

# COMMUNICATIONS JOB FUNCTIONS AND EXPECTATIONS

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## **Define the right role before you assign the right role.**

There are no winners if you fill a position without an awareness of the difference between function, competency, and capacity.

For example, if you expect a graphic designer to drive organizational strategy appropriate for a senior-level leader, you've put them in an oversized role where the title outweighs their capacity.

Or, if you put a strategic competent leader in role reduced to project execution, you've stripped them of access to steer results.

In too many cases, the "catch-all Communications Director" fails to win because they have all of the responsibility without the authority or all of of the authority with none of the responsibility.

Identify a communications advocate who helps keep the strategy in front of people at all times. They may not be the decision-maker, but they know what questions to ask and how to get things done.

**The Communications Advocate role can sit at any level in the organization at all kinds of capacity. The key is to have one.**

*Look around your organization and ask, who can be our advocate?*

#### **DIRECTOR**

*Leads at a high organizational level; directs strategy and teams*

- Chief vision and brand advocate
- Strategic leader, champions organizational culture, values and goals
- Provides clarity for internal and external content
- Simplifies the complex from 30,000 ft. to 3 ft.
- Develops people & shapes environments
- Works **on** the business so others can work **in** it
- Sits on the executive team or has regular collaborative connection with executive team

Alternative: **Executive Champion, CMO, Experience Director, Creative Director, Producer**

#### **MANAGER**

*Leads at a project level; directs timelines, tasks, and people*

- Operational advocate - budget, tasks, projects
- 2nd chair leader. Takes initiative. Asks questions. Offers alternatives. Boundary-keeper.
- Team synthesizer - directs and distributes internal and external content
- Systems-thinker who can connect dots and bring it all together with a holistic perspective
- Develops projects with a collaborative connection with the reporting director

Alternative: **Air-Traffic Controller, Brand Advocate, Customer Champion, Production Director, Process Architect**

#### **COORDINATOR**

*Organizes work, manages projects*

- Anticipates action, knows what people may need before they ask
- Takes initiative, offers suggestions, and closes gaps to get the work done
- Not afraid to ask for help
- Contributes to development of a volunteer culture
- Curates more content than they create; makes existing information easier to find and use

Alternative: **Operations, Admin, Advocate, Production Assistant**

#### **SPECIALIST**

*Produces the thing, makes the craft, brings the unique skill set*

- Artist, creative, producer, talent, technician
- Does the technical work no one else can do
- Expert at coding, designing, writing, shooting, editing, production, etc.
- Proficient at using current tools and technology
- Takes technical & artistic direction in order to reach visionary goals
- This role can easily be outsourced or contracted

Alternative: **Craftsman/Craftswoman, Freelancer, Contractor, Designer, Social Media Engagement Champion**

Many times, the right person can carry a little from each category. But, it's important to clarify what percentage of their job is dedicated to what. Be objective about any areas where they might need support to fill gaps (in mindset and skill set).



Are you trying to get the right people  
in the right roles for the right reasons?  
We're here to help you get there faster.  
Create alignment in your organization  
so you can accomplish your purpose.

**Ask our experts a question or schedule a 30 minute  
consultation—on the house.**

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