**01/05/2017
Zuckerberg’s Priority; Cowboy’s Creed; #1 Chamber; Jan 11 Webinar**

"...insights for agile scaleups"

**HEADLINES:**

**PLEASE NOTE: Gazelles HQ has moved to Florida - however, PLEASE don't mail us anything - we're totally virtual with no place to put stuff. ☺**

**Live Webinar Wed Jan 11 --** want to 10x your growth? Exponential Organizations author Salim Ismail is hosting a free webinar next Wed at 12pm ET - more info below.

**Zuckerberg's 2017 Priority -- each year Facebook's founder chooses a personal development goal and this year it focuses on raising his understanding of his customers - something all of us must continue to do.** [Here is an excerpt from his Facebook post](https://gazelles.infusionsoft.com/app/linkClick/30480/5aaced6fd9716855/35923564/48dc352bda659909) **this week:**

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| Every year I take on a personal challenge to learn new things and grow outside of my work. In recent years, I've run 365 miles, built a simple AI for my home, read 25books and learned Mandarin. My personal challenge for 2017 is to have visited and met people in every state in the US by the end of the year. After a tumultuous last year, my hope for this challenge is to get out and talk to more people about how they're living, working and thinking about the future. Going into this challenge, it seems we are at a turning point in history. For decades, technology and globalization have made us more productive and connected. This has created many benefits, but for a lot of people it has also made life more challenging. This has contributed to a greater sense of division than I have felt in my lifetime. We need to find a way to change the game so it works for everyone. My work is about connecting the world and giving everyone a voice. I want to personally hear more of those voices this year. It will help me lead the work at Facebook and the Chan Zuckerberg Initiative so we can make the most positive impact as the world enters an important new period.  |

For the complete posting [go to this link](https://gazelles.infusionsoft.com/app/linkClick/30482/578793877265725d/35923564/48dc352bda659909).

**What is your personal growth challenge for 2017? Our One-Page Personal Plan (OPPP) can help you outline your personal goals - get a copy along with the instructions for filling out at** [www.scalingup.com](https://gazelles.infusionsoft.com/app/linkClick/30484/9ad56d6b07a3b06c/35923564/48dc352bda659909) **- all complimentary.**

**Players Creed Key to Cowboy's Success? --** with the second best record in the National Football League, the Dallas Cowboys are crediting a new "players creed" crafted by a select group of teammates. **Notes this** [*SportsDay* article](https://gazelles.infusionsoft.com/app/linkClick/30486/c8e3d4173b3ff9ed/35923564/48dc352bda659909):

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| Twenty-one sentences, 174 words are printed on a navy blue board that stands about 5 feet tall and 3 feet wide. It is removed, shipped over to AT&T Stadium and secured to the wall inside the Cowboys' locker room during home games.  |

The equivalent of core values, as the Cowboys describe the creed, they keep them secret, not allowing them to be printed in the media or photos taken. And to seal the deal, every player on the roster signed and placed their fingerprint on the creed. [Please take 2 minutes to read](https://gazelles.infusionsoft.com/app/linkClick/30488/a1d9e480ad171e97/35923564/48dc352bda659909). about how the creed was created and the impact it's having on the team - proving once again that a strong culture driven by a set of core values is important. Thanks to Erik Darmstetter, CEO of Office Furniture Liquidations of San Antonio, for sharing this story.

**75-Year-Old Non-Profit Soars (Gazelles case study) -- my latest** [*Huffington Post* article](https://gazelles.infusionsoft.com/app/linkClick/30490/1bd0cf9031f618fd/35923564/48dc352bda659909) highlights **how The North Carolina Chamber turned around its finances and focus-and tripled its revenue without adding staff. Using the One-Page Strategic Plan and engaging the services of Gazelles Certified Coaching partner Jim Jubelirer,the chamber was just named in October the "State Chamber of the Year" Award from the national Council of State Chambers. Please take 2 minutes to read how the chamber also adopted the Topgrading method of hiring A-Players, updated their core values, and implemented the daily huddle to drive communication. Our Gazelles Social Initiative is focused on helping non-profits scaleup like for-profit firms. Let us know if we can help.**

**Scaling Up 2nd Best Selling Book in Spanish -- according to Amazon** Scaling Up was #2 of the Top 10 b**ooks printed in Spanish in 2016, just behind the latest Harry Potter book. This** [El Economista article](https://gazelles.infusionsoft.com/app/linkClick/30492/145f7ebe81d39064/35923564/48dc352bda659909) **highlights the complete Top 10 list. Thanks to Daniel Marcos, our marketing partner in Latin America, for helping to drive these amazing results. And it proves how hungry for growth the firms are in this region of the world.**

**10X Your Company Webinar -- There are 10 attributes of organizations growing exponentially. Next week Salim Ismail, the expert on exponential growth, is going to host a** [LIVE Webinar](https://gazelles.infusionsoft.com/app/linkClick/30494/6d746221a06e0aba/35923564/48dc352bda659909) **to share these attributes with you and your team so you can 10x your business model for 2017. Join Salim Ismail Wednesday, January 11th for this Live Webinar that will help you 10x your growth strategy. This webinar has limited seating please reserve your spot here:**

**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@align5.com

**EDUCATION:** [Scaling Up Course Online](https://gazelles.infusionsoft.com/app/linkClick/30496/1ffd467d8bacb9a2/35923564/48dc352bda659909)

**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/35923564/48dc352bda659909)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/35923564/48dc352bda659909)

Have Big Plans to Execute in 2017? Learn how to use the proven Rockefeller Habits 2.0 tools and strategies to scale up smarter.

[Philadelphia, PA - Jan 10, 2017](https://gazelles.infusionsoft.com/app/linkClick/22366/38b3737c59779edc/35923564/48dc352bda659909)
[Orange County, CA - Feb 17, 2017](https://gazelles.infusionsoft.com/app/linkClick/30478/874785c5994c47dd/35923564/48dc352bda659909) **Las Vegas, NV - Mar 1, 2017
Bethlehem, PA - Mar 2, 2017
Mexico CIty, MEX - Mar 9, 2017
Merida, Yucatan MEX - Mar 16, 2017**[Los Angeles, CA - Mar 16, 2017](https://gazelles.infusionsoft.com/app/linkClick/30498/388fa8024c642bb6/35923564/48dc352bda659909) **NJ/NYC area - Mar 21, 2017
Fort Lauderdale, FL - Mar 21, 2017
Kelowna, BC - Mar 22, 2017
Baton Rouge, LA - Mar 23, 2017
Charlotte, NC - Mar 23, 2017
Edmonton, AB - Apr 6, 2017
San Diego, CA - Apr 11, 2017
Ashville, NC - Apr 19, 2017
Columbus, OH - Apr 20, 2017
Vancouver, BC - Apr 25, 2017
Kansas City, MO - Apr 26, 2017**
**Dallas, TX - May 16, 2017
Halifax, NS - Jun 6, 2017
Montreal, QB - Jun 6, 2017
Los Angeles, CA - Jun 20, 2017
Ciudad Juarez, Chihuahua, MEX - Jun 22, 2017**

[**Gazelle's Growth Institute® Online Executive Education**](https://gazelles.infusionsoft.com/app/linkClick/2334/86091e581d92f575/35923564/48dc352bda659909)

**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/35923564/48dc352bda659909) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/35923564/48dc352bda659909) **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 **or 877.217.2253 ext.700.**

**TECHNOLOGY:**

**Align Software puts everyone on the Same Page - Literally! 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/15042/23f5aa6c33e2a83c/35923564/48dc352bda659909) **- on your computer and on your phone.**

**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/35923564/48dc352bda659909)**.**

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

**Online Master Practitioner Certification courses**

[Topgrading](https://gazelles.infusionsoft.com/app/linkClick/8242/5a471e27c5cc1fd9/35923564/48dc352bda659909)
[Mastering the Rockefeller Habits](https://gazelles.infusionsoft.com/app/linkClick/8244/762eb4951a09e19f/35923564/48dc352bda659909)

**Summits & Conferences**

[Great Game of Business with Jack Stack](https://gazelles.infusionsoft.com/app/linkClick/69/d2bf49acd1f0deba/35923564/48dc352bda659909)

Did you miss previous insights? - [read here](https://gazelles.infusionsoft.com/app/linkClick/1454/4ad6cafb5f3ebc7e/35923564/48dc352bda659909)

Read Verne's Insights on Kindle [http://www.amazon.com/gp/product/B003SX13YI](https://gazelles.infusionsoft.com/app/linkClick/3090/6be7dd762ad2cf02/35923564/48dc352bda659909)

[Sign up for Verne's Weekly Insights](https://gazelles.infusionsoft.com/app/linkClick/3092/dc3114656dd34554/35923564/48dc352bda659909)

**01/12/2017
Father of Influence; Boomerangs; Living RICH; Feb 24 Social Sector**"...insights for agile scaleups"

**HEADLINES:**

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| No psychologist's research has been used more often or successfully than that of Robert Cialdini, who literally "wrote the book" on influence. Now, he's done it again, showing us the power of the moment before an attempt to persuade. This is classic Cialdini -- authoritative, original, and immediately practical.  |
|    | Richard H. Thaler, University of Chicago  |

**Social Sector Organization?  -- we're hosting our next Scaling Up workshop exclusively for non-profits Feb 24th in Phoenix (North Carolina Chamber of Commerce named #1 in US using our tools and coaching). More below, but first...**

**Hard to Influence...**if no one is there! We use LiveAdmins to welcome our website guests. More below, but second...

**Father of Influence --** for the first time in a decade Robert Cialdini, the author of the epic classic Influence, has advanced the field with his new book Pre-Suasion: A Revolutionary Way to Influence and Persuade. He's discovered **that the** best persuaders do something just prior to trying to persuade that dramatically increases their effectiveness. It's subtle, but if you master then you win big. His opening story about the home alarm sales person who does one thing consistently to build trust before trying to persuade is a classic example. Read this book cover to cover - then read it again. GPro and book club members will receive a copy next week.

**Cialdini Opening Keynote -- read his book and/or come hear him live! We're excited that Robert Cialdini, one of the world's top thought leaders, is our opening keynote for the upcoming** [ScaleUp Summit in San Antonio May 23 - 24](https://gazelles.infusionsoft.com/app/linkClick/30638/ffca1622f77f1914/36105514/222099a803096ae9)**, followed by another one-day** [Scaling Up User Conference](https://gazelles.infusionsoft.com/app/linkClick/30640/252aa558a734c282/36105514/222099a803096ae9)**. Join 1000+ CEOs and leaders of growing firms focused on out-learning their competition - and sharing best practices in implementing the Rockefeller Habits 2.0. FYI, you can still receive Priority Seating and an invitation to the Private Speaker Lunch if you register by next Friday Jan 20. Space is limited and with just a deposit of $250/seat you'll be guaranteed seating in the front-third of the room (equivalent of "orchestra" seating). You and your team will also receive an invitation to join the "father of influence" Robert Cialdini plus other speakers for a private lunch on Tuesday.**

**"Boomerangs" Lend Influence --** this is the label for baby boomers who retire and then go back to work for their same firm part-time - maybe just a day a week (giving them a six-day weekend!). Notes this [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/30642/3a8a9a7474fa196f/36105514/222099a803096ae9):

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| ***Perhaps most important, management realizes that the biggest value of boomerangs lies in teaching the formal and informal ropes of the business to newer generations of workers. "New talent needs to be mentored as they come in the door," Ms. Ramsay said. "Previous employees mentor incoming employees."***  |

Maybe this is an option for your firm and a way to extend the institutional knowledge that is often lost when employees retire.

**Living R.I.C.H -- last week I highlighted how the Dallas Cowboys football team credits their success this season to the impact of their "player creed." Dina Dwyer-Owens of Undercover Boss fame (and past Summit keynote) has similarly guided her global organization to $1.4 billion by leading with a set of core values. The Dwyer Group, a collection of 2,700 franchise owners spanning 14 service brands and 11 countries, lives by a credo "Living R.I.C.H." which serves as an acronym for their four core values. This** [*Inc.*](https://gazelles.infusionsoft.com/app/linkClick/30644/0a758b55e3f83eb1/36105514/222099a803096ae9) **article highlights the 6 keys to using core values effectively to influence performance. Note's Dina:**

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| Great leaders don't use rules as a means to keep people down. Instead, they look at values as principles that are meant to lift people up.  |

**Please take 2 minutes to scan down through the 6 keys including a link to her "Create Your Culture Workbook."**

**Social Sector Workshop -- do you work with a non-profit trying to scaleup? Hundreds of non-profits successfully use our Rockefeller Habits 2.0 tools to scaleup their organizations and make them easier to lead and manager - like the North Carolina Chamber I highlighted last week. We have made an effort to modify our tools to fit the social sector and are hosting our 3rd social sector workshop** [on February 24th in Phoenix](https://gazelles.infusionsoft.com/app/linkClick/30646/df9bf67aa524f833/36105514/222099a803096ae9)**.**

**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/30648/d9f025a9628f5bf2/36105514/222099a803096ae9) **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 significantly increase sales and enhance visitor experience for over a decade like they have Gazelles.** [For more info](https://gazelles.infusionsoft.com/app/linkClick/30650/9d7735716511af25/36105514/222099a803096ae9)**.**

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[**ScaleUp Summit 2017**](https://gazelles.infusionsoft.com/app/linkClick/30652/22b0bbba20d555d6/36105514/222099a803096ae9) **San Antonio, TX - May 23-24, 2017**

[**Scaling Up User Conference 2017**](https://gazelles.infusionsoft.com/app/linkClick/30654/fc095e1da3d5eee4/36105514/222099a803096ae9) **San Antonio, TX - May 25, 2017**

[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/36105514/222099a803096ae9)

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[Phoenix - Social Sector - Feb 24, 2017](https://gazelles.infusionsoft.com/app/linkClick/30668/197112ca8e822b79/36105514/222099a803096ae9)
[Las Vegas, NV - Mar 1, 2017](https://gazelles.infusionsoft.com/app/linkClick/30664/ff946b6b9b839cf0/36105514/222099a803096ae9)
[Bethlehem, PA - Mar 2, 2017](https://gazelles.infusionsoft.com/app/linkClick/30658/376618de113ee421/36105514/222099a803096ae9)
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[NY Metro - Mar 21, 2017](https://gazelles.infusionsoft.com/app/linkClick/30656/9cdba88d50f4603c/36105514/222099a803096ae9)
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**San Diego, CA - Apr 11, 2017
Raleigh, NC - Apr 19, 2017
Columbus, OH - Apr 20, 2017
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Kansas City, MO - Apr 26, 2017
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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/36105514/222099a803096ae9) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/36105514/222099a803096ae9) **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 **or 877.217.2253 ext.700.**

**TECHNOLOGY:**

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**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/36105514/222099a803096ae9)**.**

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[Great Game of Business with Jack Stack](https://gazelles.infusionsoft.com/app/linkClick/69/d2bf49acd1f0deba/36105514/222099a803096ae9)

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Read Verne's Insights on Kindle [http://www.amazon.com/gp/product/B003SX13YI](https://gazelles.infusionsoft.com/app/linkClick/3090/6be7dd762ad2cf02/36105514/222099a803096ae9)

[Sign up for Verne's Weekly Insights](https://gazelles.infusionsoft.com/app/linkClick/3092/dc3114656dd34554/36105514/222099a803096ae9)

 **01/19/2017**

**Airbnb's Soul; 10 Great Logos; Tim Ferriss's 3 Tips; CEO Boot Camp #2**

"...insights for agile scaleups"

**HEADLINES:**

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| This program provides one of the best platforms to access the minds of great entrepreneurs (and Verne) to help identify and explore ways to solve the constraints in both my industry and company.  |
|    | Steve Hall, CEO Boot Camp participant  |

**Next CEO Boot Camp  -- the first, held last week, scored a 9.8 out of 10 - the next is March 7 - 10 for ten CEOs. More details below, but first...**

**Airbnb Finds its Soul --** do "unicorns" do all this purpose stuff? Fortune's Leigh Gallagher has an upcoming book titled The Airbnb Story (out Feb 14). Notes this excerpt in [***Fortune***](https://gazelles.infusionsoft.com/app/linkClick/30674/4209f2756fd8362c/36186848/b3406bcb775ee76c):

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| ***Sometime in 2013, Airbnb started thinking about reorienting its entire mission and center of gravity to better articulate the elements that made using its platform so unique. Douglas Atkin, the company's new global head of community, began by posing the questions, "Why does Airbnb exist? What's its purpose? What's its role in the world?" The answers to those questions, as Atkin puts it, would become "the rudder that guides the whole ship."***  |

**Airbnb Tagline/Logo --** Answering these questions (above) led to its tagline "belong anywhere" and its new logo/symbol. [Take 2 minutes to watch the video](https://gazelles.infusionsoft.com/app/linkClick/30676/688763429c480385/36186848/b3406bcb775ee76c) and then scan the extensive excerpt to see the four things the new logo represents and how they arrived at their purpose (and initially didn't like). They wrestled with this decision like all entrepreneurs - but when they got it right it drives lots of decisions and the culture of the company.

**Tim Ferriss's 3 Branding/Marketing Tips -- 4-hour guru Tim Ferriss does what Ferriss does best - get to the essence of something quickly. The three:**

1. Own a category
2. Don't make a product for "everyone"
3. Forget "branding"

Take 30 seconds to read the details in this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/30678/a631736f5c5ff806/36186848/b3406bcb775ee76c).

**Need a New Logo? --** do you have your own Nike-like "swish"? The iconic S-curve is ours. [*Fortune*'s 10 "Breakthrough Brands" in 2017](https://gazelles.infusionsoft.com/app/linkClick/30680/3bc320ebdadeb3cd/36186848/b3406bcb775ee76c) all have distinct logos. Take 1 minute to scan down through the list and then head to the drawing board.

**Leaders are Readers -- the US swears-in a new President tomorrow. With the changing of guard (generally peaceful ☺), lots of stories are reflecting on President Obama's term. Notes this** [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/30682/fa87e6c81d913cba/36186848/b3406bcb775ee76c)**:**

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| Not since Lincoln has there been a president as fundamentally shaped - in his life, convictions and outlook on the world - by reading and writing as Barack Obama.  |

**Even some good science fiction was helpful to Obama. One of my insight readers suggested some "speculative fiction" and I immensely enjoyed** Ready Player One over **the holidays.** [Take 3 minutes to scan down through the article](https://gazelles.infusionsoft.com/app/linkClick/30684/982ada19988fb46e/36186848/b3406bcb775ee76c) **to pick up some excellent book recommendations.**

**CEO Boot Camp #2 -- given the enthusiastic evaluations by the first 10 CEOs (half over $80 million, half under) we're hosting a second Boot Camp March 7 - 10 at the beautiful** [Marathon Retreat](https://gazelles.infusionsoft.com/app/linkClick/30686/3ab72306cf9fe738/36186848/b3406bcb775ee76c) **in Marathon, Florida (two hours south of Miami in the Keys). Four of the seats are already spoken for, so six remaining. Notes Jennifer Lyle, CEO of STS Healthcare:**

|  |
| --- |
| Thank you so much for this experience. I have come back feeling excited and empowered with a clear game plan for 2017. Working one on one with you (Verne) was a highlight as were John's (Ratliff) stories. The content was presented in such a way that it really became actionable.  |

**Arriving Tuesday evening March 7 (6:00pm) for cocktails, dinner, and opening session (CEOs went deep fast) the program is structured each day Wednesday - Friday:**

|  |
| --- |
| **9am - 1:30pm - Structured content and guided discussions** **2:30pm - 5:30pm - One-on-One's with Verne - along with think and sun/activity time** **6:00pm - Cocktails then dinner** **8pm - ? - In and around hot tub where the real problems are solved!**  |

**CEOs can depart Friday afternoon or stay the entire weekend to further decompress for no additional charge ($7500 all-inclusive of food and accommodations). Concluded Tom Bemiller, CEO The Aureus Group:**

|  |
| --- |
| It was the best education experience I've ever had.  |

**Email Tanya Fraser if interested** tfraser@gazelles.com**.**

**Executive and Forum Retreats -- looking for a 9 bedroom plus loft venue on the water in the Florida Keys with multiple pools, meeting spaces, board room, fully stocked bar, hot tub, etc. for your next forum or executive retreat then consider Marathon Retreat owned by YPOer John Ratliff. His** [place](https://gazelles.infusionsoft.com/app/linkClick/30688/48d1356b14ec8bd8/36186848/b3406bcb775ee76c) **is designed specifically for these kinds of retreats and has six bedrooms plus a loft. I bought the place next door on the lake (200 ft. dock) with three additional in suite bedrooms.**

**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@align5.com

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[**ScaleUp Summit 2017**](https://gazelles.infusionsoft.com/app/linkClick/30652/22b0bbba20d555d6/36186848/b3406bcb775ee76c) **San Antonio, TX - May 23-24, 2017**

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**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/36186848/b3406bcb775ee76c)**.**

**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/36186848/b3406bcb775ee76c) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/36186848/b3406bcb775ee76c) **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 **or 877.217.2253 ext.700.**

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How to Create Leadership at Every Level - David Marquet
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Nail It Then Scale It - Paul Ahlstrom
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Why Growth Companies Stop Growing - Dave Power

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 **01/26/2017

Elon's No; Ferriss's Yes; Mastering Leadership; Driving Customers; Feb 1 Webinar**
"...insights for scaleups"

**HEADLINES:**

|  |
| --- |
| This book is a testimony that love and power and clear purpose can co-exist.  |
|    | Peter Block on Mastering Leadership  |

**Raise Industry Visibility  -- member of a trade association? Want to earn some kudos? Rockefeller Habits practitioner? Consider recommending me to keynote your industry's annual convention and highlight your firm from the stage. I'm usually the #1 rated keynote, particularly in the opening or closing spot.** [Here's info](https://gazelles.infusionsoft.com/app/linkClick/30826/f2a2f806eed4f27d/36276216/21878c4bf28c6368) **you can share with the trade association leadership. Thank you.**

**If not "Hell Yeah" then No --** this [*1-minute Tim Ferriss video*](https://gazelles.infusionsoft.com/app/linkClick/30828/2a58f4a5fb7c4dd1/36276216/21878c4bf28c6368) emphasizes the importance of focusing on only the most important decisions.

**Elon Musk's "No" to Customers --** and this [*Inc.* article](https://gazelles.infusionsoft.com/app/linkClick/30830/b1b5f57a01233738/36276216/21878c4bf28c6368) highlights how Elon understands the importance of NOT doing everything customers want and sticking to your strategy. As a result, you may want to lease vs. buy a Tesla. This 1-minute article will explain.

***Mastering Leadership* -- this is the title of the most powerful and practical unified theory on leadership that exists. Subtitled** An Integrated Framework for Breakthrough Performance and Extraordinary Business Results**, co-authors Robert Anderson and William Adams have written a treatise on leadership - don't expect it to be easy reading. GPro and book club members will receive the book next week. Then join 1000+ CEOs and leaders of growth firms in** [San Antonio May 23 - 24](https://gazelles.infusionsoft.com/app/linkClick/30838/04a2f1d42c52d91f/36276256/92057dc777aefaae) **to hear Robert and William keynote our ScaleUp Summit.**

**Taking Stock --** if you're willing to be challenged, go right to "Chapter 13: Unity: Journey's End, Development Turned Upside Down" and read through this short and final chapter - or just go to the end of the chapter and read the four bullet points under "Taking Stock." I'm personally wrestling with bullet point 2:

|  |
| --- |
| ***To what are you attached, that if you let go of, would set you free?***  |

And bullet #4:

|  |
| --- |
| ***Have you ever been introduced to the "you" that pre-dates you, that wants for nothing, that has nothing to lose, and that does not need development and never did?***  |

In the end, leadership is an "inside" job - and their comprehensive assessment process will undercover your constraints and provide a development plan for becoming a great leader.

**Leader "Literally" Driving Customers (Scaling Up Case Study) -- Heath Phillips of the Barracks Townhomes in College Station, Texas, came up with a unique solution for gathering customer insights: He signed up to be a driver with a popular ride-sharing service and started driving for his clients to engage in conversations about his company. Notes Heath in this** [*SmallBizDaily* article](https://gazelles.infusionsoft.com/app/linkClick/30832/a0b054001d395a85/36276216/21878c4bf28c6368) **that his Gazelles coach Rob Simons wrote:**

|  |
| --- |
| As my company has grown I have been forced to continuously withdraw myself from the buyer and resident interaction." That realization ultimately led Heath to "envision what it would look like for the CEO of a company to try and get candid and legitimate feedback from customers.  |

**Take 2 minutes to read some of the surprising things Heath has learned from his customers and whether or not he reveals who he is (and whether he charges them for the ride!).**

**Funniest Culture Video --** [2 minutes of pure satire on Aspen Heights' core values and culture](https://gazelles.infusionsoft.com/app/linkClick/30834/40dc49ac1b68ff16/36276216/21878c4bf28c6368) **- enjoy.**

**Salim's ExO Webinar #2 Feb 1 -- The last webinar was so popular, with time running out on Q&A, that Salim Ismail is hosting a Part 2 webinar next Wednesday. It's important to note that Uber, Airbnb, and Amazon are no longer the only disruptive companies in their industry. Almost every industry has at least one disruptive company making big changes. And all the rest are falling behind.**

**Next week Salim Ismail, the expert on exponential growth, is going to host a second LIVE Webinar to share the 4 essential steps you need to prepare your leadership team to pursue these disruptions. Join Salim Ismail Wednesday, February 1st for this Live Webinar that will help you accelerate your business. This webinar has limited seating please reserve your spot** [here](https://gazelles.infusionsoft.com/app/linkClick/30836/b3b8e477cb5ff3ac/36276216/21878c4bf28c6368)**.**

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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/eba991d1d57b8ce0/36276216/21878c4bf28c6368) **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 **or 877.217.2253 ext.700.**

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**02/02/2017
10 Tech Trends; Zingerman’s Change; Legal Monkeys’ Appreciation Board; Raleigh May 1 - 4**

"...insights for scaleups"

**HEADLINES:**

**ScaleUpU Launches in Raleigh -- are you a high potential growth firm in the Raleigh region? The state of North Carolina wants to know. Apply for this innovative program. More below, but first...**

**Because it's Easier/Faster --** more than half of all internet sales growth in the US in 2016 came from Amazon according to this [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/31410/6d62c116e087f844/36469488/8e9bb91476aef9ee). And Amazon accounted for 43% of ALL online sales - incredible. Notes Slice principal analyst Ken Cassar:

|  |
| --- |
| ***Amazon maintains an obsessive focus on removing every pain point from the buying process. This is clearly exemplified with its Prime program, with free, reliably quick shipping.***  |

**The article goes on to note that Amazon is able to deliver packages in an average of 3.4 days vs. 5.6 days for everyone else. What are you doing to maintain an obsessive focus on removing every pain point in your customer buying and delivery experience? Bring this question to your weekly meeting - every week!**

**X-Prize Founder's Top 10 Tech Trends -- Peter Diamandis has published his** [Top 10 tech trends for 2016](https://gazelles.infusionsoft.com/app/linkClick/31412/fda29e5fb3c1b483/36469488/8e9bb91476aef9ee)**. Go to p.2 to scan down the list of ten then to p.20 to dig into the Artificial Intelligence details. Please start figuring out which apps/partners you need to add AI to your products/services. You won't need to make it happen this year, but you need to start.**

**Zingerman's Change Process Now in Writing -- Zingerman's, the $60 million "best deli in the world" co-founded by anarchist Ari Weinzweig, has the best change management process I've even seen - something Ari guided our audience through at last year's ScaleUp Summit. Ari has finally written down the process for getting employees to own their suggestions and drive improvement ideas through an organization - they create the vision, they get the buy-in, and they drive the improvement - plus it's fun.** [Go to this link](https://gazelles.infusionsoft.com/app/linkClick/31414/56e64590391611db/36469488/8e9bb91476aef9ee) **to purchase this powerful (and well-illustrated) step-by-step pamphlet for driving bottom line change.**

**Legal Monkeys' Appreciation Board (Gazelles idea of the week) --** mentioned alongside Southwest Airlines and DreamWorks in this [*Entrepreneur* article](https://gazelles.infusionsoft.com/app/linkClick/31416/273ae95eb5304ae8/36469488/8e9bb91476aef9ee), Rockefeller Habits fans Legal Monkeys took an idea for an Appreciation Board from their Gazelles coach Andy Bailey and ran with it. It's an 8x10 picture frame where any employee can use a dry erase market to write a note of appreciation and then present it to another associate for display on their desk. [Here's a 2-minute video](https://gazelles.infusionsoft.com/app/linkClick/31418/8f42fe159f18a12c/36469488/8e9bb91476aef9ee) (I like to see how other companies produce/use video) by CEO Corey Cormier where he shows a board, how it's presented, and then how they extend the appreciation through Facebook and other social media. He also explains how it ties back to their core values - and you also get to see video of their daily huddle. Nicely done Corey and team!

**Join me at InfusionSoft's ICON -- I'll be keynoting the center of the single largest community of small business owners and marketers from around the world. Gazelles preferred CRM and Rockefeller Habits fan, InfusionSoft's gathering of over 10,000 biz leaders provides some top notch education and entertainment. April 25 - April 27 2017 • Phoenix, Arizona** [Register now](https://gazelles.infusionsoft.com/app/linkClick/31420/98110ceb644c21d7/36469488/8e9bb91476aef9ee) **and get $100 off!**

**ScaleUpU Launches in Raleigh -- following the successful launch of** [ScaleUpU](https://gazelles.infusionsoft.com/app/linkClick/31422/df34012d0684be93/36469488/8e9bb91476aef9ee) **in Kansas City, serial entrepreneur and author Randy Nelson, champion for North Carolina, is seeking applications for the first 15 high potential growth firms in the Raleigh region for a May 1 - 4 launch of the inaugural "Class of 2019." Supported by RedHat, this program honors (including extensive media) the best scaleups in the region and takes them through, with the support of the local community, a 36-month process of education, coaching, and tech support to double their revenues. For more info contact Randy Nelson at** randyhnelson@msn.com **and** [visit this link](https://gazelles.infusionsoft.com/app/linkClick/31424/2d2a773473505c63/36469488/8e9bb91476aef9ee)

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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/36469488/8e9bb91476aef9ee) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/36469488/8e9bb91476aef9ee) **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 **or 877.217.2253 ext.700.**

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**02/09/2017
Buffett's Top 10; Growth Paradox; Founder's Mentality; CEO Boot Camp**"...insights for scaleups"

**HEADLINES:**

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| ***Growth creates complexity, and complexity is the silent killer of growth.***  |
|    | **Chris Zook, *The Founder's Mentality***  |

**How to Grow Beyond $10 Million (Gazelles case study) -- Ryan Allis, CEO of Connect, has a series of articles on how to grow a business - and they are excellent.** [This one on strategy](https://gazelles.infusionsoft.com/app/linkClick/32052/bd5de82d30f0374b/36752346/15001da1739edcd5) **notes that there is a single question you must answer:**

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| ***The one thing we’ll do better than any other company in the world is...***  |

**What is that for your company? A fan of the Rockefeller Habits and the One-Page Strategic Plan, Ryan lists 11 concise execution lessons for scaling beyond $10 million at the bottom of the** [article](https://gazelles.infusionsoft.com/app/linkClick/32054/9ca6417ce7abba49/36752346/15001da1739edcd5)**. It's worth 4 minutes to read the article (at least the opening paragraph - more complete definition of strategy) and 1 minute to check out the 11 tips. Very practical. Thanks to Gazelles coach Rich Manders for pointing me to Ryan's teachings.**

**The Paradox of Growth --** Chris Zook's opening quote above summarizes well this paradox of growth. A partner in Bain & Company, Zook's new book The Founder's Mentality notes that "only about one company in nine has sustained more than a minimum level of profitable growth during the past decade." And its internal factors vs. the market that 85% of executives blame for the shortfall in growth. Notes Zook:

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| ***You can't sustain profitable growth in a competitive market if you're a disaster internally, and you can't maintain a high-performance culture internally for long if you're failing in the marketplace.***  |

There's the paradox. [Zook's book](https://gazelles.infusionsoft.com/app/linkClick/32056/d94596e39c2e5193/36752346/15001da1739edcd5), which GPro and book club members will receive, takes a look inside the company - and at the mentality that works best to excel. His previous four books looked at the external strategy game, including his groundbreaking book Profit from the Core which Michael Dell used to crush Compaq.

**The Founder's Mentality -- so what is it? The good news is that the Rockefeller Habits covers what Zook suggests is needed to run great internally. And to drive this discipline he suggests adopting a founder's mentality which constitutes a key source of competitive advantage and consists of three main traits:**

1. **An insurgent's mission**
2. **An owner's mindset**
3. **Obsession with the front line**

**Zook is keynoting the** [ScaleUp Summit May 23 - 24 San Antonio](https://gazelles.infusionsoft.com/app/linkClick/32058/b4ec513bb891acb4/36752346/15001da1739edcd5) **and I'm asking him to share his best secrets for both internal and external strategy. If reading the book in advance, I would go right to p. 77 and read the first few pages of "Combatting Overload." Then read the Introduction - excellent overview.**

**Buffett's Best Advice -- Warren actually endorsed a book about himself titled *Warren Buffett's Ground Rules* by Jeremy Miller. This** [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/32060/9827bdb1680b2a95/36752346/15001da1739edcd5) **(and 2-minute interview of Miller) highlights 10 of Buffet's best pieces of advice ever. It's worth taking a minute to scan down through the list. And you can go to :42 of the video for the three best pieces of advice for investing in stocks. I summarize as Team, Price, and Industry Knowledge.**

**You Can Read 200 Books per Year...** in the time you spend on social media. Enough said. This [*QUARTZ* article](https://gazelles.infusionsoft.com/app/linkClick/32062/1473ce46e0ee62ca/36752346/15001da1739edcd5) includes Buffett's advice on success, pointing to a stack of books:

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| ***Read 500 pages like this every day. That's how knowledge works. It builds up, like compound interest. All of you can do it, but I guarantee not many of you will...***  |

The rest of the article describes how Charles Chu took the challenge and figured out how to read more books - and the impact it had. Thanks to Gazelles coach Matt Kuttler for recommending.

**10 Top Influence Experts -- this** [*Huffington Post* piece](https://gazelles.infusionsoft.com/app/linkClick/32064/8a1dadd8fd6a7d77/36752346/15001da1739edcd5) **highlights the top 10 influence experts from 2016 along with their best sales tips - it's a great summary of 10 books that have impacted our understanding of persuasion - worth sharing with your sales and marketing team. And** [#1 is Dr. Robert Cialdini and his book *Pre-suasion*](https://gazelles.infusionsoft.com/app/linkClick/32066/81c8ba2c26d1e568/36752346/15001da1739edcd5) **- we're excited he's keynoting our** [ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/32068/f6ae31f0d8504125/36752346/15001da1739edcd5)**.**

**CEO Boot Camp -- want some one-on-one time while spending 4 fun and deeply interactive days with Verne and 10 CEOs at** [The Marathon Retreat](https://gazelles.infusionsoft.com/app/linkClick/32070/8a6fefd9969492b9/36752346/15001da1739edcd5) **in the Florida Keys March 7 - 10. For more info** tfraser@gazelles.com

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**02/16/2017
Benchmarks; Trust Neuroscience; Daily Huddle; Long Term Benefits; Mexico City March 2**

"...insights for scaleups"

**HEADLINES:**

**Salim Ismail in Mexico City March 2 --** author of ***Exponential*** Organizations, Salim will present live. More info below, but first...

**CEO Boot Camp** -- **spend 4 fun and deeply interactive days with Verne and John Ratliff in** [Marathon, FL](https://gazelles.infusionsoft.com/app/linkClick/32552/005a85006bf11012/36958488/461afd5683cc0904) **March 7 - 10 - 2 seats left. For more info** tfraser@gazelles.com

**Productivity Benchmarks** -- [*Fortune's* Most Admired Companies list](https://gazelles.infusionsoft.com/app/linkClick/32554/dc9e1065f2893efa/36958488/461afd5683cc0904) **is out and Apple is again #1**. Overall, Fortune 500 companies account for $12.5 trillion in revenues, $945 billion in profits, $17 trillion in market value and employ 26.8 million people worldwide. That works out to $466,418 revenue/employee and $35,261 profit/employee. In turn, the average revenue/employee for mid-market firms ($10 million to $1 billion) is $126,000/employee. Pricing and bad processes are the main reasons scaleups are less than a third as efficient in generating revenue than large companies.

**Trust Drives Productivity --** not surprisingly, high-trust organizations outperform low-trust firms as reported in this [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/32556/e8dcc8db61d1eeb9/36958488/461afd5683cc0904). Specifically, people in high-trust companies report:

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| --- |
| ***74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout.***  |

**There are 8 management practices that specifically drive trust, including frequent communication. Notes the article, in support of the daily huddle:**

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| A 2015 [*study of 2.5 million manager-led teams*](https://gazelles.infusionsoft.com/app/linkClick/32558/456f637d84616618/36958488/461afd5683cc0904) in 195 countries found that workforce engagement improved when supervisors had some form of daily communication with direct reports.  |

One of the firms highlighted in the article is Barry-Wehmiller, whose CEO (and author of Everybody Matters) is keynoting our upcoming [ScaleUp Summit May 23 - 24, San Antonio](https://gazelles.infusionsoft.com/app/linkClick/32560/0f53668c0d1da1ad/36958494/b01127e9633f0c9d). Thanks for Steve Hall, founder of DriversSelect, for pointing me to this important article.

**India's Biggest Robot Company Drives Productivity -- with the explosion of online commerce, automating warehouses is big business - and one of the leaders is India-based GreyOrange. This** [BBC News item](https://gazelles.infusionsoft.com/app/linkClick/32562/a8ca433a190b3440/36958488/461afd5683cc0904) **details how two students have built this 650 employee company. Notes co-founder Samay Kohli:**

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| --- |
| A single person would pick about 100 to 120 items in one hour. With our Butler robot, he is able to pick 400 to 500 items every hour.  |

This is how you boost revenue/employee! Mr. Kohli goes on to note:

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| ***Ten years ago, every person did not have a computer, today every person has one computer. We look at robots in that sense: as everyone has one computer, in the future they will have one robot with them to help them do their work better.***  |

**Managing for the Long Term Drives Performance -- this** [McKinsey study](https://gazelles.infusionsoft.com/app/linkClick/32564/c6074d2d16f79ded/36958488/461afd5683cc0904) **which tracked 615 companies between 2001 and 2015 reports that firms which took a long term perspective grew revenues 47% faster and profit 36% faster vs. their peers.**

**Proven Completely Wrong About Productivity** -- **note's this** [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/32566/a8cfbf35f09a2f83/36958488/461afd5683cc0904), Eric Schmidt, Executive Chair of Google, admits he was wrong about the impact of artificial intelligence and now believes that "AI-first" is real. A Google Brain team's focus on recognizing cats in YouTube videos changed Schmidt's mind about the potential for AI to approach human intelligence. What are you doing to explore AI applications in your industry to drive productivity?

**For my friends in Mexico!** -- **The** Scaling Up book continues to rank at the top of Amazon and is frequently purchased with Salim Ismail's Exponential Organizations. If you've had success with the Scaling Up methodology I recommend considering a related and unique opportunity with Salim. [On March 2nd](https://gazelles.infusionsoft.com/app/linkClick/32568/ea52d4048013e9e8/36958488/461afd5683cc0904), our Growth Institute is hosting a summit in Mexico City featuring Salim and his revolutionary approach to business growth. Click [here](https://gazelles.infusionsoft.com/app/linkClick/32570/4bba8da8483fa83c/36958488/461afd5683cc0904) to learn more about the event. Seats are very limited so reserve your spot today.

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[**ScaleUp Summit 2017**](https://gazelles.infusionsoft.com/app/linkClick/30652/22b0bbba20d555d6/36958488/461afd5683cc0904) **San Antonio, TX - May 23-24, 2017**

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[Montreal, QB - Jun 6, 2017](https://gazelles.infusionsoft.com/app/linkClick/32086/839fd32694a006b9/36958488/461afd5683cc0904) **Los Angeles, CA - Jun 20, 2017
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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/36958488/461afd5683cc0904) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/36958488/461afd5683cc0904) **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 **or 877.217.2253 ext.700.**

**TECHNOLOGY:**

**Align Software puts everyone on the Same Page - Literally! 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/15042/23f5aa6c33e2a83c/36958488/461afd5683cc0904) **- on your computer and on your phone.**

**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/36958488/461afd5683cc0904)**.**

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 **02/23/2017**

**#1 Book; Facebook's Purpose; Google's Five Hiring Attributes; Moog Music; Feb 28 Webinar**"...insights for scaleups"

**HEADLINES:**

|  |
| --- |
| Michael Bungay Stanier distills the essentials of coaching to seven core questions. And if you master his simple yet profound technique, you'll get a twofer. You'll provide more effective support to your employees and co-workers. And you may find that you become the ultimate coach for yourself.  |
|    | Daniel H. Pink, author of Drive  |

**Topgrading Case Study Webinar --** Feb 28, 2pm ET - Dr. Brad Smart will present his latest implementation case study on hiring - nothing instructs better than a real world example. More below, but first...

***The Coaching Habit*** -- **this is the title of the** [#1 book on coaching](https://gazelles.infusionsoft.com/app/linkClick/32820/5df6830f258e082b/37161596/86e5bc898c29912b)**, the critical skill which has replaced managing. Michael Bungay Stanier has burst onto the biz guru scene with a sharp intellect and wit, detailing in a very practical way how we can effectively coach someone in 10 minutes using seven questions. Read the opening chapter titled "You Need a Coaching Habit" which highlights the 7 questions - then come hear Michael keynote the** [ScaleUp Summit May 23 - 24, San Antonio](https://gazelles.infusionsoft.com/app/linkClick/32802/c4f9a8694255e7ea/37161596/86e5bc898c29912b) **where he'll share how to put these questions into action.**

**Facebook's Purpose** -- last Thursday [Mark Zuckerberg outlined a more detailed vision for the world](https://gazelles.infusionsoft.com/app/linkClick/32804/78cad0e32e9e546b/37161596/86e5bc898c29912b) and how Facebook will play a role. Take 1 minute to read the first few hundred words of his 6000-word post. It's clear Facebook's Purpose revolves around the idea of creating a "global community" and he details five ways Facebook will support this and why. This [*HBR article*](https://gazelles.infusionsoft.com/app/linkClick/32806/5c505d2978208004/37161596/86e5bc898c29912b) does an excellent job of analyzing and summarizing Mark's thoughts. This kind of broader manifesto to explain your company's vision/purpose is nicely modelled by Mark.

**Mindset More Important Than Talent --** Google and others have discovered that academic performance and testing don't predict lifelong success (accomplishing great things). This [Margaret Heffernan BBC radio show](https://gazelles.infusionsoft.com/app/linkClick/32808/cbc4e1a2c7944364/37161596/86e5bc898c29912b) titled "Is Talent Over-rated" takes a deep look at what does predict success. Having a growth mindset vs. fixed mindset; having grit; being open to feedback; being around the right people and places; and having a great coach do. And the most important attribute? A love of learning!

**Five Attributes Google Found Predicts Success -- At 17:30 into** [Margaret's show](https://gazelles.infusionsoft.com/app/linkClick/32810/2f73296be8ac4dbe/37161596/86e5bc898c29912b) **she comes back to Google and highlights the five things used at Google to screen for the right people including courage and why this is critical! Toward the end Margaret notes the importance of using a very structured approach to interviewing which focuses more on behavioral alignment with values than particular skills - precisely what the Topgrading interview gives you. If you're a parent, leader, coach - or just interested in what it takes to be successful yourself, take 27 minutes (while doing email?) to listen to Margaret's show where she interviews many of the top thinkers in the field of success. Once again, it proves the importance of reading, watching, and listening to anything Margaret produces!! I do.**

**Moog Music Top Ten (Gazelles Case Study) -- Moog Music of synthesizer fame was just named** [one of the top ten most innovative companies 2017 in the music sector by *Fast Company*](https://gazelles.infusionsoft.com/app/linkClick/32812/1fc91915a587f01f/37161596/86e5bc898c29912b). Notes Nancy Eberhardt, their Gazelles Certified Coach, "they had a highly successful 2016 on all metrics in our first year of working with them." Congratulations to Moog and Nancy as Gazelles-coached clients continue to win industry awards.

**Topgrading Hiring Process Webinar -- Why Implementation Will Save You Thousands in Just 6 Weeks. Join Dr. Brad Smart, creator of Topgrading, in a live discussion where he will highlight one of his latest implementation** [case studies](https://gazelles.infusionsoft.com/app/linkClick/32814/601bd5feb777f033/37161596/86e5bc898c29912b)**. This event will be a live interview, where you are encouraged to participate and personally ask Brad questions around implementing Topgrading in your company. Join Dr. Brad Smart on this live webinar on** [February 28th at 2:00pm](https://gazelles.infusionsoft.com/app/linkClick/32816/f69fbbc9a00818b7/37161596/86e5bc898c29912b) **EST. This event has limited capacity, so reserve your seat soon.**

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**TECHNOLOGY:**

***Create Hyper Focus on the IMPORTANT***
[***Click Here to Watch a video example***](https://gazelles.infusionsoft.com/app/linkClick/32822/139f59d7431b0c74/37161596/86e5bc898c29912b)***.***

**Align Software knows before you do when someone needs to re-focus effort on the important. With Green, Yellow, Red pacing capabilities your team will know where they stand even before you do! Scale Up your Rockefeller Habits implementation with**[***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/15042/23f5aa6c33e2a83c/37161596/86e5bc898c29912b) **- 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/37161596/86e5bc898c29912b)**.**

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Nail It Then Scale It - Paul Ahlstrom
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Why Growth Companies Stop Growing - Dave Power

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**03/02/2017
Mental Enhancer; Self-Designing Websites; Volta E-Bike; Blockchain Power**

"...insights for scaleups"

**HEADLINES:**

**Sales Incentives That Work? -- do you have a sales incentive system that you feel is driving excellent performance? If so, we would love to interview you for a book. Email me at** vharnish@gazelles.com

**Cognitive Enhancer** -- **increase your levels of concentration. While writing this insight I'm listening to** [Jason Lewis's Cognitive Enhancer music](https://gazelles.infusionsoft.com/app/linkClick/33004/6aba0db779a8d759/37273960/d86b317f8aeae3d2)**. It helps put you in the alpha state, the most focused and powerful mind state for doing creative work (or email) and has increased my productivity 40%. Keys to using:**

1. **Wear headphones**
2. **Make sure headphones are positioned correctly** - right speaker in right ear - or it doesn't work. It's driving certain beats to each side of the brain
3. **Play at the very lowest level** - it's background noise. I have my computer audio at the lowest level AND I have the YouTube video turned down to 25%

Give it a try right now while reading this insight. **Thanks to Dean Grazioso, author of** [*Millionaire Success Habits*](https://gazelles.infusionsoft.com/app/linkClick/33006/960de1a6e1a34c4c/37273960/d86b317f8aeae3d2), for recommending (he's keynoting the ScaleUp Summit)**. He actually listens to the music while leading webinars, etc.**

**Self-Designing Websites --** check out this 30 second video from [The Grid](https://gazelles.infusionsoft.com/app/linkClick/33008/a1557f086b8547c7/37273960/d86b317f8aeae3d2) - a firm that has harnessed AI to create self-designing websites. If you need to launch content quickly this might be a viable solution. At a minimum it gives you a window into one way AI can affordably power our companies/marketing.

**Blockchain Technology Will Impact All our Industries -- *HBR* released a series of articles on** [Blockchain technology](https://gazelles.infusionsoft.com/app/linkClick/33010/08927b14d7ff25da/37273960/d86b317f8aeae3d2) **this week. The powerful technology behind Bitcoin, Blockchain fixes a major problem in the digital world. If I sell you a physical good, you have it and I don't. However, if I sell you a digital good, you have it and I still have it - and you can share it. That isn't a viable situation for many transactions - like financial. What about digital stock certificates? What about proprietary IP? The article in the series titled "The Impact of the Blockchain Goes Beyond Financial Services" is the one I would read.**

**Innovative (and affordable) E-Bike** -- **EO Los Angeles member and** Scaling Up fan Michael Fishman is co-founder of Pure Cycles. Launched in 2010, his firm is experienced and disciplined in successfully launching new bikes, so they are way beyond startup. Their latest bike, which they've been working on for three years, is the first electric-assist bike that works - has a 40 mile range and DOESN'T look like an electric bike! They've launched a [Kickstarter campaign this week](https://gazelles.infusionsoft.com/app/linkClick/33012/f13657721f12ceb0/37273960/d86b317f8aeae3d2) and have a guaranteed 2017 delivery (August projected). Noted Michael in his email to me:

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| I've dedicated the last six years of my life trying to build the perfect bike that would encourage more people to ride and I've put everything into it - all my time, money, and energy. I am extremely proud to be able to share and recommend our new e-bike to you because it is truly a remarkable product. The Volta offers 40 miles of range, weighs only 35 pounds, and features a phone app with smart technology, such as GPS and activity tracking - all for less than $1,500. The Volta will allow you to enjoy all the benefits of riding your bike - environmental, health, freedom - without any of the negatives - arriving sweaty and tired.  |

I**n just 48 hours they have exceeded their Kickstarter campaign goal. Take a look at it and get back on a bike!**

**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@align5.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/37273960/d86b317f8aeae3d2) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/37273960/d86b317f8aeae3d2) **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 **or 877.217.2253 ext.700.**

**TECHNOLOGY:**

***Create Accountability – Drive Execution***
[*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/32822/139f59d7431b0c74/37273960/d86b317f8aeae3d2)***.***

**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/15042/23f5aa6c33e2a83c/37273960/d86b317f8aeae3d2) **- on your computer, tablet or phone. $5.00 per month gets you started*.***

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**03/09/2017
Workspace Design Drivers; Spotify's Squads; #1 Best Place to Work; David Marquet March 15 Webinar**

"...insights for scaleups"

**HEADLINES:**

**David Marquet Webinar March 15 --** with all the controversy surrounding Uber's CEO we asked leadership guru and author of Turn the Ship Around (still one of my favorite execution books) to host a [complimentary webinar next Wednesday at 12pm ET](https://gazelles.infusionsoft.com/app/linkClick/33282/345f1d10ce534ad7/37475392/69d197a75ade65a0). More details below, but first...

**100 Best Companies to Work For** -- this is the 20th annive**rsary of** [***Fortune*'s perennial list**](https://gazelles.infusionsoft.com/app/linkClick/33284/586642111b9f9cb4/37475392/69d197a75ade65a0). Google is #1 for the 8th time out of the past 11 years with Wegmans Food Markets coming in #2 (so you don't have to be a tech giant). And three companies have made the list all 20 times - Publix, REI, and Goldman Sachs. For more details on their innovative compensation schemes, perks, and other workplace attributes, take a few minutes to [*explore Fortune's landing page*](https://gazelles.infusionsoft.com/app/linkClick/33286/f34fffb20b98b5aa/37475392/69d197a75ade65a0) for the winners.

**5 Drivers for Workspace Design --** when it comes to being a great place to work, workspace design is an important and often overlooked topic. Yet Jeannie Meister's book [The Future Workplace Experience](https://gazelles.infusionsoft.com/app/linkClick/33288/dedb0f9b54d8e654/37475392/69d197a75ade65a0) devotes an entire chapter (#2) to the topic detailing 5 drivers of workspace design:

1. Drive culture
2. Enable choice
3. Promote wellness
4. Enhance engagement
5. Nurture community

She and her co-author Kevin Mulcahy go on to share concrete workspace designs for each. GPro and book club members will receive a copy of her book. And Meister will be keynoting our upcoming [ScaleUp Summit May 23 - 24, San Antonio](https://gazelles.infusionsoft.com/app/linkClick/33290/f52913c0e1825320/37475392/69d197a75ade65a0). Join over 1000+ CEOs and leaders of mid-market firms learning the latest ideas in scaling their business.

**9 More Rules --** Workspace design is just one of Meister's 10 Rules for Mastering Disruption in Recruiting and Engaging Employees - the subtitle of her book. These include:

* Make the Workplace an Experience
* Be an Agile Leader
* Consider Technology an Enabler and Disruptor
* Embrace On-Demand Learning
* Tap the Power of Multiple Generations
* Plan for More Gig Economy Workers

Endorsed by most of the top People Experience (better title than HR) executives around the globe (Cisco, Paypal, GE, etc.), Meister and Mulcahy created a very readable and practical book for getting the people side of the business right. After reading Chapter 2 - go back to the Table of Contents and scan down for topics that interest you. In the end, it's about focusing on and being as deliberate about the employee experience as you are the customer experience.

**Quick Teambuilding Exercise** -- **this** [3-minute video](https://gazelles.infusionsoft.com/app/linkClick/33292/b330ef8dfbe3d562/37475392/69d197a75ade65a0) **demonstrates a teambuilding exercise German coaching partner Georg Laffert uses with his clients to increase levels of trust (through vulnerability) and create connections across companies. Notes Georg:**

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| Although some of these questions I have not asked yet, I do ask questions like "Who still has both parents alive?" and several others from the video.  |

**People have more in common than they think. Give it a try.**
 **How Spotify Balances Autonomy and Accountability** -- **with over 2000 employees organized in teams (squads) of no more than 8 employees, Spotify is one of many firms designed around the "team of teams" concept. Self-organizing, cross-functional, and co-located, these teams still struggle with the age-old challenge of balancing autonomy and accountability. This** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/33294/50e2e2e843ac65b7/37475392/69d197a75ade65a0) **highlights how they do it. One key:**

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| To ensure that the feedback process is effective for individuals as well as for the squads, Spotify redesigned its performance management system to separate salary discussion and performance evaluations from coaching and feedback.  |

**Another key noted in the article:**

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| Alignment enables autonomy - the greater the alignment, the more autonomy you can grant. That's why the company spends so much time aligning on objectives and goals before launching into work.  |

**This is why the Rockefeller Habits 2.0 tools/techniques are so impactful. Please take 3 minutes to scan down through the article for additional tips.**

**One Billion Votes (Gazelles case study)** -- **in response to my shout out to the incredible future for blockchain technology last week, Pete Martin, founder/CEO of Cleveland-based Votem, emailed me. A** [*Scaling Up*](https://gazelles.infusionsoft.com/app/linkClick/33296/42a466fa3799e664/37475392/69d197a75ade65a0) **fan and participant in our ScaleUp Summits, Martin noted:**

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| We are developing a platform to allow secure voting on your phone which is built on blockchain technology. We ran a "Fan Vote" for the Rock and Roll Hall of Fame last December and recorded almost 2 million votes on our blockchain platform. Peter Diamandis mentioned us in his recent article and Alex Tapscott (author of the HBR article on blockchain I pointed to last week) just joined our Board of Advisors.  |

**Martin is rapidly scaling the company as it strives to reach a "moonshot" BHAG of 1 billion votes cast from mobile devices around the world by 2025. Further notes Martin:**

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| We are using Align for our huddles every morning and quarterly review of our One Page Plan!  |

**This is precisely the kind of secure solution for which blockchain is designed.**

**David Marquet Webinar March 15** -- **The lack of genuine and authentic leadership represents an epidemic in business today. What we saw with Uber's CEO should be a wake-up call to the rest of us. Leadership is not about communication or change management. Where leadership has the most impact is in the state of engagement. David Marquet is hosting a** [Live Webinar on March 15th at 12 pm EST](https://gazelles.infusionsoft.com/app/linkClick/33298/04937ab45a18076f/37475392/69d197a75ade65a0) **to discuss the three often overlooked components of leadership that will help you increase engagement. Join David Marquet live on March 15th. Seats are limited so please claim your spot** [here](https://gazelles.infusionsoft.com/app/linkClick/33300/8afa94bf98dc6bab/37475392/69d197a75ade65a0)**.**

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**TECHNOLOGY:**

***Manage Daily, Weekly and Quarterly Huddles***
[*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/33302/9230228ba28187f4/37475392/69d197a75ade65a0)*.*

**Always have visibility and insight into the groups priorities Participation creates alignment; everyone knows what's going on and who is accountable. Teams that are held accountable are more likely to act on priorities. Scale Up your Rockefeller Habits implementation with**[***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/15042/23f5aa6c33e2a83c/37475392/69d197a75ade65a0) ***- on your computer, tablet or phone. $5.00 per month gets you started.***

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**03/16/2017
Harvard Summit; The Surrender Experiment; The Untethered Soul; Dealing with Depression; 5 Questions**

"...insights for scaleups"

**HEADLINES:**

**Harvard Exit Summit --** thinking about selling your firm sometime over the next three years and want to maximize your outcome? June 12 - 13 is the next Harvard Summit on Maximizing Your Exit. Limited to 80 participants, [click here](https://gazelles.infusionsoft.com/app/linkClick/33682/6cb3f4f049a35032/37682202/dd17045b03dbcdba) for more information and to apply by March 31.

**The Surrender Experiment --** this is the title of entrepreneur Michael Singer's powerful biography which details how he chose to surrender what life put in front of him and ended up building a successful construction firm, a multi-billion-dollar public software company (automation of medical records), and a now long-established yoga and meditation center.

**Dealing with Depression --** entrepreneurs are 30% more likely to suffer depression than non-entrepreneurs. **Singer's runaway bestseller (over 1 million copies) is** [*The Untethered Soul: The Journey Beyond Yourself*](https://gazelles.infusionsoft.com/app/linkClick/33702/755fa27f74af078e/37682202/dd17045b03dbcdba). This book has helped so many people I know deal with depression and other mental blocks getting in the way of a happy, joyful life. Though Singer wrote it first, I strongly recommend you read [*The Surrender Experiment*](https://gazelles.infusionsoft.com/app/linkClick/33704/10e5ac5fbb83e471/37682202/dd17045b03dbcdba) first. It's a quick read that will give you context for [*The Untethered Soul*](https://gazelles.infusionsoft.com/app/linkClick/33706/f265a9ec24cc872b/37682202/dd17045b03dbcdba). The essence of his work is helping you deal with that voice in your head - that voice which just said "what voice." That voice is not you. You are the person observing that voice.

**Would They Still Be Your Friend?** -- my favorite thought experiment of Singer's is pretending like that voice in your head is a friend who is sitting next to you and saying all this crazy stuff to you - rooted in fear, anxiety, etc. Would you still want them as a friend? Would you hang out with them much? Probably not. So why are you falling victim to all those conversations in your head? Read Singer's book to delve more deeply into this critical topic and how to manage and quiet that voice.

**Temple of the Universe --** so last week John Ratliff and I flew a group of CEOs, attending our second Boot Camp, up to hear Michael Singer lecture at his Temple of the Universe just outside of Gainesville, FL. He teaches every Monday and Thursday evening from 8:15pm - 9:30pm. From the CEO of a $6 billion bank to the top fitness trainer in NYC, all the CEOs enjoyed and benefited from the experience. I encourage you, if in the Gainesville area, to attend his talk. And here is a link to [Oprah's 4-minute interview with Singer](https://gazelles.infusionsoft.com/app/linkClick/33684/77c4d98f5246b520/37682202/dd17045b03dbcdba) - worth all four minutes! Then watch the next few Oprah interview segments with Singer.

**5 Questions That Will Make You Emotionally Strong --** [related to Singer's work is this powerful article](https://gazelles.infusionsoft.com/app/linkClick/33686/df288e439d508e94/37682202/dd17045b03dbcdba) **presenting 5 questions to help you weather any emotional storm. These questions:**

1. **Is this useful?**
2. **Does the world owe me this?**
3. **Must I have THIS to live a happy life?**
4. **Is this who I want to be?**
5. **Have I ever felt that way?**

**Please take 3 minutes to read the article to understand the context of these questions. And the article ends with a very important lesson about relationships. Please read.**

**Dealing with Founder Depression --** and to wrap up this insight, here's a link to a recent [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/33688/665cc8476218b497/37682202/dd17045b03dbcdba) on founder depression which provides four constructive ideas for combatting it. It's a serious issue and needs to be taken seriously.

**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@align5.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/37682202/dd17045b03dbcdba) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/37682202/dd17045b03dbcdba) **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 **or 877.217.2253 ext.700.**

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**Need some ACCOUNTABILITY in your business?** [*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/33690/edc14e2b3d606363/37682202/dd17045b03dbcdba)**.**

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**EDUCATION:**

**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/37682202/dd17045b03dbcdba)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

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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
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Why Growth Companies Stop Growing - Dave Power

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**03/23/2017**

**5 Trends; Everybody Matters; Happier People; Lean Done Right; Forbes Richest**

"...insights for scaleups"

**HEADLINES:**

|  |
| --- |
| Bob Chapman believes that every man and every woman in this country should go to work in the morning and return home in the evening feeling fulfilled by the day. There are companies that are great places to work, for sure. But what Bob envisions is much bolder. Bob's vision is not based on the charisma of a single leader, but on the collective genius of all the people inside the company.  |
|    | Simon Sinek, author of Start with Why  |

**5 Trends for 2017 --** my latest Fortune Venture column highlights five of the most important trends for 2017. More below, but first...

**Fourth Year in a Row --** Bill Gates ($86 billion) tops [Forbes' list](https://gazelles.infusionsoft.com/app/linkClick/33856/668dc22ce20476c8/37772856/35fa1cb334df2bb8) of the richest billionaires in the world for the fourth year in a row. More below, but second...

**Everybody Matters --** subtitled [*The Extraordinary Power of Caring for Your People Like Family, Everybody Matters* is the title of Bob Chapman's book](https://gazelles.infusionsoft.com/app/linkClick/33858/8b708309f83fa517/37772856/35fa1cb334df2bb8). Bob is Chairman and CEO of Barry-Wehmiller, a $2-billion global capital equipment and engineering consulting company. Running a significant firm in the real world of recessions and competition, Chapman has written a highly practical and useful manual for scaling a business. GPro and book club members will receive a copy.

**Lean the Right Way** -- jump to Chapter 5 titled "Hardwiring Culture." Barry-Wehmiller has embraced Lean, and thus gained the efficiencies that come with this Toyota-based process improvement approach, but without all the human messes it can often create. Read how they've done this in a way all growth firms can embrace (remember, growth firms are typically terrible at process). Then come hear [Bob Chapman and his co-author Raj Sisodia, also co-author of *Conscious Capitalism*](https://gazelles.infusionsoft.com/app/linkClick/33860/fb507119ff808768/37772856/35fa1cb334df2bb8), keynote our upcoming [ScaleUp Summit in San Antonio May 23 - 24](https://gazelles.infusionsoft.com/app/linkClick/33862/7ef297bd474ce749/37772856/35fa1cb334df2bb8). You and your team will get the privilege of hearing from one of the most enlightened business leaders of our time.

**Entrepreneur Depression --** picking up on last week's insight about depression, Steve Kantor shared a [link to a site](https://gazelles.infusionsoft.com/app/linkClick/33864/f59b067e101066ca/37772856/35fa1cb334df2bb8) he created based on his own experience with depression and that of entrepreneurs like Brad Feld, who have been very open with their own battles with depression. If you or someone you know is experiencing depression, please check out the site.

**Happier People --** this [*Inc.* article](https://gazelles.infusionsoft.com/app/linkClick/33866/c94681aeab29f377/37772856/35fa1cb334df2bb8) highlights research that shows people who are happier were raised by parents that do 1 important thing. Take 2 minutes to read what that is and why. Thank you to Eastern European partner Christo Popov for sharing this insightful article.

**5 Trends for 2017 --** these five trends highlighted in my latest [*Fortune* column](https://gazelles.infusionsoft.com/app/linkClick/33868/307dae0ef40af4c1/37772856/35fa1cb334df2bb8) are mainstreaming in 2017:

1. **Mimic Mother Nature**
2. **Embrace Artificial Intelligence**
3. **Join a Learning Circle**
4. **Mix with the Best**
5. **Retire the Idea of Retirement**

**Please take 2 minutes to scan down through the details and examples of each. Thank you to Jay Harman, Dan Hoffman, Joe Polish, and John Anderson for contributing to the column. They each are plowing new ground in their respective fields of expertise.**

**Fourth Year in a Row --** Bill Gates ($86 billion) tops [*Forbes'* list](https://gazelles.infusionsoft.com/app/linkClick/33870/4df82215cab0c8d7/37772856/35fa1cb334df2bb8) of the richest billionaires in the world for the fourth year in a row. #2 is Warren Buffett and Jeff Bezos rockets into #3. [*Fortune*](https://gazelles.infusionsoft.com/app/linkClick/33872/6d72b88b2bb9de2d/37772856/35fa1cb334df2bb8) does a nice job of summarizing stats around the list, noting that the United States has the most billionaires on the list with 565, beating China's 319 and Germany's 114 out of the 2,043 listed. Fortune also notes that President Donald Trump "took a dive in the ranking, slipping 220 spots to number 544 with an estimated $3.5 billion-$1 billion down from last year."

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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/eba991d1d57b8ce0/37772856/35fa1cb334df2bb8) **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 **or 877.217.2253 ext.700.**

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**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/37772856/35fa1cb334df2bb8)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

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TECHNOLOGY:**

**Put your Critical Information in your POCKET**[*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/33874/2fbb0cb5d577b413/37772856/35fa1cb334df2bb8)**.**

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**03/28/2017
Zuckerberg/Gates; 12 Must Read Books; Win Use of Retreat Center**"...outlearning the competition"

**HEADLINES:**

**A Dozen Important Books --** leaders are learners, and there is a dozen must read books. List below, but first...

**Want to Win Use of a Private Retreat --** details below, but second...

**Zuckerberg/Gates Banter --** a few weeks ago Facebook's founder was invited to give the 2017 Harvard University commencement address this May, exactly a decade after another famous Harvard dropout gave the address - Bill Gates. Their 52 second "banter" is included in this short [*Inverse Culture* article](https://gazelles.infusionsoft.com/app/linkClick/34086/b3caa64217f9e9e9/37877300/ece8eda3456852c4). It highlights an earlier Bloomberg interview where Gates noted:

|  |
| --- |
| ***It was unfortunate that I didn't get to stay there, but I don't think I missed any knowledge, because whatever I needed to learn, I was still in a learning mode.***  |

Notes Henrik Weng, CEO & co-founder [XanConnect](https://gazelles.infusionsoft.com/app/linkClick/34088/a3a93ff480934410/37877300/ece8eda3456852c4), who alerted me of Gates' note:

|  |
| --- |
| ***Gates says that his well-known love of reading (he*** [*reads 50 books a year*](https://gazelles.infusionsoft.com/app/linkClick/34090/7ae1846551636532/37877300/ece8eda3456852c4)***), taking online classes, and generally expanding his mind by any means available more than makes up for anything he missed out on at Harvard. "I'm kind of a weird dropout because I take college courses all the time," Gates says. "I love being a student."***  |

Mirroring Gates love of learning, Zuckerberg reads 26 books per year. It's a fun article and video if you have 2 minutes.

**Thomas Friedman's Advice** -- Henrik went on to note in his email to me about Gates, when he and his wife recently had dinner with the famous ***NY Times*** columnist Tom Friedman, Friedman noted:

|  |
| --- |
| ***Your education and major do not matter like it used to. All that matters is that you build the capacity to keep learning and renewing yourself, all the time.***  |

**But I Have Enough Ideas --** that's not how the brain works. When you learn an idea, it doesn't go away - it sits there waiting, combining with other ideas, to serve you when needed. Education is the one thing no one can take away from you. But ignorance is your own fault.

**Dozen Books in 16 Hours --** How many have you already read from the list below? Not a fast reader? Want you and your senior team to absorb the wisdom of the following books in just 16 hours - before the competition does?

The authors of these top biz books will be keynoting our upcoming [ScaleUp Summit May 23 - 24, San Antonio](https://gazelles.infusionsoft.com/app/linkClick/34092/f4cd412d41f66758/37877300/ece8eda3456852c4). Join 1000+ leaders of growth firms ($5 million to $500 million) who are investing two days to expand their minds. And we don't repeat faculty, unless they have a new book out - so don't miss this one-time easy way to ingest their ideas. The books:

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| ***Pre-Suasion* -- the father of *Influence*, Robert Cialdini's, latest breakthrough book** ***Everybody Matters* -- one of the most enlightened leaders of a $2 billion firm, Bob Chapman** ***Conscious Capitalism* -- co-author Raj Sisodia's book launched a global biz movement** ***The Founder's Mentality* -- also the author of** Profit from the Core, Bain's Chris Zook and his books have influenced some of the most important companies of our time. ***The Future Workplace Experience* -- Jeanne Meister has written the practical book on getting the employee experience right** ***Average Joe's Marketing Book* -- written by a drug addict turned marketing genius, Joe Polish is the most connected guy I know** ***Mastering Leadership* -- finally a unified theory of leadership, Bob Anderson and Bill Adams provide the most comprehensive integrated look at this critical topic** ***The Coaching Habit* -- as managers pivot to coaching, Michael Stanier's book has rocketed to the top of the pile in aiding this transition** ***One White Face* -- Hilary Corna is a former top exec at Toyota with an amazing story of personal discovery** ***Millionaire Success Habits* -- Dean Graziosi will join Joe Polish on stage sharing how he's put Cialdini's Pre-suasion techniques to work to make millions** ***Creating the Life You Desire* -- hypnotist and comedian Don Barnhart will share his personal journey while messing with our minds**  |

**Plus me, author of *Scaling Up (Rockefeller Habits 2.0)*. Mark Cuban reads 3 hours per day to find just one breakthrough idea - you and your team will experience the same.**

**Win Use of Private Retreat --** All Spring Summit registrants who register on or before **Friday, 14 April 2017** will enter a drawing to win an exclusive 4 nights/5 days team retreat at a private Villa in the Florida Keys.

Serial entrepreneur John Ratliff, owner and host of the [Retreat in Marathon](https://gazelles.infusionsoft.com/app/linkClick/34094/85c2d6f1964381f5/37877300/ece8eda3456852c4), will welcome one lucky company and their executive team\* to enjoy an all-inclusive\*\* stay at his luxurious Villa (access to 9 bedrooms). This retreat offers an inspirational and creative space ideal for team building, strategic planning and celebrating your successes. Check out the [amazing Retreat amenities](https://gazelles.infusionsoft.com/app/linkClick/34096/686c4402f9f4576a/37877300/ece8eda3456852c4) where Verne Harnish and John Ratliff also host ScalingUp CEO Bootcamps. [Register today](https://gazelles.infusionsoft.com/app/linkClick/34098/b7b1c0dda80416b6/37877300/ece8eda3456852c4) for the San Antonio Spring ScaleUp Summit 23-24 May, 2017.

***\*team of up to 10 people*
*\*\*excluding transportation***

**03/30/2017Superfood; End of Sepsis; 1000% More Powerful; Veritat is Coming; My Health Routine**

"...insights for scaleups"

**HEADLINES:**

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| --- |
| Today, modern research shows that there is a very strong scientific basis for claiming that the food known to the ancient Greeks as the 'gift of the gods' and dubbed by Homer as 'liquid gold' is indeed a superfood with massive nutritional health benefits.  |
|    | The Olive Oil Diet by Dr Simon Poole and Judy Ridgway  |

**Winner of London's Great Taste Awards 5 Times --** at the heart of the Mediterranean Diet, which has been the basis for some of the longest living cultures, is olive oil - a superfood that goes back to the Greek and Roman empires. [This article](https://gazelles.infusionsoft.com/app/linkClick/34122/1ad131409041715a/37955672/6f7b20700d3c5fdd) highlights the incredible health benefits of this natural food. And the Romans selected a unique region in Spain (Priorat) that had all the right ingredients to produce the world's finest wine and olive oil. [Now this olive oil is available in the US](https://gazelles.infusionsoft.com/app/linkClick/34124/6bddcff3938e1364/37955672/6f7b20700d3c5fdd), winner of gold at London's Great Taste Awards fine food show five times. More below, but first...

**Physical Health/Chronic Conditions -- a couple weeks ago I addressed the issue of mental health/depression. Physical health is just as important to leaders scaling up companies. Without the necessary energy, it's hard to do your job effectively. The prevention and cure of chronic illnesses is big part of maintaining optimum health.**

**40 Years to Mainstream** -- **but it takes four decades before any innovation becomes mainstream. 3D printing, cell phones, integrated circuits, etc. - they've all taken 40 years (as will autonomous cars). No different for a universal cure to most chronic illnesses. As Chairman of the non-profit Riordan Clinic, we've been pursuing this BHAG for 41 years, pioneering a set of over 400 lab and genetic tests to understand a person's unique bio-chemistry to get to the underlying causes of their chronic issues while pursuing in parallel the continued study of the efficacy of high dose IV Vitamin C. I've received 50 grams of C intravenously (now monthly) for almost two decades to boost energy and to prevent chronic illnesses and inflammations (now thought to cause Alzheimer's) from taking hold in my body.**

**Cure for Sepsis?** -- **this** [NPR story](https://gazelles.infusionsoft.com/app/linkClick/34126/d697cda6af8a9026/37955672/6f7b20700d3c5fdd) **might be a sign that IV Vitamin C is going mainstream. Sepsis, a blood infection which kills more people in the hospital than any other disease, might finally have a quick cure. Using a cocktail of Vitamin C, thiamine and corticosteroids, Dr. Paul Marik has treated close to 150 patients who contracted sepsis and only one has died vs. a typical 30% rate. And it's fast. The challenge? Big pharma has spent billions trying to find a cure and this one costs about the equivalent of one round of standard anti-biotics. If big pharma can't make big money then they work hard to kill the cure (they are already pushing out articles to try and dismiss the results of Dr. Marik's study). I hope this mainstream NPR story is the tipping point for IV Vitamin C. Thanks to Vernon Menard, CEO of Choice Translation, for pointing me to this important story.**

**1000% More Powerful than Many Cancer Drugs** -- **and this past** [Sunday article](https://gazelles.infusionsoft.com/app/linkClick/34128/6271cf0bccf75dea/37955672/6f7b20700d3c5fdd) **reports on a study published in** Oncotarget which found high dose IV Vitamin C 10x more effective than several experimental (and mainstream) cancer drugs. Again, not good news for big pharma but better news for people with cancer.

**Riordan Protocol** -- **it's the** [Riordan Protocol](https://gazelles.infusionsoft.com/app/linkClick/34130/a30f9ecbc510c770/37955672/6f7b20700d3c5fdd) **for administering IV Vitamin C that the FDA has approved for various clinical trials. And as an effective adjunctive to traditional cancer treatments, it helps reduce the painful side effects and reduces the risk of infections for those pursuing traditional approaches. More cancer patients on chemo and radiation die from the side effects, like sepsis, then they do from the cancer.**

**Veritat Oli d Oliva** -- **to support health and healthy eating, my wife Julie's purpose is to continue educating the US public on the benefits of olive oil, a powerful antioxidant - to consume daily (I take 2 tablespoons per day - great olive oil is so delicious), put on your skin, etc. - and bring to market an affordable, yet exceptional, olive oil from the best region in the world. She's branded it** [Veritat Oli d Oliva](https://gazelles.infusionsoft.com/app/linkClick/34132/21022fde15579b0c/37955672/6f7b20700d3c5fdd)**. What we eat matters and olive oil is the key ingredient in the well documented Mediterranean diet which is common among some of the longest living communities (one of the reasons we've enjoyed living in Barcelona).**

**Either Rancid or Fake** -- **The current situation in the US is that the inexpensive mainstream olive oils sold are either already rancid (which is why you can't cook with them at high heat) or not pure olive oil. The rest of the world dumps their bad or fake olive oil on the American public. And the olive oils that are exceptional are extremely expensive in the US ($90 per 500ml) so people use sparingly only when guests are over!**

**25 Liters per Year** -- **Instead, our family consumes 25 liters per year (five 5 liter tins). Julie is shipping over 1500 bottles and 50 five-liter tins this first time as she launches** [Veritat Oli d Oliva olive oil](https://gazelles.infusionsoft.com/app/linkClick/34134/9ef8389b96239802/37955672/6f7b20700d3c5fdd) **in the US. It's the same olive oil that has won London's Great Taste Awards a record 5 times (under the brand Mother's Garden).**

**The Olive Oil Diet** -- **Near the bottom of Julie's educational site she features the book** [*The Olive Oil Diet*](https://gazelles.infusionsoft.com/app/linkClick/34136/86a7f7f93250ebf8/37955672/6f7b20700d3c5fdd). She believes it's one of the best books on how to eat every day and is backed by science. The book has received many rave reviews including this one on the [Medscape website](https://gazelles.infusionsoft.com/app/linkClick/34138/4b2257dd28b9b27a/37955672/6f7b20700d3c5fdd).

**Inflammations** -- **the key is supporting your immune system to flush out micro inflammations daily and eat foods rich in anti-oxidants to prevent inflammations in the first place. The founder of the Riordan Clinic over 40 years ago, the late Hugh Riordan, felt that as time goes by science will eventually confirm that most of what we call degenerative aging disorders, autoimmune disease, cancer,** [Alzheimer's](https://gazelles.infusionsoft.com/app/linkClick/34140/a854abbccb1982a9/37955672/6f7b20700d3c5fdd)**, even heart disease and diabetes... will all ultimately be shown to be occult infections smoldering in the body --- due to inadequate C and other important micro nutrients, dietary indiscretions, environmental toxic overload and poorly conceived dental care (such as root canals).**

**My Health Routine** **(which fits into a crazy travel schedule):**

1. **Visit Riordan Clinic once/year to get a battery of tests to see how I'm trending on inflammation and micro nutrient levels (thanks Hugh Riordan)**
2. **4-minute Tabata exercise three times per week (thanks Ari Meisel - I can spare 12 minutes)**
3. **2 tablespoons of olive oil daily when I'm home (thanks honey)**
4. **6 - 8 grams of oral Vitamin C plus other vitamins/minerals daily per test results**
5. **Daily meditation (thanks Art of Living)**
6. **More walking (thanks Quinn, our 9-year-old son, for playing Pokemon Go with me)**
7. **50 grams IV Vitamin C and Glutathione monthly (thanks Dr. Fores)**
8. **Stem Cell 100 daily - to slow and/or reverse the telomerases process of aging (thanks Carl Fowler)"**

**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@align5.com

**TECHNOLOGY:**

**Put your Critical Information in your POCKET**[*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/33874/2fbb0cb5d577b413/37955672/6f7b20700d3c5fdd)**.**

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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/37955672/6f7b20700d3c5fdd) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/37955672/6f7b20700d3c5fdd) **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 **or 877.217.2253 ext.700.**

**EDUCATION:**

**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/37955672/6f7b20700d3c5fdd)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

[**ScaleUp Summit 2017**](https://gazelles.infusionsoft.com/app/linkClick/30652/22b0bbba20d555d6/37955672/6f7b20700d3c5fdd) **San Antonio, TX - May 23-24, 2017**

[**Scaling Up User Conference 2017**](https://gazelles.infusionsoft.com/app/linkClick/30654/fc095e1da3d5eee4/37955672/6f7b20700d3c5fdd) **San Antonio, TX - May 25, 2017**

[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/37955672/6f7b20700d3c5fdd)

Have Big Plans to Execute in 2017? Learn how to use the proven Rockefeller Habits 2.0 tools and strategies to scale up smarter.

[Edmonton, AB - Apr 6, 2017](https://gazelles.infusionsoft.com/app/linkClick/30666/00a936f2ce890728/37955672/6f7b20700d3c5fdd)
[Las Vegas, NV - Apr 11, 2017](https://gazelles.infusionsoft.com/app/linkClick/32078/2158d38b8297dac8/37955672/6f7b20700d3c5fdd)
[Boston, MA - Apr 12, 2017](https://gazelles.infusionsoft.com/app/linkClick/31426/30ee0e277155bb6e/37955672/6f7b20700d3c5fdd)
[Asheville, NC - Apr 20, 2017](https://gazelles.infusionsoft.com/app/linkClick/30694/e957c57d15565683/37955672/6f7b20700d3c5fdd)
[Columbus, OH - Apr 20, 2017](https://gazelles.infusionsoft.com/app/linkClick/30696/b230f02a8c1108a6/37955672/6f7b20700d3c5fdd)
[Vancouver, BC - Apr 25, 2017](https://gazelles.infusionsoft.com/app/linkClick/32080/cfa84bfa9bdc2493/37955672/6f7b20700d3c5fdd)
[Kansas City, MO - Apr 26, 2017](https://gazelles.infusionsoft.com/app/linkClick/30698/11712732fba113e2/37955672/6f7b20700d3c5fdd)
[Dallas, TX - May 16, 2017](https://gazelles.infusionsoft.com/app/linkClick/32082/e1a9fbd132169bea/37955672/6f7b20700d3c5fdd)
[San Francisco, CA - May 18, 2017](https://gazelles.infusionsoft.com/app/linkClick/33694/78a882506bdb329b/37955672/6f7b20700d3c5fdd)
[Halifax, NS - Jun 6, 2017](https://gazelles.infusionsoft.com/app/linkClick/32084/0d78537f6182c8fd/37955672/6f7b20700d3c5fdd)
[Montreal, QB - Jun 6, 2017](https://gazelles.infusionsoft.com/app/linkClick/32086/839fd32694a006b9/37955672/6f7b20700d3c5fdd)
**Merida, Yucatan MEX - Jun 13, 2017
Los Angeles, CA - Jun 20, 2017
Ciudad Juarez, Chihuahua, MEX - Jun 22, 2017**[**Gazelle's Growth Institute® Online Executive Education**](https://gazelles.infusionsoft.com/app/linkClick/2334/86091e581d92f575/37955672/6f7b20700d3c5fdd)

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

**Online Master Practitioner Certification courses**

[Topgrading](https://gazelles.infusionsoft.com/app/linkClick/8242/5a471e27c5cc1fd9/37955672/6f7b20700d3c5fdd)
[Mastering the Rockefeller Habits](https://gazelles.infusionsoft.com/app/linkClick/8244/762eb4951a09e19f/37955672/6f7b20700d3c5fdd)

**Summits & Conferences**

[Great Game of Business with Jack Stack](https://gazelles.infusionsoft.com/app/linkClick/69/d2bf49acd1f0deba/37955672/6f7b20700d3c5fdd)

Did you miss previous insights? - [read here](https://gazelles.infusionsoft.com/app/linkClick/1454/4ad6cafb5f3ebc7e/37955672/6f7b20700d3c5fdd)

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**04/06/2017**

**Sales Incentives; Happiness Guarantee; Dosage Matters; Trip Around the World; European Summits**

"...insights for scaleups"

**HEADLINES:**

**Thank you -- to all of you who, so far,** [have ordered my wife's award winning olive oil](https://gazelles.infusionsoft.com/app/linkClick/34404/b8e71ec75629988b/38155052/05cc30ce7b8616f0)**. For those who missed last week's insight, more below, but first...**

**European Growth Summits --** [May 9 Amsterdam, May 10 Berlin, May 11 Barcelona](https://gazelles.infusionsoft.com/app/linkClick/34406/1c89f2bf8dfd2954/38155052/05cc30ce7b8616f0)**.**

**Sales Incentives/Process Matter -- Dan Caulfield coached a home automation company and put in place a system that in 6 months took the company from 9.8 million (bidding jobs/winning 35%) to 20 million (in the door) and 40 million booked in the pipeline. Notes Caulfield:**

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| ***It was a growth hack of sorts. The company did not think they could get home owners to avoid the industry standard bidding process. We put in place a new process focused on selling assessments first (what I sold at E&Y to the tune of $1.3 billion). We convinced home automation customers that they needed a plan to "Love Where They Live" and the assessment only cost $1/sq. ft.***  |

Selling a quality home automation assessment first and building trust with the home owners meant that not one of the jobs was taken to bid. The total per resulting contract was 27% higher (average contract was $600k) and there was no wasted work on bidding, saving over $400k a year. Continues Caulfield:

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| ***...and the sales incentive was "you sell an assessment and you keep half and get it on the next check." Since these new assessments were 100% incremental revenue I wanted the company to give 100% of the assessment fee to the sales people but in Los Angeles the average home they targeted was 12,000 sq. ft.... so the company decided on half. Nevertheless, sales people earned 1.5 to 3X more in the 6 months then they made the entire previous year on the old commission program.***  |

The beauty of all this is that the home owner is essentially paying for the proposal! And since they have ownership in the process of creating the proposal, they are going to love it and not want to shop around. It's a perfect "pre-suasion" move as [Robert Cialdini will teach at the ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/34408/34602ac95e534b61/38155052/05cc30ce7b8616f0).

**Happiness Guarantee -- Caulfield notes that the best part of the new sales/installation process was the Happiness Guarantee.**

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| If the home owner decided to go with us we would 100% guarantee their happiness or they would not pay the last 10% of the contract. This guaranteed we met their expectations. And everyone on the team knew that half of this last 10% refund was spread between anyone that touched the client, so they didn't want to mess up.  |

Since the average deal was $600k, this meant a potential $60k refund spread out among the people who touched the project. Continues Caulfield:

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| ***Do you think the people doing the planning, installation etc. were focused on the customer's happiness? You bet your ass. Project managers driving all night to get a part to ensure it was in place on move in day. Flowers for clients on move in day became the norm, as well as at the 2-week mark another follow-up visit checking if everything was working right or if the home owner would like another walk through etc.***  |

Same sales people, same potential customers. Just smarter sales process and incentives. Congrats Dan on your coaching of this client.

**Peer Pressure Matters --** what I like most about the above example is that the entire team took a hit re: the guarantee if someone messed up. This created peer pressure. **And as this** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/34410/1b654d59ad14ad44/38155052/05cc30ce7b8616f0) notes, peer pressure does more to permanently change behaviors than short term incentives. **BTW, this is why I prefer team meetings over one-on-ones. It's tougher for someone to dance around an issue in front of their peers than alone with their boss.**

**Family Matters -- Trip Around the World -- entrepreneur Adam Dailey's book, released this week, details how he and his wife packed up their family of four young children (under the age of 7!) and took a one-year sabbatical travelling around the world. Titled** How to Run Away from Home: And Bring the Family With You, Dailey explains how to plan and finance a trip like this to schooling on the road to dealing with the unexpected and managing obligations back home. He encourages people not to wait and just make the leap. **And this week the book is just $.99 as a Kindle download or free if you have KindleUnlimited. FYI, for those new to these insights, my wife and I did something similar with our four children (12, 10, 5, and 1 at the time) 9 years ago, which is how we ended up living in Barcelona these past eight years. Entrepreneurs Sam Goodner and Caroline Caskey did the same with their two children as did entrepreneur Larry Weinberg and his wife and two children.**

**Exercise Matters -- Think Clearer, Feel Awesome -- Jamie John, CEO of Australia-based Sky Accountants, sent me a note after last week's insight on health. Note's John:**

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| Most executives are way overweight. I was 3 years ago at 42 years old. 100 kg (220 lbs.) Then I took up interval training and sprinting 3 years ago, lost 13 kg (28 lbs.), can sprint faster than most 25 years old and won 2 awards in professional running in my state of Victoria. I train 5 times a week for one hour. I think clearer, feel awesome and all this helps my role as CEO. If you're not healthy you're behind your game and as a leader you set an example. Your health is the real wealth.  |

**He goes on to note:**

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| If you're smart, you'll take the same discipline in looking after yourself and apply it to your company. Strangely enough my firm has never grown faster than in the last 3 years that I've been sprinting. It's all the same routine, persistence and consistence, it works magic in all areas of your life and business.  |

**Dosage Matters -- and following up on my Vitamin C discussion last week,** [Dr. Harri Hemila with the University of Helsinki, has found that dosage matters](https://gazelles.infusionsoft.com/app/linkClick/34412/3126130ac3f4a15b/38155052/05cc30ce7b8616f0)**. 6 to 8 grams/day of oral vitamin C does shorten colds vs. the standard 1 gram recommended by governments. And he notes it's been proposed that 15 grams/day does even more, but there are no studies at that amount. Personally, if I feel like a cold is coming on I take 1 gram/hour orally - 16 to 18 grams/day - along with zinc. The key is spreading out the dosage given that Vitamin C has a half-life of 30 minutes in your blood. Dr. Hemila concludes:**

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| Given the consistent effect of vitamin C on the duration of colds, and its safety and low cost, it would be worthwhile for individual common cold patients to test whether therapeutic 8 g/day vitamin C is beneficial for them. Self-dosing of vitamin C must be started as soon as possible after the onset of common cold symptoms to be most effective.  |

When you read all the purported "studies" about the impact of certain vitamins and nutrients, please note that the dosage matters.

**Winner of London's Great Taste Awards 5 Times -- at the heart of the Mediterranean Diet, which has been the basis for some of the longest living cultures, is olive oil - a superfood that goes back to the Greek and Roman empires.** [This article](https://gazelles.infusionsoft.com/app/linkClick/34414/042c98e0335c5c44/38155052/05cc30ce7b8616f0) **highlights the incredible health benefits of this natural food. And the Romans selected a unique region in Spain (Priorat) that had all the right ingredients to produce the world's finest wine and olive oil.** [Now this olive oil is available in the US](https://gazelles.infusionsoft.com/app/linkClick/34416/79ac2a202403dd51/38155052/05cc30ce7b8616f0)**, winner of gold at London's Great Taste Awards fine food show five times. Our family consumes 20 liters per year and feel it contributes significantly to our health.**

**Harvard Exit Summit -- thinking about selling your firm sometime over the next three years and want to maximize your outcome? June 12 - 13 is the next Harvard Summit on Maximizing Your Exit. Limited to 80 participants,** [click here](https://gazelles.infusionsoft.com/app/linkClick/34418/8f5882a8cdd34dfe/38155052/05cc30ce7b8616f0) **for more information and apply by April 15.**

**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/38155052/05cc30ce7b8616f0) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/38155052/05cc30ce7b8616f0) **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 **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/38155052/05cc30ce7b8616f0) **- 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/38155052/05cc30ce7b8616f0)**.**

**EDUCATION:**

**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/38155052/05cc30ce7b8616f0)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

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[Halifax, NS - Jun 6, 2017](https://gazelles.infusionsoft.com/app/linkClick/32084/0d78537f6182c8fd/38155052/05cc30ce7b8616f0)
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**04/13/2017
“3000” Theme; No Average Joe; Top 10 Tweets; CEO Boot Camp Dates**

"...insights for scaleups"

**HEADLINES:**

**Next Dates for CEO Boot Camps -- see below, but first...**

**Aussie Quarterly Theme -- Australia-based Leader Computers' latest quarterly theme is detailed below (with photo). April 1 was a start of the second (or last if in Australia) quarter - hope you've picked something measurable for the team to achieve together - helps "gamify" the biz and gives you a reason to hopefully celebrate - at least there is a finish line!**

**Time Magazine is Mainstream --** yet another mainstream media article and study confirming the big impact high dose IV Vitamin C has on cancer survival rates and the reduction of symptoms from chemo/radiation (this out after my recent insight on the topic). **If someone you know is going through chemo/radiation please have them and their doctors read this** [April *Time* magazine article](https://gazelles.infusionsoft.com/app/linkClick/34590/f2a92b9a0a41626a/38262914/8dbbd745c134c787)**.**

**No Average Joe -- Joe Polish, founder of the Genius Network and Piranha Marketing, has pre-released his first book titled *The Average Joe's Marketing*** book (not on Amazon yet). Inside the book you'll discover: The 3 keys to attracting customers; How to create a happy client experience; The right way to get referrals; The 3-part customer conversion system; And how to differentiate your business with education based marketing. GPro and book club members will be the first to receive this book in addition to Joe's clients.

**H.A.L.F vs. E.L.F -- and Joe details how to make your business and life less H.A.L.F. (Hard, Annoying, Lame, and Frustrating) and more E.L.F.™ (Easy, Lucrative, and Fun) -- and Joe does it in a fun way. Marketing is THE critical function to scaling more easily - and Joe and his close friend Dean Graziosi, author of *Millionaire Success Secrets*, are co-keynoting our upcoming ScaleUp Summit along with a dozen other top biz thought leaders. Join 1000+ CEOs and CXOs of growth firms in** [San Antonio May 23 - 24 (Rock Habits User conference May 25)](https://gazelles.infusionsoft.com/app/linkClick/34592/7308a13a68be5277/38262914/8dbbd745c134c787)**.**

**Pre-Suasion Quiz -- And we are thrilled to announce the latest from Dr. Robert Cialdini, the "godfather of influence." In conjunction with PBS NewsHour, Dr. Cialdini has developed a seriously insightful quiz from material in his recently published** [New York Times bestseller Pre-Suasion: A Revolutionary Way to Influence and Persuade](https://gazelles.infusionsoft.com/app/linkClick/34594/2dee8d40f8916359/38262914/8dbbd745c134c787) to introduce the concept. The [quiz](https://gazelles.infusionsoft.com/app/linkClick/34596/515f5803ee1171ea/38262914/8dbbd745c134c787) will allow you to test your understanding of how pre-suasion works, as well as to improve that understanding. With a better awareness of pre-suasion, you should be able to:

1. **harness its power to boost your own persuasive success and**
2. **deflect that power when it's used on you in an unwelcome way.**

[Please take 7 minutes to complete this insightful quiz](https://gazelles.infusionsoft.com/app/linkClick/34598/ed429770ad847fe6/38262914/8dbbd745c134c787)**. I scored just above average and I've heard Cialdini speak several times - ugh - lots to learn yet. FYI, he's the opening keynote at our upcoming ScaleUp Summit - can't wait. Persuasive skills are key to effective sales and marketing.**

**Top 10 Tweets -- as Twitter grows as a marketing channel, this list of the top 10 most re-tweeted tweets highlighted by** [*Time* magazine](https://gazelles.infusionsoft.com/app/linkClick/34600/decac1e1894464fb/38262914/8dbbd745c134c787) **will give you insights into what works. Good causes (others and your own) and celebrities seem to dominate. Who is the most famous person or cause you can associate with your biz?**

**"3000" Quarterly Theme -- Ben Klason, National Enterprise Manager with Leader Computers in Australia, sent me the following note after attending my 2.5 day Scaling Up workshop:**

|  |
| --- |
| ***We launched our new quarterly theme today - which is to have our sales/warehouse/dispatch all working together to push our Expo registration # to 3,000 this year - a 100% increase from the #'s last year, its ambitious, but I am sure we will do it!***  |

**And below is the visual image promoting the theme, playing off the movie "300" about the Spartans. Notice the continuous update bar below the image. What is your measurable "critical number" and theme for this latest quarter? Pick something and go!**

|  |
| --- |
| https://www.gazelles.com/insights/3000_theme.jpg |

**CEO Boot Camps --** How would you like to spend 4 days in a small setting with me and 8 or 9 other CEO's? **How about doing that in Paradise??!! Along with serial entrepreneur John Ratliff and I are hosting a series of CEO Scaling Up Bootcamps at** [The Retreat in Marathon](https://gazelles.infusionsoft.com/app/linkClick/34602/98d8c7c17963c57d/38262914/8dbbd745c134c787)**. We'll cover Scaling Up (People, Strategy, Execution and Cash) as well as positioning for Strategic Exits and lots of other great growth company topics!! There will be plenty of one on one time with Verne, great networking, amazing food and lots of fun. And a private plane adventure up to Gainesville to hear Michael Singer, author of *The Untethered Soul***, speak. The venue is [www.marathonretreat.com](https://gazelles.infusionsoft.com/app/linkClick/34604/9d4d1bdaec602813/38262914/8dbbd745c134c787). Dates:

|  |
| --- |
| **June 13 - 16 (Tuesday - Friday)** **Aug 29 - Sept 1 (Tuesday - Friday)** **Jan 9 - 12 - for 2nd timers (Tuesday - Friday)**  |

 **The first CEO Boot Camps have scored 9.8 out of 10 and the CEOs have led businesses ranging from $1.5 million to over $1 billion.** [For more info](https://gazelles.infusionsoft.com/app/linkClick/34606/b253bf12eec5ccd5/38262914/8dbbd745c134c787)**. And to signup, email Tanya Fraser** tfraser@gazelles.com **- thank you.**

**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/38262914/8dbbd745c134c787) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/38262914/8dbbd745c134c787) **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 **or 877.217.2253 ext.700.**

**EDUCATION:**

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**TECHNOLOGY:**

**Create Hyper Focus on the IMPORTANT**
[*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/34608/3b6ea42cec5f6811/38262914/8dbbd745c134c787).

**Align Software knows before you do when someone needs to re-focus effort on the important. With Green, Yellow, Red pacing capabilities your team will know where they stand even before you do!**
**Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/38262914/8dbbd745c134c787) **- on your computer, tablet or phone. $5.00 per month gets you started.**

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**04/20/2017
Bezos’s Insights; Reflection’s Impact; Lencioni’s Hub; Monday’s Webinar**

"...insights for scaleups"

**HEADLINES:**

|  |
| --- |
| Follow effective action with quiet reflection. From the quiet reflection, will come even more effective action.  |
|    | **Peter Drucker**  |

**Want to Build a Healthy Organization? -- Pat Lencioni, author of** Five Dysfunctions of a Team, has created "The Hub" - all things to support a healthy organization (the #1 Rockefeller Habit). Sign up below (no cost), but first...

**Reflecting on Q1 -- made/missed your numbers? --** It's a good time to reflect on what worked and didn't work and make necessary adjustments and corrections to ensure you can still reach your annual goals (my "council" just did this on Monday). Do you adjust strategy or fix execution problems? Do you lower your targets? Join certified Scaling Up coaches Chuck Kocher and Daniel Marcos for an open discussion live webinar on Monday April 26 at 2pm EST. [Claim your seat here](https://gazelles.infusionsoft.com/app/linkClick/34668/227112542e0ce060/38352284/4e876e1e623fb638).

**15 Minutes of Reflection --** Research shows taking 15 minutes at the end of the day to reflect increased performance 23% over the next 10 days. **This** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/34670/4bbcc10683ebc8ec/38352284/4e876e1e623fb638) highlights this research and addresses the importance of taking time to reflect daily or weekly on what you've learned (did right, did wrong, etc.) - and why people have a hard time doing it! Recall T. Boone Pickens's team taking time at the end of each day to reflect on what they learned after battling it out in the oil and gas market for 8 hours. This daily habit turned $2.8 million into $4 billion. **I'm thinking more of this type of conversation in the daily huddle might be useful, reflecting on the trends you're seeing in metrics, stucks, and activities. What did we learn this past 24 hours? But keep it to 15 minutes. Thank you to author Adam Grant for pointing me to this article.**

**Reflections of Bezos --** [Amazon founder Jeff Bezos' annual letter](https://gazelles.infusionsoft.com/app/linkClick/34672/fcbb21bcf68fec13/38352284/4e876e1e623fb638) **to shareholders is becoming as popular as Buffett's annual letter (and much, much shorter). In his 2017 letter he reflects back on an idea he first presented two decades ago in his 1997 letter - the importance of why it's still "Day 1" for the internet and Amazon.com - and why they must maintain a Day 1 mentality. To quote Bezos:**

|  |
| --- |
| Here's a starter pack of essentials for Day 1 defense: customer obsession, a skeptical view of proxies, the eager adoption of external trends, and high-velocity decision making.  |

His short letter then details what to do (and not to do) about each - a perfect formula for any scaleup that aligns with Rockefeller Habits 2.0:

1. **Gathering first hand customer and employee feedback WEEKLY**
2. **Addition of the SWT tool which emphasizes the need to focus on external trends**
3. **A robust meeting rhythm of decision making.**

**But what does he mean by a "skeptical view of proxies"? As an example, Bezos suggests:**

|  |
| --- |
| ...market research and customer surveys can become proxies for customers - something that's especially dangerous when you're inventing and designing products. "Fifty-five percent of beta testers report being satisfied with this feature. That is up from 47% in the first survey." That's hard to interpret and could unintentionally mislead.  |

 **Please take 4 minutes to read his letter for the details - and another 4 to read the 1997 letter - then 15 minutes (in your next weekly meeting?) to reflect on how his ideas might apply to your scaleup. Thank you to Brad Feld for highlighting Bezos's letter.**

**94 Years of Reflection --** quite possibly the oldest Nobel Prize winning candidate? Might 94-year-old Dr. John Goodenough have the battery solution for the 21st century (just patented)? **This** [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/34674/cbace1d83dfdf786/38352284/4e876e1e623fb638) titled "To Be a Genius Think Like at 94-Year-Old" highlights how the most valuable patents are filed by those over 55. And Nobel Prize winners made their discoveries at the average age of 50. **It seems youth do not have a creativity advantage over the baby boomers (and older)! It's a delightful story and full of some great stats.**

**Lencioni's "The Hub" -- Pat's team has launched a new project specifically geared to all things organizational health. It's called "The Hub" and it's a web-site, a portal, a blog and an on-line magazine rolled into one. Its purpose is simply to provide fresher, more regular content for anyone trying to build a healthy organization. Please be one of the first to check it out at** [www.tablegroup.com/hub](https://gazelles.infusionsoft.com/app/linkClick/34676/8a965176cc440c11/38352284/4e876e1e623fb638) **-- and sign up - I did!**

**COACHING:**

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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/eba991d1d57b8ce0/38352284/4e876e1e623fb638) **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 **or 877.217.2253 ext.700.**

**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@align5.com

**TECHNOLOGY:**

**Manage Daily, Weekly and Quarterly Huddles**
[*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/34678/f7fb16f5481c0a45/38352284/4e876e1e623fb638).

**Always have visibility and insight into the groups priorities Participation creates alignment; everyone knows what's going on and who is accountable. Teams that are held accountable are more likely to act on priorities.
Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/38352284/4e876e1e623fb638) **- on your computer, tablet or phone. $5.00 per month gets you started.**

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**04/27/2017
Pricing Power; Boomerang; Conversation Possession; 10 CEOs Needed**

"...insights for scaleups"

**HEADLINES:**

**10 CEO Interviews Needed -- are you using customer funding to fuel your growth i.e.** are you a fan of John Mullins' Customer Funded Business book? See below, but first...

**May 2 Cutoff -- if you're planning to attend the** [ScaleUp Summit May 23 - 24](https://gazelles.infusionsoft.com/app/linkClick/34880/077181b9c78861f5/38441708/b331b3631ce0dea8) **(almost sold out) and/or Scaling Up User Conference May 25, the cutoff for getting the conference hotel room rate is May 2.**

**"Conversation Possession" -- taking a page from futbol powerhouse FC Barcelona's One-Phrase Strategy of "ball possession" Andrew Bentley created a quarterly theme around "conversation possession." Notes Bentley, Regional Director for SAS in Canada:**

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| ***We gave out mini soccer balls, drawing the analogy that when FC Barcelona has the ball, which they do 70% of the time, there's no scoring opportunity for the opponent. If we own the conversations in our market, we have the ear of the decision makers i.e. if we're meeting the VP Marketing on Tuesday at 11am, my competitors can't. So let's own the conversations in our market.***  |

**What is your quarterly theme? How do you block the competition? BTW, congrats to Lionel Messi who scored his 500th career goal as Barcelona defeated Madrid in the final 10 seconds of the El Clasico on Sunday.**

**Pricing Power --** The Atlantic published a lengthy, but insightful, article on pricing titled "[How Online Shopping Makes Suckers of Us All](https://gazelles.infusionsoft.com/app/linkClick/34882/55b6ea8a0f45df58/38441708/b331b3631ce0dea8)." **Instead of leveling the playing field, the internet and it's access to our shopping habits is leading to many of us paying higher prices than others.**

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| ***The price of a can of soda in a vending machine can now vary with the temperature outside. The price of the headphones Google recommends may depend on how budget-conscious your web history shows you to be, one study found. For shoppers, that means price-not the one offered to you right now, but the one offered to you 20 minutes from now, or the one offered to me, or to your neighbor-may become an increasingly unknowable thing. "Many moons ago, there used to be one price for something," Dolan notes...Which raises a bigger question: Could the internet, whose transparency was supposed to empower consumers, be doing the opposite?***  |

**Boomerang -- The same article highlights a startup called Boomerang that helps major companies make billions of real time pricing decisions. Notes the article:**

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| ***..its software engine isn't built to match the lowest price out there. (That... would be a simple algorithm.) It's built to manage consumers' perception of price. The software identifies the goods that loom largest in consumers' perception and keeps their prices carefully in line with competitors' prices, if not lower. The price of everything else is allowed to drift upward.***  |

**What are you doing to up your pricing game?** [Please take 15 minutes to study this article](https://gazelles.infusionsoft.com/app/linkClick/34904/c5f2ca675ebc45fd/38441708/b331b3631ce0dea8) **and keep dynamic pricing at the heart of your strategy.**

**10x Price Increase -- I was the closing keynote for Mark Moses' CEO International Summit this past weekend and expounded on the importance of pricing. One of the CEOs in attendance learned that a big reason his $30,000 solution wasn't selling is that the customers thought it was way too inexpensive to solve their problem - and that they had allocated $300k for a solution. So he10x'd the price and the rest is history! How much are you leaving on the table?**

**Unconditional Service Guarantees -- drawing from the ideas of this classic 1988 *HBR*** article titled "[The Power of Unconditional Service Guarantees](https://gazelles.infusionsoft.com/app/linkClick/34906/cf43778631f30469/38441708/b331b3631ce0dea8)", Hugh Smallridge, Managing Director of UK-based Ashwood, established a [Saleability Guarantee](https://gazelles.infusionsoft.com/app/linkClick/34908/0ab6ee0d9baf5cde/38441708/b331b3631ce0dea8). Notes Smallridge:

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| ***We are selling items to retailers, so their success at selling the product on to consumers is essential to our success - so that they come back and buy more. Our Saleability Guarantee means that if you have unsold stock after 3 months, we'll collect it and replace it with stock of your choice, credit it or refund it. No quibble!***  |

**And the results?**

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| ***We do have to take stuff back - the odd leftover grotto presents or whatever - but the fact that we landed 285 new customers last year (we supplied 815 customers in total last year), and 139 so far this year, tells me the guarantee is paying for itself very well! Because it's a no brainer for the customer - why wouldn't they want to try some of our products on this basis?***  |

**Smallridge concludes:**

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| ***I think guarantees are vital to a successful business strategy - that and having unique products. I think the key is that the guarantee must be compelling and risky enough that it will cost you something. If it doesn't, it's not powerful and compelling enough.***  |

 **London Business School (LBS) Course -- want to be featured in an LBS online course? We're shooting a Master Class with the famous Professor John Mullins and we need to include 10 CEO video interviews. Are you a fan of his book *The Customer-Funded Business?*** Are you fueling the growth of your firm from customer cash flow? **Are you collecting larger upfront deposits like Elon Musk? Do you have a membership fee like Amazon or Costco? Are you getting customers to pay you faster? Please email** daniel@growthinstitute.com **if you're interested in being featured in Professor Mullins' course. We'll fly to you to shoot the video.**

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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/38441708/b331b3631ce0dea8) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/38441708/b331b3631ce0dea8) **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 **or 877.217.2253 ext.700.**

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**05/04/2017
Mark Cuban’s Weekly Report; Screaming Emails; Cracking Jokes; Julie’s Olive Oil Won**

"...insights for scaleups"

**HEADLINES:**

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| Perhaps the secret of living well is not in having all the answers but in pursuing unanswerable questions in good company.  |
|    | Rachel Naomi Remen  |

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| First full day as Twitter COO tomorrow. Task #1: undermine CEO, consolidate power.  |
|    | Dick Costolo, the night before he joined Twitter as chief operations officer  |

**Julie's Olive Oil Won --** [Veritat olive oil](https://gazelles.infusionsoft.com/app/linkClick/35224/2093a267df1e8883/38627404/2fec4a312be119ba), my wife's antioxidant superfood (I take two tablespoons per day) which she is bringing to the US from Spain, did well in her first NY Olive Oil Competition. More below, but first...

**Mark Cuban's Weekly Report --** Bob Hubbard, co-founder of Hubbard Family Swim School (four clubs and 7000 children per week), reached out to Mark Cuban this week to inquire about the weekly report he referenced when he keynoted our Fortune Summit. As expected, Mark's response (neat that he replied) was short and to the point:

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| The format is easy I want all bad news first Challenges and issues you need my help with second That's it  |

Notes Hubbard, "I love his line that says: 'issues you need my help with' -- love the specificity --- and the invitation to ask for help."

**Power of Pride at Facebook --** working with Wharton prof Adam Grant, Facebook's HR team wanted to understand what was at the heart of employee engagement. What they found is pride. Note's the team in this [*FastCompany* article](https://gazelles.infusionsoft.com/app/linkClick/35226/c1d69d7c2dfe976f/38627404/2fec4a312be119ba):

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| Having seen how important pride in the company is, we sat down to figure out where it comes from. When we analyzed our survey questions, three main factors predicted pride: 1. ***Optimism:*** How much do people believe in the company's future?
2. ***Mission:*** How much do people care about the company's vision and goals?
3. ***Social good:*** How confident are people that the company is making the world a better place?
 |

Take 3 minutes to read the details, which just reinforces the power of a BHAG, Purpose, and alignment. Thanks to Pelle Tornell, ScaleUp Partners in Stockholm, for sharing this article.

**Scream Your Emails --** Got a tricky email to send? Writing to someone that you know to be overly emotional at times? Simon, Chief Adventurist for Australia-based tour company Inspiration Outdoors, shared with me a communication strategy a former boss/mentor taught him. Notes Simon:

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| Here is a trick that I teach my staff. Scream your emails. Once you have finished writing your email, read it back to yourself in your head, but scream/yell it to yourself. If it sounds confrontational in this "voice", rewrite it. You never know what emotional state someone will be in when they receive your email. They might have just lost a big client, maybe a troubled call from home. By screaming the email to yourself, you can see the most extreme interpretation your reader could take of your tone.  |

If the email sounds non-confrontational and maybe even a little bit silly in this screaming voice, you have an email that can't be misinterpreted as confrontational. And extra tip: bookend your email with a genuine thank you. It's almost impossible to scream thank you without sounding ridiculous. FYI, Simon was kind to note in his email to me "we are scaling up thanks to your community of thinkers." Simon, thanks.

**Successful CEOs Do Four Things --** a 10-year study using the ghSmart's Topgrading interview data for 17,000 leaders found that successful CEOs do four things:

1. Decide with speed and conviction
2. Engage for impact
3. Adapt proactively
4. Deliver reliably

[Please take 4 minutes to read](https://gazelles.infusionsoft.com/app/linkClick/35228/cff538aae66f65aa/38627404/2fec4a312be119ba) through the important details for each of these four attributes - or one minute to at least look at the first one. Deciding quickly, even if wrong, was better than waiting. Indecision is a killer.

**Community of Thinkers --** Barrett Ersek, founder/CEO of Holganix, sent me the opening quote above. Noted Barrett in his email to me:

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| I saw this quote this morning and thought of you. It's all about asking the right question in good company...and that's the power of your [*ScaleUp Summits*](https://gazelles.infusionsoft.com/app/linkClick/35230/c37ea53e576a8094/38627404/2fec4a312be119ba). Exposing us to great content so it spurs the right question and being surrounded by our teams and other like-minded companies is the "good company" she references.  |

Barrett, thank you - and see you in San Antonio May 23 - 24.

**Cracking Jokes Makes You Seem More Competent --** and the second quote above came from this [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/35232/65bc9a27838e8970/38627404/2fec4a312be119ba) on the impact of humor. Research shows that those who crack appropriate jokes are seen as more competent - and the jokes don't even have to be good!

**Julie's Olive Oil --** 910 olive oils from around the world entered the New York International Olive Oil Competition (NYIOOC), including165 from Spain in four categories. As the newcomer in her highly competitive category of arbequina olive oils, her olive oil [Veritat (it's now shipping - order here)](https://gazelles.infusionsoft.com/app/linkClick/35234/bb57df295f978221/38627404/2fec4a312be119ba) brought home Silver. Congrats honey.

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[Great Game of Business with Jack Stack](https://gazelles.infusionsoft.com/app/linkClick/69/d2bf49acd1f0deba/38627404/2fec4a312be119ba)

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[Sign up for Verne's Weekly Insights](https://gazelles.infusionsoft.com/app/linkClick/3092/dc3114656dd34554/38627404/2fec4a312be119ba)

**05/11/2017
3 New Books; Marketing Partners; Performance Based Leads; Culture is Everything; Multipliers Revised**

"...insights for scaleups"

**HEADLINES: (3 Book Deals)**

**Affiliate Marketing Goes Mainstream** -- **paying only for marketing that delivers results is the beauty of affiliate marketing. Once only a channel for internet marketers, affiliate marketing is going mainstream as major companies are finding a benefit in partnering with companies that have massive lists of customers likely to but their products/services and only paying a commission for those who purchase vs. renting a list or buying ads.**

**Performance Partnerships (Just $.99 this week)** -- **EOer Robert Glazer is one of the leaders in the affiliate marketing space and just published a book this week called Performance Partnerships: The Checkered Past, Changing Present and Exciting Future of Affiliate Marketing. This week the Kindle version is just $.99, so grab a copy. GPro and book club members will receive a copy of his book. Robert is also keynoting our fall ScaleUp Summit Oct 17 - 18, St. Louis.**

**Culture is Everything (Free Chapter 1)** -- **Tristan White, founder of The Physio Co (8 time Best Places to Work winner in Australia), has pre-released his first book titled** [Culture Is Everything: The Story And System Of A Start-Up That Became Australia's Best Place To Work](https://gazelles.infusionsoft.com/app/linkClick/35352/e95cd515410ebebd/38722710/af80d09f98a34f94)**. Tristan details a repeatable set of rituals that he and his team have created over 13 years which makes the complex task of building a strong culture much simpler. He's even broken it down to a checklist for you to follow. If you are an entrepreneur or leader and want to build a strong culture, then read this book for a practical case study in how it's accomplished.** [Chapter 1 is free to download](https://gazelles.infusionsoft.com/app/linkClick/35354/053b25e1b10499db/38722710/af80d09f98a34f94)**.**

**New Edition of** ***Multipliers* (Free Webinar if Ordered by May 20)** -- [Liz Wiseman's breakthrough leadership book which created a new language inside companies - multipliers and diminishers](http://amzn.to/2q8PtoM) **- has released a significantly updated edition. Order by May 20 and you'll be invited to a free webinar with Liz. Here's the new content (Liz's voice):**

1. ***A new chapter on how to deal with Diminishers and minimize their impact on yourself and others.(chapter 8) - This is the main reason I wrote the new edition - readers were desperate for strategies for dealing with the inevitable Diminishers in their lives.***
2. ***A new chapter on the ways that well-intended leaders become "Accidental Diminishers." (chapter 7) - This is a double click on the most popular idea in the book and where most of the learning/tractions is for executives.***
3. ***A new section on how to effect lasting cultural change inside corporations. (in chapter 9) - this is a huge issue for mid-sized high growth companies.***
4. ***A set of tools to enable managers to put the ideas into action (Appendix E) - We are giving away a core part of the training, which helps SMB be self sufficient in developing their leaders.***
5. ***Several new case studies of Multiplier leaders (throughout)***
6. ***A preface that describes the changing landscape of management and why leaders can and must get more from their talent (pages xvii - xxii) -- a short overview of what I've learned since 2010 and an overview of what's in the new edition.***

**Three Summits This Week** -- **the insight is short because we're hosting three European ScaleUp Summits - Amsterdam, Berlin, and Barcelona this week.**

**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@align5.com

**TECHNOLOGY:**

**Put your Critical Information in your POCKET**
[*Click Here to Watch a video example*](https://gazelles.infusionsoft.com/app/linkClick/35356/e80c67c88ac92376/38722710/af80d09f98a34f94).

**Align Software runs your Rockefeller Habits in the cloud, anywhere, anytime! Have real time access to Huddles, Priorities, KPI's, Critical Numbers and more. Scale Up your Rockefeller Habits implementation with** [***www.alignwithgazelles.com***](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/38722710/af80d09f98a34f94) **- 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/38722710/af80d09f98a34f94)**.**

**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/38722710/af80d09f98a34f94) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/38722710/af80d09f98a34f94) **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 **or 877.217.2253 ext.700.

EDUCATION:**

**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/38722710/af80d09f98a34f94)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

[**ScaleUp Summit 2017**](https://gazelles.infusionsoft.com/app/linkClick/30652/22b0bbba20d555d6/38722710/af80d09f98a34f94) **San Antonio, TX - May 23-24, 2017**

[**Scaling Up User Conference 2017**](https://gazelles.infusionsoft.com/app/linkClick/30654/fc095e1da3d5eee4/38722710/af80d09f98a34f94) **San Antonio, TX - May 25, 2017**

[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/38722710/af80d09f98a34f94)

Have Big Plans to Execute in 2017? Learn how to use the proven Rockefeller Habits 2.0 tools and strategies to scale up smarter.

[Dallas, TX - May 16, 2017](https://gazelles.infusionsoft.com/app/linkClick/32082/e1a9fbd132169bea/38722710/af80d09f98a34f94)
[San Francisco, CA - May 18, 2017](https://gazelles.infusionsoft.com/app/linkClick/33694/78a882506bdb329b/38722710/af80d09f98a34f94)
[Halifax, NS - Jun 6, 2017](https://gazelles.infusionsoft.com/app/linkClick/32084/0d78537f6182c8fd/38722710/af80d09f98a34f94)
[Montreal, QB - Jun 6, 2017](https://gazelles.infusionsoft.com/app/linkClick/32086/839fd32694a006b9/38722710/af80d09f98a34f94)
[Melbourne, Australia - Jun 8, 2017](https://gazelles.infusionsoft.com/app/linkClick/35360/adfd801ec626e7df/38722710/af80d09f98a34f94)
**Merida, Yucatan MEX - Jun 13, 2017**
**Ciudad Juarez, Chihuahua, MEX - Jun 22, 2017**[Phoenix, AZ - Sep 12, 2017](https://gazelles.infusionsoft.com/app/linkClick/34684/20bb1d26a1a88471/38722710/af80d09f98a34f94)
[Fort Lauderdale, FL - Dec 5, 2017](https://gazelles.infusionsoft.com/app/linkClick/35362/41db3c07ee62b874/38722710/af80d09f98a34f94)[**Gazelle's Growth Institute® Online Executive Education**](https://gazelles.infusionsoft.com/app/linkClick/2334/86091e581d92f575/38722710/af80d09f98a34f94)

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

**Online Master Practitioner Certification courses**

[Topgrading](https://gazelles.infusionsoft.com/app/linkClick/8242/5a471e27c5cc1fd9/38722710/af80d09f98a34f94)
[Mastering the Rockefeller Habits](https://gazelles.infusionsoft.com/app/linkClick/8244/762eb4951a09e19f/38722710/af80d09f98a34f94)

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**05/18/2017
49er’s Draft Values; 70% Market Share; AI Assistant; Sold Out**

"...insights for scaleups"

**HEADLINES:**

**ScaleUp Summit Sold Out --** however we still have [**LIVE streaming available**](https://gazelles.infusionsoft.com/app/linkClick/35406/47f7d4aa3d266f88/38809680/d67cfb4f34b68493) **for next week's May 23 - 24 Summit. Enjoy from the comfort of your office, conference room, or home. The next ScaleUp Summit is Oct 17 - 18, St. Louis - with a Scaling Up User Conference Oct 19. Mark your calendars.**

**Flexi Owns 70% Market Share -- of retractable dog leashes. Who would think one company dominates, but they do. They are what Hermann Simon calls a "Hidden Champion." He keynoted our Berlin ScaleUp Summit last week and this recent** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/35408/ab2e7a9606dea597/38809680/d67cfb4f34b68493) **highlights the lessons learned from almost 3000 of these mainly privately held firms that dominate focused niches globally. BTW, the average tenure of a Hidden Champion CEO is 20 years vs.** 7 year for ***Fortune* 500 firms. And almost half are based in Germany, which the article explains why (other countries including the US should take note). Please take 2 minutes to read how to dominate your niche. And here's a link to** [Hermann's quick interview of me](https://gazelles.infusionsoft.com/app/linkClick/35410/754cec6dad6e6342/38809680/d67cfb4f34b68493) **while in Berlin - he's really on top of social media at 71 years old.**

**AI Teaching Assistant -- Georgia Tech Professor Ashok Goel needed help - so he built an extra teaching assistant using artificial intelligence. Named Jill Watson, it is now 97% successful in answering student's basic questions. This frees up Professor Goel and his human assistants to address the tougher concerns. This** [*Backchannel* article](https://gazelles.infusionsoft.com/app/linkClick/35412/c49b18a84af01126/38809680/d67cfb4f34b68493) **goes on to explain advances Pearson and other education firms are making in adding AI to their online and offline offerings. But will AI be replacing teachers anytime soon? Notes Ashok:**

|  |
| --- |
| ..she's not ready to teach-***or even take on all the responsibilities of a human TA. "To capture the full scope of what a human TA does, we're not months away or years away. We're decades, maybe centuries away, at least in my estimation," Goel says. "None of us (AI experts) thinks we're going to build a virtual teacher for 100 years or more."***  |

**Notes Tom Bemiller, CEO of Aureus Auto Body, who pointed me to the article:**

|  |
| --- |
| ***It makes me think about how we could use AI to help teach our employees financial literacy, SOP training, and other internal education programs. Never thought about that before. Pretty cool stuff.***  |

**Please take 3 minutes to skim through the article and then continue to ponder how AI is going to assist your business.**

**49er's Draft Room Values -- below is an image from the San Francisco 49ers' draft room that articulates the "Core Values" they were looking for on draft day (from this** [article](https://gazelles.infusionsoft.com/app/linkClick/35420/fee6092dcdb0a217/38809680/d67cfb4f34b68493) **written by Peter King for MMQB). They separated them out into 2 categories: "Talent" and "Spirit". Thanks to Gazelles coach Matt Kuttler for sharing.**

|  |
| --- |
| https://gazelles.com/insights/SanFrancisco_49ers.jpg |

**The key is to hire based more on core values than skill. Specifically, we think hiring should be based on four criteria in this order:**

|  |
| --- |
| Will **- do they have the desire to learn and win** ***Values* - will they fit your cultural norms** ***Results* - do they have a track record of delivering the outcomes you're seeking** ***Skills* - can they competently do the job**  |

 **The Topgrading Scorecard does a great job of organizing and quantifying each of these parameters - then serves as an interview and evaluation guide.** [To learn how to "topgrade" check out this online course](https://gazelles.infusionsoft.com/app/linkClick/35422/d88588e2585cf992/38809680/d67cfb4f34b68493) **taken by thousands to learn how to interview and select A players.**

**Geekdom -- putting our registrations over the top was Geekdom. We have partnered with San Antonio leaders Graham Weston (former Rackspace CEO), Nick Longo and their Geekdom team to help support scaling of their member companies. We look forward to welcoming more than 50 leading companies and leaders from the Geekdom community next week at the ScaleUp Summit.** [Geekdom](https://gazelles.infusionsoft.com/app/linkClick/35424/1245b6f949728e18/38809680/d67cfb4f34b68493) **is a new kind of collaborative co-working space where Entrepreneurs, Technologists, Developers, Makers & Creatives help each other build businesses & other cool things together.**

**Next Insight June 1 -- with our ScaleUp Summit next week, I'll take a break from the insights. Next one June 1.**

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[Fort Lauderdale, FL - Dec 5, 2017](https://gazelles.infusionsoft.com/app/linkClick/35362/41db3c07ee62b874/38809680/d67cfb4f34b68493)[Becancour, QC  - Aug 24, 2017](https://gazelles.infusionsoft.com/app/linkClick/35428/e976bb03eac21c17/38809688/b2fefebbc7d18ae0)
[Regina, SK \* Social Sector - Sep 19, 2017](https://gazelles.infusionsoft.com/app/linkClick/35430/f192bb6970202655/38809688/b2fefebbc7d18ae0)
[Waukesha, WI - Oct 31, 2017](https://gazelles.infusionsoft.com/app/linkClick/35432/988746e4448fe16e/38809688/b2fefebbc7d18ae0)
[Austin, TX - Nov 9, 2017](https://gazelles.infusionsoft.com/app/linkClick/35434/ae473de126f28234/38809688/b2fefebbc7d18ae0)

**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/38809680/d67cfb4f34b68493) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/38809680/d67cfb4f34b68493) **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 **or 877.217.2253 ext.700.

TECHNOLOGY:**

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**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/38809680/d67cfb4f34b68493)**.**

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Baseline Selling - Dave Kurlan
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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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 **06/01/2017
2930% Increase in Sales Leads; President Zuckerberg?; 24/7 Techies; Inside Apples New HQ**"...insights for scaleups"

**HEADLINES:**

**2930% Increase in Sales Leads -- and this was for a motorcycle dealer in NYC. Using an AI tool called Albert, Adgorithm's AI-driven marketing platform, Asaf Jacobi's Harley dealership went from selling one or two motorcycles a week during the winter to 15 the first weekend he turned on the tool! By the third month of using the tool, leads increased 2930% and 50% of those were "lookalikes" - mirroring the customers most likely to purchase. Please take two minutes to read the details in this** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/35754/dc344432a1096920/38902074/535cabe5e6ce57bd)**. This is powerful stuff!**

**8 Ways Machine Learning Improves Processes -- a significant weakness in scaleups is a lack of effective processes. This results in costly mistakes and wasted time, plus no fun for employees. Machine learning is stepping in to fill the gap. This** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/35756/4e15c49b3f16ced7/38902074/535cabe5e6ce57bd) **outlines the specific processes companies are using machine learning and AI to drive and improve - worth 1 minute to scan down through the list. We'll be hosting more experts in these fields at our** [ScaleUp Summits (next one Oct 17 - 18, St. Louis)](https://gazelles.infusionsoft.com/app/linkClick/35758/64acd0b243dd608b/38902074/535cabe5e6ce57bd)**.**

**(President) Mark Zuckerberg's Commencement Address -- I realize this is old news already, but this** [*Boston Globe* Opinion piece](https://gazelles.infusionsoft.com/app/linkClick/35760/51a53a128031030e/38902074/535cabe5e6ce57bd) **written by the guy whose book became the famous movie about Mark, is classic. Ben Mezrich wonders if Mark is running for President already with a goal to visit all 50 states in 2017 (his personal goal this year); is he already a cyborg with AI components; will he purchase Uber, Tesla, etc. and assimilate Elon Musk? It's a fun and insightful article with a real possibility that Mark runs sooner than later (thank Trump for clearing the path for business owners to run and win).** And for those that missed the speech, [*Fortune* did a nice job highlighting the top 10 quotes from the speech](https://gazelles.infusionsoft.com/app/linkClick/35762/1dfa753803278828/38902074/535cabe5e6ce57bd) **- worth having for your next meeting or cocktail gathering.**

**If Zuckerberg Ran America Like Facebook -- and yesterday** [*Inc.* magazine weighed in](https://gazelles.infusionsoft.com/app/linkClick/35764/6bff6ed3db078194/38902074/535cabe5e6ce57bd)**. The most interesting part of the article details his "listening tour" of America. And it details how Mark is the consummate politician given all the challenges he faces in dealing with governments around the globe. It's a piece worth reading as it details the skills of a 21st Century leader.**

**24/7 Techies (Gazelles case study) -- my latest** [*Huffington Post* piece](https://gazelles.infusionsoft.com/app/linkClick/35766/67314850ffbb1203/38902074/535cabe5e6ce57bd) **highlights Dilendra Wimalasekere's Sri Lanka-based 24/7 Techies. By identifying its core customers in a detailed buyer persona; figuring out what they really want; making the right brand promises to them; and putting a system in place to make sure it keeps those promises, Dilendra's firm is receiving accolades. The product review site TopTenReviews chose 24/7 Techies as the number one company offering the best support for phones and tablets. And its Net Promoter Score is excellent, with 96% of its customers willing to refer the company to others.**

**24/7 Techies' Brand Promises -- serving mainly US, UK, Canadian, and Australian customers 50 - 70 years old who are non-tech savvy, they guarantee an "outstanding experience" or you don't pay, defined measurably as:**

* **Answering a call in less than two minutes**
* **Never hurrying customers and answering all their questions**
* **Offering clear pricing via a flat fee for unlimited support**

**They also offer a free diagnostic that allows the company to explain the problem in detail to the customer. And given the service culture Sri Lanka is known for gives Dilendra a leg up on international competitors when it comes to having a pool of talent from which to hire caring people willing to work with older adults (OK, 50 isn't old!).** [Please take 2 minutes to read](https://gazelles.infusionsoft.com/app/linkClick/35768/be152973bea85e23/38902074/535cabe5e6ce57bd) **the details. Congratulations Dilendra on defining a clear strategy and executing on it. Have you clearly defined your ideal buyer and 3 brand promises?**

**An Exclusive Look Inside Apple's Mothership -- and for the curious, this** [*Wired* article](https://gazelles.infusionsoft.com/app/linkClick/35770/c9339ba42b9cbcc5/38902074/535cabe5e6ce57bd) **gives some of the first looks inside Apple's amazing new HQ. The attention to every detail is truly impressive with a main design element to blur the line between indoors and outdoors. Jobs understood the importance of connecting with nature as it impacts the quality of work life and creativity. It's a lengthy article so grab your favorite drink this weekend and soak in the ideas.**

**EDUCATION:**

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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/eba991d1d57b8ce0/38902074/535cabe5e6ce57bd) **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 **or 877.217.2253 ext.700.

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**06/08/2017
Atlassian Doubles; Leprino Dominates; Wal-Mart Leads; Elite SEM on Today Show**"...insights for scaleups"

**HEADLINES:**

**Atlassian's Value Doubled -- in just under 18 months since it's Dec 10, 2015 IPO, Atlassian's market cap has doubled from $4.2 billion to $8.4 billion. I'm just saying! Congrats to Scott Farquhar and Mike Cannon-Brookes for continuing to lead one of the best run companies in the world. Discipline and focus are key, as Scott notes on the back of** Scaling Up**.**

**Fortune 500 List Ratios -- the latest**[*Fortune* list is out](https://gazelles.infusionsoft.com/app/linkClick/35850/fcfe692b501b9c1c/38987362/e6e5d62ca36b8e58) **and Wal-Mart still tops with $486 billion in revenue, more than twice Berkshire Hathaway and Apple, sitting at #2 and #3 respectfully. With a combined revenue of $12 trillion and profits of $890 billion, average profit is 7.4% for the** Fortune 500**. Mid-market firms, if they dominate a narrow niche, should be 3x this - are you? And with a combined workforce of 28.2 million, average revenue per employee sits at almost $426,000/employee, over four times that of mid-market firms.**

**Pricing and Process -- Better strategic pricing (branding drives pricing power) and lean processes are two main reasons big firms crush scaleups in revenue/employee. Building brand (owning a word or two, like "pizza cheese" - see below) and annually cleaning up processes, like cleaning out closets, will increase your revenue/employee, a KPI to watch closely.**

**Chick-fil-A 3x KFC -- the iconic fast food chain Chick-fil-A, famous for not being open on Sundays, generates over 3x the revenue per store as competitor KFC -- $3.1 million vs. $960,000. Reasons:**

1. **Customer Service - #1 on Consumer Reports for all restaurants**
2. **Employee Training - "the better we train the longer people stay"**
3. **Fulfill Dreams - paid to have an employee take photography classes**

**It's comes down to showing that you care. And when employees feel cared for they care for your customers and company. This**[*Business Insider UK* article](https://gazelles.infusionsoft.com/app/linkClick/35852/c8925b77874b6984/38987362/e6e5d62ca36b8e58) **article provides more details. Thanks to John DiJulius, customer service guru, for sharing this story in his latest blog.**

**85% Market Share --** [*Forbes* manages to get an interview](https://gazelles.infusionsoft.com/app/linkClick/35858/f945cc85e2e23f85/38987362/e6e5d62ca36b8e58)**, but still no photo, of camera shy James Leprino, the 79-year-old billionaire founder of Denver-based Leprino Cheese which owns 85% of the "pizza cheese" market with Pizza Hut, Domino's, and Papa John's as clients. Notes the article:**

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| --- |
| Leprino takes out his beat-up black leather wallet, removes the rubber band holding it shut and reveals a card featuring the four company watchwords: quality, service, price, ethics. "I've got everybody keeping one in their pocket," Leprino says. "The company was growing so fast they were missing this important message."  |

**Please take 2 minutes to read this case study of how to dominate a niche! What is your niche in which you'll own 85%?**

**Ben Kirshner on Today Show (Gazelles Case Study) -- congratulations to Elite SEM's CEO for his appearance on the** [Today Show with Al Roker](https://gazelles.infusionsoft.com/app/linkClick/35860/b124ff697d14ee05/38987362/e6e5d62ca36b8e58) **discussing the misconceptions about millennials and work. Elite SEM was named by** Fortune **as the #1 place for millennials to work last year (#5 this year) and is coached by Gazelles Certified Coach Matt Kuttler. FYI,** [Ben is going to give a ScaleUpX talk at the fall Summit](https://gazelles.infusionsoft.com/app/linkClick/35862/1aa0cafea1486565/38987362/e6e5d62ca36b8e58) **and then lead a longer session at the** [Scaling Up User Conference](https://gazelles.infusionsoft.com/app/linkClick/35870/a3a53ce843e71308/38987370/8592d73848caa511) **the following day (Oct 19, St. Louis). This is one of the best run companies in the US.**

**Strategy Guru Frances Frei Joins Uber -- Harvard prof and author of my favorite strategy book** Uncommon Service **has made a bold move and is joining Uber, not as COO, which they are still looking for, but as their first SVP in leadership and strategy. This** [Recode article](https://gazelles.infusionsoft.com/app/linkClick/35864/071b9a51dc2e1459/38987362/e6e5d62ca36b8e58) **will fill in the details as she goes in to clean up a real leadership mess. Can't wait to check back a year from now.**

**"Quality, Service, Price, Ethics" -- James Leprino built a pizza cheese dynasty by consistently innovating and delivering on these four drivers. What are your drivers? Pick a few and then deliver!**

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 **06/22/2017
Crazy Backstory; No Try, Only Do; Brand/Culture Assessment; Be Incredible!**"...insights for scaleups"

**HEADLINES:**

**Free Brand/Culture Assessment -- 2016 ScaleUp Summit speaker Denise Lee Yohn, author of** What Great Brands Do**, is working on a new book and is gathering research through a free brand/culture assessment, more below, but first...**

**My Apology, But Great Story -- I took some time off last week, so there was no insight (and there will be other gaps this summer). Otherwise, the next piece would have been more timely. I still find this a perfect example of why it's always a "WHO" question when you want to win and win big!! And it's an amazing and insightful story of constraint analysis, quick decision making, and making the ONE move that all but guaranteed a championship title a year in advance. Please read!**

**'I'm Ready': The Text That Started the Warriors' Dynasty -- for non-NBA fans, the Golden State Warriors basketball team continued to set records in winning their 2nd Championship in three years, crushing Lebron James' Cleveland Cavaliers. But there is a back story that all but guaranteed this outcome a year in advance, which this brilliantly written** [*Sports Illustrated* (SI) article](https://gazelles.infusionsoft.com/app/linkClick/35972/f092d9bfedfbf0d5/39114348/48a7cf56f02f556f) **article details. In short, just 30 minutes after the Warriors lost Game 7 of the finals last year to the Cavaliers, after having the winningest season in history, Warriors player Draymond Green kicks into action. Rather than sitting around all depressed, thinking about how no team had ever lost a championship being up 3-1, Green is making a move to guarantee this never happens again.**

**Only One Option -- to quote SI, Green asks himself:**

|  |
| --- |
| "What will get us over this hump and make us incredible? Not just incredible for a year. ***What will make us incredible for a long, long time***?" Rather than what, the question was ***who***. Green believed the Warriors needed a player to take stress off Curry, so he wouldn't always have to hit the 35-footer, and apply it to James, so he would never again be able to hide on Harrison Barnes, freelancing for blocks and steals. Only one such person who walks the earth was available.  |

**Green had analyzed the devastating loss, identified the key constraints, and realized the only solution was a "who."**

**Kevin Durant -- the SI article continues:**

|  |
| --- |
| And so, at that locker, in that uniform, less than an hour after the most excruciating loss of his life, Green punched up Kevin Durant's number. "See what we're missing," Green says, recounting the text message he sent Durant. "We need you. Make it happen." Green had been courting Durant for months, but this was his strongest pitch yet, delivered at the most dramatic juncture. "Right after you lose Game 7," Green says, "shows you're serious." Of course, the Warriors did not need Durant, not really. They had gone 73-9 without him. But Green would leave nothing to chance. Neither, it turned out, would Durant.  |

**The rest is history. Durant joins the Warriors, they set an NBA playoff record in winning 15 straight games, and this move all but assures the Warriors of several more, if not a record number of, championships.** [It's a lengthy, but riveting article](https://gazelles.infusionsoft.com/app/linkClick/35974/8dadb6c1678f96ee/39114348/48a7cf56f02f556f) **- please take 6 minutes to read the rest of this story and pick up more negotiation and human behavior tricks.**

**What Will Make Your Company Incredible for a Long, Long Time? -- bring this question to your next weekly meeting or quarterly planning session. Take some time this weekend to think about what is truly constraining your business (or personal) success. It's likely a "who" issue. Who's missing? Who could take a significant load off you and the team? Who do you need to text?**

**No Try, Only Do -- the previous story couldn't have set me up any better to promote a book titled** No Try, Only Do **(exactly what Draymond Green did!). Serial entrepreneur Andy Bailey launched and scaled an** Inc. 500 **company, which he successfully exited in 2011. Now founder of Petra Coach, a significant coaching partner with Gazelles (and creator of Align, the SaaS dashboarding system we recommend), Andy has logged more than 10,000 hours coaching firms in using the Rockefeller Habits. His** [new book *No Try, Only Do*](https://gazelles.infusionsoft.com/app/linkClick/35976/21c850833fa19654/39114348/48a7cf56f02f556f) **provides numerous case studies that detail how to put these habits in action. Go right to Chapter 6 and see how NationLink Wireless, Andy's earlier company, 4x'd the industry average gross margin/employee - moving from $75k/employee to a whopping $275k/employee. Then read the rest of the book! Thank you, Andy, for the perfect "how to" supplement to** Scaling Up (Rockefeller Habits 2.0)**.**

**Who You Sit Next to Matters -- there's been a long-standing idea that your success is the sum of the people you associate with. Along these same lines, this** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/35978/03d52d7f7880e947/39114348/48a7cf56f02f556f) **titled "Want to be more productive, sit next to someone who is" highlights research proving this link. For me, the best solution is hiring all A-Players, then you don't have to worry about who sits (or plays) next to whom!**

**Free Brand/Culture Assessment -- Denise Lee Yohn is working on a new book about the mutually-reinforcing and interdependent relationship between company culture (what you do on the inside) and brand identity (how you're perceived on the outside.) She has developed an assessment to help you determine how well-integrated your brand and your culture are and where the biggest gaps exist.** [Please take the assessment](https://gazelles.infusionsoft.com/app/linkClick/35980/fd1c7c45a2978d2f/39114348/48a7cf56f02f556f) **- it's free and only takes about 15 minutes. Not only will you help Denise collect the data she needs for her new book, but also you'll get a personalized report that will help you identify the brand type and corresponding core values that will enable your organization to achieve its greatest impact.**

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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/eba991d1d57b8ce0/39114348/48a7cf56f02f556f) **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 **or 877.217.2253 ext.700.**

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**06/29/2017
Whole Foods Fail?; Employees First?; Ego is the Enemy?; Uber’s Mess?**

"...insights for scaleups"

**HEADLINES:**

**Interacting with Customers? -- does your website give clients an opportunity to interact with a person? If not, see below, but first...**

**Ego is the Enemy? -- Ryan Holiday is the new Tim Ferriss. And at age 30, he already has several runaway best sellers including *Ego is the Enemy, The Obstacle is the Way, and The Daily Stoic*. I'm stoked that Holiday is keynoting our fall** [ScaleUp Summit Oct 17 - 18, St. Louis](https://gazelles.infusionsoft.com/app/linkClick/36122/8cc2d9c0ca05bfac/39194802/35fd4757caf55360)**. More below, but second...**

**Where Whole Foods Messed Up? -- Amazon's (brilliant) purchase of Whole Foods has wreaked havoc with many companies and industries. And though the price Amazon paid is less than one times Whole Food's revenue, less than what most private companies are worth, who can say that John Mackey, the founder and CEO, failed when he built and sold a firm for almost $14 billion! And he gets to stay on and lead his baby! Overall, it's been an impressive run so far.**

**Employees First? -- Yet Mackey's "forced" sale of the company has made several people question the validity of the conscious capitalism movement since he was the movement's co-founder. My take? The "employee first idea" is a flaw. Notes this** [*Fast Company* article](https://gazelles.infusionsoft.com/app/linkClick/36124/a97eb6134e5c6e8c/39194802/35fd4757caf55360)**:**

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| ...Bill George, who wrote the foreword to Conscious Capitalism, thinks Mackey forgot about two key stakeholders: customers and shareholders. Whole Foods' performance on Wall Street was sluggish, prices remained too high, and Mackey was too preachy about his food choices: he didn't give people what they wanted when they wanted it.  |

**George, a veteran Harvard prof and author, goes on to explain precisely what Mackey missed. Please take two minutes to scan down through this important article.**

**All Stakeholders Must Be Happy? -- it was Harvard Professor John Kotter's breakthrough research, as reported in his book *Corporate Culture and Performance*, that answered the question for me. Tracking over 200 firms for more than a decade he found that companies which equally focused on the employees, customers, and shareholders crushed, by a factor of 3 to 1, those firms which took a position that placed one ahead of the rest. This research became the basis for today's "balanced scorecard" where firms like Marriott hold their general managers to three key metrics - employee happiness, customer delight, and financial performance. Thus, Bill George, a dear friend of John Mackey's, is right. Whole Foods forgot about two key stakeholders in putting employees first and that has been a fundamental flaw in its strategy. I think it's a critical lesson for all businesses, especially those in the conscious capitalism camp.**

**Uber's Similar Mess? -- Bain's top strategist, Chris Zook (who recently keynoted our ScaleUp Summit), co-authored an** [*HBR* piece this week](https://gazelles.infusionsoft.com/app/linkClick/36126/f5371e335ffc28e1/39194802/35fd4757caf55360) **which further examines why Uber and many of the "unicorns" have stumbled. In a study of 28 since 2011, nearly two in three died or stumbled. Notes Zook and James Allen, his co-author:**

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| The skills that help founders get their company to take off also are the opposite of those needed to sustain new growth. Founders focus on speed, ignore good process, and relish breaking the rules of the industry they are trying to disrupt. They cut corners, ignore detractors, and avoid naysayers. Their Herculean efforts are responsible for the firm's creation, but also its chaos. Once the company reaches cruising altitude, its leaders need to listen more to competing voices and invest more time in emerging stakeholders.  |

**In short, "what got you here won't get you there" to borrow the title of Marshall Goldsmith's book. Making the transition from entrepreneur to CEO is critical - and the same for the rest of the senior leadership team.**

**Unscalable Founder? -- Chris Zook and James Allen, in their book *The Founder's Dilemma*, details four barriers to scaling. In the** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/36128/ba4497d1bf87a465/39194802/35fd4757caf55360)**, they note:**

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| One of these is what we called the unscalable founder. We believe the founder's mentality is a strategic asset. Nurtured correctly, it can help a company achieve scale insurgency - a company with the benefits of both size and agility. But many individual founders aren't scalable. Individual founders can become a barrier to growth if they are unable to let go of the details and micromanage, or fail to build a cohesive team around them, or allow hubris to get in their way. We found [*37% of executives at growing companies*](https://gazelles.infusionsoft.com/app/linkClick/36130/f21f14bbe4173be1/39194802/35fd4757caf55360) described the unscalable founder as a major barrier to their success.  |

 **Again, in my experience this is not just an issue for the founder but for the entire extended leadership team. Anytime a leader, anywhere in the organization, fails to let go, build an A-player and healthy team, and/or becomes hubris, the results are going to be less than optimal. Please take 3 minutes to read Zook and Allen's *HBR* article -- or in 10 seconds go to the end of the article and review the five questions they suggest will determine the health and scalability of the organization. Ego is the enemy and the obstacle is the way!**

**The Daily Stoic -- which brings me back to Ryan Holiday. Marcus Aurelius, wealthiest Roman and ruler of the empire, didn't have time for 10-day retreats to meditate on the meaning of life (not that I'm not a fan of these) - he had a kingdom and a family to serve 24/7. Thus was born stoicism. Most of the ideas come from Aurelius' private diary - his daily reflections on leading and living. Holiday has compiled these ideas, with short and brilliant commentary, into a book called** [*The Daily Stoic: 366 Meditations on Wisdom, Perseverance, and the Art of Living*](https://gazelles.infusionsoft.com/app/linkClick/36132/c4bd26e6d7220139/39194802/35fd4757caf55360)**. I've enjoyed reading each daily meditation since the book was released last October. SPro (ScaleUpPro) and book club members should receive the book this week. Then come hear Holiday share wisdom from his various books at the fall** [ScaleUp Summit in St. Louis Oct 17 - 18](https://gazelles.infusionsoft.com/app/linkClick/36134/df1ff5eeebe5a4fb/39194802/35fd4757caf55360)**. He's not to be missed!**

**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/36136/ccfe737ec8817a44/39194802/35fd4757caf55360)**, which Gazelles has used for over a decade, 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 significantly increase sales and enhance visitor experience for over a decade.**

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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/39194802/35fd4757caf55360) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/39194802/35fd4757caf55360) **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 **or 877.217.2253 ext.700.**

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**07/06/2017
Bezos’ Insight; Gladwell’s Omission; Mind-Hack; Two Resilience Questions; CEO Boot Camp**

"...insights for scaleups"

**HEADLINES:**

**Jeff Bezos' Insights --** [this 1997 5-minute interview shows how Amazon's founder](https://gazelles.infusionsoft.com/app/linkClick/36218/92344712b7e04370/39275164/8fad2d9fe5697fb9) **recognized a significant trend and then conceived the best business to take advantage of the current situation. This is precisely the idea behind the SWT tool (Strengths, Weaknesses, and Trends). Just the first 30 seconds is worth a watch - then let the rest of the interview flow while you read the rest of this insight and work on some email. I love when an entrepreneur understands the various levers of their business the way Bezos articulates his business model. Thank you to TicketCity founder/CEO (and author of *Secrets of Swagger*) Randy Cohen for sharing the love.**

**You Should "Slack" More -- seems Malcolm Gladwell left out a significant fact with his 10,000 hours to mastery idea. The opening paragraph of this insightful** [*Nautilus* article](https://gazelles.infusionsoft.com/app/linkClick/36220/3a80ed401a7bd1f6/39275164/8fad2d9fe5697fb9) **notes:**

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| ***Figures as different as Charles Dickens, Henri Poincare, and Ingmar Bergman, working in disparate fields in different times, all shared a passion for their work, a terrific ambition to succeed, and an almost superhuman capacity to focus. Yet when you look closely at their daily lives, they only spent a few hours a day doing what we would recognize as their most important work. The rest of the time, they were hiking mountains, taking naps, going on walks with friends, or just sitting and thinking. Their creativity and productivity, in other words, were not the result of endless hours of toil. Their towering creative achievements result from modest "working***" hours***.***  |

**Research seems clear that working more hours dramatically decreases creativity. And since this is our only real future advantage over AI/robots, predictions of 16-hour work weeks might just be what the doctor ordered! If you can truly put in a focused amount of time on a significant task/project/idea each day, 3 to 4 hours is max (like Olympic athletes). BTW, this is precisely how modern entrepreneurs like Richard Branson structure their days. Please take 5 minutes to read one of the most important articles written so far in 2017.**

***Rest: Why You Get More Done When You Work Less* - the Nautilus article is an excerpt from Alex Soojung-Kim Pang's book titled *Rest*. He is also the founder of the Restful Company and is a visiting scholar at Stanford. Notes Pang at the end of the article, which explains the headline from above:**

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| ***This is how we've come to believe that world-class performance comes after 10,000 hours of practice. But that's wrong. It comes after 10,000 hours of deliberate practice, 12,500 hours of deliberate rest, and 30,000 hours of sleep.***  |

**So maybe it's not the 4-hour work week as much as it is the 4-hour work day. But it means shutting off the email/noise and getting some real work accomplished - and then being as deliberate in relaxing/resting. Again,** [please take a few minutes and read this hugely insightful article](https://gazelles.infusionsoft.com/app/linkClick/36222/a902b273a109d51b/39275164/8fad2d9fe5697fb9)**. With our move back to the US (today) I'm going to take this opportunity to rearrange my workdays accordingly and find more time for biking, tennis, piano, and magic - and will be asking my peer coach Sebastian Ross to hold me accountable to this (you have a peer coach, right?). Thanks to Gazelles coaching partner Terry Schaefer for pointing me to this article.**

**Two Questions to Build Resilience -- it's also critical not to let the world get you down in the process. This** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/36224/d5fed894e0f5bd85/39275164/8fad2d9fe5697fb9) **highlights two questions to build your resilience to life's ups and downs. Notes Srikumar Rao, author of *Happiness at Work* and the hugely popular MBA course (called the best in the world) titled "Creativity and Personal Mastery":**

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| ***...is it possible that what you are about to label a bad thing today could, at some point in the future, turn out to have been a good thing? If so, why be in a hurry to label it bad? Just asking yourself the question "Is there any possible way in which this could actually turn out to be good?" presents a realm of possibility. And if you take the question one more step and ask "What can I do to make this happen?" you will find avenues opening up that you may never have conceived of before.***  |

 **The article ends with a 3-step process to cultivate a new mode of thinking about bad things. Please take 1 minute to jump to the end and review.**

**Michael Singer's Lesson -- serial entrepreneur John Ratliff and I hosted another great group of CEOs at our** [CEO Boot Camp](https://gazelles.infusionsoft.com/app/linkClick/36226/c4863a429b500b93/39275164/8fad2d9fe5697fb9) **a few weeks ago. And we once again hopped on some private planes and made the trip up to hear *The Untethered Soul* author Michael Singer speak. Noted one of his "students" during the Q&A time - when bad things happen to you try re-scripting your mode of thinking from "why did this happen TO me" to "why did this happen FOR me." What are the lessons I'm supposed to learn? What do I need to release? For me this simple reframe has been powerful. FYI,** [the next CEO Boot Camp is Oct 3 - 6 (Tuesday evening through Friday afternoon) in Marathon, FL at John's beautiful retreat center](https://gazelles.infusionsoft.com/app/linkClick/36228/7b50d6c2583d7283/39275164/8fad2d9fe5697fb9) **- and we'll be flying up to hear Michael as well on Thursday. Bob Verdun, who just sold his firm, will be one of our guest entrepreneurs and he's bringing along one of his toys for us to play with as well!**

**Oops -- several of you caught my mistake last week. Chris Zook's book, which I referenced, is called** [*The Founder's Mentality*](https://gazelles.infusionsoft.com/app/linkClick/36230/29c379c44e5799eb/39275164/8fad2d9fe5697fb9)**. It's my other friend Noam Wasserman who has an excellent book called** The Founder's Dilemma**s (do you want to be "king" or be "rich"?). Noam recently moved from Harvard Business School, where he’s taught since 2003, to USC where he is the Founding Director of USC's Founder Central Initiative which researches issues and decision making faced by founders in the early stages of startups. Noam continues to contribute practical ideas to help entrepreneurs.**

**Back in the US of A -- today is our big move back to the US after 8 years in Barcelona. My wife Julie's olive oil business and our daughter Jade's body butter business are two reasons. Plus the epi-center of the biz world has shifted back west - in anticipation of the repatriation of trillions back to the US economy, so it will mean less trips across the pond for me. We're settling in Wilmington, DE and look forward to connecting more often with our North American friends.**

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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/eba991d1d57b8ce0/39275164/8fad2d9fe5697fb9) **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 **or 877.217.2253 ext.700.**

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 **07/13/2017**

**Zell's Angels; Leading Countries; Samsung Surpasses Apple; High Stakes Negotiations Course**"...insights for scaleups"

**HEADLINES:**

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| ***If everyone is going left, look right.***  |
|    | **Billionaire Sam Zell**  |

**High Stakes Negotiation -- Northwestern U professor Dr. Victoria Medvec's next accredited online course is launching. More below, but first...**

**Free Starbucks Tea Friday 1pm - 2pm -- Customers in North America can try a complimentary Tall (12 fluid-ounce) Teavana Shaken Iced Tea Infusion during "Free Tea Friday" on July 14 from 1-2 p.m. Maybe a great time to grab a drink and read the rest of the insights! Enjoy.**

**Am I Being Too Subtle? - this is the title of maverick entrepreneur and negotiator Sam Zell's autobiography. Subtitled** [*Straight Talk from a Business Rebel*](https://gazelles.infusionsoft.com/app/linkClick/36258/4475ca083c0241c6/39355694/2b31925382e6acdd) **this is THE business biography for 2017 (I just finished it this past weekend). Always the contrarian, he details why he turned down an offer to purchase the World Trade Center a few months before 9/11. Known as the Grave Dancer, he shares his formula for spotting bargain real estate and companies - and how he negotiates the deals. Someone who started wearing jeans to work in the 60s, he explains how he established a strong culture that allures and keeps team members fiercely loyal for decades. SPro and book club members will get a copy next week.**

**Zell's Angels -- Sam also believes in having fun. A motorcycle enthusiast, he and his friends (Zell's Angels) take a ride someone around the world each year. Someone who keeps ducks at his office, his annual music box gifts, with custom lyrics highlighting current affairs, are legendary. And every few years his birthday party is an intellectual and musical fest not to be missed as everyone figures out a clever way to wear the mandatory t-shirt. Having taken many companies public, his roadshow t-shirts are also classics. Zell will be our "celebrity CEO" at the fall** [ScaleUp Summit in Collaboration with *Fortune* - Oct 17 - 18 St. Louis](https://gazelles.infusionsoft.com/app/linkClick/36260/2ee0f5a285991a51/39355706/cdb0c6da8d2a771a)**. In the meantime,** [grab a copy of his book](https://gazelles.infusionsoft.com/app/linkClick/36262/891dfc9f0eac4927/39355694/2b31925382e6acdd) **and pick up some important ideas for scaling your business.**

**Which Countries are Leading Digitally -- Sam Zell is a trend watcher - and uses this information, like Warren Buffett, to know where to invest or buy around the globe. This** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/36264/f702185435a30dc5/39355694/2b31925382e6acdd) **has an info-graph that shows which countries are leading and lagging digitally. Didn't surprise me that Portugal is in the "stand out" section - it's one of the first countries to also embrace our ScaleUpU initiative with the launch of 20 impressive scaleups a couple months ago. The graph has informed me where we might want to launch next - what about you?**

**Nona Creative's Quarterly Theme -- Ed O'Reilly, Founder of** [Nona Creative](https://gazelles.infusionsoft.com/app/linkClick/36266/7c8b01b2879f3ce5/39355694/2b31925382e6acdd)**, a Cape Town, South Africa-based digital studio, has his team focused on billable production this quarter. The first photo shows the digital scoreboard he's created that keeps the team updated real time (as of today they are just R29k behind - roughly $2k). The second photo provides context for where he has this posted - in a place everyone can see. Do you have your quarterly theme decided, tracked, and visible?**

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| https://gazelles.com/insights/Quarterly_Theme_13_jul-17.jpg |
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| https://gazelles.com/insights/Quarterly_Theme_1_13_jul-17.jpg |

**Samsung's Profit Surpasses Apple's -- fun fact for weekend conversations - Samsung's quarterly profit will surpass Apple's for the first time in the smartphone era. This** [*Telegraph* article](https://gazelles.infusionsoft.com/app/linkClick/36268/dd7f12e1891410de/39355694/2b31925382e6acdd) **provides the details and a historic graph as Samsung's quarterly profits top $12 billion while Apple is expected to report just over $10 billion.**

**Trust the Company; Not the CEO -- and a second sobering fact for the weekend. Notes Alan Murray, President of Fortune:**

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| ...an interesting poll unveiled at last week's Aspen Ideas Festival by Burson-Marsteller and polling firm PSB found 59% of Americans say they trust corporations, which they see as having a more positive impact on their lives than the federal government. But at the same time, 61% view the business executives who run those corporations unfavorably. Something for CEOs to ponder. The full results are [*here*](https://gazelles.infusionsoft.com/app/linkClick/36270/d55d46651bf01ca5/39355694/2b31925382e6acdd).  |

**High Stakes Negotiation -- how do you "win" while strengthening the relationship.**
**Every executive, leader, and manager needs to know how to negotiate, as negotiations both internally and externally take place within every role and company. In the next "High Stakes Negotiations Master Class" Dr. Victoria Medvec and her team are going to help you assess your current skills, develop new strategies and thus improve your negotiation capabilities. During this accredited program, you will learn new negotiation strategies and how to directly apply them with case-based exercises all under a safe but challenging learning environment. To learn more about the course please contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465. Note:** **This program has a maximum capacity of 30 students and already has 21 executives registered.**

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**07/20/2017
Beer Supporter?; Powerful Influencers; Need Free Advisor?; Global 500 Stats**

"...insights for scaleups"

**HEADLINES:**

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| --- |
| ***When you have an influencer that has 30 million followers, 20 million, five million-that's more powerful than any of the other traditional media outlets out there.***  |
|    | **Mike Heller, CEO Talent Resources**  |

**Fortune's Global 500 -- the list was released today. With $485 billion in revenue Walmart still tops the list for the 4th year in a row. Notes *Fortune's* Alan Murray:**

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| ***But that doesn't mean the giant retailer can sit on its laurels.*** [*Amazon*](https://gazelles.infusionsoft.com/app/linkClick/36436/9fc50fac2dc23b7c/39537854/af3e6eface1187b2) ***is on an epic tear up the list, moving to 22nd this year from 44th the year before and 340th at the start of the decade. Then there's Alibaba, which broke onto the list for the first time this year, at No. 462. Alibaba already*** [*claims that it sells more products than Walmart*](https://gazelles.infusionsoft.com/app/linkClick/36438/16336fc965315496/39537854/af3e6eface1187b2)***. But because it doesn't take those products into inventory, the sales aren't fully counted as revenue, leaving the Chinese competitor with reported revenues that are roughly one twentieth of Walmart's.***  |

**How Do You Compare? - Notes *Fortune:***

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| ***The world's 500 largest companies generated $27.7 trillion in revenues and $1.5 trillion in profits in 2016. Together, this year's Fortune Global 500 companies employ 67 million people worldwide and are represented by 34 countries.***  |

**Doing the math, the Global 500 averaged 5.4% profit and a whopping $413,000 revenue/employee in 2016. How do you compare? Pick a few firms off the list that are in your industry space. You should be 3 - 5x their profitability, but lucky if you're a third their revenue/employee. The key is making progress on both these key metrics.** [Here's a link to the full list](https://gazelles.infusionsoft.com/app/linkClick/36440/cc15160c06203d1e/39537854/af3e6eface1187b2) **that also allows you to sort by profit, industry, etc.**

**Influencer Marketing -- even big firms are recognizing the importance of teaming with bloggers, YouTubers, even celebrity pets! This** [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/36442/88bf1ad4402ab45a/39537854/af3e6eface1187b2) **notes:**

|  |
| --- |
| ***Influencer marketing capitalizes on social media's reach, by paying Internet celebrities of varied levels of fame-***[*including pets*](https://gazelles.infusionsoft.com/app/linkClick/36444/a06830ff629ab5f7/39537854/af3e6eface1187b2)***-to tout products in their social media accounts to their followers. It's gaining popularity among brands who would rather not shell out for the relatively inefficient and hard-to-measure traditional advertising tactics. Even Internet behemoth*** [*Amazon*](https://gazelles.infusionsoft.com/app/linkClick/36446/2853d752d42045fa/39537854/af3e6eface1187b2) ***is looking to recruit influencers with its recently*** [*launched "social influencer" program*](https://gazelles.infusionsoft.com/app/linkClick/36448/0ce17e4352dd5c59/39537854/af3e6eface1187b2)***.***  |

**Please take 2 minutes to read this insightful article and then watch the short interview with Mike Heller, CEO of Talent Resources (dumb name), one of the leading firms in helping companies connect with influencers. Then identify the top 5 and 25 influencers (or become one yourself) and begin to connect with them. It's a highly measurable approach to effective marketing in any industry.**

**Why This Tech CEO Hires Humanity Majors -- this** [*Fast Company*](https://gazelles.infusionsoft.com/app/linkClick/36450/517a4903405d0158/39537854/af3e6eface1187b2) **article highlights why Michael Litt, cofounder and CEO of the video marketing platform** [Vidyard](https://gazelles.infusionsoft.com/app/linkClick/36452/d2950c39e0fc2a1f/39537854/af3e6eface1187b2)**, is looking to the arts and humanities to power his business. Explains Litt, "People will never embrace your product if you don't understand their motivations and needs -what excites them or annoys them to tears." To help him gain these insights and make up for gaps in his formal education as an engineer, Litt notes:**

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| ***I've started reading psychology and philosophy books with an eye toward better understanding human behavior, which is key for any successful entrepreneur (or person, for that matter).***  |

**Scaling a company ultimately requires, to quote Litt "...instinct, critical thinking, and a deeply contextual understanding of human nature." As such, Litt is hiring more fine arts majors who have gained tech skills to help him build products that people really want. Please take 2 minutes to scan down through the article for details.**

**Looking for a Free Advisor? -- are you $50 million to $500 million in revenue and looking for advisors? A dear friend, early client, and entrepreneur who scaled a B2B business and sold to one of the Global 500 firms today is one of the top leaders of a $40 billion organization. On the side, he would like to find one company, preferable in the Mid-Atlantic region, that is looking for an advisor for a few years, especially in the area of customer service/strategy. No charge - just a willingness to engage, learn, and execute. He plans to retire in a few years and wants to exercise his entrepreneurial muscles advising a firm that wants to grow aggressively.**

**Want to Support Beer? -- Jim Koch, founder of Boston Beer (Samuel Adams brand of beers), has been supporting/advising entrepreneurs wanting to get into the craft brewing business. To raise funds for** [Brewing the American Dream](https://gazelles.infusionsoft.com/app/linkClick/36454/0c646ff7222f4746/39537854/af3e6eface1187b2) **a unique 12 pack from 5 different brewers, who have benefited from coaching by the Sam Adams team, has been assembled and is for sale. All profits go to support loans to food and beverage entrepreneurs in the US (food is the next internet, as Kimbal Musk has stated).**

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| https://gazelles.com/insights/Brewing_Dream_IN20Jul17.jpg |

**The Brewing the American Dream collaboration 12-pack is now available nationwide with limited availability for an SRP of $16.99-19.99. For more information and specifics on the brews included, visit** [www.brewingtheamericandream.com/collabpack](https://gazelles.infusionsoft.com/app/linkClick/36456/e0fc06830905a05a/39537854/af3e6eface1187b2)**.**

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**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/39537854/af3e6eface1187b2)**.**

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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/eba991d1d57b8ce0/39537854/af3e6eface1187b2) **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 **or 877.217.2253 ext.700.**

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 **07/27/2017
Jobs’ Last Product; Being Out Loud; PulsePoint’s 3HAG; 2018 CEO Boot Camp Dates**

"...insights for scaleups"

**HEADLINES:**

**Steve Jobs' Final Product -- in the first 15 seconds of this** [2-minute promotional video](https://gazelles.infusionsoft.com/app/linkClick/36572/9b6868536c370d7a/39719480/4f15f6fa6f0b9efa) **I share what was Steve Jobs final "product" - the one he knew would be crucial to sustaining his company after his death (crossing the $800 billion market cap line as of yesterday). More below, but first...**

**2018 CEO Boot Camp Dates -- dates have been set for 2018, more below but second...**

**Power of Talking Out Loud to Yourself -- most of us are familiar with the power of self-talk, but studies show that talking out loud is much more powerful than just self-talk in your head. Notes this** [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/36574/5e4b4e8a14d12435/39719480/4f15f6fa6f0b9efa)**:**

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| ***Beyond motivational self-talk, talking to yourself out loud in an instructional way can speed up cognitive abilities in relation to problem-solving and task performance.***  |

**And to take off some pressure, it's often better to talk in the second or third person i.e. "you can do this" or "Jane can do this" vs. "I can do this." Please take 2 minutes to scan down through the article for more examples, including performance on the basketball court (for you sporting types).**

**Talking to Yourself Out Loud, Part 2 -- if you would like more business application of this idea,** [*HBR* reported](https://gazelles.infusionsoft.com/app/linkClick/36576/c3885c1f6b4a83de/39719480/4f15f6fa6f0b9efa) **on the same research geared to the workplace. For me this research reinforces the power of the daily huddle (or nightly dinner with family), getting people to verbalize their activities, priorities, and most importantly, their stucks/constraints. Upping the talk time around the goals of the organization makes their achievement easier and more real. It's a lengthier article, but worth the 4 minutes of insight.**

**PulsePoint's BHAG (Gazelles case study) -- my latest** [*Huffington Post* article](https://gazelles.infusionsoft.com/app/linkClick/36578/9dbb22d994d17ab5/39719480/4f15f6fa6f0b9efa) **details how CEO Sloan Gaon's BHAG is scaling NYC-based PulsePoint into a *Fortune 1000* public company and onto *Fortune's* 100 Best Companies to Work For list. This means driving revenue to $1 billion, from $120 million in 2016. With 143 employees, his digital media firm has been utilizing *Scaling Up* since 2012 and has engaged serial entrepreneurs Rich Manders and Wayne Ferrari as coaches (Gazelles certified).**

**PulsePoint's 3HAG -- borrowing an idea from another coaching partner Shannon Susko, Manders and Ferrari have Gaon utilizing the power of a 3HAG -- a highly achievable but very ambitious set of three-year goals. Notes Gaon:**

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| ***It is far enough out into the future that it forces you to think big but close enough that you can see the way.***  |

[Please take two-minutes to read the details of PulsePoint's 3HAG](https://gazelles.infusionsoft.com/app/linkClick/36580/f797a84f21fdab70/39719480/4f15f6fa6f0b9efa) **- a fun term for the 3 - 5 year Key Thrusts/Capabilities on the One-Page Strategic Plan. Do you have clearly delineated the three to five key priorities for the next 3 - 5 years? They do serve as basecamps on the way to your Everest (BHAG).**

**2018 CEO Boot Camp Dates -- Oct 2017 and Jan 2018 are sold out. But we have dates for the balance of 2018 (below). Limited to 10 CEOs, it's an opportunity to spend 3.5 days with me and serial entrepreneur John Ratliff in small group and one-on-one time. Here are the rest of the dates in 2018 (starts Tuesday 6pm and ends Friday 1:30pm):**

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| --- |
| **April 3 - 6** **May 29 - June 1** **Oct 2 - 5**  |

For details [www.ceo-bootcamp.com](https://gazelles.infusionsoft.com/app/linkClick/36582/c60f983024ab8cb3/39719480/4f15f6fa6f0b9efa) or email me at vharnish@gazelles.com with questions**.**

**Steve Jobs' Final Product --** if you've [watched the video](https://gazelles.infusionsoft.com/app/linkClick/36586/2ded87718d952ccd/39719480/4f15f6fa6f0b9efa), you know. And to help you create the same kind of opportunity to grow your employees, we have ScaleUp Summits (mini-universities) twice a year - the next **one is** [Oct 17 - 18, St. Louis](https://gazelles.infusionsoft.com/app/linkClick/36584/141a157229372c72/39719480/4f15f6fa6f0b9efa) **where we'll host multi-billionaire Sam Zell (his book is a great summer read); the hottest new biz writer on the scene, Ryan Holiday; The Master Coach Gregg Thomson; plus myself and a half-dozen other best-selling authors. You and your team's chance to out-learn the competition.**

**Priority Seating Deadline Tomorrow -- we're expecting 1200 CEOs and CXOs in St. Louis. To get the equivalent of "orchestra" seating -- the front-third of the room --** [register by tomorrow, Friday 28 July](https://gazelles.infusionsoft.com/app/linkClick/36588/46414fb122853ba3/39719480/4f15f6fa6f0b9efa)**.**

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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/eba991d1d57b8ce0/39719480/4f15f6fa6f0b9efa) **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 **or 877.217.2253 ext.700.**

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 **08/03/2017
Branding is Sex; Who's the Hero; ScaleUp Rock Stars; Scaling Up Abstract**"...insights for scaleups"

**HEADLINES:**

**Phone Addiction on Vacation? -- this timely (Northern Hemisphere)** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/36918/128d170d6bfd99be/39800018/eeb4d97f8ed1a456) **tackles this ever-increasing challenge - can you set your phone aside while on vacation, and if not, what to do.**

**Branding is Sex -- this is the title of** [Deb Gabor's excellent book](https://gazelles.infusionsoft.com/app/linkClick/36920/80c30216a6c3e6d1/39800018/eeb4d97f8ed1a456) **on branding. You nail your brand and everything else is easier. And as the ever-popular marketing professor at NYU's Stern School of Business, Scott Galloway, has discovered, it's the brands that ultimately provide sex appeal win big. His 15-minute presentation titled** ["The Four Horseman"](https://gazelles.infusionsoft.com/app/linkClick/36922/ff8def6348d790b5/39800018/eeb4d97f8ed1a456) **looks at Amazon, Apple, Facebook, and Google through this lens and predicts Apple to be the first trillion-dollar brand (they are now close at $819 billion yesterday). Watch the video - it's a classic on marketing/branding -- then get Deb's book (SPro and book club members will get it next week).**

**Who is the Hero? -- jump right to chapter 5 of Gabor's book titled "Who is the Hero?" and read it (then read the rest of the book - it's a quick read). The founder and brand dominatrix of Sol Marketing, Deb and her team have led brand strategy engagements for organizations ranging from international household names like Dell, Microsoft, and NBC Universal, to digital winners like Allrecipes, Cheezburger, HomeAway and RetailMeNot, and dozens of early-stage tech and digital media titans. In chapter 5 read how your main job is to make your customer feel like a hero, even an IT manager as she helped Dell figure out - or the person cooking dinner as she helped Allrecipes discover. Deb Gabor is keynoting our upcoming fall** [ScaleUp Summit in St. Louis Oct 17 - 18](https://gazelles.infusionsoft.com/app/linkClick/36924/f52cf9f346d41ad6/39800018/eeb4d97f8ed1a456) **- come learn directly from Deb and 9 other rock star biz gurus, then stay for the** [Scaling Up User Conference the next day, Oct 19](https://gazelles.infusionsoft.com/app/linkClick/36926/514f37f6d48d89f7/39800018/eeb4d97f8ed1a456)**.**
**Scaleup Rock Stars -- it was Deb's book that spurred our notion that our** [new initiative ScaleUpU](https://gazelles.infusionsoft.com/app/linkClick/36928/a3f41d0f8b5b2dea/39800018/eeb4d97f8ed1a456) **is all about making the leaders of mid-market firms the heroes of their cities and countries. I think of Phil Miner, who I invited on stage in San Antonio at our last ScaleUp Summit. He scaled his firm, Miner Corporation, to over $500 million and created thousands of jobs, yet not a single local city leader had ever heard of Phil or his firm until he made the news when he sold the company, making him one of the wealthier citizens in San Antonio! We want to change this!! Get the media to take notice of these unsung heroes of our economies and give them the recognition and support they deserve.**

**Are You Happy? -- and is it a moral obligation to be happy? John Mackey, CEO of Whole Foods, who just sold to Amazon, thinks so. When John learned that his close friend (and co-author of his book) Raj Sisodia's daughter was going through a difficult period,** [he recorded a brief 4-minute message on happiness](https://gazelles.infusionsoft.com/app/linkClick/36930/412c2f73654c5d99/39800018/eeb4d97f8ed1a456) **for her. Notes Raj:**

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| ***She and our whole family found it very moving and inspiring. I have since then shared it with many others, including my students. It has helped me personally, and stretched the way I think about happiness.***  |

**Raj convinced John to let him post the message, which he did on Monday. John's message is a good reminder for all of us - happiness is a choice. "Don't worry, be happy."**
 **Scaling Up Abstract -- looking for a first class abstract of** Scaling Up (Rockefeller Habits 2.0)**. Here is a quick summary** [blog piece](https://gazelles.infusionsoft.com/app/linkClick/36932/c5b3eea735edc7d3/39800018/eeb4d97f8ed1a456) **I wrote for GetAbstracts - then grab the abstract of my book they wrote. All their abstracts are first class - and YPOers, you have a free subscription through your membership.**

**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@align5.com

**TECHNOLOGY:**

***Create Accountability – Drive Execution***
[Click Here to Watch a video example](https://gazelles.infusionsoft.com/app/linkClick/35868/7a888d9d609e216c/39800018/eeb4d97f8ed1a456)**.**

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**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/39800018/eeb4d97f8ed1a456)**.**

**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/39800018/eeb4d97f8ed1a456) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/39800018/eeb4d97f8ed1a456) **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 **or 877.217.2253 ext.700.**
**EDUCATION:**

**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/39800018/eeb4d97f8ed1a456)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

[**ScaleUp Summit Fall 2017**](https://gazelles.infusionsoft.com/app/linkClick/35772/2c6cac3d00a9d409/39800018/eeb4d97f8ed1a456)

**St. Louis, MO - Oct 17-18, 2017**

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**08/10/2017
What CEOs are Reading 2017; #1 Coursera Course; How to Learn; Webinar Aug 29**

"... insights for scaleups"

**HEADLINES:**

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| ***If you don't invest in Learning & Development, your only tool for improving performance is to replace people.***  |
|    | **Didier Elzinga, CEO Culture Amp, Melbourne**  |

**What CEOs are Reading in 2017 -- link below, but first...**

**Verne's Quarterly Webinar Aug 29, noon ET -- Join me on a 2-way live broadcast as I share the newest trends, changes and challenges impacting Agile ScaleUps - I'm always coming across new ideas and this is my chance to share. Questions welcome.** [Click Here to Register Now](https://gazelles.infusionsoft.com/app/linkClick/37676/630ac9faa1fe6552/40089692/893cd75806bf31dd) **.**

**Key Driver of Growth -- Melbourne, Australia-based Culture Amp helps Warby Parker and hundreds of other firms keep a finger on the pulse of employee engagement. And what their research finds is that the key driver of engagement, retention and productivity is learning and development (L&D). Notes co-founder and CEO Didier Elzinga:**

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| ***Ultimately no company can grow or change at a rate faster than its people. This is the guiding principle for any successful approach to L&D. It is not about training for the sake of training. It is about growing people to ensure that you can compete and win.***  |

**Pays 50% to 90% -- notes this** [LinkedIn article](https://gazelles.infusionsoft.com/app/linkClick/37584/ee2512d75d2e3860/40089692/893cd75806bf31dd) **written by Didier, any employee can put themselves through training without approval. And the company will pay 90% of the cost if work related; 50% if personal learning. Why the co-pay? Notes Didier:**

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| ***The reason for the co-contribution is it changes how people think. Whilst for work-related learning this is only a small amount, you still have to invest your own money. This personal contribution reinforces the idea that training is inherently valuable - and not just a free perk of working at Culture Amp.***  |

[Please take 2 minutes to read Didier's LinkedIn piece](https://gazelles.infusionsoft.com/app/linkClick/37586/4df3b014fc6e6d07/40089692/893cd75806bf31dd)**. Then start your own learning culture/internal corporate university. Thanks to Sebastian Ross for pointing me to this scaleup company CEO's article.**

**Learning How to Learn -- the most popular Coursera course (free online), is a course taught by Dr. Barbara Oakley. Watched by over 1.8 million people from 200 countries, this course helps students and adults "learn how to learn." Highlighted in this** [*NY Times* article](https://gazelles.infusionsoft.com/app/linkClick/37588/576e8e1e4b0eea17/40089692/893cd75806bf31dd)**, scroll down in the article to a sample 4-minute clip that describes beautifully the two modes of learning - focused and diffuse - and how to put these to work for you. Most of the article is background on Dr. Oakley and her husband. Skip that and after watching the video go to the end of the article for three tips. I plan to watch this Coursera course with the family as the school year is getting started. Thank you to David Rich for sharing this important article.**

**How to Establish a Corporate U -- so how do you get started. The easiest and most immediate way to establish a corporate university to drive growth and engagement is to join the** [Scaling Up Club](https://gazelles.infusionsoft.com/app/linkClick/37590/b2f768a663c4c668/40089692/893cd75806bf31dd) **- it gives all your employees access to over 100 accredited online one-hour courses taught by some of the top biz thought leaders - think a cross between Netflix and TED talks. It's plug and play and just dollars per employee per month. If most of your employees simply choose to spend one hour/month learning from these gurus, it will put you ahead of most of your competition who is doing nothing to grow their people and stimulate minds within the organization.**

**What CEOs are Reading in 2017 -- this** [McKinsey article](https://gazelles.infusionsoft.com/app/linkClick/37592/2a4109e69fe216e0/40089692/893cd75806bf31dd) **surveys the wide range of books CEOs are reading in 2017. I loved how Microsoft's CEO, Satya Nadella, is reading a couple books that have yet to be released - Walter Isaacson's new biography on** [*Leonardo da Vinci*](https://gazelles.infusionsoft.com/app/linkClick/37594/e6048baf4df217ca/40089692/893cd75806bf31dd) and [*Dawn of the New Everything: Encounters with Reality and Virtual Reality*](https://gazelles.infusionsoft.com/app/linkClick/37604/65e0ed961fa6de89/40089692/893cd75806bf31dd) **by Jaron Lanier (I just pre-ordered both) - always good to get advance copies! Scan down through the list and find a book for August and beyond.**

**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@align5.com

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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/eba991d1d57b8ce0/40089692/893cd75806bf31dd) **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**or 877.217.2253 ext.700.**

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The Seven Imperatives of Great CEO's - John Wilson
Why Growth Companies Stop Growing - Dave Power

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**08/24/2017
Writing without BS; Future is Emotional; 4 Fave Rules; Congrats to Winners**

"... insights for scaleups"

**HEADLINES:**

|  |
| --- |
| ***The Iron Imperative - Treat the reader's time as more valuable than your own.***  |
|    | **Josh Bernoff, author of *Writing without BS***  |

**Writing without BS** **-- Start writing to stand out. That's an additional imperative in Josh Bernoff's well-written book titled** [*Writing without Bullshit: Boost Your Career by Saying What You Mean*](https://gazelles.infusionsoft.com/app/linkClick/38048/744abd65640d9ecc/40392596/e41fc6a03a4d5e57)**. Emails, social media, proposals, press releases, books, etc. - much of our day is driven by writing or reading what others have written. It's worth getting good at - and some of the basics are simple if followed. Order the book (SPro and book club members will receive next week) and jump right to Chapt 21 on writing emails - have everyone on your team discuss and agree to follow his rules like just ONE topic per email with the right action/request in the Subject line - my biggest rule inside Gazelles.**

**Four Favorite Writing Rules** **-- For 10 great writing rules,** [check out Bernoff's Amazon page](https://gazelles.infusionsoft.com/app/linkClick/38050/2122595ee6974232/40392570/8e3824ca836a8dfa)**. Of the ten, here are my four of favorite:**

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| **3. Front-load your writing** **. Make your titles and subject lines descriptive. Tell the story in the first two sentences. You haven't got long to capture people's attention.** 4. **Purge passive voice** . Passive sentences frustrate people. Don't tell us "the new system is estimated to cost $150,000." Tell us who's responsible: "The IT department estimates that the new system will cost $150,000. " **5. Replace jargon** **. Big words are more likely to confuse readers than impress them. Don't tell us that you've "become part of the vendor ecosystem" when you really mean "our product is now compatible with other companies' software."** **6. Eliminate weasel words** **. Weasel words are vague, meaningless intensifiers. When you tell us you're "incredibly excited about the new hire's massive performance improvement and deep knowledge of the subject," we sense that you're bullshitting us. Replace the intensifiers and qualifiers with facts and statistics.**  |

**Josh is keynoting our upcoming** [ScaleUp Summit Oct 17 - 18, St. Louis](https://gazelles.infusionsoft.com/app/linkClick/38052/0f2d4544253cef35/40392570/8e3824ca836a8dfa)**. Join over 1000 leaders of ScaleUps coming together to outlearn their competition.**

**How Do You Want to Make Them Feel?** **-- Adam Grant (guru, author, and prof) was preparing for the biggest speech of his career. His coach asked him "what do you want the audience to feel?" Adam's August newsletter (I read them religiously) details his reaction to the question and ultimately what he decided -** [it's worth taking 1 minute to read](https://gazelles.infusionsoft.com/app/linkClick/38054/0aa50487a79c9b0e/40392570/8e3824ca836a8dfa)**. As you write and speak, keep this powerful question in mind - remembering that must always connect with people (and customers) via the heart and then help them justify in their brain whatever decision/idea/change your presenting.**

**The Future is Emotional** **-- and if you read further down in Grant's newsletter you'll see he points to an important article about the future of work. This** [*Aeon* article](https://gazelles.infusionsoft.com/app/linkClick/38056/fd0d02fb1a410d9a/40392570/8e3824ca836a8dfa) **highlights the importance of workers, from police officers to doctors, needing social and emotional skills as much as technical skill. And maybe not a surprise, notes the author:**

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| ***It is becoming clear to researchers that working-class people tend to have sharper emotional skills than their wealthier, more educated counterparts.***  |

**The article also notes that you can do lots of emotional skills training (like they are doing for doctors) but it's the environment that also has a huge impact on whether people can deliver on these emotional skills. That's why your company culture is so important, something I'll be highlighting next week with some "tattoo" examples!! Stay tuned and enjoy this article.**

**Three-Month Vacation - How Would that Feel?** **-- as I come to the end of another summer I lament that I was busier than I wanted to be. This** [*Fortune* article](https://gazelles.infusionsoft.com/app/linkClick/38058/71b150635462b0d2/40392570/8e3824ca836a8dfa) **highlights how J.P Morgan, one of the most successful entrepreneurs, was disciplined in taking 3 month vacations. Notes the article:**

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| ***...he firmly believed that he "could do a year's work in nine months-but not in twelve months." Without three months of rest, in other words, he wouldn't be able to do what he did during the rest of the year.***  |

**I truly believe him. As I look to 2018, I hope to do better! Can I get five days of work accomplished in four? That's 52 days back. Then a real month off?**

**Hidden Champions Meet Sept 14 Frankfurt** **-- Hermann Simon, my mentor, pricing guru, and keeper of the global "hidden champions" database (mid-market firms that dominate their unique niches globally), is hosting his annual summit at the Frankfurt airport Sept 14 from 12:30pm - 6:30pm. Hear from those CEOs who have built "hidden champion" companies along with a keynote from Hermann. Investment is €500 -** [for more info and to register](https://gazelles.infusionsoft.com/app/linkClick/38060/e768906d3b26897f/40392570/8e3824ca836a8dfa)**.**

**Congratulations** **-- to the winners from last week's ScaleUp Summit drawing who win a hotel upgrade to a Suite!**

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| **Frank Loureiro All-tech Inc** **Brett Bean FE Moran Security Solutions** **Tony Schmid SpringHill**  |

**Register for the Summit by tomorrow, Friday, August 25th and be eligible to win a** [User Conference](https://gazelles.infusionsoft.com/app/linkClick/38062/650c10f4d3716233/40392570/8e3824ca836a8dfa) **pass! All Summit registrants are eligible.**

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| **ScaleUp Summit** **October 17-19th | St. Louis, MO** [Click here](https://gazelles.infusionsoft.com/app/linkClick/38064/9acb446161ddcaf7/40392570/8e3824ca836a8dfa) **to register**  |

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**08/31/2017
Tattoos on the Heart; Tattoos on the Wrist; THE TEN SPOT; Culture Power**

"... insights for scaleups"

**HEADLINES:**

**Tattoos on the Heart** **-- this is the title of entrepreneur Father Greg Boyle's huge bestselling book. Subtitled** ["The Power of Boundless Compassion", his 11-minute 2017 Notre Dame Commencement speech](https://gazelles.infusionsoft.com/app/linkClick/38282/4bc143a21b3c52f3/40493006/6e03e83a1b19940c) **is a humorous and moving address worth the time this weekend. And his story of building a multi-million business with only "homies" as workers from the worst neighborhoods in L.A. is inspirational.**

**Tattoos' Daily Huddle** **--** [This 2-minute video](https://gazelles.infusionsoft.com/app/linkClick/38284/7a36ede5e156311d/40493006/6e03e83a1b19940c) **shows Homeboy Industries daily huddle as Boyle explains the power of this important gathering. As one of the attendee's states "without the meeting the day wouldn't be right!" I agree. Thank you to Bob Shannon, Gazelles certified coaching partner, for sharing these moving links.**

**Tattoos on the Wrist** **-- Kristen Wood, founder of the Canada-based "anti-spa" beauty bar chain called** [THE TEN SPOT](https://gazelles.infusionsoft.com/app/linkClick/38286/6c51f4856e924788/40493006/6e03e83a1b19940c)**, sent me this note:**

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| ***wanted to share this bit of craziness with you - so, four of my staff sent me this photo. They all went out and got an "x." (our symbol) tattooed on their wrists. (I got one for our 10-year anniversary). Looks like our CULTure building is working!***  |

**Here's the photo - and below it is the back story.**

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

**Context for the X** **. - notes Kristen (she only uses CAPS for the company name!):**

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| **i** ***got this tattoo for our 10th anniversary a year ago, and this weekend the team opening a new location in sault ste marie, as well as the franchisee, got matching tattoos and surprised me. the symbol, 'x.', is how we express the brand with X being the roman numeral for TEN and the period or 'dot' being the SPOT. We now use this is a de facto logo, incorporating it into our builds as part of very visible external signage, as well as all signing off our signatures with it, like the kiss represented by the 'x' in 'xo.'***  |

**Reminds me of the power of the Nike "swish" - what is your company's symbol?**

**What Makes Her Culture Strong** **-- she continues:**

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| **i** ***think we've really do have a lot going for us in the CULTure department. THE TEN SPOT's always had a bit of a 'party bus' or work-hard-play-hard vibe. i know of myself i have a big personality and can shock with my odd humor, so our head office has really become a place where people can be and express themselves. a few years ago, starting as a bit of joke but evolving into something meaningful, we landed on our purpose of 'making everyone feel like a TEN' and that also seemed to really resonate on a couple of levels. for one, it meant our company is focused on making everyone feel good about themselves, whether that's a peer in head office or at a store, or the guest receiving a service. secondly it was a way to re-appropriate some misogynistic language that sees men giving women ratings out of 10, and our mainly female workforce seemed to get that right away as well.***  |

**She goes on to note the "working with Gazelles, and working through Scaling Up, we've refined our values even further to really make THE TEN SPOT an environment for excellence and self-actualization. the best i can guess is that it's all these factors together." Of course, she signed it "x.k". Thank you, Kristen, for sharing your story.**

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**09/07/2017
Jobs to Be Done; Your Main Job; Job of a Parent; Biz Leader Job; Mexico City Sept 26**

"... insights for scaleups"

**HEADLINES:**

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| ***Wealth, notoriety, place and power are no measure of success whatever. The only true measure of success is the ratio between what we might have done and what we might have been on the one hand, and the thing we have made of ourselves on the other.***  |
|    | **H.G. Wells**  |

**Mexico City Sept 26** **-- I'll be leading a Scaling Up workshop, more below, but first...**

**Jobs to Be Done** **-- what is the main job your product/service does for your customer? I consider this one of the most important strategy questions ever conceived. And when you truly understand the answer for each customer segment (buyer persona) then you can know how to improve/innovate what you do much better. For instance, a parent with three children in various after school activities needs nutritious meals fast. Looking at microwaves, rather than trying to upsell them on an oven, suggesting better options for preparing meals quickly while locking in the nutrition would be better. But you need to understand the job that specific customer needs done.**

**Job Drivers** **-- Jessica Wattman is one of the authors of the book** [*Jobs to Be Done*](https://gazelles.infusionsoft.com/app/linkClick/38404/db14b8af598a2c83/40676980/80b2eae55ed0ac00) **- SPro and book club members will get a copy next week. Skip right to chapter 2 titled "Job Drivers" and figure out what are the specific jobs and job drivers - driven by attritudes, background, and circumstances -- for your various customer segments. Jessica is keynoting our upcoming** [ScaleUp Summit Oct 17 - 18, St. Louis](https://gazelles.infusionsoft.com/app/linkClick/38406/f28c936934ec7eb1/40676980/80b2eae55ed0ac00) **and will guide us through this process.**

**Job of a Parent** **--** [Prof. Anupam Sibal's latest video](https://gazelles.infusionsoft.com/app/linkClick/38422/9ebaf1e1a8f4d271/40676980/80b2eae55ed0ac00) **addresses "How to communicate with young people in an era of constant noise" (includes teens and college students). It's based on his excellent book titled** [*Is Your Child Ready to Face the World?*](https://gazelles.infusionsoft.com/app/linkClick/38408/2c0bc6d1d1f5c124/40676980/80b2eae55ed0ac00) **His presentation is 19 minutes with the balance Q&A. At a minimum, go to 18:43 for a minute and hear a powerful Thomas Edison story I had never heard before - and if you have another 40 seconds, start at 18:06 for an equally moving and heart wrenching story. However, the essence of his message is earlier in the video - the power of using situations "in the moment" to share stories that reinforce important values - this is a key job of being a parent and leader. The first 15 minutes are worth the watch.**

**And Your Job?** **-- according to Mark Sanborn, we all have a fundamental job to close the gap between how good we are and how good we could be. Mark, a dear friend and author of the highly acclaimed book *The Fred Factor*, has a new book out this week titled** [*The Potential Principle*](https://gazelles.infusionsoft.com/app/linkClick/38410/7da11d197f6e97d2/40676980/80b2eae55ed0ac00) **(the quote above came from that book). Right away he addresses the key question in bridging our potential - so "better at what?" Notes Mark:**

|  |
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| ***Better at what? Better at being someone whom others respect, emulate, and trust. Better at being someone who continues to improve and achieve. A person who motivates, challenges, and inspires others through his or her example. You may not have considered it, but these qualities and others define leadership.***  |

This is a gem of a book - **clearly written and quick to read. It will provide a great start to the last four months of the year as we continue to get better.**

**Biz Leader's Job?** **-- According to Howard Shore, it's to stop the leakage! I had the pleasure of writing the Foreword for a new book written by Howard, one of our most tenured Gazelles coaching partners.** [*Your Business Is a Leaky Bucket: Learn How to Avoid Losing Millions in Revenue and Profit Annually*](https://gazelles.infusionsoft.com/app/linkClick/38412/a11704702f0a5560/40676980/80b2eae55ed0ac00) **was released yesterday as the #1 New Release by Amazon. With 20+ years of running and advising significant firms, Howard addresses the 15 most common issues in the areas of people, strategy, and execution that drain energy, direction, and profitability from every business. What I like most is that it's a very practical and actionable book for the entire exec team - with ideas that will start making and saving you money immediately. Congrats, Howard, on writing such an insightful book.**

**Mexico City Sept 26** **-- Join me in Mexico City for a live Scaling Up workshop. I will be joined by several other coaching partners all focused on helping you take your business to the next level. The event will be in Spanish but my segment will be in English. Click** [Here](https://gazelles.infusionsoft.com/app/linkClick/38414/47f3ef18bed9d649/40676980/80b2eae55ed0ac00) **to learn more and register.**

**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

**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/40676980/80b2eae55ed0ac00) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/40676980/80b2eae55ed0ac00) **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 **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/40676980/80b2eae55ed0ac00)**.**

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**EDUCATION:**

**Experienced a bad hire lately? Planning to hire new employees soon? If so, it's time to learn and implement the Topgrading Methodology. Topgrading is the most proven screening, interviewing and employee development methodology. Get a preview of the process by downloading the Topgrading 12 Steps** [here](https://gazelles.infusionsoft.com/app/linkClick/25170/331032f5768118b4/40676980/80b2eae55ed0ac00)**. For more information contact Juan Gonzalez at** juan@growthinstitute.com **or call him at (512) 773 5465**

[**ScaleUp Summit Fall 2017**](https://gazelles.infusionsoft.com/app/linkClick/35772/2c6cac3d00a9d409/40676980/80b2eae55ed0ac00)

**St. Louis, MO - Oct 17-18, 2017**

[**Scaling Up User Conference Fall 2017**](https://gazelles.infusionsoft.com/app/linkClick/35774/8dd7419d5335b312/40676980/80b2eae55ed0ac00)

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**09/14/2017
Weird but Effective; Amazon Pricing Strategy; 9x Inc. 5000; LIVE Streaming Summit**

"...insights for scaleups"

**HEADLINES:**

**LIVE Streaming ScaleUp Summit -- for a price 1/10th the keynote fee of just one of our world class biz thought leaders your entire team can tune into the Summit from the comfort of their home or office. More info below, but first...**

**Amazon's Pricing Experiments -- the godfather of pricing, Hermann Simon, has a new** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/38664/e46eb516c52a410a/40781318/511efe8d50987c6b) **highlighting Amazon's pricing strategy post the takeover of Whole Foods. Note's Simon:**

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| ***In the first week alone, the* way *in which Amazon announced its price changes at the shelf showed the sophistication it brings to such challenges. For many of their key value items, shoppers saw large, co-branded posters which announced the price change. The posters prominently featured the product name, the former (higher) price, the new (lower) price, and the message "more to come" at the bottom. Including both prices, as opposed to an "X% off" approach, reinforced the fact that many of the changes crossed key "whole dollar" thresholds. Avocados went from $2.50 to $1.99. Almond milk dropped from $3.99 to $2.99. Vine-ripe tomatoes were reduced from $2.99 to $1.99. While price research is not universally clear on the subject, the presumed power of undercutting these psychological thresholds is high.***  |

**This helps change the perception -- and the "more to come" is very clever (Simon explains in the article), but across Amazon they might be the lowest priced on the top items, but much more expensive on the rest - equally smart. Simon goes on to explain how Amazon will use pricing strategy to increase the healthy food segment of the market. The point - pricing is a strategic weapon used poorly by most companies. Read Simon's article then read his book** Confessions of the Pricing Man**. Then become a student of pricing!**

**Weird but Effective -- the research is clear - vivid visualizations, great inspiration, profound creativity, exceptional insight as well as your mind's most deep-seated programs occur for a moment between falling asleep and waking up - the brief Theta brainwave state of the mind. To tap into this powerful state of the mind, both Thomas Edison and artist Dali had a simple technique. After focusing on a particular idea/challenge, they would relax and allow themselves to fall asleep holding something in their hand (Dali a dangling keychain; Edison some ball bearings). As they entered Theta state their hand would release the item, making a noise that would wake them so they could capture those great inspirations.** [This short video](https://gazelles.infusionsoft.com/app/linkClick/38666/aa8b779cd5879caf/40781318/511efe8d50987c6b) **shares the full story. I'm trying it! Thank you to Sebastian Ross for sharing.**

**Power of Board Games -- could it be that playing board games makes you a nicer person with better relationships? Note this** [*Quartz* article](https://gazelles.infusionsoft.com/app/linkClick/38668/8882c7c09eca7b9f/40781318/511efe8d50987c6b)**, "As film and media studies professor Mary Flanagan** [tells The Atlantic](https://gazelles.infusionsoft.com/app/linkClick/38670/98c2ff4624a05e5a/40781318/511efe8d50987c6b)**, board games prompt us to reflect on 'turn-taking and rules and fairness.'" It goes on to explain:**

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| --- |
| ***Another significant feature of board games is that they require several people to sit down in the same room together and concentrate on a shared experience in real time. That is becoming increasingly rare in a world in which we often see our friends and loved ones more on social media than in real life.*** [*A recent Atlantic story outlined the sharp rise in teen isolation*](https://gazelles.infusionsoft.com/app/linkClick/38672/5abf632451fecfa8/40781318/511efe8d50987c6b) ***as an entire generation sits in their rooms, glued to their smartphones, interacting via app. They report higher levels of depression and anxiety than earlier generations, too.***  |

**Our family isn't sure Monopoly has been a positive influence ☺, but point well made - and great to see that board game sales high risen considerably.**

**9x Inc. 5000 (Gazelles case study) -- only 1% of firms that qualify for the** Inc. **5000 list make it 9 times. SPro member and longstanding Rockefeller Habits fan, Rajeev Agarwal and his wife Arpita, co-founders of** [MAQ Software](https://gazelles.infusionsoft.com/app/linkClick/38674/7f578a07516e8da5/40781318/511efe8d50987c6b) **are one of the few. Notes this** [*Inc.* article](https://gazelles.infusionsoft.com/app/linkClick/38676/1e5d3d8ca18c2165/40781318/511efe8d50987c6b)**, when asked the keys to their sustained growth:**

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| ***First, our management team takes a long-term view of our progress-as in looking ahead 25 years. Although being No.1 on any list would be an honor, it is more gratifying for me to appear on the Inc. 5000 list repeatedly since it demonstrates the durability of our business model. Second, our management team is committed to developing an organization with a learning culture. We lead by example to stay technically current. Finally, we stay focused on the success of our customers. Eventually, customers recognize the contributions of key suppliers and come back to buy more.***  |

**BHAG, learning, and getting the job done for customers - a pretty simple, but difficult to sustain, formula. Congratulations to Rajeev and Arpata, whom you'll meet at the upcoming** [ScaleUp Summit Oct 17 - 18 in St. Louis](https://gazelles.infusionsoft.com/app/linkClick/38678/848a1e994f98c970/40781318/511efe8d50987c6b) **- I think their 9th year of participating!**

**What I Did Not Learn in B-School --** [this is the title of Rajeev's second book](https://gazelles.infusionsoft.com/app/linkClick/38680/07c4aa81efea4b70/40781318/511efe8d50987c6b) **- a prolific writer and CEO.** [Here's a mini-site for the book](https://gazelles.infusionsoft.com/app/linkClick/38682/40cd12ad7da279e4/40781318/511efe8d50987c6b)**. It's especially applicable to firms doing business in India - it addresses the execution challenges of doing business in that country.**

**The Potential Principal -- last week I highlighted Mark Sanborn's new book** [*The Potential Principal*](https://gazelles.infusionsoft.com/app/linkClick/38684/1431f8515a07ecea/40781318/511efe8d50987c6b)**. Steve Hall, founder of DriversSelect.com (largest single location auto dealer in US) noted, after appreciating how Mark reframed the idea of potential:**

***I began to journal about the following questions***

* How good of a father could I be to our boys versus how good a father I am?
* How good of a husband could I be to Joy versus how good I am?
* How good a leader in driversselect could I be versus how good am I doing leading our company?
* How much better could I serve God versus how much I am serving Him?
* How good could my health be versus how good is my health?
* How balanced could my life be versus how balanced is my life?

**Seems like the right questions - worth pondering this weekend.**
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**Benefits of Streaming the Summit LIVE (Oct 17 - 18):**

* **One price for your entire team - you can view all main stage speakers and content from an unlimited number of devices.**
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**EDUCATION:**

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**0921/2017
Most Powerful Women; The Master Coach; Coach w/o Speaking; Sept 28 Hotel Cutoff**

"...insights for scaleups"

**HEADLINES:**

**Planning to Hire? -- Topgrading's 7 most critical interviewing techniques assures you hire the right person 90%+ of the time - and more importantly, avoid hiring the wrong person. Check out the video below, in our education section, but first....**

**Hotel Room Cutoff Sept 28 -- the fall ScaleUp Summit Hotel room deadline is extended to next Thursday, 28 September. Still time to** [register for the Fall Summit](https://gazelles.infusionsoft.com/app/linkClick/38902/285cc1d72b13e3d0/40973480/482736c3c59b1bbe) **and** [book your room](https://gazelles.infusionsoft.com/app/linkClick/38904/3cbc3645e07e510b/40973480/482736c3c59b1bbe) **with the special group rate -- see you in St. Louis Oct 17 - 18.**

**Most Powerful Women --** [*Fortune's* 20th annual list](https://gazelles.infusionsoft.com/app/linkClick/38906/e7858251ab0ba18a/40973480/482736c3c59b1bbe) **is out today. 26 are CEOs running firms with a combined $1.1 trillion in revenue including Pepsi, IBM, Fidelity, and Lockheed Martin. #1 is Mary Barra, CEO of General Motors. There are insightful writeups and videos for each of the 51 women on the list - enjoy and learn from these outstanding leaders.**

**Gazelles' Newest Most Powerful Woman -- Anne Keehn has joined as Interim President through Dec 31, transitioning to CEO if all goes well (date before getting married). On the founding team of Blackboard, the most successful EdTech firm in the dot com era, she was more recently with the Bill and Melinda Gates Foundation for four years.** [Here's a link](https://gazelles.infusionsoft.com/app/linkClick/38908/96e5ce1e50c3b86a/40973480/482736c3c59b1bbe) **to her background where she's helped several firms scale -- . Anne and I have known each other for over two decades and have been trying to figure out a way to do something together. Now is the time with our new global** [ScaleUpU](https://gazelles.infusionsoft.com/app/linkClick/38910/d0befec578c73953/40973480/482736c3c59b1bbe) **city initiative that requires a robust EdTech component and a leader with global connections.**

**The Master Coach --** [this is the title of Gregg Thompson's latest 2017 book](https://gazelles.infusionsoft.com/app/linkClick/38912/a99f01dc81836a93/40973480/482736c3c59b1bbe)**. It's one of the three most important books addressing this critical skill leaders must master in the 21st Century. SPro and book club members will receive a copy next week. Go right to Chapter 3 titled "Coaching is Everyone's Business" - I couldn't agree more with this sentiment. Coaching is something we should learn to do properly with our team, children, non-profits, etc. Gregg is keynoting our upcoming** [ScaleUp Summit](https://gazelles.infusionsoft.com/app/linkClick/38914/5472d38c097ee883/40973480/482736c3c59b1bbe) **where he'll walk us through his powerful coaching model.**

**Coach Without Speaking --** [yesterday *HBR* posted an interesting article](https://gazelles.infusionsoft.com/app/linkClick/38916/2d1fef640776c4de/40973480/482736c3c59b1bbe) **about the benefits of coaching via instant messaging, texting, and email (might be best with your children!). What if you couldn't speak, which is what happened to the author. He goes on to detail how he's continued his successful coaching practice and the positive impact coaching through writing has had. The big benefits - people feel safer to share sooner and it's easier to "listen!" Please take 2 minutes to scan through for more insights into this powerful way to coach.**

**Noria Corporation Does NOT Focus on Employee Engagement (Gazelles case study) -- I received a note from Mike Ramsey, President of Noria Corporation, the leader in industrial lubrication education (what a niche!) how he's integrated the tools from** Scaling Up **and the information from a workshop led by one of our over 230 coaching partners "into what we do and how we've built our company and culture."** [This article](https://gazelles.infusionsoft.com/app/linkClick/38918/100a1a963dfe510d/40973480/482736c3c59b1bbe) **highlights how their meeting rhythm creates employee engagement so they don't need to focus on it. Notes the article:**

|  |
| --- |
| More amazing is the culture they've created within their company. Two buildings, housing roughly 50 employees is an oasis of camaraderie and togetherness. Using their ***Core Values as building blocks*** they've designed an "atmosphere where intelligence is multiplied". It's gossip-free. It's collaborative. It's creative. It's fun. It's productive.  |

[There is also a 12-minute interview](https://gazelles.infusionsoft.com/app/linkClick/38920/4493d3f67940ea48/40973480/482736c3c59b1bbe) **where Mike details how they've created this amazing environment. It's worth the watch.**

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**09/28/2017
5 Critical Questions; Top 10 Masterminds; Giving to Grow; Would You Hire This Guy?**

"...insights for scaleups"

**HEADLINES:**

**Free e-Book -- Next week, October 2 - 6, is National Customer Service Week. To celebrate, Shep Hyken, customer service guru, is releasing his sixth book,** Be Amazing or Go Home**. And he's giving away the eBook for the entire week (this week it's just $.99).** [Here's the link](https://gazelles.infusionsoft.com/app/linkClick/39120/19afbde99ce7ef9d/41164298/f90ecef285461217) **- please take advantage of it and enjoy.**

**Caring Challenge by ZogSports -- Mike Mortellaro, COO of** [ZogSports](https://gazelles.infusionsoft.com/app/linkClick/39122/8b6edc89a8978a8a/41164298/f90ecef285461217)[wrote a blog](https://gazelles.infusionsoft.com/app/linkClick/39124/46e1f1e1c9c33449/41164298/f90ecef285461217) **challenging every leader to ask themselves five questions about their team:**

1. Have I asked about their ***dreams*** and career aspirations?
2. Do I know what they ***want to learn*** professionally and outside of work?
3. What do they do ***for fun*** and am I challenging them to make space for those activities?
4. Would I be comfortable chatting ***with their parents*** about the work environment I've created?
5. Would I want my ***own child's*** manager to care for my kid the same way I care for my team?

**Mike was inspired by Bob Chapman's presentation at our last ScaleUp Summit. CEO of Barry-Wehmiller and author** Everybody Matters**, Chapman shared what we all call his "wedding story." Notes Mike:**

|  |
| --- |
| Bob Chapman's epiphany was realizing that every member of his team is someone else's precious son or daughter. Therefore, like a parent "giving" his child to their future spouse, it is his responsibility as a leader within his organization to care for his team like family.  |

**Please take 1 minute to read Mike's excellent blog post. FYI, Bob Chapman is going to make another presentation at our upcoming** [ScaleUp Summit in St. Louis](https://gazelles.infusionsoft.com/app/linkClick/39126/ef9fd9b784773cd4/41164298/f90ecef285461217)**, the home of his firm Barry-Wehmiller.**

**Give to Grow (Gazelles case study) -- to continue the caring/giving theme, my latest** [*Huffington Post*](https://gazelles.infusionsoft.com/app/linkClick/39128/64f8d9e0f4b40f0a/41164298/f90ecef285461217) **piece features founder and CEO Alex Yastrebenetsky and his Cincinnati-based digital analytics firm InfoTrust. One annual tradition is their Thanksgiving Basket Brigade which has expanded to supporting 140 families in their local community and another 20 on the west coast. Besides bringing all the employees together around a common cause, it's a reason to reach out and cleverly thank customers. As I note in the article:**

|  |
| --- |
| The experience is so meaningful to Yastrebenetsky that during the holidays, he wrote a letter to his customers. "I explained how much we appreciate their giving us an opportunity to contribute," he says.  |

**And it's garnered them important recognition, useful to attracting additional talent. Specifically:**

|  |
| --- |
| InfoTrust's focus on giving has contributed to an outstanding culture that is winning considerable third-party recognition. The company made it onto Inc.'s Best Places to Work for 2017 and made the Best Employers in Ohio [*list*](https://gazelles.infusionsoft.com/app/linkClick/39130/15194e0997332a9d/41164298/f90ecef285461217) issued by Best Employers in Ohio. InfoTrust is one of only a handful of companies in its state certified as a Great Place to Work by the Great Place to Work Institute.  |

**Congratulations to Alex and his team for understanding the power of giving. Please take 2 minutes to scan the article for more details.**

**Would You Hire This Guy? -- and** [this fun 1 minute video](https://gazelles.infusionsoft.com/app/linkClick/39132/677fb0f1f92ce565/41164298/f90ecef285461217) **highlights one man's approach to getting hired at Zappos - by performing its core values. Thanks to Gazelles coaching partner Jim Jubelirer for sharing.**

**Top 10 Mastermind Event - our 3-day** [CEO Boot Camp](https://gazelles.infusionsoft.com/app/linkClick/39134/640122095bf1712b/41164298/f90ecef285461217) **was just named one of the Top 10 Mastermind Events in** [*Entrepreneur* magazine](https://gazelles.infusionsoft.com/app/linkClick/39136/f6c997a72866962a/41164298/f90ecef285461217)**. Limited to 10 CEOs each session, the boot camp is an opportunity for me (since I don't personally coach anymore), along with entrepreneur John Ratliff, to share our combined 60 years of experience, knowledge, and contacts in helping these CEOs scale. And it's in a fun and engaging environment.** [For more information and dates in 2018](https://gazelles.infusionsoft.com/app/linkClick/39138/981622ba2bf9a397/41164298/f90ecef285461217)**.**

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**10/05/2017
IKEA's Acquisition; Spa Saves $300k/mo; Sales Incentives; ScaleUp Summit Streaming**

"... insights for scaleups"

**HEADLINES:**

|  |
| --- |
| ***Great things in business are never done by one person. They're done by a team of people.***  |
|    | **Steve Jobs**  |

**ScaleUp Summit Streaming LIVE** **-- expose your team to the top thought leaders from the comfort of their desk, conference room, or home. We invite your team to gather together & learn how to do great things in business by viewing, live, all the incredible ScaleUp Summit Oct 17 - 18 speakers & content.** [Click here](https://gazelles.infusionsoft.com/app/linkClick/39246/4cea17ae537ca2b6/41355756/d15981cf8a7a0406) **to learn more.**

**How One Medical Spa Saved $300k/month (Gazelles case study)** **-- my latest** [*Huffington Post* piece](https://gazelles.infusionsoft.com/app/linkClick/39248/6cdf39b52d4a648d/41355756/d15981cf8a7a0406) **shares how founder Charles Mok DO and his team at Detroit-based Allure Medical Spa worked to save $300k/month. And by retargeting their marketing they are now opening a new location every 90 days. Please take 2 minutes to read how this has all been accomplished - a real and practical scaleup success story. FYI, an Allure team of 15 will be up front and center at the** [ScaleUp Summit in St. Louis](https://gazelles.infusionsoft.com/app/linkClick/39250/07082650ce39fbed/41355756/d15981cf8a7a0406) **in a couple weeks.**

**Are Sales Incentives Becoming Obsolete** **- with the revolution of digital marketing and a customer base so much more well informed than in the past, companies are rethinking their sales compensation plans. This short** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/39252/6dadb8053500c6e2/41355756/d15981cf8a7a0406) **does an excellent job in outlining the key questions and providing some practical ideas for adjusting sales comp plans to align with the new realities of the marketplace. In short, notes the article:**

|  |
| --- |
| *Sales leaders must change compensation plans to look more like management bonus plans, designed to encourage people to work together to make the company and its customers more competitive and prosperous in the long run.*  |

**Please take 1 minute to scan through the main bullet points of the article if you've been thinking about your sales comp plans.**

**IKEA Purchases TaskRabbit** **-- it seems all product companies eventually add services and all service companies productize. To compete with Amazon, which is offering delivery and installation services,** [$36 billion IKEA has purchased TaskRabbit](https://gazelles.infusionsoft.com/app/linkClick/39254/45c35d9dd527763d/41355756/d15981cf8a7a0406)**, one of the stars of the "gig" economy and giving it a ready supply of on-demand labor.**

**City Creek Mortgage** **-- Toby Gale Roberts along with her husband Mike posted the following re: *Scaling Up (Rockefeller Habits 2.0)* - and I love how they are executing "like a beast." Thank you.**

|  |
| --- |
| https://gazelles.com/insights/Toby_Gale_Roberts.jpg |

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**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/41355756/d15981cf8a7a0406)**.

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**10/12/2017**

**Accidental CEO; Amazon's Advantage; Microsoft's CEO; Dec 12 - 15 New CEO Boot Camp**

"... insights for scaleups"

**HEADLINES:**

|  |
| --- |
| *Ultimately the "learn-it-all" will always do better than the "know-it-all"*  |
|    | **Satya Nadella, CEO Microsoft**  |

**Next CEO Boot Camp Dec 12 - 15** **-- more below, but first...**

**Hit Refresh** **-- Microsoft CEO Satya Nadella released his book *Hit Refresh* a few weeks ago.** [This 2-minute WSJ video](https://gazelles.infusionsoft.com/app/linkClick/39522/cede393b2d85b12e/41516868/79836f454f69407c) **highlights how he works. You can skip the first minute; start at 1:05 and learn how he runs a meeting and his key criteria for hiring. And how is Nadella a better leader than Bill Gates? The WSJ published an extensive interview with both (you need WSJ subscription),** [but this short excerpt](https://gazelles.infusionsoft.com/app/linkClick/39524/657f298458e7e580/41516868/79836f454f69407c) **shares Gates answer:**

|  |
| --- |
| *Satya has a natural ability to work well with lots of people, to tell people they're wrong in a nice way and to let feedback come through to him more than I did.*  |

**Take 30 seconds to read the rest. FYI, Microsoft's market cap is almost $600 billion, ahead of Facebook and Amazon by $100 billion. Not bad for a 41 year old tech firm.**

**Amazon's Core Competency Crushing Competitors** **-- NYU Stern Professor Scott Galloway also has a new book out called *The Four* (Amazon, Apple, Facebook, and Google). This 2-minute** [*Business Insider* video](https://gazelles.infusionsoft.com/app/linkClick/39526/840780d36ed90824/41516868/79836f454f69407c) **has Galloway sharing what is allowing Amazon to crush their competitors and take on titans like NetFlix. In essence, it's cheap capital. Take the time to hear Galloway's take on the situation as he shares some amazing stats. It's why the "Cash" decision is often taken too lightly - it's a key constraint or competitive weapon. John Ratliff, in rolling up 24 call centers, had a key banking relationship that provided him the fuel to scale without a penny of his own capital.**

**The Accidental CEO (Gazelles case study)** **-- one of the CEOs being honored in British Columbia, Canada, Allen Eaves spent more than three decades as a cancer researcher before launching a company that now employs 850 people and is scaling to a billion. Noted YPOer Neil Gregory-Eaves, CEO Aurelia Ventures in an email to me:**

|  |
| --- |
| *Many years ago I insisted that my step father take your course and read your book. He continues to be a true believer and has made your teachings part of his company, STEMCELL Technologies.*  |

**This** [*Business Vancouver* article](https://gazelles.infusionsoft.com/app/linkClick/39528/499392701c476dec/41516868/79836f454f69407c) **details the success of Stemcell Technologies as 76-year-old Eaves has no thoughts of slowing down i.e. they just signed a 40-year lease on a new facility!** [Please take 2 minutes to read his incredible story](https://gazelles.infusionsoft.com/app/linkClick/39530/6bf25c58d5ad0467/41516868/79836f454f69407c) **- particularly the Q&A section on the right (why he shunned VC investment, the importance of having an international view, etc.) then make some 40 year plans for your own business.**

**Next CEO Boot Camp Dec 12 - 15** **-- our Marathon Retreat center survived Irma and we were able, with the efforts of a lot of people, host our latest CEO Boot Camp last week. Noted Ricardo Landa, Founder & CEO, LandCorp:**

|  |
| --- |
| *THANK YOU!!! Verne, John and Ruth for the best get together ever! We normally say words like "the best ever", etc. etc... so I'm without words on how to describe what this trip did for me!!! Just know that I have never been so inspired... and so well guided! EVER ..*  |

**Given the response, we've just added the Dec 12 - 15 dates (starts Tuesday 6pm, ends Friday 2pm). Limited to 10 CEOs, it is a magical and powerful 3.5 days during which John Ratliff and I enjoy, immensely, working one-on-one with the CEOs and the group. It's a chance to prepare for 2018. For more info** [www.ceo-bootcamp.com](https://gazelles.infusionsoft.com/app/linkClick/39532/a675447475011027/41516868/79836f454f69407c)

**Macau, China Oct 25 - 27 -- YPO International is hosting my 2.5 day Scaling Up workshop in Macau, China. Wei Chen is the Day Chair** wchen@suncapitalib.com**.**

**See You in St. Louis** **-- look forward to meeting all of you and your teams attending our ScaleUp Summit next week.**

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**10/26/2017
2017 Prediction; Bill Gates Endorses; Health Update; Ray Dalio**

"...insights for scaleups"

**HEADLINES:**

|  |
| --- |
| Ray Dalio has provided me with invaluable guidance and insights that are now available to you in Principles*.*  |
|    | Bill Gates  |

**In 2012 Sports Illustrated Predicted Astro's 2017 Results** -- from laughing stock of the baseball world in 2011 to a berth in the World Series in 2017, Sports Illustrated made the prediction five years ago that the Houston Astros would win the World Series in 2017 based on what they saw the leadership doing using analytics to make better recruiting decisions. We'll see if the Astros can complete the prediction, but the fact they are in it at all is proof that there is a method to their madness. Measuring and acting on the right KPIs is critical and this [*SI* story](https://gazelles.infusionsoft.com/app/linkClick/39944/5da980a36e082414/41626854/b85dc871cf83a894) highlights how the Astros did it.

**One of the Biggest Constraints to Scaling?** -- your health! Do you have sufficient energy (important KPI!) to give it your all? I've been collecting several articles and tips over the past few months I thought might prove insightful and healthful. And with everything, it comes down to your daily routines. Quick list:

1. 4-minutes of the right exercise per day
2. 2 tablespoons of fresh olive oil per day
3. C, zinc, magnesium, and D each day
4. 10-20 minutes of meditation each day - see Ray Dalio's book Principles below
5. Avoid opioids!

Four of the five are fairly easy. Details below. Here's to your health!

**Tim Ferriss' Kettlebell Swings** -- I don't have a lot of time to exercise, but many commented at the ScaleUp Summit that I've slimmed down and added quite a bit of muscle. Two keys - every other day I do a 4-minute Tabata exercise routine -- 20 seconds intense, 10 seconds rest for 8 reps. [Here is a good starter video](https://gazelles.infusionsoft.com/app/linkClick/39946/b3c371e01e02d316/41626854/b85dc871cf83a894). On the alternating days, I take a few minutes to do three reps of 25 kettlebell swings (45 lbs. right now). Many, including 4-Hour Body author Tim Ferriss, consider it the best overall exercise. [Tim's four-minute YouTube video](https://gazelles.infusionsoft.com/app/linkClick/39948/398c6adbed62c0a1/41626854/b85dc871cf83a894) will show you how to do it properly. Then add/alternate with a 4-minute plank (if I don't have a kettlebell handy) and you're good to go. Who doesn't have 4-minutes per day to boost energy, lose weight, and tone muscle?

**Extra Virgin Olive Oil Protects Against Alzheimer's** -- As the key component of the Mediterranean diet, olive oil has already been linked to a wealth of health goodness, including lower cholesterol, lower blood pressure and weight loss, notes this [*Forbes* article](https://gazelles.infusionsoft.com/app/linkClick/39950/abf5b254a1c6d656/41626854/b85dc871cf83a894). Now a [recent study](https://gazelles.infusionsoft.com/app/linkClick/39952/e53595bfb2c0a77e/41626854/b85dc871cf83a894) shows that it stops brain cancer tumors in lab tests, and a [new study](https://gazelles.infusionsoft.com/app/linkClick/39954/51b5ea56668a29cf/41626854/b85dc871cf83a894) shows that it protects brain tissue from the toxic substances thought to cause Alzheimer's disease. Take 1-minute to read down through the Forbes piece for more details on these studies.

**2 Tablespoons per Day** -- the recommended dosage of olive oil is 2 tablespoons per day or roughly a liter per month -- but it must be fresh. Unlike wine, olive oil does NOT get better with age. It breaks down and loses most of its nutritional value after 18 months from crushing and becomes rancid (what most olive oil is that you purchase in the US and why it's so cheap). In turn, if it's great tasting you can grab a couple tablespoons directly if you're not getting enough on/in your food each day (and it's great for your skin). Obviously, I'm biased - my wife Julie's olive oil is from one of the premier regions in the world and has won multiple taste awards - and since she sells it direct it's about half the price of other premium olive oils. [Here's a link](https://gazelles.infusionsoft.com/app/linkClick/39956/80e16ee1388f0044/41626854/b85dc871cf83a894) if you want one or three bottles (750ml each) or 5 liters automatically delivered to your home once, monthly, or quarterly - enjoy!

**Here's the Latest on the Benefits of Vitamin C** -- ever since [*Time* magazine](https://gazelles.infusionsoft.com/app/linkClick/39958/a22c2bf5ea2af409/41626854/b85dc871cf83a894) highlighted how IV vitamin C doubles the effectiveness of chemo and radiation, what the Riordan Clinic has been researching for 41 years has finally gone mainstream. Additional research:

* [Vitamin C prevents and treats leukemia](https://gazelles.infusionsoft.com/app/linkClick/39960/cd3597b6f533d4b2/41626854/b85dc871cf83a894)
* [Vitamin C and antibiotics](https://gazelles.infusionsoft.com/app/linkClick/39962/fdb23b7be1f1ab8d/41626854/b85dc871cf83a894) could be up to 100 times more effective than drugs at killing cancer cells - without the side effects
* [Smithsonian magazine](https://gazelles.infusionsoft.com/app/linkClick/39964/065fc46badfed01f/41626854/b85dc871cf83a894) - deadly infections cured by vitamin C

And several research studies are finding that traditional chemotherapy spreads cancer - [see this study re: breast cancer and chemo](https://gazelles.infusionsoft.com/app/linkClick/39966/1c6db49caea0f4e9/41626854/b85dc871cf83a894). I continue to get a 50 gram IV Vitamin C each month as prevention. So far (almost 2 decades) this routine at least hasn't done any harm.

**Zinc, Magnesium, and Vitamin D** -- all three activate thousands of chemical reactions in the body and most of us are chronically low in these three nutrients. I'll be heading to the Riordan Clinic in November to get my annual workup to check roughly 400 data points to see where I'm uniquely low in various amino acid, vitamin, mineral, etc. levels. And I learned from genetic testing that I don't chelate magnesium well, so I take a chelated magnesium supplement instead of a regular one. Good to have data. And the board person advising our lab is the former President of Mayo Labs - we're not messing around when it comes to getting the right data points to assess potential health concerns and drive prevention. I'll share my annual results when I get them again.

**Ray Dalio Meditates Twice per Day** -- the leader of the largest and best performing hedge fund in the world, Ray Dalio, has written a brilliant book (note Bill Gates endorsement above). One of his Principles has been his twice-daily meditation practice, something he pays his employees to learn as well. Take a look at the HeadSpace app for guided meditations. I learned my meditation practice at The Art of Living - they have programs in most cities around the globe.

**Pulitzer Prize for Exposing Opioid Disaster?** -- a week ago Sunday

[*The Washington Post* broke a story](https://gazelles.infusionsoft.com/app/linkClick/39968/9d9723d6801f52f7/41626854/b85dc871cf83a894) exposing Congress, the DEA, and the big three drug distribution companies in colluding to drug up the American people on opioids. This was followed by a 60 Minutes investigative piece further exposing this opioid drug cartel. What's obvious, when you have lived outside the US for as long as we have, is that what is illegal around the globe (bribery, corruption, drug distribution) has simply been made legal in the US. It's a good racket if you can get on the right side of the corruption! The losers - always the citizens. **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

**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/38922/11d10b962c6ff036/41626854/b85dc871cf83a894) **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/41626874/edf5652090c5ebc9)

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[Guadalajara, Mexico - Nov 28, 2017](https://gazelles.infusionsoft.com/app/linkClick/38416/b0ca8cc28a7c5ed8/41626854/b85dc871cf83a894)
[Fort Lauderdale, FL - Dec 5, 2017](https://gazelles.infusionsoft.com/app/linkClick/35362/41db3c07ee62b874/41626854/b85dc871cf83a894)
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[San Diego, CA - Dec 14, 2017](https://gazelles.infusionsoft.com/app/linkClick/35844/af13516645cc9664/41626854/b85dc871cf83a894)
[Philadelphia, PA - Jan 18, 2018](https://gazelles.infusionsoft.com/app/linkClick/36154/cbe7bae0be7593cf/41626854/b85dc871cf83a894)
[Hartford/Glastonbury, CT - Feb 27, 2018](https://gazelles.infusionsoft.com/app/linkClick/38924/8324bd82198218e8/41626854/b85dc871cf83a894)
[Bethlehem, PA - Mar 13, 2018](https://gazelles.infusionsoft.com/app/linkClick/38418/023a5da9c0137242/41626854/b85dc871cf83a894)
[Grand Rapids, MI - Mar 15, 2018](https://gazelles.infusionsoft.com/app/linkClick/38420/998bb3058517fada/41626854/b85dc871cf83a894)
**Boston, MA - Apr 12, 2018**
 **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/41626854/b85dc871cf83a894) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/41626854/b85dc871cf83a894) **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 **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/41626854/b85dc871cf83a894)**.**

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**11/03/2017
Astros Genius; Critical Pricing Idea; Nobel Prize for What; Nov 7 Webinar**

"...insights for scaleups"

**HEADLINES:**

|  |
| --- |
| ***How do you combine the soft information with the hard information in a way that allows you to make the best decisions? That is the crux of what we're trying to do here.***  |
|    | **Jeff Luhnow, Astro's General Manager**  |

**LIVE Webinar Scaling Up -- Nov 7th at 12pm ET --** [you can sign up here](https://gazelles.infusionsoft.com/app/linkClick/40126/45f47b753cf68e12/41729336/19e2d71ea12fed10)**. More below, but first...**

**Astros Genius of the "And" -- so *Sports Illustrated* nailed it back in 2012 when they predicted the Houston Astros would win the World Series (although there is nothing "world" about it - sorry rest of the world).** [This article](https://gazelles.infusionsoft.com/app/linkClick/40128/70ffe124555c0985/41729336/19e2d71ea12fed10) **highlights how, rather than just rely on data, like the Oakland A's did as described in the famous *Moneyball* book (I'm reading Lewis's new book - outstanding, I'll report soon), the Astros chose the genius of the "and" - to combine the talents of human scouts with data analytics. It's a brilliantly written article, but long. And it points to the fact that your people plus data analytics is more powerful than either alone.**

**The Potential Principle** -- Mark Sanborn knocked it out of the park - a standing ovation at our recent ScaleUp Summit (next one [May 22 - 23, New Orleans](https://gazelles.infusionsoft.com/app/linkClick/40130/ed17597c7b4e4129/41729336/19e2d71ea12fed10)). SPro and book club members will get a copy of his book *The Potential Principle* next week. He addresses a fundamental question we need to get better, but "better at what?" Notes Mark:

|  |
| --- |
| ***Better at what? Better at being someone whom others respect, emulate, and trust. Better at being someone who continues to improve and achieve. A person who motivates, challenges, and inspires other through his or her example. You may not have considered it, but these qualities and others define leadership.***  |

**This is a gem of a book - clearly written and quick to read. It will provide a great start to the last couple months of the year as we continue to get better.**

**Critical that CEOs are Active in Pricing -- pricing guru Hermann Simon's latest article in the** [*Marketing Journal*](https://gazelles.infusionsoft.com/app/linkClick/40132/3646c03b50b68f88/41729336/19e2d71ea12fed10) **highlights research that shows for companies with strong CEO involvement:**

* **The pricing power was 35% higher.**
* **The success rate for implementing price increases was 18% higher.**
* **Twenty-six percent more achieved higher margins after the price increases, which means they were not just passing on higher *costs* to their customers.**
* **Thirty percent had a special pricing department, which in turn had an additional positive effect on profits**

**The article goes on to highlight the keys to making either a high-price strategy or low-price strategy work. It's an important topic (pricing is so strategic!) and one CEOs and top executives need to spend more time understanding. Please read this article.**

**Noble Prize for Recognizing People are Irrational!** -- Richard Thaler recently won the Noble Prize in [Behavioral Economics](https://gazelles.infusionsoft.com/app/linkClick/40134/4518267a5daba5a7/41729336/19e2d71ea12fed10) for confirming that people are irrational. And it's because of this that decisions like pricing must be based more on influence theory and psychology than rational thinking - I'm being absolutely serious. This is why leaders constantly mess up pricing and compensation - neither is completely rational and how you structure both must be based on what we've learned about anchoring, bias, etc. Please take 1-minute to read this *Slate* article on Thaler's Noble Prize. Then read his breakthrough book *Nudge*.

**Saracens Rugby Club on the Value of Nurturing Team -- Margaret Heffernan (read everything she writes - plus her TED talk) analyzes why this rugby team continues to win. Notes her article in the** [Financial Times](https://gazelles.infusionsoft.com/app/linkClick/40136/01abbc0a09ac7be4/41729336/19e2d71ea12fed10)**:**

|  |
| --- |
| ***Saracens won the English Premiership in 2011, 2015 and 2016, as well as the European Champions Cup in 2016 and 2017, and are favourites to claim both titles again this season.***  |

**In essence, the owner Nigel Wray, after hiring and firing coaches with "the same alactrity as buying and selling investments" and achieving short-term victories but long-term failure to win titles, decided to take a different approach. Seems the research is clear - teams that stay together win more. So the emphasis shifted to taking care of the needs of the players vs. winning at all costs. Heffernan's article details how they did this - lessons for all of us.**

**Sammy Sergi Big East Player 3 Weeks in a Row -- and this note from Steve Sergi after seeing my piece last week on IV Vitamin C:**

|  |
| --- |
| ***Verne, I meant to send this to you about the Riordian Clinic. Samson is healthier than ever and still credits his time with Dr. Ron and staff with getting him on track with the IV Vitamin C. More importantly, the health check they ran helped us assemble Sam's dietary needs and restrictions, which he still sticks to two years later. THANK YOU***  |

**As background, Sammy had become debilitated while at Xavier, unable to get out of bed and diagnosed with a combination of Lymes, black mold syndrome, and depression. After months of taking a bag of meds and getting no better, we flew him out to Wichita and wheeled him into the Riordan Clinic. Five days later he walked out unaided and has not looked back since, leading his soccer team to multiple victories and being names the** [Big East Player three weeks in a row](https://gazelles.infusionsoft.com/app/linkClick/40138/f4c67926e12670ad/41729336/19e2d71ea12fed10)**.**

**Two Nice Awards** -- it's been a fun and rewarding week, except trying to rent a car in Phoenix. First, I was honored to receive University of Delaware's "Siegfried Award for Entrepreneurial Leadership" Wednesday night, named after one of my "students" Rob Siegfried who has scaled a significant nationwide firm called the Siegfried Group. In addition, the 2.5 day program I host for YPO International in various locations each year, specifically the one hosted by Steve Sansom in New Orleans, won an unprecedented three "best of best" awards this year:

* **Co-Winner - Best Only in YPO Event**
* **Co-Winner - Most Impactful Learning Event**
* **Winner - Most Inspiring Event**

**If you're in YPO, looks for the course in 2018 in various locations - and now the complete 2.5 day course is online - one of the handful of course to lead you to earning an MBD (Masters in Business Dynamics).**

**Nov 7 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 trainings 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 7th at 12pm EST and you can [sign up here](https://gazelles.infusionsoft.com/app/linkClick/40140/291ea98239b622c0/41729336/19e2d71ea12fed10)  **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

**EDUCATION:

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**Click** [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/41729336/19e2d71ea12fed10) **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/41729336/19e2d71ea12fed10)

**New Orleans, LA - May 22-23, 2018**

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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/41729336/19e2d71ea12fed10) **Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at** 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/eba991d1d57b8ce0/41729336/19e2d71ea12fed10) **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 **or 877.217.2253 ext.700.**

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**11/10/2017
Dangerous Habit; Trillion Dollars; Changing Minds; Jan 30 – Feb 4 Geoversity**

"...insights for scaleups"

**HEADLINES:**

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| ***Companies are living, breathing organisms (organizations). As such, the more they can mimic nature the faster they can scale.***  |
|    | **Verne Harnish, Chairman, Geoversity**  |

**Designing with Nature -- join me and 40 CEOs/CXOs for five days in the Republic of Panama, along with a world class faculty (several who have created billion dollar firms), Jan 30 - Feb 4.** [It's our annual Geoversity "The Nature of Business" Executive Program 2018](https://gazelles.infusionsoft.com/app/linkClick/40286/f2d7d99465f5bbee/41817010/ebc408f73f750400)**. More below, but first...**
 **Facts Don't Change Minds -- it's been said "the quickest way to end a hot argument is to dump a cold fact on it" - but it doesn't work. In fact, trying to use data/facts/logic often entrenches the other person/people more because of confirmation bias (something Nobel Prize winner Richard Thaler brought to the forefront). So how do you change minds? According to this insightful article in** [*Heleo*](https://gazelles.infusionsoft.com/app/linkClick/40288/92d7283ee924ef9d/41817010/ebc408f73f750400) **by Ozan Varol you still use facts, but presented in a different way:**

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| ***The key is to trick the mind by giving it an excuse. Convince your own mind (or your friend) that your prior decision or prior belief was the right one given what you knew, but now that the underlying facts have changed, so should the mind. But instead of giving the mind an out, we often go for a punch to the gut. We belittle the other person ("I told you so"). We ostracize ("Basket of deplorables"). We ridicule ("What an idiot").***  |

**The rest of the article is about how to avoid a confirmation bias in your own mind that can blind you to the realities of your situation/market - something leaders of growth firms can't afford. And in the process, you'll learn how to do this with other people. It's an excellent 2-minute read (which I've read several times). Thank you to Adam Grant for pointing to me this insightful article.**

**Dangerous Habit -- gossip and gossiping.** [Notes serial entrepreneur Craig Morantz in his recent blog post](https://gazelles.infusionsoft.com/app/linkClick/40290/ca581d8a6ae649dc/41817010/ebc408f73f750400)**:**

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| ***When we participate in this bad habit, we damage our fragile empathy muscle and become less trustworthy with those around us. It helps us escape the unease and dissatisfaction of life that is intrinsic to the human condition.***  |

**But it's so easy to do - and fun. Instead, suggests Morantz:**

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| Let us not speak of other's faults, shortcomings, and personal troubles unless it's with them and with the intention of helping them.  |

**His blog post shares the four ways not gossiping has impacted him personally - and details the harm it does to you, the other person, and the organization. Thank you, Craig, for this important reminder about a dangerous habit that is hard to break.**

**SmartSheet for Gathering Employee Ideas -- Hugh Smallridge with** [Ashwood Gifts](https://gazelles.infusionsoft.com/app/linkClick/40292/d368f04f7998452d/41817010/ebc408f73f750400) **shared how he's using a simple app called SmartSheet to make it easy for his employees to share ideas. Notes Hugh:**

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| Idea gathering doesn't need to be part of a complicated ERP system. We were tracking on a normal spreadsheet and have just switched to SmartSheet for it. Every employee has the SmartSheet app on the home screen of their phone now (easy access!) so anyone can instantly log any idea day or night. It's a real morale booster for employees if they see their ideas being actively considered and implemented regularly. I just introduced it to all the staff simultaneously at our daily huddle and got them all to log one idea so they knew exactly how to do it.  |

**It looks like a simple yet powerful app for collaborating on a lot of things. Hugh, thanks for sharing with the community.**

**Tech Accelerator for the Planet -- The Nature Conservancy (TNC) has teamed with Techstars to launch an accelerator for companies out to solve global problems.** [This *Forbes* article details the initiative](https://gazelles.infusionsoft.com/app/linkClick/40294/f1f358c6fe8a6921/41817010/ebc408f73f750400)**. Serial entrepreneur and Board of Trustees for TNC in Indiana, Will Ditzler, will be one of the participating CEOs in the Geoversity program in Panama. We look forward to learning more.**

**A Trillion Dollars...of products/services will be produced mimicking insights from nature. Jay Harmon, who built Australia's largest tech firm to a market cap of $3 billion has scaled several firms using biomimicry. He, along with a world class faculty, will spend five days with a select group of 40 leaders from around the globe exploring how we can design our businesses to scale. One of the participants already signed up for** [Geoversity's "Nature of Business" program](https://gazelles.infusionsoft.com/app/linkClick/40296/331c344580b50cad/41817010/ebc408f73f750400)**, along with Will Ditzler, is David Henderson, who heads up a private equity firm focused on funding companies in the water space.

Jan 30 - Feb 04, 2018 -- Here are the details for the Geoversity Program:**

**Directed by Geoversity co-founder Dr. David S. Ricketts, Innovation Fellow at the** Technology and Entrepreneurship Center at Harvard University (TECH)**, The Nature of Business Executive Program 2018 (NoB18) takes place in Panama, the epicenter of the Americas. You attend two days of workshops and events at the City of Knowledge and the Frank Gehry-designed Biomuseo bordering the Panama Canal followed by two days of immersion on an 11,000-acre private island conservancy off the Pacific coast of one of the world's richest areas of bio-diversity.**

**Your adventure starts with a ground-breaking and completely off-the-record dialogue with the legendary video game designer and Ubisoft senior executive Tommy Francois who is leading the creation of some of the industry's most ambitious and outstanding projects. Learn about Geoversity's unusual "game experiment" in collaboration with Ubisoft.

Join an inspired circle of thought leaders in discovering the latest in how:**

* **Biological systems are informing strategic and competitive decision-making**
* **Biomimicry is helping companies create new innovative products and services**
* **Nature is instructing leaders on how to build not just resilient but "anti-fragile" organizations**
* **Companies are embracing sustainability and eco-efficiency to drive increased revenues and profits**
* **Workplace design is being influenced by natural environs**
* **Executives are finding in nature the peace and quiet they need to unleash their best creative and problem-solving talents**

**The program fee includes local transportation, a plane charter flight over the Panama Canal and the 10,000-acre Mamoni Valley Preserve on the way to San Jose Island; lodging in the historic Central Hotel of Panama City and at the island resort Hacienda del Mar; ocean kayaking; meals; materials; and world-class Junglewood musical performances directed by Grammy-Award winning sound engineer and producer Rob Griffin.**

Join us for five days of camaraderie with a select group of fellow "restless creatives" and thought leaders in a diverse and richly interactive program of discovery, adventure and reflection in nature.[For more information and to apply](https://gazelles.infusionsoft.com/app/linkClick/40298/76e1b47fe8a96ab5/41817010/ebc408f73f750400)**.

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

**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/38922/11d10b962c6ff036/41817010/ebc408f73f750400) 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/41817010/ebc408f73f750400)

**New Orleans, LA - May 22-23, 2018**

[**Scaling Up User Conference Spring 2018**](https://gazelles.infusionsoft.com/app/linkClick/39974/32d205c12711e7fb/41817010/ebc408f73f750400)

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**11/16/2017
Businessperson of the Year; 215 Lives Saved; 13.5% Productivity Gain; getAbstract Interview**

"...insights for scaleups"

**HEADLINES:**

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| When I thought about it afterwards, I realized that it was all about flow. If you eliminate these narrow choke points that occur along the way, you can get people seen and evaluated sooner by the correct specialist.  |
|    | Dr. Kevin Menes, treating 215 gunshot wounds in Las Vegas  |

**Businessperson of the Year --** [*Fortune* just announced their surprise winner](https://gazelles.infusionsoft.com/app/linkClick/40486/c99388dbd59513cd/41911346/b7627ac855ead3f5)**. Not well known but he's leading the AI revolution with his products - Jensen Huang, co-founder and CEO of Nvidia. More on him and the list next week, but first...**

**Hundreds of Lives Saved -- this article, detailing the night a small hospital in** [Las Vegas received and treated 215 penetrating GSWs (gunshot wounds), is riveting](https://gazelles.infusionsoft.com/app/linkClick/40488/6eb5b3bb493a8e2f/41911346/b7627ac855ead3f5) **- and holds many lessons for business. First, visualizing and preparing for worst case scenarios ahead of time. Second, utilizing the "theory of constraints" to identify and eliminate bottlenecks to maintain flow. It's mindboggling that Dr. Kevin Menes had the foresight and insight to save so many lives from the worst mass shooting in Vegas history. Thanks to Anne-Marie Faiola, founder & CEO of** [Bramble Berry](https://gazelles.infusionsoft.com/app/linkClick/40490/a5a387a6571fb259/41911346/b7627ac855ead3f5) **and** [Soap Queen](https://gazelles.infusionsoft.com/app/linkClick/40492/309fc345a88d7655/41911346/b7627ac855ead3f5)**, for sharing this story.**

**Power of Working from Home -- granted, even though this well-designed research study was conducted with 500 call center employees in China, the results are impressive. Notes this** [TED talk article](https://gazelles.infusionsoft.com/app/linkClick/40494/6214ca9c544e1c33/41911346/b7627ac855ead3f5)**:**

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| It was unbelievable. Ctrip saved $1,900 per employee over the course of the study on office space, and we knew this would happen," Bloom says. "But to our amazement, the work-from-home employees were far from goofing off - they increased productivity by 13.5 percent over those working in the office. That's like getting an extra day's work from each employee." The people working from home also reported shorter breaks and fewer sick days and took less time off.  |

**And attrition rates were 50% lower. The fun fact that surprised me? In the US,** [the number](https://gazelles.infusionsoft.com/app/linkClick/40496/4a1a0dddfe2e8e34/41911346/b7627ac855ead3f5) **of employees who telecommute has tripled over the past 30 years, although it's still only 2.4 percent. I would have thought it was a lot higher. I don't think they are counting solo entrepreneurs.**

**Huge, Inc.'s Five Minute Meetings -- this** [*WSJ* article](https://gazelles.infusionsoft.com/app/linkClick/40498/360e0801e3fd291c/41911346/b7627ac855ead3f5) **details how:**

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| Annoyed by a calendar clogged with hour-long meetings, Aaron Shapiro, chief executive of Huge Inc., a 1,500-employee New York digital agency, has started holding five-minute meetings. Rather than booking a conference room for 30 minutes, he makes minor decisions in five-minute huddles with colleagues. When employees ask to meet with him, he conducts deskside "drive-bys" with each one.  |

**This excellent article shares many examples of companies using daily huddles, underpinning the power and importance of this simple routine - a critical habit our competitors fail to support resulting in lost time and opportunity for clients. Thank you Jocelyn Lortie, owner of Canada-based** [Paguette Textiles](https://gazelles.infusionsoft.com/app/linkClick/40500/abef71bb27016fc2/41911346/b7627ac855ead3f5)**, for sharing this article.

#1 on Fortune's New Future 50 List -- these are 50 companies poised to define the future - and atop the list is SalesForce.com. Read** [Adam Lashinsky's insight article](https://gazelles.infusionsoft.com/app/linkClick/40502/ea6895ee315418bc/41911346/b7627ac855ead3f5) **about why** Fortune **ranked Marc Benioff's firm #1. It includes a list of the six people Benioff most admires and what he's learned from each (worth the read) - and I like this summary of the three "chapters" of the company's history (three BHAGs?):**

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| ***...the cloud (1999-2009), the customer (2009-2017), and the Age of Intelligence (2018-).***  |

**How would you frame each of your last ten years as a way to frame the next? It's a lengthy read, so maybe a Sunday morning thing! Enjoy.**

**How Coca-Cola, Netflix, and Amazon Learn from Failure -- written by** Fast Company **magazine co-founder Bill Taylor (I mention, because I love most everything Taylor writes), this** [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/40504/45ae689415126d46/41911346/b7627ac855ead3f5) **highlights that a success rate that is too high is dangerous. And there are proper ways to fail. What I found most fascinating, reports Taylor:**

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| Smith College, the all-women's school in western Massachusetts, [*has created a program called "Failing Well"*](https://gazelles.infusionsoft.com/app/linkClick/40506/0d1fec93b62c4f22/41911346/b7627ac855ead3f5) to teach its students what all of us could stand to learn. "What we're trying to teach is that failure is not a bug of learning it's the feature," explained Rachel Simmons, who runs the initiative, [*in a recent New York Times article*](https://gazelles.infusionsoft.com/app/linkClick/40508/6b989ec5b7e851a7/41911346/b7627ac855ead3f5).  |

**Anyway, it's worth the 2-minute read as a reminder to fail more and faster!**

**My 10-minute Interview with getAbstract -- one of the ways I find and decide which books to read is by reading getAbstract's summaries of leading biz books. And like all their abstracts, the one they did for** Scaling Up **is excellent (might be worth sharing with employees who don't want to read the entire book).** [Recently they interviewed me for my latest thoughts on scaling up - enjoy](https://gazelles.infusionsoft.com/app/linkClick/40510/ba2390f5912dd6ba/41911346/b7627ac855ead3f5)**.

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

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**11/22/2017
YPO BHAG; YPO and EO Join Forces; Operation Toy Story; Happy Thanksgiving**

"...insights for scaleups"

**HEADLINES:**

**YPOers Step It Up** -- Best BHAG of the Year - in celebration of this being Thanksgiving in the US, and given the devastation in Puerto Rico, we're supporting YPO Long Island members Kevin Donnelly & Kevin Gersh connected with YPO Puerto Rico members Jacob Wegrzyn & Alejandro Uriarte in their launch of **Operation Toy Story: Puerto Rico**.

**10,000 Toys for the Displaced Children of Puerto Rico** -- these entrepreneurs are stepping up to help brighten the holidays and give some hope to the many kids across Puerto Rico that were displaced from their homes by Hurricane Maria. Operation Toy Story is toy drive for the thousands of children that were displaced by the storms and are currently living in shelters (churches, school gymnasiums, community centers, etc.). When it became apparent that many of these children would celebrate the holiday season this year with no gifts, the team launched an effort to lift the kids' spirits in these dark times by collecting gifts at holiday parties and by launching toy drives inside their own businesses.

**EO and YPO Chapters Unite** -- The idea has caught fire and is spreading across both EO and YPO chapters across the US. The goal is to deliver the gifts in time for Three Kings Day, or Los Reyes Magos, which is one of the most significant holidays on the Puerto Rican calendar (January 6th).

**Looking for Companies to Join** -- if your company is looking for a cause this holiday season, join the effort and run holiday toy drives at your own locations in an effort to help these YPOers reach their BHAG of delivering 10,000 presents. If you would like to join the effort, you can find more details at [www.operationtoystory.com](https://gazelles.infusionsoft.com/app/linkClick/40602/07476dd4f944d364/42106986/5e1922cfd6894947). It's pretty simple to join the effort - just collect new, unwrapped gifts and ship to the address on their web site for delivery to their Jacksonville staging facility no later than December 18th and the team will take care of transportation and distribution to the kids. For questions, you can email the team at operationtoystorypr@gmail.com

**Happy Thanksgiving!** -- I love this time of the year - a reminder to give thanks for all we have and to give to others. I hope you'll support this one-of-a-kind effort - or create one of your own.  **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

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 **11/30/2017
#1 Skill; M vs. L; Family Gathering; Nvidia Co-Founder; Mumbai Dec 6**"...insights for scaleups"

**HEADLINES:**

|  |
| --- |
| Conversational Intelligence is what separates those who are successful from those who are not - in business, in relationships, and even in marriages.  |
|    | Judith Glaser, author of Conversational Intelligence  |

**Maverick Family Event** -- Dec 28 - Jan 1, Delray Beach, FL - [for parents and children (ages 6 - 16), this unique entrepreneurial experience teaching them about business](https://gazelles.infusionsoft.com/app/linkClick/40720/622ac3ed0f9bc9a1/42202636/b04bc6fd5263654f) is a perfect way to ring in the New Year.

**Maybe the Most Important Skill** -- the spoken word was created 100,000 years ago as a key survival tool - and it's just as vital today. Notes Judith Glaser, author of [*Conversational Intelligence*](https://gazelles.infusionsoft.com/app/linkClick/40722/c6c800ffbf9f01d5/42202636/b04bc6fd5263654f):

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| --- |
| To get to the next level of greatness depends on the quality of the culture, which depends on the quality of relationships, which depends on the quality of conversations. Everything happens through conversations.  |

Read Glaser's Introduction, particularly the Boehringer Ingelheim case study which details how changing their conversational approach, Boehringer's sales reps went from being rated 39th out of 40 pharmaceutical firms to "one of the most respected sales organizations in the business." Then read the rest of the book! FYI, [Glaser is keynoting the ScaleUp Summit in New Orleans May 22 - 23](https://gazelles.infusionsoft.com/app/linkClick/40724/a6baa9f9270e8b99/42202636/b04bc6fd5263654f).

**Management is Still Not Leadership --** this latest [*HBR* article](https://gazelles.infusionsoft.com/app/linkClick/40726/c42da668bdf75499/42202636/b04bc6fd5263654f) by Harvard leadership professor John Kotter does a good job of delineating the difference between lead and management - and why organizations need both. In particular:

|  |
| --- |
| Management helps you to produce products and services as you have promised, of consistent quality, on budget, day after day, week after week. In organizations of any size and complexity, this is an enormously difficult task. We constantly underestimate how complex this task really is, especially if we are not in senior management jobs.  |

I'm often reminded by my team how I don't appreciate the enormity of executing on our business! Please take 1 minute to read this quick article, including the definitions of management and leadership. Thank you to Sebastian Ross for pointing me to this article.

**Businessperson of the Year** -- announced last week, I wanted to share more about this little known Nvidia co-founder/CEO Jensen Huang. But first the numbers. Notes Fortune:

|  |
| --- |
| Over the past three full fiscal years, (Nvidia) has increased sales by an average of 19% and profits by an astonishing 56% annually. In early November the company [*reported results*](https://gazelles.infusionsoft.com/app/linkClick/40728/266da51844f57099/42202636/b04bc6fd5263654f) that once again blew past Wall Street's estimates, with earnings per share 24% higher than expected. In its past four quarters, it has generated total sales of $9 billion and profits of $2.6 billion. |

And over the past two years the stock has jumped from $30 to $196 as of this morning. The key? A decade ago Huang went all in on AI (artificial intelligence), creating chips that are powering this #1 trend in 2017 (what are you doing to integrate AI into your industry?) while maintaining it's 70% market share of GPUs. [Please take 4 minutes](https://gazelles.infusionsoft.com/app/linkClick/40730/273b07a5d73de680/42202636/b04bc6fd5263654f) (this is your long read over the weekend) and read this Fortune article highlighting the impressive scaling up of Nvidia and their role in the AI revolution.

**Mumbai Workshop** -- join me in India Dec 6 for a full day Scaling Up workshop. [For more info](https://gazelles.infusionsoft.com/app/linkClick/40732/730bad60de106d63/42202636/b04bc6fd5263654f). **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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**12/07/2017**
**Gates Top 5; 2018 Predictions; Lessons from 40 Billionaires; Super Bowl CEO Boot Camp**

"...insights for scaleups"

HEADLINES:

**Super Bowl CEO Boot Camp** -- Feb 1 - 5 in Marathon, FL, more below, but first...

**Strategic Planning Bonus Chapters** -- going into the planning season there is a free bonus chapter to Scaling Up (Rockefeller Habits 2.0) titled "Strategic Planning" - how to prepare and run a strategic planning session. It includes a sample One-Page Strategic Plan (OPSP). There is also a free download of the section of the book describing how to complete the One-Page Personal Plan (OPPP). Download both at [www.scalingup.com](https://gazelles.infusionsoft.com/app/linkClick/40908/46dabc9db93a3fff/42321776/7527a2e35f8891fc)

**Fortune's Compiled Predictions for 2018** -- notes Fortune:

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| Good businesses keep up with the hottest trends. Great ones anticipate them. Our best bets? India will grow, cars will fly, and Bitcoin will crash-before it rebounds to new highs. Billionaires will blast off into space, and you'll be eating meat with no animal in it (and you might even like it).  |

[Here is a link to their predictions compiled from various sources](https://gazelles.infusionsoft.com/app/linkClick/40910/6f90bf302f38f324/42321776/7527a2e35f8891fc) - took me about 3 minutes to scan down through since there were lots of interesting ideas that stopped me - like the sports predictions!

**India Fastest Growing Major Economy 2018** -- I'm back in India this week as Fortune reports the country will grow at a 7.4% rate in 2018 vs. 6.5% for China. And this is on the heels of a 6.7% growth rate in 2017 and 7.1% last year. However, it's all relative since China's economy is 4.5 times larger than India's (US GDP $19.1 trillion, China $11.2 trillion, India $2.45 trillion). For a further comparison of the two countries (fun facts for the holiday season!) [take 30 seconds to scan down through these additional numbers](https://gazelles.infusionsoft.com/app/linkClick/40912/1d7693fb32bf463e/42321776/7527a2e35f8891fc).

**Bill Gates Top 5 Books** -- averaging 50 books per year, [Gates reveals his top 5 favorites for 2017](https://gazelles.infusionsoft.com/app/linkClick/40914/28c2040003f91e53/42321776/7527a2e35f8891fc):

1. Energy & Civilization by Vaclav Smil
2. The Sympathizer by Viet Thanh Nguyen
3. Believe Me by Eddie Izzard
4. Evicted by Matthew Desmond
5. The Best We Could Do by Thi Bui

Take 1 minute to read why he chose each which I found quite insightful, convincing me to read #2, winner of the 2016 Pulitzer Prize, over the holidays. **What Rick Learned from Interviewing 40 Billionaires** -- Rick Sapio, founder of Mutual Capital Alliance and its CEO for 20 years, shares the lessons he gleaned from interviewing [40 billionaires in this 37-minute interview](https://gazelles.infusionsoft.com/app/linkClick/40916/ed108f1b5fc58cc8/42321776/7527a2e35f8891fc). Top lessons:

1. **Move to CEO Island.** Hire top c-suite talent to manage day-to-day activities so you're free to focus on the company's vision.
2. **Point to a Huge, Outrageous Target.** If your company isn't focused on hitting your HOT, then what is it doing?
3. **"Simplicity is the ultimate sophistication."** The less cluttered your desk and company offerings are, the better your probability of hitting BIG growth.

[There is also a transcript](https://gazelles.infusionsoft.com/app/linkClick/40918/570b43d3c81a0f1c/42321776/7527a2e35f8891fc) if you prefer to read through it. This is your long weekend read/listen. **How to Get to Billionaires** -- what I found as interesting as the lessons was how Rick got to these billionaires. [Go to the 2-minute mark in the interview](https://gazelles.infusionsoft.com/app/linkClick/40920/919917d7543fe140/42321776/7527a2e35f8891fc) and listen for 2 minutes. In essence, he accessed them through charity boards. And he also made sure he was the high bidder for "billionaire" lunch offers via these charities. Crazily, the average cost was just $1000 and several have become mentors and even one a partner. It takes the idea of "never eat alone" to an entirely new level!

**Globalia Wins Prize for Quarterly Themes (Gazelles case study)** -- this fast-growing digital agency of 70 employees won a prize last Thursday at Quebec's largest management practices innovation salon. The award was for the "gamification to boost employee mobilization" which was based on the concept of Quarterly Themes. Noted General Manager Eric Collard:

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| As an example of one of the themes, Q1 was about documentation in "GKNOW" our knowledge base. We asked every employee to make 3 contributions during the quarter and we built a dashboard displayed on a LCD screen at the office. The critical number was 120 contributions and we finished at 139! Celebration was an afternoon outdoor BBQ party at Boucherville's park. Here's a visual of our dashboard.  |

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| https://gazelles.com/insights/Dashboardization_20171207.jpg |

Another theme was Globalia "Dashboardization." Eric asked the team to define at least 21 KPIs and 7 dashboards, one per department. And the celebration was a day of kart racing in line with the dashboard concept. Continued Eric "for our current Simpson 'Quality insurance' theme, we introduced it giving every employee a Duff beer and a donut. It was fun and appreciated :)"

**Super Bowl CEO Boot Camp** -- Feb 1- 5, join serial entrepreneur and partner John Ratliff at his [Florida Keys Retreat](https://gazelles.infusionsoft.com/app/linkClick/40922/f334e6bf983b0bd4/42321776/7527a2e35f8891fc) for his annual Super Bowl CEO Boot Camp. Network with seven other CEOs from a variety of backgrounds and enjoy the amenities of a luxurious private resort, while taking in the festivities leading up to the NFL championship. For more info reach out to Denise Richmond -- drichmond@align5.com.

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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/42321776/7527a2e35f8891fc) Gazelles International President Keith Cupp describes the four most important attributes of successful clients. Contact us at 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/eba991d1d57b8ce0/42321776/7527a2e35f8891fc) 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 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/42321776/7527a2e35f8891fc).

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Click [here](https://gazelles.infusionsoft.com/app/linkClick/38922/11d10b962c6ff036/42321776/7527a2e35f8891fc) 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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**12/14/2017
Covert Award Winner; Gift Giving Tips; Accelerated Intelligence; 2018 Investing**

"...insights for scaleups"

**HEADLINES:**

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| Learn the rules like a pro, so you can break them like an artist.  |
|    | Pablo Picasso  |

**Operation Toy Story** -- led by a group of YPOers and EOers, the US Marines have gotten involved, as have many of you, in the goal to deliver a million toys to storm savaged Puerto Rico. Update below, but first...

**Congratulations "Mr. Excellence" Tom Peters** -- Tom, who was kind enough to endorse my first book and taught me almost everything I know about teaching/presenting, is THE guru who created the modern biz book genre. His book In Search of Excellence remains the gold standard in business books. As such, his winning of the coveted [Jack Covert award](https://gazelles.infusionsoft.com/app/linkClick/40976/cf4773ac2b2c85b3/42504514/12c58a28c57afeca) is fitting recognition of Tom's impact and influence on our industry. Noted Jack Covert, after whom this prestigious award is named:

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| When you look at authors who established 'business books' as a significant genre within publishing, Tom Peters is the stand out. Tom's first book took business books from the dusty part of the bookstore to the window. It showed the industry that a well written, intelligent business book can sell, and it's never stopped selling. Tom's contribution to the genre has lasted well over three decades.  |

Please take 1 minute to read this tribute to Mr. Excellence (what word or two do you own?). Congratulations Tom for the huge impact you've had on the business and book world.

**Why It's Harder to be Excellent** -- how do you break out and become great at what you do? And why is it really getting harder? This Quartz at Work article notes:

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| As our amount of accumulated knowledge increases exponentially, the minimum amount of learning we need to do in order to productively participate or be a top performer in society increases. In other words, accelerated societal change necessitates accelerated intelligence.  |

The key is accelerated intelligence which requires accelerated learning. Michael Simmons, the author of this article, concludes that leaders need to follow the 5-hour rule - a minimum of 5 hours of learning per week (shared by Gates, Oprah, Buffett, etc.) - reading, podcasts, workshops, etc. - along with three other rules. [Please take 2 minutes to scan](https://gazelles.infusionsoft.com/app/linkClick/40978/275c07efce986bad/42504514/12c58a28c57afeca) through the data supporting Simmons' premise - especially the two graphs highlighted in the article. Thank you to YPOer Gene Browne, CEO of CityBin, for sharing.

**Excellence in Gift Giving** -- John Ruhlin, author of Giftology, is the king of corporate gift-giving. Notes Fast Company writer Katharine Schwab:

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| Buying a gift for a loved one is easy, but buying a gift for a colleague is difficult, and nobody wants a generic candle. She's meeting up with John Ruhlin, author of "Giftology," to find the perfect present for Fast Company's editor Noah Robischon.  |

So she consulted with Ruhlin and nailed it! [This six-minute video](https://gazelles.infusionsoft.com/app/linkClick/40980/8bca456fdc81106b/42504514/12c58a28c57afeca) shows how John's process and rules (practical vs. novel, for instance) helped Katharine find the perfect gift. Now it's your turn to choose someone and practice John's tips for finding the perfect, most memorable, gift. Thank you team member Kristin Kopp for sharing this video.

**Investing Excellence for 2018** -- as you reflect on your investing strategy for 2018, Fortune does one of the more credible jobs pulling together best practices. Go to [www.fortune.com](https://gazelles.infusionsoft.com/app/linkClick/40982/f0809bd2c59f76ec/42504514/12c58a28c57afeca) and scroll to the bottom where you'll see the first of nine articles in Fortune's 2018 Investor's Guide including how Paul Singer's Hedge Fund always wins and how The World's Biggest Money Manager ($6 trillion) is preparing for 2018. This is your lengthy reading for the weekend. Then take to heart the Pablo Picasso quote above!

**Excellent OPERATION TOY STORY Update** -- Kevin Donnelly, one of the YPOers spearheading [Operation Toy Story](https://gazelles.infusionsoft.com/app/linkClick/40984/958c34db4be28b7f/42504514/12c58a28c57afeca) drive, sent me an update:

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| *We have EO and YPO chapters across the country participating. And I spoke to the head of the USMC initiative in Puerto Rico this morning and they simply have a lot more kids in need than can be served. It would be amazing if you could do a quick update, announce that OPERATION TOY STORY has joined forces with the Marines and share the link to the Amazon cart.*  |

The US Marines have jumped in to help with distribution. And [the team has set up a link on Amazon](https://gazelles.infusionsoft.com/app/linkClick/40986/71d768708486a631/42504514/12c58a28c57afeca) that makes it easy to purchase toys and direct them to this great cause. Put a smile on many children's faces this holiday season. If you have any questions, please email Kevin at kd2020ny@gmail.com

**Excellent Idea/Program for Children** -- Rich Christiansen has founded or co-founded 49 businesses and does a lot of things differently with his family, including making each child start a company to pay for their vacations or things they want. Rich and his family will be special guests at [Maverick's Family New Year's event](https://gazelles.infusionsoft.com/app/linkClick/40988/0eb8a126d9413953/42504514/12c58a28c57afeca).

If you have children aged 6-16 this is the first and only event for developing your children's entrepreneurial spirit, building on core success skills, learning from other parents and doing it in a way that's fun, engaging while building unique family memories.

Children get unique business sessions tailored to their interests and comprehension. While the younger children (6-12) are out on the streets selling; the teens (13+) are uncovering their passions and interests to develop their own businesses -- all while the parents are holding their sessions on raising more creative, independent and entrepreneurial children without a sense of entitlement.

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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/eba991d1d57b8ce0/42504514/12c58a28c57afeca) 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 or 877.217.2253 ext.700.

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**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*):

|  |
| --- |
| **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:

|  |
| --- |
| *...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

**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.

[**ScaleUp Summit Spring 2018**](https://gazelles.infusionsoft.com/app/linkClick/39972/7206d49a31624c8b/42618422/205daf5cdfc6650d)

New Orleans, LA - May 22-23, 2018

[**Scaling Up User Conference Spring 2018**](https://gazelles.infusionsoft.com/app/linkClick/39974/32d205c12711e7fb/42618422/205daf5cdfc6650d)

New Orleans, LA - May 24, 2018

[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/42618422/205daf5cdfc6650d)

[Philadelphia, PA - Jan 18, 2018](https://gazelles.infusionsoft.com/app/linkClick/36154/cbe7bae0be7593cf/42618422/205daf5cdfc6650d)
[Fort Lauderdale, FL - Jan 25, 2018](https://gazelles.infusionsoft.com/app/linkClick/35362/41db3c07ee62b874/42618422/205daf5cdfc6650d)
[London, GBR - Feb 22, 2018](https://gazelles.infusionsoft.com/app/linkClick/40192/c6c73f53e5d11bf6/42618422/205daf5cdfc6650d)
[Hartford/Glastonbury, CT - Feb 27, 2018](https://gazelles.infusionsoft.com/app/linkClick/38924/8324bd82198218e8/42618422/205daf5cdfc6650d)
[Phoenix, Az - Mar 1, 2018](https://gazelles.infusionsoft.com/app/linkClick/41140/ca2954bc30d2242d/42618422/205daf5cdfc6650d)
[Mexico City, Mex - Mar 6, 2018](https://gazelles.infusionsoft.com/app/linkClick/41142/d34fa990b38105a6/42618422/205daf5cdfc6650d)
[Bethlehem, PA - Mar 13, 2018](https://gazelles.infusionsoft.com/app/linkClick/38418/023a5da9c0137242/42618422/205daf5cdfc6650d)
[Grand Rapids, MI - Mar 15, 2018](https://gazelles.infusionsoft.com/app/linkClick/38420/998bb3058517fada/42618422/205daf5cdfc6650d)
[Boston, MA - Apr 12, 2018](https://gazelles.infusionsoft.com/app/linkClick/40142/98bf6239c09c5b76/42618422/205daf5cdfc6650d)
[Vancouver, BC - Apr 24, 2018](https://gazelles.infusionsoft.com/app/linkClick/41144/c45e6c86dbc5647f/42618422/205daf5cdfc6650d)
 **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 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 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/42618422/205daf5cdfc6650d).

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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

**Online Master Practitioner Certification courses**

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[Mastering the Rockefeller Habits](https://gazelles.infusionsoft.com/app/linkClick/8244/762eb4951a09e19f/42618422/205daf5cdfc6650d)

**Summits & Conferences**

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