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**We Help CEOs & Leaders Build High-Performing Teams
That Lead Themselves**

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Building High Performing Teams That Lead Themselves.

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The Memories We Make: A 1976 Road Trip and America's 250th Birthday.

Fifty years ago, this summer, I was wedged into the back of an Oldsmobile Vista Cruiser station wagon with three siblings, watching the country roll by through the window.

It was 1976 — America's Bicentennial — and my family had set out on a three-week road trip that I still remember in vivid detail. We started in New York City, where we watched Operation Sail bring tall ships from around the world. From there, we traveled to Washington, DC, to visit cousins. We walked to the ground where the Revolution began, at Lexington and Concord in Massachusetts. We spent an unforgettable week at a rented lake house on Lake Mokoma in Pennsylvania.

Every evening, we would drive to my grandparents' home in nearby Dushore to watch the Montreal Olympics. We saw Bruce Jenner win the decathlon. We cheered as Sugar Ray Leonard and the Spinks brothers fight their way to boxing gold. We Nadia Comăneci scored the first perfect 10 in the history of Olympic gymnastics.

I have thought a lot about why those three weeks stuck with me, and I do not think it was the destinations. It was the togetherness —

the shared experience of being fully present. We were not scrolling. We were not scattered across separate rooms. We were in it together, mile after mile, evening after evening.

That lesson has stayed with me in my work with leaders and teams. The bonds that hold a family together are not so different from the ones that hold a great team together. They are built through shared experience, through presence, and through showing up for the ordinary moments, not just the milestone ones. You build it in the accumulated hours of being there.

America turns 250 — the Semiquincentennial — and I find myself thinking about all the families who will spend this summer making memories of their own.

You do not need a three-week road trip to do it. Perhaps you will take part in the national celebrations underway in New York, Philadelphia, Boston, Washington, DC, Charleston, and California. Or perhaps you will keep it close to home — a backyard barbecue, a town parade, fireworks over the ballfield, a game of flashlight tag, chasing fireflies across the lawn, or a long afternoon at the local pool.

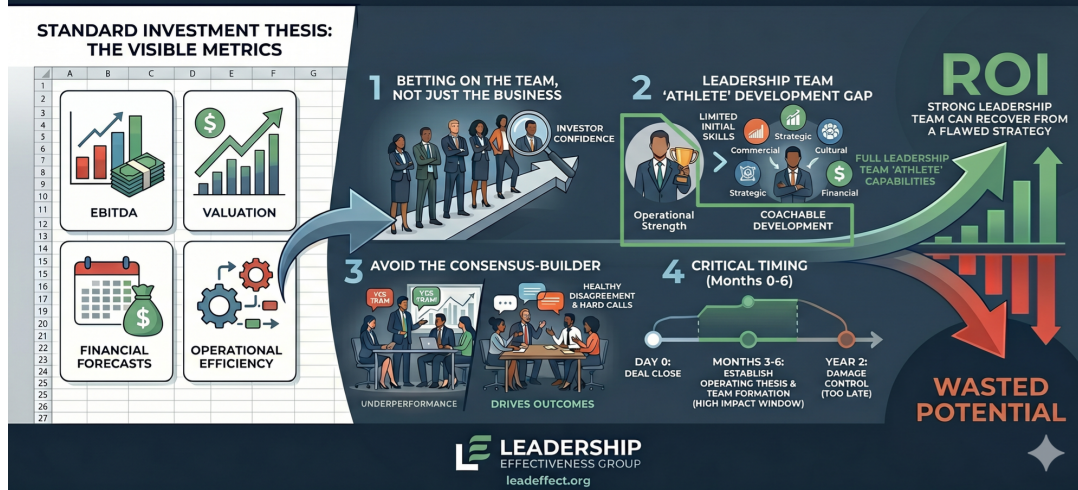
The scale does not matter. The presence does.

This summer offers something rare: with the World Cup coming to North America and many matches hosted right here in the United States, the whole world has a reason to celebrate alongside us. It is a fitting reminder of how connected — and how fortunate — we are to share this remarkable world.

My encouragement to you, whether you lead a family, a team, a company, or a community: be there for it. Put down the phone. Pile everyone into the proverbial station wagon. The miles will fade from memory. The moments will not.

Happy 250th, America.

PRIVATE EQUITY LEADERSHIP PERFORMANCE: THE CRITICAL DRIVER OF ROI.



PE Leadership Performance & ROI

When a private-equity firm underwrites and invests in a deal, founders assume they are betting on the business. They are primarily betting on whether the leadership team can navigate what nobody can predict.

First, most portfolio CEOs are not natural “athletes” at the CEO job. They were promoted or installed for one strength — usually commercial or operational — and the role demands five. That is not a knock. It is a development gap, and it is coachable if you catch it early.

Second, the consensus-builder is overrated. The CEO who keeps everyone comfortable and never forces the hard call tends to correlate with underperformance, not stability. Sponsors learn to be wary of a team that never disagrees in the room.

Third, timing is everything. The window that matters most is the first three to six months after close — when the operating thesis is still soft and the team is still forming. If you wait until year two, you will be managing damage instead of accelerating growth.

A strong leadership team can recover from a flawed strategy. A weak one can squander a brilliant one. Leadership capability is the most undervalued

line item in any investment thesis — it never shows up on a spreadsheet, but the quality of leadership determines the outcome and investment returns.



Founder Dependency Trap

Most founders do not get stuck because they are bad leaders. They get stuck because they are exceptional operators.

For years, which is exactly what the business needed. You made the calls. You closed the deals. You solved the problems nobody else could. And it worked — until the company got big enough that it could not.

Here is the trap. Revenue grows. Headcount grows. Complexity grows. But the way decisions get made never evolves. The executive team meets, debates, analyzes — and then waits for you to decide. That is not a leadership team. That is an advisory board with a founder for a tiebreaker.

The team is avoiding the two hardest behaviors: they will not engage in real conflict, and they will not commit without you in the room. So, every difficult call routes back to your desk — not because you are controlling, but because you are competent, and the organization has learned that the fastest path to “yes” runs through you.

That feels like speed. It is actually a dependency wearing a disguise. The goal was never to work harder or care less. It is to build a team that can make a great decision when you are on a plane with no signal. That is the shift from founder to CEO — and in my experience, it is the single hardest leadership transition there is, because it asks you to give up the exact thing that made you successful.

Founders — which decisions still route back to you that should not?

That is usually where the work starts.



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