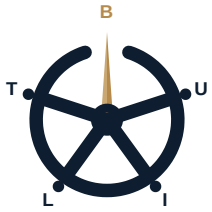
FOR FOUNDER-LED, FAMILY AND PE-BACKED COMPANIES, $20M–$250M, ANY SECTOR

The plan is a deck. The founder is the bottleneck. The thesis has nobody in the building to *run it.*

An operating partner is the person in between the people who own the company and the people who run it. Not a consultant with a deck and a Tuesday call: an operator in the building one day a week, with a seat at the leadership table and a number next to his name. The seat Scott holds today inside a founder-led company, offered to two more.



BUILT · THE FIVE LINES OF A COMPANY THAT RUNS WITHOUT YOU

HOW OFTEN	HOW LONG	HOW IT STARTS	FEE	CAPACITY
One day a week every week, in the building or on the line	**6 months minimum** then month to month, 30 days' notice either side	**A diagnostic month** you see him before you commit — so does he	**$12,500 / month** flat · Net 15 · never a percentage	**Two seats** never more; when both are taken, the page says so

The six months — step by step

1 — MONTH ONE · THE DIAGNOSTIC $12,500, STANDS ALONE

See the company as a board would.

Four days in the building across four weeks. Every member of the leadership team interviewed alone; the owner or sponsor twice. Twelve months of numbers read the way a board reads them; the thirteen-week cash forecast built if it does not exist. At the end: the one-page plan with three priorities and an owner for each, the seat-by-seat read on the leadership team — keep, grow, move, exit — and the honest answer to whether the seat is worth the next five months. If it is not, Scott says so.

2–3 — MONTHS TWO AND THREE · THE PLAN AND THE SEATS

Decisions leave the owner's desk. The right people sit in the seats.

Decision rights written and set in the bank and the systems. A charter per seat; duplicates resolved. The moves made — the hire, the promotion, the exit handled with dignity — with Scott in the room for every conversation. The scorecard built: seven numbers by Tuesday, run by hand before anyone builds a dashboard. The number two named, or the search begun. For a PE-backed company: the thesis translated into what the building does this quarter.

4–6 — MONTHS FOUR TO SIX · THE RHYTHM HOLDS

The week runs without the owner in the room.

The cadence chaired by the number two — first with the owner present, then with the owner out of the building for a month. The hard conversations had the week they are due, by someone other than Scott. The budget rebuilt bottom-up by its owners. The pack on day five, written by the team. The owner's week moved from inside the company to on top of it.

What Thursday looks like

1. **The scorecard, before the meeting.** Seven numbers, read on the way in. The one that moved the wrong way two weeks running is the first item, and it has a name on it.
2. **The leadership meeting.** Chaired or co-chaired; fixed agenda; decisions recorded; the three priorities reviewed by their owners.
3. **The conversation nobody else wants to have.** The missed target, the leader everyone works around, the seat open too long. With the owner, not instead of the owner.
4. **An hour with the numbers, an hour with the owner.** Cash and the drifting budget line with the controller; then the owner alone — what is actually worrying them, and the next move. Every month closes with one page the owner or sponsor reads: the scorecard, the plan, the seats.

> *"This is not financial consulting, and it will not pretend to be. I am an operator and an organizational psychologist. The seat is built around what I am — the plan, the people, the week."*
> DR. SCOTT KIMBALL

The seat takes on

- Policy deployment (Hoshin Kanri) — the one-page plan, cascaded
- Leadership team installation; the number two
- Operating cadence and the scorecard
- Org design, decision rights, role charters
- Executive assessment and succession
- Compensation structure and incentives
- The founder's transition
- The sponsor's pack; pre-sale readiness

Not for

- Margin, pricing and cost-down programs
- Interim CFO or anything that needs a CPA
- Raising money or brokering a sale
- Sales and marketing execution
- IT, systems and dashboards
- Equity for expertise, or a board seat in lieu of a fee

Interim roles, when the seat needs a title

Interim COO / President · Interim Chief People Officer · Integration Lead / IMO · Interim GM of an acquired business · Chief of Staff to the sponsor or CEO · Interim head of a shared service through consolidation. Scoped and priced per role, typically two to four days a week for three to nine months, with the handover to the permanent hire built in from day one. Never CFO.

Outcomes at month six

- A plan on one page the leadership team can recite and runs
- The right person in every seat; the number two in place
- A week that runs itself: a chaired meeting, seven numbers by Tuesday, a missed number that becomes a conversation
- Thirteen weeks of cash; a budget with a name on every line; one pack on day five
- The owner on top of the company instead of inside it

From the building

Twenty years as an operator: EVP through a sale to private equity; Chief People Officer of the acquirer. The same seat, held today.

Credentials & references

PhD, industrial-organizational psychology; Gallup. Three references on request — two CEOs and a board chair.

TERMS

$12,500 a month · six-month minimum
Monthly, Net 15. Thirty days' notice from either side after the minimum. Mutual NDA and a one-page agreement. Flat fee; never a percentage of revenue, EBITDA, a raise or a sale.

HOW TO START

1. The free BUILT check — five minutes, your bearing on the fifteen lines.
2. The Diagnostic Month, $12,500 flat — four days in the building, the one-page plan, the seat-by-seat read.
3. The seat — one day a week, from month two.

CONTACT

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Intro call: cal.com/scott-kimball-scalewrights/scale-audit-intro-call

Flat fees only. Never a success fee, a percentage of anything, or equity for expertise. Scalewrights is an advisory firm, not a broker-dealer, investment adviser, or law or accounting firm.

WHY THIS SEAT CREATES VALUE

You are not paying for one day a week. You are paying to make the other six days *run better.*

The value of an Operating Partner is not another set of recommendations. It is an experienced operator inside the company who creates the structure, accountability and operating rhythm that the leadership team can carry forward without him.

MORE SENIOR CAPACITY WITHOUT ANOTHER EXECUTIVE HIRE

Experienced operating judgment at the leadership table without adding another full-time C-suite salary, equity package, recruiting process or permanent layer.

FASTER DECISIONS WHERE DELAY IS EXPENSIVE

Leadership seats, decision rights, accountability, founder boundaries and underperformance: none of these fix themselves. The Operating Partner creates the forum, the facts and the deadline for the hard decision to get made.

LESS DEPENDENCE ON THE FOUNDER OR CEO

A company becomes stronger when decisions, relationships and operating knowledge move out of one person's head and into a system the organization can repeat.

A SPONSOR CAN SEE THE THESIS BECOMING OPERATIONS

The plan is translated into named owners, measurable priorities, a leadership cadence and a scorecard. Progress becomes visible before the quarterly board meeting.

PATTERN RECOGNITION FROM INSIDE THE BUILDING

Not coaching from the sidelines. Scott has operated through growth, ownership change, multi-site integration, leadership selection, compensation harmonization and founder transition. The value is knowing where organizations usually stall, and addressing it before the stall becomes expensive.

THE OBJECTIVE

Not to make the company dependent on an Operating Partner. The opposite.

Build a company that needs less intervention, makes better decisions faster, and can perform without everything routing through the owner. By month three the cadence is chaired by the company's own number two and the scorecard is theirs. The seat is designed to be left.



BUILT · THE OWNER KEEPS THE HELM

Boundaries

What the owner does, and stops doing, written down.

Unified plan

Three to five priorities, an owner on each, by Hoshin Kanri.

Installed team

The seats filled against what the thesis needs.

Locked rhythm

One cadence the company runs with or without the owner.

Tracked money

The scorecard and the thirteen-week cash forecast, kept monthly.

TERMS

$12,500 a month · six-month minimum · flat, Net 15. Never a success fee, never equity. Two seats, never more.

HOW TO START

A diagnostic month: four days in the building, every leader interviewed, the numbers read, a one-page plan. It stands alone; you see him before you commit.

CONTACT

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scalewrights.com/operating-partner · Book a 20-minute call: cal.com/scott-kimball-scalewrights

HOW EVERY SCALEWRIGHTS ENGAGEMENT RUNS

Structure first. Stability second. Direction third.

Both offers run through the same three gates, because the failures run in the same order. The Integration Partner uses the gates to combine companies. The Operating Partner uses the same gates to build a company that runs better. UNITE and BUILT are the methods inside each gate; the gate is the page the board initials.

GATE 01

Structure

Put the right people, roles and decision rights in place.

"Do we know who is in charge, who owns each decision, and how the company is organized?"

GATE 02

Stability

Build the cadence, systems and behaviors that make performance repeatable.

"Can it operate week after week without reverting to old habits, the founder, or the legacy businesses?"

GATE 03

Direction

Align the organization, capital and accountability around the outcomes that matter.

"Is everyone moving toward the same priorities and economics, and can we see it?"



GATE	BECOMING ONE™ · INTEGRATION PARTNER · UNITE	THE SEAT · OPERATING PARTNER · BUILT
Structure weeks 1–4 for the integration	**Unify command · Name the decisions.** One org chart to the second layer. The leadership team chosen seat by seat and told in person. Reporting lines single; a charter per seat. Decision rights set in the systems on both sides. Key-people decisions and the pay and benefits comparison read before anyone is told. Integration governance and escalation paths.	**Boundaries · Installed team.** The owner's boundaries written: what the founder does, stops doing, and by when. The leadership seats filled, the number two named. The accountability map and decision rights set in the systems. The operating priorities on one page.
Stability weeks 5–8 for the integration	**Install the rhythm · Engage the people.** One operating cadence run for a month, legacy meetings retired by name. HR as one service: one master, one pay architecture, the harmonization rule costed, one benefits plan with a cutover date. SOPs chosen and the other version retired. Retention actions taken; the scorecard live; the culture decision written.	**Locked rhythm.** The leadership cadence with chairs and agendas; the recurring decision forums; the escalation rules. Seven numbers by Tuesday with an owner on each. The performance-management rhythm. By month three the cadence is chaired by the company's own number two.
Direction weeks 9–12 for the integration	**Tie money to names.** One budget, every line with an owner. The synergy register tied to the deal model: owner, target, date, budget line. Leadership and capital-allocation priorities for the next two quarters with performance commitments. The hundred-day scorecard the board reads.	**Unified plan · Tracked money.** The operating plan and the quarter's priorities, cascaded by catchball. Capital allocated against the plan; the thirteen-week cash forecast kept. Budget against execution reviewed monthly; owner-linked KPIs on the same page.

Structure without stability
A new org chart that does not actually work.

Stability without direction
A well-run company going nowhere.

Direction without structure
A strategy deck with nobody clearly accountable.

WHERE IS THE PROBLEM?

Structure, stability or direction. The free five-minute checks score the company on all three: scalewrights.com/integrate · scalewrights.com/operating-partner

CONTACT

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Book a 20-minute call: cal.com/scott-kimball-scalewrights · Flat fees only. Never a success fee or equity for expertise.