



What the Field Demands:

An Industry Conversation with Joe Lurz
COO of Full Circle Fiber



Critical Fiber Infrastructure. Built Right.



Execution Still Starts at the Top

In this industry, execution wins the contracts. Joe Lurz, Chief Operating Officer of Full Circle Fiber, knows this firsthand. His path from special operations to private equity to COO has been defined by one constant: the ability to take a team, align it around a common goal, and make it move.

In this conversation, Joe shares how Full Circle Fiber drives disciplined execution across geographically dispersed teams, why communication is the most underrated tool in operations, and what it really takes to lead in a high-stakes, fast-moving industry.

"The goal is 100% quality, 100% on-time delivery. Where we differentiate is how we communicate that to the customer."

This is an operator's perspective — grounded in the field, shaped by experience, and built for what industry leaders need right now.

A Career Built on Organizing Talent

Joe Lurz didn't follow a traditional path into operational leadership. Raised in a single-parent household where hard work was the only model he knew, he entered the Marine Corps at 17 with no direction. Four years in, a chance encounter at a swimming pool changed everything. He tried out for the Marine Corps' special reconnaissance community, earned his place, and eventually became part of the founding generation of Marine Special Operations forces.

He wasn't the best in the room. However, he developed the rare ability to organize a team of elite individuals and get them all in the same direction.

"I was pretty good at organizing us and getting us all moving in the same direction toward the goals we were out there to achieve."

After leaving the military in 2018, Joe used this ability to break into business. Over his career, he had the opportunity to support portfolio companies through Norfolk Street Group and Millpoint Capital. Today, as COO of Full Circle Fiber, he brings that same ability to one of the most operationally complex infrastructure industries.

When Joe joined, he found what he often finds in companies: a leadership team that hadn't been empowered to act. His first move was to change that. He defined clear thresholds. He outlined what his team could decide on their own, and when they should call him. He didn't stifle people who spent years on the ground; he gave them the power to use that experience to grow the organization.

"When they become uncomfortable at the threshold of a decision — that's when they pick up the phone and call me. I've empowered them to solve the problem."

Speed, Fail Fast, and the Private Equity Mindset

Joe's operational philosophy has been sharpened by years of working inside private equity-backed organizations. These are environments where timelines are compressed, and the cost of slow decision-making is real. He wants leaders to stop waiting until the plan is 90% baked. Most leaders, he argues, want more data, more time, and more certainty before they move. In a fast-moving infrastructure market, that instinct is a liability.

This doesn't mean recklessness. It means building a team where decisions are made at the right level, corrections are made in stride, and the organization doesn't wait for a 90-day report to act on what's already visible.



"You have to be comfortable with a little more pressure and a willingness to fail fast — so you can adjust quickly."

What the Field Actually Demands

Fiber deployment looks straightforward on paper. In practice, it involves a layered web of permitting, site coordination, municipal approvals, customer notifications, safety protocols, and field logistics. This is all happening in parallel, across multiple geographies, with dozens of moving parts before a single drill goes in the ground. The most common misunderstanding in the industry, Joe says, is how much invisible coordination underpins every visible deployment.

"People underestimate how much work is going on prior to that drill going on site to begin executing."

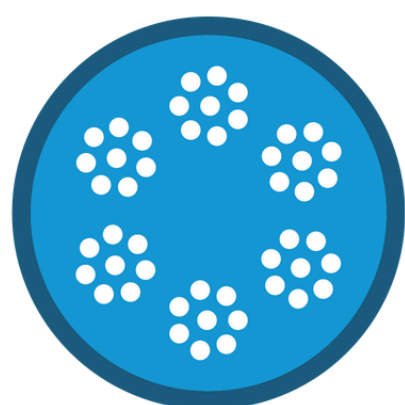
When errors do occur, and in an industry this complex, they will. Joe has a clear philosophy. He wants to communicate the challenge, communicate the issue, and communicate the resolution. Quickly. The differentiator for Full Circle isn't the absence of problems. What sets Full Circle Fiber apart is its fast, transparent approach to surfacing and solving those problems for the client.

The fiber industry is in a defining moment. Demand is constant. Funding is flowing. The operators who succeed in this environment won't be the ones with the best plans. The winners will be the ones with the best execution.

"Leadership means a willingness to engage, understand, and influence — to get everybody moving in the same direction against a common goal."

If you're an operator looking for a partner who understands what execution actually demands, we invite you to connect.

Follow us for industry insight. Connect with our team. Partner with Full Circle Fiber to build what's next.



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