

MICHAEL HOARD

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Operating Partner & COO-Adjacent Execution Leader for PE- & VC-Backed SaaS Companies

EXECUTIVE BIO

Michael Hoard is an Operating Partner and COO-adjacent execution leader who **helps PE- and VC-backed, founder-led companies convert growth** into predictable, board-ready execution.

He is brought in when scale exposes execution risk faster than leadership teams and boards can manage it - **when complexity rises, accountability diffuses, and decisions are increasingly made** with lagging or unreliable signals. His work focuses on installing a consistent execution operating system across leadership, cadence, and governance so companies can scale without relying on heroics or personality-driven execution.

Michael does not run marketing, sales, or operations functions. Instead, he builds the execution infrastructure underneath them - **operating cadence, decision rights, escalation paths, and board-level signal** - enabling leadership teams to execute with clarity, foresight, and speed as complexity increases. His role is explicitly COO-adjacent: professionalizing execution without stripping speed, ownership, or culture.

His approach is **repeatable by design and deployable across portfolios**, not bespoke to individual companies. Typical engagements **stabilize execution signal quality and decision cadence within the first 90 days**, reducing surprises and improving decision velocity at both leadership and board levels.

Michael regularly partners with CEOs, COOs, boards, and investors during periods of rapid growth, integration, or transition, serving as an embedded Operating Partner, interim COO / SVP of Execution, or venture studio Operator-in-Residence.

EXECUTION SYSTEMS HE INSTALLS

- **Execution Operating Systems** spanning leadership cadence, governance, and decision infrastructure
- **Board Readiness & Signal Quality**, replacing retrospective reporting with forward-looking risk indicators
- **Operating Cadence & Accountability Models** that reduce founder dependency and execution drift
- **Decision Rights & Escalation Design** to clarify ownership and accelerate resolution
- **Early Execution Risk Detection** that distinguishes noise from true intervention points
- **Cross-Functional Alignment** without functional capture or reorganization

SELECT IMPACT

BairesDev - Senior Advisor

Partner to leadership teams in high-growth environments to strengthen execution discipline, forecasting reliability, and operating cadence.

The Proper Group - Embedded Operating Executive

Rotational, embedded leadership roles supporting execution system design across SaaS, education, services, and multi-site operating environments.

- Aligned leadership around metrics, cadence, and accountability
- Built governance frameworks and readiness standards across distributed teams
- Standardized execution across multi-location and multi-vendor environments
- Installed performance dashboards surfacing risk before it impacted outcomes
- Improved operational consistency without disrupting culture

Operating Partner / Portfolio Executive (2016–Present)

Embedded operator supporting PE- and VC-backed companies during periods of rapid growth, integration, and transition.

- Improved visibility into execution risk and performance drivers
- Acted as escalation partner during periods of rapid change
- Installed repeatable operating playbooks that reduced founder dependency and improved forecast reliability
- Designed decision-grade executive dashboards used at board level for early risk detection
- Established operating cadence, accountability frameworks, and escalation paths
- Converted founder-led, personality-driven execution into measurable systems
- Led cross-functional internal teams and external vendors (20–25+ operators)
- Improved decision velocity by clarifying ownership and escalation

Sungard Availability Services - Solution & Product Delivery Executive

Enterprise execution leader supporting delivery and operational alignment across a \$15M ARR portfolio serving Fortune 500 clients.

- Served as escalation owner across delivery, customer experience, and execution risk
- Partnered with executive stakeholders to align solutions with evolving business needs
- Improved retention and account stability through disciplined execution

Eight Eleven LLC - Founder & CEO

Founder and operator who built and scaled a multi-million ARR professional services business.

- Owned P&L, operating cadence, hiring, and execution systems
- Designed scalable delivery and governance models from inception
- Developed firsthand understanding of founder constraints and scale inflection points

CORE EXECUTION STRENGTHS

- Execution Operating System Design
- Board Readiness & Signal Quality
- Founder-Led Scale Transitions
- Operating Cadence & Governance
- Execution Risk Detection & Escalation
- Cross-Functional Accountability Models

EDUCATION:

Rhode Island School of Design (RISD)

BFA, Industrial Design — systems thinking, design under constraint, human-centered problem solving