

# Communications Function Maturity Scale™

This exercise can give you more precise insights on which operational areas of your organization are working well, and which parts require attention to elevate your team to a high performing strategic communications function.<sup>1</sup>

Fill out the scale based on the best available information you have today. Keep in mind that the exercise is designed to capture your current state, not your aspirational future state.

Answer each question, tally up your score first by section, and then calculate the total for all answers.

## 1. Organizational Design

- a. Is the reporting structure for the head of communications appropriate (e.g. reports directly to the CEO or most senior executive level)?



- b. To what extent does your organization integrate internal and external communications strategically (e.g. in setting priorities, planning and aligning messaging)?



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1. *The Communications Function Maturity Scale™* is based on our research and experience with hundreds of client organizations, mainly in the public and para-public sectors, such as institutes, associations and not-for-profit organizations. While it can apply to a private corporation, sales and marketing issues are not covered within the scope of the tool or subsequent recommendations.

c. Does the communications function have an adequate level of human resources?



d. Does the communications function have an adequate budget?



e. Is it clear to communications practitioners what the target performance indicators are for their work (e.g. what communications and/or corporate indicators they are working towards)?



Total score for Organizational Design: / 50

## 2. Governance

- a. Does the organization have a current Corporate Strategic Communications Plan that aligns to the organization's overall Strategic Plan?



- b. Is the Corporate Strategic Communications Plan understood by the communications team and integrated into day-to-day practice?



- c. Are leaders across the organization aligned with the Corporate Strategic Communications Plan (e.g. are the organizational leaders doing their part to contribute to the Plan's implementation)?



- d. Are the responsibilities and accountabilities of the communications function clearly understood across the organization?



- e. Do internal clients, including executives, know how to engage the services of communications in a consistent and efficient fashion?



Total score for Governance: / **50**

### 3. Enablement

a. Does the communications function use an effective project management/tracking system?



b. Are employees equipped with the tools and technology they need to function properly?



c. Is there an effective approval process that enables, rather than impedes, performance?



d. Are the core processes of the communications function documented and understood?



e. Does the communications team have effective and regular staff meetings?



Total score for Enablement: / 50

## 4. Capability

- a. Does the communications team have the core competencies required to deliver the function effectively?



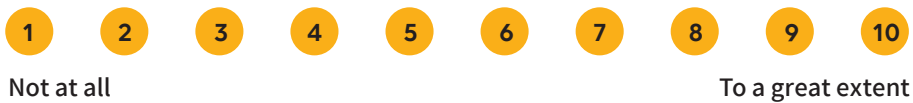
- b. Does the communications function have a culture of learning?



- c. Is appropriate technical or subject matter training offered to employees based on best practices in their area of work?



- d. Do training plans for communicators include professional development related to how they can contribute effectively as enablers, such as consultative skills or project management?



- e. Are leaders and executives equipped with the knowledge and skills required to contribute effectively to high performance communications?



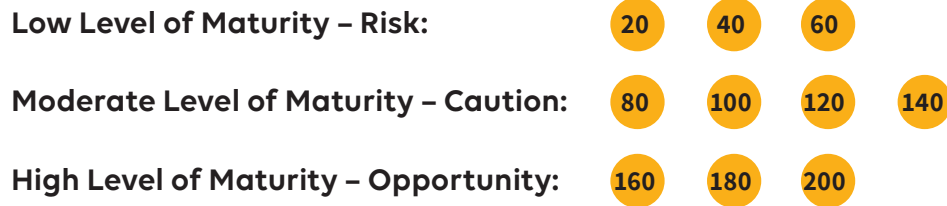
Total score for Capability: / **50**

## Scoring

Write your score for each dimension of maturity in the table below, then add up the total for your overall Maturity Score and mark it on the scale below.

| Dimension                     | Score        |
|-------------------------------|--------------|
| Organizational Design         | _____        |
| Governance                    | _____        |
| Enablement                    | _____        |
| Capability                    | _____        |
| <b>Overall Maturity Score</b> | / <b>200</b> |

## Overall Maturity Score



## Interpretation of Results

### Overall Maturity Score:

#### High Level of Maturity: Opportunity (160 and above)

An overall score in this range suggests that the communications function is effectively positioned and equipped to perform. To further ensure success, continued attention should be paid to each dimension of maturity. It is also important to consider long-term measures to maintain this level of maturity over time, such as succession planning and upskilling the team.

#### Moderate Level of Maturity: Caution (80 to 159)

A score in this range indicates that deliberate steps are required to improve the team's level of functional maturity. A core area of required focus is likely to ensure that a Corporate Strategic Communications Plan, aligned to the organization's Strategic Plan, is in place and effectively executed. It may be helpful to conduct a more detailed assessment of each part of the communications function, to identify areas within the four dimensions requiring further attention.

#### Low Level of Maturity: Risk (20 to 79)

An overall score in this range points to an elevated degree of risk for the communications function. It signals a low prognosis for success in effectively delivering the level of communications value required to meet organizational and audience needs.

Begin by identifying the dimensions with the lowest scores and engage in a process to involve staff and executives in making improvements. There may be an opportunity to identify core interventions that could have a “flywheel effect” of building momentum and improving performance, such as tackling the fundamentals of strategic communications planning and governance.

### Maturity by Dimension:

Review your score for each dimension of maturity – Organizational Design, Governance, Enablement and Capability. A score of 30 or below demonstrates that attention in this area is required to ensure that your function is effectively set up to perform.