

Communications Capacity Scorecard

Where is visibility, understanding, and support breaking down?

Circle the description that best fits your organization today.

CATEGORY	1	2	3	4
1. Outcome Clarity	We communicate mostly about activities and programs. We haven't defined what change we're trying to create.	We have broad goals but haven't translated them into communications priorities.	We have 1–3 clear outcomes that can guide communications, but don't use them consistently.	Communications work is consistently tied to clear outcomes and real organizational movement.
2. Strategic Positioning	We describe ourselves by programs or services. Our framing doesn't reflect the larger role we play.	We have positioning language, but it's too broad, too technical, or not clearly tied to community value.	We can explain the larger role we play, but this framing isn't consistently used.	People understand why our work matters beyond any single program. Our positioning is clear and embedded.
3. Internal Alignment	Staff, board, and leaders explain the organization differently. There is no shared language.	Some shared understanding exists, but board and staff still emphasize different things.	Staff and board are mostly aligned around direction, positioning, and key language.	Staff, board, and key ambassadors share a clear, confident understanding of who we are and where we're going.
4. Priority Audience Clarity	We communicate to “everyone.” Our outreach stays broad with no clear target.	We can name key audiences but haven't defined what we need each one to do.	We've defined priority audiences and the actions we need from each.	We know who must move, what they need to do, what gets in the way, and what would make action more likely.
5. Relevant Stories & Proof	Stories and proof points are rare or disconnected from audience needs.	We have some stories, but don't use them consistently or tailor them to different audiences.	We regularly use stories and examples to make our work concrete and understandable.	We have a strong bank of stories and proof points that help different audiences see why the work matters to them.
6. Message & Visual Consistency	Our materials don't consistently look or sound like they come from the same organization.	We have basic standards, but they're applied unevenly across materials, channels, or teams.	Message and visual identity are consistent in most public-facing materials, with some gaps.	Words, visuals, and materials consistently reinforce one clear organization across all channels and formats.
7. Reach & Reinforcement	Communication happens in bursts or when something is urgent. We're not intentionally reinforcing key ideas.	We communicate regularly, but the message mix is uneven — too much news, not enough of the larger story.	We have a basic rhythm and intentionally repeat key messages for some priority audiences.	A structured system reaches the right people, through the right channels, with the right message mix, often enough for awareness to build.
8. Relationship Communication	Key contacts are scattered or held in people's heads. Follow-up is reactive.	We have basic contact records and send some updates, but follow-up is inconsistent.	We have organized lists for key groups and use them for regular updates and stewardship.	Clear relationship groups, segmented lists, and intentional follow-up rhythms deepen trust and move people toward giving, referring, or advocating.
9. Ownership & Capacity	No one clearly owns communications, or it falls to whoever has time that week.	Someone is responsible, but communications is one part of an already-full role and is hard to sustain.	Ownership is mostly clear and roles are defined for some parts of the work. Capacity is still uneven.	Responsibilities are clear, realistic, and supported. Staff, board, or outside partners know what they own and can keep the work moving.
10. Workflow, Tools & Templates	Most communication is recreated from scratch. Content, files, and approvals live in different places.	Some tools and templates exist, but the process is inconsistent or depends on individual memory.	We have a basic workflow, shared files, and templates for planning, creating, and publishing.	A repeatable workflow — supported by tools, templates, and shared systems — makes consistent communication easier to execute.
11. Visibility & Progress Tracking	We don't regularly track whether communication is reaching people or leading to understanding or action.	We look at basic numbers occasionally, but they don't consistently inform decisions.	We review useful indicators — reach, engagement, inquiries, giving, referrals — with some regularity.	A simple tracking rhythm shows whether visibility, understanding, and audience action are improving over time.

How to Read Your Score

The most useful insight is where your low scores cluster. That pattern points to the actual gap and the kind of support that would help most.

GAP	SCORECARD CATEGORIES	WHAT IT TELLS YOU
Clarity Gap	1. Outcome Clarity 2. Strategic Positioning 3. Internal Alignment	Your organization may not be ready for more tactics yet. It needs clarity and shared direction before more communications activity will help.
Audience & Relevance Gap	4. Priority Audience Clarity 5. Relevant Stories & Proof	Your organization may know what it does, but not how to make it relevant to the people who must act.
Reinforcement & Relationship Gap	6. Message & Visual Consistency 7. Reach & Reinforcement 8. Relationship Communication	Your organization may be communicating, but not consistently enough or in the right mix to build awareness and trust.
Implementation Capacity Gap	9. Ownership & Capacity 10. Workflow, Tools & Templates 11. Visibility & Progress Tracking	Your organization may have ideas, but lacks the people, process, tools, or tracking to sustain the work.

A low score doesn't mean your organization is failing. It usually means communications structure hasn't caught up to your organization's work, growth, or goals — and that's exactly the kind of gap capacity support is designed to address.