

THE ANATOMY OF A BREAKTHROUGH

Unified Leadership Building a Stronger Future at Miles-McClellan Construction



Miles-McClellan

General Contracting & Construction Management | Columbus, OH

5+

Years
Accelerated

Every

Leadership
Level Impacted

ESOP

Succession
Pathway Created

THE CHALLENGE

A Firm at a Crossroads

Miles-McClellan Construction had every reason to feel good about where it stood. A second-generation family business, it had survived the Great Recession, built a respected team, and was on a consistent growth trajectory. On the surface, it looked like a success.

But beneath that success, the pressure was mounting in ways that org charts and revenue reports couldn't capture.

Matt McClellan, CEO, was navigating the complicated terrain of second-generation leadership—carrying the weight of his father's retirement, managing family dynamics, and trying to scale a company while staying true to what had made it great. The stress wasn't just professional. It was physiological.

“I was experiencing panic attacks driven by intense pressure over business transitions and family relationships. The stress of having our father's retirement linked directly to our success was immense.”

— **Matt McClellan, CEO of Miles-McClellan Construction**

Meanwhile, Devin Stein (VP of Human Resources) saw a leadership capability gap widening faster than the company could close it organically. Owen Wyss (CFO) was watching rapid expansion strain the team's ability to communicate and build trust.

“The leadership team was changing, and we needed a new way to communicate and build trust faster than we could achieve organically.”

— **Owen Wyss, CFO of Miles-McClellan Construction**

Miles-McClellan didn't need a turnaround. It needed a breakthrough: a fundamental shift in how its leaders saw themselves, each other, and the future of the business.

THE ANATOMY OF A BREAKTHROUGH

Three Shifts That Changed Everything

A breakthrough is not a single event. It is an interconnected sequence of shifts that build on each other.

At SightShift, we have identified the anatomy of a breakthrough: three shifts that, when they happen in order, create lasting and scalable transformation.

01 COMMUNICATE → VISION

Communicate a clear vision that leads to a shift in identity.

The breakthrough begins when a leader sees a new vision for themselves and their organization. That clarity reshapes who they are and how they lead.

02 CHANGES → APPROACH

Make changes based on that vision that lead to a shift in approach.

The identity shift naturally leads to new ways of operating. Leaders redesign systems, team development, and culture to reflect who they have become.

03 CONNECTION → RELATIONSHIPS

Deepen connection with your team that leads to a shift in relationships.

When vision and structure align, the environment is set for deeper trust. Teams show up differently. The culture becomes self-sustaining.

SHIFT 01 | COMMUNICATE → VISION

From Pressure to Purpose

Matt McClellan's breakthrough began not in a boardroom, but in a deeply personal reckoning. Working with SightShift through its leadership development process, he began to consciously examine the root of his stress—not just manage it. The anxiety he had been carrying wasn't just a symptom of a difficult season. It was a signal that something in how he was leading needed to fundamentally change.

SightShift invited Matt to examine:

- What was truly driving his stress and what a healthier response looked like
- What he wanted the next generation of the business to stand for
- How to lead from wholeness rather than pressure

“Working with SightShift helped me consciously understand the root of my stress and how to respond differently.”

— Matt McClellan, CEO

This wasn't a productivity hack or a management training. It was a reintegration of identity and leadership. Matt stopped leading from the weight of inherited obligation and began leading from a clear, chosen vision for what the company could become.

The Ripple Effect

Matt's personal transformation became the proof of concept for the entire organization. When the CEO changes from the inside out, it gives others permission and a model to do the same. The identity shift at the top set the conditions for everything that followed.

SHIFT 02 | CHANGES → APPROACH

A Leadership System Built for Every Level

As Matt's identity evolved, so did the firm's ambition. He invited SightShift to expand its work across Miles-McClellan's entire leadership structure, from the executive team down to project managers and site leaders. This was not a top-down mandate. It was an organic extension of a transformation that had already proven itself.

Together, they implemented a comprehensive Leadership Operating System™ (LOS) designed to reach every leader in the organization:

- **Culture Risk Report™**
Surfacing hidden organizational risks before they became costly.
- **Culture Breakthrough Workshop**
Crafting a strategic roadmap for sustained leadership growth.
- **Figure That Shift Out™**
Equipping managers and project leaders with shared language and tools for emotional resilience.
- **Figure That Culture Out™**
Implementing a simplified, scalable model for building and sustaining culture.
- **Leadership Academy**
Establishing an ongoing system for internal leadership development at every level.

The result was not disruption. It was elevation. SightShift's approach layered on top of what Miles-McClellan already valued, giving the team shared language and frameworks that turned their existing culture into a system.

"SightShift didn't disrupt our existing culture; it simply elevated what we already valued."

— Owen Wyss, CFO

Structural Shift

The transformation led directly to structural change. Every project at Miles-McClellan is, in Matt's words, "a small business." By equipping site and project leaders with the mindset and tools to lead autonomously, the company was able to scale execution without sacrificing quality or culture. The identity shift at the top had become operational infrastructure throughout the organization.

"Not every tool is going to fit every person, but the vast education of the Leadership Operating System made it valuable for different people in different ways so they could engage with it on their own trajectory."

— Devin Stein, VP of Human Resources

SHIFT 03 | CONNECTION → RELATIONSHIPS

Where Culture Meets Performance

When identity shifts and systems align, something powerful happens in the relational fabric of a team. People show up differently. Trust deepens faster. Conversations that once required weeks of careful navigation begin happening in real time.

At Miles-McClellan, the deepened connection produced tangible, measurable results across every dimension of the business:

Exceptional Client Satisfaction

Industry-leading Net Promoter Scores, driven by leaders who show up with clarity and accountability on every project.

Improved Leader Retention

Increased internal promotions and a strengthened leadership pipeline, reducing costly turnover and preserving institutional knowledge.

Accelerated Succession Planning

Clear pathways and empowered bench strength for third-generation ownership via an Employee Stock Ownership Plan (ESOP)—a structural outcome of the cultural clarity built through the process.

Enhanced Team Dynamics

Transparent, authentic communication replaced guarded interactions, making conflict productive and alignment natural.

“SightShift was a mindset shift. It elevated Miles-McClellan by developing leadership internally rather than imposing external frameworks.”

— Devin Stein, VP of Human Resources

Perhaps most significantly, the team that SightShift helped build is the same team now positioned to carry the company into its third generation. The relationships formed through this process aren't just interpersonal. They are the foundation of the company's future.

THE IMPACT

The ROI of a Breakthrough

What Matt experienced personally has now scaled through the entire culture of the firm. The breakthrough wasn't just personal. It was organizational.

“SightShift advanced us at least 5 years in our ability to communicate as a team. We're making decisions now that secure our success five, ten years down the line. This strategic approach wouldn't have been possible without the clarity and alignment SightShift provided.”

— Owen Wyss, CFO

Owen Wyss put it precisely when he said SightShift “advanced us at least five years in our ability to communicate as a team.” That's not a soft metric. That's competitive acceleration—the ability to move faster, decide better, and retain more, compounded over time.

“SightShift fundamentally changed how we engage as leaders and as a team.”

— Matt McClellan, CEO

“I'm excited and confident about our future. Building leaders at every level isn't just making my job easier—it's ensuring our company thrives well beyond my tenure.”

— Matt McClellan, CEO

Ready for Your Breakthrough Moment?

The scalability of your organization depends on the scalability of your leaders. SightShift helps fast-growing companies identify the hidden risk factors that threaten to hold them back.

[Schedule a Call](#)

sightshift.com/breakthrough