

Right-Hand Support at Every Stage

How the CoS role fundamentally changes as your company scales

DOING

01 SEED 3–15 people

Founder is the bottleneck on everything

- ✓ Filters noise, owns inbound & follow-ups
- ✓ Ruthless calendar & comms management
- ✓ Fundraising logistics & data rooms
- ✓ Picks up whatever is falling

Profile: EA++ / Founder Associate — high energy, low ego, extreme context-switching

BUILDING

02 SERIES A 15–50 people

Founder feels their leverage slipping

- ✓ Introduces first operating cadences & OKRs
- ✓ Owns cross-functional projects end-to-end
- ✓ Communication bridge: CEO ↔ team
- ✓ Board deck prep & investor comms

Profile: Builder with pattern recognition — has seen “good” and can create lightweight systems

ORCHESTRATING

03 SERIES B–C 50–250 people

Scaling faster than the operating model

- ✓ Owns full company operating rhythm & planning cycles
- ✓ CEO proxy with real decision-making authority
- ✓ Resolves cross-functional misalignment early
- ✓ Leads sensitive org design & people questions

Profile: Strategic operator — 7–12 yrs exp, manages upward without authority, mini-COO

GOVERNING

04 SERIES D+ 250–1,000+ people

CEO time is the most scarce resource in the company

- ✓ Manages strategic agenda quality, not just calendar
- ✓ Drives senior leadership team operating model
- ✓ Board & investor relationship management
- ✓ Org health diagnostics across whole business

Profile: Seasoned operator with political intelligence & board-level comms skills

Seed

What does the founder need done today?



Series A–B

What does the company need to function better next quarter?



Series D+

What should the CEO focus on to win in the next 3 years?

