

Clarity in Transition. Growth with Purpose.

What Got Us Here Won't Get Us There:

Stabilizing a Founder-Led Organization and Preparing It for What's Next

Interim CEO

EOS

Change Management

Leadership

35–40

Staff across the organization

\$5M+

Organization revenue

1

Acquisition completed at end of tenure

THE SITUATION

When the founder and CEO of a mid-sized Canadian professional services firm stepped down, the board faced a familiar but urgent challenge: the organization ran on one person. The founder had been a jack of all trades — deeply embedded in every aspect of operations, every client relationship, every significant decision. That model had built the business. But it had also left the organization without the clarity, structure, or leadership culture needed to sustain itself independently.

Decision-making authority was undefined. The leadership team was capable but unempowered — accustomed to escalating upward rather than owning their domains. The board needed stability, continuity, and a clear path forward. What the organization needed was a different kind of leader: one who could step in, create structure, and deliberately build the capacity to hand it back.

WHAT WE DID

The engagement began with a simple but powerful question: who is accountable for what? The first priority was building an accountability chart — a clear map of who owned which decisions, functions, and outcomes across the organization. This wasn't just an org chart. It was a declaration of how the leadership team would operate differently. For the first time, leaders had defined lanes — and the authority to operate within them.

With accountability established, the focus shifted to organizational identity. The leadership team worked through a process to clarify their core focus: what problems did the organization uniquely exist to solve? Who were their target markets? What made them genuinely different from their competitors? These weren't abstract exercises. They were the foundation for every strategic decision that followed.

From that clarity, a one-year organizational plan was built — and then broken into 90-day priorities. Quarterly goals gave the team a rhythm: a concrete, manageable horizon to execute against, review, and reset. This was the heartbeat of the EOS (Entrepreneurial Operating System) framework, which was proposed and implemented as the operating model to bring these elements together.

The final piece was transforming how the leadership team used its time together. The Level 10 Meeting™ framework replaced the organization's previous meeting culture with a structured, high-accountability format. Leaders arrived prepared, issues were surfaced efficiently, and — critically — problems were solved at the root, so they didn't resurface week after week. Meetings became a tool for momentum, not a drain on it.

THE OUTCOMES

- ▶ The leadership team transitioned from dependent executors to empowered decision-makers — owning their functions and bringing solutions, not just problems, to every conversation.
- ▶ The organization developed a clear articulation of its niche, its target market, and its competitive differentiation — giving the team a strategic anchor for decisions at every level.
- ▶ Annual planning and 90-day quarterly priorities created a consistent execution rhythm the team could sustain independently.
- ▶ Weekly leadership meetings became dramatically more efficient and productive — issues were resolved rather than recycled.
- ▶ The organization was stabilized, structured, and positioned attractively enough that it was acquired.

“An interim leader’s job is to create the conditions for what’s next — not to be what’s next. We created clarity where there was confusion, structure where there was dependency, and value where there was uncertainty.”

— Zakeana Reid, Founder, Elios Collective

Is your organization built to run without you?

If your leadership team can't make decisions without you in the room — or your organization's success depends on one person being everywhere at once — there's a better way to operate. Let's build it.

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