

Article Two

Chief of Staff - Why it matters to the leader and the team

Why a Chief of Staff matters to a leader:

- Acts as a thought partner and trusted advisor, giving the leader a confidential “brain buddy” to pressure-test ideas, surface risks, and challenge blind spots without politics getting in the way.
- Extends the leader’s bandwidth by handling cross-functional priorities, follow-through, and complex projects, so the leader can focus on vision, key relationships, and the decisions only they can make.
- Reduces noise and protects time by filtering information, triaging requests, and saying “no” or “not now” on the leader’s behalf, which directly lowers burnout and decision fatigue.
- Represents the leader in rooms they cannot be in, making decisions aligned with the leader’s priorities and values, so progress continues even when the leader is unavailable.
- Provides a succession and development pipeline, since a strong Chief of Staff builds an enterprise-wide view and can grow into senior leadership roles.

Why it matters to the team

Why a Chief of Staff matters to the team:

- Clarifies priorities and context so teams know what truly matters to the leader and the business, reducing confusion, rework, and shifting goalposts.
- Connects dots across functions, making sure initiatives have clear owners, dependencies are managed, and teams are not working at cross-purposes.
- Prevents communication bottlenecks by ensuring information flows both ways; translating strategy down to teams and bringing realtruth back up to leadership.
- Improves decision speed because the chief of staff prepares decisions in advance (framing options, risks, and data), so teams get faster, more consistent answers.
- Advocates for team health and culture, often spotting morale issues or friction early and coordinating fixes before they become crises.

Why this role matters more as you scale

As a business grows, the leader’s job shifts from doing and directing to orchestrating; a Chief of Staff is the “orchestrator of the orchestrator”.

Complexity increases: more people, products, markets, and stakeholders; the Chief of Staff becomes the integrator that keeps strategy and operations tied together.

Change is constant: new priorities, restructures, or big bets; the Chief of Staff helps sequence these changes and support the organisation through them so performance doesn’t fall off.

How to think about the role (practically)

For a leader, a great Chief of Staff is:

- Your strategic partner: “Are we doing the right things?”
- Your execution engine: “Are we actually doing them?”
- Your truth-teller: “What is really happening, and what do you need to hear?”

For the team, a great Chief of Staff is:

- The translator of vision into actionable plans.
- The unblocker who gets decisions, resources, and clarity.
- The connector who makes sure their work aligns with the bigger picture.

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