



**PROJECTS A CHIEF OF STAFF OFTEN OVERSEES:**

**DIRECTLY SUPPORTING THE CEO**

- **Setting a leader’s strategic priorities:** Helping a leader identify the areas where they must direct their focus and identifying metrics for success. Revisiting regularly and evaluating progress.
- **Strategically managing a leader’s time:** working with assistant, looking at long term travel calendar, evaluating opportunities and determining fit with priorities.
- **Meeting preparation and follow up:** reviewing upcoming meetings for the week to ensure the leader has all of the information needed to be as productive as possible and sending out agendas or documents to meeting attendings as necessary.
- **Reviewing Internal and External Communications:** drafting company newsletters, reports, pitch decks, speeches or presentations for the CEO.
- **Monitoring information flow:** Sometimes acting as a gatekeeper, ensuring a CEO’s involvement in a project or decision making process at the right moment.

**MEETING & EVENT PREPARATION**

- Managing the meeting cadence for the board of directors and leadership team, ensuring materials are sent in advance, time is well spent, and objectives are achieved.
- Planning and leading company retreats, stepbacks, and other special events.

**PROJECT MANAGEMENT**

- Overseeing large, often cross-functional organization-wide projects or initiatives. Bring together multiple stakeholders and help drive decisions.
- Researching, benchmarking, analyzing data, and making recommendations.
- Creating systems and processes to streamline operations.

**STRATEGIC PLANNING**

- Leading annual strategic planning for the company.
- Creating & updating dashboards for reviewing key performance indicators.

**HIRING AND MANAGEMENT**

- **Leading hiring processes:** drafting & posting job descriptions, outlining an interview process, and screening candidates for roles reporting into the CEO.
- **Office of CEO team management:** hires and directly manages others in the office of the CEO. This may include executive assistants, special projects managers, speech writers, or others.

**WHAT DOES A CHIEF OF STAFF DO?**

*The chief of staff role varies dramatically from sector to sector and company to company. It is, therefore, rather challenging to define comprehensively. Here we outline some common themes one sees in all chief of staff roles, as well as some tangible examples of work chiefs of staff often lead.*

**COMMON THEMES FOR ALL CHIEFS OF STAFF:**

- **Being the right-hand person •**  
A chief of staff is always there for the leader she works with. She is a trusted adviser who can be called on at any moment to provide support.
- **Lightening the load •**  
A chief of staff makes a leader’s life easier. She takes over tasks and duties the leader would otherwise be doing herself, whether that’s managing a team, preparing for key meetings, or leading high-stakes projects.
- **Connecting the dots •**  
A chief of staff must be well connected with those reporting into a leader, and others across the organization, in order to influence outcomes. She often has a bird’s-eye-view across teams and departments, and is able to connect the dots in ways others are not.