WE HAVE OUTGROWN THE COMMUNICATIONS OFFICE

Where Does Your Value Live?



Most communications functions move across this continuum depending on the issue, capacity and organizational context. This is not a scorecard. It is a snapshot of where your team operates most often today.

DIRECTIONS *Mark the point that best reflects your current practice. 1 =mostly the left side, 3=it depends, 5=mostly the rightside.*

Producer We are brought in to make, write, post or send.	MARK ONE 1 2 3 4 5 MOSTLY LEFT MOSTLY RIGHT	**Strategist** We help define the goal, audience and approach before a product is chosen.
Messenger We receive information and distribute it.	MARK ONE 1 2 3 4 5 MOSTLY LEFT MOSTLY RIGHT	**Sensemaker** We connect patterns and help leaders understand what theinformation means.
Spokesperson We focus on what the organization needs to say.	MARK ONE 1 2 3 4 5 MOSTLY LEFT MOSTLY RIGHT	**Listener** We build listening loops and bring audience experience back into decisions.
Responder We act after aquestion, issue or crisis emerges.	MARK ONE 1 2 3 4 5 MOSTLY LEFT MOSTLY RIGHT	**Anticipator** We identify likely questions, risks and expectations before rollout.
Department Our office creates most important communications.	MARK ONE 1 2 3 4 5 MOSTLYLEFT MOSTLY RIGHT	**Organizational Capability** We build standards, tools and confidence so the entire organization communicates better.

REFLECT Star the row where you create the greatest value today. Circle the row with the greatest opportunity to grow.

WHERE ARE YOU ALREADY OPERATING BEYOND PRODUCTION?

WHAT WOULD HELP YOU MOVE ONE STEP FURTHER?

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Move One Thing Upstream



> Choose one recurring project, process or relationship where earlier communications involvement could improve the outcome.

1. Choose the Work

Project, process or relationship: _____

What result is the organization trying to achieve? _____

Who is most affected? _____

2. Map the Current Entry Point

*Place an X where communications enters today and an * where it could add the most value.*

1 Problem named	2 Options shaped	3 Decision made	4 Implementation planned	5 Message created	6 Audience responds	7 Learning applied
X *	X *	X *	X *	X *	X *	X *

3. Name the Contribution

Earlier involvement would help us:

- [ ] Bring audience insight
- [ ] Surface risk and likely questions
- [ ] Clarify the goal and framing
- [ ] Build a feedback loop
- [ ] Strengthen listening
- [ ] Align departments and leaders
- [ ] Support implementation
- [ ] Other: _____

4. Make Room

To take on this work, what can you stop, simplify, standardize or share?

What is the biggest barrier to entering earlier, and what relationship or routine could help remove it?

5. Make the Move

I WILL MOVE COMMUNICATIONS UPSTREAM BY:

My first conversation will be with: _____ By: _____

I will know it is working when: _____

Start with one recurring piece of work. The goal is not to be in every room. It is to enter the right work early enough to help shape it.