

ELEVATING YOUR ORGANIZATION'S EXECUTIVE LEADERSHIP

HOW A CHIEF OF STAFF ENHANCES
LEADERSHIP PERFORMANCE AND
BOOSTS ORGANIZATIONAL STRENGTH

PRIME
CHIEF OF STAFF



PSP
METRICS

One simple reality underlies many of the complex challenges that organizations are facing: it is harder than ever for executives to lead effectively.

Regardless of sector, industry or size, organizations are confronting new risks, ranging from health and HR crises to serious geo-political tensions to supply-chain bottlenecks. Working in this highly pressured environment, it's not surprising that executives are struggling to meet these challenges. And many top executives know it.

According to the [Conference Board's C-Suite Outlook 2022](#), **less than 40% of CEOs believe they are well prepared to meet challenges posed by a major crisis** related to inflation, cybersecurity, supply chain disruptions or climate change.



DEFINING THE SUCCESSFUL LEADER

Even in these challenging times, organizations can boost executive success. They can take deliberate actions to activate and enhance leadership practices that were first proposed by Peter Drucker in the 1970s and refined since then. Successful leaders are known for:



Time Management

Understanding and protecting their time



Understanding Priorities

Identifying and addressing goals, not distractions



Focus

Attending to outcomes, not outputs



Decision Making

Aligning decisions with the organization's "North Star"



Deployment of Strengths

Building on their strongest assets



Ability to Communicate

Ensuring clear communication at all levels

ELEVATING EFFECTIVE LEADERSHIP WITH A CHIEF OF STAFF

The study of these practices may have originated 50 years ago but the intervening years haven't made their implementation any easier. Significant — even transformative — improvements are possible, when a skilled Chief of Staff enters the organization.

Military and political leaders have long known the value of having a strong right hand at their sides but today, Chiefs of Staff are found across all sectors and industries. Their role is to provide organizations with targeted support that helps drive leadership success across each of the effectiveness practices.

One frequent misconception about effective Chiefs of Staff is that they must come with certain credentials or specific experience. What we have found in working with hundreds of organizations, however, is that a Chief of Staff's work background is usually less important than their character traits and competencies.



According to a study by McKinsey & Company, **only 9% of executives are highly satisfied with how they spend their time.**

“ A Chief of Staff's primary duties are to make time, information and decision-making more effective.”



**THE CASE FOR
A CHIEF OF STAFF**
MAY-JUNE 2020

NINE TRANSFORMATIVE COMPETENCIES

Based on a recent study by employment researcher PSP Metrics in partnership with Prime Chief of Staff, we have identified nine competencies that make Chiefs of Staff successful.



STAMINA

Maintains a high level of enthusiasm on the job

Acting as the right hand to a high-powered executive requires the ability to maintain a consistent level of energy and enthusiasm on the job. The Chief of Staff's responsibilities span the gamut from the tactical to the strategic. Having enthusiasm, commitment and stamina are critical in order to model strong behaviors for the greater team.



GUARDIANSHIP

Holds oneself accountable for the responsible use of company resources and information

As a senior representative of the organization, a Chief of Staff upholds its ideals and principles and has the integrity to make appropriate, responsible, and legitimate choices. This competency must be present at all decision points, from how expenses are reported to what actions are taken when the executive isn't present.



ANALYTICAL ORIENTATION

Uses data and information to analyze and solve problems

A Chief of Staff's analytical competency ensures that executive decisions are informed by reliable, accurate and objective information that has been analyzed and summarized to capture differing, but relevant, perspectives.



HUMILITY

Prefers working behind the scenes, rather than in the spotlight

A successful Chief of Staff takes pride in working behind the scenes to bolster others. They are less concerned with having a public profile and more focused on impact and the greater good of the organization.



TIME GOVERNANCE

Coordinates time and resources to effectively accomplish objectives within an allotted time period

Because time is the executive's most precious resource, a Chief of Staff ensures that they make the best use of their hours. Serving as the first and last line of defense against the incessant demands made upon a leader's schedule, the Chief of Staff activates the "4 D's": they do, delegate, defer or drop work that the executive doesn't need to do on their own.



DIPLOMACY

Resolves conflict by facilitating agreement or compromise

Since teams rarely see eye-to-eye on every executive decision, the Chief of Staff must be able to facilitate agreement and negotiate compromises across the organization. This diplomacy delivers long-term value because it supports the leader in sending clear messages about why decisions are made and ensures an aligned path forward for the organization.



EMOTIONAL INTELLIGENCE

Manages own and others' emotions to optimize interactions and relationships

Because the Chief of Staff works up, down and across the organization, emotional intelligence is critical to being influential in the role. A Chief of Staff must understand how people operate, how decisions are made, and how organizational dynamics are expressed.



PROFESSIONALISM

Adheres to professional standards with tact and poise

The Chief of Staff represents the organization and must uphold high standards of conduct in all interactions. Serving as a culture champion for the organization, they are expected to model desired company behaviors. It is also important in this role to manage dynamic, and often intense, relationships while maintaining professional boundaries.



OBJECTIVITY

Remains impartial and is not interested in personal gain

Organizations are made up of different functions, from finance to marketing, but the Chief of Staff navigates across those areas to ensure the best ideas come forward. This requires them to maintain objectivity and impartiality to seek the best outcomes for the broader organization.

ENSURING SUSTAINABLE SUCCESS WITH A CHIEF OF STAFF

The in-depth research conducted by Prime Chief of Staff and PSP Metrics reveals that these nine competencies define and drive the success of a Chief of Staff. Together, they create a holistic framework that enables leaders to become more efficient, staff more productive and organizations more effective.

Looking ahead, leadership challenges will continue to mount in an ever-more complex global environment. Prime Chief of Staff helps organizations meet these challenges by establishing high-functioning executive offices, led by Chiefs of Staff, to support, enhance and elevate executive effectiveness.

Prime Chief of Staff will:

- **Administer a proprietary effectiveness diagnostic to evaluate functions within the executive office**
- **Determine the most impactful opportunities for optimizing functions and roles**
- **Source, assess and place exceptional talent to fill these unique “right hand” positions**



If you are interested in hiring a Chief of Staff to level up your organization or are interested in learning more about the Chief of Staff role, visit primechiefofstaff.com to speak with a Chief of Staff expert.

SHARE THIS SUMMARY WITH YOUR EXECUTIVES

ELEVATING YOUR ORGANIZATION'S EXECUTIVE LEADERSHIP

Today it is harder than ever for chief executives to lead effectively. Organizations are confronting new risks while struggling with unprecedented challenges. However, new research finds that significant – even transformative – improvements are possible when a skilled Chief of Staff joins an executive office.



“ A Chief of Staff’s primary duties are to make time, information and decision-making more effective.”
— Harvard Business Review

NINE TRANSFORMATIVE COMPETENCIES

What does it take to manage executive effectiveness? A recent study identified nine competencies of successful Chiefs of Staff:



ANALYTICAL ORIENTATION



TIME GOVERNANCE



DIPLOMACY



GUARDIANSHIP



STAMINA



HUMILITY



EMOTIONAL INTELLIGENCE



PROFESSIONALISM



OBJECTIVITY

ENSURING SUSTAINABLE SUCCESS

Create a strong, more-future ready organization. Discover how Prime's trusted advisors can help your organization:

- Evaluate c-suite effectiveness
- Establish an executive office framework
- Identify talent for right-hand roles

PRIME CHIEF OF STAFF IN ACTION:

99% SUCCESS RATE

+120 PRINCIPALS

Want to learn more about what we do and the results we deliver? Visit primechiefstaff.com to speak with a Chief of Staff expert.