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Operational Clarity for PE-Backed and Growth-Stage Contractors

I help PE sponsors and portfolio CEOs when a business needs operational clarity before acquisition, after closing, or during integration.

THE PROBLEM I SOLVE

Deals close with a model and a thesis. Then reality hits: reporting overwhelms leadership, integration stalls, execution can drift, and confidence between sponsor and operator erodes. The business is not broken, but it is losing momentum, and the longer it drifts, the harder it is to recover margin and performance. Most sponsors do not need another consultant with a framework. They need someone who has been the operator in the chair, who understands both sides of the table, and can stabilize execution without creating more noise.

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.

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.

Post-Acquisition Execution Drift

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

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 who now need to be great at leading the people who do it.

BACKGROUND

Former President and co-owner, I grew a mechanical contracting business from roughly $10M to roughly $35M in revenue before its sale to a PE sponsor, then operated within the platform post-acquisition as it scaled past $80M. I currently serve as Special Advisor and Board Member for a PE-backed industrial platform. I have been the operator navigating sponsor expectations from both chairs. That is not a credential I studied for. It is one I earned.

30+ Years Field to Boardroom | $10M to $35M Revenue Pre-Sale | Platform Scaled to $80M+ Post-Acquisition | Current Board Member & Special Advisor