

CFAM4.4.4

Co-ordinate communications functions and the dissemination of the organisation's communications



Overview

This is about providing advice on strategic corporate direction, via liaison with other managerial departments such as policy, finance and personnel, to identify communications targets and outcomes so that specialist groups receive accurate communications in support of corporate objectives.

For the purpose of this unit, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operation unit, with a relative degree of autonomy, within a larger organisation.

The abbreviation 'PR' denotes 'public relations' throughout this unit.

This unit is recommended for all senior managers with responsibility for managing communications regarding an organisation. Such managers might be employed directly by the organisation or work for a PR agency/consultancy.

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Performance criteria

- You must be able to:*
- P1 identify the organisation's management functions and key employee groups, and establish their communication's requirements, both in terms of information sought and information to be imparted
 - P2 agree communications objectives with the organisation's management functions and employee groups which are in line with the organisation's corporate objectives
 - P3 develop and agree communications strategies and plans with the relevant functions, designed to fulfil their communications requirements, and which are in line with communications objectives
 - P4 ensure that internal and external communications are managed and support the organisation's overall objectives and priorities
 - P5 ensure that internal communications address identified needs promptly and make effective use of the available range of communications tools
 - P6 monitor the effectiveness of communications activity and make recommendations towards adjusting strategies and plans accordingly

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the importance of co-ordinating communications and ensuring that an organisation's communications are in line with agreed corporate strategy
- K2 methods for ensuring the effective co-ordination of communications across an organisation
- K3 types of communications tactics and tools available within organisations and how to deploy these
- K4 potential barriers to effective communications, both internal and external, and methods for overcoming these

You need to know and understand:

Industry/sector specific knowledge and understanding

- K5 legal, regulatory and ethical requirements affecting communications within and by an organisation
- K6 legal and regulatory frameworks governing relationships between employers and their employees

You need to know and understand:

Context specific knowledge and understanding

- K7 the organisation's corporate strategy and the remit of each business function
- K8 the organisation's principal business functions and their communications needs
- K9 line of communication within the organisation and their relative merits
- K10 the organisation's internal culture and politics
- K11 the organisation's structure, and key lines of influence

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Additional Information

Behaviours

1. You listen actively and ask questions, clarifying points to check mutual understanding
2. You identify clearly the value and benefits to people of the proposed course of action
3. You show sensitivity to others needs and interests and manage these effectively
4. You recognise changes in circumstances promptly and adjust activities accordingly
5. You demonstrate a collaborative style designed to build trust and goodwill
6. You treat management functions and key employee groups as internal stakeholders

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