5 TENSIONS DEFINE THE MODERNIZATION CHALLENGE

The CCO Advisory at THE GROSSMAN GROUP

1 The CCO role has advanced faster than the function delivers

Access and influence are strong. Only 62% say the function shapes business strategy, and only 54% have measurement the CFO trusts.

2 The mandate is expanding faster than resources

A majority say every dimension needs to reach the Advanced or World-Class maturity stage within 12 months. Only 36% expect a budget increase. An expanding mandate without matching resources is the number one pain point.

3 AI is the biggest maturity gap, and not the biggest pain

54% rate their AI maturity stage as Foundational or Developing, while 88% say AI is already changing the work. AI uncertainty ranks fifth of eight pain points, behind resources, competing asks, reacting, and fragmentation.

4 The CCO is in the room, and the function is still being built to match

Reacting more than leading is the third pain point; work scattered across the company is fourth. When CCOs name the one move that would unlock the next stage, they name the operating model: a single leader, clear reporting lines, consolidated platforms, the right talent.

5 Modernization only counts if the business can see it

81% say communications is on par with or ahead of other functions. Only 27% think their CEO would say ahead. The functions that get credit report it in business terms. Measurement is the capability CCOs rate lowest and rank last as a pain point.

Together they tell one story. CCOs have greater strategic access and influence than the traditional narrative about the profession suggests. Now their functions need to get to the Advanced maturity stage, fast, and mostly with the budgets they have.

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