

Operational Clarity for PE-Backed and Growth-Stage Contractors

I help PE sponsors and portfolio CEOs close the gap between how a business looks on paper and how it actually performs in the field.

THE PROBLEM I SOLVE

Deals close with a model and a thesis. Then reality hits: reporting overwhelms leadership, integration stalls, execution drifts, and confidence between sponsor and operator erodes. The business is not broken, but it is losing momentum. Most sponsors do not need another consultant with a framework. They need someone who has been the operator in the chair.

WHERE I GET CALLED IN

Pre-Acquisition Operational Assessment

The model says this company is a fit, but no one has pressure-tested whether leadership, systems, and operating rhythm can perform under new ownership. I assess operational readiness before closing so the sponsor knows what they are buying and what needs to change on Day 1.

Post-Acquisition Execution Drift

The deal closed, but reporting demands are overwhelming leadership, the operating cadence does not exist, and friction is building. I establish a practical cadence that aligns sponsor expectations with how the business actually runs. Better meetings, not more meetings.

Platform Integration

A company was added to the platform with no Day 1 plan. Systems do not align, cultures are clashing, and synergy exists only in the model. I build a 30-60-90 day integration approach tied to the financial model with clear priorities, not 20 things at once.

Margin Erosion & Visibility

Jobs look profitable until they are not. PMs are reactive and leadership does not trust the numbers. I create usable visibility into cost and risk using existing systems so leaders can identify margin leakage and act before it shows up in financials.

HOW I WORK

I start by understanding how the business operates: what is working, what is not, where friction exists. I do not change anything until I understand the full picture. Then I align leadership, establish a sustainable cadence, and focus on practical changes that improve execution quickly. Engagements are fractional or project-based, typically 3 to 9 months. I limit active clients to ensure direct, personal involvement.

WHERE I FIT BEST

- \$20M to \$150M revenue industrial, mechanical, and specialty contracting
- PE-backed or founder-led companies in transition
- Acquisition, integration, or leadership change situations
- Sponsors or CEOs who want the problem solved, not studied

THREE WAYS I WORK WITH CLIENTS

● Fractional & Interim Leadership

Stepping into roles where stability, clarity, or operational leadership is needed during growth or transition.

● Strategic Advisory & Board Service

Helping companies and PE firms build strategies, improve operations, and create executable plans.

● Executive Coaching & Development

Coaching leaders promoted because they were great at the work and who now need to be great at leading the people who do it.