



CEO Capacity & Organisational Resilience Check

A short reflection for Chairs, trustees and CEOs to consider whether the organisation's leadership structure is sustainable and where pressure points may exist.

Many small and mid-sized charities reach a stage where the CEO carries both operational and strategic responsibility, particularly when senior capacity is still developing or funding pressures increase complexity. This check helps identify whether additional leadership capacity or strategic support may be helpful.

Tick the option that best reflects your organisation.

CEO Strategic Capacity

	Strongly Agree	Agree	Disagree	Strongly Disagree
The CEO has protected time for strategic thinking and partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The CEO is rarely drawn into operational problem-solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic priorities receive consistent leadership attention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The CEO's workload allows focus on long-term direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Capacity & Decision Flow

Senior leaders confidently make decisions within their areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational decisions do not routinely return to the CEO/ COO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership responsibilities are clearly defined and shared	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leadership team has sufficient experience and capacity for the organisation's current and next stage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organisational Systems & Infrastructure

	Strongly Agree	Agree	Disagree	Strongly Disagree
Core organisational processes are documented and consistently used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk, reporting and governance systems are clear and reliable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff can easily access the information and processes they need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational systems reduce reliance on individual knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organisational Change & Complexity

	Strongly Agree	Agree	Disagree	Strongly Disagree
The organisation is currently or will be navigating change, restructuring or increased demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding changes or major grants are creating new complexity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ambitions are increasing faster than systems or leadership capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leaders feel they are constantly responding to issues rather than shaping direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Sustainability & Risk

	Strongly Agree	Agree	Disagree	Strongly Disagree
The CEO/SLT's workload is sustainable over the long term	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organisation could operate smoothly if the CEO/COO were absent for two weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge and decision-making are shared across the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The board is confident the organisation could continue smoothly if a senior leader left	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Quick Reflection

One area where leadership capacity is working well:

One area where too much responsibility rests with the CEO:

One change that would most strengthen organisational resilience:



Could we benefit from additional leadership capacity?

Boards often explore additional support when:

- The CEO is carrying both operational and strategic leadership
- Senior leadership capacity is limited or developing
- Decisions frequently return to the CEO
- The organisation is navigating funding changes, growth, or restructuring
- Leaders feel they are constantly firefighting rather than leading strategically

Exploring CEO Co-Piloting

Some organisations strengthen leadership capacity through **CEO Co-Piloting** — working alongside an experienced strategic partner who supports the CEO and leadership team to build leadership capacity, strengthen systems and decision flow, create space for strategic leadership, reduce reliance on a single individual, and support organisational stability during periods of growth or change.

The support is designed to be flexible and affordable, scaling up or down as priorities shift. Rather than adding permanent headcount, the focus is on strengthening the organisation's leadership and systems in the short term, to build systems, skills and capacity for the team can confidently pilot the organisation independently.

Learn more: <https://www.kidston.uk/ceo-co-piloting> Email: nic@kidston.uk Book a Discovery Call: <https://cal.com/nicolakidston/45min>