11 MISTAKES

CCOs Make Modernizing the Communications Function

1 Taking too narrow a view of the function.

Fixing an isolated pain point can simply move the strain somewhere else when strategy, structure, people and processes are tightly connected.

2 Waiting too long to show progress.

A modernization effort can lose credibility when months of assessment produce little that the team or senior leaders can see or feel.

3 Starting with the org chart.

Structure often becomes the first visible move even when the function's Strategy and DNA have yet to be defined.

4 Misreading the capability gap.

Leaders can make talent and resourcing decisions before understanding what capabilities the future function actually requires or where current capacity is going.

5 Doing modernization to the team.

Change designed largely behind closed doors can leave employees experiencing modernization as something imposed on them.

6 Measuring activity instead of impact.

Teams may continue reporting what is easiest to count, even when those measures say little about the value communications creates for the business.

7 Trying to solve AI before solving the function.

New tools can become the centerpiece of modernization even when the underlying strategy, processes and measurement remain unclear.

8 Assuming everyone shares the same definition of "modern."

New structures and tools can arrive while old behaviors and habits continue largely unchanged.

9 Ignoring timing and key partners.

Even sound changes can stall when they collide with major business moments or surprise the people whose support is required.

10 Opening every workstream at once.

When everything feels urgent, teams can become stretched across too many priorities and lose momentum across all of them.

11 Treating modernization as a project with an end date.

A function can be redesigned for today's business and begin falling behind again as the business and technology continue to evolve.

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