



IRONVINE
CONSTRUCTION GROUP

CANDIDATE SUBMISSION

Ryan T. Callahan

Vice President of Construction

Ironvine Construction Group

EXECUTIVE SEARCH · COMMERCIAL CONSTRUCTION

SAMPLE: CANDIDATE AND CLIENT ARE FICTIONAL, FOR ILLUSTRATION ONLY

RETAINED SEARCH LED BY

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BUILDING MORE THAN BUILDINGS

RECRUITER'S ASSESSMENT

THE READ

Callahan runs a job from the field, not the corner office, and he owns the margin while he does it. That combination is what your last two searches could not close.

Twenty-four years in commercial construction. A P&L operator who develops superintendents. Two reservations worth your time, both below.

What He Brings That You Told Me You Cannot Find

You said the search stalled because the strong operators could not own a number and the strong estimators could not lead a field. Callahan does both. At Halveston he runs a \$150M business unit, owns its margin, and still walks the job on Fridays. He can tell you last year's division fade to the basis point without reaching for a report.

He also brings the thing that is hard to hire. Owner relationships that travel. Two of the healthcare systems he has built for have followed him between firms. When you hire him you are hiring a book of relationships, not just a resume.

Where I Want You to Push

Data center depth is thinner than his healthcare resume. Callahan has delivered healthcare and commercial work deep and wide. He has one ground-up data center behind him, not a program. Your growth thesis leans on mission-critical. Ask him how he would staff and ramp a data center program, not a single job. A strong answer names the superintendents he would pull, the trade partners he would qualify early, and a precon rhythm for a repeatable product. A weak answer treats it as one more project.

He drives schedule hard. The urgency that makes him a closer can burn a subcontractor relationship in a market where the good subs pick their builders. Ask him about a job where the schedule push cost him a key trade partner or a safety near-miss. You want a real scar, not a recovery story.

He has moved roughly every four to five years. Not a red flag on its own, but you are hiring for a long build and a path toward running operations. Ask him directly what would make this the seat he stays in.

CONVICTION • RECOMMEND WITH RESERVATIONS

48 of 60 across two conversations. No disqualifiers triggered. The upside is a P&L operator who leads from the field and brings owner relationships with him. Confirm the data center ramp and the rest holds up.

CANDIDATE PROFILE

VP of Operations CURRENT TITLE	Halveston Construction Group CURRENT COMPANY	Atlanta, GA LOCATION	24 Years EXPERIENCE
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Open to the right move. No non-compete that survives a move. Relocation to Nashville on the table for the right seat. Comfortable with regional travel.

EXECUTIVE SUMMARY

Callahan fits this seat for three reasons. He owns a business unit's P&L and delivers it, so he can carry a division for you and not just a project list. He leads from the field and develops superintendents, which is how you scale delivery. And he brings owner relationships that follow him. His open question is data center depth, which is one project on his resume rather than a program.

The Story

Callahan is VP of Operations at Halveston Construction Group, a \$320M regional commercial builder in the Southeast, where he owns a \$150M healthcare and commercial business unit. He is not unhappy, which is the kind of operator worth moving. Halveston is closely held, the ownership is a generation ahead of him, and there is no clear path to the top operating seat. He has taken his unit about as far as the current structure allows. He wants a division to build and a runway toward running operations. Your seat gives him both.

The moves that matter are the last three. He came up the field way, starting as a field engineer and running work as a superintendent before anyone let him touch a budget. He carried that field instinct into project management and then into a project executive role at Vanterra Construction, a national builder, where he ran data center and industrial work and learned how a repeatable product gets delivered at program scale. At Halveston he stepped into a P&L, took a flat business unit, and grew it into the firm's most profitable division on the strength of repeat healthcare clients and a superintendent bench he built himself. Field, then delivery at scale, then ownership of the number. That is the arc that maps to your mandate.

Inside his firm he is known as the operator who protects margin without starving the field, and who promotes from within rather than buying superintendents off the street. He is direct, low ego, and comfortable in a hard conversation with an owner or a sub. He is based in Atlanta with his family and is open to Nashville for the right seat, which fits your corporate posture. His competing interest is a retention conversation Halveston has already started, which is the clock you are working against.

EVALUATION SCORECARD

48 / 60 TOTAL SCORE	ADVANCE VERDICT	0 DISQUALIFIERS	Recommend w/ Reservations CONVICTION
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Scored across two conversations against the 12-dimension framework. Move-forward bar is 40 with no disqualifier dimension below 3 and no high-weighted dimension below 3. Red DQ tags mark dimensions where a low score ends the process regardless of the total.

#	DIMENSION	WEIGHT	SCORE	ONE-LINE READ
1	P&L Ownership DQ	HIGH	4	Owens a \$150M business unit and its margin. Reads a job's cost curve cold.
2	Operational Track Record at Scale DQ	HIGH	4	Delivered a portfolio on time across a full division. Below your top-end program size.
3	Field Leadership & Superintendent Development DQ	HIGH	5	Grew three supers into GS roles. The field follows him, not his title.
4	Delivery-Method Fit	HIGH	3	Strong on CM-at-risk and design-build. Self-perform concrete is thinner.
5	Preconstruction & Estimating Command DQ	HIGH	4	Sits in precon and pushes the estimate. Not a hand-it-to-estimating executive.
6	Owner & Client Relationships	HIGH	5	Repeat healthcare owners follow him between firms. Relationships are the pipeline.
7	Schedule & Cost Discipline	HIGH	4	Holds the schedule and the number. Drives hard, which is also the watch item.
8	Safety Culture	HIGH	4	Owens EMR as a leadership metric, not a poster. Walks the site.
9	Subcontractor Management	HIGH	4	Deep bench in the Southeast trade base. Newer to your metro's subs.
10	Sector & Market Fit	MED	4	Healthcare and commercial are home. Data center is one project, not a program.
11	Culture & Team-Building Fit DQ	HIGH	4	Builds teams that stay. Direct without ego. Fits a builder culture.
12	Tenure & Motivation DQ	MED	3	Motivation is real. Tenure history is the open question.
Total			48	Out of 60. Above the move-forward bar with no disqualifiers.

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EVALUATION SCORECARD

Continued from the previous page.

Top Strengths

- **P&L owner who leads from the field.** He runs a business unit's margin and still walks the site, the combination most VP searches cannot close.
- **Owner relationships that travel.** Repeat healthcare clients follow him firm to firm, which turns a hire into a pipeline.
- **Superintendent developer.** He has grown three supers into general-superintendent roles, which is how you scale delivery without buying it.

Areas for Your Attention

- **Data center depth is thin.** His portfolio is healthcare and commercial. Your growth is mission-critical. Probe how he ramps a program, not a project.
- **He drives schedule hard.** The trait that makes him a closer can strain subs in a tight trade market. Ask what a push has cost him.
- **Tenure intent.** Roughly four to five-year moves against a long build. Get his answer directly.

LEADERSHIP ASSESSMENTS

Flowstate includes a leadership assessment on searches where the client engages one. The Caliper results below are populated for this sample.

Caliper Profile

86 / 100 OVERALL JOB FIT	High ROLE MATCH	Drive STANDOUT TRAIT	Pace WATCH AREA
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Top Three Leadership Strengths

- **Ego-Drive (93rd percentile).** A strong need to win the work and close the job. In a VP it shows up as the operator who holds the schedule and the margin when a project wants to slip.
- **Urgency (89th percentile).** A bias toward momentum. It is the engine behind on-time delivery, and it is also the trait behind the pace watch area.
- **Resilience (85th percentile).** Steady when a job goes sideways. He does not rattle when a schedule slips or a trade partner fails, which is exactly when a field team looks to its leader.

Top Two Development Areas

- **Cautiousness (29th percentile).** He moves before every detail is nailed. On a data center program with tight tolerances and heavy MEP coordination, that instinct needs a strong precon and VDC discipline around it.
- **Accommodation (34th percentile).** He holds his ground. With subcontractors he needs to court in a tight market, he will have to flex more than his wiring wants.

My Take on Fit

The Caliper confirms what I saw in both conversations. The drive and resilience scores are the reason I am comfortable putting him in front of you despite the data center question. He is wired to hold a job together when it wants to fall apart, which is the whole job at your scale. What the data does not tell you is whether that wiring has been tested on a data center program, and it has not, not yet.

Where the data and my read line up is on pace. The urgency and low cautiousness scores track with the schedule reservation, and together they are the thing I would most want you to test. On a healthcare build his pace is rewarded. On a data center with a hard energization date and a thin trade market, moving fast without the coordination locked can cost you more than it saves.

Net, the assessment strengthens the case rather than complicating it. His strengths are the ones a builder's culture rewards and his development areas are the ones a data center program will expose early. Build your interview around the second list.

Full Caliper report is provided to the client on live engagements.

COMPENSATION

	BASE	BONUS	TOTAL	LONG-TERM INCENTIVE
Current Halveston Construction Group · 5 yrs	\$225K	~\$70K, division performance	~\$295K OTE	Profit-share + \$12K vehicle allowance
Prior Role Vanterra Construction	\$185K	Project-margin bonus	~\$230K OTE	None
Target Ironvine Construction Group	\$200K– \$250K	25–35%, margin & division	~\$275K–\$325K OTE	Profit-sharing or equity + vehicle allowance

THE LEVER

Lead with the division and the seat, not the base.

Callahan is not moving for a bump on base. He is moving for a business unit to own outright, a runway toward running operations, and a profit-share that pays like an owner when the division performs. That is the piece his closely held employer cannot promise him.

Motivation to Move

In my assessment Callahan leaves for ownership and runway, not money. His current total is close to your target, so this is not a bidding war. He has taken his unit as far as a closely held structure allows, there is no path to the top operating seat, and he wants a division he can build and a track to run operations. The risk is not that he says no. It is that his current ownership makes a retention move to hold him. Move with intent.

Open Items Before Offer

- Comp verification against the last two years of W-2 and profit-share documentation.
- Confirm no non-compete or non-solicit survives a move, and clarify any project-specific handcuffs.
- Two of four references still to be scheduled.
- Confirm relocation timing and expectations for Nashville.

REFERENCES

NAME	TITLE	COMPANY	RELATIONSHIP
Dale Brunner	Former General Manager	Vanterra Construction	Direct manager, four years
Marisa Cole	Owner's Representative	Cedar Grove Health System	Client on three projects
Frank Delgado	Senior Superintendent	Halveston Construction Group	Reported to candidate, six years
Greg Somers	Project Executive	Vanterra Construction	Executive peer

All references are reached through Flowstate Search per the confidentiality terms of this engagement. Flowstate Search will coordinate scheduling.

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