

MEMO

To: Charlie Echo Oscar, CEO
From: Sameerah Ahmad, Consultant
Date: 5/23/2016
Re: The Changing Role of the CCO

As the global economy transforms and enterprises evolve, the role of the Chief Communications Officer (CCO) is changing and shifting as well. To adapt effectively, “The New CCO,” as coined by the Arthur W. Page Society, must encompass three important roles:

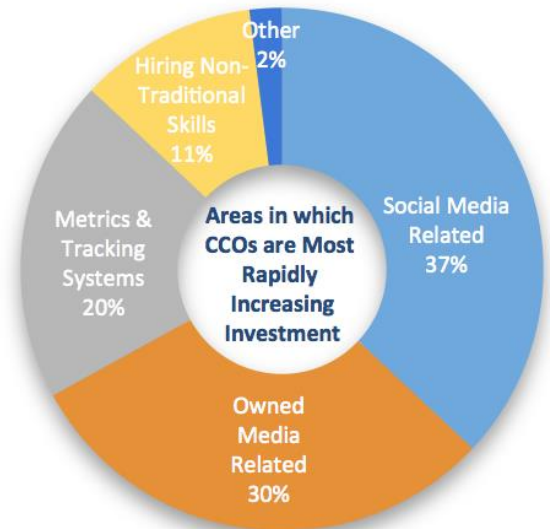
- Foundational CCO (strategic business leader and counselor, steward of enterprise reputation, and effective communicator).
- CCO as Integrator (direct working relationship with the CEO, peer relationship with the C-Suite to facilitate collaboration, define and activate corporate character).
- CCO as Builder of Digital Engagement Systems (leverage data to understand individuals, create channels and platforms to form connections, engagement to shape behavior).

Mark Bain, President of *upper90consulting*, offered the following in terms of the CCO function; “Expectations are growing for greater business value and social value.” Mark also argues that core communication skills are shifting from write/present/design to also include code/analyze/apply neuroscience.

Finally, five patterns correlate with the changing role of the CCO:

1. Shifting Investments
2. Increased Focus on Integration
3. Creation of New Job Roles
4. New Partnerships
5. New Measurements and KPIs

Reference: Arthur W. Page Society’s “The New CCO”



Some Things Stay The Same

It is important to note that while CCO’s must adapt to the changing world around them, one crucial quality of the function remains consistent: **TRUST**. “Trustworthy leadership communication is required to apply the glue of potential deals into every decision and action that is made by every company’s management. This puts the chief communication officer (CCO) in an *agent of trust* position” (Chapter 15 of Harrison & Muhlberg’s “Leadership Communication”).

Twitter Teachings

Roger Bolton, President of the Arthur W. Page Society, tweeted the following in response to a #PRAD595 conversation: “The CCO is the trust steward!” (5/10/16).