Case study

peoplewise
PART OF THE LCAP GROUP

Strengthening Board Effectiveness to Accelerate Value Creation in a PE-Backed Business

The challenge

A PE-backed organisation was entering a critical phase of growth and needed confidence that its board was equipped to deliver the value creation plan.

The investor and chair wanted to understand whether the board had the right mix of experience, judgement, behavioural range and investor alignment to guide the business through the next stage of growth. This meant looking beyond formal governance structures to assess whether the board could provide the strategic oversight, constructive challenge and decision-making discipline required in a PE environment.

The challenge was twofold: to assess the board's alignment to the value creation plan, and to understand how effectively it operated as a collective. Without this clarity, there was a risk that the board could look appropriate on paper but still lack the pace, focus or dynamics needed to accelerate value creation.

The approach

We designed an integrated board effectiveness review combining value creation alignment with board dynamics and operating effectiveness.

First, we assessed the board against the requirements of the value creation plan. This considered the board's collective experience, functional coverage, PE exposure, growth orientation, strategic judgement and ability to oversee the key levers of value creation.

We then evaluated how effectively the board operated in practice, reviewing role clarity, meeting effectiveness, decision-making, board culture, quality of challenge, information flow, board-management relationships and individual contribution.

The findings were translated into a practical action plan focused on three areas:

- **Board composition and capability** — identifying where additional experience, succession planning or specialist expertise would strengthen oversight.
- **Board dynamics and decision-making** — improving the quality of debate, challenge, accountability and follow-through.
- **Board-management flow** — ensuring the right information, decision rights and governance rhythm were in place to support faster execution.



The impact

The review gave the investor and chair a clear, evidence-based view of whether the board was equipped to deliver the value creation plan. It moved the conversation beyond general perceptions of board performance and created a sharper understanding of where the board was adding value, where it could be more effective, and what needed to change to support the next phase of growth.

Specifically, the work highlighted:

- **Board readiness:** whether the board had the collective experience, judgement and alignment needed to oversee the next phase of growth.
- **Value creation risks:** where gaps in board composition, succession, challenge, decision-making or information flow could constrain execution.
- **Board effectiveness:** how the board could improve its strategic focus, meeting discipline, accountability and relationship with management.
- **Action roadmap:** practical next steps to strengthen board capability, board dynamics and board-management flow.

The result was a more focused and value-oriented board, better equipped to support management, challenge effectively and help the business deliver the investment thesis with pace and confidence.

Peoplewise, part of The LCap Group, is an award-winning business psychology consultancy specialising in assessing potential, developing leaders and transforming business.

CMI CIPD ilm ICF International Coaching Federation The British Psychological Society