

To: Charlie Echo Oscar, CEO
From: Sameerah Ahmad, Consultant

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Re: Leveraging the CCO Function

The Chief Communications Officer (CCO) builds connections to influence attitudes and actions. CCO's practice counseling, collaboration, and coaching, among other functions. As a connecter, the CCO is able to offer a generalist perspective. CCO accountabilies embrace flow of information, stakeholder perceptions, and workplace culture.

The CCO's leadership communication process can ultimately support the functions of the Chief Executive Officer, Chief Financial Officer, and General Counsel:

**CEO** – Maintain a big-picture persepective and provide input on the factors that compare contextual risks and rewards. Promote organization-wide communication processes and consistency with shared values, including a positive workplace culture. Ability to speak "truth-to-power" while practicing appropriate context, content, and tone.

**CFO** – Identify, build, and sustain relationships with key financial stakeholders. Assist with timely and transparent communication within and across departments and employees. Support the flow of strategic interactions to satisfy interests. Help to translate and distill internal financial data for shareholders and public consumption when needed.

**General Counsel** – Strengthen risk management by strongly and authentically communicating shared values both internally and externally. Identify information useful to legal needs and processes. Ensure that internal and external communications are legally compliant. Awareness of best public relations practices in crisis management.

So how is this all achieved? Ultimately, the CCO facilitates the leadership communication process through three (3) interrelated phases:

## Strategy

- · Establish vision: strategic focus
- Communicate current realities
- Point to best achievable outcomes
- Assure reliance shared values

Execution

 Provide hope path: basis for dealing with difficulty

## Engagement

- Build teams with stakes in BAOs
- Communicate value-based missions
- Assure mastery: technical, practical and emotional competence
- Influence shared-value culture
- Lead stakeholder information flow

## . . .

Communicate plan toward BAOs
 Develop structures, systems and processes to execute and measure Encourage team autonomy initiative and collaboration Recognize benchmarks set and met Engage external stakeholders

Questions or comments regarding this memo can be directed to <a href="mailto:sahmad32@mail.depaul.edu">sahmad32@mail.depaul.edu</a> Reference: Bruce Harrison & Judith Muhlberg's "Leadership Communication..."