GP Leadership Alpha in Practice

Strengthening Capital Stewardship while preserving the firm's entrepreneurial edge

Context

A mid-market infrastructure firm had grown rapidly from 22 to 85 people. Most Partners were founders. The entrepreneurial model of autonomy and minimal hierarchy had driven strong early performance.

At scale, new tensions emerged:

- Pockets of excellence but no consistent enterprise standard
- Decision authority less visible outside deal contexts
- Increasing bureaucracy affected speed and ownership
- Leadership influence concentrated in a few individuals
- Early-stage succession exposing capability gaps

Leadership Alpha Intervention

A Partner Leadership Model was developed; each partner received structured MB and peer feedback mapped against the model, supported by individual assessment deep-dives.

For the first time, the group saw a concrete, collective view of its leadership profile at a two-day Partner offsite focused on:

- Surfacing patterns under pressure
- Identifying leadership role coverage gaps
- Defining enterprise leadership for the next phase
- Clarifying collective non-negotiables with the MB

Outcome:

- Greater collective accountability for investment and non-investment decisions
- Clearer distinction between individual depth and collective non-negotiables
- Stronger confidence within MB regarding partnership readiness at scale