



Chief of Staff Evolution

A Day in the Life as a Chief of Staff

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What is a Chief of Staff?

Is broadly defined as the primary strategic operator reporting directly to a C-Level Executive. As the role continues to take root in organizations of different sizes, Chiefs of Staff are also emerging as key operators outside the C-suite, and can have reporting relationships at various levels within an organization

- The Chief of Staff has a unique relationship with their Principal as the **facilitator of the Principal's key initiatives**.
- The role is rarely an administrative function, but often involves heavy **operational, strategic, and cross-functional execution**.
- Chiefs of Staff will take on **diverse responsibilities** that are dependent on their previous career experiences, leadership capabilities, and the priorities of their Principal.



Chief of Staff – Functions required in all Organizations



Finance



Communications



Rhythm of
Business



Trusted Advisor



Business Strategy

Additional Experiences May Also Be Required

Customer / Partner
Engagements

Community
Management

Organizational
Health

Organizational
Design

Risk Management
and Compliance

As a Chief of Staff you are often thrown into new situations or asked to take on responsibilities that you haven't had before. It can be daunting but it is also what makes this role so exciting - you are always given the opportunity to learn new things. The role is to help the Chief Legal Officer be more effective in running the department/company. In this unique role, a variety of skills are required to excel.



A good Chief of Staff needs to have a **deep understanding of the company, its culture, and its people**: He/She must be able to work well with others and build strong relationships



He/She should be a **strategic thinker** who can zoom out to see the big picture and **help make decisions** that are in line with the company's goals



On the other hand, He/She must be able to **handle the stress and difficulty of the details without losing sight of what is important.**

One of the core responsibilities of a Chief of Staff is managing cross-functional projects. But as projects grow in complexity, alignment among stakeholders can be hard to build, leading to slipped deadlines, budget overages, and confusion all around.

Root challenges that are often faced by organizations and the role that the CoS plays



Lack of empowerment



One size doesn't fit all



Culture is difficult to change

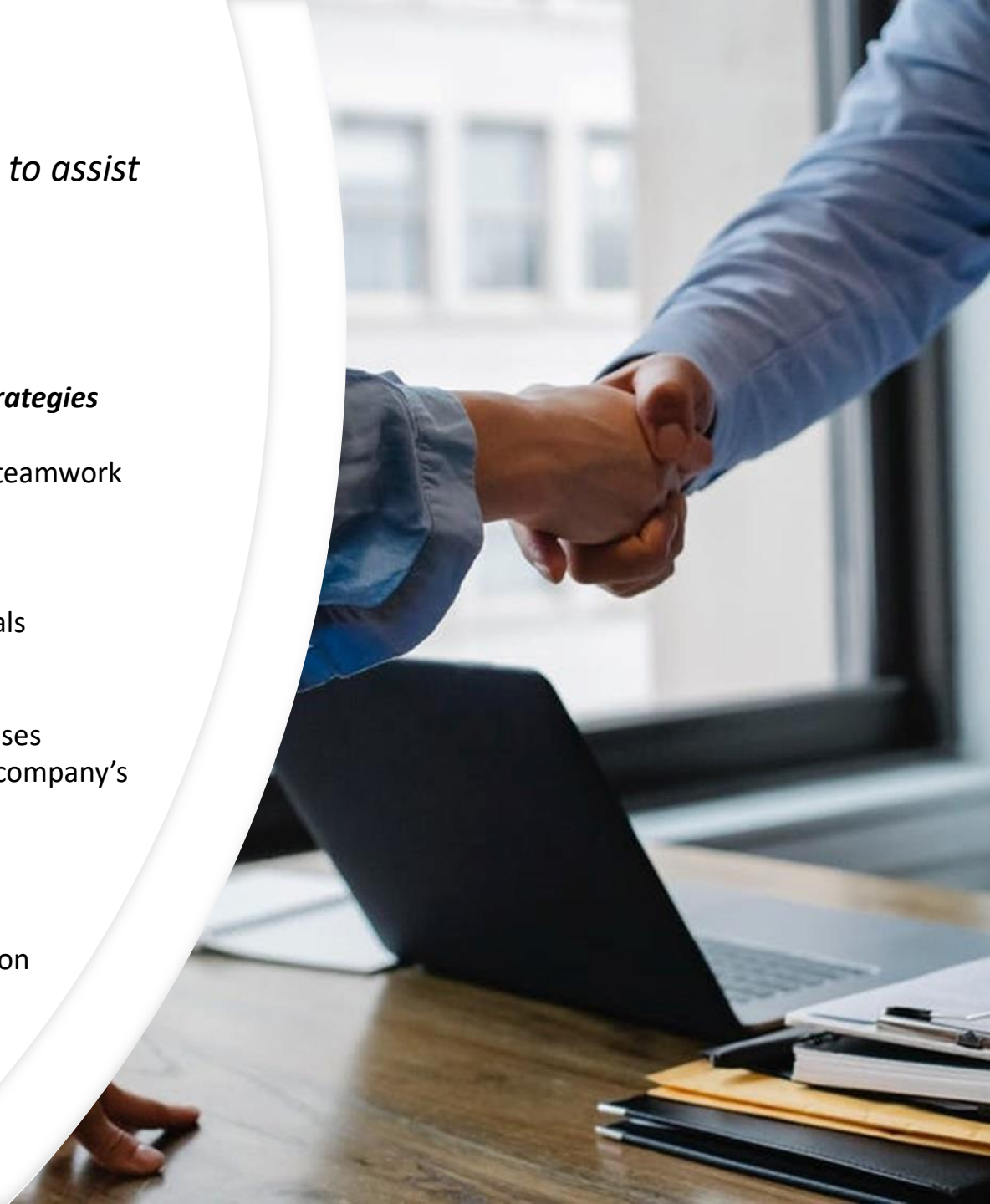


“Indeed” Job Description Example:

A Chief of Staff will use **strong leadership and problem-solving skills** to assist with the **daily operation** of an organization.

A Chief of Staff typically has the following responsibilities:

- Collaborating with executive team members to determine and **prioritize business strategies**
- **Managing the Chief Executive’s schedule**, scheduling meetings and planning travel
- Providing department leaders with **recommendations and consultation** to improve teamwork
- **Planning, coordinating** and keeping contents of a meeting focused
- Determining key performance indicators and how to **measure team performance**
- Providing tactical support to **implement ideas**
- Working with leadership to deliver, **monitor and communicate progress** towards goals
- Responding to inquiries on behalf of the Chief Executive
- **Overseeing strategic business initiatives from ideation to implementation**
- Identifying and **helping solve core problems** or opportunities within business processes
- Providing Chief Executive and other senior leaders with **insight and analysis** on the company’s operations
- **Assessing risk** when business decisions are made
- Providing support and oversight for **special projects and initiatives**
- **Planning, coordinating** and leading meetings and workshops
- Identifying and **providing recommendations on improvements** across the organization





Q&A





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Corporate, External and Legal Affairs (CELA)
Customer and Partner Solutions Team (CPS)

Serves as trusted advisor to the Corporate Vice President, Deputy General Counsel, and his leadership team. Sanjay supports a team of approximately 370 legal and corporate affairs professionals and staff located in ~50 national capitals around the world providing worldwide legal, government and community affairs support for Microsoft's Global Sales, Marketing and Operations organization.

Priorities include:

- 1. Strategy & Planning** - Accelerate strategy and transformation across WW footprint and stakeholders to deliver north star objectives.
- 2. Rhythm of Business (ROB)** - Manage the planning process and calendar for CELA CPS while ensuring coordination and alignment across key corporate stakeholders. This includes budgeting, planning, priority setting, monthly business reviews, leadership team off-sites, CVP staff meetings and CVP travel/tours.
- 3. Change Management** – Manage and lead the change management efforts within CELA CPS.
- 4. Communications** - Drive CVP communications ensuring consistent organizational messaging and branding for both internal and external audiences. Increase understanding of Microsoft business strategies and priorities with a focus on the role that employees play in supporting these strategies to drive employment engagement and energy.
- 5. People** - Partner with CVP and leaders to lead the organization and people Initiatives, including readiness for all key communities, ensuring employees are prepared and ready to execute the mission and strategy, building capability and capacity across CPS.
- 6. Business Management /COS Community** - Lead community forum for business managers and partners to ensure global consistency in execution, planning, and best practices sharing.

Deep Skills:

- Ability to navigate across Microsoft through influence and collaboration to get things done.
- Capable of motivating onsite and virtual teams to deliver one integrated plan to accelerate the groups strategy driving impact.
- Seasoned program and project manager with deep planning expertise.
- Passion for our customers, employees, technology with a focus on diversity and inclusion to drive successful outcomes.
- Experienced in strategic planning and execution.
- Able to build and leverage relationships at all levels from individual contributors to executive level leaders.
- Strong analytical/problem solving skills supporting project management execution.
- Outstanding organizational skills, collaboration, transparency, agile mindset with a strong communication acumen
- Experience in driving change management including culture change, business process optimization and organization design.
- Self-starter who possesses strong people management skills.
- Manages confidentiality without exception; demonstrates outstanding judgment.
- Sales Excellence experience – demonstrates expertise in knowing how to navigate, support, and serve the needs of our customers, partners in the field.
- Drive alignment across the business management, operations, technology, and internal communications functions, and closely connect this work with the legal and policy priorities of the department.
- Demonstrated success building strong relationships with colleagues and clients that result in improved legal and business processes and outcomes.
- Proven ability to manage and prioritize a large and diverse workload under pressure - adapting and creating support models and resources to do more with less.
- Experienced and comfortable dealing with ambiguity - quick to grasp and implement new ideas and concepts.
- Dependable problem-solver who is positive, proactive, flexible and accountable. Have been successful across multiple industry verticals.