

Executive Search for DSO Company

Client Profile

Location

85+ offices
over 6 states

Specialty

Dental

Services Deployed



Executive Search



Consulting



Post-Audit Education

Overview

- + SCALE was engaged to provide PMO support to a struggling DSO located over 6 states with the track record of underperformance, and more recently substantial financial losses.
- + SCALE had been working with Executive Leadership at the DSO on turnaround workstreams for several months & identified key deficiencies in the Executive team contributing to underperformance and materially slowing down PMO turnaround success.
- + SCALE met with executive leadership to provide insight to deficiencies uncovered with little success. Ultimately these discussions led to SCALE engaging the Lender & Board to intervene. SCALE communicated that without improved leadership, the PMO, and ultimately the DSO, would not succeed.

Execution

- + SCALE first presented the DSO Leadership with the key deficiencies in execution, tracking the deficiencies back to a lack of 1) management experience 2) unaddressed needs in the Field, preventing the Field managers to succeed.
- + SCALE's prevailing PMO had made some progress but with slowing down in velocity of change due to these gaps. SCALE initially advocated for a COO with Strong Operational experience to provide leadership, strategy and execution to the DSO.
- + Additionally, SCALE pointed out to executive leadership that the field team had made their own observations and requests for support that for months had gone on unaddressed. Examples:
 - + Lack of CMO engagement with providers
 - + Poor engagement and execution by HR related to recruiting
 - + Poor alignment & support between executive team and field offices on goals, how to get there, and problem solving.
- + Executive leadership believed that the field team was adequately supported and needed only improved data analytics to improve and pushed back on the need for additional help, in spite of Lender support to fund.
- + Upon presenting findings, SCALE recommended a change in leadership to the board. Once recommended, current CEO stepped down immediately and board appointed SCALE PMO to current Interim CEO position.