

THE COUL & GOLD GROUP
COS OPERATING PROGRAM

You can't get an external read on
how you operate from inside the
role.

This is it.

*A diagnostic assessment and twelve-week development program for
Chiefs of Staff currently in role. Delivered in a cohort of no more than
twelve, by practitioners.*

FIRST COHORT

Assessments July - August 2026 · Program September - November 2026 ·
Cohort capped at twelve · \$3,450 USD, everything included.

THE PROBLEM

Your executive is not your benchmark.

The only person with a direct view of how you operate is calibrated against their own needs, not against a standard. That is not a criticism of them. It is a structural feature of the role.

It means the Chief of Staff is the one senior professional in an organization with no reliable external read on their own performance. Not because no one is paying attention. Because the architecture of the role makes it structurally unavailable.

Peers are not measuring the same things. The work that matters most is often invisible until it fails. Most CoS professionals therefore have no external benchmark and no independent read on their own operating pattern.

The CoS Operating Program exists to provide that read — and to do something with it.

THE PROGRAM

Twelve weeks. Built around what the diagnostic surfaces.

The CoS Operating Program runs for twelve weeks in a cohort of no more than twelve Chiefs of Staff. The program is bespoke — calibrated to what the diagnostic surfaces in you and the group, not built around a fixed curriculum. Common findings become shared sessions. Individual threads are worked in one-to-one check-ins.

Weekly group calls and one-to-one check-ins throughout. Delivered directly by Suzi Coul and Rachael Goldfarb.

That is not incidental. The program is built on direct practitioner experience of the CoS role — what it requires, where it fails, and what operating at full capability in it actually looks like. It is a working group of practitioners examining their own operating patterns together, facilitated by two people who have held the role.

WHY THE COHORT IS CAPPED

Twelve is the ceiling before the individual attention that justifies the program cannot be sustained. Excess demand is answered with a second cohort, never a larger one.

HOW IT WORKS

Two phases. One product.

Phase 1 • The diagnostic assessment

01	Intake A short form covering your current role, operating context, and what you want the assessment to address. About 15 minutes.
02	Written scenarios Real situations the CoS role involves. You write how you'd handle them, in your own time, within 72 hours. About 45 minutes.
03	Situational judgment Faster scenarios with structured options. No obvious right answer — only what you'd actually do. About 20 minutes.
04	Interview A 60 to 90 minute structured interview with a practitioner. Your public professional profile is read independently before the interview takes place.
05	Practitioner review and report Every submission is reviewed by a practitioner. Your report is delivered within 5 working days of your interview, with a debrief call included.

Total time from you: approximately 2.5 to 3 hours.

Phase 2 • The program

Twelve weeks of weekly group calls and one-to-one check-ins, starting September 2026. The program is built from your diagnostic findings and the group's. Sessions run on Zoom; materials live in a shared drive; between-session conversation runs in a private Slack.

Sessions are not recorded — by design. The candour the program depends on requires a room where nothing leaves it.

THE DIAGNOSTIC ASSESSMENT

Twelve capabilities. Three layers. Multiple independent sources.

The diagnostic covers twelve capabilities across three layers — foundational wiring, operational capabilities, and skills. It draws on multiple independent data sources: your intake, your written scenarios, the situational judgment test, a structured interview, and an independent read of your public professional profile.

Where the sources agree, the finding is strong. Where they diverge, that divergence is itself diagnostic.

Every submission is reviewed by a practitioner before the report reaches you. The report is the basis on which your twelve weeks are built.

What you receive

- **Your private report.** Full, honest, and yours alone. It runs capability area by capability area, marking strengths and development areas. It is never shared without your explicit consent.
- **A debrief call.** The findings are discussed directly with a practitioner — including the ones that sting. That conversation is where the twelve weeks begin.
- **A shareable version, on request.** A practitioner-authored statement composed for your executive or organization, covering the same capability areas in developmental, forward terms. You control whether it is shared at all.
- **Twelve weeks of development.** Weekly group sessions and one-to-one check-ins working directly on what your report surfaced.

NOT A PERFORMANCE REVIEW

The assessment is not tied to your current role, your current executive, or your current organization. It is a read on you — your operating pattern and capability picture — that exists independently of any single context. That independence is why you can be honest inside it.

WHO IT SERVES

Chiefs of Staff currently in role.

Two kinds of participant recur, and the program serves both:

- **The experienced CoS** who wants to understand where they are running well, where the gaps are, and what to work on — having never had that examined independently.
- **The newer-in-role CoS** who wants to understand what rigorous looks like and how they measure against it, rather than relying on their own sense of how they are doing.

Considering the role rather than in it? That is a different question — answered by the **CoS Readiness Assessment** (CoSRA). Same diagnostic framework, different frame, different output, different audience.

Organizations can also commission the program for one or more of their Chiefs of Staff — handled by conversation and bespoke contract rather than a rate card.

Write to us.

What it is not

- **Not a personality test.** No Big Five, no MBTI, no archetype quiz. The assessment puts you in situations the role actually involves and examines how you operate.
- **Not coaching, and not a course.** It is a diagnostic that feeds a cohort development program. The two are designed together, sold together, and priced together.
- **Not a development plan on its own.** The assessment produces a capability picture, not a list of things to fix. Development follows from the findings, through the program.

THE PRACTITIONERS

Delivered by the people who held the mandate.

Suzi Coul and Rachael Goldfarb deliver every assessment, every report, and every session of the program directly. No associates, no licensed facilitators. Participants engage because the people running the room have carried the role themselves — the credibility of the development work rests on that.

PRICING

One price. Everything included.

\$3,450

Founding-cohort price · USD · Payment plans available on request

\$3,450 covers the full diagnostic assessment, your report and debrief call, and twelve weeks of the program — weekly group calls and one-to-one check-ins delivered directly by Suzi Coul and Rachael Goldfarb.

You are paying for something most CoS professionals have never had: an independent, structured read on how you operate, delivered by practitioners who know the role from the inside — followed by twelve weeks of direct work on what it surfaces. What you leave with is a capability picture that is yours: independent of any role, any executive, any organization.

Audience	Chiefs of Staff currently in role
Cohort size	Maximum twelve participants
Assessments	July - August 2026
Program	September - November 2026 (twelve weeks)
Time required	≈2.5-3 hours (assessment) + weekly sessions
Delivery	Suzi Coul and Rachael Goldfarb, directly
Price	\$3,450 USD, all-inclusive · founding cohort
Privacy	Your report is never shared without your consent

FREQUENTLY ASKED

Questions, answered plainly.

Who is this for?

Chiefs of Staff currently in role who want an independent read on how they're operating. Not for candidates considering the role — that's the CoS Readiness Assessment.

What's the difference between this and CoSRA?

CoSRA answers one question: are you ready for the role? The CoS Operating Program answers a different one: how are you running it? Same diagnostic framework, different frame, different output, different audience.

Is this a performance review?

No. It is not tied to your current role, your current executive, or your current organization. It is a read on you — your operating pattern and your capability picture — that exists independently of any single context.

Will my employer see the report?

No. Your report is yours alone. Not shared with your employer or anyone else without your explicit consent. A shareable version is available on request if you choose to use it.

What if the assessment surfaces something difficult?

That's part of what it's for. A capability picture that only confirms what you already thought about yourself isn't worth the time. The debrief call is where the findings are discussed directly, and the program is where you work with them.

Nothing built for this purpose existed. Now it does.

Most CoS professionals have never had an independent diagnostic on how they actually operate. Not because they're not curious. Because nothing built for this purpose existed.

RESERVE YOUR PLACE — \$3,450

First cohort · September 2026 · Twelve places

[Book a free discovery call](#) · info@coulandgold.com · coulandgold.com

Leadership requires architecture. This is the blueprint.