

Operating Executive to Backable Executive

52-Week Executive Development Syllabus

PROGRAM PURPOSE

Develop experienced operating executives into executives who understand the private-equity environment, can articulate and demonstrate how they create enterprise value, can engage credibly with investors and owners, and can operate effectively through acquisition, ownership, value creation, and exit.

PROGRAM OVERVIEW



Phase I — Understanding the Private Equity Environment

Weeks 1–5



Phase II — From Operating Executive to Investor-operator

Weeks 6–10



Phase III — Developing the Investment Thesis

Weeks 11–17



Phase IV — Building the Executive Value-Creation Playbook

Weeks 18–26



Phase V — Building the Deal and Relationship Funnel

Weeks 27–34



Phase VI — Evaluating an Acquisition

Weeks 35–40



Phase VII — Operating in a PE Backed Company

Weeks 41–47



Phase VII — Building Toward the Exit

Weeks 48–52



Phase 1 — Understanding the Private Equity Environment

WEEKS 1-5



WEEK 1

Week 1 — The Private Equity Ecosystem Map

Buy side, sell side, operating enterprise, capital providers, advisors, and the roles each participant plays.

Developmental Outcome. What is the game, who is playing it, and how does everyone make money?



WEEK 2

Week 2 — Capital Providers and Fund Structures

LPs, GPS, family offices, committed funds, independent sponsors, private credit, co-investment, mandates, management fees, and carried interest.

Developmental Outcome. What is the game, who is playing it, and how does everyone make money?



WEEK 3

Week 3 — Sponsors, Buyers and Deal Originators

Traditional PE sponsors, independent sponsors, strategic acquirers, search funds, family offices, and how opportunities originate.

Developmental Outcome. What is the game, who is playing it, and how does everyone make money?



WEEK 4

Week 4 — The Sell Side and Transaction Intermediaries

Founders, sellers, brokers, investment bankers, M&A advisors, attorneys, accountants, lenders, and other transaction participants.

Developmental Outcome. What is the game, who is playing it, and how does everyone make money?



WEEK 5

Week 5 — Deal Economics, Value Creation and Exit

Purchase price, leverage, working capital, transaction versus ownership economics, EBITDA growth, multiple expansion, debt reduction, add-ons, and exit.

Developmental Outcome. What is the game, who is playing it, and how does everyone make money?

Phase II — From Operating Executive to Investor-operator

WEEKS 6–10



Week 6 — The Operator-to-Investor-operator Transition

Why being an accomplished operator is different from being an executive investors will back.



Week 7 — Thinking Like an Owner

Moving from functional or departmental optimization to enterprise-level decision-making.



Week 8 — Thinking Like an Investor

Risk, return, capital allocation, opportunity cost, time horizon, and why investors evaluate decisions differently.



Week 9 — Stewardship of Capital

Understanding that a PE-backed executive is managing someone else's invested capital as well as an operating company.



Week 10 — What Makes an Executive Backable?

Judgment, predictability, transparency, economic literacy, execution history, scalability, and investor confidence.



Developmental Outcome: The executive stops approaching private equity primarily as a candidate seeking employment and begins understanding himself or herself as a potential operating partner in the creation of investment returns.

Phase III — Developing the Investment Thesis

WEEKS 11–17



Weeks 11 — What an Acquisition Thesis is

The difference between an industry interest, a business idea, a job thesis, and an investable acquisition thesis.

Week 13 — Market Structure and Fragmentation

Why fragmentation, ownership demographics, consolidation potential, and competitive structure matter.

Week 15 — Add-On Acquisition Logic

What makes an add-on strategically useful and when acquisition merely creates complexity.

Week 17 — Building the Investment Thesis

Bringing market, target, executive capability, value creation, acquisition strategy, and exit logic into one coherent thesis.

Week 12 — Market Selection and Subsector Definition

Defining where to play rather than starting with an individual company.

Week 14 — The Ideal Platform Company

Revenue, EBITDA, ownership characteristics, geography, customer base, management needs, and strategic fit.

Week 16 — The Value-Creation Hypothesis

Precisely what the executive believes can be changed after acquisition and why those changes increase value.



Development Outcome: What would I buy, why would I buy it, what would I do with it, and why am I particularly qualified to create value there?

WEEKS 18-26

Week 18 — From Experience to Evidence

Separating years of experience from demonstrable operating capability.

Week 20 — Finding the Playbook Behind the Result

Not merely what the executive accomplished, but how he executive repeatedly causes the outcome.

Week 22 — Operational Efficiency and Margin Expansion

Productivity, throughput, capacity, process design, cost structure, and operational leverage.

Week 24 — Scalability and Transferability

Building a company whose performance does not depend upon one founder or one heroic executive.

Week 26 — Building Your Operating Playbook

Converting the preceding work into a coherent, reusable description of how the executive creates enterprise value.

Week 19 — Translating Results into Enterprise Value

Connecting operating achievements to revenue, EBITDA, cash flow, risk, scalability, and valuation.

Week 21 — Revenue Quality and Commercial Value Creation

Pricing, retention, customer mix, recurring revenue, concentration, and sales effectiveness.

Week 23 — Working Capital and Cash Conversion

Receivables, payables, inventory, cash conversion cycle, liquidity, and why EBITDA alone does not tell the story.

Week 25 — Risk Reduction as Value Creation

Customer concentration, key-person risk, operational fragility, reporting weakness, systems risk, and uncertainty.



DEVELOPMENT OUTCOME.

Backable executives do not merely describe outcomes. They can explain the repeatable playbook behind those outcomes.

BUILDING THE DEAL AND RELATIONSHIP FUNNEL

WEEKS 27–34

Week 27 — Private Equity is a Relationship Market

Understanding why a single introduction or single prospective deal is not a strategy.

Week 29 — Understanding PE Mandates

Learning why apparently interested investors still say no—and distinguishing rejection from mandate mismatch.

Week 31 — Owner Outreach and Discovery

Beginning conversations with owners as an informed potential buyer rather than simply soliciting a transaction.

Week 33 — Executive Positioning and Signal

How an executive communicates experience, thesis, value creation, and investment judgment without sounding like a job ~~seeker~~.

Week 28 — Building the PE Firm Universe

Identifying sponsors whose size, sectors, strategy, geography, and investment model fit the executive.

Week 30 — Building the Owner Universe

Finding founder-owned and privately held businesses matching the acquisition thesis.

Week 32 — Learning From the Market

Using owner, investor, lender, advisor, and industry conversations to continuously revise the thesis.

Week 34 — Managing the Funnel

Relationships → conversations → opportunities → NDA → financial review → IOI → LOL → diligence → close.



Developmental Outcome. The executive has moved from possessing a thesis to participating in the market.

Phase VI — Evaluating an Acquisition

WEEKS 35–40



Week 35 — Reading a CIM/SIM

Understanding what the seller is presenting—and recognizing what the document does not establish.



Week 36 — Reading Financial Performance Operationally

Revenue, gross margin, EBITDA, adjustments, working capital, customer concentration, and cash flow through an operator's eyes.



Week 37 — Operational Diligence

Customers, processes, people, systems, contracts, facilities, suppliers, technology, and execution risk.



Week 38 — Testing the Investment Thesis

What evidence would prove or disprove the assumptions underlying the proposed acquisition?



Week 39 — Management and Founder Dependence

Determining where knowledge, relationships, authority, and operating capability actually reside.



Week 40 — From Diligence to Value-Creation Plan

Turning discovered problems into priorities rather than merely compiling a list of deficiencies.



Development Outcome. This is where the executive's operating background becomes a genuine advantage over someone who understands only transaction mechanics.



NAVIRA

Operating in a PE-Backed Company

Weeks 41–47

Week 41 — The Post-Acquisition Reality

What changes immediately after ownership changes—and what does not.

Week 43 — KPI Architecture

Determining what needs to be measured, why it matters, and who owns the result.

Week 45 — Board and Investor Communication

Communicating economic reality concisely, transparently, and without hiding unfavorable information.

Week 47 — Management Depth, Incentives and Organizational Scalability

Building a management system capable of producing results without continual intervention from the CEO.

Week 42 — The First 100 Days

Diagnostics, stabilization, priorities, early wins, and establishing credibility.

Week 44 — Management Cadence and Accountability

Turning strategy into recurring operating behavior through meetings, metrics, decisions, ownership, and follow-through.

Week 46 — Working With the Operating Partner

Roles, decision rights, disagreement, escalation, governance, and productive sponsor-management relationships.



NAVIRA



Developmental Outcome. Operating discipline becomes visible, repeatable, measurable, and governable.

PHASE VIII — BUILDING TOWARD THE EXIT

WEEKS 48–52



Week 48 — The Exit Begins at Acquisition

Why the next buyer should influence decisions made from the beginning of the hold period.



Week 49 — Building a Transferable Enterprise

Processes, management depth, customer stability, contracts, reporting, systems, and institutional knowledge.



Week 50 — Building Buyer Confidence

Why predictable, explainable, defensible performance can be worth more than superficially higher but fragile earnings.



Week 51 — Exit Readiness and the Value Story

Connecting the original investment thesis, operating improvements, financial results, and future opportunity into a credible value narrative.



Week 52 — The Backable Executive

Integration of the entire year: PE ecosystem literacy; investor thinking; acquisition thesis; operating playbook; deal funnel; diligence; value creation; governance; investor communication; and exit thinking.



Developmental Outcome. Can you now demonstrate to an investor not merely that you have been successful, but that you understand how to deploy capital, acquire or lead an enterprise, systematically create value, manage risk, and ultimately produce an investment return?

The Complete Developmental Arc

- 01 UNDERSTAND THE PE ECOSYSTEM
- 02 THINK LIKE AN INVESTOR-OWNER
- 03 DEVELOP AN ACQUISITION THESIS
- 04 PROVE HOW YOU CREATE VALUE
- 05 TURN THAT INTO A REPEATABLE OPERATING PLAYBOOK
- 06 BUILD INVESTOR AND OWNER RELATIONSHIPS
- 07 DEVELOP REAL DEAL FLOW
- 08 EVALUATE COMPANIES
- 09 TRANSLATE DILIGENCE INTO A VALUE-CREATION PLAN
- 10 OPERATE UNDER PE OWNERSHIP
- 11 BUILD GOVERNANCE AND REPORTING DISCIPLINE
- 12 CREATE A TRANSFERABLE ENTERPRISE
- 13 PREPARE FOR EXIT
- 14 BECOME DEMONSTRABLY BACKABLE

