



**CASE
STUDY
2026**

**PRIVATE
EQUITY**

Phelps 

Executive Recruitment in a Private Equity-Backed Family Business

Thierry Faure, Practice Lead



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CLIENT NEEDS

EXPERIENCED TRANSFORMATIONAL LEADER

CEO must have proven success leading family businesses through transformation and growth.

DUAL GOVERNANCE MANAGEMENT

Balancing family board's conservative approach with private equity's drive for rapid growth.

STRATEGIC AGILITY AND ALIGNMENT

CEO must align stakeholders and lead strategic execution amid complex dynamics.

CULTURAL SENSITIVITY AND VISION

Leadership requires governance navigation, trust-building, and preserving core values.

CHALLENGE

01

FAMILY-OWNED BUSINESS LEGACY

The company is family-managed industrial company based in Canada with deeply rooted legacy governance and operational values.

02

PRIVATE EQUITY PARTNERSHIP

The stakeholders opened the capital to a private equity firm partnership introducing new dynamics and a potential five-to-seven-year exit horizon.

03

DUAL GOVERNANCE CHALLENGE

Balancing family board's conservative approach with private equity's rapid growth expectations is critical.

04

CEO LEADERSHIP REQUIREMENT

We are looking for a new CEO who will respect heritage while driving strategic transformation aligned with investor goals.

OPPORTUNITY

The introduction of a private equity firm created a pivotal opportunity to modernize operations, align two distinct governance bodies, and bring in a transformational leader capable of guiding the organization onto a long-term, sustainable growth path.

01

Improve operations and prepare the company for accelerated growth.

02

Align two powerful and different governance bodies.

03

Bring in an executive leader skilled in transformation within both family and PE-backed environments.

SOLUTION

Phelps executed a **targeted executive search** to identify and attract leaders with proven experience in both family-owned and private-equity-backed organizations, drawing on a strong network and focused research strategies.

Each candidate underwent a **rigorous evaluation process** assessing cultural awareness, transformational leadership capability, board governance expertise, and their ability to align with both the executive committee's long-term vision and the private equity partner's growth expectations.

This ensured that only leaders capable of navigating the organization's dual-stakeholder environment were advanced.

SOLUTION

► **Targeted Executive Search**

We leveraged our deep executive network and a tailored research strategy to identify and attract leaders with proven experience in both family-owned and private-equity-backed environments. By combining targeted outreach, market mapping, and relationship-driven engagement, we surfaced candidates who not only met the technical requirements but also demonstrated the adaptability, governance insight, and leadership maturity required to thrive within the organization's unique dual-stakeholder context.

► **Candidate Evaluation Criteria**

We conducted a rigorous, multi-dimensional assessment of each executive, evaluating not only their cultural awareness and ability to navigate a legacy-driven environment, but also their capacity to lead transformational change. Our process examined candidates' board governance experience, strategic judgment, and track record working with complex oversight structures. We also assessed their alignment with both the executive committee's long-term vision and the private equity partner's performance expectations, ensuring each finalist could bridge stakeholder priorities while driving sustainable organizational growth.

OUTCOME

The appointed CEO delivered immediate and strategic impact:

01

Stabilized operations and initiated a structured growth plan.

02

Successfully built trust with both family and PE stakeholders.

03

Aligned diverse governance expectations and created a foundation for sustainable transformation.

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Thierry Faure
Practice Lead



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