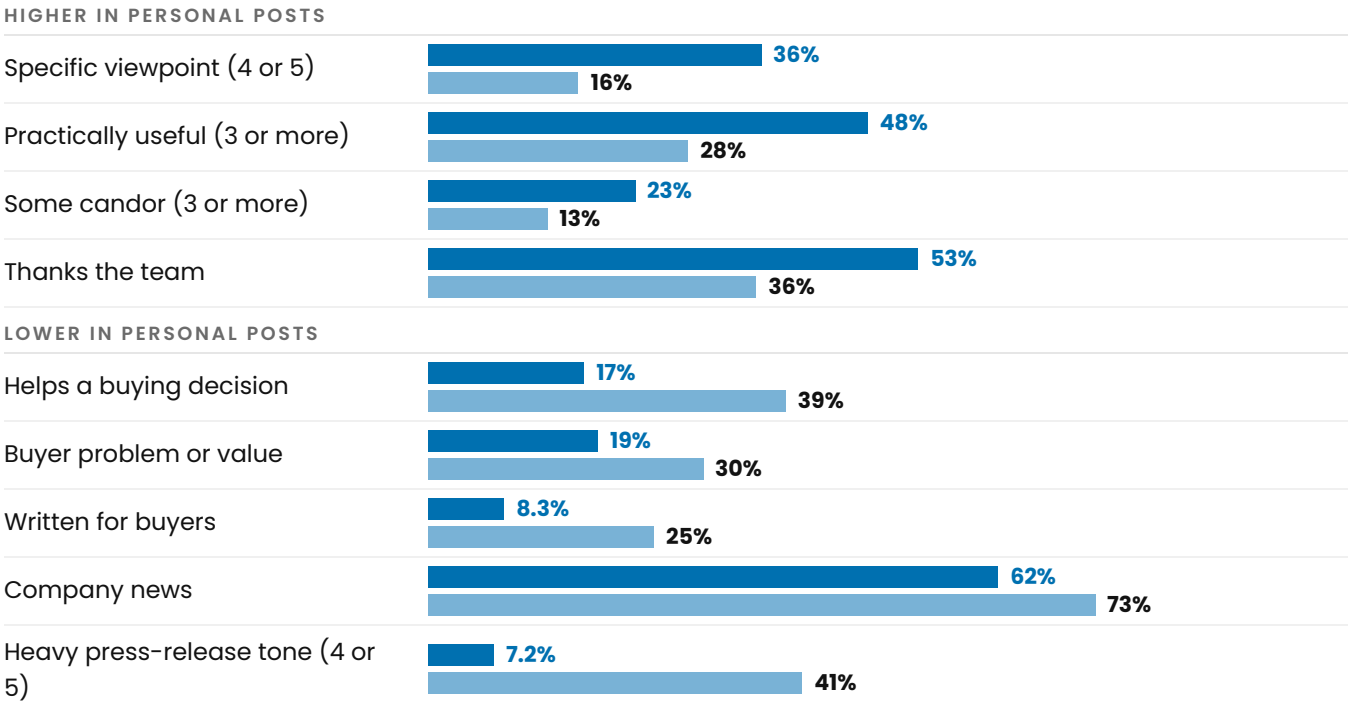
276 posts from 76 CEOs score 4 or 5 of 5 for personal voice, and 77% of them are personal stories. They take a specific stance twice as often as other posts, but rarely address a buyer.

| | | | |
|---|---|---|---|
| **158.5 vs 85.5** median words, personal posts against all others | **40.7 vs 29.6** average depth score, 0 to 100 | **1.04 vs 1.00** reactions vs the CEO's typical post | **0.80 vs 1.00** reposts vs the CEO's typical reposts |

EXHIBIT 74

### Personal posts gain substance and lose the buyer

Share of posts with each trait, pooled — Voice 4 or 5 (276) — All other posts (1,096)




Reactions and reposts: 188 personal posts and 724 others from CEOs with five or more posts. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Personal voice does not cost substance. It comes with more stances, more use and more candor. The missing step is pointing that voice at a buyer's problem.

Personal voice, page 37 Inside the personal story, page 84

ENGAGEMENT · OVERVIEW

# The typical CEO post draws 547 reactions

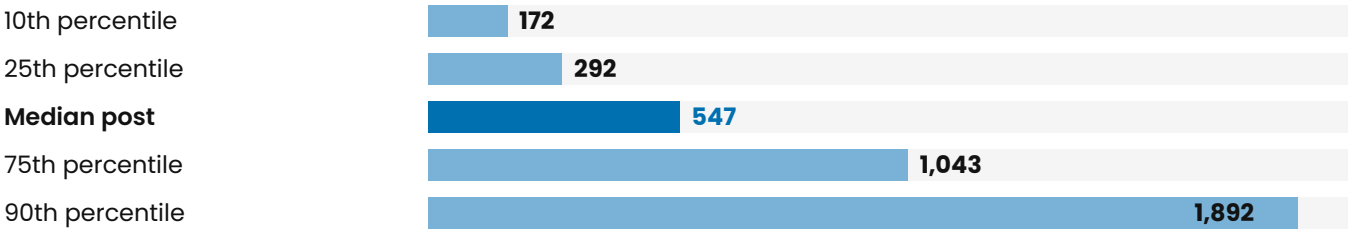
966 posts from 102 CEOs have exact engagement counts. Half draw fewer than 547 reactions, one in ten passes 1,892, and the single biggest post reached 43,858.

| 547 | 11 | 15 | 13.1 |
|---|---|---|---|
| median reactions per post | median comments per post | median reposts per post | median interactions per 1,000 followers |

EXHIBIT 75

### Reactions spread widely, so the median is the fair benchmark

Reactions per post at each point of the distribution, 966 posts. Bars scaled to 2,000 = full width.

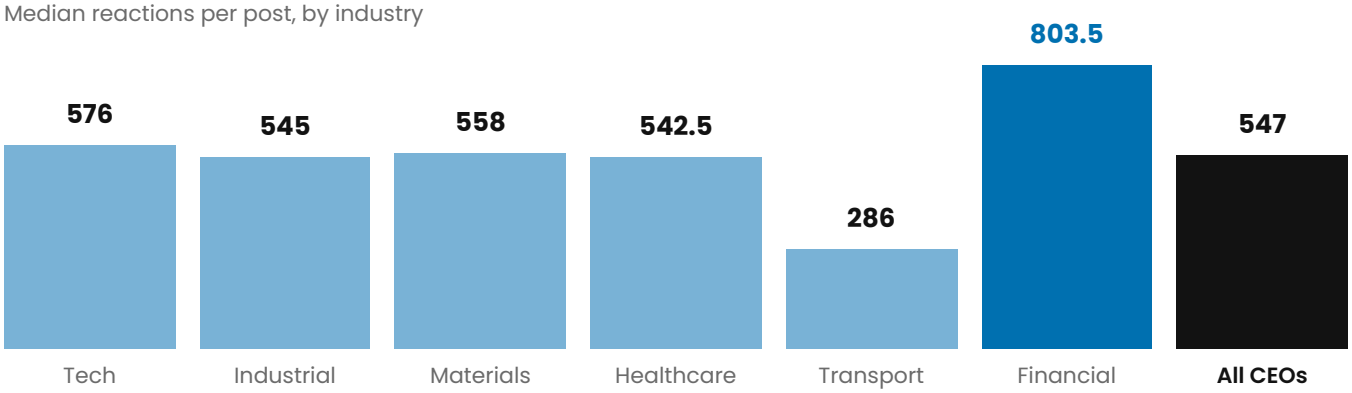



The single most-reacted post drew 43,858 reactions, far off this scale.

EXHIBIT 75.2

### Financial CEOs draw the most reactions per post, transport the fewest

Median reactions per post, by industry




Financial (6 CEOs) and transport (7 CEOs) are small groups. Raw counts also reflect audience size. The comparison with each CEO's typical post, used on **pages 87 to 91**, compares a post's reactions with the same CEO's median post, so audience size drops out; it covers 912 posts from 78 CEOs with five or more posts. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Raw counts swing with audience size and a few outliers. Set goals against the CEO's own median post, which is how the next five pages compare posts.

Reactions, page 52 Reach by followers, page 75 What moves reactions, page 87

ENGAGEMENT · REACTIONS

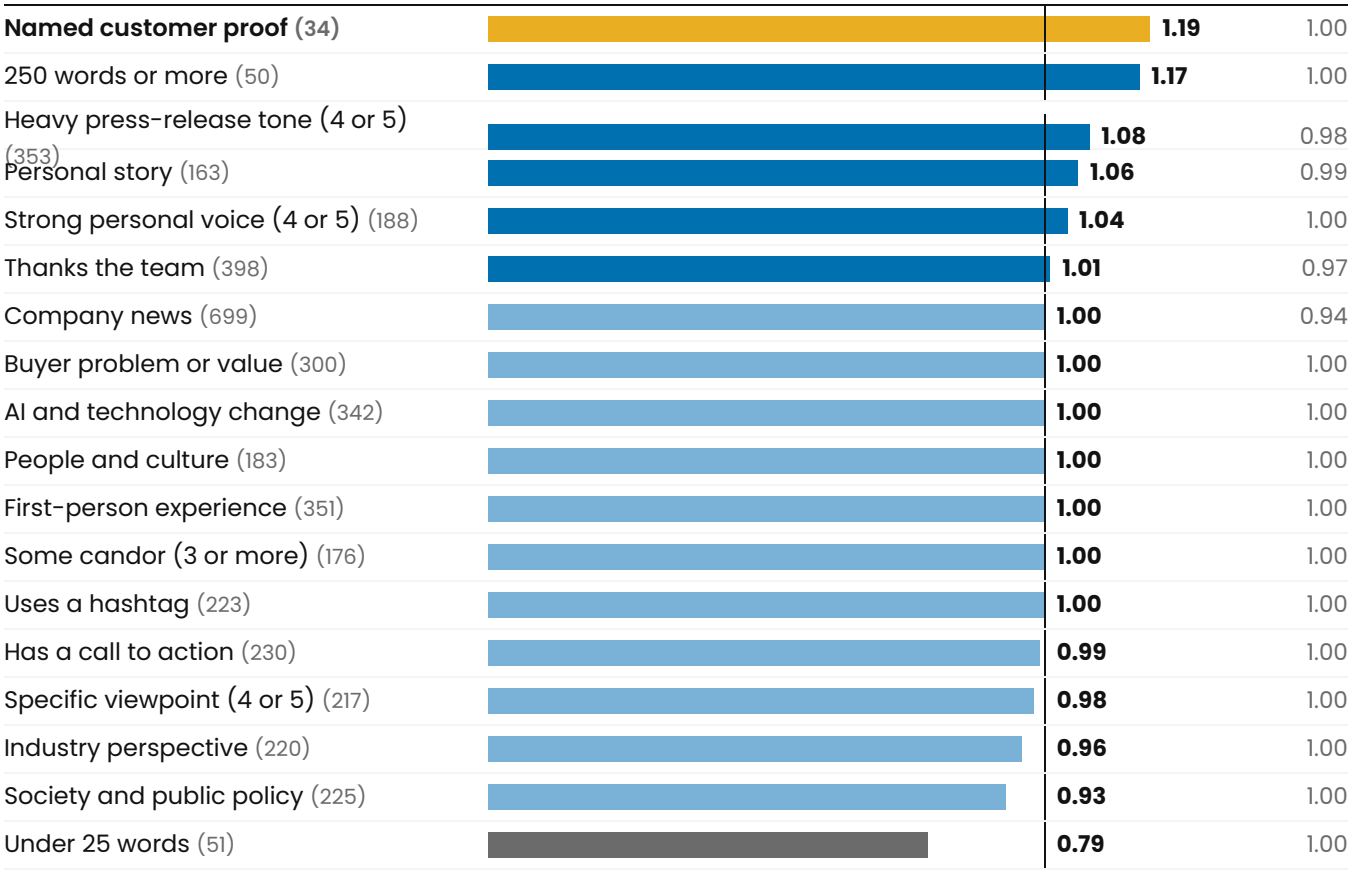
# Customer proof draws the most reactions, very short posts the least

Every trait on one yardstick, a post's reactions divided by the CEO's own median. Most sit near 1.00. Customer proof (1.19) and 250-plus words (1.17) lead.

EXHIBIT 76

### Reactions vs the CEO's typical post, posts with each trait

Median ratio. 1.00 is typical; the line marks it. Bars scaled to 1.25 = full width. 912 posts from 78 CEOs with five or more posts.




Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Small groups (customer proof 34, 250+ words 50, under 25 words 51) are the least certain. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

The posts that draw the most reactions carry a named customer, a full argument or a real story. Very short posts underperform the CEO's own norm by about a fifth.

Finding 8, page 18 Inside the proof post, page 83 Audience and purpose, page 91

ENGAGEMENT · COMMENTS

# Posts with a question mark draw twice the comments

Comments per 1,000 reactions show how much of the response is conversation. Posts with a question mark draw 46, against 21 without.

EXHIBIT 77

### Posts that ask something draw the most conversation

Median comments per 1,000 reactions, captioned posts in the engagement sample. Bars scaled to 50 = full width.

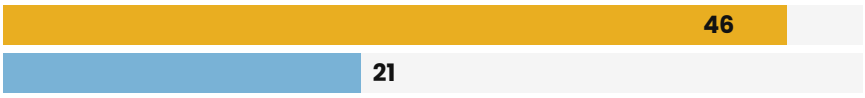
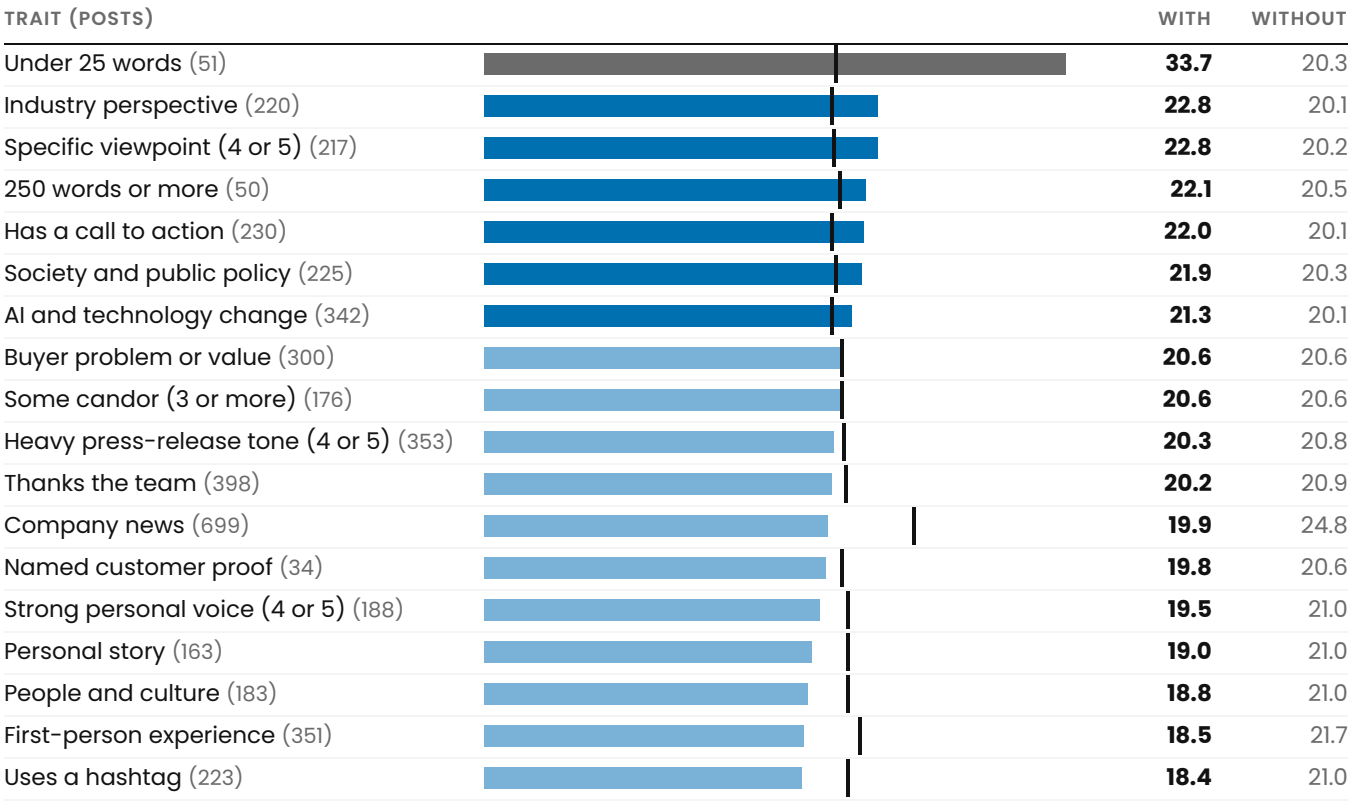



EXHIBIT 77.2

### Beyond questions, no trait moves comments much

Median comments per 1,000 reactions, posts with each trait. Black marker: posts without it. Bars scaled to 35 = full width.



| TRAIT (POSTS) | WITH | WITHOUT |
|---|---|---|
| Under 25 words (51) | **33.7** | 20.3 |
| Industry perspective (220) | **22.8** | 20.1 |
| Specific viewpoint (4 or 5) (217) | **22.8** | 20.2 |
| 250 words or more (50) | **22.1** | 20.5 |
| Has a call to action (230) | **22.0** | 20.1 |
| Society and public policy (225) | **21.9** | 20.3 |
| AI and technology change (342) | **21.3** | 20.1 |
| Buyer problem or value (300) | **20.6** | 20.6 |
| Some candor (3 or more) (176) | **20.6** | 20.6 |
| Heavy press-release tone (4 or 5) (353) | **20.3** | 20.8 |
| Thanks the team (398) | **20.2** | 20.9 |
| Company news (699) | **19.9** | 24.8 |
| Named customer proof (34) | **19.8** | 20.6 |
| Strong personal voice (4 or 5) (188) | **19.5** | 21.0 |
| Personal story (163) | **19.0** | 21.0 |
| People and culture (183) | **18.8** | 21.0 |
| First-person experience (351) | **18.5** | 21.7 |
| Uses a hashtag (223) | **18.4** | 21.0 |

Very short posts rate high (33.7 vs 20.3) because they draw few reactions. These show patterns, not causes. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Want conversation? Ask a real question. Only 12 of 109 CEOs ever invited dialogue.

Question mark, page 48 Comments, page 53 Invites dialogue, page 32

ENGAGEMENT · REPOSTS

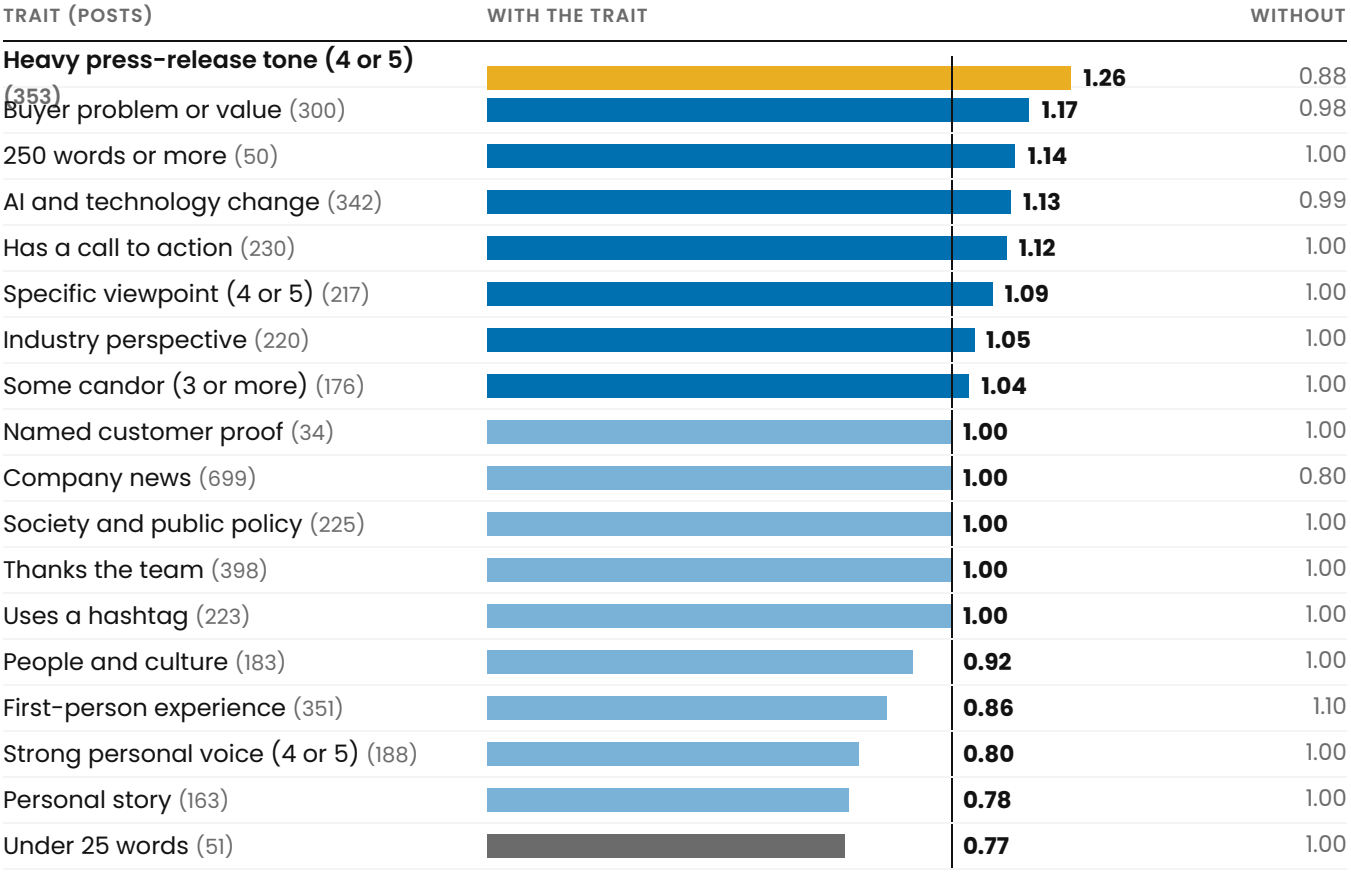
# Polished, buyer-focused posts get reshared more, personal ones less

Against the CEO's own typical repost count, heavy press-release tone posts are reposted 1.26 times as often, and buyer-value posts 1.17 times. Personal stories and very short posts travel least.

EXHIBIT 78

### Reposts vs the CEO's typical post, posts with each trait

Median ratio of a post's reposts to the CEO's median reposts. 1.00 is typical; the line marks it. Bars scaled to 1.50 = full width.




Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out; reposts use the same method. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. 912 posts from 78 CEOs. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Reactions and reposts reward different posts. The personal story wins reactions (1.06) but is reposted less (0.78). On-message, buyer-focused posts get passed along, possibly by colleagues and partners, which the study cannot test.

Reposts, page 54 What moves reactions, page 87 Inside the personal story, page 84

ENGAGEMENT · FORMAT AND LINKS

# A single image draws the most reactions, video and link cards the least

Format was captured for 265 post cards from 25 CEOs on October 26, 2026. Single images lead at 1.12 times the CEO's typical reactions. Video and link cards fall below typical.

**39%**
of the 265 cards carry a single image, the most common format

**78 of 265**
cards link off LinkedIn (29%), from 17 CEOs

**1.04 vs 1.00**
reactions vs typical, posts with an outside link against those without

EXHIBIT 79

### Images dominate the card

Number and share of the 265 cards. Bars scaled to 50% = full width.

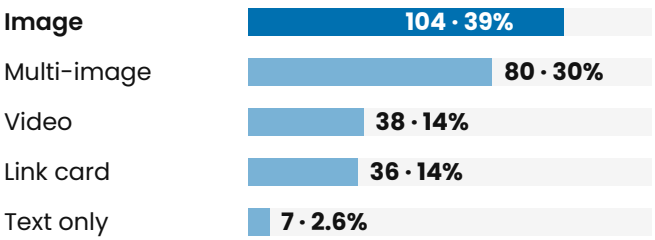



EXHIBIT 79.2

### Single images outdraw video and link cards

Reactions vs the CEO's typical post. 1.00 is typical; the line marks it. Bars scaled to 1.25 = full width.

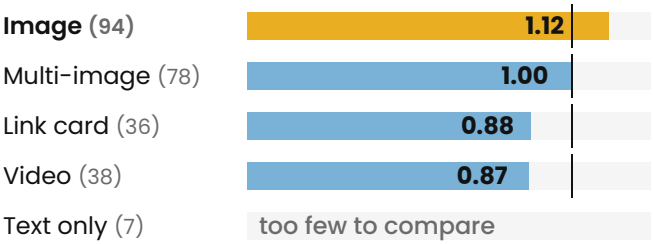



EXHIBIT 79.3

### Links off LinkedIn do not cost reactions

Reactions vs the CEO's typical post, among the 265 captured cards. Bars scaled to 1.25 = full width.




Cards captured October 26, 2026, from 25 CEOs; too few to split by industry. Numbers in parentheses are posts with a reaction ratio. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

A single image performs best. A strong single image beats produced video on reactions, and a link to the full story does not hurt. Spend the effort on the words, not the production.

Format on the card, page 50 Links off LinkedIn, page 51 What moves reactions, page 87

ENGAGEMENT · AUDIENCE, PURPOSE AND CALL TO ACTION

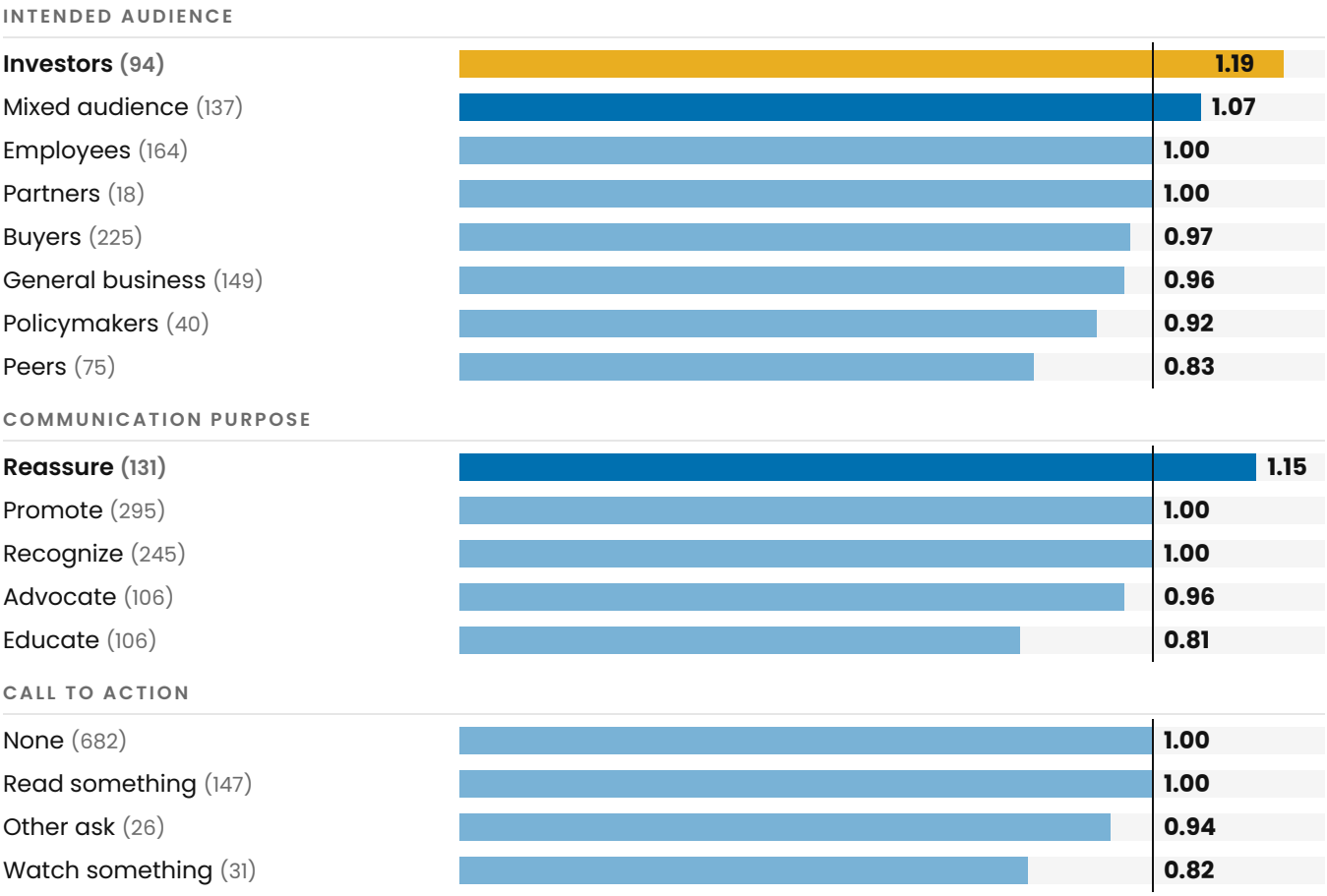
# Investor posts and reassurance lead on reactions, teaching trails

Who a post is for and what it asks of the reader shift reactions a little. Posts for investors (1.19) and posts that reassure (1.15) lead. Posts that teach (0.81) and posts for peers (0.83) trail.

EXHIBIT 80

### Reactions vs the CEO's typical post, by audience, purpose and call to action

Median ratio. 1.00 is typical; the line marks it. Bars scaled to 1.25 = full width. Values with too few posts for a median are left out.




Numbers in parentheses are posts in the engagement sample of 912 posts from 78 CEOs with five or more posts. Against the CEO's typical post compares a post's reactions with the same CEO's median post, so audience size drops out. Descriptive, not causal: reactions also reflect timing, network and paid promotion the study cannot see. Source: 26 Characters analysis of 1,372 LinkedIn posts by 109 B2B CEOs, April 1 to September 30, 2026

WHAT TO READ INTO IT

Reactions are one signal, not the scorecard. Teaching posts trail on reactions, yet posts that explain buyer value are reposted most often after heavy PR (page 89). Judge each post against its job.

Intended audience, page 40 Purpose, page 41 Call to action, page 44

PART 4

# CEO profiles

The 54 CEOs with 10 or more posts, one page each, with their numbers and example posts.

IN THIS PART

Profiles A to H 93

Profiles J to M 115

Profiles N to Z 127

Fifty-four CEOs have 10 or more scored posts from April 1 to September 30, 2026. Each profile describes a pattern, not a ranking. Frequency counts every authored post on the feed, so it can exceed the scored count.

## Cristiano R. Amon

Qualcomm · Tech · 45 posts in the window · posts weekly or more · 50K to 250K followers · median post 85 words

### HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 19.6 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

### TOPIC MIX

Share of posts. Black line marks all CEOs.




### WHAT DREW THEIR AUDIENCE MOST

Posts with a call to action drew 1.36 times their typical reactions (3 posts, a small sample).

### SIGNATURE PATTERN

Leans on AI and technology change (67% of posts vs 30% across CEOs) and calls to action (53% vs 25%); features practically useful posts (16% vs 37%) and thanking the team (9% vs 49%) less often.

### DEEPEST POST

Explains keeping an acquired AI platform open source across six chip vendors, competitors included, and why openness matters more than lock-in.

### EXAMPLE POSTS

**MOST REACTIONS**

**3,958** reactions

"Honored to join President Trump during his visit to China, representing Qualcomm and the strength...

View post →

**DEEPEST POST**

**55** depth score, out of 100

"Grateful to Patrick Moorhead for taking the time to unpack what we announced at ModCon, and what it means...

View post →

**MOST PERSONAL**

**3 of 5** personal voice

"Building a new generation of wireless involves pushing the boundaries of research, innovation, and what's...

View post →

# Andrew Anagnost

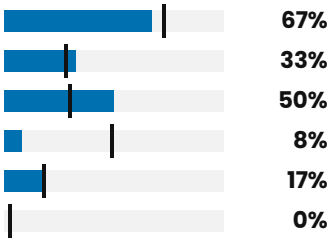
Autodesk · Tech · 12 posts in the window · posts weekly or more · 10K to 50K followers · median post 99 words

## HOW THEY SOUND

| 3.5 | 2.0 | 3.0 | 41.7 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a strong personal voice (4 or 5) drew 1.50 times their typical reactions (5 posts).

## SIGNATURE PATTERN

Leans on some candor (58% of posts vs 17% across CEOs) and a strong personal voice (50% vs 21%); features a heavy press-release tone (8% vs 40%) and thanking the team (8% vs 49%) less often.

## DEEPEST POST

Explains how the company balances investment against margin around MaintainX, with a quantified target for future margin.

## EXAMPLE POSTS

### MOST REACTIONS

**1,498** reactions

Explicit pro-regulation AI stance balances opportunity and risk; principles stated without supporting example.

View post →

### DEEPEST POST

**70** depth score, out of 100

Explains investment-versus-margin balance around MaintainX with quantified future margin target, not realized outcome.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Argues for multiple education paths, links concrete workforce access commitment to rationale; financial commitment remains a claim.

View post →

# Steve Angel

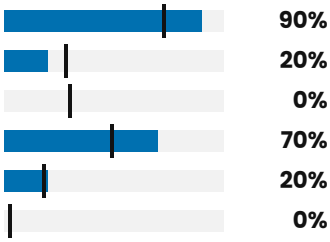
CSX · Transport and logistics · 10 posts in the window · posts 1 to 2 a month · under 10K followers · median post 71 words

## HOW THEY SOUND

| 3.0 | 3.0 | 1.0 | 29.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts on society and public policy drew 1.23 times their typical reactions (5 posts).

## SIGNATURE PATTERN

Leans on society and public policy (60% of posts vs 27% across CEOs) and first-person experience (60% vs 38%); features AI and technology change (0% vs 30%) and a heavy press-release tone (0% vs 40%) less often.

## DEEPEST POST

Uses a training visit to make the case for prevention and describes a concrete program to prepare first responders.

## EXAMPLE POSTS

### MOST REACTIONS

**343** reactions

September 11 remembrance and service tribute, no specific company activity.

View post →

### DEEPEST POST

**60** depth score, out of 100

Training visit prompts prevention principle and concrete first-responder preparation program.

View post →

### MOST PERSONAL

**3 of 5** personal voice

Completed tunnel and operational double-stack service stated; port as partner, not identified external customer.

View post →

# Peter J. Arduini

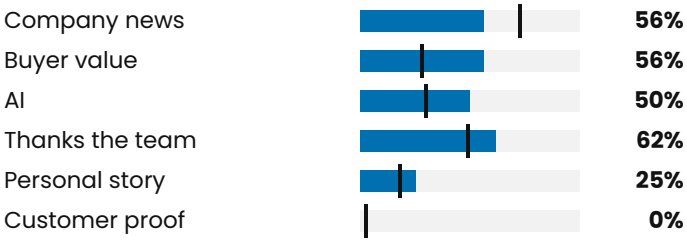
GE HealthCare Technologies · Healthcare and life sciences · 16 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 124.5 words

## HOW THEY SOUND

| 2.0 | 3.0 | 2.0 | 39.4 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a specific viewpoint (4 or 5) drew 1.81 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on buyer problem or value (56% of posts vs 28% across CEOs) and posts that help a buying decision (56% vs 31%); features first-person experience (31% vs 38%) and company news (56% vs 72%) less often.

## DEEPEST POST

Explains a reduced profit outlook through exposure to inflation and the steps taken to offset price and cost pressure, and sets out the reasons for a reorganization.

## EXAMPLE POSTS

### MOST REACTIONS

**955** reactions

"GE HealthCare published its first quarter 2026 financial results, delivering strong topline growth and meaningful progress on our new wave of innovation. With…

View post →

### DEEPEST POST

**50** depth score, out of 100

"Some conversations remind you just how far we've come and how important it is to remember what, and who, got us here. I recently had the chance to catch up with my…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"During my recent trip to Milan, Jean-Philippe Bousquel and I spent time with our GE HealthCare colleagues and met with leaders from some of Italy's leading and worldwide…

View post →

# Nikesh Arora

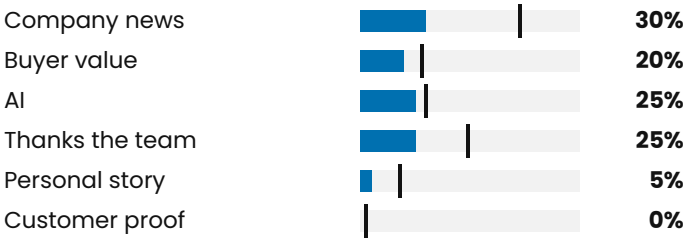
Palo Alto Networks · Tech · 20 posts in the window · posts 2 to 4 a month · 250K and up followers · median post 39 words

## HOW THEY SOUND

| 3.0 | 1.5 | 1.0 | 22.8 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a specific viewpoint (4 or 5) drew 1.64 times their typical reactions (5 posts).

## SIGNATURE PATTERN

Leans on some candor (25% of posts vs 17% across CEOs) and posts that help a buying decision (35% vs 31%); features a heavy press-release tone (5% vs 40%) and company news (30% vs 72%) less often.

## DEEPEST POST

Argues that routing traffic is a requirement for seeing and governing agents, including a kill switch, and ties it to the Portkey strategy.

## EXAMPLE POSTS

### MOST REACTIONS

**3,723** reactions

Brief laughter caption; quoted cybersecurity commentary excluded.

View post →

### DEEPEST POST

**70** depth score, out of 100

"Security and IP implications of AI I think we can all conclude the following from the last few months of developments - 1. Not using AI could and will become an...

View post →

### MOST PERSONAL

**4 of 5** personal voice

"BJ Jenkins thank you! I have the privilege of working with some of the best, people you tagged and most of all you. I have to start with thanking Mark McLaughlin Nir Z. Lee...

View post →

# Christophe Beck

Ecolab · Materials and energy · 42 posts in the window · posts weekly or more · 10K to 50K followers · median post 143 words

## HOW THEY SOUND

| 3.0 | 3.0 | 1.0 | 27.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Not enough posts with exact reaction counts to compare.

## SIGNATURE PATTERN

Leans on industry perspective (38% of posts vs 20% across CEOs) and society and public policy (45% vs 27%); features a heavy press-release tone (24% vs 40%) and practically useful posts (19% vs 37%) less often.

## DEEPEST POST

Argues for building AI infrastructure differently rather than slowing it down, citing investment across the value chain and figures on its impact.

## EXAMPLE POSTS

### DEEPEST POST

**55** depth score, out of 100

"I had a great conversation with Diane Brady at Fortune about the future of AI and the infrastructure that powers it. There's a better way to build the data centers of the future…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"Last week in Lausanne, I had the privilege of receiving the Prix du Rayonnement Académique from the Société Académique Vaudoise. This recognition means a great…

View post →

### MOST USEFUL

**3 of 5** practical usefulness

"It is encouraging to see Governor Greg Abbott and Texas leaders accelerate momentum around AI infrastructure growth in a way that supports both economic…

View post →

# Tom Bell

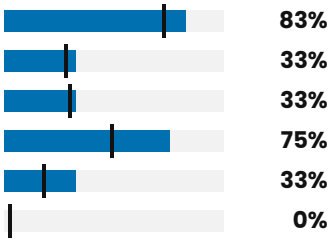
Leidos Holdings · Tech · 12 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 88.5 words

## HOW THEY SOUND

| 2.0 | 3.5 | 1.0 | 37.9 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a call to action drew 2.00 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on thanking the team (75% of posts vs 49% across CEOs) and personal stories (33% vs 18%); features practically useful posts (25% vs 37%) and first-person experience (25% vs 38%) less often.

## DEEPEST POST

Explains how agreements can be reached in weeks rather than years, and the strategy for reusing them.

## EXAMPLE POSTS

### MOST REACTIONS

**991** reactions

Earnings pointer with stacked leadership claims and team credit.

View post →

### DEEPEST POST

**65** depth score, out of 100

Weeks-versus-years agreement speed and reuse strategy; delivery not yet proven.

View post →

### MOST PERSONAL

**5 of 5** personal voice

Detailed firsthand London9/11 recollection links allied solidarity to present mission; casualty figures unverified.

View post →

# Marc Benioff

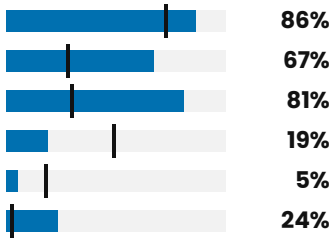
Salesforce · Tech · 21 posts in the window · posts 2 to 4 a month · 250K and up followers · median post 171 words

## HOW THEY SOUND

| 3.0 | 4.0 | 2.0 | 46.2 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts of 250 words or more drew 2.99 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on AI and technology change (81% of posts vs 30% across CEOs) and posts that help a buying decision (71% vs 31%); features a strong personal voice (5% vs 21%) and thanking the team (19% vs 49%) less often.

## DEEPEST POST

Uses financial metrics and product capabilities to rebut the idea that the company is being displaced, discusses the limits of probabilistic and deterministic systems, and invites readers to an event.

## EXAMPLE POSTS

### MOST REACTIONS

**10,179** reactions

"We just delivered one of our best quarters ever at Salesforce, outperforming across every key metric. 📈 $11.3B Revenue. +11% 💰 $33.5B cRPO growth. +14% 🚀 $5.90...

View post →

### DEEPEST POST

**65** depth score, out of 100

"AI is the most profound technological transition in history, and our values have to guide every step. Today, I'm proud to co-chair the launch of the AI for Good Global...

View post →

### MOST PERSONAL

**4 of 5** personal voice

"An incredible day of conversations and momentum at the AI for Good Global Summit. It was an honor to participate in the launch of the ITU AI for Good...

View post →

# David Bozeman

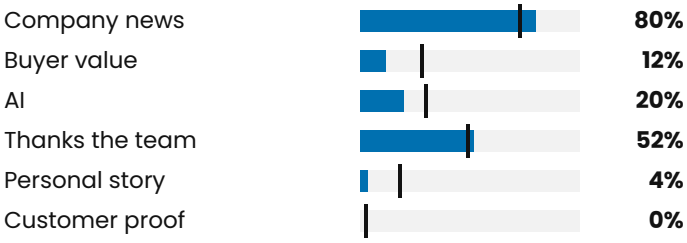
C.H. Robinson Worldwide · Transport and logistics · 25 posts in the window · posts weekly or more · 10K to 50K followers · median post 93 words

## HOW THEY SOUND

| 3.0 | 3.0 | 1.0 | 31.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts that thank the team drew 1.13 times their typical reactions (7 posts).

## SIGNATURE PATTERN

Leans on company news (80% of posts vs 72% across CEOs) and first-person experience (44% vs 38%); features calls to action (8% vs 25%) and practically useful posts (20% vs 37%) less often.

## DEEPEST POST

Sets out a thesis for embedding AI in operations, supported by a 45% productivity figure and a baseline.

## EXAMPLE POSTS

### MOST REACTIONS

**488** reactions

"My wife, Dr. Dawn Bozeman, and I were honored to co-chair the Black Men Teach Gold Star Gala in Minneapolis last weekend. It was an inspiring night focused on…

View post →

### DEEPEST POST

**65** depth score, out of 100

"Great conversation this week at Fortune #BrainstormTech with some of the world's leading innovators and many others who are shaping how AI is transforming business. One…

View post →

### MOST PERSONAL

**3 of 5** personal voice

"Good discussion today at the Wolfe Research, LLC Conference in New York City on what is shaping the freight market right now: a supply-driven tightening cycle,…

View post →

# Chris Caldwell

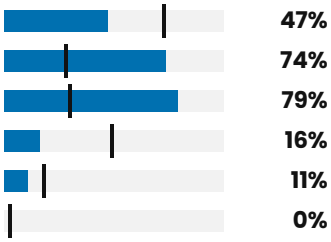
Concentrix · Tech · 19 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 171 words

## HOW THEY SOUND

| 3.0 | 2.0 | 3.0 | 52.6 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a hashtag drew 1.16 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on industry perspective (74% of posts vs 20% across CEOs) and posts that help a buying decision (84% vs 31%); features society and public policy (0% vs 27%) and thanking the team (16% vs 49%) less often.

## DEEPEST POST

Reflects on the sales campus to separate transactional work that automation can handle from complex, emotional interactions that people lead.

## EXAMPLE POSTS

### MOST REACTIONS

**907** reactions

London client event reflection connects rising token expense with value-based deployment.

View post →

### DEEPEST POST

**75** depth score, out of 100

Sales-campus reflection distinguishes transactional automation from complex emotional human-led interactions.

View post →

### MOST PERSONAL

**4 of 5** personal voice

“Outcome based pricing is suddenly the hottest trend in tech. But some AI companies are deliberately confusing outputs with outcomes to win a sale. We're seeing this so…

View post →

# Joe Creed

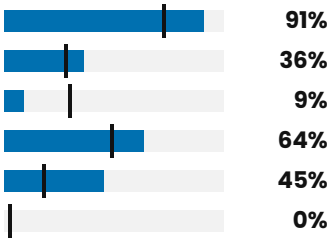
Caterpillar · Industrial · 11 posts in the window · posts 1 to 2 a month · 50K to 250K followers · median post 120 words

## HOW THEY SOUND

| 3.0 | 3.0 | 1.0 | 36.8 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.56 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on personal stories (45% of posts vs 18% across CEOs) and a strong personal voice (45% vs 21%); features posts that help a buying decision (18% vs 31%) and AI and technology change (9% vs 30%) less often.

## DEEPEST POST

Explains the choice to hold leadership discussions in person and gives a concrete instruction to connect strategy to daily work, with specific figures on scale to support the example.

## EXAMPLE POSTS

### MOST REACTIONS

**5,182** reactions

"Last week, I had the chance to visit a local legend during my trip to Peoria—George Manias at George's Shoeshine & Hatters. George has been in business since 1951, and at 95…

View post →

### DEEPEST POST

**65** depth score, out of 100

"Eight stops. Four continents. 2,500 leaders. Earlier this year, we kicked off a series of regional leadership summits to meet with our leaders face-to-face and talk about…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"This week, I had the opportunity to welcome nearly 600 interns to Caterpillar at our Edwards Demonstration & Learning Center. They got up close with our equipment an…

View post →

# Larry Culp

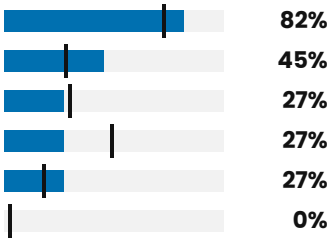
GE Aerospace · Industrial · 11 posts in the window · posts 1 to 2 a month · 50K to 250K followers · median post 124 words

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 50.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a strong personal voice (4 or 5) drew 1.34 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on a specific viewpoint (55% of posts vs 24% across CEOs) and practically useful posts (64% vs 37%); features calls to action (9% vs 25%) and thanking the team (27% vs 49%) less often.

## DEEPEST POST

Weighs an open-fan test bed and its projected efficiency gain against the time-on-wing requirement, stating plainly that tests still have to prove it.

## EXAMPLE POSTS

### MOST REACTIONS

**2,500** reactions

"I was honored to join the U.S. delegation in China as part of the historic visit between President Trump and President Xi. This week is a recognition of the global nature of the…

View post →

### DEEPEST POST

**70** depth score, out of 100

"The future of flight is on display at the Farnborough International Airshow. Together with Gaël Méheust, Olivier Andriès, and Lars Wagner, it was exciting to…

View post →

### MOST PERSONAL

**5 of 5** personal voice

"Leaders don't need to have all the answers, but you really need to have the questions. That was something I learned from Nitin Nohria, one of my professors at Harvard…

View post →

# Michael Dell

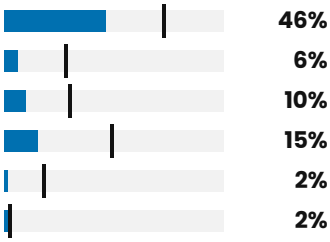
Dell Technologies · Tech · 48 posts in the window · posts weekly or more · median post 35 words

## HOW THEY SOUND

| 2.0 | 2.0 | 1.0 | 12.3 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Not enough posts with exact reaction counts to compare.

## SIGNATURE PATTERN

Leans on posts that help a buying decision (40% of posts vs 31% across CEOs); features practically useful posts (6% vs 37%) and thanking the team (15% vs 49%) less often.

## DEEPEST POST

Ties a storage density claim to how AI uses data and to named workloads such as analytics, HPC and trading.

## EXAMPLE POSTS

### DEEPEST POST

**35** depth score, out of 100

"AI is accelerating innovation across the infrastructure, including Storage. And it's turning previously cold data into a continuously at-work competitive advantage. We…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"This one page changed my life. 42 years ago today, it convinced my parents I shouldn't go back to college. I started by upgrading PCs from a dorm room. Today Del…

View post →

### MOST USEFUL

**3 of 5** practical usefulness

"Why demand is growing so fast: More compute + more data → better AI. Better AI → more usage. More usage → more data and compute demand. Repeat. AI is the firs…

View post →

# Rob Fauber

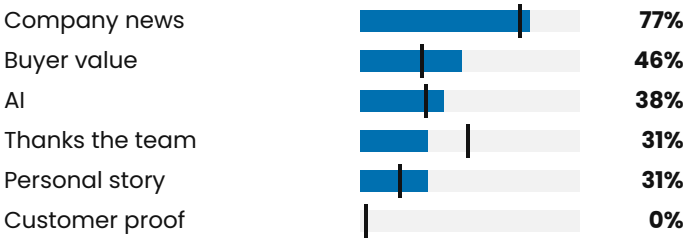
Moody's · Financial and information · 13 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 105 words

## HOW THEY SOUND

| 3.0 | 3.0 | 2.0 | 40.8 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts that thank the team drew 1.34 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on first-person experience (62% of posts vs 38% across CEOs) and society and public policy (46% vs 27%); features thanking the team (31% vs 49%) and a heavy press-release tone (15% vs 40%) less often.

## DEEPEST POST

Discusses a named author's work, contrasting predictions about jobs with learning the fundamentals, and weighs the benefits of AI against its wider costs.

## EXAMPLE POSTS

### MOST REACTIONS

**844** reactions

"Team Moody's had a fantastic second quarter! This was a quarter that demonstrated the power of Moody's Corporation's model: a franchise that's capable of…

View post →

### DEEPEST POST

**75** depth score, out of 100

"Well said, Christina! I remember back when I first became CEO, we set the goal to get to #1 in the Chartis rankings, so this recognition is incredibly gratifying. Five…

View post →

### MOST PERSONAL

**5 of 5** personal voice

"Ever since I moved to New York City, I've worked in Lower Manhattan. In fact, I started my career in NYC at Salomon Brothers in the original 7 World Trade Center. On 9/11, I was o…

View post →

# Raul Fernandez

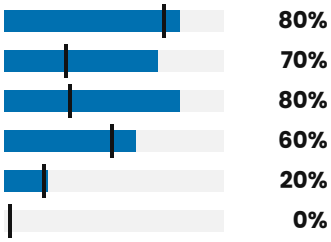
DXC Technology · Tech · 10 posts in the window · posts 1 to 2 a month · 10K to 50K followers · median post 137.5 words

## HOW THEY SOUND

| 3.0 | 3.5 | 1.0 | 47.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.57 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on AI and technology change (80% of posts vs 30% across CEOs) and buyer problem or value (70% vs 28%); features industry perspective (0% vs 20%) and calls to action (0% vs 25%) less often.

## DEEPEST POST

Sets out a connect, do not convert principle for bank architecture that addresses the costly risk of replacing core systems.

## EXAMPLE POSTS

### MOST REACTIONS

**1,846** reactions

Anthropic alliance and certifiedengineer deployment model.

View post →

### DEEPEST POST

**70** depth score, out of 100

Connect-dont-convert bank architecture principle addresses costly core-replacement risk.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Firsthand certification bootcamp supports CEO learning and customer-proximate engineer strategy.

View post →

# Erik Fyrwald

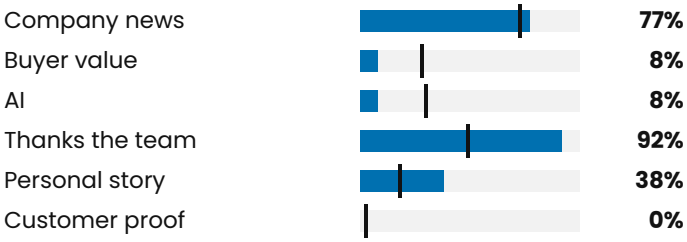
International Flavors & Fragrances · Materials and energy · 13 posts in the window · posts 1 to 2 a month · 10K to 50K followers · median post 128 words

## HOW THEY SOUND

| 4.0 | 3.0 | 1.0 | 23.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## SIGNATURE PATTERN

Leans on thanking the team (92% of posts vs 49% across CEOs) and a strong personal voice (54% vs 21%); features a specific viewpoint (0% vs 24%) and practically useful posts (8% vs 37%) less often.

## DEEPEST POST

Turns a greenhouse visit into a reflection on stewardship across generations.

## WHAT DREW THEIR AUDIENCE MOST

Posts with a strong personal voice (4 or 5) drew 1.25 times their typical reactions (7 posts).

## EXAMPLE POSTS

### MOST REACTIONS

**782** reactions

"Great to have Dr. Joseph Miller to our IFF Health and Biosciences HQ and Lab last week in Wilmington, Delaware. When I was a polymer technical service...

View post →

### DEEPEST POST

**35** depth score, out of 100

"There are moments in life that put everything into perspective. Recently, while walking through the IFF greenhouse at Union Beach, I found myself reflecting on th...

View post →

### MOST PERSONAL

**5 of 5** personal voice

"A memorable day at the New York Stock Exchange where as a Board member, I joined the terrific Lilly team as they rang the Opening Bell in honor of Eli Lilly and Company's 150th...

View post →

# Sassine Ghazi

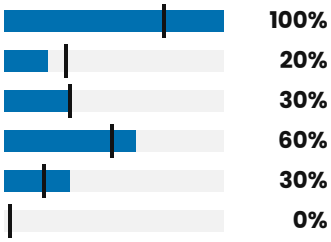
Synopsys · Tech · 10 posts in the window · posts 1 to 2 a month · 10K to 50K followers · median post 97 words

## HOW THEY SOUND

| 3.0 | 4.0 | 1.0 | 33.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.14 times their typical reactions (6 posts).

## SIGNATURE PATTERN

Leans on company news (100% of posts vs 72% across CEOs) and first-person experience (60% vs 38%); features practically useful posts (20% vs 37%) and calls to action (0% vs 25%) less often.

## DEEPEST POST

Explains what physical AI demands of engineering at the silicon and systems levels, including safety and complexity, drawing on participation in a conference.

## EXAMPLE POSTS

### MOST REACTIONS

**1,325** reactions

Q3 portfolio performance and Ansys integration update; no numerical results in caption; employees thanked. Raw URL alone not explicit CTA.

View post →

### DEEPEST POST

**55** depth score, out of 100

Explains physical-AI engineering requirements at silicon and systems levels, including safety and complexity; conference participation grounds…

View post →

### MOST PERSONAL

**4 of 5** personal voice

Concrete Sunnyvale intern encounter prompts learning reflection; no specific tradeoff.

View post →

# Sasan Goodarzi

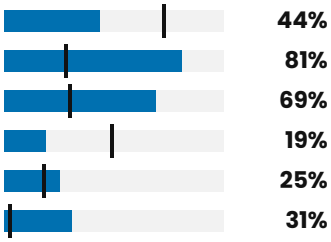
Intuit · Tech · 16 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 174 words

## HOW THEY SOUND

| | | | |
|---|---|---|---|
| **3.0** Personal voice, median on a 1 to 5 scale | **3.0** Press-release tone, median on a 1 to 5 scale | **1.0** Candor, median on a 1 to 5 scale | **41.2** Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Industry perspective posts drew 1.56 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on buyer problem or value (81% of posts vs 28% across CEOs) and AI and technology change (69% vs 30%); features thanking the team (19% vs 49%) and a heavy press-release tone (6% vs 40%) less often.

## DEEPEST POST

Uses before-and-after operating measures from Rhodes to identify earlier bottlenecks and governance issues.

## EXAMPLE POSTS

### MOST REACTIONS

**545** reactions

"Today, we're introducing powerful, new innovation across our unified platform that fuels success for businesses and accountants. For too long, businesses and...

View post →

### DEEPEST POST

**60** depth score, out of 100

"When you're supporting 90,000 students a year, the finance team cannot be a bottleneck. It has to be a source of speed and confidence. Rhodes...

View post →

### MOST PERSONAL

**4 of 5** personal voice

"I left Intuit Investor Day feeling energized by the opportunity ahead and excited about achieving what we committed to. There's a lot to be proud of. Our Big Bets are now nearly...

View post →

# Eric Hansotia

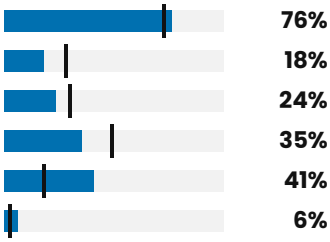
AGCO · Industrial · 17 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 148 words

## HOW THEY SOUND

| 4.0 | 3.0 | 2.0 | 46.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

AI and technology posts drew 1.96 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on calls to action (59% of posts vs 25% across CEOs) and a strong personal voice (53% vs 21%); features thanking the team (35% vs 49%) and a heavy press-release tone (12% vs 40%) less often.

## DEEPEST POST

Sets out a framework that separates priorities that can be reversed from those that cannot, and invites readers to share their experiences.

## EXAMPLE POSTS

### MOST REACTIONS

**749** reactions

Quantified quarterly performance and award with team credit; no technical explanation.

View post →

### DEEPEST POST

**80** depth score, out of 100

Explicit reversible versus irreparable priority framework and admission of missed family moments; invites experiences.

View post →

### MOST PERSONAL

**4 of 5** personal voice

"In many parts of the world, this is graduation season. 🎓 People finishing high school, college, military service or an apprenticeship are stepping into the "what's next" … and…

View post →

# Mario Harik

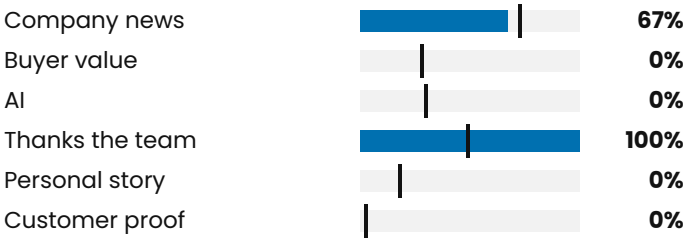
XPO · Transport and logistics · 12 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 34 words

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 17.1 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.53 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on thanking the team (100% of posts vs 49% across CEOs); features posts that help a buying decision (0% vs 31%) and practically useful posts (0% vs 37%) less often.

## DEEPEST POST

Uses a university discussion to offer a perspective on running a people business, with examples of frontline roles.

## EXAMPLE POSTS

### MOST REACTIONS

**277** reactions

TIME recognition attributed to team commitment without award criteria.

View post →

### DEEPEST POST

**35** depth score, out of 100

University discussion offers people-business perspective with frontline role examples.

View post →

### MOST PERSONAL

**3 of 5** personal voice

Four-million safe miles and personal celebration provide concrete employee recognition.

View post →

# Andrew Hider

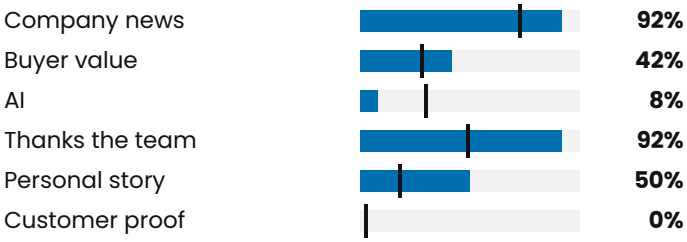
Baxter International · Healthcare and life sciences · 12 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 193.5 words

## HOW THEY SOUND

| 4.0 | 3.0 | 2.0 | 47.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Personal story posts drew 1.08 times their typical reactions (5 posts).

## SIGNATURE PATTERN

Leans on a strong personal voice (67% of posts vs 21% across CEOs) and first-person experience (83% vs 38%); features AI and technology change (8% vs 30%) and a heavy press-release tone (17% vs 40%) less often.

## DEEPEST POST

Describes a detailed redesign of a cutting layout that responds to cost while keeping load testing in place, with quantified internal savings.

## EXAMPLE POSTS

### MOST REACTIONS

**671** reactions

"Today, we announced that John Rogers will join Baxter International Inc. as Chief Financial Officer, effective October 1. John brings deep global finance and…

View post →

### DEEPEST POST

**75** depth score, out of 100

"**Baxter GPS Wins: Spotlight on Care & Connectivity Solutions and Fabric Waste Reduction** Facing rising material costs on mattress covers for stretchers, our Monterrey, Mexico team…

View post →

### MOST PERSONAL

**5 of 5** personal voice

"It's not every day you get to bring family to work, but recently, on a beautiful, sunny Saturday in Deerfield, Illinois, we had the chance to do just that during our annual fishin…

View post →

# Neil Hunn

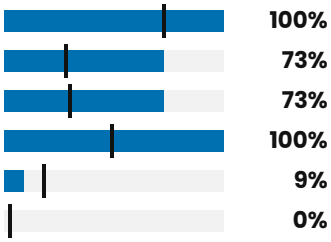
Roper Technologies · Tech · 11 posts in the window · posts 1 to 2 a month · under 10K followers · median post 138 words

## HOW THEY SOUND

| 3.0 | 4.0 | 3.0 | 54.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with some candor (3 or more) drew 1.14 times their typical reactions (5 posts).

## SIGNATURE PATTERN

Leans on thanking the team (100% of posts vs 49% across CEOs) and a specific viewpoint (73% vs 24%); features society and public policy (0% vs 27%) and first-person experience (9% vs 38%) less often.

## DEEPEST POST

Reports quantified results and buybacks and sets out a planned shift in capital allocation toward acquisitions, with a cautious outlook.

## EXAMPLE POSTS

### MOST REACTIONS

**397** reactions

Quantified results and buybacks with explicit future capital-allocation shift toward acquisitions and cautious outlook.

View post →

### DEEPEST POST

**70** depth score, out of 100

Finance summit describes pricing adoption measurement and autonomy-with-sharing model plus talent/data gaps.

View post →

### MOST PERSONAL

**3 of 5** personal voice

Healthcare finance AI explains governed data and two workflow mechanisms with scale; no named external customer outcome.

View post →

# Peter Jackson

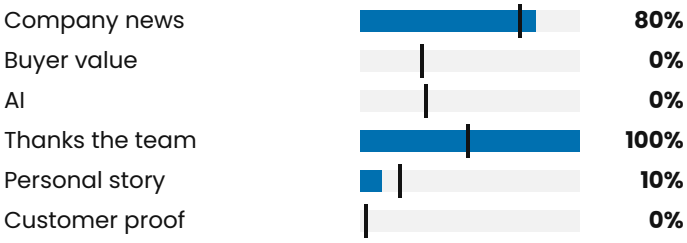
Builders FirstSource · Materials and energy · 10 posts in the window · posts 1 to 2 a month · under 10K followers · median post 25.5 words

## HOW THEY SOUND

| 2.0 | 2.0 | 1.0 | 17.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Company news posts drew 1.11 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on thanking the team (100% of posts vs 49% across CEOs) and company news (80% vs 72%); features posts that help a buying decision (0% vs 31%) and practically useful posts (0% vs 37%) less often.

## DEEPEST POST

Acknowledges a weak housing market in an earnings post and describes how the company is investing in response.

## EXAMPLE POSTS

### MOST REACTIONS

**262** reactions

"Thank you to our North Central Region leadership for a fantastic visit to the Builders FirstSource sites in Grandville and Traverse City, Michigan. I enjoyed meeting more of our…

View post →

### DEEPEST POST

**40** depth score, out of 100

Earnings claim acknowledges weak housing market and investment response without quantities.

View post →

### MOST PERSONAL

**5 of 5** personal voice

"(No) thanks to a broken foot, I had the pleasure of riding shotgun with General Manager Robby Collins on a recent visit to our BFS millwork facility in Morrow, GA, I…

View post →

# Brad Jacobs

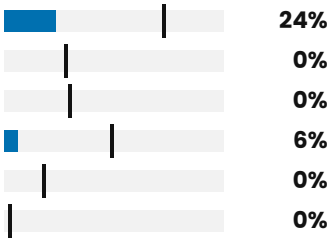
QXO · Industrial · 17 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 9 words

## HOW THEY SOUND

| | | | |
|---|---|---|---|
| **2.0** Personal voice, median on a 1 to 5 scale | **1.0** Press-release tone, median on a 1 to 5 scale | **1.0** Candor, median on a 1 to 5 scale | **6.8** Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## SIGNATURE PATTERN

Leans on posts that help a buying decision (41% of posts vs 31% across CEOs); features thanking the team (6% vs 49%) and company news (24% vs 72%) less often.

## DEEPEST POST

Shares a video clip whose title prompts viewers to think about improvement.

## WHAT DREW THEIR AUDIENCE MOST

Company news posts drew 2.17 times their typical reactions (4 posts, a small sample).

## EXAMPLE POSTS

### MOST REACTIONS

**1,892** reactions

"Ringing the NYSE opening bell this morning with our TopNotch TopBuild team."

View post →

### DEEPEST POST

**20** depth score, out of 100

"Part 7 of 8: You wanna get as close to the customer as you can."

View post →

### MOST PERSONAL

**3 of 5** personal voice

"Part 4 of 8: Bigger is better."

View post →

# Vimal Kapur

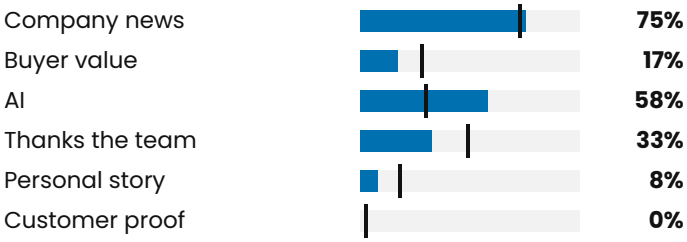
Honeywell Technologies · Industrial · 12 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 115 words

## HOW THEY SOUND

| 3.0 | 4.0 | 1.0 | 39.2 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.38 times their typical reactions (8 posts).

## SIGNATURE PATTERN

Leans on AI and technology change (58% of posts vs 30% across CEOs) and a heavy press-release tone (67% vs 40%); features a strong personal voice (8% vs 21%) and thanking the team (33% vs 49%) less often.

## DEEPEST POST

Draws on an energy summit and named MIT research to argue for public-private cooperation under certain conditions, and points to the gap between demand and delivery infrastructure as the constraint.

## EXAMPLE POSTS

### MOST REACTIONS

**5,495** reactions

"For well over a century, Honeywell has helped solve some of the world's toughest, mission-critical challenges. On June 29, we'll launch the two companies that will carry…

View post →

### DEEPEST POST

**65** depth score, out of 100

"Timely and important discussions took place at Honeywell Technologies' second annual Future of Energy Summit in Washington, DC this week, focusing on on…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"A proud day for Honeywell Technologies as we celebrated the start of our new era as a pure-play automation company by ringing the Nasdaq Closing…

View post →

# Patrick Kelleher

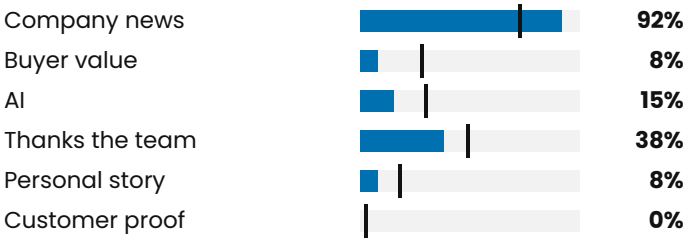
GXO Logistics · Transport and logistics · 13 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 72 words

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 23.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.27 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on company news (92% of posts vs 72% across CEOs); features society and public policy (0% vs 27%) and practically useful posts (8% vs 37%) less often.

## DEEPEST POST

Describes the supply chain shifting from efficiency toward intelligence and adaptability, as a broad strategic principle.

## EXAMPLE POSTS

### MOST REACTIONS

**876** reactions

Firsthand anniversary bell reflection credits team and partners.

View post →

### DEEPEST POST

**45** depth score, out of 100

Supplychain shift from efficiency to intelligence/adaptability; broad strategic principle.

View post →

### MOST PERSONAL

**3 of 5** personal voice

Warehouse humanoid pilots, some outcomes in market others pending; no named customer.

View post →

# Arvind Krishna

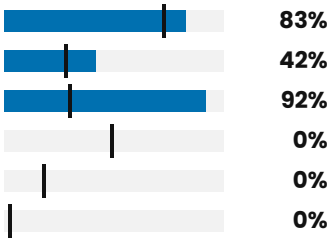
IBM · Tech · 12 posts in the window · posts 1 to 2 a month · median post 111 words

## HOW THEY SOUND

| 3.0 | 3.0 | 1.5 | 45.4 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Buyer problem or value posts drew 1.13 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on AI and technology change (92% of posts vs 30% across CEOs) and practically useful posts (75% vs 37%); features a strong personal voice (0% vs 21%) and thanking the team (0% vs 49%) less often.

## DEEPEST POST

Points to implementations with Rapidus and RIKEN to support the case for a sustained investment partnership, framed as a future target.

## EXAMPLE POSTS

### MOST REACTIONS

**8,032** reactions

"Today, IBM and Red Hat are announcing Project Lightwell, a $5B commitment to tackle what we see as one of the biggest emerging challenges facing organizations today:...

View post →

### DEEPEST POST

**65** depth score, out of 100

"Thank you to the Hudson Institute and Japan's Ministry of Economy, Trade and Industry for today's conference on how decades of U.S.-Japan collaboration...

View post →

### MOST PERSONAL

**3 of 5** personal voice

"I was proud to join Governor JB Pritzker, Greg Case, and Chancellor Juan Salgado to announce that IBM will bring 750 new jobs to Chicago over the next five years through th...

View post →

# Emmanuel Ligner

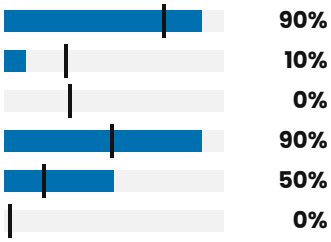
Avantor · Tech · 10 posts in the window · posts 1 to 2 a month · 10K to 50K followers · median post 71.5 words

## HOW THEY SOUND

| 3.5 | 3.0 | 1.0 | 32.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a strong personal voice (4 or 5) drew 1.19 times their typical reactions (5 posts).

## SIGNATURE PATTERN

Leans on thanking the team (90% of posts vs 49% across CEOs) and first-person experience (70% vs 38%); features society and public policy (0% vs 27%) and AI and technology change (0% vs 30%) less often.

## DEEPEST POST

Explains how putting technical support and manufacturing in one place speeds up feedback, using a named facility as the example.

## EXAMPLE POSTS

### MOST REACTIONS

**1,043** reactions

India visit prompts local-understanding lesson; no specified customer challenge.

View post →

### DEEPEST POST

**50** depth score, out of 100

Co-location of technical support and manufacturing explains faster feedback mechanism; named facility, not external customer outcome.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Specific Philadelphia football outing grounds rest and perspective principle; no medical effectiveness asserted by analyst.

View post →

# Kevin Lobo

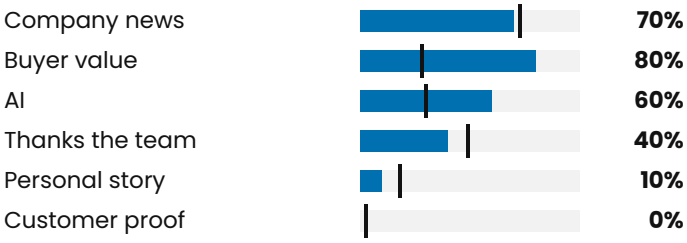
Stryker · Healthcare and life sciences · 10 posts in the window · posts 1 to 2 a month · 50K to 250K followers · median post 107.5 words

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 50.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with some candor (3 or more) drew 1.19 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on posts that help a buying decision (90% of posts vs 31% across CEOs) and practically useful posts (90% vs 37%); features society and public policy (0% vs 27%) and first-person experience (10% vs 38%) less often.

## DEEPEST POST

Ties customers' preference for fewer, broader partners to the company's twenty-two specialized business units and global scale.

## EXAMPLE POSTS

### MOST REACTIONS

**1,439** reactions

Hospital platform connects named acquired technologies for communication and decisions; unnamed customer feedback not customer proof.

View post →

### DEEPEST POST

**65** depth score, out of 100

Customer preference for fewer broader partners linked to twenty-two specialized business units and global scale.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Town hall and named training partnership, sixty-one educational events and clinical technologies; educational partner not explicitly a customer.

View post →

# Judy Marks

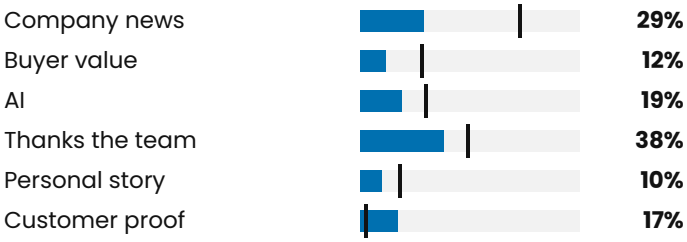
Otis Worldwide · Industrial · 42 posts in the window · posts weekly or more · 250K and up followers · median post 89 words

## HOW THEY SOUND

| 3.0 | 2.0 | 1.0 | 27.4 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with first-person experience drew 2.68 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on named customer proof (17% of posts vs 2.8% across CEOs) and society and public policy (38% vs 27%); features a heavy press-release tone (5% vs 40%) and company news (29% vs 72%) less often.

## DEEPEST POST

Explains an earnings result through service-led, double-digit growth and the needs of building owners.

## EXAMPLE POSTS

### MOST REACTIONS

**1,596** reactions

"There are few opportunities in life to lead a company you deeply admire and believe in. Today, I shared with Otis Elevator Co. colleagues that I intend to retire as Chair, CEO...

View post →

### DEEPEST POST

**60** depth score, out of 100

"Strong momentum in our Service business helped drive a solid second quarter for Otis Elevator Co., with growth across every service line and sequential improvement in...

View post →

### MOST PERSONAL

**4 of 5** personal voice

"Congratulations to the student teams from Athens, Greece and Hong Kong SAR, this year's Made to Move Communities global co-champions. Their innovative,...

View post →

# Padraig McDonnell

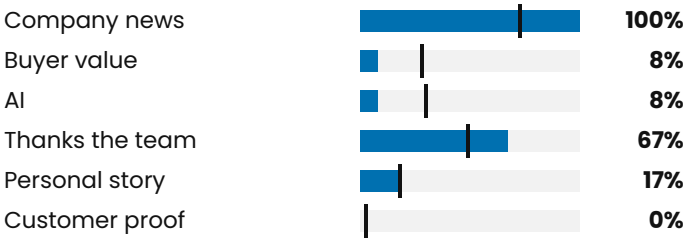
Agilent Technologies · Tech · 12 posts in the window · posts weekly or more · 10K to 50K followers · median post 86.5 words

## HOW THEY SOUND

| 2.5 | 3.5 | 1.0 | 23.8 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with first-person experience drew 1.04 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on company news (100% of posts vs 72% across CEOs) and thanking the team (67% vs 49%); features a specific viewpoint (0% vs 24%) and practically useful posts (0% vs 37%) less often.

## DEEPEST POST

Covers taking part in an investor conference and the company's enterprise priorities, with the benefit of scientific insight described in broad terms.

## EXAMPLE POSTS

### MOST REACTIONS

**954** reactions

Quarterly demand drivers and platform preview; productivity benefit remains broad; view/read captions treated as read CTA, not inferred video.

View post →

### DEEPEST POST

**35** depth score, out of 100

Named research/customer visits surface PFAS and clinical automation needs; no described Agilent implementation or outcome.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Hachioji meetings and product congratulations ground visit reflection; product name alone is not substantive technology explanation.

View post →

# Sanjay Mehrotra

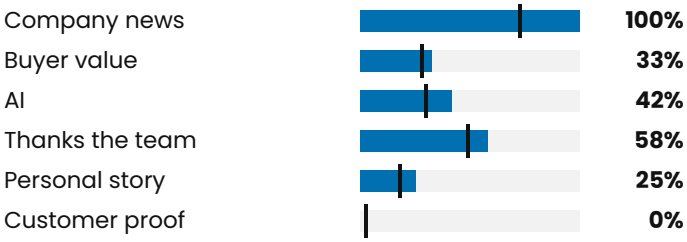
Micron Technology · Tech · 12 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 181 words

## HOW THEY SOUND

| 2.5 | 4.0 | 1.0 | 41.7 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts on society and public policy drew 1.62 times their typical reactions (6 posts).

## SIGNATURE PATTERN

Leans on industry perspective (58% of posts vs 20% across CEOs) and a heavy press-release tone (75% vs 40%); features practically useful posts (25% vs 37%) and a specific viewpoint (0% vs 24%) less often.

## DEEPEST POST

Explains a supply constraint and the capacity investment behind it, alongside a named GM agreement and a testimonial about access.

## EXAMPLE POSTS

### MOST REACTIONS

**6,764** reactions

Sustained personal arrival story with emotional uncertainty and family reflection connects to quantified child-account commitment.

View post →

### DEEPEST POST

**60** depth score, out of 100

Explains supply constraint and capacity investment; named GM agreement and testimonial describe access rather than deployed customer outcome.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Reflects on decade of collaboration and a quantified technology cadence while announcing leadership appointments.

View post →

# Sam Mehta

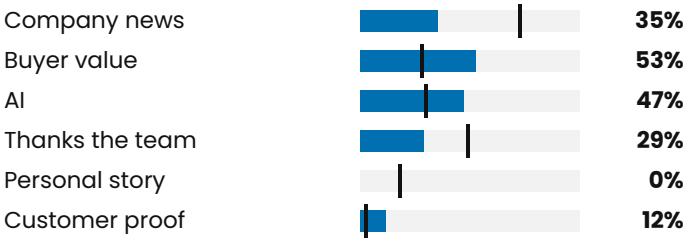
L3Harris Technologies · Industrial · 17 posts in the window · posts 2 to 4 a month · under 10K followers · median post 69 words · appointed CEO during the window, so some posts may predate the role

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 34.1 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts that thank the team drew 1.47 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on posts that help a buying decision (59% of posts vs 31% across CEOs) and buyer problem or value (53% vs 28%); features thanking the team (29% vs 49%) and company news (35% vs 72%) less often.

## DEEPEST POST

Supports urgent reform while criticizing unequal rules, and spells out the consequences for innovation and talent.

## EXAMPLE POSTS

### MOST REACTIONS

**468** reactions

"Asymmetric warfare, electronic warfare and the ability to scale rapidly are reshaping the battlespace. The acquisition system has to keep pace. The United States…

View post →

### DEEPEST POST

**60** depth score, out of 100

"In conversations this week with journalists, partners and customers, one theme was clear: the security environment is unpredictable. That changes what the force…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"This week at Fort Carson, I joined Army leadership at Operation Jailbreak to discuss building on Next-Generation Command and Control – the US Army's blueprint for…

View post →

# Michael Miebach

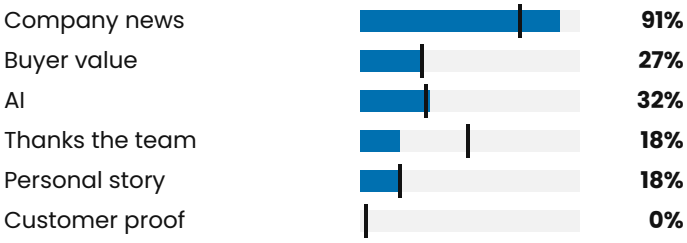
Mastercard · Financial and information · 22 posts in the window · posts weekly or more · 50K to 250K followers · median post 121.5 words

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 33.9 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts that thank the team drew 3.06 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on calls to action (73% of posts vs 25% across CEOs) and company news (91% vs 72%); features a specific viewpoint (9% vs 24%) and thanking the team (18% vs 49%) less often.

## DEEPEST POST

Describes how an employee survey finding led to specific wellbeing changes, shares a personal habit and invites readers to respond.

## EXAMPLE POSTS

### MOST REACTIONS

**5,164** reactions

"People often ask me for career and leadership advice. While I've learned from my own experiences, some of the best lessons have come from the people around me. The...

View post →

### DEEPEST POST

**65** depth score, out of 100

Employee survey finding leads to specific wellbeing changes; personal habit and explicit reader invitation; no medical effectiveness inferred.

View post →

### MOST PERSONAL

**5 of 5** personal voice

Specific restaurant and kitchen visit connects partnership to consumer brand experience; no named B2B customer outcome.

View post →

# Satya Nadella

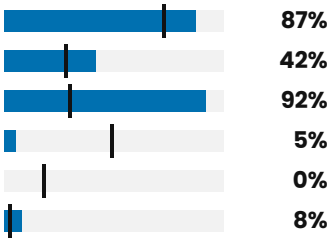
Microsoft · Tech · 38 posts in the window · posts weekly or more · median post 37 words

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 17.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Not enough posts with exact reaction counts to compare.

## SIGNATURE PATTERN

Leans on AI and technology change (92% of posts vs 30% across CEOs) and calls to action (45% vs 25%); features first-person experience (5% vs 38%) and thanking the team (5% vs 49%) less often.

## DEEPEST POST

Walks through building a return on invested capital app himself, naming the prompts, tools and governance, setting the approach apart from vibe coding and noting where the example has limits.

## EXAMPLE POSTS

### DEEPEST POST

**60** depth score, out of 100

"Some more detail on the ROIC Intelligence App I built yesterday and mentioned on today's earnings call. I took the PDF that Brian Nowak at Morgan Stanley put together…

View post →

### MOST PERSONAL

**3 of 5** personal voice

"Any pursuit of superintelligence has to be grounded in the core principle that if the AI we build is not helping humanity and under human control, it's not worth…

View post →

### MOST USEFUL

**3 of 5** practical usefulness

"Just wrapped our earnings call. It was a very strong close to what was a record fiscal year for Microsoft. · Annual revenue: $331B, +18% · MS Cloud: $214B, + 27% · And…

View post →

# Antonio Neri

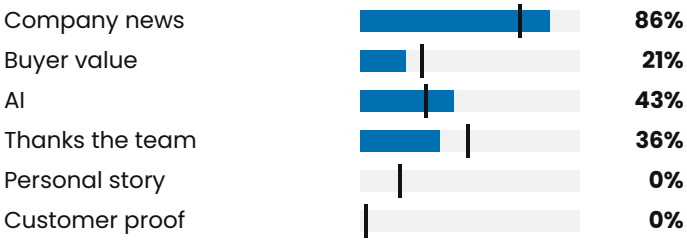
Hewlett Packard Enterprise · Tech · 14 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 119 words

## HOW THEY SOUND

| 2.0 | 4.0 | 1.0 | 27.1 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts that thank the team drew 1.80 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on calls to action (64% of posts vs 25% across CEOs) and a heavy press-release tone (71% vs 40%); features a strong personal voice (0% vs 21%) and a specific viewpoint (0% vs 24%) less often.

## DEEPEST POST

Uses a named alliance membership to support a position on trust and transparency in AI, stated as a high-level principle.

## EXAMPLE POSTS

### MOST REACTIONS

**5,152** reactions

"Today Hewlett Packard Enterprise announced our Q2 earnings for fiscal year 2026. We generated exceptional results, achieving a record-breaking quarter through…

View post →

### DEEPEST POST

**45** depth score, out of 100

"Just wrapped another impactful #HPEDiscover, and I am filled with pride for what the team delivered and feel energized for what's ahead. To our customers and partners:…

View post →

### MOST PERSONAL

**3 of 5** personal voice

"Defining moment at #HPEDiscover today. Stepping off the keynote stage, one thing is clear: customers are ready to move faster, and the focus on outcomes is stronge…

View post →

# Sundar Pichai

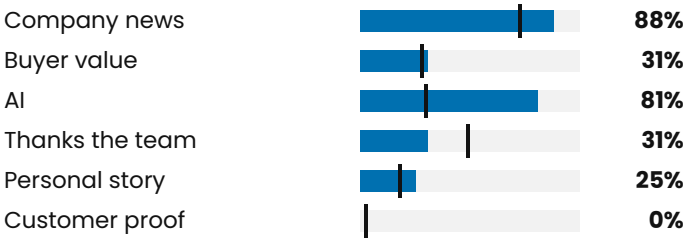
Alphabet · Other industry · 16 posts in the window · posts 2 to 4 a month · 250K and up followers · median post 139.5 words

## HOW THEY SOUND

| 2.0 | 3.5 | 1.0 | 48.1 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Not enough posts with exact reaction counts to compare.

## SIGNATURE PATTERN

Leans on AI and technology change (81% of posts vs 30% across CEOs) and calls to action (62% vs 25%); features industry perspective (6% vs 20%) and thanking the team (31% vs 49%) less often.

## DEEPEST POST

Covers a space computing experiment with quantified solar potential and the radiation and cooling risks, adds earlier personal observations from a lab and a vehicle, and separates projected claims from operating results.

## EXAMPLE POSTS

### MOST REACTIONS

**3,660** reactions

"America's digital economy relies on our physical infrastructure and the electricians, pipefitters, welders, manufacturing workers & more who build an...

View post →

### DEEPEST POST

**75** depth score, out of 100

"Inspired by our history of moonshots, from quantum computing to autonomous driving, Project Suncatcher is exploring how we could one day build scalable ML...

View post →

### MOST PERSONAL

**5 of 5** personal voice

"It was an honor to be invited by the Stanford senior class presidents and faculty to celebrate the 3,600+ 2026 graduates along with around 17,000 of their friends and...

View post →

# Matthew Pine

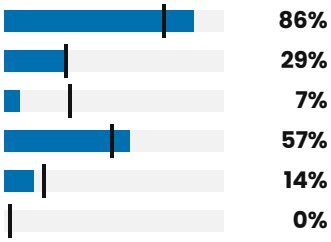
Xylem · Industrial · 14 posts in the window · posts 2 to 4 a month · 10K to 50K followers · median post 125 words

## HOW THEY SOUND

| 2.0 | 4.0 | 1.5 | 38.6 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a hashtag drew 1.47 times their typical reactions (7 posts).

## SIGNATURE PATTERN

Leans on a heavy press-release tone (57% of posts vs 40% across CEOs) and industry perspective (36% vs 20%); features posts that help a buying decision (21% vs 31%) and AI and technology change (7% vs 30%) less often.

## DEEPEST POST

Explains the reasoning behind delegating leadership and the feedback practices that hold up under speed and complexity.

## EXAMPLE POSTS

### MOST REACTIONS

**1,299** reactions

Internal CFO promotion and selection qualities support talent-pipeline claim; congratulation CTA not reader-experience invitation.

View post →

### DEEPEST POST

**75** depth score, out of 100

Leadership delegation rationale and feedback-loop practices under speed and complexity constraints.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Madrid reflection connects growth constraints with water data reuse and loss reduction; award supports company promotion.

View post →

# Chuck Robbins

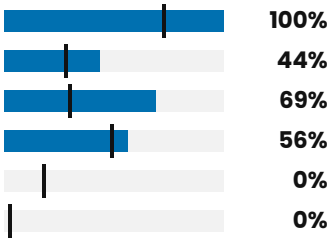
Cisco · Tech · 16 posts in the window · posts 2 to 4 a month · median post 132.5 words

## HOW THEY SOUND

| 3.0 | 4.0 | 1.0 | 43.1 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.17 times their typical reactions (8 posts).

## SIGNATURE PATTERN

Leans on calls to action (75% of posts vs 25% across CEOs) and AI and technology change (69% vs 30%); features society and public policy (12% vs 27%) and personal stories (0% vs 18%) less often.

## DEEPEST POST

Makes the case for enforcement in the network, weighing deployment speed against safety and acknowledging his own bias.

## EXAMPLE POSTS

### MOST REACTIONS

**5,166** reactions

"Today, Cisco announced our Q4 and FY26 earnings, wrapping up a record quarter and year. While the numbers speak for themselves — the highest revenue, non-GAAP…

View post →

### DEEPEST POST

**75** depth score, out of 100

"In the debate over whether AI should slow down, we have to remember that our customers are already deploying it, today. Model safety is important, and when the…

View post →

### MOST PERSONAL

**3 of 5** personal voice

"I just closed out Business Roundtable's Workforce Forum in Washington, D.C. This year's theme was "The New World of Work," and the discussion was incredibly human, because…

View post →

# Horacio Rozanski

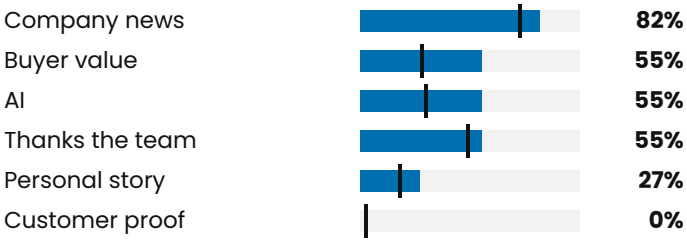
Booz Allen Hamilton Holding · Tech · 11 posts in the window · posts 1 to 2 a month · 10K to 50K followers · median post 116 words

## HOW THEY SOUND

| 3.0 | 3.0 | 3.0 | 44.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a strong personal voice (4 or 5) drew 3.78 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on some candor (55% of posts vs 17% across CEOs) and first-person experience (73% vs 38%); features named customer proof (0% vs 2.8%) and a heavy press-release tone (36% vs 40%) less often.

## DEEPEST POST

Sets out three explicit policy and security actions grounded in named corporate research, and invites readers to listen and to read the report.

## EXAMPLE POSTS

### MOST REACTIONS

**1,568** reactions

Detailed first-person September 11 memories and named colleague remembrance; emotional loss is acknowledged, no political identity inferred.

View post →

### DEEPEST POST

**65** depth score, out of 100

Three explicit policy/security actions grounded in named corporate research; model vulnerability claims not independently verified. Listen plus report CTA.

View post →

### MOST PERSONAL

**5 of 5** personal voice

Intern capstone prototypes and participant counts accompany distinctive personal career/t-shirt story; rhetorical age question not reader-dialogue invitation.

View post →

# Jennifer Rumsey

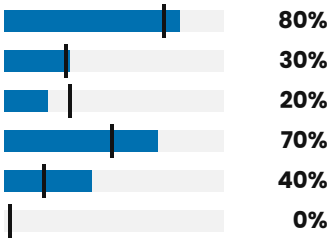
Cummins · Industrial · 20 posts in the window · posts weekly or more · 50K to 250K followers · median post 159 words

## HOW THEY SOUND

| 3.0 | 3.0 | 1.0 | 38.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.41 times their typical reactions (6 posts).

## SIGNATURE PATTERN

Leans on calls to action (65% of posts vs 25% across CEOs) and industry perspective (50% vs 20%); features AI and technology change (20% vs 30%) and a heavy press-release tone (30% vs 40%) less often.

## DEEPEST POST

In an interview appearance, explains how the portfolio responds to varied needs and why no single solution fits every case.

## EXAMPLE POSTS

### MOST REACTIONS

**1,854** reactions

Earnings announcement describes truck-market cyclical low and data-center demand; no numeric results in caption.

View post →

### DEEPEST POST

**60** depth score, out of 100

Interview appearance explains portfolio response to varied needs and no universal solution; expanded financial targets unquantified.

View post →

### MOST PERSONAL

**5 of 5** personal voice

Detailed hands-on tree-planting story explains neighborhood heat and canopy need, with practical tasks and teamwork reflection.

View post →

# Ravi Kumar S

Cognizant Technology Solutions · Tech · 87 posts in the window · posts weekly or more · 250K and up followers · median post 59 words

## HOW THEY SOUND

| 2.0 | 3.0 | 1.0 | 26.8 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with named customer proof drew 1.60 times their typical reactions (7 posts).

## SIGNATURE PATTERN

Leans on AI and technology change (78% of posts vs 30% across CEOs) and posts that help a buying decision (56% vs 31%); features calls to action (2% vs 25%) and thanking the team (11% vs 49%) less often.

## DEEPEST POST

Describes a private AI fluency meter for associates, reasons that avoiding the anxiety of grading speeds adoption, and explains choices in graduate training.

## EXAMPLE POSTS

### MOST REACTIONS

**1,798** reactions

"We delivered a solid second quarter. Organic revenue growth at the high end of our expectations, and year-over-year adjusted operating margin expansion. Nearly all...

View post →

### DEEPEST POST

**70** depth score, out of 100

"I spoke with The New York Times DealBook's Sarah Kessler this week about how AI is actually landing inside Cognizant including our AI fluency meter for each of our...

View post →

### MOST PERSONAL

**4 of 5** personal voice

"Joined Fortune's Diane Brady at the Fortune COO Summit in Scottsdale for a conversation I've been looking forward to, because the COO's office is where AI becomes real, or...

View post →

# Martin Schroeter

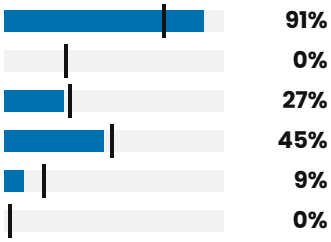
Kyndryl Holdings · Tech · 11 posts in the window · posts 1 to 2 a month · 10K to 50K followers · median post 92 words

## HOW THEY SOUND

| 2.0 | 4.0 | 2.0 | 39.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 2.40 times their typical reactions (6 posts).

## SIGNATURE PATTERN

Leans on calls to action (45% of posts vs 25% across CEOs) and company news (91% vs 72%); features a strong personal voice (9% vs 21%) and buyer problem or value (0% vs 28%) less often.

## DEEPEST POST

Lays out task-first steps for preparing the workforce, drawing on a named conversation with a CHRO.

## EXAMPLE POSTS

### MOST REACTIONS

**3,100** reactions

Political congratulation; precise tenure claim unverified and not treated as substantiated evidence or political identity.

View post →

### DEEPEST POST

**65** depth score, out of 100

Task-first workforce preparation steps and named CHRO conversation; actionable leadership process.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Named conversation and reflection distinguish AI experimentation from outcomes through people readiness.

View post →

# Lorenzo Simonelli

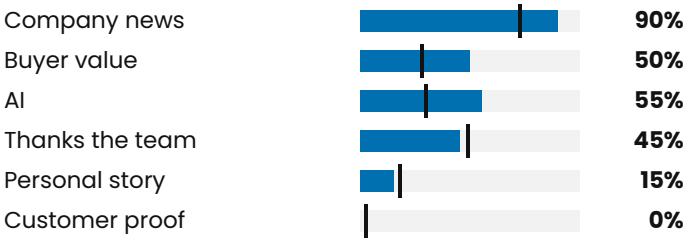
Baker Hughes · Materials and energy · 20 posts in the window · posts weekly or more · 250K and up followers · median post 219 words

## HOW THEY SOUND

| 2.0 | 3.5 | 2.0 | 46.0 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Personal story posts drew 1.56 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on industry perspective (60% of posts vs 20% across CEOs) and calls to action (65% vs 25%); features thanking the team (45% vs 49%) and a strong personal voice (10% vs 21%) less often.

## DEEPEST POST

Explains how combining technology and finance can make geothermal projects bankable, with a capacity target five years out.

## EXAMPLE POSTS

### MOST REACTIONS

**1,993** reactions

"My deepest condolences from myself and my Baker Hughes colleagues to the Royal Family and the people of Norway on the passing of His Majesty King Harald V. Kin...

View post →

### DEEPEST POST

**65** depth score, out of 100

Explains oil/gas capability transfer to geothermal with country growth example and employee-authored article; rhetorical question not dialogue CTA.

View post →

### MOST PERSONAL

**4 of 5** personal voice

"One of the highlights of my recent time in Asia was spending time with our Baker Hughes teams in China – especially our Chart Industries, Inc. colleagues in Weihai....

View post →

# Shelley Simpson

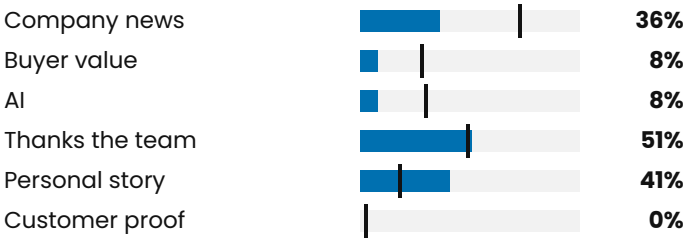
J.B. Hunt Transport Services · Transport and logistics · 39 posts in the window · posts weekly or more · 50K to 250K followers · median post 124 words

## HOW THEY SOUND

| 4.0 | 1.0 | 1.0 | 25.6 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with some candor (3 or more) drew 1.41 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on a strong personal voice (62% of posts vs 21% across CEOs) and personal stories (41% vs 18%); features company news (36% vs 72%) and a heavy press-release tone (3% vs 40%) less often.

## DEEPEST POST

Recalls a leader working through difficult divestments and the separation of a network, and the consequences that followed.

## EXAMPLE POSTS

### MOST REACTIONS

**2,110** reactions

"What a high to start our week! Today, I had the honor of ringing the NASDAQ opening bell to celebrate J.B. Hunt's 65th anniversary alongside drivers, maintenance…

View post →

### DEEPEST POST

**70** depth score, out of 100

"50 years ago, Wayne Garrison started with J.B. Hunt. When I became an employee 32 years ago, I remember Wayne returning as Chairman after serving as President an…

View post →

### MOST PERSONAL

**5 of 5** personal voice

"In 2001, our truckload business had lost $7M the year before, and we were redesigning our network for the future. That meant having difficult conversations with…

View post →

# David Solomon

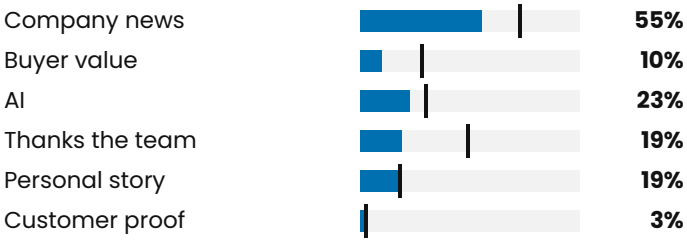
Goldman Sachs Group · Financial and information · 31 posts in the window · posts weekly or more · 250K and up followers · median post 114 words

## HOW THEY SOUND

| 3.0 | 2.0 | 1.0 | 28.1 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

AI and technology posts drew 1.28 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on first-person experience (71% of posts vs 38% across CEOs) and industry perspective (39% vs 20%); features thanking the team (19% vs 49%) and a heavy press-release tone (10% vs 40%) less often.

## DEEPEST POST

Separates market concentration from wider economic conditions, names energy as a risk and balances caution with long-term optimism about AI.

## EXAMPLE POSTS

### MOST REACTIONS

**1,744** reactions

"I look forward to our summer internship program every year, and after more than 25 years at the firm and even longer in the industry, I can say without hesitation that th…

View post →

### DEEPEST POST

**60** depth score, out of 100

"A concentrated number of stocks are driving the recent gains in the S&P, but this isn't a first—it's happened multiple times in our history, including the 1920s, the 1960s, and the…

View post →

### MOST PERSONAL

**5 of 5** personal voice

"I was deeply honored and humbled to receive the FDNY Fire Commissioner's Humanitarian Award at the 2026 FDNY Foundation Dinner last week. This recognition is…

View post →

# Scott Strazik

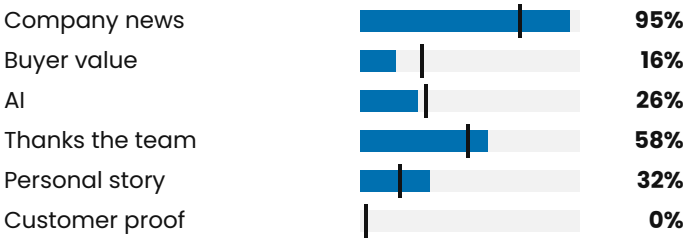
GE Vernova · Materials and energy · 19 posts in the window · posts weekly or more · 50K to 250K followers · median post 196 words

## HOW THEY SOUND

| 3.0 | 3.0 | 2.0 | 43.4 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 1.43 times their typical reactions (6 posts).

## SIGNATURE PATTERN

Leans on industry perspective (47% of posts vs 20% across CEOs) and first-person experience (63% vs 38%); features a heavy press-release tone (32% vs 40%) and buyer problem or value (16% vs 28%) less often.

## DEEPEST POST

Reflects on an event to explain what the system and the workforce require, stating that no single technology meets demand and that national paths differ.

## EXAMPLE POSTS

### MOST REACTIONS

**2,390** reactions

Operating-hours and fleet quantities support reliability claim; no named external customer required for M28.

View post →

### DEEPEST POST

**70** depth score, out of 100

"Wrapping up Climate Week energized and committed to our true north: to electrify and decarbonize the world so that economies, communities, and people can thrive. This week I…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"Leadership is a contact sport. That's how Samantha Bluth, an early-career leader in our Power Services business at GE Vernova, describes what she values from leaders: direct…

View post →

# Jeff Strom

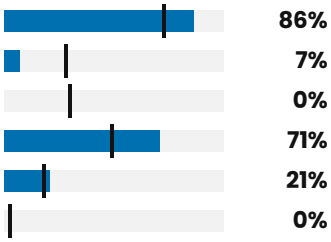
Boise Cascade · Industrial · 14 posts in the window · under 10K followers · median post 99 words

## HOW THEY SOUND

| | | | |
|---|---|---|---|
| **3.0** Personal voice, median on a 1 to 5 scale | **3.0** Press-release tone, median on a 1 to 5 scale | **1.0** Candor, median on a 1 to 5 scale | **23.2** Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts that thank the team drew 1.08 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on first-person experience (64% of posts vs 38% across CEOs) and thanking the team (71% vs 49%); features a heavy press-release tone (14% vs 40%) and AI and technology change (0% vs 30%) less often.

## DEEPEST POST

Explains how a named partnership brings together complementary distribution reach and building products portfolios.

## EXAMPLE POSTS

### MOST REACTIONS

**200** reactions

"As we prepare to celebrate the Fourth of July and America's 250th birthday, I am reminded of freedom that unites us all. The right to pursue our dreams and shap...

View post →

### DEEPEST POST

**40** depth score, out of 100

Explains complementary distribution reach and building-products portfolio in a named partnership. No named customer implementation; promotional...

View post →

### MOST PERSONAL

**4 of 5** personal voice

"I spent this week in Louisiana and had awesome visits with our Alexandria EWP, Florien Plywood, and Oakdale Plywood teams. These teams do hard work, and their hard...

View post →

# Raj Subramaniam

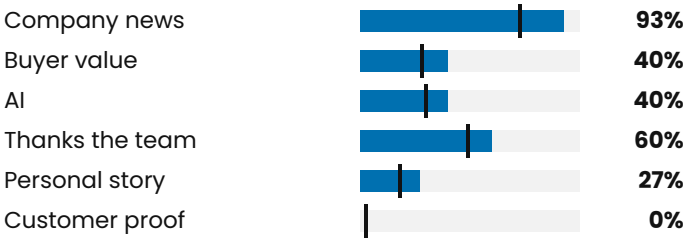
FedEx · Transport and logistics · 15 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 122 words

## HOW THEY SOUND

| 4.0 | 3.0 | 1.0 | 32.7 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Personal story posts drew 1.66 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on first-person experience (73% of posts vs 38% across CEOs) and a strong personal voice (53% vs 21%); features a specific viewpoint (13% vs 24%) and practically useful posts (20% vs 37%) less often.

## DEEPEST POST

Explains how supply chains are being redistributed and the role of digital visibility, citing a daily data volume, naming complexity as a constraint and inviting readers to watch an interview.

## EXAMPLE POSTS

### MOST REACTIONS

**1,876** reactions

Personal return to a former leadership role connects career memory with specific fleet and facility changes. Trade-environment challenge is general.

View post →

### DEEPEST POST

**60** depth score, out of 100

Explains supply-chain redistribution and digital visibility with a daily data-volume claim; names complexity as a constraint and invites interview viewing.

View post →

### MOST PERSONAL

**5 of 5** personal voice

Detailed firsthand founder-legacy ceremony, named aircraft and historical fleet size; recognizes employees and community service.

View post →

# Jim Taiclet

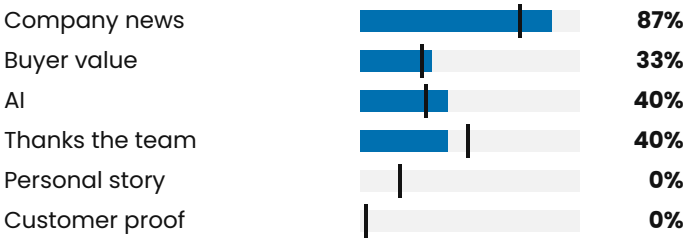
Lockheed Martin · Industrial · 15 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 94 words

## HOW THEY SOUND

| | | | |
|---|---|---|---|
| **2.0** Personal voice, median on a 1 to 5 scale | **4.0** Press-release tone, median on a 1 to 5 scale | **1.0** Candor, median on a 1 to 5 scale | **35.0** Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts that thank the team drew 1.54 times their typical reactions (6 posts).

## SIGNATURE PATTERN

Leans on industry perspective (47% of posts vs 20% across CEOs) and posts that help a buying decision (53% vs 31%); features a strong personal voice (0% vs 21%) and a specific viewpoint (0% vs 24%) less often.

## DEEPEST POST

Uses a quantified integration timeline and a reported live-fire test to describe a concrete operational response to the drone threat.

## EXAMPLE POSTS

### MOST REACTIONS

**1,884** reactions

Production-contract scale and investment are presented as support; interview appearance and team thanks; promotional superlatives dominate.

View post →

### DEEPEST POST

**55** depth score, out of 100

Quantified integration timeline and reported live-fire test support response to drone threat; concrete operational use case.

View post →

### MOST PERSONAL

**3 of 5** personal voice

Explains capacity and interoperability priorities with job figure and site example; personal panel attendance; claims not independently checked.

View post →

# Lip-Bu Tan

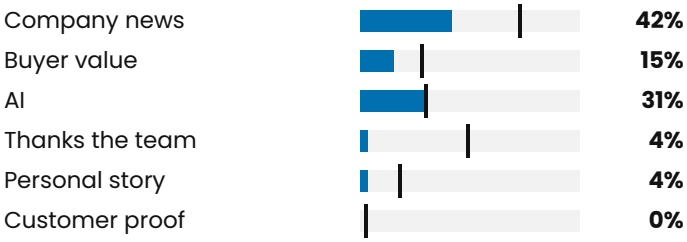
Intel · Tech · 26 posts in the window · posts weekly or more · 50K to 250K followers · median post 63.5 words

## HOW THEY SOUND

| 3.0 | 2.0 | 1.0 | 20.4 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with a heavy press-release tone (4 or 5) drew 4.56 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on first-person experience (50% of posts vs 38% across CEOs); features company news (42% vs 72%) and thanking the team (4% vs 49%) less often.

## DEEPEST POST

Argues for building AI security from the silicon up rather than adding it later, drawing on a named CEO conversation and a partnership.

## EXAMPLE POSTS

### MOST REACTIONS

**5,142** reactions

Executive hire tied to specific packaging priorities and critical timing; no detailed workforce development practice.

View post →

### DEEPEST POST

**60** depth score, out of 100

"Agentic AI is fundamentally reshaping cybersecurity requirements. The industry needs security designed into the entire AI stack, starting with the silicon itself and not…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"Very sad to lose my good friend, Frank Huang who was founder & Chairman of Powerchip in the evening of July 31st. My last meeting with him @ Taipei in the afternoon…

View post →

# Ivan Tornos

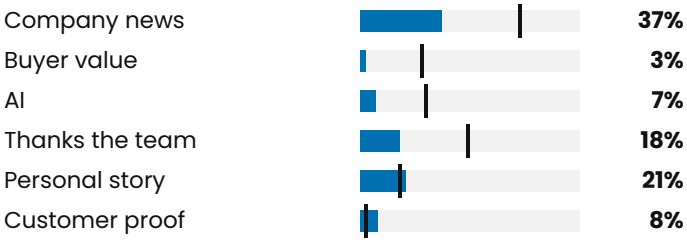
Zimmer Biomet Holdings · Healthcare and life sciences · 76 posts in the window · posts weekly or more · 50K to 250K followers · median post 69.5 words

## HOW THEY SOUND

| 3.0 | 2.0 | 1.0 | 19.5 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Posts with some candor (3 or more) drew 1.62 times their typical reactions (3 posts, a small sample).

## SIGNATURE PATTERN

Leans on a strong personal voice (42% of posts vs 21% across CEOs) and named customer proof (8% vs 2.8%); features thanking the team (18% vs 49%) and company news (37% vs 72%) less often.

## DEEPEST POST

A mentoring story separates adapting from changing one's identity and describes how to counterbalance weaknesses.

## EXAMPLE POSTS

### MOST REACTIONS

**855** reactions

""Two quotes from the great Pablo Picasso have defined my entire career. I didn't know it at the very beginning, I know it now." With this statement I closed a recent mentorship...

View post →

### DEEPEST POST

**65** depth score, out of 100

""You can have any kind of drink here at the Oktoberfest Tent as long as it is a large Paulaner Beer 🍺🍻 ". For food? Once again "anything you want but stick to the standar...

View post →

### MOST PERSONAL

**5 of 5** personal voice

"Two days ago my mother turned 90 years young. On the same day (July 29th) I turned 51. I love sharing the day with Pilar Urzaiz. Having lost my father at the age of 5 when h...

View post →

# Kathy Warden

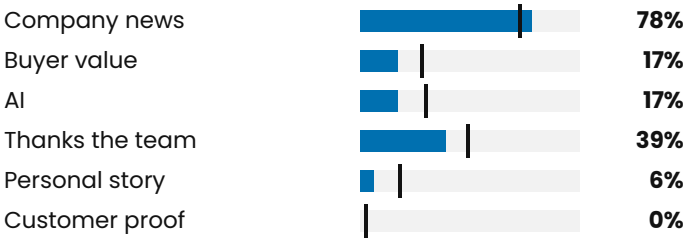
Northrop Grumman · Industrial · 18 posts in the window · posts 2 to 4 a month · 50K to 250K followers · median post 78 words

## HOW THEY SOUND

| 1.5 | 4.0 | 1.0 | 24.7 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## SIGNATURE PATTERN

Leans on a heavy press-release tone (61% of posts vs 40% across CEOs) and calls to action (33% vs 25%); features a specific viewpoint (0% vs 24%) and practically useful posts (6% vs 37%) less often.

## DEEPEST POST

Connects a named robotic vehicle and its pods to extending the life of satellites.

## WHAT DREW THEIR AUDIENCE MOST

AI and technology posts drew 2.16 times their typical reactions (3 posts, a small sample).

## EXAMPLE POSTS

### MOST REACTIONS

**1,848** reactions

"Congratulations to the newly announced Artemis III crew: Commander Randy Bresnik, Luca Parmitano, Andre Douglas, and Frank Rubio. Northrop Grumman is proud…

View post →

### DEEPEST POST

**45** depth score, out of 100

"Space is essential to our modern way of life — and the ability to operate in this domain with agility and resilience will define the future. At Northrop Grumman, we're…

View post →

### MOST PERSONAL

**4 of 5** personal voice

"Spending time with our Northrop Grumman interns and early-career team members always reminds me of why I've spent the last 25 years working in support of…

View post →

# Chad Zamarin

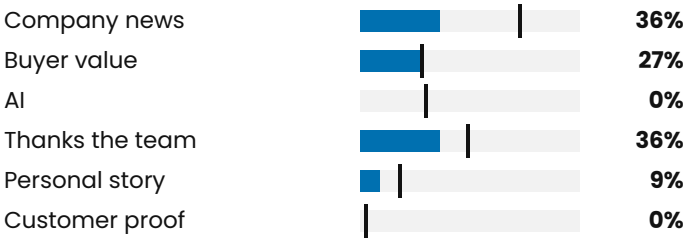
Williams · Materials and energy · 11 posts in the window · posts 1 to 2 a month · under 10K followers · median post 133 words

## HOW THEY SOUND

| 3.0 | 3.0 | 2.0 | 41.8 |
|---|---|---|---|
| Personal voice, median on a 1 to 5 scale | Press-release tone, median on a 1 to 5 scale | Candor, median on a 1 to 5 scale | Depth score, vs 34.5 across all CEOs |

## TOPIC MIX

Share of posts. Black line marks all CEOs.




## WHAT DREW THEIR AUDIENCE MOST

Company news posts drew 1.08 times their typical reactions (4 posts, a small sample).

## SIGNATURE PATTERN

Leans on society and public policy (91% of posts vs 27% across CEOs) and industry perspective (55% vs 20%); features AI and technology change (0% vs 30%) and company news (36% vs 72%) less often.

## DEEPEST POST

Links AI energy demand to a project in Ohio and a quantified workforce investment, and describes expected community benefits.

## EXAMPLE POSTS

### MOST REACTIONS

**525** reactions

Links AI energy demand to Ohio project and quantified workforce investment; community benefits remain claims.

View post →

### DEEPEST POST

**55** depth score, out of 100

Permitting/litigation framed as energy affordability constraint with proposed reform; rhetorical question not dialogue; environmental claims not validated.

View post →

### MOST PERSONAL

**4 of 5** personal voice

Urges Congressional permitting reform; cost multiples and causal attribution lack cited support and are not verified findings.

View post →

PART 5

# Checks and methodology

How we tested the results, how the study was run, what it cannot say, and the full list of 109 CEOs.

IN THIS PART

Do the findings hold? 148

How consistent is the scoring? 149

Methodology 150

What this study cannot say 152

The 109 CEOs analyzed 153

ROBUSTNESS CHECK

# Do the findings hold?

Yes. Adding edge-of-window posts or dropping CEOs appointed mid-year moves no headline figure by more than one percentage point.

EXHIBIT 108.1

### The headline figures barely move across five ways of drawing the sample

Share of posts in each scope. The main scope is the one used throughout this report.

| MEASURE | MAIN | PLUS EDGE-OF-WINDOW POSTS | MINUS CEOS APPOINTED MID-YEAR | ORIGINAL SCORING ONLY | NEW SCORING ONLY |
|---|---|---|---|---|---|
| **Posts (CEOs)** | **1,372** (109) | 1,599 (111) | 1,345 (106) | 853 (106) | 519 (35) |
| **Company news** | **70%** | 70% | 71% | 78% | 57% |
| **Buyer problem or value** | **28%** | 27% | 27% | 33% | 19% |
| **Named customer proof** | **3.7%** | 3.7% | 3.6% | 2.8% | 5.2% |
| **Invites dialogue** | **1.4%** | 1.3% | 1.3% | 1.3% | 1.5% |
| **Heavy press-release tone (4 or 5)** | **34%** | 34% | 34% | 39% | 25% |
| **Candor 4 or 5** | **2.2%** | 1.9% | 2.2% | 3.4% | 0.2% |

Edge-of-window posts are those LinkedIn labeled 3 weeks or 6 months old. Original and new scoring refer to the two scoring passes described in the methodology.

### Why the last two columns move more

The new scoring pass covers posts from 35 CEOs, mostly heavy posters whose full feeds include many short, casual posts. Those posts carry less news and less polish than the evenly spaced sample from the first pass. The newer pass also runs slightly stricter on its ratings.

### What stays the same

The pattern is the same in every column. Company news leads by a wide margin, heavy press-release tone outnumbers candor many times over, and named customer proof and dialogue stay rare.

How consistent is the scoring, page 149 Methodology, page 150

SCORING CHECK

# How consistent is the scoring?

Consistent. We rescored 48 posts blind, without sight of their first scores, and the two passes landed within one point of each other on 98% to 100% of posts for every rating.

| 48 | 98% to 100% | 0.60 to 0.88 | 81% to 100% |
|---|---|---|---|
| posts already scored, rescored blind | of posts within one point on each 1 to 5 rating | weighted kappa across the seven ratings | agreement on the yes or no topic codes |

RATINGS, 1 TO 5

### Close agreement, slightly stricter second pass

The seven ratings agreed within one point on 98% to 100% of the 48 posts, with weighted kappa from 0.60 to 0.88. The newer pass averaged 0.1 to 0.5 points lower than the original, most of all on practical usefulness and viewpoint specificity.

CODES AND CATEGORIES

### Topics agree more than marketing labels

The 11 yes or no topic codes agreed on 81% to 100% of posts. The five marketing categories agreed on 67% of posts for intended audience, the hardest to call, up to 94% for call to action.

**How the check works.** Both passes are AI ratings against the same written rubric and anchor examples, so the blind rescore shows the rubric produces the same answer twice.

Weighted kappa compares two sets of ratings and discounts the agreement expected by chance. Values from 0.60 to 0.80 are commonly read as substantial agreement and above 0.80 as almost perfect.

Do the findings hold, page 148 Methodology, page 150

APPENDIX

# Methodology

A descriptive study of what the CEOs of the largest US B2B companies posted on LinkedIn.

| OVERVIEW | VALUE |
|---|---|
| CEOs with scored in-window posts | **109** |
| Posts scored | **1,372** |
| Window | **April 1 to September 30, 2026** |
| Variables per post | **34** |
| CEOs profiled individually (10 or more posts) | **54** |

## The frame

We studied 109 CEOs of the largest US B2B companies, taken in revenue order from a public list of US companies and screened for industry and business model. Each CEO's identity was checked against company or SEC sources as of the September 30, 2026 cutoff.

## The window

LinkedIn shows only a relative age for each post, not an exact date. Posts labeled 4 weeks to 5 months old when viewed count as in the window, which maps to April 1 to September 30, 2026. Posts labeled 3 weeks or 6 months sit on the edge and appear only in a sensitivity check.

## What was scored

Only text the CEO wrote was scored. Quoted posts, linked articles and pure reposts were excluded, since the words belong to someone else. Image-only posts without a caption were excluded, since there is no text to read.

Continued on **page 151**. Sensitivity checks are on **page 148**.

APPENDIX

# Methodology, continued

## How posts were collected

We viewed each CEO's public LinkedIn activity page from October 24 to 26, 2026. The first pass took up to 12 evenly spaced in-window posts per CEO. We then captured the full feeds of 18 heavy posters, and a second pass captured the 20 most recent cards for 28 more CEOs. Posts already in the sample kept their original scores.

## Scoring

Each post was read in full and given 11 yes or no topic codes, 7 ratings from 1 to 5 with a written anchor for each point, and 5 marketing categories, plus its word count and construction details such as hashtags, emoji and format. Depth score, used throughout the report, is an index from 0 to 100 built from five ratings: viewpoint, usefulness, evidence, leadership perspective and candor. Scores are AI ratings against a fixed rubric and 16 anchor examples. A blind rescore of 48 posts tests the scoring; results are on page 149.

## Two ways to count

Post counts per CEO range from 1 to 87, so a simple count leans toward the heaviest posters. The report uses two measures.

**Share of posts**
Every post counts once. Used for the headline findings in Part 1.

**Each CEO equal**
Each CEO's own share, averaged across CEOs, so every CEO counts once. Used for the industry and company breakdowns.

## Engagement

Reactions, comments and reposts are snapshots captured October 24 to 26, 2026, on posts about four weeks old or older. Rounded counts such as "10K" were treated as missing. "Against the CEO's typical post" divides a post's reactions by that CEO's median, for CEOs with five or more posts, which removes the effect of follower count: 912 posts from 78 CEOs. Engagement results are descriptive only. They show what drew a response, not what caused it.

The 34 variables are defined on page 9 and the limits of the study are set out on page 152.

APPENDIX

# What this study cannot say

Read the findings with these limits in mind.

**01** **It describes the largest companies, not every company**

This is a descriptive study of the CEOs of the largest US B2B companies, not a representative survey of B2B CEOs.

**02** **The scores are AI ratings**

Every post was rated by AI against a fixed rubric, and the scoring was checked on samples, not post by post.

**03** **It cannot see reach or results**

Impressions, reach, clicks and return on investment do not show on a public post, so none are measured here.

**04** **It cannot tell who wrote a post**

Who drafted each post is unknown. The voice ratings describe the words on the page, not who put them there.

**05** **Post ages are relative**

LinkedIn shows how old a post is, not the date it went up, so exact dates and the timing of posts cannot be measured, and posting frequency is an estimate from post ages.

**06** **Some large feeds are sampled**

For 11 large feeds, LinkedIn loaded only the 20 most recent cards, so those CEOs keep their original samples of up to 12 posts.

**07** **Replies were not measured**

Whether CEOs replied to comments on their posts was not measured.

**08** **Engagement patterns are not causes**

Engagement comparisons show which posts drew more response, not that a trait caused it.

**09** **Format and link data are partial**

Format and outbound link data cover only the cards captured on October 26, 2026.

APPENDIX

# The 109 CEOs analyzed

Alphabetical by last name, with company and industry. The blue number is posts scored in the window. The 54 CEOs with 10 or more posts are profiled individually from page 93.

**A**

**Giordano Albertazzi** 9
Vertiv Holdings · Industrial

**Cristiano R. Amon** 45
Qualcomm · Tech

**Andrew Anagnost** 12
Autodesk · Tech

**Steve Angel** 10
CSX · Transport

**Tim Archer** 1
Lam Research · Tech

**Peter J. Arduini** 16
GE HealthCare Technologies · Healthcare

**Jon Vander Ark** 7
Republic Services · Industrial

**Nikesh Arora** 20
Palo Alto Networks · Tech

**Lisa Atherton** 1
Textron · Industrial

**Jack Azagury** 7
Insight Enterprises · Tech

**B**

**Paul Bay** 4
Ingram Micro Holding · Tech

**Christophe Beck** 42
Ecolab · Materials

**Tom Bell** 12
Leidos Holdings · Tech

**Marc Benioff** 21
Salesforce · Tech

**Maria Black** 3
Automatic Data Processing · Industrial

**Rainer Blair** 8
Danaher · Healthcare

**Jim Boyle** 9
Medline · Healthcare

**David Bozeman** 25
C.H. Robinson Worldwide · Transport

**Bill Brown** 9
3M · Materials

**C**

**Chris Caldwell** 19
Concentrix · Tech

**Christopher Calio** 1
RTX · Industrial

**Karen S. Carter** 7
Dow · Materials

**Marc Casper** 5
Thermo Fisher Scientific · Healthcare

**Martina Cheung** 7
S&P Global · Financial

**Joe Creed** 11
Caterpillar · Industrial

**Larry Culp** 11
GE Aerospace · Industrial

**D**

**Michael Dell** 48
Dell Technologies · Tech

**F**

**Rob Fauber** 13
Moody's · Financial

**Raul Fernandez** 10
DXC Technology · Tech

**Larry Fink** 2
BlackRock · Financial

**Jim Fish** 2
Waste Management · Industrial

**Adaire Fox-Martin** 8
Equinix · Other

**Erik Fyrwald** 13
International Flavors & Fragrances · Materials

**G**

**Phil Gallagher** 6
Avnet · Tech

**Takis Georgakopoulos** 3
Fiserv · Financial

**Mark George** 7
Norfolk Southern · Transport

**Sassine Ghazi** 10
Synopsys · Tech

**Sasan Goodarzi** 16
Intuit · Tech

**H**

**Bryan Hanson** 6
Solventum · Healthcare

**Eric Hansotia** 17
AGCO · Industrial

**Gordon Hardie** 3
O-I Glass · Materials

**Mario Harik** 12
XPO · Transport

**John Heller** 7
Amentum Holdings · Tech

**Andrew Hider** 12
Baxter International · Healthcare

**Jason M. Hollar** 4
Cardinal Health · Healthcare

**Kevin Hourican** 9
Sysco · Other

**Jensen Huang** 9
Nvidia · Tech

**Neil Hunn** 11
Roper Technologies · Tech

**J**

**Peter Jackson** 10
Builders FirstSource · Materials

**Brad Jacobs** 17
QXO · Industrial

**Justin Jude** 3
LKQ · Industrial

**K**

**Vimal Kapur** 12
Honeywell Technologies · Industrial

**Lal Karsanbhai** 5
Emerson Electric · Industrial

**Chris Kastner** 4
Huntington Ingalls Industries · Industrial

**Patrick Kelleher** 13
GXO Logistics · Transport

Industry labels: Tech, Industrial, Materials (materials and energy), Healthcare (healthcare and life sciences), Transport (transport and logistics), Financial (financial and information), and Other for three companies outside the six groups.
Continued on page 154.

APPENDIX

# The 109 CEOs analyzed, continued

**K** **Arvind Krishna** 12
IBM · Tech

**L** **Ken Lane** 1
Olin · Materials

**Ron Lewis** 7
Ball · Materials

**Emmanuel Ligner** 10
Avantor · Tech

**Kevin Lobo** 10
Stryker · Healthcare

**Tom Long** 1
Energy Transfer · Materials

**M** **Clay Magouyrk** 3
Oracle · Tech

**Judy Marks** 42
Otis Worldwide · Industrial

**Robert Mauch** 5
Cencora · Healthcare

**John C. May** 4
Deere · Industrial

**Bill McDermott** 9
ServiceNow · Tech

**Padraig McDonnell** 12
Agilent Technologies · Tech

**Sanjay Mehrotra** 12
Micron Technology · Tech

**Sam Mehta** 17
L3Harris Technologies · Industrial

**Michael Miebach** 22
Mastercard · Financial

**Matt Murphy** 1
Marvell Technology · Tech

**Kevin Murphy** 3
Ferguson Enterprises · Industrial

**N** **Satya Nadella** 38
Microsoft · Tech

**Antonio Neri** 14
Hewlett Packard Enterprise · Tech

**R. Adam Norwitt** 6
Amphenol · Tech

**O** **Bill Oplinger** 6
Alcoa · Materials

**P** **Sundar Pichai** 16
Alphabet · Other

**Matthew Pine** 14
Xylem · Industrial

**Tom Polen** 9
Becton Dickinson · Healthcare

**Bob Pragada** 9
Jacobs Solutions · Industrial

**Jonas Prising** 3
ManpowerGroup · Industrial

**Ronnie Pruitt** 3
Vulcan Materials · Materials

**R** **Jim Reagan** 7
Science Applications International · Tech

**Vicente Reynal** 7
Ingersoll Rand · Industrial

**Chuck Robbins** 16
Cisco · Tech

**Horacio Rozanski** 11
Booz Allen Hamilton Holding · Tech

**Jennifer Rumsey** 20
Cummins · Industrial

**S** **Ravi Kumar S** 87
Cognizant Technology Solutions · Tech

**Scott Salmirs** 3
ABM Industries · Industrial

**Todd Schneider** 1
Cintas · Industrial

**Martin Schroeter** 11
Kyndryl Holdings · Tech

**Lorenzo Simonelli** 20
Baker Hughes · Materials

**Shelley Simpson** 39
J.B. Hunt Transport Services · Transport

**David Solomon** 31
Goldman Sachs Group · Financial

**Will Stengel** 1
Genuine Parts · Industrial

**Scott Strazik** 19
GE Vernova · Materials

**Jeff Strom** 14
Boise Cascade · Industrial

**Raj Subramaniam** 15
FedEx · Transport

**T** **Jim Taiclet** 15
Lockheed Martin · Industrial

**Hock Tan** 1
Broadcom · Tech

**Lip-Bu Tan** 26
Intel · Tech

**Ivan Tornos** 76
Zimmer Biomet Holdings · Healthcare

**Brian Tyler** 5
McKesson · Healthcare

**V** **Koti Vadlamudi** 3
Primoris Services · Industrial

**W** **Kathy Warden** 18
Northrop Grumman · Industrial

**Z** **Chad Zamarin** 11
Williams · Materials

**Patrick Zammit** 5
TD Synnex · Tech

**David Zapico** 6
Ametek · Tech

**John Zillmer** 1
Aramark · Industrial

109 CEOs, 1,372 posts scored, April 1 to September 30, 2026. Industry labels are explained on page 153.

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## ABOUT 26 CHARACTERS

26 Characters is a content studio that specializes in B2B content planning and execution. We build the plan, from growth blueprints and competitive assessments to publication calendars, then produce the work: executive LinkedIn programs, ghostwritten articles and blogs, research reports, case studies, newsletters and sales presentations. Every piece is written in the voices of your own experts.



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