The Chief of Staff Association

Core Competency Programme

Refine your command of key technical skills that enable high-performance as a chief of staff.
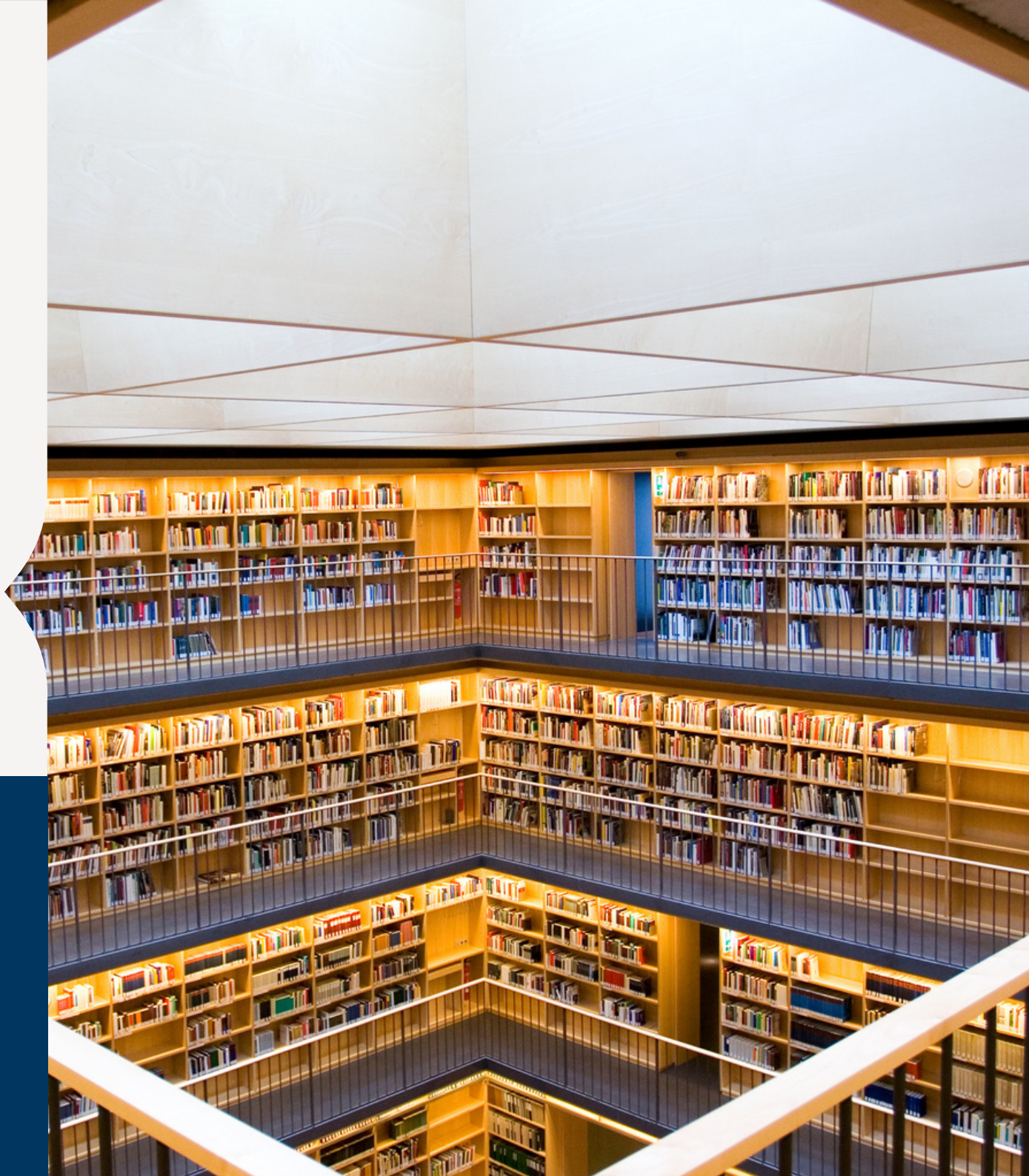
Overview

Duration: 10 to 12 Months

Format: 10 Online Modules

Time required: 4 hours per month

Assessment: Assignment

The Core Competencies

Rethink traditional approaches to the competencies that define success in the chief of staff role.

Benefit from the insights of experts as you build your CoS skillset with ten online webinars. Participate in collaborative discussion groups that enable you to reflect on critical learnings and share ideas with fellow chiefs of staff.

View Seminar Highlights

> Joining CSA as a seasoned career chief of staff, I wasn't sure if the Core Competency programme was right for me – but I soon learnt it was a perfectly balanced programme that brings together lots of tools, learnings and practical tips from top class lecturers, complimenting my existing skillset and joining the dots on individual strategic initiatives I am focused on delivering in my day to day role. The opportunity to attend the monthly webinars and connect with fellow chief if staffs on the subject, building a strong professional network, is an added bonus!

Miriam Reid, Chief of Staff, Beazley

Live Discussion Groups

Member led discussion groups hosted by senior chiefs of staff. Connect with other members and dive deep into the subject matter at hand.

Monthly Modules

Modules are released on a monthly basis. You can expect to commit approximately 4 hours of learning per module.
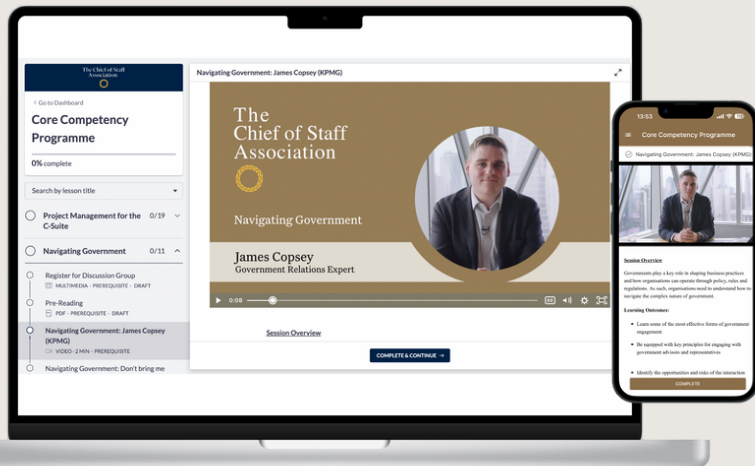
Access Online via Desktop or Mobile App

Modules are available asynchronously through our CSA Education Centre.

Assessment

You will be prompted with thought-provoking questions throughout each module. Each module will also include a final assessment designed to apply your learnings practically. You have one month to complete each module.

Project Management

A project management masterclass that recognises the role of chiefs of staff as overseers of organisation-wide projects.

Learning Objectives

- 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.

Prof. Yael Grushka-Cockayne
The Darden School of Business

James Copsey
Lead Partner (Government Affairs)
KPMG Australia

Navigating Government

Governments play a key role in shaping business practices and how organisations can operate through policy, rules and regulations. As such, organisations need to understand how to navigate the complex nature of government.

Learning Objectives

- Learn some of the most effective forms of government engagement
- Be equipped with key principles for engaging with government advisors and representatives
- Identify the opportunities and risks of the interaction between technology and government relations

Negotiation & Soft Power

Learn how to manage difficult conversations with stakeholders and negotiate win-win outcomes for your principal and organisation.

Learning Objectives

- Identify and prioritise key interests and outcomes in negotiation.
- Develop practical techniques to manage difficult conversations and effectively negotiate 'win-wins' when feasible.
- Expand your strategic capacity by monitoring organisational politics and developing your personal influence.

Prof. Connson Locke
London School of Economics

Stakeholder Engagement

Learn how to manage and prioritise the vital relationships that affect organisational performance and reputation.

Learning Objectives

- 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.

Prof. Lite Nartey
INSEAD
Fontainebleau France

Organisational Culture

As the conduit between leadership and staff, learn how chiefs of staff can 'take the organisational pulse' to optimise culture for performance.

Learning Objectives

- Understand what 'culture' really means, how it works and its effect on performance.
- Measure and map the effectiveness of an organisation's culture in supporting its primary objectives.
- Re-orientate an organisation's cultural rules and conventions to support, rather than hamper, the enterprise purpose.

David Bryum
General Manager
Human Synergistics Australia

Prof. Patrick Dawson
University of Aberdeen

Change Management

Learn how to defuse pressures and ensure the implementation of necessary change while minimising damage to organisational culture.

Learning Objectives

- 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

Crisis Communications

Acting as a liaison between key stakeholders, this session positions chiefs of staff as 'chief convenors' who can provide clarity during crises.

Learning Objectives

- 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.

Amanda Coleman
Crisis Communications Expert
(Former Manchester Police)

How to Think Strategically

Uncovering and appreciating the drivers – and barriers – to success is a vital process as a chief of staff. In this seminar, Ken Whitton discusses what is meant by 'strategic thinking' and examines its critical relevance for chiefs of staff.

Learning Objectives

- 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

Ken Whitton
Organisational Strategy Expert

Leading Without Authority

As a chief of staff, learn to use tools of influence to implement organisational-wide strategy and lead cross-functional teams without direct authority.

Learning Objectives

- Use agentry, strategic communication and diplomacy to drive change, particularly in the face of considerable resistance.
- Learn to build "co-elevating" relationships and sustainable networks.
- Define your identity and core values, and use them to inform your leadership style and drive initiatives.

Keith Ferrazzi
NYT Best-Selling Author
Founder, Ferrazzi Greenlight

Communicating with Influence

Develop capabilities and skills in influencing and engaging others, including creating an inspiring leadership narrative. Understand why stakeholder engagement, influence and impact, and storytelling are important.

Learning Objectives

- Be equipped with tools to consider the ingredients of a story plan to be used to engage the most important stakeholders.
- Develop mastery of storytelling, communications and strengthen executive presence.
- Understand why stakeholder engagement, influence and impact, and storytelling are important, starting with the role of narrative in driving change.

Zoë Arden
Leadership Communications
Expert

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The Core Competency Programme
is exclusive to members of
The Chief of Staff Association

www.csa.org