

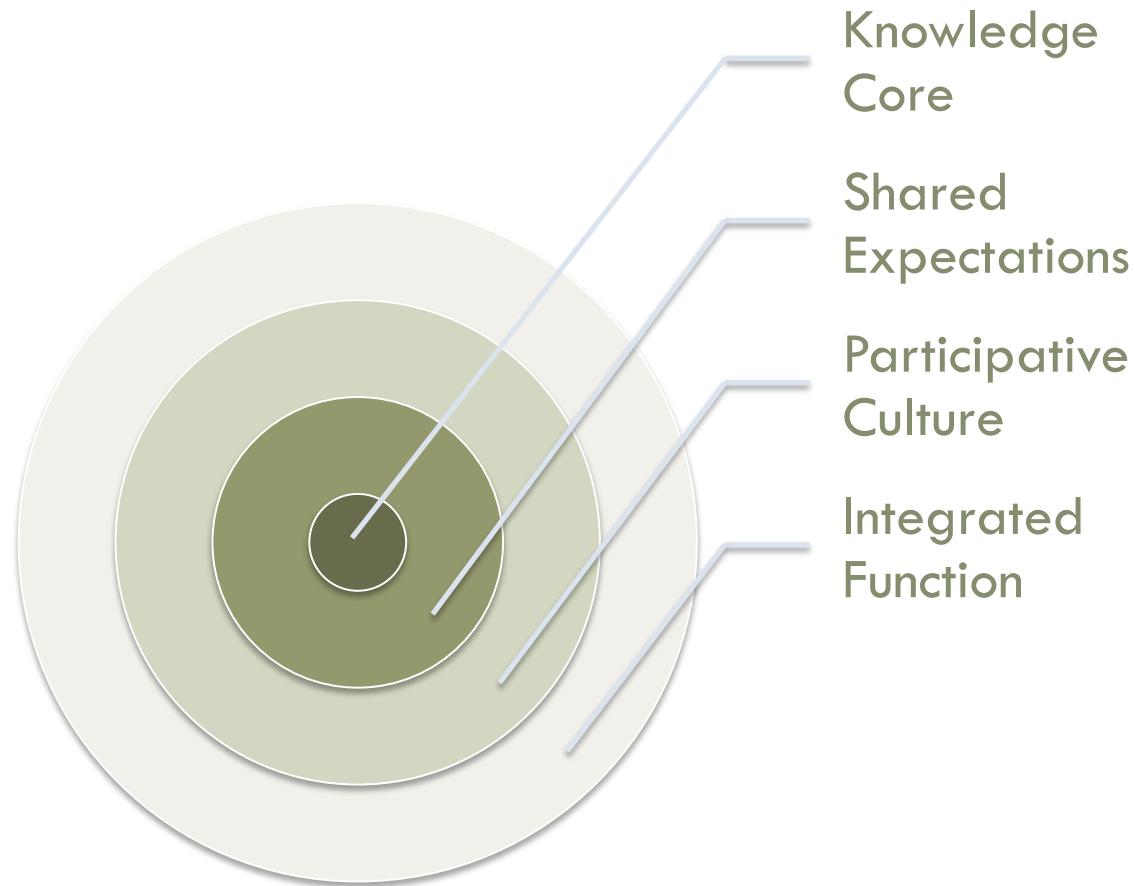
USING IABC'S EXCELLENCE MODEL TO EVALUATE YOUR COMMUNICATIONS FUNCTION

Accredited Business
Communicator and Master
Communicator

“building capacity in communications”

Cross  **ise**
communications ltd.™

IABC Excellence Study



Knowledge core

- **Strategic management skills** (Strategic communication planning, issues management, research used to plan, evaluate programs/projects, budget management)
- **Communication expert** (Communicators provide counsel, direction to other senior leaders; create communication policy; are the “go to” problem solvers for all communication issues and have accountability for results)
- **Two-way communication program expertise** (Both symmetrical, asymmetrical; adept at identifying audiences)
- **All on a foundation of communication craft skills** (Writing/editing, publication/project management, media relations)

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Shared expectations

- CEO/dominant coalition (Senior management)
 - Value, respect communications function/results
 - Demand communications results/accountability & communication goals linked to business goals
 - Expect communications to serve a strategic role as boundary spanner between stakeholders and the organization
 - Communicators have influence, not power.

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Participative culture

- Participative (open, equality, teamwork, empowerment, shared decision making)
- Values diversity, especially inclusive of women

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Integrated function

- Not officially part of the model, but critical to successful implementation of excellent communication
- All communications functions are integrated into a single department OR an effective coordinating mechanism is in place



What does it look like when you're there?

- Top communicator is a trusted advisor to the dominant coalition, not an order-taker
- Communications participates actively in the organization's strategic planning, does its own
- Communications activities produce results that enable the success of business goals

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