**01/04/2018  
8 to Start 2018; Hagerty's Office Design; Solopreneurs; Jan 30 - Feb 4 Panama**

"...insights for scaleups"  
  
**HEADLINES:**

**8 to Start 2018 --** my annual pick of the top biz books from last year is published with [*Huffington Post*](https://gazelles.infusionsoft.com/app/linkClick/41112/41efc41d10041172/42618422/205daf5cdfc6650d). I chose two for each of the 4 Decisions from *Scaling Up* - People, Strategy, Execution, and Cash. And if you attended our [ScaleUp Summits (New Orleans May 22 - 23 is next)](https://gazelles.infusionsoft.com/app/linkClick/41114/94bf0fd66856f312/42618422/205daf5cdfc6650d) you've likely heard from most of these authors. See how many you and your team have already absorbed. And to make it easier to digest, split up the list among the team and have each report back the best implementable ideas for 2018. Here's the list (details on why and the best idea from each in the *Huffington Post piece*):

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| **PEOPLE**   [*The Master Coach: Leading with Character, Building Connections, and Engaging in Extraordinary Conversations*](https://gazelles.infusionsoft.com/app/linkClick/41116/a3e3a3e2bfcf40b6/42618422/205daf5cdfc6650d) by Gregg Thompson   [*Life's a PIC/NIC*](https://gazelles.infusionsoft.com/app/linkClick/41118/edc1f443e95962e7/42618422/205daf5cdfc6650d) by Aubrey Daniels and Alice Lattal   **STRATEGY**   [*Jobs to Be Done*](https://gazelles.infusionsoft.com/app/linkClick/41120/d830fc42c6b7e055/42618422/205daf5cdfc6650d) by Stephen Wunker, Jessica Wattman and David Farber   [*The Four: The Hidden DNA of Amazon, Apple, Facebook and Google*](https://gazelles.infusionsoft.com/app/linkClick/41122/76a03ec7f93201dc/42618422/205daf5cdfc6650d) by Scott Galloway   **EXECUTION**   [*Machine, Platform, Crowd: Harnessing Our Digital Future*](https://gazelles.infusionsoft.com/app/linkClick/41124/5aa5f33baf9098d8/42618422/205daf5cdfc6650d) by Andrew McAfee and Erik Brynjolfsson   [*Performance Partnerships: The Checkered Past, Changing Present and Exciting Future of Affiliate Marketing*](https://gazelles.infusionsoft.com/app/linkClick/41126/9978866423b9153d/42618422/205daf5cdfc6650d) by Robert Glazer   **CASH**   [Am I Being Too Subtle?](https://gazelles.infusionsoft.com/app/linkClick/41128/5ca2896378080200/42618422/205daf5cdfc6650d) by Sam Zell  [*The Principles*](https://gazelles.infusionsoft.com/app/linkClick/41130/d410880345b9a57f/42618422/205daf5cdfc6650d)by Ray Dalio |

**The Million-Dollar, One-Person Business --** and just released this week is [Elaine Pofeldt's book](https://gazelles.infusionsoft.com/app/linkClick/41132/01cd5228be37cb38/42618422/205daf5cdfc6650d) about solo entrepreneurs who have created seven-figure plus, ultra-lean companies. Drawing on their experiences, the book details specific strategies these entrepreneurs used to approach and hit $1 million in revenue before adding employees. FYI, you might recognize Elaine's name - she's the writer who helped me craft *Scaling Up* and ghost writes my various columns. Congrats, Elaine, on this well researched and written book.  
  
**Demise of the Cube Farm --** form follows function, and nowhere is this principle more critical then when designing office space. Hagerty, the leader in classic car insurance, has engaged in a significant remodel of its work spaces to encourage more collaboration. Being careful to "shoot bullets before cannonballs" they are still in Phase 1 where they are testing different office furniture configurations. Notes Sarah Friess, the company's senior manager of employee programs:

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| --- |
| *...Hagerty's Future of Work concept provides employees with the tools, technology and space to be able to work where and with whom their work dictates.* |

This short [TCBN article](https://gazelles.infusionsoft.com/app/linkClick/41134/00e73a8a7d07882d/42618422/205daf5cdfc6650d) shares one diagram and details both the employee-driver approach and partnership Hagerty has with Herman Miller, the chosen vendor. It's worth 2 minutes to read. Then start thinking about revamping your own space**.**   
  
**Eliminating Laundry Detergent --** to rid the planet of one of its biggest polluters, laundry detergent, a Danish biotechnology firm, Novozymes, is turning to nature for the answer. This [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/41136/55416095a9c66bb0/42618422/205daf5cdfc6650d) details how this $2.2 billion firm is turning to mushrooms to create a series of enzymes that can dramatically reduce the amount of detergent needed to get heavily stained clothes clean. Please take 4 minutes to read the details.  
  
**Designing with Nature --** it's biomimicry approaches like above, along with how nature can guide office designs, that are just two of the many ways companies are beginning to ["Design with Nature" - the title of our next Geoversity program in the jungles of Panama, Jan 30 - Feb 4](https://gazelles.infusionsoft.com/app/linkClick/41138/506b1c24dce9bedc/42618422/205daf5cdfc6650d). Join me, along with a couple billion dollar players and leaders of other major and growing firms, including a world-class faculty and the support of organizations like the Smithsonian and Harvard, for this highly experiential executive program.**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)   
  
**EDUCATION:**A good friend of mine and someone I consider to be the foremost expert on hiring, Dr. Brad Smart, identified a process to guarantee you're getting the right people in the right seats. Through years of in depth and research and practice, Dr. Brad Smart identified 40 interviewing techniques that are part of the full Topgrading implementation, and we created a video detailing what he considers the 7-mission critical techniques.   
  
Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/42618422/205daf5cdfc6650d) to submit your name and email so the team at Growth Institute can give you access to the video and email you a copy of Brad's Interviewing Feedback From to continually improve your process.   
  
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 **COACHING:**  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? [Click here to watch](https://gazelles.infusionsoft.com/app/linkClick/16836/c1bfb9a86b7fe59a/42618422/205daf5cdfc6650d) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at [info@gicoaches.com](mailto:info@gicoaches.com) for more information.  
  
And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/42618422/205daf5cdfc6650d) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**01/11/2018  
Richest Ever?; Rethinking HR; 2018 Year of...; Rich Moran**

"...insights for scaleups"  
  
**HEADLINES:**

**YPO-only CEO Boot Camp --** today's insight will be short since John Ratliff and I are hosting another CEO Boot Camp this week in Marathon, FL. (all consuming). Limited to 10 CEOs, McKeel Hagerty, immediate past International Chair of YPO, is co-hosting a YPO-only CEO Boot Camp with us May 29 - June 1. April 3 - 6 is open (4 spots left) to all CEOs. For [more info](https://gazelles.infusionsoft.com/app/linkClick/41154/e0cddce888a41674/42699084/e72c2563e25d4a58).

**Jeff Bezos Richest Person of All Time (besides Putin!)? --** this week the founder of Amazon leaped ahead of Bill Gates according to [this *Money* magazine article as the richest person ever in terms of net worth](https://gazelles.infusionsoft.com/app/linkClick/41156/146b245b46d2534f/42699084/e72c2563e25d4a58). However, all this is debatable if one inflation adjusts Gates brief $100 billion next worth in 1999, which would be $140 billion in today's dollars. And if Gates hadn't given away over $60 billion he would be worth over $150 billion today. Then there is Russia President Vladimir Putin's unofficial net worth estimated by Bill Browder, [formerly Russia's largest foreign investor, at over $200 billion](https://gazelles.infusionsoft.com/app/linkClick/41158/cc1461f7a9d680f9/42699084/e72c2563e25d4a58). Browder wrote a brilliant and insightful book called [*Red Notice: A True Story of High Finance, Murder, and One Man's Fight for Justice*](https://gazelles.infusionsoft.com/app/linkClick/41160/ac440ee7034038e7/42699084/e72c2563e25d4a58). Fun facts (and reading) for this weekend's gatherings!  
  
**Fast Growing Dermatology Group Rethinks HR (Gazelles case study) --** As Schweiger Dermatology Group expanded to 502 employees and 31 locations, CEO Eric Schweiger, MD, realized he needed to rethink his HR processes to build the right team to scale the business. My latest [*Huffington Post* piece](https://gazelles.infusionsoft.com/app/linkClick/41162/953212b788508a53/42699084/e72c2563e25d4a58) details how they created a new position - VP of employee experience led by Ana Welsh - and implemented Topgrading, testing, a new in-depth onboarding process, and their version of the Dream On program poineered by John Ratliff when he was scaling Appletreenswers. Results? Turnover, including their call center employees, has droppped from 60% to 26% in one year - and continues to drop. Plea take 2 minutes to read the details.

**2018 Year of Scaleups --** as Gazelles' newest advisor Rich Moran notes in his [latest LinkedIn article](https://gazelles.infusionsoft.com/app/linkClick/41164/a05ae1d790079422/42699084/e72c2563e25d4a58), the focus on scaleups has really accelerated. We've just wrapped up our annual planning session and have priorities set to contribute significantly to this movement in 2018 and beyond. [It's exciting times! Rich](https://gazelles.infusionsoft.com/app/linkClick/41166/50e67624c812cdb3/42699084/e72c2563e25d4a58) is President emeritus of Menlo College; has guided many venture backed firms; was on the Venrock VC team; and was my Regis McKenna coach back in the early 80s. He's also written eight business books, creating a new genre of "bullet books." Glad to be back working with Rich.  
  
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And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/42699084/e72c2563e25d4a58) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**01/18/2018  
Most Complained About Company; Theme for 2018; 3 Question Sequence; Place to Visit This Summer**"...insights for scaleups"  
  
  
**HEADLINES:**

**Most Complained About Company in 2017 --** fun fact for the weekend gatherings, this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/41292/1cf6125cfedc98c5/42912446/f1cbda9ce96f97de) highlights the most complained about company in the US in 2017. And it was the winner in 49 states and DC - the only exception was North Dakota! Take 10 seconds to find out.

**Blackrock's Focus on Social Impact --** with $6.3 trillion under management, Larry Fink's Annual Letter to CEOs tends to get some attention. Blackrock's CEO, Fink gave companies three criteria they would use to invest in the future - a purpose, a long term strategic direction, and a diverse board (which is why mid-market firms that install Rockefeller Habits 2.0 are valued so highly by public companies - you have at least of the three already in place). The most interesting paragraph:

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| *We also see many governments failing to prepare for the future, on issues ranging from retirement and infrastructure to automation and worker retraining. As a result, society increasingly is turning to the private sector and asking that companies respond to broader societal challenges. Indeed, the public expectations of your company have never been greater. Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.* |

[Please take 3 minutes to read down through the letter](https://gazelles.infusionsoft.com/app/linkClick/41294/277c2c0fbb0439d7/42912446/f1cbda9ce96f97de) - for both style and substance.  
  
**Three-Step Question Sequence --** I love the headline ["How Better Questions Can Drive Innovation and Business Growth: An Interview with a 'A More Beautiful Question' Author Warren Berger"](https://gazelles.infusionsoft.com/app/linkClick/41296/6c049281b4937a6b/42912446/f1cbda9ce96f97de) so it caught my attention. *Scaling Up* is all about finding the right question - like "what is the constraint in my industry and how do I gain control of it." And who doesn't want to find a "beautiful question" - kudos to Berger for a beautiful title. However, for some reason the article fell flat, except for this three-step question sequence Berger suggests - why, what if, and how. More specifically:

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| --- |
| *When you ask "why?", you're trying to understand something: "Why does this problem exist? Why are we doing things the way we're doing them?" It's basically an understanding question. "What if" is an imagination question. You understand the problem and now you're saying, "What if we try this or what if we came at the problem by doing X, Y or Z?" You're moving now from understanding in the "why" stage to imagination in the "what if" stage. "How" is really about getting things done. They're very practical questions. "How much is it going to cost, how are we going to do it, how will we take the first steps." It's an interesting, 3-step cycle that moves from understanding to imagining to doing.* |

That's a beautiful paragraph and sequence - moving from understanding to imagining to doing. Worth putting to use. Thank you to Steve Hall, [DriversSelect.com](https://gazelles.infusionsoft.com/app/linkClick/41298/9dfac65a1ebc8b3c/42912446/f1cbda9ce96f97de) for suggesting.

**25 Companies Getting Design Right --** this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/41300/cc59c2eed1435726/42912446/f1cbda9ce96f97de) details how companies from Apple to Zalando are getting design right. I love the opening story, which I've shared around the globe, how Airbnb finally got it right after struggling for five years to build the company. It was four magical words "go to your users!" So, they moved from Mountain View to New York City. They figured out the two constraints to their business and the rest is history. This is your longer read for the weekend - 7 - 10 minutes - but it will get your head into the right place - design is everything - from processes to products, it's the user interface/experience that matters. It's so important that it's Gazelles' overarching theme for 2018 - to up the design impact of everything we do, starting with my PPT slide deck getting a major overhaul to the look and feel of our ScaleUp Summits, to the technology platforms driving Rockefeller Habits 2.0.  
  
**Planning Summer Travel --** Spain has overtaken the U.S. as the second most visited country next to France. This [*Guardian* article](https://gazelles.infusionsoft.com/app/linkClick/41302/3573e0afea75bb6c/42912446/f1cbda9ce96f97de) provides some of the details.   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)   
  
**COACHING:**  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? [Click here to watch](https://gazelles.infusionsoft.com/app/linkClick/16836/c1bfb9a86b7fe59a/42912446/f1cbda9ce96f97de) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at [info@gicoaches.com](mailto:info@gicoaches.com) for more information.  
  
And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/42912446/f1cbda9ce96f97de) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
**EDUCATION:**A good friend of mine and someone I consider to be the foremost expert on hiring, Dr. Brad Smart, identified a process to guarantee you're getting the right people in the right seats. Through years of in depth and research and practice, Dr. Brad Smart identified 40 interviewing techniques that are part of the full Topgrading implementation, and we created a video detailing what he considers the 7-mission critical techniques.   
  
Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/42912446/f1cbda9ce96f97de) to submit your name and email so the team at Growth Institute can give you access to the video and email you a copy of Brad's Interviewing Feedback From to continually improve your process.   
  
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[Vancouver, BC - Apr 24, 2018](https://gazelles.infusionsoft.com/app/linkClick/41144/c45e6c86dbc5647f/42912446/f1cbda9ce96f97de)   
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[Click Here to Watch a video example](https://gazelles.infusionsoft.com/app/linkClick/35868/7a888d9d609e216c/42912446/f1cbda9ce96f97de).   
  
Align is your cloud based business operating system designed to keep you on your path to executing your goals. See, in real time every person in your organization and how they are progressing on their priorities - alongside how they Align to the Company Priorities! **Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/42912446/f1cbda9ce96f97de) **- on your computer, tablet or phone. $5.00 per month gets you started.**   
  
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Did you miss previous insights? - [read here](https://gazelles.infusionsoftcom/app/linkClick/1454/4ad6cafb5f3ebc7e/42912446/f1cbda9ce96f97de)   
    
Read Verne's Insights on Kindle [http://www.amazon.com/gp/product/B003SX13YI](https://gazelles.infusionsoft.com/app/linkClick/3090/6be7dd762ad2cf02/42912446/f1cbda9ce96f97de)   
  
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**01/25/2018  
Most Admired; Most Overrated; Introverts in Sales; Sustaining Joy; How to Be the Best**

"...insights for scaleups"  
  
**HEADLINES:**

**The Untethered Soul Online --** a new 8-part series by serial entrepreneur Michael Singer, it's outstanding. More info below, but first...  
  
**YPO-Only Workshop --** winner, this year, of three global "best of the best" awards for YPO International, the next 2.5 day Scaling Up workshop for 18 YPOers and their teams (6 slots left) is April 10 - 12 Las Vegas at hotel SLS. Day Chair is Wei Chen. [For more info](https://gazelles.infusionsoft.com/app/linkClick/41362/d2923b4b7664d6b8/43010988/e0f27aa47b5d8f0d)  
  
**The Introvert's Edge...In Selling --** in an era where people would rather be educated, not sold, the title of Matthew Pollard's recently released book, [*The Introvert's Edge: How the Quiet and Shy Can Outsell Anyone*](https://gazelles.infusionsoft.com/app/linkClick/41364/ffa1d79da95035d6/43010988/e0f27aa47b5d8f0d), says it all. Towards the end of Chapter 1 is a summary of the book subtitled "7 Steps to the Introvert's Edge." Take 3 minutes to scan pages 25 - 34. Then read the rest of the book for the details behind each step. It's the kind of "playbook" approach that Jack Daly suggests.  
  
**How People Get Better at What They Do --** brilliant physician Atul Gawande, author of multiple award-winning books including [*The Checklist Manifesto*](https://gazelles.infusionsoft.com/app/linkClick/41366/8285d97777ad15c3/43010988/e0f27aa47b5d8f0d), makes a case in this 16-minute TED talk how critical it is for professionals to improve and perfect their craft through better habits of thinking and learning. And more specifically, the importance of getting a coach. Fun fact at 5:38 in the talk, he notes that coaching in sports was a very American thing. In 1875 Yale and Harvard played one of the first American-rules football games. Yale hired a head coach; Harvard did not. And over the next three decades Harvard won only four times. They then hired a coach!! Atul goes on to explain how he had slowed in his improvement in the surgical suite until he hired a coach to observe him and advise. Do you have a coach? [Take a moment to listen to Atul's beautiful stories](https://gazelles.infusionsoft.com/app/linkClick/41368/98db7d05f76133ea/43010988/e0f27aa47b5d8f0d) (and what he learned from his coach that made him a better surgeon - start at 7:15 in the talk) - and then get a coach. Thank you to Adam Grant for pointing me to this TED talk.  
  
**Fortune's Most Admired List --** topping $900 billion in market cap this morning and topping the [World's Most Admired list](https://gazelles.infusionsoft.com/app/linkClick/41370/cf71c869b72424f9/43010988/e0f27aa47b5d8f0d) for the 11th year in a row is Apple. Based on their reputation among 3900 global business leaders, Amazon, Alphabet (lesson - "A" names are golden?), Berkshire Hathaway, and Starbucks round out the top five among 1500 global firms. Notes Alan Murray, *Fortune's* President, in his daily blog:

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| --- |
| *Among company leaders, Mark Zuckerberg got most mentions as "the most overrated CEO," while Satya Nadella (Microsoft's CEO) was voted "most underrated." (Jamie Dimon and Elon Musk made top five on both lists!)* |

For [details](https://gazelles.infusionsoft.com/app/linkClick/41372/406c824c28212c22/43010988/e0f27aa47b5d8f0d)   
  
**How to Sustain Joy - Michael Singer's New Online Course --** growing a company can be stressful, with the rate of depression among entrepreneurs one of the highest. And just the pressures from everyday life can cause your mind to bombard you with gut-wrenching negative thoughts. So how do you let this go? Serial entrepreneur Michael Singer, author of the huge best-seller [*The Untethered Soul*](https://gazelles.infusionsoft.com/app/linkClick/41374/9db12410c6ac95d3/43010988/e0f27aa47b5d8f0d) and [*The Surrender Experiment*](https://gazelles.infusionsoft.com/app/linkClick/41376/6ba1a0a679d6933a/43010988/e0f27aa47b5d8f0d) has a new video series titled "Living from a Place of Surrender, The Untethered Soul in Action." I'm in the middle of the eight-session, nine-hour course and it's excellent. You can learn more about the $197 online course at [http://untetheredsoul.com/surrender-course](https://gazelles.infusionsoft.com/app/linkClick/41378/6cbbed820c16299e/43010988/e0f27aa47b5d8f0d) or if you want, you can get started with a free 3-Part Video series using [this link](https://gazelles.infusionsoft.com/app/linkClick/41380/3ac542efade40042/43010988/e0f27aa47b5d8f0d). En-Joy!  
  
**EO's 30th Anniversary - Four Golden Rules --** last Thursday in Washington, DC we celebrated the 30th anniversary of EO and specifically the first ever EO chapter meeting January 1988 which was a joint event between the newly formed DC chapter and YPO. The guest speaker that evening 30 years ago was Bill Marriott. Here's the [*Inc.* piece](https://gazelles.infusionsoft.com/app/linkClick/41382/06bb2e21de5d0fa5/43010988/e0f27aa47b5d8f0d) highlighting my keynote at the event last week along with four "golden rules" for scaling. Thank you to Marissa Levin, author of *Built to Scale* (about advisory boards)**,** for writing the article**.**   
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [April 3 - 6; May 29 - June 1 (YPO-only); and October 2 - 5](https://gazelles.infusionsoft.com/app/linkClick/41384/a09acb9ace6cc755/43010988/e0f27aa47b5d8f0d).   
  
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Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/43010988/e0f27aa47b5d8f0d) to submit your name and email so the team at Growth Institute can give you access to the video and email you a copy of Brad's Interviewing Feedback From to continually improve your process.   
  
[**ScaleUp Summit Spring 2018**](https://gazelles.infusionsoft.com/app/linkClick/39972/7206d49a31624c8b/43010988/e0f27aa47b5d8f0d)  
  
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And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/43010988/e0f27aa47b5d8f0d) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**2/1/2018  
Bezos' Approach; Leaders #1 Job; Appsters' Co-founder; Global Economies**

"...insights for scaleups"  
  
**HEADLINES:**

|  |  |
| --- | --- |
| The main thing we have to fear is the lack of fear itself. | |
|  | Larry Summers, Harvard prof. and former US Treasury Secretary |

**All Major Economies Expanding --** the news out of Davos is more optimistic than ever and according to this [*NY Times* cover story this week](https://gazelles.infusionsoft.com/app/linkClick/41484/c50ef0cd92599d55/43110816/0b0f834157a10413), after a decade of recovery, all major economies are expanding (nice data pictorial in the article). It's one of the reasons the best diversification strategy is to be doing business around the globe, not just in your own country. According to Dr. Hermann Simon, the "hidden champions" of the world (privately held firms that dominate their industry segments) are doing business in an average of 41 countries. How many countries are you in? The key to expansion? Find out where your existing customers are doing business in other countries and see if you can support them overseas. It gives you immediate revenue rather than swimming around in a new market looking for your first fish.  
  
**Bezos's Management Approach --** speaking of world dominance, [when Jeff Bezos's was asked in this 36-minute interview "what is Amazon"](https://gazelles.infusionsoft.com/app/linkClick/41486/011b9e53cd268b4c/43110816/0b0f834157a10413), he answered by sharing a handful of management principles in a way I've never heard them explained so simply and clearly. These approaches have allowed Amazon to invent and scale over the past 22 years. Go right to 4:04 in the interview and in 4 minutes Bezos describes these approaches. Then grab your favorite beverage and listen to all 36 minutes (at least go to 18:02 to listen to the main job of a senior leader!) - it's a master's in business leadership! Thank you to Sebastian Ross for sharing this resource.  
  
**Amazon's Three Brand Promises --** at [18:46 in the interview](https://gazelles.infusionsoft.com/app/linkClick/41488/1dbdd957866222e5/43110816/0b0f834157a10413) Bezos outlines Amazon's three brand promises (he calls them big ideas) for their retail business - low prices, fast delivery, and vast selection. And he's confident they will still matter 10 years from now (like Southwest's Low Fare, Lots of Flights, Lots of Fun) which brings stability and focus. The key, then, is to maintain a firm grasp on these simple ideas and focus on operational excellence, getting a little better every week at all three. At 20:16 he shares the three for AWS, his data services business. What are your company's three brand promises and are you keeping focused on improving all three over the next decade?  
  
**Morning Routine Drives Results --** 26-year-old Josiah Humphrey, who has scaled Australia-based Appster from startup in 2011 to an expected $100 million in 2018, has a very specific morning routine which he credits to much of his success in driving the company with his co-founder Mark McDonald. A huge Rockefeller Habits fan and famous for 22-hour Topgrading interviews, Josiah has bought into the idea that "routine sets you free." Notes this story on [*News.com.au*](https://gazelles.infusionsoft.com/app/linkClick/41490/17fc8528bbafa0be/43110816/0b0f834157a10413):

|  |
| --- |
| The young millionaire, who left school at 16, gets "hyped for the day ahead" with some short exercise, a cold shower (which he says "sucks"), meditation, gratitude, writing out his life goals, saying affirmations, writing a to-do list and getting started on the "single most important task of the day". |

Please take 1 minute to read the rest of the details. What is your morning routine?  
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [April 3 - 6; May 29 - June 1 (YPO-only); and October 2 - 5](https://gazelles.infusionsoft.com/app/linkClick/41492/1a7d337494242ffe/43110816/0b0f834157a10413).   
  
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And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/43110816/0b0f834157a10413) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**02/08/2018**  
**Zuckerberg's 2018 Goal; Facebook's Theme; TentCraft's 70+ Videos; Super Bowl Lessons**

"...insights for scaleups"  
  
**HEADLINES:**

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| *At the end of the day we viewed him as free consulting - painful, but free consulting.* | |
|  | Indra Nooyi, the C.E.O. of PepsiCo, on how to deal with ... activist investors who want you to split up the company |

**Fourth Quarter Comebacks --** my newly adopted team, the Eagles, managed to thwart the Patriots expected fourth-quarter comeback in the Super Bowl. Nevertheless, there are some powerful management lessons to learn from the Patriots the power of perfect and consistent practice. Notes this article in [*The Ringer*](https://gazelles.infusionsoft.com/app/linkClick/41600/741ce8cd5aa11ce8/43320008/d93bd90c2119f5ab):

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| *Patriots players who've also played elsewhere said that many teams take conditioning far less seriously or fail to apply it as specifically as New England does. Every team trains for football scenarios. Everyone focuses on explosion and being able to run short distances, but no one does it with more consistency, rigor, and smarts than the Patriots. It's a microcosm of the organization's philosophy as a whole: taking a simple thing and doing it better than anyone. None of the Patriots I spoke with have played for a team with the practice consistency of the Patriots - the same practices in September as December.* |

The article further notes:

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| *In large part, the Patriots' tendency to do some of the wildest things the sport has ever seen is due to the simplest thing in athletics.* |

Please take 3 minutes to read this insightful article - then identify what are the simplest things in your business and perfect them! Thank you to Gazelles Certified coach Tom Meyer for pointing me to this article.  
  
**2 Second Improvements (Gazelles case study) --** taking a page from Paul Aker's *2-Second Lean* book and videos, Matt Bullock, President of Traverse City, MI-based [TentCraft](https://gazelles.infusionsoft.com/app/linkClick/41602/54be00e83a3199ba/43320008/d93bd90c2119f5ab), drove a "Make it Better!" theme. Note's Matt:

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| *Every single person in the company made a video in December, so we now have 70+ improvements that we were able to Celebrate, Accelerate and Cross-Pollinate.* |

[Check them out](https://gazelles.infusionsoft.com/app/linkClick/41604/6e3018a18357deb6/43320008/d93bd90c2119f5ab). I particularly liked "[Scott - Sales - Coffee Walks](https://gazelles.infusionsoft.com/app/linkClick/41606/c8f271f68a8d0294/43320008/d93bd90c2119f5ab)" (or maybe it was just his t-shirt!). Matt concludes:

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| *Going forward we'll have each person make 1 video per quarter. I want people to help us make the place better by fixing what bugs them in their individual station. Great feedback so far. We show the videos at our morning huddles, and everyone is pretty fired up about them.* |

Thanks to their Gazelles Certified Coach Andy Bailey for passing along these fun videos.  
  
**Mark Zuckerberg's Personal Goal for 2018 --** famous for his annual personal goals including "eating only what he killed" and "reading a book every other week," Facebook's founder has articulated his focus for 2018, as shared in this [*CNNtech* post](https://gazelles.infusionsoft.com/app/linkClick/41608/037e7dc459648373/43320008/d93bd90c2119f5ab):

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| *"The world feels anxious and divided, and Facebook has a lot of work to do -- whether it's protecting our community from abuse and hate, defending against interference by nation states, or making sure that time spent on Facebook is time well spent. My personal challenge for 2018 is to focus on fixing these important issues."* |

What is your personal improvement goal for 2018?  
  
**Facebook's 2018 Theme --** And Zuckerberg has set a related 2018 theme for Facebook:

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| *To make sure Facebook isn't just fun but also good for your well-being and for society.* |

January's initiative aligned with this theme was to show more high quality, trusted news and include more local news. [Notes Mark in this update](https://gazelles.infusionsoft.com/app/linkClick/41610/15728be782c02339/43320008/d93bd90c2119f5ab):

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| *Local news helps us understand the issues that matter in our communities and affect our lives. Research suggests that reading local news is directly correlated with civic engagement. People who know what's happening around them are more likely to get involved and help make a difference.* |

Lessons? Pick a 2018 theme for your company. Then make progress every two weeks, the length of a typical "sprint" in Silicon Valley - that's 26 improvements for the coming year! That's how you make consistent, steady progress, the equivalent of a Jim Collins' 20-mile march every two weeks.  
  
**PepsiCo CEO Indra Nooyi --** I love Nooyi's quote highlighted above - a great way to view a taxing situation! Do you need to reframe a tough situation you're facing? In [Freakonomics Radio's third episode](https://gazelles.infusionsoft.com/app/linkClick/41612/f3f6654dc98de396/43320008/d93bd90c2119f5ab) in its six-week series "The Secret Life of CEOs" Stephen Dubner talks to PepsiCo CEO Indra Nooyi for the full 48 minutes about how she overhauled the company's junk-food portfolio, stared down activist investors, and learned to "leave the crown in the garage." Grab your favorite beverage this weekend and enjoy the interview which includes the audio (downloadable) and edited transcript.  
  
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And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/43320008/d93bd90c2119f5ab) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**2/15/2018  
$13.4 million; Take that Leap; Got His Life Back; Jan 15 - 18 CEO Boot Camp**

"...insights for scaleups"  
  
HEADLINES: Happy Chinese New Year (tomorrow)!

**Increased Value $2.5 Million to $13.4 Million --** and in just 30 months After years of missing profit targets, Australia's largest podiatry business got a coach. What increased the firm's valuation 5x is described below, but first... **CEO Boot Camp --** adding dates for 2019. [Jan 15 - 18](https://gazelles.infusionsoft.com/app/linkClick/41636/4f54de7dfcc3f082/43400896/a4036e8c0c4fe734) to kick off the New Year! Limited to 10 CEOs, spend 3.5 days with Verne and serial entrepreneur John Ratliff identifying what is constraining you and your business while escaping the cold of winter. **Playing to Win vs. Not to Lose --** Richard Thaler, Nobel Prize winner who proved humans are irrational, co-authored this [*NY Times*](https://gazelles.infusionsoft.com/app/linkClick/41638/a46f50a59d8089b9/43400896/a4036e8c0c4fe734) article analyzing fourth quarter decisions by teams to buy time or go for the win. The data suggests you should go for the win. Sports fans will enjoy the details but a lesson for all of us! **Serial Entrepreneur and Aspen Scholar Dan Hoffman's Circl.es --** Want to significantly improve your online meeting experience? [Dan is hosting another short webinar next Thursday Feb 22](https://gazelles.infusionsoft.com/app/linkClick/41640/fe6427a069259289/43400896/a4036e8c0c4fe734) to share what he's learned about transforming virtual meetings into deeper conversations (like the importance of equal talk-time!). Be his guest and get a peek into what he's been working on for the last three years. **Got His Life Back --** After almost being shot down by FARC guerrillas on the Venezuela-Colombia border and being forced to escape Egypt while working for his father's oil spill contingency planning company, Nigel Bennett decided to break away and start Aqua-Guard Spill Response. Aqua-Guard now provides equipment and services that protect water, the planet's most precious resource, in 104 countries. But the real story is next... **The Company Runs Itself (Power of a Coach) --** Nigel wrote me this week:

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| Many years ago you asked the question in our class "who out there has a coach"? Only 3 put up their hands and I was one of them. Well, 14 years later, this is one of the most important decisions I ever made. Thank you for pushing us all on this point. Since that time I have been able to set up my business to run without me. |

Nigel engaged Gazelles Certified coach Kevin Lawrence (Coach Kevin!) and the rest is history. In 2014/15 he took a year off and travelled with his family to 17 countries around the world giving them what he termed "the most amazing family experience possible." He noted that his business is still going strong and given his free time he's been able to write a book of his learnings and adventures along with creating an App to help save our global coast lines. Concludes Nigel:

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| Without Coach Kevin none of this would have been possible so a big thank you! |

No one has ever achieved peak performance without a coach (see story below as well)! Congrats, Nigel, on all your success. **Take That Leap: Risking It All for What Really Matters --** FYI, [this is the title of Nigel Bennett's just released excellent and adventure packed book](https://gazelles.infusionsoft.com/app/linkClick/41642/b52d20a361be0d74/43400896/a4036e8c0c4fe734). A fun and insightful read. **$2.5 million to $13.4 million Power of a Coach --** Damien James, Founder of Australia's largest podiatry company Dimple, said that he was tired of financial budgets getting set every year and never being achieved. "We started working with (coach) Rob and the degree and pace of business improvement was staggering. As an indicator - the company was valued at $2.5M when we started working with Rob, and just two and a half years later sold for $13.4M." Dimple CEO, Nick Beckett, said, "Rob helped us refine our annual and quarterly strategic planning and review sessions. This process was invaluable because it ensured we got the right people, doing the right things at the right time. Everyone understood where we were going and how they could impact our results, which motivated the team, helping us hit our goals and targets." **How They Did It --** below is the rest of the story - how Damien James worked with Gazelles Certified coach Rob Nankervis to drive these results in under 36 months.

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| **Dimple applies the Gazelles approach** Balances 'care that shines' with massive business improvement |

Damien James, Founder of Australia's largest podiatry company Dimple, said that he was tired of financial budgets getting set every year and never being achieved.  
  
"My biggest frustration with my business was that budgets got set but we as a business never hit them. Not once in 17 years! I was sick of us not getting to where we expected to be - something was clearly wrong.  
  
"We were already doing annual and quarterly planning and review sessions but it felt like it is was only 30% as effective as it could be. It was focused on what the company needed to do for the year and then broke that down into quarters. A pretty common SME approach, but it just wasn't working, which was reflected in a below-par financial performance."Looking back, it's now clear that our planning was being done in silos; we were not taking a comprehensive 360-degree look at the business, and as such the operational units weren't gelling. That caused poor operational alignment, resulting in inefficient businesses practices and poor budget results. Damien said, "Another problem - and I take 100% accountability for this - was that we kept team members who were a poor performance or poor cultural fit for too long. We weren't constantly (i.e. quarterly) assessing the calibre of each team member, which meant the problem seemed to worsen every year. I'd put my heart and soul into this business for close on two decades and each year it didn't live up to expectations. Some years we'd budgeted to make $700K but lost $150K! I was at my wits end but I knew the business had great potential."Dimple CEO Nick Beckett said "Another consideration for us was that we had a new exec team in place that needed to learn to work together effectively." **Solution**Dimple looked for an external coach because amongst other things, the management team recognised they needed an independent facilitator for strategic planning sessions. Nick said, "We did not want team members running these sessions as we wanted all to be active contributors not meeting facilitators. It's really valuable to have someone independent who is outside the business and has a different view point - someone who can see the trees for the forest."Damien said, "We chose Rob Nankervis because he used the Gazelles approach and 'Rockefeller Habits' that were already familiar to the business. And he was positively referred by my network."Nick said, "When we met with Rob, he felt like the right fit for our business. Also, he had a great network we have been able to tap into - Rob is a world champion networker. He is very proactive and is very generous with his time, providing clients with bonus value.""The really big development for us was to narrow our strategic plan down to one page. We were than able to articulate our targets in 1-3-10 year time horizons."Damien said, "We had a BHAG (big, hairy, audacious goal) but it didn't resonate with the team as it was too big and too far away. So at our first discussion, we narrowed the BHAG down to ensure focus. We also needed more than just financial goals; we needed quality and service goals. We created smaller, closer targets; a quality measure, a growth measure and a profit measure. We called these SHAG's (small, hairy, audacious goals). " Nick said, "We also looked at our people. Rob introduced accountability mapping using the quarterly priority templates, allowing us to rate all teams across the business. This ensured we were on top of performance levels regularly, because we needed to rely on our teams to deliver on the projects, so we needed the very best people on board." Damien said, "Not long after starting with Rob, we could see tangible improvement. The fundamentals of the business - people, systems, financials and sales/marketing - continually improved. Within six months we had the right people, doing the right things at the right time.Communication throughout the business improved dramatically. Everyone had their finger on the pulse, and as a result all metrics within the business improved. Each quarter we'd start our planning session by asking the management team to highlight wins and loses for the quarter, which was invaluable for two reasons. Firstly, when documenting the wins it was nice to see the results of our work - you don't often do that in business - defining the losses helped us identify what areas we still needed to work on.More importantly though, it helped to paint an accurate picture of where the business was at that exact point in time. This often influenced the strategic decisions managers made, because it was clear where the focus should be. As all the departmental 'cogs' synchronized we were able to move forward in a predictable manner that built real momentum and excitement. All of a sudden we became a 'well-oiled machine." **Result**Damien said, "With these initiatives in place, everyone understood where we were going and how their role helped us achieve our key metrics (our SHAG's) which meant we started hitting our budgets. Finally, after 17 years in business, I had complete confidence that when budgets were set, they were going to be achieved! The degree and pace of business improvement was staggering. As an indicator - the company was valued at $2.5M when we started working with Rob, and just two and a half years later sold for $13.4M.Dimple achieved other results over and above the dollars. Nick said, "Rob provided us with objective and valuable commercial input and perspective to our issues and challenges. We have gained a valued friend and ally." **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [April 3 - 6; May 29 - June 1 (YPO-only); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/41614/d9b63bd5c4fff307/43400896/a4036e8c0c4fe734).  
  
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And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/43400896/a4036e8c0c4fe734) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**02/22/2018  
Trash-talking CEO; Best Places to Work; New Rules of Marketing; Lamb Financial**

"...insights for scaleups"  
  
HEADLINES:

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| No one knows more about new ways to reach buyers. The groundbreaking strategies in this book reinvent the way entrepreneurs engage the marketplace and grow business. | |
|  | Tony Robbins on David Meerman Scott |

**The New Rules of Marketing & PR --** David Meerman Scott, author of 10 of the top sales and marketing books, is one of only two outside speakers to present at Tony Robbins' Business Mastery course - and he's coming to New Orleans to keynote our [ScaleUp Summit May 22 - 23](https://gazelles.infusionsoft.com/app/linkClick/41714/38e842c64608917c/43583394/6c7bc64971d7fee1). He recently updated his classic book [The New Rules of Marketing & PR (6th edition)](https://gazelles.infusionsoft.com/app/linkClick/41716/994d17cf0963c5df/43583394/6c7bc64971d7fee1). Go right to page 1 and read the Grain Surfboard story - then read the rest - this is how you market/sell in today's world. SPro and book club members will receive a copy of his book next week.  
  
**Newsjacking --** and David received quite an honor this past year when his term "newsjacking" was added to the English Oxford dictionary. It's one of the more powerful marketing ideas ever conceived in garnering attention for you and your business - as are his other ideas which is why Tony Robbins has him on stage. The subtitle of David's book -- How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly -- describes the extent of what you'll learn in New Orleans from him - worth the price of the entire Summit.  
  
**100 Best Companies to Work For --** [*Fortune's* annual list](https://gazelles.infusionsoft.com/app/linkClick/41718/b4a6fc756da7dbf0/43583394/6c7bc64971d7fee1) was released last week. This year's top ten (fun facts for the weekend):

1. Salesforce
2. Wegmans
3. Ultimate Software
4. The Boston Consulting Group
5. Edward Jones
6. Kimpton Hotels
7. Workday
8. Genentech
9. Hyatt Hotels
10. Kimley-Horn

Notes Fortune president Alan Murray:

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| Getting on the list is not just a matter of good pay and benefits-although that clearly helps. Kimley-Horn, for instance, provides an unheard of 2-1 match in its 401-k program; Wegmans gives generous scholarships to many of its young people. It's also about giving employees a sense of being truly valued, and a sense of purpose. Many of the employees of these companies talk about a "family" environment. Salesforce, which took the top spot for the first time this year, is known for its 1-1-1 pledge-it gives 1% of its equity, 1% of employees' time, and 1% of its products to charity. |

**Amazing Turnaround of T-Mobile (lessons for all of us) -** [*Fortune* has an insightful article](https://gazelles.infusionsoft.com/app/linkClick/41720/a000103f05260d33/43583394/6c7bc64971d7fee1) on how T-Mobile's trash talking CEO John Legere has overseen revenues double and profits soar since he took over in 2012. The key, quoting Legere:

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| Listen to employees, listen to customers, shut the f\*@k up, and do what they tell you. |

He has put customer service employees front and center in his strategy, making sure they feel cared for. Further notes the article:

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| "He's like an amazing person, different from everyone I've ever seen as a CEO," Donald Smith, who works in a T-Mobile store in the Bronx, says after snapping a selfie with Legere. "He seems like he actually cares." |

All of this listening and caring has resulted in him forcing change on a customer-unfriendly industry. Notes Fortune:

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| The strategy: Get rid of typical plans and prices. Embrace customer desires and eliminate their pain points. That meant no more two-year contracts, no more roaming fees, no more incomprehensible charges at the bottom of every bill. Most significantly, T-Mobile was far ahead of AT&T and Verizon in 2016 in scrapping monthly data limits and the annoying overage charges they generated-forcing its bigger rivals to follow suit. |

There is a bunch of practical leadership ideas in this article. Please take 3 minutes to read it then get on the road and spend time talking to your customers and employees!  
  
**Best Place to Work (Gazelles case study) --** Lamb Financial Group had a banner year in 2017! The firm announced that for the fourth year in a row they have achieved a greater than 20 percent growth, (400% faster than overall industry growth). With this growth, Lamb Financial Group unofficially has entered the Top 100 out of 1,100,000 privately-held Insurance Brokerages in the United States (top 01%)  
  
Josh Lamberg, (CEO and founder of Lamb), said "While I am proud of our growth, I am even more proud of Lamb being named 38th place in the "**Top 100 Best Places to Work in New York City" by Crain's in 2017 and a "2016 Best Place to work" in Philadelphia**. In 2017, we also continued our goal to spread our mission nationwide by opening our 7th regional office in Massachusetts and hired 15 new employees during the calendar year, totaling the employee count to 85.  
  
Lamb began the scaling process in 2012 when they began implementing the Rockefeller Habits throughout the company. This was further accelerated through their partnership with **Gazelles Certified Coaches Richard Manders and Wayne Ferrari** of FreeScale Coaching of Cambridge, MA. Josh selected FreeScale after interviewing several coaching firms because of their direct experience building a high growth business at the 100M scale and their rigorous and encompassing process. Lamb continues to grow and expects similar growth through 2020.  
  
**Are Your Online Customers Walking Away? (endorsement) -** speaking of customer service, your website is like a shop. If there are no sales people to help your online customers, they will walk away to a competitor. We've been using [LiveAdmins](https://gazelles.infusionsoft.com/app/linkClick/41722/b64b9a3213151de1/43583394/6c7bc64971d7fee1) to proactively greet our online customers and engage them in conversation for over a decade. The multilingual chat services offered by LiveAdmins are provided round the clock, ensuring needs of all visitors are taken care of. LiveAdmins has helped companies across all industries significantly increase sales and enhance visitor experience. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding you back, your business, and your industry. [April 3 - 6; May 29 - June 1 (YPO-only); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/41614/d9b63bd5c4fff307/43583394/6c7bc64971d7fee1).  
  
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**03/01/2018  
Why Norway?; Tom Peters is Keynoting!; Billionaire McMahon; GetSmarter**

"...insights for scaleups"  
  
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| *The role of the director is to create a space where the actors and actresses can become more than they have ever been before, more than they've dreamed of being.* | |
|  | Robert Altman, movie director |

**Why Norway Won the Most Olympic Medals --** breaking the previous record set by the US, Norway won the most winter Olympic medals in history. This insightful [*Sports Illustrated* (SI) article](https://gazelles.infusionsoft.com/app/linkClick/41808/a268c4a2e383eb54/43783824/faefe93978a6ea19) details the reasons why, which might come as a surprise. First, notes Tore Ovrebo, director of elite sport for the Olympiatoppen, an organization of scientists, trainers and nutritionists who work with Olympic athletes across Norway's sports federations:

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| *Ovrebo says that in Norway, organized youth sports teams cannot keep score until they are 13. "We want to leave the kids alone," says Ovrebo. "We want them to play. We want them to develop, and be focused on social skills. They learn a lot from sports. They learn a lot from playing. They learn a lot from not being anxious. They learn a lot from not being counted. They learn a lot from not being judged. And they feel better. And they tend to stay on for longer."* |

The second main reason is the same reason Steph Curry's Golden State Warriors team won another NBA championship last year. It's all about the team having fun together. Notes SI:

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| *The Norwegian Olympians play cards and charades before their competitions. "We think it's a good way building the team up, if you have fun with each other,"* |

Please take 1 minute to read some of the other reasons Norway came out on top. Then think how you might apply these same ideas to your team!! **Tom Peters' New Book --** Peter Drucker, Jim Collins, and Tom Peters - the three that put biz books front and center. And you might recall Tom received the coveted Jack Covert Award in 2017 for his contribution to the biz book world. He now has a new book coming out in April titled *The Excellence Dividend* (Tom owns the word Excellence!). Tom has been a dear friend all these years, so I couldn't be more excited that he's keynoting our [ScaleUp Summit May 22 - 23 New Orleans](https://gazelles.infusionsoft.com/app/linkClick/41810/80b65dfd3450d579/43783824/faefe93978a6ea19). Here's a chance for you and your team to meet and learn from one of the legends of business. We'll be sending the SPro and book club members his book when it publishes. **It's EXCELLENT --** Tom was kind enough to send me an advance copy Tuesday which I've been devouring ever since. All I can say is WOW! If you measure the impact of a book by the dog-eared pages, it's almost every page. This is a MUST-read book!! One immediate example - the quote above and Tom's question if this shouldn't be the role of all leaders. Pre-order so you have a copy for Tom to sign. He's staying all morning and will be our guest at the private lunch on Tuesday at the [ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/41822/d5de68854e18eeba/43783864/d77395e899cc7d3b). He loves the mid-market companies and has an entire chapter on the impact our firms have on the economy - 80% of the job growth. It's why he accepted my invitation with enthusiasm. **Billionaire Linda McMahon --** this [Feb 24 *NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/41812/372b02c084bd9ee6/43783824/faefe93978a6ea19) provides an excellent update on the SBA Administrator who is our other main keynoter at the ScaleUp Summit. Linda McMahon, of WWE pro wrestling fame, has already increased loans to women entrepreneurs by 7% and has approved over $6 billion in loans to help with disaster recovery. Her keynote is titled "From Zero to a Billion" and this article will give you a sense of the journey she's been on, from bankruptcy to billionaire. Please take 2-minutes to read her story and then come meet and hear from one of the most successful women entrepreneurs in the world. **Largest EdTech Deal in South Africa's History (Gazelles case study) --** this [*BIZCommunity* article](https://gazelles.infusionsoft.com/app/linkClick/41814/c88fe03cb98527c3/43783824/faefe93978a6ea19) highlights how two brothers, using the Rockefeller Habits, scaled their South African edtech company GetSmarter to 350 employees and then sold it to 2U for $103 million (R1.4 bn). Notes the article:

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| *...they (Rob and Sam Paddock) would make decisions on the go which they soon realised wasn't working, and it was only when they were advised by a business leader in the US to read* Mastering the Rockefeller Habits: What You Must Do to Increase the Value of Your Growing Firm *by Verne Harnish, and told to do 90% of what Harnish suggests, that the company really started to take off.* |

Further notes Sam Paddock on the One-Page Strategic Plan (OPSP):

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| *This format allows us to think together, as a broader executive team and as an organisation, to take this business that back in 2013 with 70 people in size was almost falling over and turn it into something which could become a future powerhouse in the Cape Town environment to show the world that Cape Town is capable of not only playing on this stage but also winning.* |

This is a huge win for both the brothers and South Africa - congratulations. Please take 2 minutes to read their story. **Inc. 5000 Analytics --** Rajeev Agarwal, founder/CEO of Seattle-based MAQ Software, 9-time *Inc. 5000* winner, and Rock Habits fan, analyzed [the eleven Inc. 5000 lists published since 2007 and shared his insights in a recent article](https://gazelles.infusionsoft.com/app/linkClick/41816/114f0df9b3026727/43783824/faefe93978a6ea19). Notes Agarwal:

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| *My takeaways from this longitudinal study of the most productive and successful Inc. 5000 businesses echo the adages pounded into first-year business students:*   * *Revenue growth takes time. It may take 1,000 days or more to earn a profit.* * *Be prepared for economic conditions that are out of your control.* * *Despite the economy, business opportunities are always out there.* * *Go where the customers are.* * *Cash flow is king.* |

Please take 2 minutes to read more of the details. Rajeev, thank you for this important analysis. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding you back, your business, and your industry. [April 3 - 6; May 29 - June 1 (YPO-only); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/41614/d9b63bd5c4fff307/43783824/faefe93978a6ea19).  
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)   
  
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Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? [Click here to watch](https://gazelles.infusionsoft.com/app/linkClick/16836/c1bfb9a86b7fe59a/43783824/faefe93978a6ea19) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at [info@gicoaches.com](mailto:info@gicoaches.com) for more information.  
  
And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/43783824/faefe93978a6ea19) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**03/08/2018  
4 Behaviors; Unwavering Reliability; Make Less Decisions; One Week Bath Theme**

"...insights for scaleups"  
  
HEADLINES:

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| *And so it is that a garbageman without a degree becomes a CEO who is recognized by employees and competitors as one of the most passionate, respected, and effective leaders.* | |
|  | The CEO Next Door |

**London May 2 - 4 Scaling Up Executive Program --** I'll be leading a 2.5 day executive program for 10 companies. [For more info](https://gazelles.infusionsoft.com/app/linkClick/41950/bebc1076223fc882/43897236/70565ce8b0de2b63) **The 4 Behaviors that Transform Ordinary People into World-Class Leaders --** this is the subtitle of a hugely insightful and well written book published on Tuesday titled [*The CEO Next Door*](https://gazelles.infusionsoft.com/app/linkClick/41952/55bac33cf426ebcd/43897236/70565ce8b0de2b63) by Elena L. Botelho and Kim R. Powell. Based on a detailed study of over 2,600 leaders (G.H. Smart's database), this book debunks a lot of myths around what it takes to become a great leader. And it's excellent from the first page. Chapter 1 opens with the story of Don Slager who rose up through the ranks to become CEO of Republic Services (quote above). SPro members are getting a copy of the book and the authors are keynoting our fall [ScaleUp Summit Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/41954/58b0214d5cf820d4/43897236/70565ce8b0de2b63). **Unwavering Reliability --** notes *The CEO Next Door* authors:

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| *Don's leadership behaviors and choices - not his pedigree - propelled him to the top of the waste services industry. Don's father, whose motto was "Show up every day," had always given his son a long leash as long as his grades were good and his chores completed, planting the seeds for unwavering reliability, a key attribute of successful CEOs.* |

Honoring your commitments. Giving 110% to deliver on promises. Always showing up, day after day, week after week, even when you don't want to. These behavioral traits are more important than pedigree (only 7% of the 2,600 leaders were from Ivy League schools, and 8% didn't go to college). Please scan through the book and then come hear the authors along with Geoff Smart, Chairman of G.H Smart, keynote our fall summit. **Simplify (Less is More) --** Clarity, energy, success. These three words have replaced over 100 things employees need to remember to succeed at Microsoft. Notes this *HBR* article titled "[Tell Employees What You Want Them to Strive for (in as Few Words as Possible)](https://gazelles.infusionsoft.com/app/linkClick/41956/493f78fc3f4b002d/43897236/70565ce8b0de2b63)":

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| *When Joe Whittinghill came into his role as general manager for talent, learning, and insight at Microsoft, the tech giant's leadership model was characteristically thorough. There were eight competencies leaders needed to succeed, 10 behaviors that marked inclusive diversity, five things employees had to do in order to flourish, and over 100 skills you needed to train on, depending on your profession. These components "were not memorable," Whittinghill said. "They were exhaustive."* |

The article shares the cognitive science that supports why leaders must simplify their messages so they can be recalled - if you aren't already convinced. This is why I'm anti mission/vision statements that no one can recall. Instead, because the brain needs to "chuck" material to remember it, keep the core values separate from the purpose, three brand promises and the BHAG. Four simply stated components of a Vision Summary (our simplified one-page plan in *Scaling Up*). Add in a single theme for the quarter and you're good to go. Thank you to Gazelles coaching partner in Sweden, Pelle Tornell, for sharing this article. **Spark, Ignite, Elevate - SBA Reimagined --** Yesterday I keynoted SBA's (Small Business Administration) Leadership Conference. The day before billionaire Linda McMahon, SBA Administrator, delivered her opening remarks. What impressed me was the clarity of her message. When she arrived last year she organized the first "Spark Leadership Conference" to jumpstart new ideas. This led to her "Ignite Tour" where she's visiting all 68 field officers and hosting listening sessions - with changes already made based on the last few months. This led to this week's "Elevate Leadership Conference" to focus on elevating everyone's game. All of this is the drive their "SBA Reimagined" theme. The Administrator's right-hand person shared how Ms. McMahon brought the power of themes over from her leadership of the WWE. This is why we're excited to be hosting her in [New Orleans at the ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/41958/2af5652c2f719610/43897236/70565ce8b0de2b63). What are your themes/messages for this year? **Make Fewer Decisions --** back to [*The CEO Next Door*](https://gazelles.infusionsoft.com/app/linkClick/41960/8d20f4e584a05c84/43897236/70565ce8b0de2b63), go to page 29 in the book. Notes the authors:

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| *A powerful additional benefit of simple decision frameworks is that once they are embraced by the organization, CEOs (leaders) can step back from the vast majority of the decisions that now can be made by their employees.* |

The authors go on to describe how Madeline Bell, CEO of the Children's Hospital of Philadelphia (CHOP), pushed a particularly hot debate that landed on her desk back down to the frontline of the organization rather than make the decision herself. Are you making too many decisions that could be made by others? Successful leaders make fewer decisions! **One Week Bath's Quarterly Theme (Gazelles case study) --** Matt Plaskoff, founder & CEO of Van Nuys, CA-based [One Week Bath](https://gazelles.infusionsoft.com/app/linkClick/41962/6c92c07b9d4de6df/43897236/70565ce8b0de2b63), shared his latest quarterly theme. Noted Plaskoff in an announcement to his team:

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| *For those of you that have read the section in Scaling Up on "Themes", this will really make sense. If you haven't read this section, please take a look at Page 149 and the Chapter on Priorities. Thank you to the team for coming up with the 2018 First Quarter Mini Games/Themes. We have two games or challenges going. They are both centered around the very important Labor Efficiency Ratio (LER). This is the ratio of gross profit to labor costs.* |

There is a racing theme for the Production Installation Crew called "Exce**LER**ate to a Win!" and a downhill skiing theme for the overall company called "Exce**LER**ate Down the Hill!" Here's a photo of the scoreboard, updated weekly, for the company theme.

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| https://gazelles.com/insights/One_Week_Bath.jpg |

The gates represent the red/yellow/green/super green milestones and the medals the prize amounts for the team members that reach each milestone each week. This week their LER was 2.38. I'll check in with Matt to see how the quarter ends and if they reached the finish line! Do you have a theme this quarter? Next? What is your simple leadership message? **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding you back, your business, and your industry. [May 29 - June 1 (YPO-only); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/41964/690ba9d9bcbedc8f/43897236/70565ce8b0de2b63).  
  
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And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/43897236/70565ce8b0de2b63) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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**03/15/2018  
Sumo Advantage; Bad Sumo; Bloomberg Live Event; FrogSlayer Profit; RIP Hawking**

"...insights for scaleups"  
  
HEADLINES:

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| *Those who live in the shadow of death are often those who live most.* | |
|  | R.I.P Stephen Hawking, *The Guardian* |

**The Sumo Advantage --** co-founder of TrueCar.com [Bernie Brenner has written a powerful (and quick read at 151 pages) book](https://gazelles.infusionsoft.com/app/linkClick/42130/6e60169d0cfbd93e/43985714/fd81dcf975fcb9e4) on the importance of identifying, wooing, and working with massive partners - sumos! This was the key to YEO's early growth when I partnered with both MIT and *Inc.* magazine in launching the "Birthing of Giants" executive program (now EMP). With just 156 members, these partnerships helped propel YEO (now EO) to 7500 members before the *Inc.* partnership ended.  
  
When it was time to scale Gazelles I did the same, striking a partnership with *Fortune* magazine which lasted 16 years. Many of the techniques for attracting and maintaining these critical relationships are outlined in Brenner's book. SPro and book club members will get a copy next week - and Brenner is keynoting our upcoming [ScaleUp Summit May 22 - 23, New Orleans](https://gazelles.infusionsoft.com/app/linkClick/42132/d2dfcb09cec881ae/43985714/fd81dcf975fcb9e4). Which Sumos should you partner with?  
  
**New Sumo Partner --** We're excited to announce Bloomberg Live will be our new 2018 Spring ScaleUp Summit media partner. As part of this collaboration, 30 of our ScaleUp CEO's will be eligible to apply and join Bloomberg's Breakaway membership (annual dues just $2500) which includes an invitation to their Breakaway CEO Summit June 20-21 in New York City.  
  
ScaleUp delegates will join current Breakaway members (who are CEOs of established industry leaders and emerging disruptors), Bloomberg hosts and Verne Harnish at this year's event. To learn more about membership qualifications or if interested in being considered as a delegate please contact our team@ [scalingup@gazelles.com](mailto:scalingup@gazelles.com) or email me [vharnish@gazelles.com](mailto:vharnish@gazelles.com).  
  
**Bad Sumo? --** this [*TechCrunch* article](https://gazelles.infusionsoft.com/app/linkClick/42134/6d8851138c2e2ec6/43985714/fd81dcf975fcb9e4) titled "When Venture Capital Becomes Vanity Capital" poses the question "would you rather be the founder of Zappos or Wayfair?" Most savvy students at Harvard choose Zappos, and Tony Hsieh did well when he sold to Amazon. But the founders of Wayfair, who held off raising outside money until they had over $500 million in revenue made 10x Hsieh when their company IPO'd. The key is to take as little capital as possible for as long as possible - plus early dilution has other negative consequences as the article outlines. Instead, get your customers to fund your growth as detailed in John Mullins' book *The Customer Funded Business*. Or consider bank debt - money is really cheap right now. Please take 2 minutes to read then rethink raising money!  
  
**FrogSlayer Scales 80%+ per Year with 2x - 3x Industry Profits (Gazelles case study) --** Ross Morel, President & CEO of College Station, TX-based custom software developer [FrogSlayer](https://gazelles.infusionsoft.com/app/linkClick/42136/fd2952628e9254a2/43985714/fd81dcf975fcb9e4), shared some fun facts after turning around his company in 2014 using *Scaling Up*. Noted Morel:

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| *Some fun growth facts about FrogSlayer (all made possible by trusting the* Scaling Up *framework):*   * ***3-year growth (2015-2017)*** *- 83.7% YOY* * ***Profitability*** *- 16% to 21% (2x to 3x industry peers)* * ***Revenue per employee*** *- $163k* * ***Cash reserves*** *- 12 months net burn, 3 months total burn (never thought we'd be able to ditch our line of credit in 2014)* * ***Debt / investment*** *- $0 in debt and no outside funding needed (we've had our clients pay for our growth)* * ***Client ROI*** *- $350M since 2011 (average 23x payback within 2 years of engaging with us)* * ***Employee Retention*** *- 100% past two years* * *Named #1, #25, and #16 best company to work for in Texas past three of four years*   *Best of all, it took 2 minutes to look up this data now that we track everything.* |

Please note the "Debt/investment" bullet point! Morel went on to note "I've been attending the summits since 2013 and have brought my leadership team to the past few. We'll be in New Orleans in May." And he's implemented the [BetterBookClub](https://gazelles.infusionsoft.com/app/linkClick/42138/7ce3fb882d5d35c1/43985714/fd81dcf975fcb9e4), sharing:

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| *...it's been fun seeing our whole team really live out the "readers are leaders" mantra. My hope is that this program will expose them to big ideas, inspire them grow as leaders, and continue to strengthen our alignment as we communicate using similar concepts and language.* |

Morel also noted he will participate in the October [CEO Boot Camp](https://gazelles.infusionsoft.com/app/linkClick/42140/4309bf9a0ed07ce8/43985714/fd81dcf975fcb9e4) if you want to learn how he's applied Scaling Up to garner these results. Leaders are learners! Congratulations Ross on all your firm's success. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding you back, your business, and your industry. [May 29 - June 1 (YPO-only); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/41964/690ba9d9bcbedc8f/43985714/fd81dcf975fcb9e4).  
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)   
  
**EDUCATION:**A good friend of mine and someone I consider to be the foremost expert on hiring, Dr. Brad Smart, identified a process to guarantee you're getting the right people in the right seats. Through years of in depth and research and practice, Dr. Brad Smart identified 40 interviewing techniques that are part of the full Topgrading implementation, and we created a video detailing what he considers the 7-mission critical techniques.   
  
Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/43985714/fd81dcf975fcb9e4) to submit your name and email so the team at Growth Institute can give you access to the video and email you a copy of Brad's Interviewing Feedback From to continually improve your process.   
  
[**ScaleUp Summit Spring 2018**](https://gazelles.infusionsoft.com/app/linkClick/39972/7206d49a31624c8b/43985714/fd81dcf975fcb9e4)  
  
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[Phoenix, AZ - May 10, 2018](https://gazelles.infusionsoft.com/app/linkClick/42142/d062699f58cffb7e/43985714/fd81dcf975fcb9e4)  
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[Los Angeles, CA - Jun 5, 2018](https://gazelles.infusionsoft.com/app/linkClick/41724/e039a8308aca152f/43985714/fd81dcf975fcb9e4)  
  
  
**COACHING:**  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? [Click here to watch](https://gazelles.infusionsoft.com/app/linkClick/16836/c1bfb9a86b7fe59a/43985714/fd81dcf975fcb9e4) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at [info@gicoaches.com](mailto:info@gicoaches.com) for more information.  
  
And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/43985714/fd81dcf975fcb9e4) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
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Daring Caution Approach to Pricing - Robert Sherlock   
Fearless Leaders - Cathy Greenberg   
How to Create Leadership at Every Level - David Marquet   
Mastering the Complex Sale - Jeff Thull   
Nail It Then Scale It - Paul Ahlstrom   
Sumo Advantage - Bernie Brenner   
The Seven Imperatives of Great CEO's - John Wilson   
Why Growth Companies Stop Growing - Dave Power   
  
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**03/22/2018  
7 Bad Questions; Google's 2 New Traits; Unified Theory of Scaling; Prediction Intelligence**

"...insights for scaleups"  
  
HEADLINES:

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| *Life did not take over the globe by combat, but by networking!* | |
|  | Tamsin Woolley-Barker, author of *Teeming* |

**Stop Asking These 7 Questions of Children (and Adults) --** here's another great blog post by [Mr. Contrarian Ozan Varol](https://gazelles.infusionsoft.com/app/linkClick/42188/4699f356a90ca8fa/44075740/0c6c3ba27b18d1f1) on the seven questions you should stop asking and the one's you should ask instead. As an example:

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| "What did you learn today?" vs. "What did you disagree with today?" |

I'm printing, posting, and asking the new 7 questions - I'll let you know how it goes. Hope you find them equally insightful. **Unified Theory of Scaling --** One of the more entertaining yet insightful books I've read in years is Tasmin Woolley-Barker's [*Teeming: How Superorganisms Work Together to Build Infinite Wealth on a Finite Planet (and your company can too)*](https://gazelles.infusionsoft.com/app/linkClick/42190/d4cdbedd627fd102/44075740/0c6c3ba27b18d1f1). Notes Tamsin:

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| *How does nature build infinite wealth on a finite planet? After spending a few decades studying all kinds of superorganisms, I've distilled twelve deep patterns and five broad components that unite them in their quest for compounding value. We can apply these principles to our own organizations as well.* |

For this quick list of deep patterns and components go right to the short chapter titled "The Mycelial Way: A Quick Guide." SPro and book club members will get her book next week and Tamsin will be keynoting our [ScaleUp Summit May 22 – 23, New Orleans](https://gazelles.infusionsoft.com/app/linkClick/42192/758b6fcd61fa5009/44075740/0c6c3ba27b18d1f1) **Five Keys to Super Growth --** these are like super powers. The five broad components superorganisms have utilized to survive and thrive for billions of years, which we can utilize in our firms, are:

1. Cultivate Collective Intelligence
2. Nurture Swarm Creativity
3. Rely on Distributed Leadership
4. Depend on Reciprocity and Sharing
5. Compound Regenerative Value

Again, I've read extensively and this is the closest I've seen to a unified theory of what organizations must do to scale exponentially. The 12 deep patterns distributed among these five components are the real "how to's" that all AI and human driven systems will use to build infinite wealth. Plus, she's so funny in how she teaches these ideas. I look forward to meeting and learning from Tasmin, one of the three women keynoters, at our ScaleUp Summit in New Orleans. See you there. **Google's Two New Traits of Great Managers --** Google measures everything, and that includes what makes great managers. Interestingly, coaching is #1 on their list of the eight traits they discovered back in 2008 when they embarked on Project Oxygen - I still maintain the term "coach" needs to replace the term "manager" i.e. sales coach vs. sales manager. As the company has evolved Google went back to test the original eight and discovered two additional traits that have proved critical to team effectiveness, retention, engagement, etc.:

1. Facilitates collaboration across teams
2. Is a strong decision maker

The first one is critical because real work gets done cross functionally. The second because generally a good decision now is better than a great decision later. And nothing constrains progress like a non-decision and non-decision maker. [Take two minutes to read the details of all 10 traits in this Google *Re:Work* article](https://gazelles.infusionsoft.com/app/linkClick/42194/44a62f8c1691d80f/44075740/0c6c3ba27b18d1f1). Thank you to Troy Schrock, The CEO Advantage, for sharing this link. **"Prediction Intelligence" --** this is the unifying theme of our upcoming [ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/42196/cec43846f61a483d/44075740/0c6c3ba27b18d1f1). The late Dr. Deming noted that the primary job of a leader is prediction and this is precisely the role of Artificial Intelligence (the #1 topic at Davos) according to the authors of [*Prediction Machines* (keynoting our Summit)](https://gazelles.infusionsoft.com/app/linkClick/42198/cb548355f0614417/44075740/0c6c3ba27b18d1f1). Add in "intelligence" - as in collective intelligence, conversational intelligence (great questions!), etc. - topics addressed by our other keynoters - and you have a powerful combination to dominate your industry. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding you back, your business, and your industry. [May 29 - June 1 (YPO-only); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/41964/690ba9d9bcbedc8f/44075740/0c6c3ba27b18d1f1).  
  
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[Vancouver, BC - Apr 24, 2018](https://gazelles.infusionsoft.com/app/linkClick/41144/c45e6c86dbc5647f/44075740/0c6c3ba27b18d1f1)  
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[Dallas, TX - May 15, 2018](https://gazelles.infusionsoft.com/app/linkClick/41304/34d040dc57c966d7/44075740/0c6c3ba27b18d1f1)  
[Los Angeles, CA - Jun 5, 2018](https://gazelles.infusionsoft.com/app/linkClick/41724/e039a8308aca152f/44075740/0c6c3ba27b18d1f1)  
  
**COACHING:**  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? [Click here to watch](https://gazelles.infusionsoft.com/app/linkClick/16836/c1bfb9a86b7fe59a/44075740/0c6c3ba27b18d1f1) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at [info@gicoaches.com](mailto:info@gicoaches.com) for more information.  
  
And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/44075740/0c6c3ba27b18d1f1) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
**TECHNOLOGY:**   
  
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[Click Here to Watch a video example](https://gazelles.infusionsoft.com/app/linkClick/35868/7a888d9d609e216c/44075740/0c6c3ba27b18d1f1).   
  
Align is your cloud based business operating system designed to keep you on your path to executing your goals. See, in real time every person in your organization and how they are progressing on their priorities - alongside how they Align to the Company Priorities! **Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/44075740/0c6c3ba27b18d1f1) **- on your computer, tablet or phone. $5.00 per month gets you started.**   
  
**Better Book Club** -- What's your team reading? Increase your books read per team member. Easy, Proven, and in the Cloud at [http://www.BetterBookClub.com](https://gazelles.infusionsoft.com/app/linkClick/14094/778d451fa190967a/44075740/0c6c3ba27b18d1f1).[**Gazelle's Growth Institute® Online Executive Education**](https://gazelles.infusionsoft.com/app/linkClick/2334/86091e581d92f575/44075740/0c6c3ba27b18d1f1)   
  
Baseline Selling - Dave Kurlan   
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Daring Caution Approach to Pricing - Robert Sherlock   
Fearless Leaders - Cathy Greenberg   
How to Create Leadership at Every Level - David Marquet   
Mastering the Complex Sale - Jeff Thull   
Nail It Then Scale It - Paul Ahlstrom   
Sumo Advantage - Bernie Brenner   
The Seven Imperatives of Great CEO's - John Wilson   
Why Growth Companies Stop Growing - Dave Power   
  
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[Sign up for Verne's Weekly Insights](https://gazelles.infusionsoft.com/app/linkClick/3092/dc3114656dd34554/44075740/0c6c3ba27b18d1f1)

**03/29/2018  
Wayne Huizenga RIP; His X-Factor; Best Strategic Priorities; Bloomberg Breakaway CEO Summit**

"...insights for scaleups"  
  
HEADLINES:

|  |  |
| --- | --- |
| Some people dream of success, while other people get up every morning and make it happen. | |
|  | Wayne Huizenga, 1937 - 2018 |

**Bloomberg Breakaway CEO Summit --** As part of our new collaboration with Bloomberg LIVE, 30 of our ScaleUp CEO's will be eligible to apply and join Bloomberg's Breakaway membership (annual dues just $2500) which includes an invitation to their Breakaway CEO Summit June 20-21 in New York City. [If interested in joining 150 other CEOs hosted by Bloomberg, click this link](https://gazelles.infusionsoft.com/app/linkClick/42292/565c761d8102b4dd/44172272/9efa217ddee77f32).  
  
**Wayne Huizenga --** the only founder of three Fortune 500 companies (Waste Management, Blockbuster, and AutoNation) and owner of three sports teams, Wayne Huizenga passed away last Thursday. [His public memorial service](https://gazelles.infusionsoft.com/app/linkClick/42294/204b60295498592c/44172272/9efa217ddee77f32) was today and this [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/42296/52478848ee118a5e/44172272/9efa217ddee77f32) did a great job of summarizing his entrepreneurial impact on the globe.  
  
**Huizenga's Rules --** Mr. Huizenga keynoted the very first Fortune Summit in 2001. And it was Huizenga's insights that served as the foundation for the first substantial article I wrote for [*Fortune* in 2002](https://gazelles.infusionsoft.com/app/linkClick/42298/af5c02020d7a7f2d/44172272/9efa217ddee77f32) on why entrepreneurs need to "stick to their knitting," a phrase Tom Peters popularized in his book [*In Search of Excellence*](https://gazelles.infusionsoft.com/app/linkClick/42300/c2f9021ced03d674/44172272/9efa217ddee77f32). What I needed to understand from Wayne is how he could achieve such huge success in what appeared to be three radically different industries. However, Wayne shared with me that he had four criteria for choosing what businesses to be in. If he ended up in a venture that didn't follow these four criteria he almost always failed. One of those rules was pursuing businesses in industries typified by bad customer service and fixing it i.e. Blockbusters "Always the Hits" - he could beat the competition. Please take 2 minutes to read the importance of knowing what you're good at and sticking to it.  
  
**Huizenga's X Factor --** it was also Wayne who explained to me the importance of having an underlying 10x - 100x advantage over the competition. With this you don't just beat the competition - you crush them. These ideas led to my second major article in [*Fortune* in 2002](https://gazelles.infusionsoft.com/app/linkClick/42302/617d7be7c19acc57/44172272/9efa217ddee77f32) describing not only Huizenga's X Factor for Blockbuster but that of other companies. Later the X Factor would be a key component of the 7 Strata of Strategy framework in Scaling Up. There is a reason only one entrepreneur on the planet has ever created three Fortune 500 companies in three different industries. Please take 2 minutes to read up on the X Factor and then find it for your industry!!  
  
**Strategic Priorities --** this [MIT Sloan Management Review article](https://gazelles.infusionsoft.com/app/linkClick/42304/5149d20faa9876a2/44172272/9efa217ddee77f32) emphasizes the power of boiling your strategy down to a handful of mid-term (3 to 5 year) strategic priorities. This is the best way to keep everyone aligned and not just thinking tactically while being short term enough (we prefer 3 years) to feel concrete. Scroll down the article until you see the 7-item checklist - that summarizes the article completely and is a good reminder to continue to articulate these medium term strategic priorities. Does everyone in your company know what they are? As most of us go into a new quarter (01 Apr) this would be a great time to articulate these priorities. Thank you Elaine Pofeldt, author of [*The Million Dollar, One Person Business*](https://gazelles.infusionsoft.com/app/linkClick/42306/be998908f8a8fca5/44172272/9efa217ddee77f32) (she'll be in New Orleans at the Summit as well), for pointing me to this article.  
  
**First Billion Dollar Revenue Sports Team --** for those interested, this Fortune article details the plans FC Barcelona has to be a billion in annual revenue by 2020. I still consider Ferran Soriano's book [*Management Ideas from the World of Football*](https://gazelles.infusionsoft.com/app/linkClick/42308/c755d1f943a03f63/44172272/9efa217ddee77f32), detailing his plan for turning FC Barcelona into the powerhouse it is today, one of the best business books ever written (though it's expensive). And this Fortune article outlines what Soriano is doing now at Manchester City in what "Britain's Guardian newspaper calls the sport's "first truly multinational corporation-a [Coca-Cola](https://gazelles.infusionsoft.com/app/linkClick/42310/cec4d81bf52bf9f7/44172272/9efa217ddee77f32) of soccer." Sports teams, as Huizenga found, are some of the most interesting and valuable assets on the planet.  
  
**Better Than Bringing Wine --** "never show up empty-handed" is the old adage when visiting friends/family/clients. Rather than bring a bottle of wine, bring a bottle of premium olive oil - something healthy they'll use every day. To help, my wife Julie has a gifting opportunity. With the purchase of a [12-pack](https://gazelles.infusionsoft.com/app/linkClick/42312/67f76cd680a157f1/44172272/9efa217ddee77f32) of her award winning oil you will receive (separate shipment at no charge) gift bags, tags, colorful tissue paper with a post card explaining a little about the oil to give to your friends this spring and show them how "fresh and hip" you are! Notes Julie:

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| Giving Veritat is a symbol of heart. Your heart. Better than wine as a gift, it lasts longer, is incredibly versatile in cooking, and every time Veritat is enjoyed, they will think of you and get all tingly in appreciation of your thoughtfulness. |

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding you back, your business, and your industry. [May 29 - June 1 (YPO-only); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/41964/690ba9d9bcbedc8f/44172272/9efa217ddee77f32).  
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)   
  
**EDUCATION:**A good friend of mine and someone I consider to be the foremost expert on hiring, Dr. Brad Smart, identified a process to guarantee you're getting the right people in the right seats. Through years of in depth and research and practice, Dr. Brad Smart identified 40 interviewing techniques that are part of the full Topgrading implementation, and we created a video detailing what he considers the 7-mission critical techniques.   
  
Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/44172272/9efa217ddee77f32) to submit your name and email so the team at Growth Institute can give you access to the video and email you a copy of Brad's Interviewing Feedback From to continually improve your process.   
  
[**ScaleUp Summit Spring 2018**](https://gazelles.infusionsoft.com/app/linkClick/39972/7206d49a31624c8b/44172272/9efa217ddee77f32)  
  
New Orleans, LA - May 22-23, 2018  
  
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New Orleans, LA - May 24, 2018  
  
[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/44172272/9efa217ddee77f32)  
  
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[Boston, MA - Apr 12, 2018](https://gazelles.infusionsoft.com/app/linkClick/40142/98bf6239c09c5b76/44172272/9efa217ddee77f32)  
[Vancouver, BC - Apr 24, 2018](https://gazelles.infusionsoft.com/app/linkClick/41144/c45e6c86dbc5647f/44172272/9efa217ddee77f32)  
[Calgary, Alberta - May 10, 2018](https://gazelles.infusionsoft.com/app/linkClick/41644/12b809456d28b2cc/44172272/9efa217ddee77f32)  
[Phoenix, AZ - May 10, 2018](https://gazelles.infusionsoft.com/app/linkClick/42142/d062699f58cffb7e/44172272/9efa217ddee77f32)  
[Dallas, TX - May 15, 2018](https://gazelles.infusionsoft.com/app/linkClick/41304/34d040dc57c966d7/44172272/9efa217ddee77f32)  
[Los Angeles, CA - Jun 5, 2018](https://gazelles.infusionsoft.com/app/linkClick/41724/e039a8308aca152f/44172272/9efa217ddee77f32)  
  
**COACHING:**  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? [Click here to watch](https://gazelles.infusionsoft.com/app/linkClick/16836/c1bfb9a86b7fe59a/44172272/9efa217ddee77f32) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at [info@gicoaches.com](mailto:info@gicoaches.com) for more information.  
  
And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/44172272/9efa217ddee77f32) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
**TECHNOLOGY:**   
  
**Create Accountability – Drive Execution**   
[Click Here to Watch a video example](https://gazelles.infusionsoft.com/app/linkClick/35868/7a888d9d609e216c/44172272/9efa217ddee77f32).   
  
Align is your cloud based business operating system designed to keep you on your path to executing your goals. See, in real time every person in your organization and how they are progressing on their priorities - alongside how they Align to the Company Priorities! **Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/44172272/9efa217ddee77f32) **- on your computer, tablet or phone. $5.00 per month gets you started.**   
  
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Baseline Selling - Dave Kurlan   
Creativity and Personal Mastery - Srikumar Rao   
Daring Caution Approach to Pricing - Robert Sherlock   
Fearless Leaders - Cathy Greenberg   
How to Create Leadership at Every Level - David Marquet   
Mastering the Complex Sale - Jeff Thull   
Nail It Then Scale It - Paul Ahlstrom   
Sumo Advantage - Bernie Brenner   
The Seven Imperatives of Great CEO's - John Wilson   
Why Growth Companies Stop Growing - Dave Power   
  
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**04/05/2018  
Next Five Minutes; Excellence Dividend; People and AI; Hotel Cut-off**

"...insights for scaleups"  
  
HEADLINES:

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| --- | --- |
| *Excellence is not an "aspiration." Excellence is...THE NEXT FIVE MINUTES!* | |
|  | Tom Peters, *The Excellence Dividend* |

**April 17 Hotel Room Cut-off --** if you're planning to attend the [ScaleUp Summit May 22 - 23 New Orleans](https://gazelles.infusionsoft.com/app/linkClick/42498/5d4fd11f00bf3feb/44255716/ad9bfe6318c98a1d), please reserve a hotel room. The cut-off date for the discounted rate is April 17 - and given the beautiful location (French Quarter) and time of the year, this Marriott tends to sell out.   
  
**Role of People in AI World --** legendary Tom Peters, co-author of *In Search of Excellence*, published his 18th book this week titled [*The Excellence Dividend*](https://gazelles.infusionsoft.com/app/linkClick/42500/9fb7c5db09b4e718/44255716/ad9bfe6318c98a1d) Fitting with our upcoming ScaleUp Summit theme "Prediction Intelligence," Peters squarely addresses what is the critical role of people in an AI driven world - and much of what he's predicted in the past about how work would be structured today has come true - so I've learned to listen to this sage. SPro and book club members will get a copy of his book next week - then you're all invited to come hear Tom and 9 other top thought leaders keynote our ScaleUp Summit in collaboration with [Bloomberg LIVE May 22 - 23, New Orleans](https://gazelles.infusionsoft.com/app/linkClick/42502/5143f0cfb6a8e598/44255716/ad9bfe6318c98a1d)  
  
**Execution is Strategy --** I'm not sure I completely agree with General Omar Bradley, whom Tom quotes as saying "Amateurs talk about strategy. Professionals talk about logistics" but I get the point. Victory ultimately comes down to excellent execution and as Tom notes above, it's all about what you do next, in the next five minutes. Notes Tom:

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| EXCELLENCE is your next conversation. Or not. EXCELLENCE is your next meeting. Or not. EXCELLENCE is shutting up and listening-really listening. Or not. EXCELLENCE is your next customer contact. Or not. EXCELLENCE is saying "Thank you" for something "small." Or not. EXCELLENCE is the next time you shoulder responsibility and apologize. Or not. EXCELLENCE is waaay over-reacting to a screw-up. Or not. EXCELLENCE is the flowers you brought to work today. Or not. EXCELLENCE is lending a hand to an "outsider" who's fallen behind schedule. Or not. EXCELLENCE is bothering to learn the way folks in finance [or IS or HR] think. Or not. EXCELLENCE is waaay "over"-preparing for a 3-minute presentation. Or not. EXCELLENCE is turning "insignificant" tasks into models of ... EXCELLENCE. |

This is a checklist worth formatting and posting in front of every person in the company!  
  
**Be the Best. It's the Only Market That's Not Crowded --** your reputation for excellence is simply the sum total of all the little things you do and don't do over the next five minutes, and then the five minutes after that. It's a never ending "search for excellence" - and must include, as Tom preaches, an increased role for women in leadership positions; an understanding of the importance of scaleups in the global economy; the interplay between technology and people; and the power/impact that culture and "putting people first" have on driving flawless execution of a simply stated (Vision Summary) strategy.  
  
**Enough --** hopefully the list above gives you enough to ponder over the coming week. And, again, please format and post the list in front of everyone in the organization. I'm simply out of time to write any more, leading with serial entrepreneur John Ratliff our latest CEO Boot Camp this week. It's always an intensive 24/7 kind of event and Tom's list has been prescient in helping me focus on the next one-on-one session, the next conversation, the next presentation, the next...as we work to guarantee an excellent experience/outcome for these CEOs and their firms. Tom's messages are always inspiring and insightful for me and I look forward to having him light a fire under all of you in New Orleans. See you soon.  
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 9 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [May 29 - June 1 (YPO-only hosted by McKeel Hagerty); October 2 - 5; and January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/42504/f6ba423c11f1ac58/44255716/ad9bfe6318c98a1d)

**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)   
  
**EDUCATION:**A good friend of mine and someone I consider to be the foremost expert on hiring, Dr. Brad Smart, identified a process to guarantee you're getting the right people in the right seats. Through years of in depth and research and practice, Dr. Brad Smart identified 40 interviewing techniques that are part of the full Topgrading implementation, and we created a video detailing what he considers the 7-mission critical techniques.   
  
Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/44255716/ad9bfe6318c98a1d) to submit your name and email so the team at Growth Institute can give you access to the video and email you a copy of Brad's Interviewing Feedback From to continually improve your process.   
  
[**ScaleUp Summit Spring 2018**](https://gazelles.infusionsoft.com/app/linkClick/39972/7206d49a31624c8b/44255716/ad9bfe6318c98a1d)  
  
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[Vancouver, BC - Apr 24, 2018](https://gazelles.infusionsoft.com/app/linkClick/41144/c45e6c86dbc5647f/44255716/ad9bfe6318c98a1d)  
[Calgary, Alberta - May 10, 2018](https://gazelles.infusionsoft.com/app/linkClick/41644/12b809456d28b2cc/44255716/ad9bfe6318c98a1d)  
[Phoenix, AZ - May 10, 2018](https://gazelles.infusionsoft.com/app/linkClick/42142/d062699f58cffb7e/44255716/ad9bfe6318c98a1d)  
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[Los Angeles, CA - Jun 5, 2018](https://gazelles.infusionsoft.com/app/linkClick/41724/e039a8308aca152f/44255716/ad9bfe6318c98a1d)  
  
**COACHING:**  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? [Click here to watch](https://gazelles.infusionsoft.com/app/linkClick/16836/c1bfb9a86b7fe59a/44255716/ad9bfe6318c98a1d) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at [info@gicoaches.com](mailto:info@gicoaches.com) for more information.  
  
And if you're interested in becoming a world-class certified Gazelles International coach, please go to [gicoaches.com/becomeacoach](https://gazelles.infusionsoft.com/app/linkClick/28380/eba991d1d57b8ce0/44255716/ad9bfe6318c98a1d) for more information. If you determine that we're a fit and wish to join our premier organization, we invite you to contact our Dir. of Coach Engagement at [Amy@GICoaches.com](mailto:Amy@GICoaches.com) or 877.217.2253 ext.700.   
  
**TECHNOLOGY:**   
  
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Align is your cloud based business operating system designed to keep you on your path to executing your goals. See, in real time every person in your organization and how they are progressing on their priorities - alongside how they Align to the Company Priorities! **Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/44255716/ad9bfe6318c98a1d) **- on your computer, tablet or phone. $5.00 per month gets you started.**   
  
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Creativity and Personal Mastery - Srikumar Rao   
Daring Caution Approach to Pricing - Robert Sherlock   
Fearless Leaders - Cathy Greenberg   
How to Create Leadership at Every Level - David Marquet   
Mastering the Complex Sale - Jeff Thull   
Nail It Then Scale It - Paul Ahlstrom   
Sumo Advantage - Bernie Brenner   
The Seven Imperatives of Great CEO's - John Wilson   
Why Growth Companies Stop Growing - Dave Power   
  
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**04/19/2018  
Best Biz Book 2018; Top 50 Leaders; Prediction Machines; Important Record; Co-Founder Priceline Keynoting**  
  
"...insights for scaleups"  
  
HEADLINES:

**World's Top 50 Greatest Leaders --** [*Fortune's* list is out today](https://gazelles.infusionsoft.com/app/linkClick/42806/a5e6520a07cb938a/44547938/28f8937aa50363b9) and topping the list are "The students of Marjory Stoneman Douglas and other schools." Only 12 of the 50 are business leaders not including Bill and Melinda Gates (#2) for their foundation efforts. Worth a minute to scan down through the list.  
  
**Jeff Hoffman Closing Keynote --** Entrepreneur (Priceline.com, uBid.com), proven CEO, author, Hollywood film producer, and producer of a Grammy-winning jazz album in 2015, Jeff Hoffman is attending and keynoting our spring 2018 [ScaleUp Summit in collaboration with Bloomberg LIVE May 22 - 23, New Orleans](https://gazelles.infusionsoft.com/app/linkClick/42808/5485c39b00224335/44547938/28f8937aa50363b9) (the equivalent of reading a dozen books in two days).  
  
**Best Biz Book 2018 (so far) --** AI is the rage and was the main topic at the 2018 World Economic Forum in Davos. But how do mere mortal mid-market firms use it, economically, to scale? This week three professors from U of Toronto, the global epi-center of AI, published a book titled [*Prediction Machines: The Simple Economics of Artificial Intelligence*](https://gazelles.infusionsoft.com/app/linkClick/42810/aebe15c34818576d/44547938/28f8937aa50363b9). It is the most practical book I've read on the topic - and if you only read one book in 2018, this is it so far. The five-page "Introduction" is excellent. And if that's too long, read the three "Key Points" on page 5. SPro and book club members will receive a copy next week. Then come hear co-author Avi Goldfarb keynote the [ScaleUp Summit in Collaboration with Bloomberg LIVE](https://gazelles.infusionsoft.com/app/linkClick/42812/caf56c13aaf42585/44547938/28f8937aa50363b9).  
  
**AI Doesn't Bring Intelligence --** notes the co-authors of Prediction Machines:

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| Our first key insight is that the new wave of artificial intelligence does not actually bring us intelligence but instead a critical component of intelligence-prediction. |

In short, AI/machine learning helps you "see around corners" as the late Steve Jobs was famous for doing. From predicting mechanical failures to pending health issues to potential customer/employee exits, the first company in any industry to harness the power of AI will have a leg up on the competition. Where would better prediction help you avoid problems? Where is there drama in your business? Again, please take time to read this well written and insightful book on how to figure this out and apply AI in a practical way - then decide on your first "prediction machine" initiative.  
  
**Amazon's AI Initiatives --** This [*Bloomberg* article](https://gazelles.infusionsoft.com/app/linkClick/42814/ff01681c63d3596e/44547938/28f8937aa50363b9) highlights how Jeff Wilke (the other Jeff!) is leading Amazon into the world of AI. His focus is on helping customers do practical things. Notes the article:

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| "I don't think they (Amazon) want to be the people who beat the world champion in Go," says Oren Etzioni, CEO of the Allen Institute for Artificial Intelligence and a computer science professor at the University of Washington. "They want to be the people who roll out very successful AI-based products." |

**Fun Fact: the article highlights that Amazon's revenue is less than 1% of the global retail market of $25 trillion, proving you don't need huge market share to have a viable business (haha). Please take 2 minutes to read how Wilke is dealing with Trump's threats to raise postal rates and other challenges facing this retail giant.**  
  
**Amazon's AI Hurting Scaling Up (less expensive version available)? --** given the popularity of Scaling Up, Amazon's AI has been premium pricing the book (I have no control over the price and make no more or less - Amazon pays me a fixed fee). If you would like copies for less than half the $20+ Amazon is charging, [you can get a box of 20 for less than $10 each plus shipping](https://gazelles.infusionsoft.com/app/linkClick/42816/3069e2f5c92e6dff/44547938/28f8937aa50363b9). NOTE: Quantity of 1 means one box of 20 books. Yes, a little confusing! We're getting a new storefront.  
  
**Training and Discipline --** AI should help better predict when a jet engine might fail but its only as accurate as the data it receives. Seems the standard visual inspection which occurred two days before an engine failed on a Southwest flight this week, wasn't sufficient. Our prayers go out to the family of Jennifer Riordan. She was the first accident-related fatality in a record nine years on US airline flights, and the first for Southwest Airlines in their 51 year history - an impressive record credited to continuous learning and discipline (kudos to former navy pilot Tammy Jo Shults for landing the crippled plane). The airline industry will issue directives in a couple weeks that correct this problem (more frequent ultrasound inspections on certain engines) in hopes of setting another record before an accident fatality. The key is process improvement driven by checklists. Where do you have drama in the business that needs examined and the process corrected?  
  
**Big Data Meets Biology --** and [*Fortune's* latest magazine features a series of articles](https://gazelles.infusionsoft.com/app/linkClick/42818/42e9dd599869df25/44547938/28f8937aa50363b9) on how big data is driving healthcare revolutions everywhere. One example that serves as a productivity lesson for all of us:

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| (John) Hopkins's Scheulen says the technology functionally expanded the hospital's capacity by 15 or 16 beds without the need to add, well, actual beds. |

The other huge gain will be on the patient side - both in helping predict health issues to putting more control of the healthcare process in the hands of patients. And this technology is already saving lives as detailed in the featured article noted above. Where could better prediction provide you significant productivity gains?  
  
**Virtual Choir --** Grammy-winning composer and conductor Eric Whitacre was the closing keynote for EO's Global Leadership Conference (and 30th anniversary celebration) in Toronto this week. Proving the power of creating a new genre within an industry and then owning it's two words, Whitacre created the world's first "Virtual Choir." [Piecing together the first virtual choir piece](https://gazelles.infusionsoft.com/app/linkClick/42820/15b562883c37474a/44547938/28f8937aa50363b9) with contributions from 185 voices from 12 countries in 2010, [his latest choir features 5905 singers from 101 countries](https://gazelles.infusionsoft.com/app/linkClick/42822/d496bd394ab254fb/44547938/28f8937aa50363b9). The music and visuals are groundbreaking - worth a few minutes even if just background music while cranking email. What two words do you own? How could you tap into more free talent to drive your business model and brand like ALL the unicorns (companies that scale to a billion valuation quickly) do?  
  
**Scaling Up Magazine** **--** Excited to share the inaugural issue of our new quarterly magazine full of business insights from top industry thought-leaders and business gurus. [Click here](https://gazelles.infusionsoft.com/app/linkClick/42824/e9b58dbb1c91d101/44547938/28f8937aa50363b9) to view!  
  
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 **COACHING:** Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [info@gicoach.com](mailto:info@gicoaches.com) for more information.  
  
**EDUCATION:**A good friend of mine and someone I consider to be the foremost expert on hiring, Dr. Brad Smart, identified a process to guarantee you're getting the right people in the right seats. Through years of in depth and research and practice, Dr. Brad Smart identified 40 interviewing techniques that are part of the full Topgrading implementation, and we created a video detailing what he considers the 7-mission critical techniques.   
  
Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/44547938/28f8937aa50363b9) to submit your name and email so the team at Growth Institute can give you access to the video and email you a copy of Brad's Interviewing Feedback From to continually improve your process.   
  
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Align is your cloud based business operating system designed to keep you on your path to executing your goals. See, in real time every person in your organization and how they are progressing on their priorities - alongside how they Align to the Company Priorities! **Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/44547938/28f8937aa50363b9) **- on your computer, tablet or phone. $5.00 per month gets you started.**   
  
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Fearless Leaders - Cathy Greenberg   
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Mastering the Complex Sale - Jeff Thull   
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**04/26/2018  
How to Keep Winning; Nick Saban; Pep Guardiola; the Process; CEO Boot Camp**"...insights for scaleups"  
  
  
HEADLINES:

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| Bill's "Own the Room" methodology has helped countless speakers play at a higher level. | |
|  | Sheryl Sandberg, COO Facebook |

**Final CEO Boot Camp Before Summer --** two seats are left for the upcoming [May 29 - June 1 Boot Camp](https://gazelles.infusionsoft.com/app/linkClick/42970/57211191b974c261/44644920/eb23a9fbbf0d75f9) hosted by McKeel Hagerty of $400 million Hagerty insurance and immediate past international chair of YPO - along with serial entrepreneur John Ratliff and Verne Harnish - identify your constraints and eliminate them.  
  
**Perfect Presentations --** the ability to comfortably deliver a message - to a handful of people or a large crowd - is a key leadership skill. Bill Hoogterp has written the best practical book I've read (with tons of fun exercises) on how to "get over yourself" and present. Titled [*Your Perfect Presentation: Speak in Front of Any Audience Anytime Anywhere and Never Be Nervous Again*](https://gazelles.infusionsoft.com/app/linkClick/42972/ae8542753e1fc561/44644920/eb23a9fbbf0d75f9), the book notes:

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| "Bill, who has a quirky ability to make anyone a better public speaker and presenter," has developed a system...called Own the Room...some pretty big and cool companies and a growing number of famous people and leaders (see Sandberg's quote above) have hired (Bill's) coaches to find the star speaker that's hiding inside. |

The first two pages of Part 1 outline his process - and the opening exercise, where he has you speak a set of words in a way that represents their meaning, is insightful and sets the tone for the entire book of exercises. Bill is keynoting the upcoming [ScaleUp Summit May 22 - 23, New Orleans](https://gazelles.infusionsoft.com/app/linkClick/42974/303736e70f332826/44644920/eb23a9fbbf0d75f9) and SPro and book club members will receive his book next week.  
  
**What Being a Champion Means...Being Different --** this, notes University of Alabama coach Nick Saban, is the key to winning. Named one of the top 50 leaders by Fortune for leading the Crimson Tide to five national championships in 9 years, this [article](https://gazelles.infusionsoft.com/app/linkClick/42976/511a8e1cd1673432/44644920/eb23a9fbbf0d75f9) goes on to explain,

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| "To me it takes a completely different mindset to stay successful as opposed to what you have to do to build something to be successful," says Saban. "All of us are sort of geared toward, if we have success, we're supposed to be rewarded for it, not necessarily that we have to continue to do things even better than we did before." |

The article continues:

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| If imitation is truly flattery, then Saban is much praised: Four of Alabama's Southeastern Conference rivals - Georgia, South Carolina, Tennessee, and Texas A&M - now employ former Saban assistant coaches as head coach. (Saban has never yet lost a game to one of his disciples.) |

**The Innovator's Dilemma --** Yet the gist of the [Saban article](https://gazelles.infusionsoft.com/app/linkClick/42978/87fc9e001239c378/44644920/eb23a9fbbf0d75f9) is not how he came in, using his Process - "a methodical, efficient approach to organizational management" - to quickly take a college football to two national championships. It's how he's been able to sustain victory after victory over a long period of time. To quote the author:

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| How has he managed to navigate the sports version of what Clayton Christensen famously dubbed the "Innovator's Dilemma" - the fact that success makes it hard to keep the edge you need to win in the future? |

In short, Saban has been relentlessly committed to self-disruption. Though his Process might seem rigid to those on the outside, it's really based on a constant analysis of what's working and not working. Quotes Saban, "I hate it when somebody says, 'That's the way we've always done it.' It drives me absolutely up a wall."

**Cut and Move Swiftly --** Saban's constant analysis of what's working and not, and then making swift adjustments, was never better demonstrated when he took out his star quarterback at halftime of the championship game and put in a freshman who threw the winning pass in overtime to clinch the title. It is one of the boldest personnel decisions of any team coach I've ever seen. Saban also embraces technology to give his team an edge. Using a GPS system by Catapult that monitors the performance of his players (think "Prediction Machine"), he was able to make adjustments in practice routines that kept his players fresher on the field. These are just two of the many insights this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/42980/1eac84f041619bd4/44644920/eb23a9fbbf0d75f9) shares - it's worth the 3 minutes to read - then reflect on pivots and technologies you should employ to give your team the edge.

**…And Cut the Grass: driving similar success, FC Barcelona's former coach Pep Guardiola, just led Manchester City to the Premier League Championship - and in record time! This** [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/42982/526ebb069395d3af/44644920/eb23a9fbbf0d75f9) **shares how no small detail is left to chance, including the length of the grass, trimmed to different specs to facilitate the fast-paced style Pep has brought north. Reading these two sports article, you'll begin to see a pattern around success - discipline, data, precision, and a point of view that looks at the same game and does things differently.**  
  
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**Bloomberg Breakaway Membership and CEO Summit --** As part of our collaboration with Bloomberg LIVE, 30 ScaleUp CEO's will be eligible to apply and join [Bloomberg's Breakaway membership](https://gazelles.infusionsoft.com/app/linkClick/42990/922d56e058603dcc/44644920/eb23a9fbbf0d75f9) (annual dues just $2500) which includes an invitation to their Breakaway CEO Summit June 20-21 in New York City. If interested in joining Verne and 150 other CEOs hosted by Bloomberg, [click here](https://gazelles.infusionsoft.com/app/linkClick/42994/1ac4dcc5f780c9e6/44644920/eb23a9fbbf0d75f9).  
  
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And if you're interested in becoming a certified Gazelles coach, please email [info@gicoach.com](mailto:info@gicoach.com).  
  
**EDUCATION:**A good friend of mine and someone I consider to be the foremost expert on hiring, Dr. Brad Smart, identified a process to guarantee you're getting the right people in the right seats. Through years of in depth and research and practice, Dr. Brad Smart identified 40 interviewing techniques that are part of the full Topgrading implementation, and we created a video detailing what he considers the 7-mission critical techniques.   
  
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**05/03/2018  
Most Pioneering Co.; 52%; More Press-ups Than Dave; Marketing Webinar May 10**

"...insights for scaleups"  
  
HEADLINES:

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| *In the past, employees waited to hear from the boss; now, they listen to the customer.* | |
|  | Zhang Ruimin, CEO Haier |

**National Small Business Week --** OK, I don't like the "small" designation, but under 500 employees is considered small. To raise awareness, TSheets by Quickbooks commissioned a survey about the sacrifices business owners make, which found:

* **50+ hour weeks** are the norm for 1 in 2 biz owners
* 43% have put **their own money** into the business
* 1 in 3 say their **family has made sacrifices** for the business
* 62% say **work keeps them up** at night at least once a month
* **Sick days and vacations are rare** for many business owners

And the one stat that spoke loudest to me - 52% of biz owners felt they could make more money working elsewhere!! It confirms that entrepreneurs cherish their independence over money. If you'd like [here's a link to the raw data](https://gazelles.infusionsoft.com/app/linkClick/43064/0c48ae1180c2d7a2/44734326/2e52a32cf0ab0406).  
  
**Eliminates All Middle Managers --** China-based Haier, the world's largest white goods manufacturer, has eliminated all 10,000 middle managers and reorganized into 4000 tiny business units (Team of Teams!) where the workers are self-employed and have equity. This [Corporate Rebels blog](https://gazelles.infusionsoft.com/app/linkClick/43066/bdbc5966e0fdad83/44734326/2e52a32cf0ab0406) details what they call "The World's Most Pioneering Company of Our Times." Reading through the article I agree!! Notes the Corporate Rebels:

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| It feels like an ecosystem of start-ups, Haier calls it the *RenDanHeYi* model. This model leaves only three different kinds of roles within Haier; the *'platform owner'*, the *'microenterprise owner'* and the *'entrepreneur'*. |

The blog details perfectly the evolutions and revolutions a company must make to transform from a failed refrigerator manufacturer to a global powerful - well worth the 3 minutes to read. Thank you Elaine Pofeldt, author of [*The Million Dollar One Person Business*](https://gazelles.infusionsoft.com/app/linkClick/43068/ff60037b649b2a8a/44734326/2e52a32cf0ab0406), for pointing me to this blog post.  
  
**More Press-ups Than Dave --** Hugh Smallridge with Bristol, UK-based Ashwood (gifts, toys, promotional products) had every member of his sales team write personal, meaningful goals and refer to and measure their progress regularly. Notes Smallridge:

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| *It was really good fun and motivational! Example below. We've all shared them with each other and we briefly review them publicly during our Monday morning sales meeting every week. Once we've cracked the habits, we'll insert new ones to crack!* |

This is precisely what Ivy Lee taught the industrialists, like John D. Rockefeller, to do on a daily basis. Here's Hugh's list:

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| https://gazelles.com/insights/Hugh's_List.jpg |

**Intravenous Vitamin C Versus Cancer and Other Killers --** [Whole Foods magazine](https://gazelles.infusionsoft.com/app/linkClick/43070/dd1fb0b5752b603d/44734326/2e52a32cf0ab0406) interviewed Riordan Clinic's Chief Medical Officer Dr. Ron Hunninghake about the breakthroughs with IV Vitamin C (I still get 50 grams each month). The article references Riordan Clinic board member Dr. Thomas Levy's book [*Vitamin C, Infectious Disease, and Toxins*](https://gazelles.infusionsoft.com/app/linkClick/43072/32bba51537a4adaf/44734326/2e52a32cf0ab0406) which underpins the importance of administering the correct dosage - it matters. Please take 3 minutes to scan down through the interview and then fight chronic diseases the natural way.  
  
**Sister Sharon Wins Startup Weekend --** (source of pride #1) competing against 27 startups, my sister Sharon James, along with her son Kyle, won with her new "MySignatureDish" platform. One investor says the platform will be bigger than Airbnb and will transform the food experience industry!  
  
**Scaling Up #1 Business Book --** (source of pride #2 and Gazelles case study) Bruce Clay, Bruce Clay Inc., was responsible for my book being listed as #1 of the "one business book CEOs should read." Notes Clay's Los Angeles area based Gazelles coach Jonathan Goldhill:

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| *Bruce and his firm are arguably the world's leading authority on SEO having been in the business 1996. They are "an ethical blue-chip technical advisory company serving emerging, mid-market and large enterprises and agencies needing expert digital marketing solutions with tools, education and consulting services."* |

[Take 1 minute to glance down through the list](https://gazelles.infusionsoft.com/app/linkClick/43074/8cd2cfa7b9041938/44734326/2e52a32cf0ab0406) and see how many of the 15 books you've read.  
  
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Marketing Expert LIVE Webinar May 10th --** A great friend of mine and all-around marketing genius David Meerman Scott is hosting a live webinar on May 10th. Whether you want to get creative with an attention-grabbing PR campaign, scale a business or improve the numbers in your marketing report, David has what you need. In the webinar, he'll teach you how to leverage news stories to create memorable PR campaigns, how to connect with your audience where they're at, how to move into powerful conversations, and close new sales while enhancing your relationship.  
  
You can still register for the webinar [here](https://gazelles.infusionsoft.com/app/linkClick/43076/a3ec759aa57ab7e3/44734366/e3135314cbf07716):   
  
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**05/10/2018  
Buffett's 13; Salim's 11; Go Long; Duane's Big Payday**  
"...insights for scaleups"  
  
HEADLINES:

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| *I would love to be a baby being born in the United States today.* | |
|  | Warren Buffett |

**ExO Four Minute Video --** plus Salim Ismail's "[11 Attributes of Exponential Organizations](https://gazelles.infusionsoft.com/app/linkClick/43146/ec7ceb5f60a0a1ab/44920652/6193d53f019f9e52)" are nicely summarized in this blog post and video. More below, but first...  
  
**13 Best Warren Buffett Quotes --** [*Fortune*](https://gazelles.infusionsoft.com/app/linkClick/43148/0624e5d17ca75a60/44920652/6193d53f019f9e52) does a great job of extracting the best responses from Buffett's six hours of Q&A with his shareholders last weekend. And one of those responses helped bolster Apple's stock to the point it became the largest market cap firm in history! Please take 2 minutes to scan down through 50+ years of wisdom coming together to give 13 insights into the biz (and political) issues of the day.  
  
**Go Long --** this is the title of a new 100+ page book (love short books!) out this week subtitled [*Why Long-Term Thinking is your Best Short-Term Strategy*](https://gazelles.infusionsoft.com/app/linkClick/43150/dfb63f9695376db6/44920652/6193d53f019f9e52). Co-authored by Brian Dumaine, *Fortune*; Michael Useem, Wharton; Rodney Zemmel, McKinsey; and Dennis Carey, CEO Academy - it's a series of case studies and then conclusions that give you a history of important decisions made that turned around companies and drove huge growth. It's a quick read!  
  
**Grew 47% More --** page XV of *Go Long's* Introduction notes this study:

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| *The McKinsey Global Institute examined the performance of 615 large- and mid- cap US publicly listed companies from 2001 to 2015, looking at patterns of investment, growth, earnings quality, and earnings management. This lens allowed McKinsey to separate long- term companies from others, and then compare their relative performance. Among its findings was that the revenue of long- term firms, which spent on average 50% more on R&D, cumulatively grew on average 47% more than that of the other firms, and with less volatility. Cumulatively, the earnings of long- term firms also grew 36% more on average.* |

A Goldman study discovered something similar.  
  
**One-Card "Principles and Practices" --** on page 5 of *Go Long* you see the single card Alan Mulally used for 45 years to drive success at Boeing and then Ford ($48 billion turnaround). It shows the power of having a handful of rules and then repeating yourself a lot. Notes the authors:

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| *Mulally says he rarely had to fire someone, because if you clarify the rules up front and hold yourself and everyone else accountable, those who can't evolve are likely to realize it -- and leave.* |

Mulally focused on a five-year horizon with weekly red-yellow-green metrics to drive performance. It's classic Rockefeller Habits.  
  
**CVS Takes $2 Billion Hit - On Purpose --** this is the title of Chapter 2. If Mulally successfully led Ford with a set of "values"; Larry Merlo, president and CEO of CVS Health, turned to a "purpose" to drive a big decision. Quote's Merlo:

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| *The opportunity to link your brand's purpose to your actions is tangible, and should never be underestimated in terms of the amount of impact it has internally and externally.* |

And what this action? To ban the sale of cigarettes at CVS in order to support a transition to healthcare services. This was a short-term $2 billion hit to revenue and caused the stock to drop 7%, but as Jim Collins' notes - if you're not willing to take a financial hit to live your values and purpose, then they are not real. I'm similarly taking a huge financial hit, as I write this, to live Gazelles' core values and purpose -- stay tuned on the outcome!! Anyway, hope you can tell I'm bullish on this quick read book - lots of great reminders of what it means to be an effective leader - and to help you stay the course with much of what we teach in *Scaling Up (Rockefeller Habits 2.0)*.  
  
**Commissions Inc. $240 Million Success with Habits (Gazelles case study) --** Duane LeGate emailed me today, sharing how he was thankful for the Rockefeller Habits in scaling Commissions Inc. and successfully selling it to Fidelity National Financial for $240 million. Noted LeGate:

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| *At the time of the sale, 1 in 20 homes that were sold in America used our technology (without the consumers knowing that we were behind it) We used your morning huddles (the "(9:09), the BHAG, the top 5, the one-page strategic plan, we were data driven (we measured EVERYTHING), we had a handful of rules (came to be known as "Duaneisms"), we had AWESOME quarterly themes (with the 4th quarter always being the best with company trips to far away places as the reward), and of course the core values.* |

LeGate also noted:

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| *Our clients even started emulating what we were doing. As a result of all of these things, we were consistently voted as one of the top places to work in Georgia, won numerous national awards for being fast growing, and I personally won the Ernst and Young Entrepreneur of the Year for the Southeast Region. None of this would've happened without your book.* |

The same tools Mulally and Merlo used to guide *Fortune 500* firms, LeGate used to scale his firm - and he did it with hardly any outside capital - a story for another time. Congratulations to LeGate and his team.  
  
**AI Conference at White House this Morning --** [*WSJ*](https://gazelles.infusionsoft.com/app/linkClick/43152/7a71925cc7757880/44920652/6193d53f019f9e52) reports that 40 top biz leaders are gathering to discuss all things AI (artificial intelligence) at the White House. It's why the theme of our upcoming ScaleUp Summit is "Prediction Intelligence" featuring the co-author of the best biz book I've read on AI titled [*Prediction Machines*](https://gazelles.infusionsoft.com/app/linkClick/43154/1eddac3ac5edfe3a/44920652/6193d53f019f9e52). A key reason for the gathering is in response to China's growing emphasis at AI. What are you doing to add a machine learning component to your business?  
  
**11 Attributes of Exponential Growth --** [Salim Ismail, in this 4-minute video](https://gazelles.infusionsoft.com/app/linkClick/43156/d89e4ddb9bbcdb64/44920652/6193d53f019f9e52), builds on how Haier, the China-based manufacturing firm I highlighted last week, has evolved into "The World's Most Pioneering Company of our Times." A key attribute to accomplish this was their ability to continuously experiment and adapt to new market dynamics globally. How does this work? This is what Salim Ismail explains in his 4-minute video. And if you don't have 4 minutes, jump to minute 2:48 and watch carefully when he explains the way companies use this.  
  
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**05/18/2018  
Bezos’s Grandfather Quote; Where to Get Talent; MTP; Rockefeller Update**

"...insights for scaleups"  
  
HEADLINES:

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| You're going to figure out one day that it's harder to be kind than clever. | |
|  | Jeff Bezos's grandfather |

**ScaleUp Workshops in June --** 5th Mexico City, 5th Los Angeles, 7th Melbourne, 14th Phoenix. [For more info](https://gazelles.infusionsoft.com/app/linkClick/43494/f52232d1ccea6490/45027178/98a8ae7544b1412d).  
  
**Conscious Capitalism Conference Barcelona July 9 --** [here's a link to the outstanding program in a beautiful city](https://gazelles.infusionsoft.com/app/linkClick/43496/d18507384e2a6db3/45027178/98a8ae7544b1412d). Early bird of 250€ available until the 25th of May. And I'm looking forward to keynoting their CEO Summit in the fall - hope to see you there. It's this approach to business that makes your company a magnet for talent.  
  
**People Challenges --** with unemployment effectively at zero, my survey of mid-market firms puts "People" at the top of the list. Two options: get much more productive using process improvement approaches, focusing on getting gross margin dollars per employee way up. Most mid-market firms could double revenue without adding any headcount if processes were cleaned up. Check out Paul Akers' 2-second Lean videos on YouTube.  
  
**Over 60 Workforce --** the other option is finding more unique ways to tap into talent. At London Business School, where I lectured a couple weeks ago, adjunct professor Tammy Erickson suggested that tapping into the over 60 age group is a hugely viable option. It's not just the millennials that are joining the gig economy - and this older age group is very loyal and packed with wisdom if you can give them project work that lets them keep a flexible lifestyle.  
  
**Millennials in the Gig Economy --** this [Deloitte white paper](https://gazelles.infusionsoft.com/app/linkClick/43498/fd71338fa84d00a2/45027178/98a8ae7544b1412d) notes that a "recent 2017 study reports that overall self-employment is likely to triple to 42 million workers by 2020, with millennials leading the way." It goes on to highlight 6 trends:

1. The proportion of women in the millennial alternative workforce is shrinking, possibly because more millennial women than men are going back to school.
2. The proportion of household income millennials receive from alternative work is increasing.
3. Most alternative millennial workers make less than their traditional full-time employed counterparts.
4. Millennial alternative workers are often supported by someone else in their household.
5. Alternative millennial workers are more likely to find jobs in the arts, maintenance, and administrative professions.
6. Alternative millennial workers appear to be more likely to break the rules, have emotional agility, and work hard.

The whitepaper goes on to provide details for each of these trends and how you might tap into them to capture this talent for your firm. And check out Figure 7 in the whitepaper - it shows the occupations most likely benefitting from this workforce - worth clicking on the link and scrolling down. It's a lengthy report, but worth reading if talent is your main constraint.  
  
**Rockefeller Update --** the Rockefellers continue to set records. Notes this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/43500/18709cd93abb59f3/45027178/98a8ae7544b1412d):

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| The treasures of [*Peggy and David Rockefeller set an auction record*](https://gazelles.infusionsoft.com/app/linkClick/43502/7aa1fce4628eb5a2/45027178/98a8ae7544b1412d) for the most valuable private collection when they went under the hammer last week. The total of the 1,500 objects and artwork sold at Christie's after a ten day online sale and three day auction [*reached $832.6 million*](https://gazelles.infusionsoft.com/app/linkClick/43504/4289303245cb2bd1/45027178/98a8ae7544b1412d). |

**Massive Transformative Purpose (MTP) --** Last week I shared the 11 attributes of companies growing exponentially. This week, Salim Ismail goes deeper with the first foundational element: MTPs. A Massive Transformative Purpose is more than a tagline. A strong MTP forces your mind to break all the old models about how to achieve a task. An MTP does not change often, but it inspires change and innovation within your team. Because of this, it pushes you to think outside your own constraints and create a new model to support exponential growth. The best thing of all is that Salim and his team have developed a simple and very human process to build your MTP. Click [here](https://gazelles.infusionsoft.com/app/linkClick/43506/2d7fa0e55de6e1c7/45027178/98a8ae7544b1412d) to get the 3-step process for building your own MTP.  
  
**Jeff Bezos Interview --** the quote above came from this extensive 48-minute [*Business Insider* interview](https://gazelles.infusionsoft.com/app/linkClick/43508/4da743a831dfeb39/45027178/98a8ae7544b1412d). And there's a transcript you can scan. Grab your favorite beverage and enjoy this weekend. Thanks to Steve Hall, [DriversSelect.com](https://gazelles.infusionsoft.com/app/linkClick/43490/0abc8f40d1f76e95/45027178/98a8ae7544b1412d) for sharing.  
  
**See You in New Orleans --** I'm heading to our spring ScaleUp Summit. [Fall is Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/43510/4613b5eea1c6b45c/45027178/98a8ae7544b1412d).  
  
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**EDUCATION:**Last week I shared the 11 attributes companies need to not only consider but that is vital if they want to stay ahead of the competition over the next 5 years.  
  
This week, Salim went deeper in this brand-new article where shares the first foundational element: MTPs. An MTP is more than a tagline. A strong MTP forces your mind to break all the old models about how to achieve a task. An MTP does not change often, but it inspires change and innovation within your team. Because of this, it pushes you to think outside your own constraints and create a new model to support exponential growth. The best thing of all is that Salim and his team develop a simple and very human process to build your MTP. [Click here](https://gazelles.infusionsoft.com/app/linkClick/43540/ad3936f8475d4fbe/45027180/0a3b75ccd87be4a6) to get the 3 step process for building your own.   
  
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**05/25/2018  
Cool Drink; New Records Set; InfoTrust; ExO June 5**

"...insights for scaleups"  
  
HEADLINES:

|  |  |
| --- | --- |
| *The two biggest market opportunities on earth, which 98% of us suck at...?* | |
|  | Tom Peters |

**...and the Answer Is? --** [go to 1:44 in this video overview](https://gazelles.infusionsoft.com/app/linkClick/43892/b3a5f26b50dda692/45117560/aecb4cf59dc569ac) of the ScaleUp Summit this week in New Orleans to get the answer -- in Tom Peters' iconic style. Then enjoy the rest. Tom Peters, Linda McMahon, Judith Glaser, and Jeff Hoffman all received standing ovations from our packed ballroom of CEOs and CXOs of the top mid-market firms in the world. Our next ScaleUp Summit, is [Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/43894/eb9d7f93cb4653ce/45118984/dfd6142d593e2d13). Please pencil us in for another impactful executive education program for you and your team. Outlearn the competition! **Happy National Wine Day (and Memorial Day Weekend in the US) --** and to kick off the summer season in the Northern Hemisphere, this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/43896/45abc969fe2a91ae/45117560/aecb4cf59dc569ac) reports that the drink expected to sweep the season is white port and tonic. Contributing to this drink's popularity is the dramatic increase in tourists to Portugal. Porto and the Douro wine region are stunningly beautiful. ***Fortune* 500 by the Numbers --** here's some fun facts - besides the cool new drink -- for weekend conversations. According to *Fortune's* latest numbers released this week:

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| --- |
| *This year's Fortune 500 crop grew sales by 6% over last year, to $12.8 trillion, and their profits jumped some 13%, to $1 trillion.* |

Market cap jumped 11% to $21.6 trillion. These numbers represent an average 7.8% profitability. And with a combined 28.2 million employees this puts average revenue/employee at $453,901 (vs. $126,000 for mid-market firms)! Brand which gives pricing power - plus better process/technology - is what gives these large firms their much greater efficiency in generating revenue. It's why you MUST own a large portion of a narrow niche to give you the same pricing power. Then look across your functions to improve process. **Wal-Mart, Apple Top Lists --** Wal-Mart finally passed the half trillion-dollar revenue mark; while Apple remained the most profitable at $48.35 billion on $229 billion in revenue (21.1% profit margin). This gives Apple a profit/employee of over $390k - wow! Wal-Mart is also the largest employer with over 2.3 million employees. Amazon is #2 with a mere 566,000. [This link](https://gazelles.infusionsoft.com/app/linkClick/43898/20a9561aa749dc81/45117560/aecb4cf59dc569ac) will let you drill down into the list - always worth looking at the leaders in your marketspace and understanding their ratios in comparison. **Amazing Culture of Fast Growing Company in the US --** one of the regular attendees at our ScaleUp Summits is Alex Yastrebenetsky and his team at InfoTrust. This [*Inc.* article](https://gazelles.infusionsoft.com/app/linkClick/43900/cd4076a9e2b239d8/45117560/aecb4cf59dc569ac) highlights how this "best place to work" firm has created a powerful organizational culture which drives their growth. It specifically details five areas:

1. Initial "Benefits" Of Working for The Company
2. The Goal Is to Remove All "Life Friction" So Employees Can Focus at Work
3. Unique Parental Leave Policy
4. 50/50 Workforce of Men and Women
5. Having a "Vivid Vision" and Clearly Communicating That Vision To All Employees

Please take 2 minutes to read through the specifics for each of these important actions that have created InfoTrust's culture. Thank you to Arnie Malham, Better Book Club, for sharing this article with me - and noting how what Alex is doing aligns so perfectly to the many insights Tom Peters shared with us in New Orleans. Congrats Alex and great seeing you and the team this week. **Have a Great Weekend!  
  
COACHING:**  
  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [info@gicoach.com](mailto:info@gicoaches.com) for more information or visit [https://scalingup.com/coaches.html](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/45117560/aecb4cf59dc569ac).  
  
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[Phoenix, AZ - Jun 14, 2018](https://gazelles.infusionsoft.com/app/linkClick/42142/d062699f58cffb7e/45117560/aecb4cf59dc569ac) **EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)  
  
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**05/31/2018  
2nd Slide Customers; AI Canvas; Mulally's 4 Decisions; Italy July 13**

"...insights for scaleups"  
  
HEADLINES:

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| Never attribute to malice that which is more easily explained by stupidity. | |
|  | Hanlon's Razor (shared by Tim Ferriss) |

**Inaugural Workshop Italy - July 13th Bologna --** with Scaling Up recently published in Italian, Gazelles coaching partner Ed Capaldi is hosting our first one-day workshop in Italy (taught in English).  
  
[*Click Here*](https://gazelles.infusionsoft.com/app/linkClick/43944/884610a5dab1f90f/45201426/1bb28aa4cd3f0878) to register and download the Scaling Up Workshop Agenda  
Time: 9AM-5PM  
Where: Bologna, Just Bologna, Corte Isolani 4/C  
  
**AI Canvas Example --** Avi Goldfarb, co-author of [*Prediction Machines*](https://gazelles.infusionsoft.com/app/linkClick/43946/f74cf1901c7ecb0d/45201426/1bb28aa4cd3f0878), walked our ScaleUp Summit attendees last week through their AI Canvas - a one-page tool for thinking through how to practically use machine learning in your business. This [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/43948/75580cd9f22cb80e/45201426/1bb28aa4cd3f0878) takes you through their AI Canvas using a real-world example. Please take 2 minutes to read then set aside 90 minutes with your team to think through your next AI application (next planning session?). PLEASE TAKE THIS SERIOUSLY! If you don't some 20-year-old will, and put you out of business. In fact, find a 20-year old and have them lead this initiative inside your firm.  
  
**Artificial Intelligence: An Executive Primer --** or you can travel to Toronto and attend a 1.5-day executive course (no technical background required) hosted by Avi Goldfarb and his colleagues. They will help you discern the specific place in your business where better prediction, using machine learning, will give you the biggest bang for your buck. For Gazelles it's better predicting which firms in our database are more likely to engage with us more deeply. Then once you know what you need predicted, you then Google for a firm that has a solution. The dates:

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| September 26-27, 2018 December 17-18, 2018 |

[Course description and registration is here](https://gazelles.infusionsoft.com/app/linkClick/43950/ad4746a2a02ed596/45201426/1bb28aa4cd3f0878)**.**  
  
**Find Only "2nd Slide" Customers --** Jeff Hoffman (Priceline.com, uBid, etc.) was our closing keynote at the ScaleUp Summit last week (to a roaring standing ovation). Later he shared an insightful sales story. He went out on some calls with his sales person. The first potential client took diligent notes during the sales person's 20 slide presentation. At the end the client shared that he found the solution promising and would get back to them, which the sales person thought was a positive response (but no sale!). During the second sales call, the prospect stopped the sales person on slide #2 and exclaimed "where have you been all my life, we need this!" and a sale was made. Jeff's point with his team - "let's identify more 2nd slide prospects" and not waste our time with other prospects.  
  
**2nd Slide Part 2 --** to identify these prospects, Jeff's team then asks a lot of questions of these 2nd slide prospects to determine if there are any patterns of issues, interests, etc. that might give them a clue i.e. help them predict who is more likely to buy or not. Adele Revella's book [*Buyer Personas: How to Gain Insight into your Customer's Expectations, Align your Marketing Strategies, and Win More Business*](https://gazelles.infusionsoft.com/app/linkClick/43952/faf332ede931ac22/45201426/1bb28aa4cd3f0878) gives you a precise process and set of questions to help you discern the specific traits of these 2nd slide customers. Then it's up to marketing to use this data (and possibly machine learning) to identify the best prospects for your sales people to pursue.  
  
**How Alan Mulally Saved Ford with Four Simple Decisions --** [Gazelles coach Bill Flynn wrote an insightful and short blog](https://gazelles.infusionsoft.com/app/linkClick/43954/40885858b9b6a500/45201426/1bb28aa4cd3f0878) aligning CEO Alan Mulally's four key decisions in driving success at Boeing and Ford with our 4 Decisions - People, Strategy, Execution, and Cash. Note's Bill:

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| (American Icon book excerpt) On November 14, (2006) as he was finalizing his presentation for the board, Mulally finally managed to distill everything down to four simple points:  1 Aggressively restructure to operate profitably at the current demand and changing model mix. (EXECUTION)  2 Accelerate development of new products our customers want and value. (STRATEGY)  3 Finance our plan and improve our balance sheet. (CASH)  4 Work together effectively as one team. (PEOPLE) |

**That's how it's done. Short and simple - then make it happen. Please take 1 minute to read the details in Bill's article.**  
  
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[Bologna, Italy - Jul 13, 2018](https://gazelles.infusionsoft.com/app/linkClick/43958/c7b94775679b3885/45201426/1bb28aa4cd3f0878) **COACHING:**  
  
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**06/07/2018  
Kate Spade; Success and Suicide; WIN.ning; ExO Applications Open**

"...insights for scaleups"  
  
HEADLINES: (serious warning - discussing success and suicide)

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| Winners don't have more stamina or built-in genius, they have just learned how to think in ways that get them the results they want. | |
|  | Rabbi Stephen Baars, author of WIN. |

**Kate Spade --** [according to her husband](https://gazelles.infusionsoft.com/app/linkClick/44026/6a6c8003a660c609/45285754/0d758d26a1d9cd27), entrepreneur Kate Spade suffered from depression and anxiety and was taking medication when she died from an apparent suicide. I recently learned that it's not appropriate to say someone "committed suicide" any more than it is to say someone "committed cancer." It's a disease -- and new research is uncovering signs someone will be more likely to succumb to this affliction than others i.e. successful at vs. just attempt suicide. Hint, it has to do with how they think about it. More below, but first...  
  
**Winners are not born. They learned how. You can learn how, too! --** Rabbi Stephen Baars has been sharing his wisdom with the executives attending our ScaleUp Summits for more than a decade. In his latest book, [*WIN.*](https://gazelles.infusionsoft.com/app/linkClick/44028/19c21ca3cf0961d3/45285754/0d758d26a1d9cd27) he notes that "Most of us believe that motivation creates success, but it's the other way around: It's knowing that you are going to succeed that creates motivation." Go back and read that again. "It's knowing that you are going to succeed that creates motivation" not the other way around.

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| https://gazelles.com/insights/Win.jpg | **Winners Make Hard, Easy --** Winners have learned how to make challenging goals easy, but easy doesn't mean lower. The trick is to take the goals you really want, and make THEM easy. Winners don't have more stamina. They just have better ideas. They don't have higher IQs. They just have great strategy. This book will change your thinking, just by reading it. SPro and book club members will receive this book next week. I encourage everyone to read this "quick read" three times - until the ideas come easily. These are simply powerful and powerfully simple ideas. |

**Entrepreneurs Have Higher Rates of Depression --** VC and serial entrepreneur Brad Feld has helped the entrepreneurial community open up and discuss depression. Notes this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/44030/ff4220e4fa51b408/45285754/0d758d26a1d9cd27), quoting Feld:

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| "As a founder, you are going to go through some rough spots. If those rough spots include a depression, that’s okay." He wants to end the perception that depression bars someone from being a successful founder or executive. "I reject that," he says. "More and more people are rejecting that." Instead, it's more analogous to a broken leg or diabetes-an undeniable impediment, but a manageable one if addressed. |

Obvious is the link between depression and suicide. Keep reading.  
  
**Success and Suicide --** so how does one reconcile sharing a book about winning/success with depression and suicide. New research is shedding a light on signs someone is likely to die from suicide. Notes this [*Psychology Today* article reporting on research looking at suicide notes](https://gazelles.infusionsoft.com/app/linkClick/44032/93e3cc6da2d74b61/45285754/0d758d26a1d9cd27):

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| The biggest difference was that the notes of suicide completers included much more detail about how they were a burden on other people and society at large compared to the attempters. |

The article goes on to report:

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| In general, people do not commit suicide because they are in pain, they commit suicide because they don't believe there is a reason to live and the world will be better off without them. |

That's the link between success and suicide. What is the envisioned future - better or worse?  
  
The article goes on to detail a second sign someone is likely to commit suicide If you suspect someone you know might succumb to suicide, please read this article and then seek immediate help to change their thinking.  
  
**Howard Schultz Steps Down - Running for President?** - and in other news, Starbucks' executive chairman stepped down from the company this week. Notes Howard Schultz in this Fortune blog post:

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| "For some time now, I have been deeply concerned about our country-the growing division at home and our standing in the world," he said. "One of the things I want to do in my next chapter is to figure out if there is a role I can play in giving back. I'm not exactly sure what that means yet." |

Success or...for Starbucks and Schultz. Time will tell. Be careful what you wish for!  
  
**Exponential Growth --** a mindset of 10x growth is much more expansive (easier?) than the incremental thinking that goes with contemplating 2x. We hosted a great Exponential Organization webinar this week with Salim Ismail and the Growth Institute. He is one of my favorite business minds and has studied a hundred of the most influential organizations, learning how they reached the top of the mountain. In Tuesday's live webinar he and the Growth Institute team opened applications to their online program to help leaders achieve the 10x success they are looking for. If you feel like you are one of those leaders, and want to create that very plausible scenario for your organization, apply for your spot [here](https://gazelles.infusionsoft.com/app/linkClick/44034/34104ca45689db0e/45285754/0d758d26a1d9cd27):  
  
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**EDUCATION:**We have been sharing a lot about Salim Ismail and he hosted a great webinar this week with Growth Institute. He is one of my favorite business minds and has studied 100 of the most influential organizations, learning how they reached the top of the mountain. In Tuesday's live webinar he and the Growth Institut team opened their online program to help leaders achieve the 10x success they are looking for. This highly interactive online course has limited spots, accepting only those business leaders who can best contribute to the live online masterminds and workshops and are ready to actually implement the ExO attributes into their business.  
  
If you feel like you are one of those leaders, and want to create that very plausible scenario for your organization, apply for your spot [here](https://gazelles.infusionsoft.com/app/linkClick/44040/ca86d12b5bc79fe0/45285774/48afba711a021e2a):  
  
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[Phoenix, AZ - Jun 14, 2018](https://gazelles.infusionsoft.com/app/linkClick/42142/d062699f58cffb7e/45285754/0d758d26a1d9cd27)  
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Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [info@gicoach.com](mailto:info@gicoaches.com) for more information or visit [https://scalingup.com/coaches.html](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/45285754/0d758d26a1d9cd27).  
  
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**06/21/2018  
Leader Schedules; 72% Meeting Time; 43% Priority Time; 3% Customer Time; ExO Course Next Week**

"...insights for scaleups"  
  
HEADLINES:

**12-Year Study of CEO (Applies to all Leaders) Schedules --** Harvard strategist Michael Porter and colleague Nitin Nohria recorded and analyzed the schedules of 27 CEOs over a period of 12 years (2006 - 2018). Notes this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/44180/4baddc2067ce1871/45477596/1d672b6bef992c27):

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| --- |
| *The subjects spent 43% of their time, on average, on activities that advanced the agenda they set with the study at the beginning of each quarter. That percentage varied significantly between CEOs, though, and the ones that spent the most time advancing their agendas said they felt better about the use of their time.* |

It reinforces the idea of a #1 priority for each quarter and the importance of a leader aligning their daily activities around this priority i.e. Steve Jobs spending three hours each day for six-months working on his new retail concept. Please take 2 minutes to read more of the details.  
  
**61% Face-to-Face Time --** the *Fortune* article summarized a much more in-depth [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/44182/01f5525f9b2d1d81/45477596/1d672b6bef992c27). Noting that these CEOs spent 61% of their week in face-to-face meetings, Porter and Nohria note in *HBR*:

|  |
| --- |
| *Face-to-face interaction is the best way for CEOs to exercise influence, learn what's really going on, and delegate to move forward the multiple agendas that must be advanced. It also allows CEOs to best support and coach the people they work closely with. How a CEO spends face-to-face time is viewed as a signal of what or who is important; people watch this more carefully than most CEOs recognize.* |

**72% in Meetings --** one key recommendation coming out of the study, given that 72% of these CEO's workweek was spent in 37 meetings lasting an average of an hour, is to cut the time of these meetings in half or more. Most meetings can accomplish as much or more in 30 minutes or even 15 minutes than they can in an hour so look at setting up much shorter meetings.  
  
**Only 3% of Week Spent with Customers --** and the biggest reveal was that the CEOs were dismayed to find they only spent 3% of their week with customers - and agreed this was too low. Notes the *HBR* article:

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| --- |
| *Some CEOs systematically schedule time with customers. The CEO of a financial services firm in our study, for instance, aims to meet face-to-face with one customer a day. A manufacturing CEO allocates two days a month to customer visits. Other CEOs try to build customer visits into their travel. A habit of some type seems to be the most reliable way to ensure enough customer time.* |

There are many more insights about family, sleep, and alone time worth reviewing by all leaders. The HBR article will take you 7 minutes to read and digest, so maybe a good read for the weekend.  
  
**Fun Fact --** yesterday the 10 millionth patent was issued to Raytheon for a process improving lasers. This [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/44184/4007a97bc7909f22/45477596/1d672b6bef992c27) provides the details plus a look at the first patent signed by George Washington in 1790 and issued to Samuel Hopkins for improvements in "the making of pot ash and pearl ash." Yet the patent numbering system was reset in 1836, so there is a different patent #1! Worth 1 minute to see what it was for plus the new patent cover design.  
  
**ExO 10x Course Starts Next Week --** a mindset of 10x growth is much more expansive (easier?) than the incremental thinking that goes with contemplating 2x. Salim Ismail is one of my favorite business minds and has studied a hundred of the most influential organizations, learning how they reached the top of the mountain. He and his team are now bringing all that information to Growth Institute with their ExO Master Business Course. The online program was built to help leaders achieve the 10x success they are looking for. If you feel like you are one of those leaders and want to create that very plausible scenario for your organization, apply for your spot [here](https://gazelles.infusionsoft.com/app/linkClick/44186/b81dc1b34ca71a87/45477596/1d672b6bef992c27): Don't wait, as the class starts next week!  
  
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**06/28/2018  
Brad Feld; Bandwidth; 50s better than 30s; Workday Millennials**

"...insights for scaleups"  
  
HEADLINES:

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| *Look for the one thing that you couldn't take away from your customers without them screaming at you...(then) make that one thing better* | |
|  | Brad Feld and David Cohen, authors of *Do More Faster* |

**Business Icon Brad Feld --** serial entrepreneur, VC, co-founder of TechStars, author of a dozen books (containing such practical wisdom as evident by the above quote), and one of the most popular bloggers is one of our "celebrity CEOs" keynoting the fall [ScaleUp Summit Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/44234/a1682b2811fb3f96/45560574/23cf0832e17f704d). His classic book [*Do More Faster: Techstars Lessons to Accelerate Your Startup*](https://gazelles.infusionsoft.com/app/linkClick/44236/72fdf5137a20ff92/45560574/23cf0832e17f704d) is applicable to all firms scaling up. It's being sent to the SPro and book club members. At least read the "Theme 2: People" section. Brad will be touching on a wide range of topics including his investment in Fitbit - he owned almost 40% of the stock when it went public. He'll also address the topic of depression - he's been one of the most open leaders to touch on this important aspect of living and leading.  
  
**#GiveFirst --** Brad will also share ideas from his forthcoming book (June 2019) titled *#GiveFirst: A New Philosophy for Business in The Era of Entrepreneurship*. Notes the description:

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| *...if business is built on the strength of relationships, one must base those relationships on a culture of help and reciprocity. By giving first and expecting nothing in return, you'll build the type of relationships that matter. The more you invest in relationships, the more you will get help when you need it...* |

Brad will share the four actionable principles of a give first mentality that will drive whatever success you wish to achieve.  
  
**Bandwidth --** and if you're looking for a fun summer read (Northern Hemisphere) Brad, in his [June 25 blog post](https://gazelles.infusionsoft.com/app/linkClick/44238/33cdac6c60db1b15/45560574/23cf0832e17f704d), recommends Eliot Pepers' near-future science fiction technothriller titled [*Bandwidth*](https://gazelles.infusionsoft.com/app/linkClick/44240/88b6b0e037572c58/45560574/23cf0832e17f704d) . Brad highlights the NY Times review of the book (rare for any book to get this) in his blog post. Enjoy reading *Bandwidth*, which I'll be doing this weekend - a real glimpse into the future.  
  
**50-Year-Old's Twice as Likely...**to have a runaway tech success as a 30-year-old. This [CNBC post](https://gazelles.infusionsoft.com/app/linkClick/44242/92e175bfa795f2ce/45560574/23cf0832e17f704d) notes:

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| *A new study found the average founder of the fastest growing tech startups was about 45-years-old - and 50-year-old entrepreneurs were about twice as likely to have a runaway business success as their 30-year-old counterparts.* |

And I've found this is the general case in all ventures. Please take 1-minute to read through the reasons why this is the case - including the David Duffield example. He launched Workday when he was 65 in 2005 and today the company has a market cap of $25.6 billion. Thank you to Steve Watkins (Entrex) and Dan Hoffman (Circl.es) for sharing this piece with me.  
  
**...And Workday is a Great Place for Millennials --** seems the 77-year-old co-CEO of Workday knows how to attract and keep Millennials. This [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/44244/9539d0c99f4ec643/45560574/23cf0832e17f704d) details what makes the company attractive to this younger generation that represents 53% of its 8600 employees. And how? Notes the article:

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| --- |
| *"What I've been able to get at Workday is continuous learning and new opportunities," Yang says. "I've never felt that I wasn't learning something new."* |

Please take 2 minutes to dig further into the details and then borrow a couple ideas for your own firm.  
  
**Bloomberg Breakaway Summit (Verne's 22-minute keynote) --** Last week many of our Scaling Up Breakaway members joined Bloomberg Breakaway members and entrepreneurs for [Bloomberg's Breakaway](https://gazelles.infusionsoft.com/app/linkClick/44254/232da0fa6ef2a69f/45560604/ebbe2dfd3f2d0031) Summit. The theme of the event focused on the paradoxes that leaders face, and leading in an age of disruption. Keynotes included Martha Stewart, Michael Bloomberg, Ursula Burns (former Xerox CEO), Wells Fargo's CEO Tim Sloan, and myself. [Here's a link](https://gazelles.infusionsoft.com/app/linkClick/44256/fb414db1f0a0f0d2/45560604/ebbe2dfd3f2d0031) to my 22-minute presentation that shares practical ideas addressing the three barriers to growth.  
  
Interested in joining our 2018/19 delegation of Scaling Up CEOs for the Bloomberg Breakaway Network? Please join me and your fellow CEOs in this invitation-only membership comprised of both established industry leaders and emerging disruptors who are looking to increase the competitive distance between themselves and their peers. Click to view [member benefits](https://gazelles.infusionsoft.com/app/linkClick/44258/d4f6fb7fc9828a0d/45560604/ebbe2dfd3f2d0031) or to [apply for membership](https://gazelles.infusionsoft.com/app/linkClick/44260/7d4b34cfcd8e5a41/45560604/ebbe2dfd3f2d0031).  
  
**Breaking Cycle of All-Male Leadership --** Bev Perdue, former Governor of North Carolina, penned a [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/44248/2e185d7cc6a3542b/45560574/23cf0832e17f704d) noting:

|  |
| --- |
| *Despite decades of initiatives to increase diversity among corporate leaders, the percentage of female leadership hires has remained relatively stagnant.* |

So why is this? Please take 2 minutes to read through Perdue's insightful conclusions. Hint - it has a lot to do with the fact that we like to hire people like us, which is why the standard interviewing process is flawed.  
  
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**07/12/2018  
Musk Update; “Sell More Flowers”; Do Less, Then Obsess; Great at Work**

"...insights for scaleups"  
  
HEADLINES:

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| --- | --- |
| To work smart -- select a few activities and apply intense targeted effort. | |
|  | Morten T. Hansen, author Great at Work |

|  |  |
| --- | --- |
| I pride myself on making as few decisions as possible in a quarter. | |
|  | Reed Hastings, Founder NetFlix |

**Great at Work --** Morten T. Hansen, Jim Collins' co-author of Great by Choice (one of my top five biz books of all time), embarked on a five-year study to uncover the 7 work-smart practices that drive individual performance. Stanford PhD; Harvard, INSEAD, and now Berkeley professor; I'm thrilled that Hansen, one of the top biz thinkers of our time, is keynoting the fall [ScaleUp Summit Oct 25 - 26, Denver](https://gazelles.infusionsoft.com/app/linkClick/44552/3e751199fb61f83e/45750062/803f74a9b5d81d1c). SPro and book club members will receive a copy of [*Great at Work*](https://gazelles.infusionsoft.com/app/linkClick/44554/e8538f99709f4cfb/45750062/803f74a9b5d81d1c) next week. Working with Hansen is like meeting the late Stephen Covey as he continues to rocket to fame.  
  
**Do Less, Then Obsess --** Chapter one provides an excellent overview of the seven practices, yet I would skip to Chapter 2 and read what Hansen considers the number one driver of individual performance - what he labels "Do less, then obsess." Notes Hansen:

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| --- |
| ...we found that employees who chose a few key priorities and channeled tremendous effort into doing exceptional work in those areas greatly outperformed those who pursued a wider range of priorities. |

Just as it's important to hyper-specialize as a company; it's equally important as an employee. And it aligns with what Steve Jobs learned in his "wilderness" years - the power/fun at Pixar of having only one priority - the creation of Toy Story. The key is then pushing for perfection - to obsess over being/creating the best! A priority without the obsession/effort is what he calls "do less, no stress." Hansen goes on to provide practical examples of the "do less, then obsess" practice - and throughout the book for the other six best practices. A great read for upping the effectiveness of everyone in the organization.  
  
**"Sell More Flowers" --** as an example of "do less, then obsess" Jeff Hoffman (Priceline, uBid) shared one of my favorite Jim McCann stories yesterday, while team teaching with John Ratliff and me, a two-day Scaling Up workshop for PE firm K1 and 300 of the executives of their portfolio firms. Jim McCann founded 1-800-Flowers. To keep everyone focused, he posted signs all around his company that said "Sell More Flowers." Then as he would observe people working he would randomly ask "is this helping to sell more flowers?" If not, do something else. And if someone's "boss" asked them to do something, any employee could push back and ask "but will this help us sell more flowers?" [Jeff details this story in a July 2 *Inc.* story](https://gazelles.infusionsoft.com/app/linkClick/44556/3d9ca708ab599255/45750062/803f74a9b5d81d1c). What is the one thing you need everyone to do? And is everyone obsessively doing mainly those things to accomplish that? What posters are you posting? What is your mantra this year?  
  
**No Decisions in a Quarter --** Reed Hastings, co-founder and CEO of Netflix, in this 21-minute 2018 [TED talk](https://gazelles.infusionsoft.com/app/linkClick/44558/1a9bff10ea0f6700/45750062/803f74a9b5d81d1c) details how Netflix changed entertainment and where he's headed next. It's an excellent treatise on leadership and letting go. Go to 5:20 as he describes the culture of freedom he created which frees him from having to make decisions. In fact, he notes he's gone a quarter without making a signal decision!  
  
**No Process but No Chaos --** [jump to 6:59](https://gazelles.infusionsoft.com/app/linkClick/44560/8f597a7fa5c597bd/45750062/803f74a9b5d81d1c) and hear how Hastings focused on developing a bunch of "mechanisms" - super high talented people, alignment, talking openly, sharing information (including all core strategies) - which allows big decisions to be made without Hastings' involvement. And it extends to letting people set their own vacations (like Ron Lovett did as he scaled his 1500-person private security firm - author of [*Outrageous Empowerment: The Incredible Story of Giving Employees Their Brains Back*](https://gazelles.infusionsoft.com/app/linkClick/44562/eb3b795a636fd290/45750062/803f74a9b5d81d1c)). The entire 21 minutes is worth listening to this weekend. Thank you Julia Pimsleur, author of [*Million Dollar Women*](https://gazelles.infusionsoft.com/app/linkClick/44564/d9128378a3961e94/45750062/803f74a9b5d81d1c), for sharing this link.  
  
**Humans Better Than Robots --** as Elon Musk continues to test the limits of innovation, while he attempts to catch up to the aggressive production goals he's set at Tesla, this [*NY Times* article](https://gazelles.infusionsoftcom/app/linkClick/44566/d6ab23282520cd39/45750062/803f74a9b5d81d1c) details the new tent factory he assembled and how Tesla has found that humans are much better than robots at many things!! It's Musk's obsession with accomplishing single-minded goals that has driven the kinds of innovations (and reverse innovations) we love seeing from Musk and his team. Please take 3 minutes to scan the article and look at the pictures of his new tent factory.  
  
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**07/19/2018  
7-70 Rule; Niche Finds You; 3 Brand Promises; Bradford Logistics**

"...insights for scaleups"  
  
HEADLINES:

**7-70 Rule --** if you want to make software-like margins in any industry (something like 70% gross, 20% net) you need to identify and dominate a narrow niche - what we call the 7-70 Rule. Find a niche no bigger than 10% within a broader industry then own 70% of that niche. For instance, IKEA, at €30 billion in revenue, only has 6.9% share of the furniture retail industry, yet they own 72% of the highly lucrative "flat packed" segment of the industry. What niche do you own within your industry? How do you describe it in a couple words (like "flat packed").  
  
**The Niche Finds You --** so how do you find this lucrative niche within a broader industry? In most cases the niche finds you, as John Ratliff, head of our global coaching organization, teaches. You start serving customers in a broader industry and then if you study your own data (quantitative and qualitative) you'll see that there is a specific segment of customers, distribution channels, and products/services where both the sale is easier and the margins higher. The key is letting go of all the other segments and choosing to hyper focus where you seem to be making the most money the easiest. BTW, John generated software-like margins in his call center business doing this. What niche is finding you?  
  
**Brand Promises --** in parallel you want to determine your three brand promises. Again, it's a process of going around and talking to your best customers. I remember when Graham Westin and his team did this in the early days of Rackspace. What they discovered is that customers wanted three things:

1. The servers to be "up" - so uptime
2. The technical help lines to be answered by people - in three rings
3. Not to be transferred to someone else

So, Graham had all the automated attendants ripped out and he staffed 24/7 the technical help lines with Level 2 techs so calls wouldn't need to be transferred. And internally their focus was making sure the servers remained up and if not, how to resolve the problem in 5 minutes. Rackspace ended up branding this "Fanatical Support" which really addressed the "job customers needed Rackspace to do" beyond just renting server time, which lots of companies do. He ultimately sold the firm for $7 billion.  
  
**Why 3 Brand Promises --** It's Robert Cialdini's research on [*Influence*](https://gazelles.infusionsoft.com/app/linkClick/44662/a5fc3cb210efd510/45937556/df3bd4e9ac6ba906) that found that if you want to convince someone to buy your product/service you give them three reasons - three outperforms two or four and especially ten. And it's supported by Frances Frei's book [*Uncommon Service*](https://gazelles.infusionsoft.com/app/linkClick/44664/c75ef37d2e82b350/45937556/df3bd4e9ac6ba906). This is why Southwest Airlines has the 3 LFs - Low Fare, Lots of Flights, Lots of Fun. And yes, it's important to lead with the main one - Low Fare for Southwest - but they have the other two. There is something about the power of three (three branches of government) that allows teams to triangulate into a decision and provides enough creative tension to drive innovation.  
  
**Bradford Logistics' Brand Promises --** YPOer Ben Richter has two of his promises in the tagline for his firm [Bradford Logistics](https://gazelles.infusionsoft.com/app/linkClick/44666/aa5fdef4154b21a2/45937556/df3bd4e9ac6ba906) - "When Security and Timing are Everything." This third is his culture. The same for Southwest Airlines. Herb Kelleher, the co-founder and former CEO, always said competition could copy Low Fare and Lots of Flights, but not the third Lots of Fun. What are your three brand promises - and which is the lead?  
  
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**07/26/2018  
Broadway Record; Most Profitable Company; 4 Day Workweek Results; Unmasking What Matters**

"...insights for scaleups"  
  
HEADLINES:

|  |  |
| --- | --- |
| *Wherever you go, there you are.* | |
|  | Jon Kabat-Zinn quoted in *Unmasking What Matters* |

**Unmasking What Matters --** Sandra Joseph holds the record as Broadway's longest-running female star when she became Andrew Lloyd Webber's leading lady in *The Phantom of the Opera*. Her 2018 book [*Unmasking What Matters: 10 Life Lessons From 10 Years on Broadway*](https://gazelles.infusionsoft.com/app/linkClick/44700/2b697d3f273ae176/46025414/fcede7bdfd931882), is a powerful and beautiful story of pursuing her "role of a lifetime" -- and how the journey of going inward is the key to going upward. SPro and book club members will receive a copy of her book next week. Then join us at the [ScaleUp Summit in Denver Oct 16 - 17](https://gazelles.infusionsoft.com/app/linkClick/44702/1a050f9bea5a2ce7/46025414/fcede7bdfd931882) as Sandra shares her story and gifts as the closing keynote.  
  
***Fortune's* Global 500 Numbers --** [the latest list is out](https://gazelles.infusionsoft.com/app/linkClick/44708/b5ebfad41beb8f78/46025414/fcede7bdfd931882). I encourage you to find a couple global firms on the list that are in your (related) industry and check out their numbers/ratios. Overall, the Global 500 averaged a profit of 6.3% ($28,065 profit/employee), up from 5.4% last year. And since we like to see Scaling Up clients achieve 3X industry average profitability, something north of 19% is on par with what John Ratliff, the new head of our global coaching organization, achieved in his call center business when he drove profit from an industry average 4% to over 21% -- equal to Apple's profitability last year.  
  
**Revenue/Employee --** an equally important ratio, the Global 500 averaged $443,131 revenue/employee, up from $413k the previous year. In turn, mid-market firms ($5 million to a billion) average just $126,000/employee. Why? The Global 500 have brand which gives them pricing power. This is why it's important for you to dominate a narrow niche in order to create similar brand/pricing power. And second, the Global 500 have superior processes and technology. Instead, mid-market firms tend to throw people at the problem rather than streamline what they are already doing as they scale.  
  
**$390,244 profit/employee --** and [though Apple dropped two spots to #11](https://gazelles.infusionsoft.com/app/linkClick/44710/c57dc6937b825d10/46025414/fcede7bdfd931882) on the Global 500 list, they were once again the most profitable company at over $48 billion. This gives them an average of $390,244 profit per their 123,000 employees - almost equal to the average revenue/employee of the rest of the list (some fun facts for your weekend gatherings)!!  
  
**What Are Your Key Ratios? --** How do you compare to the industry average? Are they up or down from last year? What moves do you need to make in the second half of the year to improve them?  
  
**Maybe a Four Day Work Week? --** one way to boost productivity, and thus your revenue and profits per employee, might be to try a four-day work week? This [*CNN/Money* story](https://gazelles.infusionsoft.com/app/linkClick/44712/911307eff2f157fc/46025414/fcede7bdfd931882) reports how one New Zealand-based firm, Perpetual Guardian, tried this with their 240 employees. Since it was such a "resounding success" CEO Andrew Barnes is recommending to his board that a four-day workweek be made permanent. Notes Barnes, "Why am I not paying based on output? Why am I paying for days in the office?" Please take 1 minute to read through the results Perpetual achieved with this two-month experiment.  
  
**Final Fun Facts --** quoting directly from *Fortune*, here are some additional data points from the Global 500:

* Together, the 500 companies accounted for $30 trillion in revenue in 2018 - an amount equal to 38% of global GDP. Don't let anyone tell you big companies don't matter.
* Amazingly, only 12 of those companies - or 2.4% - are headed by women, which suggests the world is making bad use of half the global talent pool. The number is down from 14 last year.
* Profits were up 23% last year from a year earlier, totaling $1.88 trillion.
* China now accounts for 111 companies on the list, up from just 29 a decade ago. The U.S. was down six to 126
* There were 13 fast-growing *Fortune Global 500* companies that jumped more than 100 places in rank from a year ago, including Alibaba (No. 300), Tencent (No. 331), and [Facebook](https://gazelles.infusionsoft.com/app/linkClick/44714/eb8df308801a8df9/46025414/fcede7bdfd931882) (No. 274).

And remember when McDonald's was the ultimate symbol of global commerce? The hamburger chain fell off the 2018 *Global 500* list.  
  
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**08/09/2018  
Apple’s Trillion; MDW’s Trillion; Top of Mind; SMP Detroit, KC, Sydney, London**

"...insights for scaleups"  
  
HEADLINES:

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| --- | --- |
| *If you can get the right people to think of you at the right times, you can accomplish great things.* | |
|  | John Hall, author *Top of Mind* |

**Apple Tops $1 Trillion --** OK, it's old news (a week), but still a significant milestone for a company whose iconic founder passed away almost 7 years ago It's worth 1 minute to read [*Reuter's* reporting](https://gazelles.infusionsoft.com/app/linkClick/45086/3a7c0a1890e30495/46411452/261ad73e370acebc) on the memo CEO Tim Cook sent out to Apple's 120,000 employees. It's simple, direct, and reinforces Apple's core ideals. I great example for us to all model if we have something significant to communicate to our teams. More below on why I think Apple has been so successful, but first...  
  
**Top of Mind --** four questions frame the ideas in John Hall's insightful and well-written book [*Top of Mind*](https://gazelles.infusionsoft.com/app/linkClick/45088/5d2e7fb0a549ca0b/46411452/261ad73e370acebc):

1. *Am I delivering real value to my customers every day outside the products and services that I offer?*
2. *Do I understand the real needs and pain points of my customers and prospects?*
3. *If my customers are having a significant problem, would they think of and contact me first?*
4. *Do my customers like and trust me?"*

It's question 3 that is the most important in my mind. Are you top-of-mind in your marketspace? Notes Hall, "In this book, you'll learn how to engage and position yourself (and firm) on top of the minds of the people who matter most - so that whenever opportunity arises, they'll already be thinking of you."  
  
**Would They Pay for the Sales Call? --** Hall's ideas remind me of the father of sales Dr. Neil Rackham's simple, but powerful idea - would a customer be willing to pay for the sales call i.e. how are you delivering real value outside the products and services you're offering (Q1 above) through educating the customer vs. selling them. Anyway, I love great questions and Hall's book poses the right four...and then answers them. SPro and book club members will receive a copy next week - then come hear Hall keynote our [ScaleUp Summit Oct 16 - 17](https://gazelles.infusionsoft.com/app/linkClick/45090/9923ade1eb72a053/46411452/261ad73e370acebc) (and [Scaling Up User Conference Oct 18](https://gazelles.infusionsoft.com/app/linkClick/45092/ac0cb6151d79acda/46411452/261ad73e370acebc)) in Denver. Spend two days immersed in deep learning (and fun) with your team.  
  
**Best Buy Gets It - Relationship Selling --** a company that was expected to be vanquished by Amazon, like all the other retailers, instead has seen its stock quadruple since Hubert Joly was named Best Buys CEO, a guy with no retail experience (see, it's not an industry knowledge issue, it's a leadership issue). Notes this [*Bloomberg BusinessWeek* article](https://gazelles.infusionsoft.com/app/linkClick/45094/2c2d5e5c71329557/46411452/261ad73e370acebc), describing the five-week training process new Geek Squad recruits go through (do your new recruits get five weeks of training?):

|  |
| --- |
| *Now they're in this conference room practicing how to sell by seeming not to. "Be a consultant, not a salesperson," Bucknell says. "Use phrases like: 'How would you like it if,' 'Do you think it would help if you could,' 'Have you ever thought about.' " They're supposed to establish long-term relationships with their customers rather than chase one-time transactions. They won't need to anxiously track weekly metrics and, unlike the Geek Squad and blue shirts working in stores, they'll be paid an annual salary instead of an hourly wage. Their house calls are free and can last as long as 90 minutes.* |

Please take 4 minutes (worth every second!) and read this story of how Joly turned around Best Buy - lots of lessons for all of us!! Thank you to Scaling Up certified coach Bill Gallagher for pointing me to this insightful article that aligns so well with John Hall's book and teachings.  
  
**MDW's $1 Trillion (please help her) --** serial entrepreneur Julia Pimsleur's Million Dollar Women initiative aims to help 1 million women scale companies to over $1 million - that's a trillion in annual revenue, the equivalent of two Wal-Marts And the fastest growing segment are businesses led by women of color. Pimsleur offers these women scholarships to her online university and as a board member I'm helping her raise funds for her nonprofit arm called **Women Who Dare**. $3k funds one woman to attend (which I just donated) and Pimsleur's track record of helping these women scale is excellent. These women don't have startups - they have ongoing firms that are ready to scale. You can donate [here](https://gazelles.infusionsoft.com/app/linkClick/45096/e69ad77d52bb91d8/46411452/261ad73e370acebc). Any amount will make a difference. Consider donating a fraction of the value I hope you're received from these weekly insights. Thank you.  
  
**Apple University --** I credit Jobs' final "product" for helping his baby both survive and thrive - Apple University. You can't scale (285% in 6+ years) with just a few of the right top execs, though Tim Cook has proved worthy of the task. You need to be educating all the talent in your firm. This is why we launched the [ScalingUp Master's Program (SMP)](https://gazelles.infusionsoft.com/app/linkClick/45098/a8cff14d7cc816ba/46411452/261ad73e370acebc) last year - a powerful shared corporate university experience that creates a learning culture within your firm -- for a fraction of the cost of launching your own. Five companies form a "class" for a year; participate in 7 structured days of training and sharing (initial two days; one day next three quarters; then final two days - with online education for the entire firm in between sessions).  
  
**ScalingUp Master's Program (SMP) --** we're excited about the top biz people we're involving in this initiative. For instance, Aussie Shark Tank judge Glen Richards, who scaled his last company to $800 million using *Scaling Up*, is the board chair of the program in Sydney and will help teach during the initial two days. Similarly impressive biz leaders are engaged in the other cities.  
  
The next "class" of five companies will launch in each of these respective cities:

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| --- |
| Detroit - Sept 26 - 28 (first evening is for CEOs-only)  Kansas City - Oct 23 - 25  Sydney - Oct 24 - 26   London -- Dec 5 - 7 |

[Here is a link to a PDF that describes the program](https://gazelles.infusionsoft.com/app/linkClick/45100/88782947b95672b1/46411452/261ad73e370acebc). Please email me if interested and I'll connect you with the leader in each city.  
  
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**08/23/2018  
Rock Star Tiffani; Musk Breakdown; Huffington Response; Growth IQ**

"...insights for scaleups"  
  
HEADLINES:

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| *Success is a lousy teacher. It seduces smart people into thinking they can't lose.* | |
|  | Bill Gates as quoted in *Growth IQ* |

**Elon Musk's Breakdown - and Arianna Huffington's Response --** in case you missed it, here's the [*NY Times'* interview](https://gazelles.infusionsoft.com/app/linkClick/45436/fc231795b819751b/46598546/64f37eb12b80f344) where Tesla founder Elon Musk details the excruciating stress he's under and how he's dealing with it. In response, [here is a link to Arianna Huffington's open letter to Musk noting](https://gazelles.infusionsoft.com/app/linkClick/45438/b652d47719072a2c/46598546/64f37eb12b80f344) "You're demonstrating a wildly outdated, anti-scientific and horribly inefficient way of using human energy." Huffington's letter is worth every second of the 1 minute to read - please read!!  
  
**Ten Growth Paths --** Tiffani Bova is the global customer growth and innovation evangelist at Salesforce (they know how to grow!). In her newly released book [***Growth IQ: Get Smarter About the Choices that Will Make or Break Your Business***](https://gazelles.infusionsoft.com/app/linkClick/45440/c95553c77b78d4d2/46598546/64f37eb12b80f344), Tiffani details 10 practical strategies for driving revenue. Over the past two decades, she has led large revenue-producing divisions at businesses ranging from start-ups to the *Fortune* 500. Her cutting-edge insights have helped Microsoft, Cisco, Salesforce, Hewlett-Packard, IBM, Oracle, SAP, AT&T, Dell, Amazon-AWS, and other prominent companies expand their market share and grow their revenues. SPro and book club members should receive her book this week. Along with nine other top biz thought leaders, Tiffani will share her revenue generating strategies at our upcoming [ScaleUp Summit Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/45442/3b539b8d2b9d685d/46598546/64f37eb12b80f344).  
  
**Tiffani is a Rock Star --** marketing guru Seth Godin summed up Tiffani's book beautifully:

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| --- |
| *A worthy successor to Michael Porter (famous Harvard strategy prof), Bova's book is that rare gift: it opens doors for new ideas and new actions No glib answers here, simply hard-won wisdom that will provoke big changes for organizations large and small.* |

Grab a copy of Tiffani's book and scan through the 10 revenue driving strategies - then pick one and implement. And she shares the nuances that implementation require - context, combination, and sequencing. Tiffani is a rock star when it comes to growing the top line. See you in Denver for her presentation.  
  
**Fastest Growing Companies --** the [*Fortune* list is out](https://gazelles.infusionsoft.com/app/linkClick/45444/a6aaee75fb562e71/46598546/64f37eb12b80f344) and they are almost all tech firms, even though they aren't! Take #1 Health Insurance Innovations. Though listed as a "financials" firm, it's pure technology in the cloud, pioneering the "Quote, Buy, and Print" model of Internet insurance sales. They are also a great example of figuring out how to dramatically make a process for consumers considerably easier. Equally impressive, both Facebook (6) and Amazon (9) still made it into the top 10 given the massive magnitude of their revenues. Using technology to make lives easier is THE product/service strategy of the 21st Century.  
  
**Making Websites Win (just $1.99 right now!) --** and a key to driving top line revenue growth is an effective website. Dr. Karl Blanks and Ben Jesson, co-founders of Conversion Rate Experts (CRE), are considered the best in the world at making websites that customers love and drive profits. They've applied their techniques in over 80 industries across 9 languages. Their new book [*Making Websites Win: Apply the Customer-Centric Methodology That Has Doubled the Sales of Many Leading Websites*](https://gazelles.infusionsoft.com/app/linkClick/45446/1c2674045c8bbb24/46598546/64f37eb12b80f344) is available right now for $1.99 (Kindle). I just sent it to our website designer!  
  
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Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaches@scalingup.com](mailto:coaches@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/46598576/01afa90d1527eb31).  
  
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**08/30/2018  
AI for Business; How Hired Google Exec; 7 CEO Boot Camp Tips; Give to Grow**

"...insights for scaleups"  
  
HEADLINES:

**Growth Tools - More Languages --** we've recently added **Ukrainian, Italian, Polish**, and now **Chinese (simplified)** versions of the Growth Tools (One-Page Strategic Plan, FACe, PACe, Rockefeller Habits Checklist, etc.). We also have Spanish, Portuguese, Russian, German, French, Dutch, and Social Sector (language adapted to non-profits). [Here's a link to the various language versions of the Growth Tools](https://gazelles.infusionsoft.com/app/linkClick/45596/26575b563f4d05cd/46788638/871399290d2ee671) **AI for Business People --** Doug Rose's book [*Artificial Intelligence for Business: What You Need to Know about Machine Learning and Neural Networks*](https://gazelles.infusionsoft.com/app/linkClick/45604/842ee400f8e950ba/46788638/871399290d2ee671) is written for non-technical executives to help them understand in a practical sense how all this new technology can be applied to scaling the business. I suggest reading the Foreword to the book as an excellent overview to guide you to which of the three sections of the book you wish to start. SPro and book club members will receive a copy next week. Then come hear Doug keynote, along with 9 others top biz thought leaders, at our [ScaleUp Summit Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/45600/6e2db65c3af3967e/46788638/871399290d2ee671). It's a way for your team to "read" the equivalent of a dozen books while getting some important talk time away from the office for two days of learning and growing. **7 Scaling Up Tips from CEO Boot Camp --** Michael Loban, co-founder of InfoTrust, did an excellent job in this [*Inc.* article](https://gazelles.infusionsoft.com/app/linkClick/45602/880bf9179367e329/46788638/871399290d2ee671) summarizing seven tips he picked up at our CEO Boot Camp. Since I don't do any one-on-one coaching anymore, these intimate 3.5 day boot camps give me and serial entrepreneur John Ratliff time to interact directly with 7 CEOs in a beautiful setting in the Florida Keys. The goal is to add millions to the bottom line of the business while easing the pressure on the CEO. Please take 2 minutes to scan down through the 7 excellent tips and save the $14,500 fee to attend the boot camp. **Already Exceeded 2017 Sales - Give to Grow (Gazelles case study) --** and InfoTrust's other co-founder, Alex Yastrebenetsky, also attended the CEO Boot Camp and emailed me an update - including what he did to attract a top exec from Google to his firm. It was so beautifully written I'm sharing the complete email below.Hi Verne,  
  
I just got home and had a crazy need to email you and share this.  
  
It is absolutely incredible what your lesson of giving to grow is doing for me and the company. Just a few weeks ago we got our Foundation approved by the IRS, so we now have an official 501(c)3 run by my wife that gets 5% of our operating net income as a company. We've been doing many community support things for a while, but with the Foundation it kinda went to the next level and a lot of incredible opportunities to help started to come our way. We also kicked off DreamOn after the CEO Boot Camp and we are already doing some crazy things. But the interesting thing is it's driving a major uptick in productivity and giving us a pure hunger to grow profitably so we can run a healthy business and support all these opportunities. We have already exceeded our 2017 sales. My wife is doing the actual Foundation work, so I do not get distracted from doing what I do best - make money for the foundation to do good things. And this gives me an opportunity to work with my wife which is awesome.  
  
This is exactly what you were talking about when you taught us to contribute far and beyond our comfort zone and that the "universe" and our inner drive will find the way to make it happen and then some.For instance, just 3 days ago we found out that because of some political stuff we are losing an account worth 5% of our revenue. I was upset, but I did something crazy. I told Michael and my wife that I feel the need that I cannot explain to make a big donation. I am on the board of Cincinnati Children's Hospital. I emailed them that my family is going to donate (what is a lot of money for us). I did not want to live in scarcity mode and make it impact my decision-making. And within 24h we closed $1.5M worth of business, which will more then cover our loss. Can't explain it.But this is not everything. Not only has the impact of "give to grow" on the organization been incredible and has attracted a number of very strong female leaders, but we just hired a VP of Sales from Google. A guy left Google and joined us because of one thing - he wanted to be able to show his children that his work made a major impact on the community and he knew that he can get this with us. It's only been 3-weeks but he is a total rock star. In our world getting an executive to leave Google and join us (without giving up equity) takes a small miracle. You, sir, helped me make this miracle happen and I very much appreciate it.Thank you and have a wonderful weekend. Thank you again for everything you are teaching us. The results of your teaching, just in our case, are now helping hundreds of people. I can only imagine combined contribution impact from all your students. You are changing hundreds of thousands of lives through the work of us, entrepreneurs, and your children should be very proud of what you do. **One Seat Open CEO Boot Camp Oct 2 - 5 --** we just had a CEO need to postpone his attendance at our upcoming CEO Boot Camp, so we have one open seat. [Here's a link for more information](https://gazelles.infusionsoft.com/app/linkClick/45606/177454defb96ea34/46788638/871399290d2ee671). **Growth Institute --** John Mullins,entrepreneur, author and an associate professor at the London Business School - will host a complimentary, live webinar tailored specifically to CEOs and top executives this Wednesday, 5 September. On this webinar, John will help you understand how to fund your future plans by leveraging your established customer relationships. Space is limited so sign up now! [Click here](https://gazelles.infusionsoft.com/app/linkClick/45612/12ed7095c7aed076/46788638/871399290d2ee671)  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [October 2 - 5; January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/44038/eb3acff23ba775ab/46788638/871399290d2ee671).  
  
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**09/07/2018  
Asleep in 2 Minutes; Ken Sim Mayor; Shark Tank Judge Australia; Top 5 Biz Book**

"...insights for scaleups"  
  
HEADLINES:

|  |  |
| --- | --- |
| It's tough to make predictions, especially about the future! | |
|  | Yogi Berra |

**Scaling Up Fan Running for Mayor --** Ken Sim, co-founder of two highly successful businesses, is running for the Mayor of Vancouver. More below, but first...  
  
**Shark Tank Judge Dr. Glen Richards Sept 18 Sydney --** Dr. Richards scaled his first biz to over $800 million using the Scaling Up tools; and is doing it again with a new firm. Well known throughout Australia as one of the judges on their popular Shark Tank show, Dr. Richards is our partner in launching the ScalingUp Master's Program (SMP). He's hosting an introductory event Sept 18, 5pm - 7pm in Sydney. More below, but second...  
  
**Prediction from 2007 --** Alex Rusch, a dear Swiss friend in the publishing biz, came across a prediction I shared in my insights over a decade ago. Quote:

|  |
| --- |
| ***Conclusion:*** iPhone is poorly named, it will do well initially and morph quickly into a handheld Mac, and the Headsets.com and Plantronics of the world will be the "phone" distributor and manufacturers of choice. And like high end stereo equipment, we'll own and use a separate camera, PDA, and phone -- three devices from three separate companies to do three distinct jobs. |

It's making crazy dumb predictions like this that had me conclude that only the market can be the final judge. Over the years I've seen what I thought were home runs fail miserably; and ideas I thought were duds, like the iPhone, take companies to billions (or trillions).  
  
**Shoot Bullets, Not Cannonballs --** The market makes you look smart or dumb, so as Jim Collins suggests in [*Great by Choice*](https://gazelles.infusionsoft.com/app/linkClick/45739/ab44a6878b517e8c/47064425/dc5a9d411b3baed6) (by far Jim's greatest book for scalesups - and one of the top 5 of all time) - shoot bullets, not cannonballs. Test your ideas, first, in a real marketplace and then invest crazily in the few things that work.  
  
**Fall Asleep in 2 Minutes --** this [*Bustle* article](https://gazelles.infusionsoft.com/app/linkClick/45741/b58fc9089f81f325/47064425/dc5a9d411b3baed6) highlights a military technique for falling asleep quickly. Sleep is so critical to everything we do as biz leaders - improving decision making and giving us stamina. Please take 1 minute to read then practice for six weeks as suggested (yep, takes practice!). Thank you to Scaling Up Certified Coach John Anderson for sharing.  
  
**Gazelles Member Ken Sim running for Mayor of Vancouver in Upcoming Election**  
  
On October 20, the citizens of Vancouver head to the polls to elect a new Mayor and a long-time GazellesPro Member is beginning to muster quite the notoriety as he throws his hat in the ring. Ken Sim, co-founder of two highly successful companies - [Nurse Next Door](https://gazelles.infusionsoft.com/app/linkClick/45743/7820c19e3b9a48bc/47064425/dc5a9d411b3baed6) (5000+ employees and over 180 franchise locations across North America) and [Rosemary Rocksalt](https://gazelles.infusionsoft.com/app/linkClick/45745/253a5a94366e1c72/47064425/dc5a9d411b3baed6) (six restaurants and growing) - is running for Mayor of Vancouver. Soon after Sim was elected with a clear majority by his [NPA party](https://gazelles.infusionsoft.com/app/linkClick/45747/598e544391397641/47064425/dc5a9d411b3baed6) to run for mayor, the Globe and Mail [reported](https://gazelles.infusionsoft.com/app/linkClick/45749/be7bc2f583dacc39/47064425/dc5a9d411b3baed6) "Ken Sim is a catch for the Non-Partisan Association." If you live in Vancouver or have ties to the Pacific Northwest city, be sure to check out Sim's web site to learn more [www.buildabettervancouver.ca](https://gazelles.infusionsoft.com/app/linkClick/45751/3cde4bdff38cd3d0/47064425/dc5a9d411b3baed6) and reach out if you can. Ken needs your support to win the race. Good luck on your campaign, Ken!  
  
**Mini-Milestone --** thank you to all who have posted positive reviews of my book. This week Scaling Up (Rockefeller Habits 2.0) passed a mini-milestone - 500 reviews (thank you Chip - please let me know who you are if you read these insights)!  
  
**Scaling Up Master's Program | Sydney, Australia | October 24th, 2018**  
  
Where the rubber hits the road...The Scaling Up Master's Program (SMP) is being launched by Shark Tank's Dr. Glen Richards in Sydney on October 24th, 2018.  
  
This 12-month fast-track leadership team program equips you and your team with the skills, discipline and focus to optimize, calibrate and grow as fast as possible. This program is designed for companies with an unquenchable bias for action and is being facilitated by successful Scaling Up entrepreneurs.  
  
Glen is hosting a **free information evening on Sept 18th, 2018, 5-7 pm** in Sydney's CBD. For more information, please contact Anna Samios (+61) 0408 660 855 or email at [asamios@scalingup.com](mailto:asamios@scalingup.com)  
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [October 2 - 5; January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/44038/eb3acff23ba775ab/47064425/dc5a9d411b3baed6).  
  
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**EDUCATION:***"The ScaleUp Summit blew my expectations out of the water. It was two days of inspiration, amazing diverse speakers and a lot of interesting insights that could apply to my (or any) business. For me the greatest actionable take-away was to pay more attention to the routines in our business so that we can create consistency for our internal team as well as our customers. I will see you at the next one."* Dustin Brown, Partner and Head of Strategy at Elemental an Advertising Agency.[**ScaleUp Summit Fall 2018**](https://gazelles.infusionsoft.com/app/linkClick/43906/1fe7dd919bb96956/47064425/dc5a9d411b3baed6)Denver, CO - Oct 16-17, 2018  
  
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**09/14/2018  
Friendship Advantage; Big Decision; Pricing Strategy; Sept 26 Webinar**"...insights for scaleups"  
  
HEADLINES:

**Webinar Sept 26 with Verne --** I'll be joining Daniel Marcos for a Sept 26 webinar to discuss the most important "big decision" Steve Jobs made to guarantee his baby would survive and thrive long after his passing - the true measure of a leader. More below, but first...  
  
**How to Make a Big Decision --** this is your more extensive reading assignment for the weekend. This [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/45867/5c3cbc26b04b6d3d/47259559/65812c1bfcb5e98f) by best-selling author Steven Johnson (we hosted him at an earlier Summit) details the research behind making better BIG decisions. Quotes Johnson:

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| The ultimate limitation of the pros and cons list is that we are merely transcribing our existing understanding of the decision at hand and not seeing it with fresh eyes. "One thing a person cannot do, no matter how rigorous his analysis or heroic his imagination," the economist and Nobel laureate Thomas Schelling once observed, "is to draw up a list of things that would never occur to him." |

So what do you do instead? This article details the approach and is worth the 5 minutes to read (and another 15 to study!). I like his opening story about Charles Darwin's big decision! Thank you, equally brilliant Adam Grant, for recommending this insightful article. It's a few big decisions that you have to get right, setting the course of your company and your life - make them wisely.  
  
**The Friendship Advantage --** Forum guru, trainer of over 20,00 leaders, and dear friend Mo Fathelbab just published a book titled [*The Friendship Advantage: 7 Keys to Building Relationships That Transform Corporate Culture and Drive Productivity*](https://gazelles.infusionsoft.com/app/linkClick/45869/a16c29f1afafcd85/47259559/65812c1bfcb5e98f). Notes Mo in the opening of Chapter 1:

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| ...Just 30 percent of employees have a best friend at work. Those who do are seven times as likely to be engaged in their jobs, are better at engaging customers, produce higher quality work, have higher well-being, and are less likely to get injured on the job. In sharp contrast, those without a best friend in the workplace have just a 1 in 12 chance of being engaged. |

SPro and book club members will receive a copy next week. Then come be inspired by Mo as he beautifully shares his ideas on our [ScaleUp Summit stage in Denver Oct 16 - 17](https://gazelles.infusionsoft.com/app/linkClick/45871/46ff30ade339e879/47259559/65812c1bfcb5e98f) along with eleven other top biz thought leaders - the equivalent of "reading" a dozen books, the fun way!  
  
**7 Keys to Friendship --** here are Mo's 7 Keys:

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| Judgement Free Mischievous Fun Vulnerability Kind Truth Reliability Generosity Shared Purpose |

It's the perfect checklist for testing if you can be a true friend. I'm going through the list right now - seeing where I'm falling short in my friendships and having some insightful dialogues along the way And as he shares, "...at least one of these keys will prove to be very difficult for you or those with whom you want to develop real relationships." **I recommend you choose which one it is for you and go right to that chapter of the book first, after reading Chapter 1**. Mo has written a very heartful, insightful, and practical book everyone should absorb. Congratulations Mo!!!  
  
**Good, Better, Best Pricing --** are you giving your customers pricing options? Just like 3 brand promises (3 reasons to buy your product/service) are much better than 2 or 4 or 10; it's the same for pricing. This [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/45873/060992b527ffc94e/47259559/65812c1bfcb5e98f) details several excellent examples. And remember, pricing is tricky because we're selling to people, not companies - and people are NOT rational, so you can't use logic to set price (re-read this last sentence again). It's also why we muck up our compensation plans. More thought and human understanding needs to go into pricing. Please take 2 minutes to read this article. Thank you, Sebastian Ross, for sharing.  
  
**ScaleUp Summit in Denver --** Limited seats are still available for the Fall ScaleUp Summit (October 16-17, 2018). Includes 12 best-selling authors and business thought leaders ([see full list](https://gazelles.infusionsoftcom/app/linkClick/45879/a77a7a0878836fea/47259559/65812c1bfcb5e98f)). This year is slated to be the largest Summit yet, with more than 800+ CEO and business leaders attending! Bring three or more of your leadership team and save $300 per person. Don't miss out. [Register today](https://gazelles.infusionsoft.com/app/linkClick/45875/832cc2759130ac4f/47259559/65812c1bfcb5e98f)  
  
**Sept 26 Webinar with Verne and Daniel --** Are you interested in scaling your company with the help of Salim Ismail, Jack Daly, David Meerman Scott, Dr. Brad Smart, Kaihan Krippendorff, and other great thought leaders? I'm joining Growth Institute's CEO, Daniel Marcos, on September 26th for a live information session about how - based on a key decision Steve Jobs made. We're going to be talking about why it's more important than ever to find your village of gurus and invest in a high caliber implementation environment to complement your Scaling Up strategy. [Click here to register](https://gazelles.infusionsoft.com/app/linkClick/45877/2d5e86a7f5a0e22b/47259559/65812c1bfcb5e98f).  
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [October 2 - 5; January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/44038/eb3acff23ba775ab/47259559/65812c1bfcb5e98f).  
  
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**EDUCATION:**   
  
"The ScaleUp Summit blew my expectations out of the water. It was two days of inspiration, amazing diverse speakers and a lot of interesting insights that could apply to my (or any) business. For me the greatest actionable take-away was to pay more attention to the routines in our business so that we can create consistency for our internal team as well as our customers. I will see you at the next one." Dustin Brown, Partner and Head of Strategy at Elemental an Advertising Agency.[**ScaleUp Summit Fall 2018**](https://gazelles.infusionsoft.com/app/linkClick/43906/1fe7dd919bb96956/47259559/65812c1bfcb5e98f)Denver, CO - Oct 16-17, 2018  
  
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**09/20/2018  
Billionaire’s Advice; Raising Resilient Children; Open Office Results; Amsterdam Events Nov 6-7**"...insights for scaleups"  
  
  
HEADLINES: (Adam Grant fest!)

**Nov 6 - 7 Amsterdam --** Join us in The Netherlands for two full days of executive education. More info below, but first...  
  
**Sept 21 Hotel Room Cutoff --** our discounted hotel rate for the [ScaleUp Summit Oct 16 - 17](https://gazelles.infusionsoft.com/app/linkClick/46039/a0253bcda519808d/47413279/022184be74897ca5) and [Scaling Up User Conference Oct 18](https://gazelles.infusionsoft.com/app/linkClick/46041/e50b25ce3d723f3e/47413279/022184be74897ca5) ends tomorrow, Friday Sept 21. [Please click here to reserve your hotel room](https://gazelles.infusionsoft.com/app/linkClick/46055/22fe5c7b56e2c853/47413357/b3a8c4ce68653512).

**Open Offices Decrease Face Time; Increase Email --** this reputable Harvard study published in [*The British Psychological Society Research Digest*](https://gazelles.infusionsoft.com/app/linkClick/46043/5d136aa0daae338d/47413279/022184be74897ca5) showed that moving from cubicles to a fully open office setting reduced face-to-face time by 73% while email and instant messaging increased 67% and 75% respectively. Working in an open office plan, people find ways to close-down (headphones, for instance) and rely more on electronic communication. On the surface this sounds negative, but it could be a good thing in that people interrupt each other less and can focus more. For me, the key to making open offices work is the daily huddle which gives teams structured time to get face-to-face while eliminating the need for a lot of these emails/texts. Please take 1 minute to read - and thanks to Adam Grant for sharing.

**Key to Complex Problem Solving --** Intermittent Collaboration - another Adam Grant recommended piece of research - this time around effective complex problem solving. This [*Harvard Gazette* article](https://gazelles.infusionsoft.com/app/linkClick/46045/38a422f85729ab4c/47413279/022184be74897ca5) summarizes that the individuals on teams need both alone time and group time to work on complex problems. This seems obvious, yet all the new technologies seem to keep everyone "on" and connected all the time. Notes the article:

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| Groups whose members interacted only intermittently preserved the best of both worlds, rather than succumbing to the worst. These groups had an average quality of solution that was nearly identical to those groups that interacted constantly, yet they preserved enough variation to find some of the best solutions, too. |

There are similar implications for the open office setting where both "agile" daily huddles balanced with quiet phone booth like spaces are important in team work. This article is worth another minute. **Key Question to Raise Resilient Children (or Associates)? --** Adam Grant, in [this 3-minute interview on the Today Show](https://gazelles.infusionsoft.com/app/linkClick/46047/e67cf962d737263a/47413279/022184be74897ca5), shares quick hints on raising happy and resilient children. Besides having the guts to say "no" more often, try asking your children for their advice when you're facing a tough situation/decision. Adam did this with his daughter as he prepared for his TED talk. Her advice later helped her perform on stage. Adam is always worth the time to read/listen to.  
  
**Questions to Ask after School --** do you struggle as a parent wondering what to ask your children (young and old) when they come home from school? I had lunch Sunday with the famous Kathy Kolbe, the 74-year-young creator of the Kolbe Index. It assesses the natural way each person takes action (I'm a 5-3-8-4). Anyway, we were talking about our children (her son is CEO of Kolbe) and it drifted to great questions. Here are the two questions she suggested work (have fun with variations) - and she's right. I tried it with my 11-year-old son Quinn and it was a fun conversation:

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| 1) If you could do something over today, what would it be? 2) What was the dumbest thing you saw? |

**Billionaire Sara Blakely's Fatherly Advice --** Kolbe's questions reminded me of the [CNN 4-minute interview with billionaire Sara Blakely of Spanx](https://gazelles.infusionsoft.com/app/linkClick/46049/59b295914da5823c/47413279/022184be74897ca5) fame who shared how her dad encouraged her and her brother to fail i.e. he would ask them at the dinner table how they failed that week - and if they didn't have anything he was disappointed. Sara describes this in the first 15 seconds of the interview - and the entire 4 minutes is worth watching.  
  
**Nov 6 - 7 Amsterdam --** on Nov 6 our Dutch partners are hosting a one-day "Master Coach" class led by Gregg Thompson, author of Master Coach. [This course](https://gazelles.infusionsoft.com/app/linkClick/46051/7be40d9c990d2a0e/47413279/022184be74897ca5) gives leaders the coaching skills they need, now that managing has pivoted to coaching. The course includes an excellent segmented list of questions you can use in any coaching situation. On [Nov 7, I'll be leading a master class](https://gazelles.infusionsoft.com/app/linkClick/46053/3744c3342d408f31/47413279/022184be74897ca5) on Scaling Up along with special guest Joss Milner who will go deep in the cash flow aspects of business and our new cash tool called The Power of One. Both courses are in English.  
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [October 2 - 5; January 15 - 18, 2019](https://gazelles.infusionsoft.com/app/linkClick/44038/eb3acff23ba775ab/47413279/022184be74897ca5).  
  
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**EDUCATION:**   
  
ScaleUp in Denver or from your boardroom - [The Fall ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/46057/fe8626e76cc2652b/47413357/b3a8c4ce68653512) in Denver (16-17 October, 2018) is nearing capacity, with 800+ business leaders and 12 bestselling business authors gathering together to focus on high-growth strategies. Register now to reserve your space -- preferred seating available for teams of three or more. Can't travel? LiveStream one or both days and share it with your entire leadership team, all for one price. [Click here to register for live streaming](https://gazelles.infusionsoft.com/app/linkClick/46059/da3b5e743620d602/47413357/b3a8c4ce68653512).[**ScaleUp Summit Fall 2018**](https://gazelles.infusionsoft.com/app/linkClick/43906/1fe7dd919bb96956/47413279/022184be74897ca5)Denver, CO - Oct 16-17, 2018  
  
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**09/27/2018  
Think Like Steve Jobs; How Microsoft Did It; 3 MSP Mistakes; Oct 4 Kaihan Krippendorff Webinar**

"...insights for scaleups"  
  
HEADLINES:

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| *I need to change the mindset of this company...from a 'know it all' culture to a 'learn it all' culture.'* | |
|  | Satya Nadella, CEO Microsoft |

**Outlearn the Competition --** a dozen top biz thought leaders in addition to eight ScaleUpX speakers (successful leaders of mid-market firms) will keynote our upcoming [ScaleUp Summit Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/46259/d3ce8cdbb1814bc4/47564695/7b191fbbb032993b). Learning is not a "nice to have" it's a "must have" in today's information-driven economy as the top market cap companies in the world have learned (below). See you in Denver.  
  
**Learn It All Culture --** at almost $900 billion in market cap, Microsoft is the third largest market cap firm in the world behind Apple and Amazon and just ahead of Alphabet (hint, pick a name that starts with the letter "A"). This 4+ minute [*Fortune* interview](https://gazelles.infusionsoft.com/app/linkClick/46261/84be7609b2e56fcb/47564695/7b191fbbb032993b) of Microsoft's EVP of Biz Dev Peggy Johnson gives insights into the unbelievable turnaround of this tech giant and how it has become nimble again. One key was CEO Nadella's focus on creating a "learn it all" culture. The second is highlighted at the 3:52 mark where Peggy describes how every Microsoft employee knows and is focused on Microsoft's mission, which she shares. The key is that CEO Nadella repeats this statement and a handful of ambitions at EVERY weekly executive all-hands meeting It's worth a few seconds to hear her talk about this - then watch the entire 4 minutes.  
  
**What is Your Weekly Mantra? --** what are the messages you're going to share meeting after meeting after meeting - from the quarterly theme to the company's purpose/BHAG. As Peggy Johnson mentions in the interview, you can't just check off a box that you have these strategy decisions. You need to stay on message by repeating them a lot - this is what leaders of major companies like Microsoft do - simple and effective. So just do it!!  
  
**Learn to Think Like Steve Jobs --** so what was Steve Jobs' final "project." It wasn't a product, it was Apple University - his succession plan. One of the best kept secrets still today, my partner Daniel Marcos found this [Deloitte posted blog](https://gazelles.infusionsoft.com/app/linkClick/46263/47305363a5af166a/47564695/7b191fbbb032993b). Notes the blog:

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| *According to Apple, the company founded Apple University in 2008 "to teach Apple employees how to think like Steve Jobs and make decisions he would make." In many ways it was built to solve the problem of "running Apple after Steve Jobs" - and setting in place the tools and information which helps Apple learn from his collective 30 years of wisdom.* |

It goes on to note:

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| *...the University is designed around capturing Job's collective learning and translating this into content, programs, and materials which Apple employees and leaders can use long into the future.* |

Please take 2 minutes to read the entire piece. Hopefully the tools within Scaling Up serve as a foundation for best practices in scaling your firm - and our educational and coaching services help you keep everyone educated.  
  
**MSP's Growing 5x GDP --** I keynoted IT Glue's customer conference last week. Chris Day, founder and CEO, is riding a fast growth firm in a fast growth industry - the Managed Service Provider (MSP) space. It's fun to see mid-market firms growing so fast given the kind of "wind at their back" market forces swirling around them. Yet, they also face some challenges. [In this interview for Channel Partners Online I share 3 things MSPs](https://gazelles.infusionsoft.com/app/linkClick/46265/75f2e290925a8bda/47564695/7b191fbbb032993b) (and most mid-market firms) do poorly - Pricing, Targeting, and Marketing. Please take 2 minutes to skim through the three ideas.  
  
**Strategy Webinar 12pm ET Oct. 4 --** Dr. Kaihan Krippendorff, author of *OUTThink the Competition*, has captured the essence of strategy and given us a truly fresh language to guide and enhance the process. He will be sharing that on October 4th. [Register here](https://gazelles.infusionsoft.com/app/linkClick/46267/c2bc05a491f679be/47564695/7b191fbbb032993b):  
  
Kaihan is a dear friend of mine and a great business strategist who has consulted an impressive list of outstanding companies, including Sotheby's, TedX, Kraft, NASA, and Google. I'm so excited to announce that Kaihan has agreed to share his insights on the secrets to outthinking the competition and creating disruptive innovation. You don't want to miss this free webinar on October 4th. [Click here to register](https://gazelles.infusionsoft.com/app/linkClick/46269/963001dd55124c0e/47564695/7b191fbbb032993b):  
  
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**10/04/2018**  
**Blitzscaling; Billionaire Reid Hoffman; Million Dollar Women; London Jan 16 – 18**

"...insights for scaleups"  
  
HEADLINES:

**Conscious Capitalism CEO Conference --** I'm keynoting the conference next week in Austin - hope to see many of you there.  
  
**London Jan 16 - 18 --** organized by our Scaling Up Coaching Partner Neale Lewis, these are the dates for our next launch of the ScalingUp Master's Program (SMP) in London. [Here's a link](https://gazelles.infusionsoft.com/app/linkClick/46343/8d8d30a981cdc708/47656925/ced1226aa3312508) to the overview including a 2-minute video. Limited to five companies at a time, it's an 8-day local program spread over a year that installs the Scaling Up tools and a learning culture within a company. It's the most effective program we've designed combining over 30 years of experience in helping companies scale. [To apply go to this link](https://gazelles.infusionsoft.com/app/linkClick/46345/a184f095a33e7ed7/47656925/ced1226aa3312508)  
  
**Blitzscaling --** the most anticipated book for scaleups since Exponential Organizations and Scaling Up, is set to release Oct 9. With a foreword by Bill Gates, this book is titled [***Blitzscaling: The Lightning-Fast Path to Building Massively Valuable Companies***](https://gazellesinfusionsoft.com/app/linkClick/46347/771d5757b87bb3d8/47656925/ced1226aa3312508). Co-author billionaire Reid Hoffman is co-founder of LinkedIn, a venture capitalist, and consummate teacher. The book was birthed out of the 20 lectures Hoffman gave at Stanford in his 2015 Blitzscaling course. [Here's a link to his free online Stanford course](https://gazelles.infusionsoft.com/app/linkClick/46349/9d6a48118a705eaf/47656925/ced1226aa3312508) which includes a 1-hour overview of the 5 stages of Blitzscaling.  
  
**Chris Yeh Keynote --** Hoffman's co-author Chris Yeh is an entrepreneur, writer, and mentor. He holds two degrees from Stanford University and an MBA from Harvard Business School, where he was a Baker Scholar. He is co-author of the *New York Times* bestseller *The Alliance* with Reid Hoffman and Ben Casnocha. Chris is keynoting our [ScaleUp Summit Oct 16 - 17, Denver](https://gazelles.infusionsoft.com/app/linkClick/46259/d3ce8cdbb1814bc4/47656925/ced1226aa3312508). He's such an accomplished writer and speaker that I'm looking forward to his succinct summary of the book. Can't travel? [Click here to register for live streaming](https://gazelles.infusionsoft.com/app/linkClick/46359/bfcd32de654e5208/47656953/254b19933f2bda89) where you can watch Chris and all of the other Summit speakers from your location on any device.  
  
***HBR* Summary of Blitzscaling --** Blitzscaling details the "hacks" you need to grow really, really fast (because it's so managerially inefficient) to capture a market quickly with a paradigm shifting idea. And because of this need for speed you need a really strong culture. This [*HBR* article/interview](https://gazelles.infusionsoft.com/app/linkClick/46351/356bc5c50ca02878/47656925/ced1226aa3312508) does a good job summarizing the key points of the book. In many respects, Hoffman's framework of moving from a family to tribe to a city style of organization is no different than the famous 1972 Larry Greiner article in *HBR* titled the "Evolutions and Revolutions as Organizations Grow" - you just move through the stages faster i.e. Facebook's famous shift from a mantra of "Move fast and break things" to "Move fast with stable infrastructure."  
  
**Helping 1 Million Women Get to $1 Million --** and this [*Forbes* article](https://gazelles.infusionsoft.com/app/linkClick/46353/8853d1858d4af51b/47656925/ced1226aa3312508) details how Julia Pimsleur's online course (Verne is on the board) is helping women scale their businesses. It starts with the right mindset. Julia has already graduated 150 women from the program who are doubling their revenues, getting to $1M and coming back to mentor other women making the climb. If you know of a woman entrepreneur running a biz doing a few hundred thousand in revenue and wants to scale to a million or more, please send them a link to the article - thank you.  
  
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**10/12/2018  
Meeting Rhythm Examples; Best DNA Test; Biggest Sales Mistake; Blitzscaling’s 5 Lessons**

"...insights for scaleups"  
  
HEADLINES: (ScaleUp Summit next week, so keeping this short)

|  |  |
| --- | --- |
| Salespeople know that differentiation is a best-practice, but have been left to their own devices to figure out how to do it -- until now. Sales Differentiation presents strategies that salespeople can quickly put into practice. | |
|  | Verne Harnish endorsement of Sales Differentiation |

**Conference Technologies' Meeting Rhythm --** John Laughlin, leading one of the faster growing firms in the US through an aggressive acquisition strategy, has driven execution through his daily and weekly meeting rhythm, including the all-important "council" meeting. [This six-minute interview](https://gazelles.infusionsoft.com/app/linkClick/46769/484b11dad3b97efe/47963645/7009be4cbe1f1f40), with me, provides details including the time of his daily (8:02am), how it's structured, how it's freed up the rest of his week to do "market-facing" activities, and the broader impact of the weekly council meeting. If you're not doing the daily and hosting a weekly "council" meeting you're leaving a lot of time and money on the table.  
  
**Blitzscaling "CBS This Morning" Interview --** this 4-minute [CBS interview](https://gazelles.infusionsoft.com/app/linkClick/46771/2769a5849b966423/47963645/7009be4cbe1f1f40) with LinkedIn co-founder Reid Hoffman provides an excellent overview of his new book titled Blitzscaling which was released earlier this week. At 2:45 in the interview Reid outlines four counterintuitive aspects of scaling rapidly:

1. Embrace chaos
2. Tolerate "bad" management
3. Let fires burn
4. Ignore customers
5. Evolve your culture

He goes on to explain each and how they must exist if you want to dominate a global market quickly. It isn't for everyone, but there are aspects you can embrace however fast you're scaling. We're looking forward to learning more at next week's ScaleUp Summit.  
  
**Sales Differentiation --** subtitled "19 Powerful Strategies to Win More Deals at the Prices You Want," this book was released a few weeks ago by Lee Salz. I endorsed it (quote above) because it provides several practical tips and tools your sales team can use immediately to positively impact performance. One immediate technique? Eliminate the use of the term "best" i.e. we have the best executive training. Right from page 1 Lee gets to the point and provides alternatives for your sales people to use to improve close ratios.  
  
**Best DNA Testing for Health --** and our doctors at the Riordan Clinic have identified this as [the most insightful and health specific DNA test](https://gazelles.infusionsoft.com/app/linkClick/46773/de96f28c27e62e6b/47963645/7009be4cbe1f1f40) (I first wrote "best" then remembered Lee's sales lesson) for giving insights into ways to improve your health. We just ordered a kit for our son Quinn - we'll let you know what we find out.  
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; April 23 - 26 , 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/47963645/7009be4cbe1f1f40).  
  
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**10/19/2018  
Complexifying; Obsession vs. Passion; China’s March Backward; Feb 5 – 10 Panama**

"...insights for scaleups"  
  
HEADLINES:

|  |  |
| --- | --- |
| There are no bad industries; just bad leadership. | |
|  | Verne Harnish |

**Geoversity Feb 5 - 10 Panama --** applications are being accepted for 30 CEOs to participate in the 3rd annual "Nature of Business" program in the Republic of Panama. [This 2-minute video](https://gazelles.infusionsoft.com/app/linkClick/47023/410df0d4ba45024c/48050105/188ba2b98cb1d7e3) and website will explain why some of the top YPOers, EOers, and other leaders have raved about this experience of how Mother Nature informs us about organizational structure to product/service design to physical facility enhancements. One YPOer running a $400 million construction firm not only picked up some important innovations he's incorporating in his business; he's also applying what he learned to the design of a new park in his city (he's chairing the development).  
  
**Equine Industry $300 Billion --** I opened the ScaleUp Summit this week in Denver showing a photo of the Ford Model T and a horse. The car was supposed to put the horse out of business, yet last year the equine industry generated over $300 billion globally. There are no bad industries; just bad leadership. The equine industry simply pivoted from transportation to entertainment, one of the fastest growing segments in the global economy. Does your business need to pivot to something more lucrative in your industry**?**  
  
**Don't Complexify the Business --** VC and entrepreneur Brad Feld was the opening keynote. He's coined the term "complexify" - when you have something that is working and then you mess it up with something complex. Leaders often don't realize when complexifying is happening. That is the value of a board or a coach. And don't make complicated mistakes - when you make a mistake on top of a mistake. How have you added needless complexity to your job/business?  
  
**Obsession vs. Passion --** Feld feels passion is overrated - and people can fake that they're passionate about a business, idea, etc. Instead, he looks to invest in leaders who of obsessive about their business. Are you just passionate about what you do, or are you truly obsessive?  
  
**Do Less, Then Obsess --** this aligned with Morten T. Hansen's research into the 7 keys to being Great@Work, the title of his breakthrough book and the theme for our ScaleUp Summit. The key is understanding what it means to really focus. Saying no to obvious things you shouldn't do isn't focus. Instead, focus is saying no to something you think is phenomenal because you have something even better to do i.e. Steve Jobs shelved the iPad because he felt the iPhone was even better. What great thing do you need to set aside for now?  
  
**35 Years Ago Today --** Oct 19, 1983 was the launch date of the Association of Collegiate Entrepreneurs (ACE), the official start of the young entrepreneur movement. Fittingly, Lovepop co-founder Wombi Rose opened our ScaleUp Summit this week, sharing how he and his friend John Wise launched their fast growth biz while at Harvard Business School in 2013 and today have over 1000 employees, before they've turned 30, producing amazing 3D greeting cards. [This article details how they've scaled](https://gazelles.infusionsoft.com/app/linkClick/47025/13ad235462e6cb98/48050105/188ba2b98cb1d7e3)  
  
**I'll Share Additional Ideas from the Summit over the Next Few Insights...but next...**  
  
**China's Backward March --** Vernon Menard sent me a link to this [*Foreign Policy* magazine article](https://gazelles.infusionsoft.com/app/linkClick/47027/2cb31ed7f1f54e4b/48050105/188ba2b98cb1d7e3) about the likely negative impact of China's current trajectory toward Mao-style dictatorship. Noted Menard, "(the article) reminded me of your prediction that India will win The Hare and The Tortoise race. Democracies, as imperfect and messy as they are, always trump dictatorships in the long run. And fewer people die." Please take 5 minutes to read this article this weekend.  
  
**IV Vitamin C Continuing to Save Lives from Deadly Sepsis --** half of all deaths in a hospital are due to sepsis (what killed Nelson Mandela), contributing to almost 20 million deaths each year globally. Dr. Marik's protocol based on high dose IV C is already saving many lives. [This Whole Foods article](https://gazelles.infusionsoft.com/app/linkClick/47029/bf9f76b844fa8349/48050105/188ba2b98cb1d7e3) details the results.  
  
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**10/26/2018  
#1 Candy; #1 Growth Prospect; #1 Key to Joy; #1 One-Page Plan**

"...insights for scaleups"  
  
HEADLINES:

|  |  |
| --- | --- |
| *Without reading, there can be no learning; without learning, there can be no sense of a larger world; without the sense of a larger world, there can be no ardor to find it; without ardor, where is joy?* | |
|  | Helen Vendler, posted at MOM's Organic Market |

**The Most Popular Halloween Candy by State --** this is very US centric, but still fun. [This interactive map](https://gazelles.infusionsoft.com/app/linkClick/47071/5856caff22c6b7f4/48139659/a34f20ad92e7f0b6) shows the top 3 Halloween candies in each state, compiled by [CandyStore.com](https://gazelles.infusionsoft.com/app/linkClick/47073/91910206d8ee3c58/48139659/a34f20ad92e7f0b6). And the #1 candy across the US? Skittles. Take 1-minute to see the rest of the top 10 and specifics for your state.  
  
**Tutorial - One-Page Strategic Plan (OPSP) --** This is our best-known and most widely used tool that has helped tens of thousands of companies scale up quickly. It's designed to drive alignment, accountability, execution, and focus. I've written a new step-by-step tutorial on using the OPSP tool to craft your industry-dominating strategy to keep everyone in your company aligned and productive. [Click here to read more](https://gazelles.infusionsoft.com/app/linkClick/47075/90bd136895946c40/48139659/a34f20ad92e7f0b6)**:**  
  
**MOM's Organic Market Quote --** founder Scott Nash has streamed the ScaleUp Summit (more summary highlights below) to his team every year for the past decade as he's scaled from a few stores to over 1300 employees. Noted Scott in an email shortly after the Summit, "People who don't read books are missing so much. We have this (quote above) posted up in our offices." He went on to share, based on hearing the authors at the Summit "I've ordered Blitzscaling, Growth IQ, Great at Work, and Outrageous Empowerment for my entire team and we're getting busy reading them. All very timely for us." Our next [ScaleUp Summit is May 21 - 22, Atlanta](https://gazelles.infusionsoft.com/app/linkClick/47077/4c0de89ac6ea0b4a/48139659/a34f20ad92e7f0b6) - don't miss out on the next dozen important books and their authors as you outlearn the competition.  
  
**25 Ways Artificial Intelligence is Changing Business --** the latest [*Fortune* magazine](https://gazelles.infusionsoft.com/app/linkClick/47079/42ced78bb48f8adc/48139659/a34f20ad92e7f0b6) features this significant article and 12-minute video - please take 15 minutes this weekend to review. I'm committed to hosting one significant AI/Machine Learning speaker at each ScaleUp Summit, including Doug Rose at this most recent Summit and Mariya Yao at the next.  
  
**Future 50 --** and Fortune also published their latest [list of the 50 firms with the best growth prospects](https://gazelles.infusionsoft.com/app/linkClick/47081/eb108fe10e6d6d17/48139659/a34f20ad92e7f0b6). It's important to note that their list last year outperformed the stock market by a factor of 3X - providing a 35% return vs. 13% for the broader 1500 stocks. It's worth 1-minute to scan down through the list. #1 this year is Workday and surprisingly, Apple didn't make the list this year. Interestingly, 21 companies that made the list are Chinese - the same number as in the US.  
  
**Embarrass Yourself --** continuing with Summit highlights, Chris Ye, co-author of the hugely successful book Blitzscaling with LinkedIn co-founder and billionaire Reid Hoffman, noted that a key tenet to scaling rapidly is launching a product that embarrasses you. My conclusion, after Chris's counterintuitive presentation is that EVERY firm should form a team of two or three people, working a day/week, and see what idea within your company/industry you could blitzscale.  
  
**Setting Objectives Will Constrain AI Implementation --** Doug Rose, author of Artificial Intelligence for Business, made a strong counterintuitive case that the main barrier to AI implementation is cultural, specifically one focused on setting goals and objectives. Noting that most of our lives have been driven more by serendipitous occurrences than meeting objectives (for me, I thought I was going into the nuclear engineering industry!), the same for AI initiatives. You have to be willing to put a three-person team, which Doug outlined, freed from specific objectives, to see what powerful insights your data can surface to scale the business. My take? The same two- to three-person team I mentioned above should head this up as well. See what serendipitous discovery you can make then blitzscale it before the competition (or some 22-year-old in Toronto) beats you to the market.  
  
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**11/01/2018  
Ross Schott; 15 Calls; Buy Then Build; Nov 13 Webinar**

"...insights for scaleups"  
  
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|  |  |
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| He who works all day, has no time to make money. | |
|  | John D. Rockefeller |

**LIVE Webinar Scaling Up --** Rockefeller Habits 2.0 - join me 13 Nov. 12pm ET -- [you can sign up here](https://gazelles.infusionsoft.com/app/linkClick/47165/32e7204f9e64c809/48227591/d371ea028cfa3109). More below, but first...  
  
**Buy Then Build eBook $0.99 Until Friday 02 Nov. --** [Walker Deibel's book](https://gazelles.infusionsoft.com/app/linkClick/47169/fc6a175b2ac9f0e6/48227591/d371ea028cfa3109) is subtitled How Acquisition Entrepreneurs Outsmart the Startup Game. Acquisitions are a great way to start and/or scale. More below, but second...  
  
**10x People to 10x Company --** it's an important mindset, to think about how to 10x the firm (drives exponential thinking) vs. just 2x (which drives incremental thinking). And it doesn't necessarily mean 10x revenue -- but finding your 10x factor over the competition. A critical component is 10x'ing the knowledge of your team - and why Steve Jobs' last initiative was Apple U to guarantee his baby would continue to scale after he was gone. But how do us "mere mortal" companies provide this corporate university benefit to our team...?  
  
**...Please Meet Ross Shott, Formerly Singularity U --** having helped Singularity University scale from start-up to nearly $50 million, we're excited that Ross Shott has joined our Growth Institute team as COO and Integrator. Post military, he has been involved in turnarounds and start-ups for over 25 years, working with companies from $5 million to $3 billion, across numerous industries. Ross knows how to scale companies and 10x people!  
  
**Ross is Scheduling 15 One-Hour Calls --** serious C-Level Execs wanting to scale, if you're working to transform culture, innovate processes, and develop high performers to take your operations to the next level Ross is taking 15 leaders through a 1-hour call to help them organize, operate, and build a team that can scale by leveraging our educational resources. To schedule your call, please email him at [ross@growthinstitute.com](mailto:ross@growthinstitute.com).  
  
**Finally Getting Your Corporate University in Place --** Since talent is THE constraint for most scaleups, on the call Ross will also cover the particulars of our signature program Master of Business Dynamics ([One Pager / Full Description](https://gazelles.infusionsoft.com/app/linkClick/47171/f80685f19604936a/48227591/d371ea028cfa3109)) comprising six master business courses utilizing our 4-step hybrid learning model. You can share this experience with senior team members through our MBD+1 and even provide learning to your entire organization through the scaling up club. Executive education is no longer a "nice to have;" it's an imperative if you're going to drive productivity and effectiveness throughout the organization.  
  
**Buy Then Build eBook --** Despite the popularity of entrepreneurship, we really haven't engineered success into the startup model. Buying an existing business to grow, manage, and innovate creates a margin of safety, accessible capital, and full ownership for starting out on your own. [*Buy Then Build*](https://gazelles.infusionsoft.com/app/linkClick/47175/31fe3a2af37a1508/48227591/d371ea028cfa3109) explores why acquisition entrepreneurship is a better model for most entrepreneurs, and how to successfully outsmart the startup game. Grab the eBook version for $.99 by Friday 02 Nov.  
  
**Nov 13 Webinar --** As you know, for over 20 years it's been our mission to help middle market organizations to scale up quickly, yet sustainably and without drama. You probably already know the basic tools and frameworks from the insights and my books, but the more advanced stuff has been only accessible through our paid training and workshops. That's why I'm so excited to invite you to my live webinar with the Growth Institute to learn how to counter the growth paradox. I'll be sharing our frameworks, along with the most recent (and impressive) case studies of their implementation.  
  
We'll also host a LIVE Q&A at the end of it - so you'll have the opportunity to ask those burning questions. It's happening on Nov 13th at 12pm EST and you can [sign up here](https://gazelles.infusionsoft.com/app/linkClick/47177/7dcabdf3325811c4/48227591/d371ea028cfa3109)   
  
**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/48227591/d371ea028cfa3109).   
  
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[**ScaleUp Summit Spring 2019**](https://gazelles.infusionsoft.com/app/linkClick/47031/a21231d2103d0fb4/48227591/d371ea028cfa3109)Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://gazelles.infusionsoft.com/app/linkClick/47033/9fa13c4f2a95d264/48227613/483fd955e3d5e7d9)Atlanta, GA - May 23, 2019   
  
[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/48227591/d371ea028cfa3109)  
  
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[Los Angeles, CA - Feb 28, 2019](https://gazelles.infusionsoft.com/app/linkClick/46271/fb60d8c6238adba3/48227591/d371ea028cfa3109)   
 **COACHING:**   
  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/48227591/d371ea028cfa3109).   
  
**TECHNOLOGY:**   
  
**Create Accountability - Drive Execution** **with Align**, cloud-based software designed to scale up your Rockefeller Habits implementation. [*www.alignwithgazelles.com*](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/48227591/d371ea028cfa3109) - on your computer, tablet or phone. Click [here](https://gazelles.infusionsoft.com/app/linkClick/43960/8b00364dc83cf063/48227591/d371ea028cfa3109) to watch an introductory video.   
  
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Baseline Selling - Dave Kurlan   
Creativity and Personal Mastery - Srikumar Rao   
Daring Caution Approach to Pricing - Robert Sherlock   
Fearless Leaders - Cathy Greenberg   
How to Create Leadership at Every Level - David Marquet   
Mastering the Complex Sale - Jeff Thull   
Nail It Then Scale It - Paul Ahlstrom   
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**11/09/2018  
WTF!?; Two Month Qtr; Bob Glazer; Nov 13 Webinar**

"...insights for scaleups"  
  
HEADLINES:

**Nov 13 Scaling Up Webinar --** next Tuesday noon ET please join the over 1500 leaders who have already signed up to hear my latest thinking from scaleups around the globe. [Secure your spot >>](https://gazelles.infusionsoft.com/app/linkClick/47363/6eb306b45e75aab8/48422513/7ee7ae86ef9eb757)  
  
**Founder 1-800-GOT-JUNK's New Book --** dear friend and founder of this iconic brand, Brian Scudamore has scaled three additional home service brands - this guy knows how to scale businesses. And this week he released his first book titled WTF?! (Willing to Fail): How Failure Can Be Your Key to Success. Grab the [Kindle version while it's just $4.95](https://gazelles.infusionsoft.com/app/linkClick/47365/b29e22e3f20e09c5/48422513/7ee7ae86ef9eb757) - and share with anyone aspiring to be a successful entrepreneur.  
  
**$320 Million IPO Using Rock Habits --** this [*Financial Review* article](https://gazelles.infusionsoft.com/app/linkClick/47367/cc312a66c11d1a02/48422513/7ee7ae86ef9eb757) highlights how Tim Power of Mathletics fame used the Rockefeller Habits to scale his firm to 350 employees and a successful IPO. The key for Tim was scaling back the number of goals each team in his company focused on. In the article, it outlines three key ideas Tim is using to remain agile as he scales his latest company Inquisitive. One is setting strategy (a handful of goals) every two months instead of quarterly.  
  
**Set strategy every two months.** Quoting Tim in the article:

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| --- |
| "It's important to reset goals at regular intervals that are short enough so you can course-correct and long enough so you can actually get things done. The world is moving too fast for quarterly goals and a month is too short so two months is perfect. At Inquisitive, we're a small team and it works best if we only set three business goals. Our bimonthly strategy sessions take an hour because we're discussing just three objectives. Then everyone sets individual goals that contribute towards getting these most important things done." |

[Please take 1 minute to read](https://gazelles.infusionsoft.com/app/linkClick/47369/3cf662af6ad4a67a/48422513/7ee7ae86ef9eb757) the other two keys Tim says helps him scale more rapidly.  
  
**Having Issues Attracting Talent? --** Do what Bob Glazer did and scale your reach (impact). When Bob, founder of [Acceleration Partners](https://gazelles.infusionsoft.com/app/linkClick/47371/f5d0861fc9fac2be/48422513/7ee7ae86ef9eb757) started his weekly inspiration email to his 40 employees three years ago, he wanted to promote personal and professional growth. His company is 100% virtual and as the company rapidly grew, he also wanted to stay in touch with his employees. An unintended outcome was that many of the employees started forwarding his messages to friends, family and clients. This gave Bob the idea to create a distribution and now his newsletter "[Friday Forward](https://gazelles.infusionsoft.com/app/linkClick/47373/4bf55d2dfb5ad2cd/48422513/7ee7ae86ef9eb757)" is received by more than 50,000 people around the world. His company has grown to almost 130 employees since then and is now getting more than 100 inbound job applications per week. Many prospects mention his Friday Forward as a reason for applying. [Check it out](https://gazelles.infusionsoft.com/app/linkClick/47375/c12c98f5c64e7947/48422513/7ee7ae86ef9eb757). Thanks to Bob's Scaling Up coach Rich Manders for sharing this insight.  
  
**Marketing for Talent via Education -- The marketing function is critical to scaling because marketing is needed not just to attract customers, but to also attract talent, attention, funding, support, etc. And no one wants to be sold, they want to be educated. That's why Bob's weekly blog is such a powerful recruiting tool. And the key to effective marketing is consistency - a consistent message delivered consistently.**  
  
**Communicate Weekly with Your Employees --** Bob's weekly email to his employees, in addition to his operational meetings, is another key ritual of successful leaders. Mark Zuckerberg hosts his weekly "Q&A with Mark"; Google has it's TGIF meeting with employees (held on Thursdays, instead of Fridays now that they are global); Greg Brenneman recorded a weekly message to all Continental Airlines employees during his famous turnaround of the airline; and Michael Dell sends out a weekly email updating the entire global team. And more and more of our clients are using video as does serial entrepreneur John Ratliff who heads up our global coaching organization. Every Friday John sends out an email along with a short instructional video to our global coaching partners, keeping them informed of the week's activities. How are you sharing your thoughts, updates, ideas, and humanity with your team each week - in addition to your meeting rhythm?

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/48422513/7ee7ae86ef9eb757).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

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Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/48422513/7ee7ae86ef9eb757).   
  
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Mastering the Complex Sale - Jeff Thull   
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Why Growth Companies Stop Growing - Dave Power   
  
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**11/15/2018  
End of Bureaucracy; Manic; Doug Stacey; 45 Seconds**

"...insights for scaleups"  
  
HEADLINES:

|  |  |
| --- | --- |
| These leaders understand that bureaucracy saps initiative, inhibits risk taking, and crushes creativity. It's a tax on human achievement. | |
|  | Gary Hamel and Michele Zanini |

**45 Second Interview --** here's a link to [Rabobank's 45 second interview of me](https://gazelles.infusionsoft.com/app/linkClick/47469/8b59f20ebeed86b1/48618473/c81d5c9e6f8239ae) after keynoting for 200+ of their clients in Utrecht, Netherlands. FYI, they are one of the top 30 banks in the world and the oldest in Holland.  
  
**End of Bureaucracy --** this is the title of the [Nov. cover article for *HRB*](https://gazelles.infusionsoft.com/app/linkClick/47471/ca01f71b9793f55b/48618473/c81d5c9e6f8239ae). It highlights Haier, the Chinese white good manufacturer which eliminated all 10,000 middle managers, a story I've been sharing in my keynotes. Notes authors Gary Hamel and Michele Zanini:

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| Having long viewed bureaucracy as a competitive liability, Zhang Ruimin, Haier's renegade CEO, has for a decade led an effort to build a company where everyone is directly accountable to customers (a policy he describes as "zero distance"), employees are energetic entrepreneurs, and an open ecosystem of users, inventors, and partners replaces formal hierarchy. |

**Over 50 Employees --** Bureaucracy tends to sneak in when firms get over 50 employees, so there are important lessons for most of us in this detailed article. At Haier, most employees are in a "microenterprise" of 10 to 15 employees - so think of a large company made up of 4000+ small businesses. Please take 6 minutes to study this article -- it's an important but lengthy and detailed treatise on how to scale agile! Thank you for UK Scaling Up coach Neale Lewis for pointing me to this article.  
  
**Daily Manic of Scaling (Scaling Up Case Study) --** this last week I received a note from [Philipp Liver, CEO of Genbook](https://gazelles.infusionsoft.com/app/linkClick/47473/17b5c36c5a0a82fa/48618473/c81d5c9e6f8239ae), an online scheduling software company based in Sydney, Australia with over 6,500 customers in North America Notes Philipp:

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| --- |
| Genbook is over 10 years old but I only took over the role as CEO 6 months ago. I've worked at numerous high growth companies before so I feel like I know the tools and processes in those companies; but scaling this company is a new challenge for me. Reading the first quarter of your book Scaling Up I'm so excited for what lies ahead. It's confirmed and reminded me of many things I knew or was trying to figure out. But in the daily manic that is a scale up these things get lost and I'm grateful for the framework and sequencing. |

He goes on to note:

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| It's funny to refer to a ScaleUp as manic. People typically think Start Ups are manic but I find with a lot of people trying to make an idea work, and a world where something done is better than nothing, it's actually not that hard to keep things going and produce output. But a Scale Up, where you actually have a product and customers and employees and internal politics and and and... the challenge is very different! |

Philipp, I couldn't agree more!! Thank you for the note.  
  
**Congratulations Doug Stacey, LSI --** Doug won the free retreat for his team with [Forum Resources founder Mo Fathelbab](https://gazelles.infusionsoft.com/app/linkClick/47475/88e1ae614b7c368a/48618473/c81d5c9e6f8239ae), who keynoted our ScaleUp Summit in Denver. Noted Doug:

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| I would like to share that the Summit was a great experience and very beneficial for me and my team. |

John Ratliff, serial entrepreneur and head of our global coaching organization, also donated his beautiful retreat center in the Keys - [www.marathonretreat.com](https://gazelles.infusionsoft.com/app/linkClick/47477/dc3570ab70da3f59/48618473/c81d5c9e6f8239ae). Thank you Mo and John. And here's a link for our next [ScaleUp Summit May 21 - 22, Atlanta](https://gazelles.infusionsoft.com/app/linkClick/47479/1db2495a04aa8e76/48618473/c81d5c9e6f8239ae).  
  
**Are Your Online Customers Walking Away? --** Your website is like a shop. If there are no sales people to help your online customers, they will walk away to a competitor. [LiveAdmins](https://gazelles.infusionsoft.com/app/linkClick/47481/9122c5dbd1b8a2b6/48618473/c81d5c9e6f8239ae) helps businesses proactively greet online customers and engage them in conversation. The multilingual chat services offered by LiveAdmins are provided round the clock, ensuring needs of all visitors are taken care of. LiveAdmins has helped companies across all industries, including Gazelles, significantly increase sales and enhance visitor experience for over a decade.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/48618473/c81d5c9e6f8239ae).   
  
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Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/48618473/c81d5c9e6f8239ae).   
  
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**11/29/2018**  
**Movie of the Year; Business Person of the Year; Microsoft #1**

"...insights for scaleups"  
  
HEADLINES:

**Microsoft #1 (for a moment this week) --** I was 18 months early in my prediction, but confident that Microsoft would surpass Apple in market cap given the renewed leadership of Bill Gates and his new CEO who has pivoted Microsoft from a know-it-all culture to a learn-it-all culture. This [CNN piece](https://gazelles.infusionsoft.com/app/linkClick/47603/0bce24566c92f1b5/48707801/e31e88b86f6f78c5) details why Microsoft may be a better bet than Apple moving forward, including it's 30% net profit vs. Apple's 22.5% and continued double digit growth rates vs Apples single digits.  
  
**Bohemian Rhapsody --** already the highest grossing music biopic movie in the history of the world, with almost a half-billion in revenue, this story of Freddie Mercury and the band Queen is filled with practical lessons on how to scale, build brand, etc. I'll get to those lessons in a moment, but first some top 5 "facts":

1. Freddie Mercury deemed scientifically the greatest singer of all time
2. Queen's Live Aid performance voted the best rock band performance of all time
3. Album sales make Queen one of the world's best-selling music artists
4. Bohemian Rhapsody the greatest song of all time (several polls)
5. Holder of several Guinness Book of World Records

Google any of these facts for the backup data.  
  
**Queen, First People --** my second favorite scene is when Freddie Mercury comes back to apologize to his band members after an ill-fated run at a solo career. He notes how he went to Munich, hired a bunch of musicians, told them what he wanted "and they did it." That was his failure - surrounding imself with "yes" people. He explained how he needed his original band back because they were willing to push back hard, helping hone each song to perfection. This is precisely the definition of a "healthy" team according to Pat Lencioni of [*Five Dysfunctions of a Team*](https://gazelles.infusionsoft.com/app/linkClick/47605/1a44ab48bf726faf/48707801/e31e88b86f6f78c5). Is your team talented and healthy enough to engage in the kind of productive debate that drives success?  
  
**Next Strategy --** my favorite scene is when Mercury is asked what makes their rock band different from all the rest - and he had a clear and concise answer (you'll have to see the movie!). And throughout they understood the importance of continuing to innovate and be different, the essence of strategy. The scenes from their first recording session are indicative of living this idea. Ultimately, the song Bohemian Rhapsody broke all the rules while the accompanying video is credited with launching the MTV era and music videos. Here's to every entrepreneur who was told their ideas were dumb and proved the critics wrong. Are you really that different from the competition and can you articulate how?  
  
**Execution --** Their hit album "A Night at the Opera" featuring Bohemian Rhapsody was written and rehearsed over an intense three-week session at a remote rented home in Herefordshire, UK. It proves the power of intense focus (what Steve Jobs learned at Pixar) something I experienced when I rewrote Scaling Up over a similar three-week period. What would happen if you took your team to a remote offsite location and had three weeks to innovate a new product/service/company?  
  
**...and What About the Cash --** Queen was essentially broke after their first three albums because of the draconian structure of their recording contract. Mercury changed all that with the production of "A Night at the Opera." At the time the most expensive album to ever be recorded, it and the follow-on records/concert tours made Mercury and the band rich.  
  
**10 Lessons from Bohemian Rhapsody --** Marcio Kanamaru wrote this [LinkedIn piece](https://gazelles.infusionsoft.com/app/linkClick/47607/e3c456baa3d69dfa/48707801/e31e88b86f6f78c5) I found insightful. Translated from Spanish, the English is a little rough but the ideas are solid. Please take time to see this epic movie a couple of times.  
  
**Business Person of the Year --** fun facts for your weekend gatherings - [*Fortune* released their annual Businessperson of the Year list](https://gazelles.infusionsoft.com/app/linkClick/47609/514b2d856ce5507a/48707801/e31e88b86f6f78c5) and topping the list isn't your typical young tech star, though she has driven the business by leading with technology - Progressive Insurance's CEO Tricia Griffith. Impressively, her one-year and three-year sales growth topped both Apple and Microsoft as the stock jumped 50% and profit doubled. [This article](https://gazelles.infusionsoft.com/app/linkClick/47611/6961d48de13caf39/48707801/e31e88b86f6f78c5) details all she's done to earn this prestigious honor - worth the 3 minutes to read. One weekly routine, "Every Friday she makes a point to join a lunch table to meet employees." What is your routine to communicate with frontline employees?  
  
**Enjoy your weekend and the movies!**

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**12/06/2018  
2 Best Chapters; EX Priority 1; Brands to Watch; $250 Deposit Deadline**

"...insights for scaleups"  
  
HEADLINES: (anyone going to "Date with Destiny" this week?)

|  |  |
| --- | --- |
| Anything that sets employees up for success or improves our culture should be a part of EX. | |
|  | Mark Levy, global head of employee experience (EX) Airbnb |

**$250 Deposit Only --** tomorrow (Friday, 07 Dec) is the last day you can book seats for our Spring [ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/47685/7bfee94e40de4d1e/48904309/1d01c857558431ed) with just a $250 deposit per seat. This lets you grab better seats (earlier with bigger teams gets best seats) and preserve cash. More info below, but first...  
  
**Successfully Competing Against Amazon? --** Fortune writer is looking for companies to include in a new book. Are you competing successfully against Amazon? More below, but second...  
  
**Best Two Chapters I've Read in 2018 --** go right to Chapters 5 & 6 in Denise Lee Yohn's new book [*Fusion: How Integrating Brand and Culture Powers the World's Greatest Companies*](https://gazelles.infusionsoft.com/app/linkClick/47687/9dd226a1888a630e/48904309/1d01c857558431ed). Finally, a book that details how to pivot the HR dept. into a true Employee Experience (EX) function and includes practical approaches, rituals, and artifacts. Denise is keynoting our Spring [ScaleUp Summit in Atlanta May 21 - 22](https://gazelles.infusionsoft.com/app/linkClick/47689/bf9dac42802a38f8/48904309/1d01c857558431ed) and she's going to go narrow and deep into this critical topic.  
  
**Airbnb's Fusion -- f**using brand and culture, Airbnb's EX initiatives are highlighted. To quote Denise's book:

|  |
| --- |
| In 2016, the company (Airbnb) adopted the slogan "Belong Anywhere" to express it's brand identity and launched the "#belonganywhere" brand campaign. But it's leaders believed...the concept of belonging needed to apply inside the company as well. |

Mark Levy, who was Airbnb's global head of employee experience, went on to explain to Denise:

|  |
| --- |
| We need to create a place where our employees feel they belong...belonging starts here. We have to figure out internal belonging first, then we can break down the walls with customers. |

And Airbnb did, with simple ideas any of our scaleups can adopt. How aligned are your brand and culture?  
  
**EX is Priority #1 --** I couldn't agree more that EX is priority #1. To help, Denise created an Employee Experience Architecture Template which she details in Chapt 5. She will guide executive teams through it at our ScaleUp Summit. She also has a [broader assessment](https://gazelles.infusionsoft.com/app/linkClick/47691/9af8d9f853b4ef69/48904309/1d01c857558431ed) to see how closely your culture and brand align - take 10 minutes to complete which will give you a feel for the content in her book.  
  
**Brands to Watch in 2019 --** and to wrap up my enthusiasm for Denise's insights, this week she released her annual "[Brands to Watch](https://gazelles.infusionsoft.com/app/linkClick/47693/da2af6f22dd916d2/48904309/1d01c857558431ed)" list, one for each letter of the alphabet (spoiler alert, A is for Amazon). It's a quick scan and you'll pick up some biz insights.  
  
**G-Squared's Habits (Scaling Up case study) --** [Gene Godick, founder of G-Squared](https://gazelles.infusionsoft.com/app/linkClick/47695/3994e2eb906f626c/48904309/1d01c857558431ed), a firm providing CFO services to private equity and VC-backed firms, is using the Scaling Up tools with the support of Scaling Up Certified coach Eileen Wainwright (consultants need coaches too!), to drive 20% annual growth the past four years. [This blog post](https://gazelles.infusionsoft.com/app/linkClick/47697/a5e48c28fa28018d/48904309/1d01c857558431ed) details how Gene and his team have particularly focused on the recruiting, hiring, and onboarding process for professional talent. And I appreciate Gene's comment that his focus is on "winning the next game" i.e. be clear on the end goal (BHAG) and next step - the rest is a WAG -- wild-ankle guess! Does your team have a clear priority for the month of December?  
  
**Request for Stories from Companies Competing with Amazon --** Hi, I'm a Fortune magazine contributor and I'm writing a book that in part is examining how to compete with Amazon. I would like to interview CEOs and entrepreneurs about their experiences dealing with the online giant and strategies that have helped them survive the Amazon jungle. I'm particularly interested in how both brands and retailers handle Amazon's pricing algorithm that can undercut your product at a moment's notice, what to do when Amazon decides to make a private label version of your product, and how to survive selling online without using Amazon. I'm looking for both success stories that can help us understand this new world and case studies about mistakes made that can serve as cautionary tales. I'm happy to talk on the record or on background. My email is [briandumaine@gmail.com](mailto:briandumaine@gmail.com). Thanks, Brian  
  
**$250 Deposit to Hold Better Seats --** notes Dustin Brown, Partner and Head of Strategy at Elemental:

|  |
| --- |
| The ScaleUp Summit blew my expectations out of the water. It was two days of inspiration, amazing diverse speakers and a lot of interesting insights that could apply to my (or any) business. I will see you at the next one. |

Join me, your peers, and bring your team to 2 days of inspiring content at our [ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/47699/b41aca15121cf2f0/48904309/1d01c857558431ed) in Atlanta, GA 21-22 May, 2019. And [register](https://gazelles.infusionsoft.com/app/linkClick/47701/410edeab0692515f/48904309/1d01c857558431ed) by tomorrow with only a $250 refundable deposit per team member. [Click here](https://gazelles.infusionsoft.com/app/linkClick/47703/614e8d1c90ea6e90/48904309/1d01c857558431ed) to register with only a $250 refundable deposit. Deadline is tomorrow, December 7th.  
  
**Heading to Tony Robbins --** one of our core values is "practice what we preach." I'm looking forward to investing in my own executive development over the next six days attending Tony Robbins "Date with Destiny." Let me know if any of you are going to be there [vharnish@gazelles.com](mailto:vharnish@gazelles.com)

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/48904309/1d01c857558431ed).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**   
  
[**ScaleUp Summit Spring 2019**](https://gazelles.infusionsoftcom/app/linkClick/47031/a21231d2103d0fb4/48904309/1d01c857558431ed)Atlanta, GA - May 21-22, 2019   
  
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Yearly Growth program in AmsterdamJan 20-21, 2019  
Jan 29-30, 2019  
  
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 **COACHING:**   
  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/48904309/1d01c857558431ed).   
  
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**12/13/2018  
Dell Public; 3 Keys to Intuition; Park Square Doubles; Instead of Bonuses; Jan 23 Scaling Up**

"...insights for scaleups"  
  
HEADLINES:

**Scaling Up Master Class --** our latest coached online class just sold out, so we're launching another Jan 23. More details below, but first...  
  
**Dell Public Dec. 28 --** a year later than his ten-year plan, Michael Dell and his firm Dell Technologies will be back public the end of this year, via a stock swap with VMWare shareholders (so not an IPO). This [*CRN* article](https://gazelles.infusionsoft.com/app/linkClick/47897/9a5aa5bd4a436ec3/49100283/a4da5dd1b9392721) details "5 Things You Need to Know" about Dell going back public. With revenues of $87.5 billion, it's been a substantial pivot from products to services - and Dell expects to be over $100 billion by 2022. Congratulations Michael - job well done!!  
  
**Intuition Can Only be Trusted If... --** Daniel Kahneman, best-selling author of [*Thinking, Fast and Slow*](https://gazelles.infusionsoft.com/app/linkClick/47899/339144152c8780bb/49100283/a4da5dd1b9392721), emphasizes in this [*Think Advisor* article](https://gazelles.infusionsoft.com/app/linkClick/47901/f6e30c1ed7c63b89/49100283/a4da5dd1b9392721) that people need to be very careful when they trust their intuition. Three things must exist:

1. There has to be regularity in the world - so this greatly limits intuition
2. There has to be lots of practice
3. And immediate feedback must be present

I realize listing these aren't helpful, so please take 3 minutes to scan this article - the examples really flush out his important points. Where are you saying you "trust your intuition" when you have no reason?  
  
**Park Square Builders Doubles in One-Year (Scaling Up case study) --** this [*Professional Builder* article](https://gazelles.infusionsoft.com/app/linkClick/47903/419fea3003ad2b17/49100283/a4da5dd1b9392721) highlights how an Orlando-based family owned business is using the Rockefeller Habits to drive revenues up and employee turnover down. Notes co-CEO Vishaal Gupta:

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| --- |
| Our company doubled in size in the past year alone - we hired nearly 50 employees and expanded into a new market. Plus, we reduced employee turnover from 25 percent to 15 percent because we made our employees' well-being a priority. Keeping people is key in the construction industry. |

After attending our [CEO Boot Camp](https://gazelles.infusionsoft.com/app/linkClick/47905/f1ef1d73551e996d/49100283/a4da5dd1b9392721), Vishaal hired Scaling Up Certified partner Petra Coaching to support implementation. In the article, Vishaal details 3 ways the Rock Habits helped by:

1. Involving the whole team in the efforts
2. Improving communications at all levels
3. Making trade partners part of the team, too

Please take 2 minutes to read the details of each to glean lessons, especially around the importance of a regular meeting rhythm, for your own company and culture.  
  
**Grant Wishes Instead of Bonuses --** this [*Moneyish* article](https://gazelles.infusionsoft.com/app/linkClick/47907/dd58af4d1ad2b01d/49100283/a4da5dd1b9392721) details how Acceleration Partners and the Schweiger Dermatology Group are using the "Dream On" program created by partner John Ratliff (John co-teaches the CEO Boot Camp with me) to significantly drive up employee engagement and dramatically drive down employee turnover. And what are some of these wishes? Notes the article:

|  |
| --- |
| (Bob) Glazer (Acceleration Partner CEO) has spent the past two years asking his 130 remote workers about their life goals, or the most important relationships that they want to grow or rekindle in their lives. He then reads through their submissions with his advisory board and chooses 10 wishes to grant each year. Last year, he called in a favor at MIT to give one woman the opportunity to speak about performance marketing there, as she's always wanted to lecture at a university. His company also paid for lessons in race car driving, flying, skydiving and guitar-playing for workers, and even sent employee John Crooks and his wife to Copenhagen for a week. |

At Schweiger Dermatology Group, which also retitled HR to "director of employee experience," the article shares:

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| --- |
| ...Dream On has helped turn things around with gifts great and small, including: new tires for an employee's car; a new mattress for a worker who had back surgery; sending someone to the Philippines to see their dying grandmother; helping pay off student loans or put a down payment on a car or a house; etc. Schweiger Derm has spent about $45,000 granting 25 dreams to date, and there are 149 more dreams on file - and turnover has dropped to just 19%. |

Please take 2 minutes to read details on how to structure this program and some of the heart-warming stories that result. Tis the season. Others are helping  
  
**$9.7 million, 5-Year Grant IV C for Cancer Treatment --** The University of Iowa Holden Comprehensive Cancer center received a significant grant to pursue three of the deadliest cancers -- pancreatic cancer, non-small cell lung cancer, and glioblastoma multiforme, an aggressive type of brain cancer. [This article](https://gazelles.infusionsoftcom/app/linkClick/47909/bab22bcb46bf1d96/49100283/a4da5dd1b9392721) provides the details.  
  
**Scaling Up Master Business Course --** The first cohort has sold out! I'm so glad there has been so much interest in my course and there are still a lot of great executives that did not make it into the first cohort. So, we've decided to open a second class that will start [January 23, 2019](https://gazelles.infusionsoft.com/app/linkClick/47911/5efa4f750a3455ac/49100283/a4da5dd1b9392721).  
  
If you want to know how this course can help you and your team, I invite you to find out directly from one of my former students and now partner, John Ratliff, the former CEO of Appletree Answers (Dream On fame). Learn how he used the methodology to scale his company to an exit valuation five times the industry average. [Watch my interview here](https://gazelles.infusionsoft.com/app/linkClick/47913/159c1f09c6683e36/49100283/a4da5dd1b9392721). **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/49100283/a4da5dd1b9392721).   
  
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Jan 29-30, 2019  
  
[Scaling Up Master's Program](https://gazelles.infusionsoft.com/app/linkClick/47915/91f94d25c7394b7b/49100283/a4da5dd1b9392721)12-month Fasttrack Program  
[London](https://gazelles.infusionsoft.com/app/linkClick/47917/3ea1c85bd6edd8b2/49100283/a4da5dd1b9392721), UK  
16-18 Jan, 2018  
  
[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/49100283/a4da5dd1b9392721)  
  
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**12/20/2018  
Top 5 Biz Books 2018; Fortune’s Top Books; Personal Development Book**

"...insights for scaleups"  
  
HEADLINES:

**Fortune's Top Biz Books for 2018** -- [here's a link](https://gazelles.infusionsoft.com/app/linkClick/47957/6a3820cd451d9028/49295777/facae8446d03d690) to Fortune President Alan Murray's list of best books for 2018. I hear John Doerr's Measure What Matters is a good book but haven't read it (up next for me). BTW, Murray's "CEO Daily" blog is a must read for me - gives me a quick update on what is happening globally in the world of biz. I highly recommend you sign up for it - it's free - and it takes me just one minute each day to scan. There is a link to sign up in the link above.  
  
**My Top 5 (and #1 of 5) Biz Books for 2018** -- With artificial intelligence, machine learning and other technologies transforming the business world, it's never been more important to get in front of change. These top 5 books from 2018, aligned with our 4 Decisions Scaling Up framework (People, Strategy, Execution, and Cash), will help you master the forces that are shaking up the landscape for middle market companies, so you can take advantage of the best new opportunities to scale. BTW, authors for 4 of the top 5 keynoted our Summits this year, which is why we invited them.  
  
**People** -- [*Outrageous Empowerment: The Incredible Story of Giving Employees Their Brains Back*](https://gazelles.infusionsoft.com/app/linkClick/47979/79baa3636cc090e3/49295777/facae8446d03d690) by Ron Lovett.  
  
This is my top pick for 2018. Lovett went from private security guard, to the rich and famous, to founder of his own security company with 1,500 employees (which he recently sold for 24x earnings). His secret: Getting rid of all middle managers and letting frontline employees think through decisions for themselves. Employees don't quit companies. They quit bad bosses. And the best way to fix this problem is to eliminate all the bosses! Lovett will help you find the courage to pare away that non-essential layer of bureaucracy, which is costing you 30% of your payroll, and free your team to excel. Lovett's firm embodies what I consider the organizational structure for the 21st Century. For more details, and a glimpse into one of his many frontline employee stories, watch this excerpt from his presentation at our [ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/47971/ec469ec7b8b62ce3/49295777/facae8446d03d690)  
  
**Strategy --** [***Prediction Machines: The Simple Economics of Artificial Intelligence***](https://gazelles.infusionsoft.com/app/linkClick/47981/fcc6e505dee90a42/49295777/facae8446d03d690) by Ajay Agarwal, Joshua Gans and Avi Goldfarb.  
  
Artificial Intelligence was the #1 biz topic of 2018. Yet how do "mere mortal" mid-market firms think through how to put it to work in a practical way? The key is in the title of this powerfully practical book: prediction. Where in your company would knowing something more quickly make or save you significant money/time - like when you're about to lose a big customer or your best employees are ready to jump ship? Once you read it, head to the authors' 2-day workshops in Toronto. They're the best insurance policy you can find against being disrupted out of existence by a 22-year-old in Silicon Valley (or Toronto!).  
  
**Execution --** [***Great at Work: How Top Performers Do Less, Work Better, and Achieve More***](https://gazelles.infusionsoft.com/app/linkClick/47983/9b99f3d95b13b927/49295777/facae8446d03d690) by Morten Hansen  
  
It's no accident that Hansen, a leading management thinker and professor at UC Berkeley, was also the co-author of what I consider Jim Collins' best book, Great by Choice. Now Hansen has written a book of his own, delivering a significant update to the 7 Habits of Highly Effective People in. Every company needs not just a few top performers producing but everyone knocking it out of the park. This book will show leaders how to educate everyone on their team to execute better.  
  
**Cash --** [***Blitzscaling: The Lightning-Fast Path to Building Massively Valuable Companies***](https://gazelles.infusionsoft.com/app/linkClick/47985/7f3be14da26501b7/49295777/facae8446d03d690) by Reid Hoffman and Chris Yeh  
  
Blitzscaling details the "hacks" you need to grow really, really fast to capture a market quickly with a paradigm shifting idea. And because of this need for speed you need a really strong culture. There are blitzscaling opportunities in every company. Put together a team of two or three people, spending a few days a week, to identify and exploit a blitzscaling opportunity within your own firm. You'll have a shot at unleashing massive growth this year with a side project that could generate more cash value than your core business.  
  
**The One I Missed --** [***Why Greatness Cannot Be Planned:  The Myth of the Objective***](https://gazelles.infusionsoft.com/app/linkClick/47987/b3b715c64a91d501/49295777/facae8446d03d690) by Kenneth O.O. Stanley and Joel Lehman  
  
Published in 2015, I just discovered this jewel of a book, which is challenging my own business thinking more than any recent book. If you really want to scale your business, you have to let go of some of your business objectives and allow serendipity to take hold. Stanley and Lehman have made a compelling case that too much adherence to objective-setting can blind you to the real opportunities to scale-and that medium-term goals can be dangerous to your business. Nonetheless, they haven't thrown out short-term goals. You need to know your next step. If you're looking for a book that challenges the conventional wisdom and will shake up your thinking, you won't want to miss this insightful read.  
  
**Personal Development Book** -- and I would be remiss if I didn't encourage everyone to read Rabbi Stephen Baars outstanding 2018 book [***WIN.: Change Your Thinking, Change Your Destiny***](https://gazelles.infusionsoft.com/app/linkClick/47989/3e8e719a0bad396f/49295777/facae8446d03d690). His 2-minute YouTube video on "[how to deal with the village idiot](https://gazelles.infusionsoft.com/app/linkClick/47959/5bbbfb31509f298f/49295777/facae8446d03d690)" is a classic view of what it takes to succeed.  
[CLICK HERE](https://gazelles.infusionsoft.com/app/linkClick/47961/768e5425c5edd8fc/49295777/facae8446d03d690)  
  
**Happy Holidays** - I'll be back after the first of the year with these insights. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/49295777/facae8446d03d690).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**   
  
[**ScaleUp Summit Spring 2019**](https://gazelles.infusionsoft.com/app/linkClick/47031/a21231d2103d0fb4/49295777/facae8446d03d690)Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://gazelles.infusionsoft.com/app/linkClick/47033/9fa13c4f2a95d264/49295777/facae8446d03d690)Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://gazelles.infusionsoft.com/app/linkClick/47705/28f4ad360d636b73/49295777/facae8446d03d690)Jan 20-21, 2019  
Jan 29-30, 2019  
  
[Scaling Up Master's Program](https://gazelles.infusionsoft.com/app/linkClick/47915/91f94d25c7394b7b/49295777/facae8446d03d690)12-month Fasttrack Program  
[London](https://gazelles.infusionsoft.com/app/linkClick/47917/3ea1c85bd6edd8b2/49295777/facae8446d03d690), UK  
16-18 Jan, 2018  
  
[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/49295777/facae8446d03d690)  
  
[Amsterdam - Jan 9, 2019](https://gazelles.infusionsoft.com/app/linkClick/47707/354589df0c7fa99b/49295777/facae8446d03d690)   
[Philadelphia, PA - Jan 16, 2019](https://gazelles.infusionsoft.com/app/linkClick/46779/f00d110001b698a8/49295777/facae8446d03d690)   
[Scottsdale, AZ -  Jan 17, 2019](https://gazelles.infusionsoft.com/app/linkClick/47083/c2a63245d42aa60d/49295777/facae8446d03d690)   
[San Francisco, CA - Jan 24, 2019](https://gazelles.infusionsoft.com/app/linkClick/44576/d26f9f572f65d8d0/49295777/facae8446d03d690)  
[Amsterdam - Jan 24, 2019](https://gazelles.infusionsoft.com/app/linkClick/47709/85938808327705d9/49295777/facae8446d03d690)  
[Atlanta, GA - Jan 30, 2019](https://gazelles.infusionsoft.com/app/linkClick/47179/00e85a0c296ad5ae/49295777/facae8446d03d690)  
[Ann Arbor, MI - Jan 31, 2019](https://gazelles.infusionsoft.com/app/linkClick/47491/96cfa25f1685268c/49295777/facae8446d03d690)  
[Research Triangle Park, NC - Feb 19, 2019](https://gazelles.infusionsoft.com/app/linkClick/47377/8c937353a5dd2992/49295777/facae8446d03d690)  
[Sydney, Australia - Feb 20, 2019](https://gazelles.infusionsoft.com/app/linkClick/47379/e315fc6bc8ceb17c/49295777/facae8446d03d690)  
[Dallas, TX - Feb 21, 2019](https://gazelles.infusionsoft.com/app/linkClick/47495/14b5803b4397655d/49295777/facae8446d03d690)   
[Los Angeles, CA - Feb 28, 2019](https://gazelles.infusionsoft.com/app/linkClick/46271/fb60d8c6238adba3/49295777/facae8446d03d690)   
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 **COACHING:**   
  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/49295777/facae8446d03d690).   
  
**TECHNOLOGY:**   
  
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Daring Caution Approach to Pricing - Robert Sherlock   
Fearless Leaders - Cathy Greenberg   
How to Create Leadership at Every Level - David Marquet   
Mastering the Complex Sale - Jeff Thull   
Nail It Then Scale It - Paul Ahlstrom   
Sumo Advantage - Bernie Brenner   
The Seven Imperatives of Great CEO's - John Wilson   
Why Growth Companies Stop Growing - Dave Power   
  
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