# Chief of Staff Enterprise Certification Programme

Unlock the potential of your chiefs of staff to transform your organisation's performance.

About the Chief of Staff Association

The Chief of Staff Association is the global peak body representing the chief of staff profession. Our members comprise the most accomplished and dedicated chiefs of staff in the world.

We help organisations solve complex global challenges by professionalising the chief of staff role to drive organisational effectiveness and make a positive impact on society.
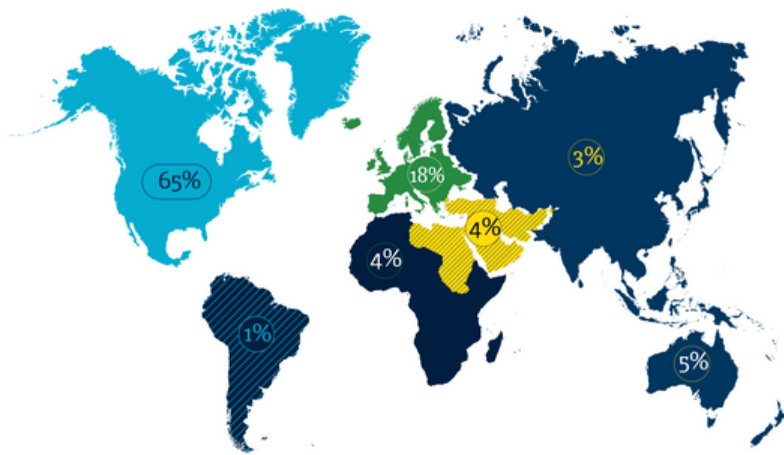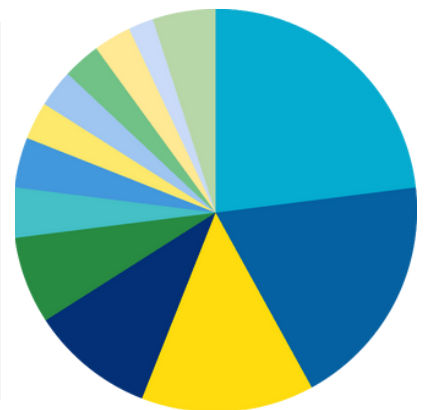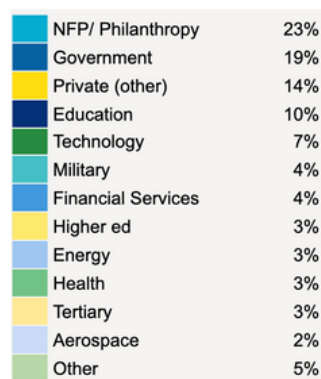

Global Presence in 70 Countries

The CSA is the world's most expansive membership organisation for chiefs of staff, with members occupying positions of influence in more than seventy-five countries.

Diverse Cross Section of Industries

CSA is an engaged and diverse community of chiefs of staff from all over the world in a vast range of industries, geographies and professional backgrounds.

Industry	%
NFP/ Philanthropy	23%
Government	19%
Private (other)	14%
Education	10%
Technology	7%
Military	4%
Financial Services	4%
Higher ed	3%
Energy	3%
Health	3%
Tertiary	3%
Aerospace	2%
Other	5%

Our Members represent a wide variety of organisations:

Enterprise Certification

Over 40 hours of training, access to a global network of influential chiefs of staff, ongoing professional development plus more.

Core Competency Programme

The programme consists of ten online modules developed from an analysis of over 2,000 chiefs of staff. Participants take part in live and recorded sessions of executive education experts to deepen their understanding.

Live Sessions with Expert Facilitators

Participants engage in one-hour live sessions with an expert facilitator each week to curate thoughtful engagement, learning, and discussions amongst participants.

Certified Chief of Staff®

After completing the requirements of the Core Competency programme, participants receive the industry recognised title Certified Chief of Staff® (Level 1). Certification validates the skills and competency of chiefs of staff, signalling professional excellence and capability as well as their expertise and capacity. Certification validates their skills and communicates to employers a commitment to upholding the high professional standards. In a competitive landscape, industry recognition becomes a valuable asset, distinguishing certified chiefs of staff.

Dedicated Engagement Managers

Dedicated Engagement Managers ensure smooth onboarding, a consistent point of contact and regular updates on participants' progress.

Cost

$3,500 US per person, with a minumum of eight participants.

Core Competency Programme (Certified Level 1)

The Core Competency Programme is the highest quality training programme for chiefs of staff available today. Successful completion of the programme earns the coveted Certified Chief of Staff ® title.

Duration:
12 weeks

Format:
10 Online Modules, weekly Live Sessions

Time required:
4 hours per week

Assessment:
Capstone project plus examination

Structure:

Weekly Modules

10 modules released on a weekly basis including pre-reading, recorded sessions, and comprehension questions.

Online Access

Modules are available asynchronously through our CSA Education Centre.

Live Expert Facilitation Sessions

Weekly discussion groups hosted by expert facilitators. Connect with other participants and dive deep into the subject matter at hand.

Assessment

At the conclusion of the ten-week course, an exam plus submission of a capstone project related to their current professional role is required.

Core Competencies:

- Leading Without Authority
- Negotiation & Soft Power
- Project Management
- Stakeholder Engagement
- Change Management
- How to Think Strategically
- Crisis Communication
- Briefing Your Principal
- Board Packages
- Polarity Management

Representative Learning Objectives

Module Learning Objectives:

<u>Project Management</u>
- Define a project, formulate a comprehensive project scope, and apply methods to measure success.

- Understand and utilise critical frameworks and methodologies in project management such as Work Breakdown Structure (WBS), Network Diagrams, and Critical Paths.

- Apply agile project management techniques such as Scrum and Kanban, and have an understanding of the different characteristics of the Planning Fallacy.

<u>Stakeholder Engagement</u>
- Identify key stakeholders who are affected by work, projects or decisions and can support or block important initiatives.
- Use mapping techniques to prioritise stakeholders' relative levels of influence and interests.
- Develop a stakeholder communications plan to inform stakeholders of progress against strategic decisions.

<u>Change Management</u>
- Identify and map the likely resistance points amongst critical stakeholders during the change management planning phase.

- Develop strategies to communicate the planned change with transparency, clarity and authority.

- Defuse pressures within the organisation and ensure the implementation of the necessary change while minimising damage to organisational culture.

- Identify the 10 rules of thumb for managing change.

Representative Learning Objectives

Module Learning Objectives:

How to Think Strategically
- Understand the role of a chief of staff in strategic thinking as a champion for the 'big picture', by optimising overall efficiency instead of focusing on perfection in small areas.

- Recognise the key principles for working in systems including the ability to study the underlying processes to address fundamental issues.

- Appreciate that the linear notion of cause-and-effect can be inapplicable in complex systems.

- Understand the three propositions from Henry Mintzberg and how they apply to successful leadership.

Crisis Communications
- Establish pre-crisis protocols, including a communications plan, to ensure readiness when a crisis arises.

- Organise the key stakeholders and communicate their roles through hard and soft reporting lines.

- Learn to reflect upon and critically analyse crisis management plans and procedures after a crisis event occurs.

- Identify the four R's of Recovery and how to apply these as a chief of staff.

Briefing Your Principal
- Develop strategies to prioritise information effectively in briefings, ensuring that only the most critical points are communicated to senior leaders.

- Learn to apply clarity in communication by utilising plain language and structuring information in a way that enhances leader comprehension and decision-making speed.

- Assess and apply empathy by tailoring briefing content and delivery based on the leader's context, personality, and current workload to ensure the message is received with maximum impact.

Representative Learning Objectives

Module Learning Objectives:

Board Packs
- Identify and structure key components of a board pack to improve communication and facilitate strategic decision-making.

- Develop effective minute-taking practices that capture essential decisions, actions, and discussions while maintaining clarity and relevance.

- Analyse the Chief of Staff's role in ensuring board alignment with organisational strategy and improving overall board meeting effectiveness.

Polarity Management
- Identify and map polarities, distinguishing them from solvable problems to manage tensions effectively in leadership and organisational contexts.

- Develop actionable steps to maintain balance between opposing values while recognising early warning signs of imbalance.

- Apply polarity management principles to team dynamics and strategic planning, balancing expertise, customer focus, and goal-setting approaches.

- Facilitate conversations that support sustainable decision-making and adapt to organisational complexities.

Ideal Timeline & Important Dates

Below is an ideal timeline for module release, live sessions, and assessment completion. We accommodate for global time zones. Ideal cohort size is 15 people and a minimum of 10. Additional cohorts can be added for larger enterprises.

Ideal Timeline:

~1 Week	Access to CSA Education Centre	**Week 7**	How to Think Strategically
Week 1	Orientation	**Week 8**	Crisis Communications
Week 2	Leading Without Authority	**Week 9**	Briefing Your Principal
Week 3	Negotiation and Soft Power	**Week 10**	Board Packages
Week 4	Project Management for the C-Suite	**Week 11**	Polarity Management
Week 5	Stakeholder Engagement	**Week 12**	Final Session	Capstone Presentations
Week 6	Change Management	**Week 13 - 14**	Exam and Capstone due	Window for Evaluations

Important Dates

- **Capstone project:** Choose team & submit short brief by Week 2; draft throughout course, submit no later than 1 week after the Final Session

- **Exam:** Opens day of Final Session and closes 1 week later

- **1:1 with Facilitator:** One-to-one meetings with facilitator can be booked from Week 3 and will take place during Weeks 5, 6, 7

Ongoing CSA Membership

Membership of The Chief of Staff Association opens doors to a vibrant network of like-minded professionals similarly dedicated to the intricate challenges of the chief of staff role. Membership provides a platform for sharing invaluable experiences, seeking advice, and fostering meaningful connections.

Certification
Maintain professional recognition as a Certified Chief of Staff®

Mentorship
Receive personalised career guidance from senior chiefs of staff

Circles of Influence
Attend group discussions on various current topics

CoS Global Dialogue
Eligibility to attend the annual global chief of staff conference

Leadership Series
Learn from highly experienced chiefs of staff through invitation-only webinars

In-Person Events
Convene with chiefs of staff worldwide at private CSA functions

Speed Networking
iEngage at industry & location specific sessions to expand your network

Global Network
Access a directory of members from over 65 countries

Industry-Focused Topics
Tap into specialised knowledge to continue your professional development within your specific industry.

Chief of Staff Executive Education (Certified Level 2)

The CSA partners with the world's best universities to provide intensive in-person programmes designed specifically for senior chiefs of staff.

Location:
Saïd Business School, Oxford University

Format:
Lectures delivered by Oxford professors and professionals at the forefront of politics, diplomacy, and government.

Duration:
4 days

On completion:
Certificate of completion issued by Saïd Business School and The Chief of Staff Association.

Upcoming Programme Details

Location:
Harvard Business School

Format:
World-renowned Harvard faculty and classroom discussion analysing relevant case studies.

Duration:
4 days

On completion:
Certificate of completion issued by Harvard Business School and The Chief of Staff Association.

Upcoming Programme Details

Subject to additional fees based on executive education programme.

The Chief of Staff Association

www.csa.org

Learn more about our exceptional executive education for your organisation's chiefs of staff, contact Enterprise Growth Manager Justin Ailes at justin.ailes@csa.org or +1 (202) 631-0061

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