**01/03/2019**  
**Wei Chen’s Passing; 7 New Year’s Resolutions; UK ERF Electrical; $2.99 Scaling Up Kindle**  
  
"...insights for scaleups"  
  
HEADLINES:

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| If your dreams don't scare you, they aren't big enough. | |
|  | One of Wei Chen's favorite quotes |

**Remembering Wei Chen --** it's with a heavy heart that I share the sad news of my dear friend and YPOer Wei Chen's passing. He, along with three of his leadership team, [perished in a plane crash two weeks ago in Atlanta](https://gazelles.infusionsoft.com/app/linkClick/48015/4d2937ef7e8efb5c/49382387/5913359b91a24e2e). An avid aviator and only Chinese citizen to fly solo around the globe, Wei and I met when he attended my workshop several years ago. He went on to champion and host that YPO International workshop with me throughout Asia and the US the past five years, positively impacting thousands of leaders and their employees. He always had such a giving heart and love for learning.  
  
**Successful Entrepreneur and Servant Leader --** With a perpetual bright smile on his face, Wei scaled Sunshine Enterprises in just 10 years from a one-man operation to over 400 employees, becoming one of the largest manufacturers and distributors of scaffolding products in North America and also the exclusive US distributor for the largest forklift manufacturer, Anhui Heli Forklift, in China. He was named Top Executive of the Year in 2006 and Top 40 under 40 in 2008. The company was also ranked one of the fastest growing companies in the US by Inc. Magazine. Continually seeking his next BHAG, Wei worked tirelessly to bridge the East and West - bringing Chinese and US business leaders together via cooperative ventures through his latest venture, Sun Capital. His memorial service is 10am Saturday in Memphis. For the many of you who have met him over the years, please send me your thoughts and stories which I'll share with his family this weekend.

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| https://gazelles.com/insights/Dreams1.jpg |  | https://gazelles.com/insights/Dreams2.jpg |

**7 New Year's Resolutions --** another dear friend and President of Vistage Spain, Conor Neill, wrote this insightful piece for [*Forbes*](https://gazelles.infusionsoft.com/app/linkClick/48017/fc588f0b8ae2cbfc/49382387/5913359b91a24e2e) detailing 7 resolutions for helping you be happier and more productive in 2019. #4 is my favorite - Network by Serving Others. This was precisely Wei Chen's key to both his happiness and success. Please take 1 minute to scan down through Conor's list for some powerful reminders of the habits that drive success.  
  
**UK's ERF Electrical Launches Core Values Video (Scaling Up Case Study) --** Robin Combellack, Managing Director of UK-based ERF Electrical Wholesalers, recently attended our [CEO Boot Camp](https://gazelles.infusionsoftcom/app/linkClick/48019/dd121d81fb57a1a1/49382387/5913359b91a24e2e). One of the outcomes, besides streamlining KPIs to align with outcomes and launching their meeting rhythms, was the creation of two glowworm characters, Erf and Essen. They will bring alive the core values, quarterly themes, and other initiatives within the firm. To launch, [this 1-minute video was created](https://gazelles.infusionsoft.com/app/linkClick/48021/18d52a6abf604232/49382387/5913359b91a24e2e) followed with cards and incentives for staff displaying the values represented by these characters. Later this quarter Rob will launch their version of "Dream On," collecting and granting the dreams of his employees. Noted Rob in his email "here is to a Bloody Fantastic 2019." I couldn't have said it better!! Thank you, Rob.  
  
**Top 5 Biz Books 2018 --** in case you missed my post prior to the holidays, [here's a link to my LinkedIn article](https://gazelles.infusionsoft.com/app/linkClick/48023/a88a80f1d4892015/49382387/5913359b91a24e2e) sharing the Top 5 business books of 2018  
  
**$2.99 Scaling Up Kindle Deal --** for one day only, Saturday 05 January, the Kindle version of my book is available for $2.99. Grab or gift a copy. And thank you for all your support - just before the holidays the book passed the 300,000-copy milestone. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/49382387/5913359b91a24e2e).   
  
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 **01/10/2019  
#1 Advantage; The Wei Way; 8 Pillars; Super Bowl Exiting Event**"...insights for scaleups"  
  
  
HEADLINES:

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| Trust, not money, is the currency of business and life. | |
|  | David Horsager, author The Trust Edge |

**The Wei Way --** entrepreneur Wei Chen's remembrance last Saturday was both moving and inspirational, more below, but first...  
  
**"Preparing to Exit" Super Bowl Bootcamp --** more info below, but second...

**Is Trust the Most Powerful Advantage? --** trust is a serious business differentiator, and worth spending focused time nurturing in the marketplace (something a Brand Promise guarantee helps create). Go right to Chapt. 2 of David Horsager's excellent and practical book [*The Trust Edge: How Top Leaders Gain Faster Results, Deeper Relationships, and a Stronger Bottom Line*](https://gazelles.infusionsoft.com/app/linkClick/48079/abe88590c0ca2146/49468537/022800729313bcf5). He opens that chapter with two poignant examples of trust - both smaller businesses, not Fortune 500 - and then goes on to share more. The balance of the book details The Eight Pillars of Trust (8 C's) and how to reinforce each. Join 1000+ leaders of mid-market firms and hear David keynote our [two-day ScaleUp Summit May 21 - 22, Atlanta](https://gazelles.infusionsoft.com/app/linkClick/48081/4fe3c9f0bd33ec39/49468537/022800729313bcf5), where we'll feature a dozen top biz authors and leaders to help you outlearn the competition.  
  
**The Eight Pillars of Trust --** a key advantage of trust is speed, both inside and outside the firm - this is what several of the company case studies highlight. And the 8 C's of trust are: Clarity, Compassion, Character, Competency, Commitment, Connection, Contribution, and Consistency. Of course, I love the 4th one - Competency - which he summarizes as "People have confidence in those who stay fresh, relevant, and capable." The other is Connection - "People want to follow, buy from, and be around friends." 80% of life is showing up and every learning event I've ever attended, both competence and connection are reinforced - besides giving more clarity and reinforcing commitment.  
  
**Foundational Principles --** underlying a company's core values, which are unique to each firm, is what I've always believed is a foundation of universal principles. As I read David's book, it seems the 8 C's codify beautifully what must underpin all personal and business relationships. Go to the book's Table of Contents where David anchors each pillar with a short explanation. Then skip to the chapter that appeals to you most. This is a great book to focus on one chapter per month and audit the company for lapses that break trust.  
  
**The Power of Trust --** my favorite summary paragraph in the book:

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| --- |
| Trust can accelerate, and mistrust can destroy any business, organization, or relationship. The lower the trust, the more time everything takes, the more everything costs, and the lower the loyalty of everyone involved. By contrast, greater trust brings superior innovation, creativity, freedom, morale, and productivity. |

**Trust the Economy?** -- fear of a looming recession is dominating headlines. My take? Even if the global economy dropped by 5%, which would be considered another "Great Recession", the global economy would still generate $76 trillion, which is last year's GDP! If you can't grab a million or a billion of this economic activity, it's your fault. The key is to stay flush with cash (or access to cash) so you can weather any sudden losses and take advantage of the opportunities that surface. And these headlines give us permission to prune expenses, processes, etc. Do it now to start the New Year!!  
  
**The Wei Way --** last week I shared a sliver of what YPOer Wei Chen, founder of Sunshine Enterprises, achieved in his short 47 years. So how did he do it? It's what several of us are now calling the Wei Way, in honor of our dear fallen colleague. And not by accident, his way mirrors the 8 C's of trust:

1. He was eternally grateful for everything he had and it showed (his 17 year old mother sent him to live with his grandparents until age 6 because she couldn't feed him in China)
2. He always had a big smile on his face and assumed that whatever life dealt him, it was a blessing.
3. He stayed "present" with people and activities
4. And he could stay present and have the time because he really understood how to surround himself with great people to whom he could fully delegate his business and activities

A typical Wei moment - he would agree to chair something, assemble a team, walk in the room with the biggest of smile exuding love and energy and connection, listen in for about 10 minutes, then exit saying "I know you'll figure this out." Then he was the consummate cheerleader, never criticizing (just remaining silent if he didn't agree) and emphasizing, instead, what he did like. Thank you, Wei, for leading by example.  
  
**"Preparing to Exit" Super Bowl Bootcamp --** the 3rd Annual Super Bowl Weekend retreat is focused on "Preparing to Exit." Join the align5 team of John Ratliff, Chad Williams and Caley Sullivan as they facilitate 3 days of in-depth content and networking with other CEOs in the beautiful Florida Keys. Whether you are considering a possible sale of your company in 2019, or you are several years away, this retreat will provide you with the tools and strategies necessary to maximize value when the time comes to exit your business. In addition, align5 will provide a formal valuation analysis of your business, and one-on-one strategy sessions to help you build your unique Exit Plan. Space is limited to 5 CEOs/companies. Please visit the [attached link](https://gazelles.infusionsoft.com/app/linkClick/48083/65532f1c2935d154/49468537/022800729313bcf5) for more details. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/49468537/022800729313bcf5).   
  
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**01/17/2019**

**Burrito Bond!; Steve Martin; Client Command; Jan 22 Closing**

Hello ScaleUps,  
  
Hope it's been a productive and purposeful week. Here are some insights to help you outlearn/outthink the competition.  
  
**This is How You Customer Fund a Business --**  
[The Burrito Bond has raised almost over £2.6 million](https://gazelles.infusionsoft.com/app/linkClick/48379/058beba116caffea/49666545/e193b0cf5d6b993a) so far for co-founder Eric Partaker's UK-based Mexican restaurant chain Chilango. And it was [this very entertaining and clever video](https://gazelles.infusionsoft.com/app/linkClick/48381/9c68efcdf43779f4/49666545/e193b0cf5d6b993a) that drove the campaign. Note's Partaker, "Layered into the video are several important points from Steve Martin (influence guru) to maximize influence... and it certainly seems to be working as the campaign is already a HUGE success!"  
  
**Influence Guru to Keynote ScaleUp Summit --**  
Steve Martin, author of the upcoming book [*Messengers: Who We Listen to and Who We Don't*](https://gazelles.infusionsoft.com/app/linkClick/48391/e50d54d39729bff1/49666545/e193b0cf5d6b993a), will join Eric Partaker on stage at the [May 21 - 22 Scaling Up Summit in Atlanta](https://gazelles.infusionsoft.com/app/linkClick/48393/6aa107b335f62bca/49666545/e193b0cf5d6b993a). Steve is Robert Cialdini's (father of influence) partner and Honorary Professor at Columbia University.  
  
**Client Command's Quarterly Theme (Gazelles case study) --**  
With a focus on getting processes right (part of the Scalable Infrastructure barrier to scaling), CEO Jonathan Lucenay and his team at Client Command (automotive marketing technology) have a quarterly theme called "Unite and Conquer" where the focus is operationalizing 21 processes in Salesforce - 21 being their Critical Number. Notes Jonathan:

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| We've used Scaling Up like an instruction manual for several years. With a few tweaks and adjustments, it's helped us create a vibrant culture and a scalable company Below are a few pics from the launch of our current theme. What is not pictured is the audience plants complete with face-paint and signs or the vuvuzelas that were distributed to everyone in attendance. The atmosphere was electric! |

Their reward is taking the entire company to an Atlanta United soccer match. Below is a photo of the scoreboard and from their launch event, complete with t-shirts. What is your focus for the next 90 days?

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| --- | --- | --- |
| https://gazelles.com/insights/Scoreboard.jpg |  | https://gazelles.com/insights/Shout_Out.jpg |

**Ron Lovett's Ashwani Story --**  
I named YPOer Ron Lovett’s book Outrageous Empowerment the #1 biz book in 2018. He describes how he scaled to 1500 security guards with no middle management and ultimately sold for 24x earnings. [This 3-minute video](https://gazelles.infusionsoft.com/app/linkClick/48383/e0bdacd43f29bb7c/49666545/e193b0cf5d6b993a) highlights one of his favorite stories from the book, describing how he challenged a new frontline employee to make a major purchase for the firm - and how it turned out.  
  
**5 Seats Left Scaling Up Master Class --**  
[The final round of applications](https://gazelles.infusionsoft.com/app/linkClick/48385/0b1cdb845a996c21/49666545/e193b0cf5d6b993a) for the Scaling Up Master Business Course 2.0 is closing January 22. There are 5 seats left so apply now and start optimizing your company for continuous scale! **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [January 15 - 18; March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/49666545/e193b0cf5d6b993a).   
  
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[London](https://gazelles.infusionsoft.com/app/linkClick/47917/3ea1c85bd6edd8b2/49666545/e193b0cf5d6b993a), UK  
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Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/49666545/e193b0cf5d6b993a).   
  
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**01/24/2019  
Alzheimer Cure?; Being Played?; Looks 19; Topgrading Online Course Launching**

Hello ScaleUps,  
  
Hope it's been a productive and purposeful week. Here are some insights to help you outlearn/outthink the competition.  
  
**Topgrading (hiring) Master Business Course --**  
[The next online hybrid class](https://gazelles.infusionsoft.com/app/linkClick/48453/8359670e557a8850/49752583/d2122c43265597eb) is launching. Join other leaders in co-learning this critical interviewing and hiring skill. More below, but first...  
  
**This Is How You Should Treat Customers --**  
There are values, unique to a company, and principles, which are universal. HubSpot, the popular Inbound marketing CRM system (and new Scaling Up partner), has a beautifully outlined 10 point "customer code" that all of us can use (universal principles) to measure if we're taking care of customers properly. [This link](https://gazelles.infusionsoft.com/app/linkClick/48455/8d11c7a663a3d0e1/49752583/d2122c43265597eb) takes you to the list - worth sharing with your customer service department to audit your own progress on making things easier for your customers. Please take one-minute to scan down through the list and descriptions of each.  
  
**"I Don't Mind Paying, but I Do Mind Being Played" --**  
This is my favorite of HubSpot's 10 customer code principles. HubSpot goes on to explain "Customers shouldn't need a math degree to figure out their bill. Keep your pricing open, clear, and fair." This reminds me of Fred Reichheld's (Ultimate Question 2.0 fame) idea of "bad profits." Are you earning profits at the expense of customers well-being? Are you being deceptive? John Ratliff, founder of Appletree Answers (call centers), reduced the bills for his 10,000+ customers down to a single page, eliminating a bunch of the nickel and diming that went on in his industry which complicated the billing. Thank you to Andy Clayton, Scaling Up Certified coach, for bringing this HubSpot example to my attention.  
  
**Client Command Quarterly Theme Update (Scaling Up Case Study) --**  
Last week I highlighted Client Command's quarterly theme. Following the mention, Executive Assistant to CEO Jonathan Lucenay, Sharlene Yeager, noted:

|  |
| --- |
| We've had incredible success implementing the Quarterly Theme! Even if we come up short in a given quarter which does happen sometimes (we set the bar high), we accomplish a lot and have so much fun along the way. We've had some great celebrations, like the 70's disco skating party, Casino Royale night, Top Gun beach volleyball party, and great prizes like an Apple watch/iPad! Managers often say the best meeting of the quarter is when we break up into teams and brainstorm ideas for the next theme. We come back to present the ideas to the team and cast votes for the winning theme. We do all of that in one hour and it's amazing how creative we can be under pressure. Jonathan has done an amazing job incorporating many of your ideas into our culture. Thank you for sharing the Scaling Up framework. |

Finish lines and fun - this is what people want - in games and at work. Pick a measurable goal for the next couple of months and have some fun working together to achieve it.  
  
**Alzheimer Cure and Key to Longevity? --**  
This article in the [Feb issue of *Fortune*](https://gazelles.infusionsoft.com/app/linkClick/48457/f908057ecf297ea5/49752583/d2122c43265597eb) details how Paul Cox might be close to having a treatment that might prevent Alzheimer's disease, ALS, and a host of other neurodegenerative diseases. The cure is a naturally occurring amino acid L-serine. One of many indications this protein building block is critical to longevity and health comes from the diet of the Ogimi people. This population has the highest per capita of centenarians on the planet. Notes Cox:

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| (Their) women, they move like ballerinas. A 98-year-old who can bend over and touch the mat with her palms. I met a 54-year-old who came to the village from mainland Japan when she married a matriarch's son. She looks like she's 19...(and) wouldn't you know it! The Ogimi people are getting three to four times the level of L-serine that Americans get in their average daily diet...they have the highest L-serine content of any population that I've ever measured. They look unbelievable. And they live forever! |

It's a lengthy, but fascinating article in a mainstream publication - worth a read this weekend.  
  
**Food Sources for L-serine --**  
[This NCBI article](https://gazelles.infusionsoft.com/app/linkClick/48459/1c3763f56f669ee1/49752583/d2122c43265597eb) (part of the National Institute of Health) details sources of L-serine in the Ogimi diet. FYI, I mention all this because poor health (or death) is the ultimate constraint to scaling a business. And having family members in poor health can drain what energy you have to give to your organization.  
  
**Online Topgrading Master Course --**  
This is a no-nonsense, highly effective, proven business methodology for hiring (and retaining) high performers -- the [Topgrading Master Business Course](https://gazelles.infusionsoft.com/app/linkClick/48461/20f8ee9152349460/49752583/d2122c43265597eb). You and your team will learn the 12-step methodology directly from Dr. Brad Smart - trusted advisor to CEOs of leading companies (like Jack Welch, former CEO of General Electric) and frequently regarded as the world's #1 expert on hiring. Here's what you and your team would get:

* 7 live, online workshops with a Topgrading coach;
* Two 45-minute One-on-One Coaching calls to discuss your progress and challenges;
* 60-day free access to Topgrading premium software TOLS 3.0;
* Downloadable toolkit & frameworks;
* And more...

For more details, [click here >>](https://gazelles.infusionsoft.com/app/linkClick/48463/5e3b527c42016430/49752583/d2122c43265597eb)  
There’s no application fee, so we encourage you to give it a try.  
 **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://gazellesinfusionsoft.com/app/linkClick/46775/8d31610774a96a40/49752583/d2122c43265597eb).   
  
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**01/31/2019  
Free PR; Peers vs. Managers; NetGain Multiple; Costco**

Hello ScaleUps,  
  
Hope it's been a productive and purposeful week. Here are some insights to help you outlearn/outthink the competition.  
  
**NetGain Technologies Receives Top Multiple When Sold --**  
The Rockefeller Habits were instrumental in Jason Jacobson receiving one of the highest multiples in his industry. More below, but first...  
  
**Free PR, $.99 Kindle --**  
Grab a copy of Cameron Herold's practical book on how to get TONS of free PR while it's less than a dollar. More below, but second...  
  
**Employees Learn More from Peers than their Manager --**  
According to new research [80% of people learn *as much or more* from their peers](https://gazelles.infusionsoft.com/app/linkClick/48505/c74214c3a5a567c2/49838239/1150e59e7c6e63e3) as they do from their managers. [This article](https://gazelles.infusionsoft.com/app/linkClick/48507/dd3b2e612ff00f74/49838239/1150e59e7c6e63e3) details the 7 reasons, including relevancy, safety, and reciprocity. This reinforces the importance of moving to more of a team of teams organizational structure and away from traditional hierarchies. Thank you to YPOer Paul Berman for pointing me to this article.  
  
**Implement Peer Coaching --**  
If people learn more from their peers than managers, the key is to implement peer coaching, something we've been emphasizing for years since Marshal Goldsmith noted the importance. Choose a colleague (inside or outside the firm) and then decide four or five behaviors/actions/activities you're going to do more of, less of, or better to be more successful personally and professionally - and then support and hold each other accountable on a daily basis. And the cost? Nothing! The article above points to a white paper on peer coaching.  
  
**The Resilience of Costco (thanks to Tim Ferriss) --**  
Tim Ferriss highlighted this "[article](https://gazelles.infusionsoft.com/app/linkClick/48509/51a7f0cd87938ac6/49838239/1150e59e7c6e63e3)" on Costco. Notes Ferriss, in his latest 5-Bullet Friday post (one of my favorite blogs each week): "For 40 years, Costco has succeeded with a simple formula: reinvest merchandising profits into lower prices and better products; be a disciplined operator; and treat customers and employees well." This is a great study in simplicity (drastically reducing SKUs, per slide 44, and keeping the stores barebone, per slide 70), contrarian decision-making (no expensive advertising, per slide 54, and only offering bulk sizes, per slide 58), and much, much more It also makes one wonder where Amazon Prime memberships will take Amazon, retail, and the world at large..." Please take 2 minutes to click through the 146 slides (it really is quick to absorb!). Thank you, Tim, for highlighting this great biz example - and love the clever way the story is told via slides.  
  
**NetGain Technologies Top Multiple (Scaling Up Case Study) --**  
Notes Jason Jacobson, NetGain's CEO: "I know you like to hear success stories so I wanted to let you know we recently sold our business to private equity. It was unexpected, but we realized selling your business is often not on your timeline, but on the market's timeline. I know you probably hear this a lot, but I specifically wanted to let you know I think one of the reasons they felt very good about our organization was the fact that we have implemented your habits. From the daily huddles to the one-page plan, I truly feel the disciplined culture we formed around the Rockefeller Habits helped us achieve the top 10% of multiples in our industry on the sale. [Here is our press release](https://gazelles.infusionsoft.com/app/linkClick/48511/b9198a05c0e353a0/49838239/1150e59e7c6e63e3):  
  
**Free PR just $.99 Kindle --**  
This is the book I've been waiting for Cameron Herold to write - and it's available on Kindle this week for less than a dollar. To quote from Amazon, In Free PR, you'll learn how the media world operates while you gain invaluable insider knowledge and actionable advice on how to:

* Build your own in-house PR team
* Provide effective interviews
* Score great media coverage for free with just a few easy steps

**PR Better Than Marketing --**  
Amazon continues: Landing public relations coverage for yourself and your company is a powerful tool to help elevate your personal brand. PR is easier to generate than marketing, PR is easier to leverage than marketing and PR is more cost effective than marketing. In other words, Public Relations is more critical than ever in growing your brand and your business. You've got more passion, commitment, a larger stake, and a deeper understanding of your business than any outside PR firm could ever have. So, stop wasting money and take the reins yourself. Learn the secrets to landing TONS of Free PR for your company. Cameron, thank you for writing this important and well written book.  
 **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://gazelles.infusionsoft.com/app/linkClick/46775/8d31610774a96a40/49838239/1150e59e7c6e63e3).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**   
  
[**ScaleUp Summit Spring 2019**](https://gazelles.infusionsoft.com/app/linkClick/47031/a21231d2103d0fb4/49838239/1150e59e7c6e63e3)Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://gazelles.infusionsoft.com/app/linkClick/47033/9fa13c4f2a95d264/49838239/1150e59e7c6e63e3)Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://gazelles.infusionsoft.com/app/linkClick/47705/28f4ad360d636b73/49838239/1150e59e7c6e63e3)[5 February](https://is-tracking-link-api-prod.appspot.com/api/v1/click/5390627468476416/5900398103625728) - Recruiting A- Players Amsterdam (in Dutch)  
[15 February](https://is-tracking-link-api-prod.appspot.com/api/v1/click/6566451806732288/5900398103625728) - Masterclass Scaling Up Amsterdam (in Dutch)  
[19 February](https://is-tracking-link-api-prod.appspot.com/api/v1/click/6683253475901440/5900398103625728)  - 1 day Masterclass Amsterdam (in English)   
[7 March](https://is-tracking-link-api-prod.appspot.com/api/v1/click/6432197839945728/5900398103625728)  - 1 day Masterclass Amsterdam (in Dutch)  
[7 March](https://is-tracking-link-api-prod.appspot.com/api/v1/click/5037171390021632/5900398103625728) - Masterclass Scaling Up Amsterdam (in Dutch)  
[Start 25 March](https://is-tracking-link-api-prod.appspot.com/api/v1/click/4681571653124096/5900398103625728) - New program: Scaling Up companies Core Programm in Amsterdam (in Dutch)  
[26 March](https://is-tracking-link-api-prod.appspot.com/api/v1/click/5187446423683072/5900398103625728) Start – Year-long program (in Dutch)  
[16 April](https://is-tracking-link-api-prod.appspot.com/api/v1/click/6190339238920192/5900398103625728) - 1 day Masterclass Amsterdam (in Dutch)  
  
  
[**Scaling Up Business Growth Workshops**](https://gazelles.infusionsoft.com/app/linkClick/13880/0a01dddb670e3223/49838239/1150e59e7c6e63e3)  
  
[Mexico City - Feb 12 & 13, 2019 (2 Day)](https://gazelles.infusionsoft.com/app/linkClick/48465/2f1f0f2a340d0432/49838239/1150e59e7c6e63e3)  
[Research Triangle Park, NC - Feb 19, 2019](https://gazelles.infusionsoft.com/app/linkClick/47377/8c937353a5dd2992/49838239/1150e59e7c6e63e3)  
[Sydney, Australia - Feb 20, 2019](https://gazelles.infusionsoft.com/app/linkClick/47379/e315fc6bc8ceb17c/49838239/1150e59e7c6e63e3)  
[Dallas, TX - Feb 21, 2019](https://gazelles.infusionsoft.com/app/linkClick/47495/14b5803b4397655d/49838239/1150e59e7c6e63e3)  
[Hartford, CT - Feb 26, 2019](https://gazelles.infusionsoft.com/app/linkClick/48387/27c2ffa8f9f048dc/49838239/1150e59e7c6e63e3)   
[Los Angeles, CA - Feb 28, 2019](https://gazelles.infusionsoft.com/app/linkClick/46271/fb60d8c6238adba3/49838239/1150e59e7c6e63e3)  
[San Francisco, CA - Feb 28, 2019](https://gazelles.infusionsoft.com/app/linkClick/48403/6b8c9440da73d21d/49838239/1150e59e7c6e63e3)  
[Sydney, Australia - Mar 6, 2019](https://gazelles.infusionsoft.com/app/linkClick/47615/7bf180206659634d/49838239/1150e59e7c6e63e3)  
[Madrid, Spain - Mar 6, 2019](https://gazelles.infusionsoft.com/app/linkClick/48467/ff338b158e628526/49838239/1150e59e7c6e63e3)  
[Melbourne - Mar 13, 2019](https://gazelles.infusionsoft.com/app/linkClick/48389/d2b06afc66531c0d/49838239/1150e59e7c6e63e3)  
[Sydney, Australia - Mar 19, 2019](https://gazelles.infusionsoft.com/app/linkClick/47919/0d7c52b0b444af38/49838239/1150e59e7c6e63e3)  
 **COACHING:**   
  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://gazelles.infusionsoft.com/app/linkClick/42988/ba7276bd8e74e35e/49838239/1150e59e7c6e63e3).   
  
**TECHNOLOGY:**   
  
**Create Accountability - Drive Execution** **with Align**, cloud-based software designed to scale up your Rockefeller Habits implementation. [*www.alignwithgazelles.com*](https://gazelles.infusionsoft.com/app/linkClick/33692/20261d1fe6d5727c/49838239/1150e59e7c6e63e3) - on your computer, tablet or phone. Click [here](https://gazelles.infusionsoft.com/app/linkClick/47613/8fe818186a1a1ffe/49838239/1150e59e7c6e63e3) to watch an introductory video.   
  
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[Scaling Up Master Business Course](https://gazelles.infusionsoft.com/app/linkClick/47965/c4c941e6a0aef4ab/49838239/1150e59e7c6e63e3)  
[Exponential Organizations Master Business Course](https://gazelles.infusionsoft.com/app/linkClick/47967/0215a20ce7bf3521/49838239/1150e59e7c6e63e3)  
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**02/08/2019  
Beautiful Name; Costco's Resilience; Belgium Gazelles; Services Replace Products**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights to help you outlearn/outthink the competition.

**Great Company Name –**Do you need to rename your company? Congratulations to Dina Dwyer-Owens (Chair), Mike Bidwell (CEO) and her team for taking a huge leap and renaming the almost 40-year-old family business. At $1.8 billion now, the Dwyer Group recently rebranded their collection of 21 home service franchises to [Neighborly](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W22x7284yjMrfW65DqnC9cZPv40/5/f18dQhb0Sjv68YHsrKN81SjwlHyjJqW3MqxQn3LjllYN3hHhcDVMsQMVp3s9r7KZZhnW30bn1y5mYKCvW1zN8kJ4dQb0wN2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW4M4Hms4L6qT8W8VdxTC5mbVqFW1ZJff89dSlS6W35rgCl94-4T0W7sLptq41TlcRW3TwTqW4HYsLsW2kGjZw6qQkLPW8nmdSH4yc3CKW3sSDqD5kmcLGW2Jb9Qh5D04JdW5hnQs54cs3QgW2-Mqnh5nH8YpW2HCVCS2_371LW4pylTx3RjYTzW3lmyxT3Tq5R9W4JRV5J42sVVPW2-w2WM54N9TTW4SkrzV3WjBSNW2B2TM73gZ87qW41RMWH3zsyZ8W6sf_vx2VgMW8W6p0MKL74CTD0W37P0d415hnZlW2Z_zlj5tj3xpVxYmNL4rXSmkVq45Kk480YZFW6MNxnY8k9VZfW4kbVB68MNpnWW2tRHLR1DV9RwW168nzS36sLG2w1NsfDKql6f5HGNdf02). Brilliant, memorable, and emotionally connective!  [Here’s a link](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W66b21z5TldZkW35TmTX3fT6rM0/5/f18dQhb0S65P6_rD8pW12NS3S4_YWQ_W4Npn2167FtSQW7xX84G8fyBv2W1y8q2y6YK0jdW88ZMPZ5b2M31W4Cmw6W3n2KdDW9k82SV4wLvSGW14rlbX638M1rW13S_7k1r5sZ4W7CjDJz4zpnJ0W5Yzhl36Mt_nvW89d2SZ5vN9TlW8HNm7T8sJzG6W5pS9nz1dHQF4W5XHlfH5ZJD4nN8T_gNP9ZPbXW6RCx665Tj_GgN5F5BpCFyXX6F6cZsSY7x23W3GBG1K3GbZxqW7RMfWt7B1NplW7x3h4S8dPf2WVz1x7h4G9WcWW3yNWdR78ThJ8VZnTrz7WZtCcW5cFjXz4H44-qW6kgNcq56fjy6W7PGkrl2cFk2WVFkGHy4Yy2dkN91Sv78Vv53JW9bYqFB1dL3HHW5xn0JL88WfvNW8tXgMc6-JMBKW1GJ48z4jthzzW63JtYy2CYTrcW8CV7gY6W7L6-W7Sq3VB6xJ4pfW8-r_6F6kD-3XW64-QTP8H1QsWN8-0Mxnx3bLkW7LGlFJ3zLXyVW8_rp306YhfjFW3KV3Bl390Y7tN5Npz7kxrd1YW1PMbCj1XpBJLW2blv7Y8Dx775W4HvhNy4FHMQdW5RrP8915b3MSW5fV2b26Nwq9tW6hvsWy5qJDclf8-mnJb11) to the latest press release on the details. Again, do you need to rename your company? Something simpler along the lines of Amazon, Google, Microsoft, Apple, FedEx, and Neighborly? Or Costco?

**The Resilience of Costco (thank you to Tim Ferriss) --**Tim Ferriss highlighted this “[article](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W95Qg0c4HwSvnN51cVFJM97ZV0/5/f18dQhb0S1Wc6tQXW_N12dJSpBG6tRW55jzh0508QNpN3mL7f7Ys1ZCW2Bljx02flyycW6RWQRM92JKqFW67W60J1xbBB7W1H4P_m6DzVZ1W8dP2JF1z21pSW9c8yT98bfNVSW4sWsTG65z4CxW3BYtZb4tnz2GW3y-d9k2JbnB7W712crb5M3ZWHW4lfrKN5SfKNVW92bFCx5kty9nW37F6Nv8cZTqrW6-6BYH5TyqjMW2PlMts8JcjHFN8Tzx0ZJsV0BN46zgPd5psf2W42cVdY4YV5zMW141lxW51XCBbW2rmFQ210mGY3W4YrGJ055ZYwRW5YvtKM3dx9FTW3RgT0b5ZVw6fN7RVxHrQfCL6MR3Z4cP1Gs4W62l5l81jl8nbW7y9f538FR7kNW7cPckQ5b1-6QW4M4Qnz3g0-WGW4Znp-D26Q0C_W2_lwpb69Q847W7XhpPX6FvXGtW2_3__n4R9ndHW5sq86g3wNdf3W8yK7Yb3wrlrGN9lrkJxDLLGFW9cHTcX4C5YHLW4ZDjR76JbygXW7j8RtK9h5qk5W1S55Wk2FFs-SW9h8_L46SSmyV102)” on Costco. Notes Ferriss, in his 5-Bullet Friday post (one of my favorite blogs each week): “For 40 years, Costco has succeeded with a simple formula: reinvest merchandising profits into lower prices and better products; be a disciplined operator; and treat customers and employees well.” This is a great study in simplicity (drastically reducing SKUs, per slide 44, and keeping the stores barebone, per slide 70), contrarian decision-making (no expensive advertising, per slide 54, and only offering bulk sizes, per slide 58), and much, much more.” Please take 2 minutes to click through the 146 slides (it really is quick to absorb!). Thank you, Tim, for highlighting this great biz example – and love the clever way the story is told via slides.

**Services Replacing Products in Global Trade –**A new study out from the [McKinsey Global Institute](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W3JJSy78-dzKgW6XycXy6J0bC90/5/f18dQhb0S3j47B0mbNVM_Spj1b7G3cW4TLm_37CGg_PN8BL8nDR6PjNW63khCW58YtG2W9bDjnP1W0MCgW3LRjMX90472rW2mNx5k7J2XYKN8r6lYbq2Sl7VC2xv-5nLsDBW87Z-115QP7_5W8kpjSm4G_Jt1W979cMV63r0VVW3Hvhb35GNYQbW1y1Q4V6RcrTkVn1TD62wNVjyW5mVLgs1x_4MSW5ZNmtg539LXbW8FpFbM2lZWcgVqvjMM8Lx3fbW9b4tJY1NK2QTW2D87gf2-kfB2N7bZjrQb2m6GN2g9VdHkjqJ0W3MBwzB3wG542Vmkp_g8XpjDhW3FbBWc1PVHJ2W1fkKTT6snvX4MYmT1q-c5W7W8qqVgH25VP-gW7RZp5r2GjshTN1CMvl4QTf98W2pBqgW3YWNT8W7nT32d40L-_fW2qrlGD3TS7ZrW2pvfNp4V0SXvW5bTCDV6h7DSNW5SdP825Tkr2QW83nS5j2sFgFyW4_7DS_915RqGW645tBh5dmp3NN8TqwzfDCxjzW80q4c854Gf2hW3LYKdW6Hvwh7W1QG5xb8-Ltj5W843Cxn2NQ6dYW8WxMGk5pgJG7W4z7yBt990j1SW9g44qy4vFgQfW6TCpsQ9lDc4GW5_pyVR3M1m3LV2V0782mC7tg103) finds the share of goods produced around the world that is traded across borders has fallen sharply, from 28.1% in 2007 to 22.5% in 2017. In turn, the trade in services is skyrocketing. To quote Fortune magazine’s take on important implications of this research:

* Foreign trade is no longer being driven by the search for low wages. Less than 20% of trade is based on labor-cost arbitrage, the report says.
* Knowledge-based trade is soaring. Investment in intangible assets - R&D, strong brands, intellectual property - has doubled as a share of trade, from 5.5% to 13.1%.

Fortune continues: “The implications for public policy are clear. Restricting trade in physical goods is fighting the last war. And attempting to restrict trade in intellectual property and intangibles is a fool’s errand. In the next round of globalization, it will be countries with the best talent, not those with the lowest wages, that will have the upper hand.” Brains, not brawn, are the key to success in the 21st Century.

**Gazelles as Job Generators –**Research continues to show that the small slivers of “gazelles” in the economy drive a majority of the jobs. The latest is from [Belgium](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W5DCPzX2t9gmhW9m4Fjx7t8MrL0/5/f18dQhb0S1Wd1QwGJTW12NGM01QHtt1MjQrWKkjb66W3g-SJv28GKzkW7f44wK6GDnwSW54V_C32GdyhhW8mjFvk5sh5qcW1xR22f1HZRH_W1CdzRZ3GnZVJVN7W923N2DP9W8Vm-Np8km0wXW4t6CxD9f9phmW3z9lkC6qYS29W37cVwr7D-S_ZW2mBtBy7VlK9QW18dwTb5TkzZ-W6xhD_R17b94SW7vpdGc4GgNz1W1sY7288kb5-RW2G56BX5rwDn5W3ryzhz8kVRWtW1wpgMW5ptrn4W1y1hmY2wHnnQW6mLJ_c4Y3gKSF2D2Bk9jqMYN41fg-HH0b0bW76Tr1j4N7cbPW4dfJ2c4M0RT0VCM6tb1xz1s1W1PgnT571WGwtW24fz7D6FbSGCW5Y29jj45RfYqW7Kw-5T7QBKrcW69kpNH1Wqs2kW4npYJH7KVtR8W1mZk6Y896yG5N4FdSp5N038bW7_tc5t7vcRs3W4CjnbS5z1zQwW3_wc-_4NNJ0bW74VdH18PNQbbW8Q_d0h2mFKPwW3CVbsz7yFJbPW2t84l917q9YKN5ycFGDdC_mvW96g4bX7m-Fx5W9f5YzV80BWytW7yYqy-3tXTsdW7z9myv46rDKhW8NtJJy6CtbLyN56Z2F1h4Ghyf55v6xC03) where 3.5% of firms where found to generate 67% of jobs between 2014 and 2017. Thank you to Scaling Up Certified coach Rob Nankeris for pointing me to this study.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W1ZtgCN56MtfJW45jfR93NSy-w0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW3MqxQn3LjllYN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62M3rZ3jJn1mW5j_bMj6VzDH8W5RT9ZB2nR0X4W2HGTjg47VSGsW3xc-n36QJH3-W49Mfjr36J_4BW4Grtlr2Ytzt-W5z_0dY3svtZvW3P2FnL3DVqM0W2WzvjN4pDwDnW5qNsJ53sRRcpW2vNWWc7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-3-wZk6N8Vd-jyKpzVjW3-YLtN8XZycBW8q8bL96_52msW7G1L3b3wPByYW3wqslR17lZCD111).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W2VFP023fTTDMW7fcc_F5MjyK90/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW3MqxQn3LjllYW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62M3rZ3jJn1mW5j_bMj6VzDH8W5RT9ZB2nR0X4W2HGTjg47VSGsW3xc-n36QJH3-W49Mfjr36J_4BW4Grtlr2Ytzt-W5z_0dY3svtZvW3P2FnL3DVqM0W2WzvjN4pDwDnW5qNsJ53sRRcpW2vNWWc7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZN6bnY_PBJz6RW5mRgWy7X2YM9W8mpxdw1sNJfPW7XWv-L8xNM-cW7w94474D4FdnW5-Yy7273yKD2W70RWKt2Hkd-w111)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*N8Gb_bBRnM_xN7r7PW6dgGDg0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7sT5DZ7vBdc2W6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGBG1nPDH3W2x-ccw7d094fW6G7Fbl4DFfS3W6R8cQM3M3xYPN7fcF_Q3R-5ZVFwTdz35MBr3W8x0QZZ6RxpqtW5CVyq17zfK0pW2613DL41JtTqW5d7Cmr9hGYQVW6bbP8z7mxc9HW741v133szv_BN4L0sj9fBd5GW95X-B71JJQxPW3rCxt35brc74W1VtfBZ2jLVjfN22TNxn9Mb5mN46SFhxRb-YsW64RB374NwdWsW2nRylc5qPnJVW4Xxr-w8HSxQkW2-zqcJ83lXSsW8J_Szt3psKz4W32V7Yl4Pxhj5W3DlwBb5LT9mwf3wqTQq04)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W2gtwzY6_wNnNVLk5XN1ZWZg10/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqW3MqxQn3LjllYN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW3XYkJl5v7v0sN3-T8hrCq-wdW8fLdKM36k-D-W3s5x2-3Xl8SwVXwJld5LFr5jW5nMG1K37SVNBW8v--Kv17QYhdV_44WW5J-Z-MW8FRV1m8p0wyHN8vpypkCPMK5W17Zc-65lfw-HMPz3nsk8xjrW7K_mBd4QT5PZD6Y9ktTrHDVT6gzT47_DpWW4txX_H7kYs1qW30Hpx611sXRwW5LMwZc92n2clV5FG3s1KKNy2W65Z4Pz7JJBscW4tC-kF1WPqF4VpV_Z92j-RR-111)  
  
[15 February](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*N8Ghxs-vM6vzW9h9MZK12zXwq0/5/f18dQhb0S1Wd6_rVWdW12NF8Y5TJTLsW4NyS--52lQGmVp58Yg7fRNv_W97SW4_62BtqLW8lgpZL6NCqppW1gxcB255_wQrW2Sx-WN7PZMMLW1cbhtq5Cvs1LW5SfKb22WlvBPW9dJ6qZ1ryYJNW6FJ-gT32pf-5N2rFq1tjW9gXVpgxGt4LzXJFW6yTBYX2K2GC4W4RZGMb72n0spW6Nd_1_6J7CKNW71-kcR15fTTZW39bC2h8x1rdSW81hs7s4LpHbLW4N2V2040WRhTW8pWs1W20ylVtW8Ls0SF55HxCGW31XKzW5T7PnBW8sG3pL2Gm0ZBW5Wpt2L7MwXL6W8BWZ_066MLNJW1XTKBZ58mJdqW8nhldZ7cj1qyW2wHlN02xMqbmW60ZRMJ8032T1W2nygVm3PjzWyW2MFzg390gl7-W6FNjpw5cBNyfW3r9j377QxWwrW6MHfXL3qpQSHW3CDNLR2vPhFSW7YzPFB7_gbPBN4-95nfxvrftW3ZSdnh2zD-7vW15qY5K93N0GZW98flnD52zSLkW8MwL2p9c0SgRW81RSsG5ssrB7W2KRVxh9h9qGMf9lhXZZ02) - Masterclass Scaling Up Amsterdam (in Dutch)  
[19 February](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W7Z28cr4FC4jNW1hR9-z1SJ5VP0/5/f18dQhb0S1Wd6tRdSFW12g_PF2XW39CW4NyS--52lQGmVp5b_K58yVs7W7NJSn_1J2HSkW1pG8B_5Bm97zW1K0S5K6S1B38W422rzT6nX0TYVln-jk7mvh_JW93z1Vg5RG6b_W9db0t_2X4qLHW6CLqNH32pf-5N2qG7gVjW2ZcW4VbbQQ72l7f0W3gYwTR61B8DlW2rt5Bk8bLYKgW3nDJMQ5HS-NHN8cx8x1pLZGyW1CBP0y4f1G8nW8JchbJ5577dBW4N2V1Y153612W8pWs1W6J4TSyW8Ls0SF55HxCGW31XKzW5T7PqwW7zbdrt5jK1X8W4RnFnB2YNkJ6W6jkvyb5MRFwFW7GvjZl1Zc8bmW5rR_GK5sq0LJMJBYQKNVmw8W5hHWFt3NpSZtVgZZ5f5K9RcgW6NH16B3yVw74W38gBLM2pF9RRW5Nl2ky6cKMY1W77WH4K8HYzlKN55lYDSHvfRMW7thN8N3SQ-Z5W18sfgz6RtPBQN6sg4FYXWcvvW4tx26_8Pqz7sN8_mmpcM2f7CW85Nmy_8LMvh7W6KyR1X2MXsmCW57xX1597kCt_f5S2cCp02)  - 1 day Masterclass Amsterdam (in English)   
[7 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W4BHRXd3cB8PKW3R3NhC7PJnjW0/5/f18dQhb0S1Wd6_rVWdW12NF8Y5TJTLsN4NyS--NzKh0V5jR-d5HvQ5CW8YCkJs2M33-3W7ndRDh7wbZq6N2y20HtTV8LtW5J3ykX6gPb7fW2qnzYR1SV1b3W2hrqt65RG3n3W9dJ6qZ65ZP03W3jmMyV3GClwFW1vlbZS4d0wFSW50zXv_71l-5HW3g_SGH61BVq8W6Nysll73mhb_W5z58yh3lLl6TW8c1HP0163lKRW39bL3y8y_-MNW80JNrx5jvcdrW5Klf9v6748lFW7vGBMs3X9tFbN84Q7sdRklZ4W3Lk7My2m9vFWW1J_QXw5jK1X8W1k0M_D3Zxl0WW7HRr--4hN_TxW3Rgsf61Vh55KW33YYNQ1MwdvbW7hSkB16gG1hMW8cNY7G3xgGy-Vp2tpc2LxWMmW6yWvbG3zm-0TW6Cw85C5X3tyzW6787ZJ1gh55fVzgGsV4fyZdYN6TwsdMkrHy1W3yFQlR4RQ5Z-W4k_Pbk8LBCpRW3ws1511TNHl0W8GrV1678hNzcW7W6GV73262TRW4ChQjw86p04GW43_Nbr3cpSRdW1lz_nm93nGnFf25vfLZ02)  - 1 day Masterclass Amsterdam (in Dutch)  
[7 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W2D5dW34jDj-hVXFfN95mHjqK0/5/f18dQhb0S1Wd6tRdSFW12g_PF2XW39CN2qm8PSNzKh0V5jPWP58yVs7W7NB9PX3q3X9RW2Pz9sm1Xx3QdVT_Jjs3pxwN_W211cPr3bswtSW4RN7VF3GN4v3W4yNhJd2Wg6rfW9lCMVw1VSsHnW5vGZS33h8mfjW7p8MMJ82VlJ-W79SpSL8w0H_3W40MryW32NDdxN3mPwgGBRpslW2Pyvgk10s5TvN8vRVMMRhQFHW4lpx-78yVk85W7VqZ6n2Svr91W495PKq5K9dHsW2cDlKB6hC2VKW4g2jNc7XSZFsW5H60s21dL9mTW4f2RM95f36WKW10LdqK96Bt0nW1gPJJv2L314jW5L4vsB1Z4-Z8W42rK888--dDdW8WpsGL4KSRpCN2gMykDc8gB8W1tkDtc3WM062W7S85Ng4QYvXTW3QXV-y4SZzKfW5PXLM32wzXm8W21HDWk6QgrBJW15BCQ44Ppl83W68S5Vg4Txlh8W83DsZG4fVmW_N45-S3sY7w-qW3VZj458Pqz7sW8_mmpc5qzYf8W85NfYB8LMn7BW6KyR1X2MT8klW2GCB_J93ntyff3h1Q0f02) - Masterclass Scaling Up Amsterdam (in Dutch)  
[Start 25 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*Vth-NT2JxFNcW86bdKB5MnDQr0/5/f18dQhb0S1Wd2jVZsxW12hqgg2XVFGBVp-gMR2YnhlDW1wyww21_cDcMW8xcTDz1J2HSkW1qgzJ_1ZvDjqMT_JjszS8csW6znzPh5pmNYsW17qTKd8bM5rhW8NqP4Q7zHsN0W8jWZ9_8vGbXsW5wwWfh1VYXpRW1DDYsX2C8rZ_W53Pnmm2rKc15W5zs3JX2sxnL5V2NjF399qlKbW39Y45v8jtWBDW6WjRDF7HTyWRW7c6sxJ4HK7BJW5T_TVW6w3mk4W5KBmt91HRt70W8ht4S88bfhG7W862hlN4mF1VwW5TP5PF2sKbXnW5ddyQx5y8PkkW6w0bHW2FTsHNW8KFPF65JrMFGW4h6NKf5KDts7W112b5r7h9nJjN4CZQW2ztpRcN3sRWXSSqYXVW3rVBWC4_1DF3VgHLbf1gNq_kVQ9qyK23hN2pW3311bx4xgV0bMS67h5tRKKrW1LL-KS2bLt8MW6WkJ9G1s7PrtW5nNnS8161CsjW5qgHh37tCDyWW7C7Z4m70QZnhW7TNSD38rNsKjW9dGbhH9k63BZW3vLPl81mzRH8N8w-sykBq_WS102) - New program: Scaling Up companies Core Programm in Amsterdam (in Dutch)  
[26 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W6Q9rKW5df162W3DbC0B1FS_yL0/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW7sT5DZ7vBdc2W6Blzlq5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLx3GW3SLYcb49bzz_W3MbN8N4pBT3HW2V9zyZ4Lkw6tW3MbDqX1QQ4x7W3jjyH73jcy46W5_FdFB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGnNn5smWW8mFZz48q-1tCN2VSctPRFkK4W5G18Kh3y9KYQW3dgtM73SZ_5xVS94sH8m3xklW43914y8sy-8yW2Y-KqF2_ZpzcN11v1NVVzjvCW8Kg4c13mLt2TVP9QHd5QYvNkW33WsZM8qzH_TVT6_8s5D43j9W5zxQHH32XZnnW5PZ4yN3KsQVxVTcVwB5kdPvnW6wydXJ392FRmW6ylMBt4PxC8jW448fzV3vd65QW4WXgCP3VV5kKVhR44R8mhg5wW20ffmP978JlzVmbPph6J0zVQW98w-MK4d3Bl_W3tzftw8v4j-WW1MWhN-1MKddNf9hmW7h11) Start – Year-long program (in Dutch)  
[16 April](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W8JqSMG3QJH1DW1FpWSv6d62M-0/5/f18dQhb0S1Wd6_rVWdW12NF8Y5TJGwQN4NyS--QyfPbV5jPWP58n2Q8W6DDpxJ1J2HTwW1qgzHc5Gjg7YW1K0S5K6S1B38W422rzT6nX0TYVm6SF35pSJ4PW8PtJcF9gK6BwW7bzYP94y-BPrW6j8mlx2RCc4LW4Nnw-324pMslN1kqdd1CvZPkW2csRzG5YPmSZW5qCplF12cg_RW57hQ5Z1NR0VZMf3jPq_hdxJW3GSsqP6bj6wYW6RJKC_87gkjrVxqG3h2mksCsW5-yBTs6x03JNW7CDT1D3C65TjN49-8CZgllLlW78M4ZC16_yW1W1WvD1j6bW3xdW1gPJlx2rjjZlW57wMt93JQc7-W2VgzCC6FDWSxW8Wp1vg4D9mxkW2sW_w28tCR9vW2xFXTZ3cdtQ_W7bqLjh370yfLN4__KKKxRZR6W2VbqpX1ql-3gW8WglFS2xt_r8W7w12pF2yw2MDVSb53V6jtZ06W3DW13w8QTWnVVq6Dcq22NcLgW7Bxf_p17GvMVW6-RlY37BQ4vVW8_5Z8n8RnWClW8_m-Gc6_0d1gW62-NYG4Srnlkf97fYjk02) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W6VLPgF6LrC61W6xl7KH3JJK-g0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW3MqxQn3LjllYW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppDNW1TWL3q19JbwDW8sTJ0-5_sZJpW1scq-b5mcNcHW5Y7j9p8Q4JL2W7CGlcY6KJFzWF7HSHcWBkXyW82Zdm65Z05KMMTpsS6ky0gmW7MFcQt585k0GW6wXMTn83GwKCW76X5_23wr_8RW5Kz-h63qY36qW4P7Lk26kxyZlW2bzNQY5ZZH9PW1ywKMZ11VNzGN8VSHPPT6MS4W8j1W0046t2TWW7hfX5S8FpN8dW86snpc4ZFZ01W3fMmG02ggW4wW6gVCkG3xWwfqS7kC8Gqpvk102)

[Mexico City - Feb 12 & 13, 2019 (2 Day)](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*VY2jFY3FyjHNVSDvFG4YBCCv0/5/f18dQhb0S400737lZBVWpthk1kzNz8W1-CFzd3W-nMDW3d2cPz2qXD7pW3MHWKh6Kr3H3W96N8QN6XHRj_VFcRxp2-2gsJVM0ycX3PMxn8W11tfCn49VHxbW8znmZ14gMD4rW96ddsT8LvjfcW95TyPL7NCbsDW6XwY0M5WSzmmW5llPRp5ZTv07W49Y0p_4S3Ty2W5LlLHh99mQRqW94tpyL22FzlrVHzdR64jh4d3W8GBn_Q36pSXCW6Qdl1k1DkzwbW2mj4367QkTBHMh-DlM4SdqZW8r-ykT7tBYlJW6xBlc58bNTlDW1XTwLH1rYD3yW35kBrC20jJ-2W8Bp8FB31T4k3W6f5Tcj5Lt-NmW8qzD855GjXJQW8-hDqS4_jmpXVqPRLH3njJVRW2684sf4rNT8vW6Hwbnm7rRfgCN1CP4wBXrmQjW3X1fCX3gZsdnW3ZYsrW4f5xQ1V5YvdF4K6R6nW4RYc9Q2NmRc8W35yFmM3W_GYZW8PkW9L2TCLMsW60QL6T8L07vVW782s8V4ZMG_bW8rG6fH64tssPW6W45tH4vGcwQW9bwyLZ2J3Bk5Vj940W4jRVVv0) [Research Triangle Park, NC - Feb 19, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W28HJsF6MjV7fW9cN8648QfBY00/5/f18dQhb0SfHF9dK6CsN81SjwlHyjJqW3MqxQn3LjllYW3hHhbm5Cgxh0Vp3s9r33k-qrW2L4gjF56kVFYN8Xl6QDJp4YxN4frXJ8lV5WhW3vBMFP3gk8kdW61b1R51dDK5DW1Y-fcp208QfYW1ZXh3T1FbDlhW1RgrhY7HC-x_W1G54Wj1-ZTqHW24LQHX1QfrzxW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1FQ2tqW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqW0V6Q5RR51KQRZW2jt1653NnV4FW1nJpwv26pdfjN35y0RPYwCJhW24H0q_3Ngf-hN4T-Ds5X_3RsN60T5GTcH8X1N2CVfLjdhgQ9N5tNbnVfgRNhW3d4DTh4YkJcrN4VJz5cVFttwVVqdg23Mb9RbW5q49RM8n28hSW3N1zMN64ZFXBW10bQHW1kvrDvW7q7-Qc6kl2SKW7dr9qW72YqDyW3KNRNN5CBjwLW5hk1wx5x0g9DV215-p1Jp43ZW91zk2T9dCQ8KW1JjtPy4BxpQMW3RFBcz1mVDPBN4Q4yTFmRw0WDdXyXbxWLNf6gssbH03)  
[Sydney, Australia - Feb 20, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W22FVHC7jGHJkW8HdVBY1Cz3CW0/5/f18dQhb0S65P6_Jfb8W12NGM01QHvStV35_sM4N0Y4RN1H0XbtgTy4pVjV6Fl2HnKl7W2_q7-r1KqswYW84n6Qn2Lp82xW4GR5Xg85vCYgW6vndRq4Mhw72W2SLh0p6tvCBXW2bDtp-4wr032W8B-N5y4Gzp2QW5Sb3WT8nCcQYW47NBP36yC7d0W19tHPM12PgnsV78Vqm63P7nMW5PGhjs8l7LQKW1pJ4yV8vbjcPW4JJTfh9fT_j0W7hsnYC2ZH89fW2J_9SB2BFXgRW4tLzPB3p4BvHW3CdWs959P0W4M5lWrQhkNlNF77s_qYNnPgW74LN047tPfBCN7q_n0b7bmGTN3KyWY18tVNSW713lHp2bvKL-W48ScBl6ZwwmrN7wxjKL6fd8sW1W5XrL34l413N72mBqJPjkRPVhv60y93bXSTW2sV1Ky355yXvN8-V4L3yTBgnW6lmcyD3ZwmMNW3Rf8Hs8LpZpYVnYXsn6b7sXWW6Xnb7M7wGW16W190cRb3thmyFW3jZlLX5Y27jSW6FnJT244qm2QN5_dTLXlkb1_W1HRN121QZDzTW3w8S1H70R80wW6TVPrB3NvRB9W8VmGj_7h-hLfW8YGSBp7bLXj_W6Yy3gd5VppBDf15tQTB11)  
[Dallas, TX - Feb 21, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W3TSjwn8qWWy8W24NDc03GXwkY0/5/f18dQhb0S65P2jVZsxW12hqgg199R-zN4MYy-dQyfRzVPMg7W7ff5ZZW9hjYB831yg6ZW8lgpZG4mZ_8hN1gxcCd27164W7RQFKy7ndD96W5dNx9K46mt9BW4wDM-14rHNR_W907XqQ4sXYQ9N5F34CfTwpv5W1Hnpbs28fbNmW4-DRTL2vGPHnN8Kv3KZrPPrDW3wxJ244Px83LVlC3Fd25hj9bW4jw-5Q2hzpwWW2sNgt264xwzxW3LYm8Q3smggpV_Tq7p5tdTZNN45kCBzHs2k1MPqdZhWJQqvW6FbjWr1vzc5zW59b5yc1pY3KmW6JZP-67vF2KwV1wgM07vcfVKW6cflsb7PSMPzW3K-T3w3gM_T2W3VbhrW2FPChtW7RC7fn5qpQ5HW8Yj3PH6G9NCLW2XcmQZ5y9Q_HW3F005C44vV0vN8wZRDtZZt20W8SqSPw3XZzbmW6jjgBP6SgWsqW2VBC9L3JR2rJVnfyHL6v-qdMW4lS7NK60zBbnMYz325x5GqqW6ZT1sP6nxVM5W673_519132pcW74tMPw3crPhmN34xntLGRPTPf81sFfB11)  
[Hartford, CT - Feb 26, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W7vCH4g4hmC70W4_PTkY35b4Mq0/5/f18dQhb0S3_-1QgjpYVWpdgz4_Bf29W1t1LQR2y8Yc7W7H26Kq7fLVZlW3_phpM6345MZW49lZwQ6NCpJtW1fy0SF93nqxLW2DBd364fNSw7MShFnxwLCzTW47X6Sv8bYMm8W28lKw_8tCcs6W46dNHX7vR9yFW3PwPFy20nM3dW6z7tjL2xNswWW2nbMJF25LFj_W8QWKrz1V_JhmN6mSWpT3wN_TW8zZskr73Km3wW7l00j37ydlfkW7QbQk97sRy7mW1rmxz_89vH8pW2PZ0S_5G00gXW7pY03T90smXKW5y_VsV5hYmwTVpLgmM77zN64W8GCMmW4h3CT1W3vZKbM2F0QXQW40_1KZ60pM5yW52JbzF55jrzSW8qsNyw1MyKlCW45z4dD6hxyqxN6HJ-x6yJknfW4n8-vk1Kr5wmW54NB2J3r3gbVW7bqKZy29NN-8W1cQDw87S-jwwW4m3kPQ2Hk5NTW6pLVZ964dXdTW7cdyHm5504bxW686GxL55M-0jV-DZHQ4X4_4CW2yw8Hl1YtfnzVVBdd88yb_NJW4FxTm43p-YFgVyNX6L5MXfZ5W4RdSVt2D_M3lVTGGLw8pWlCFf2vYqZs11)   
[Los Angeles, CA - Feb 28, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W65wP0N7001swW4nSzFY2ywT-50/5/f18dQhb0S2z-7wjVDzW12RMZn2KwS9wVjvgKJ73lv8xW65GgRw4W8cH9N7bV7MvgGy4bW75HHnB7mv9NNW4fH9k68ZHcbyN8QMCwvj18V7W4sSRP_8ZMyGGW4dLmWh1sl6FLW6W2yKw6YwsqzW3kx1SZ8-2mgnW7g2DFz6s5kwhN808zsSMgVMgW7w7TTQ8VTXpZW5WNy8r6rQkzTW4NGKVb3Lw-67N7MN6Z2KLcyLW1rS1m-60tYRMW7Zjd2126w2B4W2kCDPT4j9LgWN54VzK9l0PwCVJ59-f3ktG9RV_YNtX3GM-91W6BmmXz2X3XSRV2g2lD1C-FXXW1NPqlP3CMwSPVp-TmC7_7P3GW5T5Qj28nYv2gN2PBS1kNry0CW6ndcWj1pks1jW3X5h8t4RQkNKW8-GwYS19NGWnW5HBMZf5ZqRd3W7gzMJP3h1fBVV7M56m93cm3VW5nGYSm3V5dH8W3xpGz_6KsLt4W4Rjq6G8JsjN9W43kkg03ww8HDW6GFH3z6WMFkwW8cK59S2h73RpW982kZq7FdPFYW87gYV16L1_XqW41d-lr4M7NZbN8w4vxv64zN2V9nyBX7Skg1DW382ckf9c5QStW8NrSCG2j-nXNW3vWlPV2dlvGYW6MXcWQ7CjCWKW4jCFT51z9Hw_VJymGs6mkv3T0)  
[San Francisco, CA - Feb 28, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W5p4CKR1GGFz_V13mfl6Q8Ch00/5/f18dQhb0S4006tRdSFW12gPy72vPRMWMLwTWXGh5TdW1Z-XPW6tvXZRW5HWp7M1xPNV_W4mFNyj4c4Dl_MFg5SvfSxv3W1q_w3P5KwN_cW9flqm94QD2HjW2dS9QT5f3_WkW4tQ71_3vlGJdW2D2nD63n5c7rW8YJR-y4jZD6fW5jJkYw1v68FLN8bSXM-HQcmXW5m9LGY8zlmHdW7CZvVL5SXhsdW2VDZJj5VdHsbN4Nr3WgLVXPYW1XTBNH3PTLRvW63sxhL2ZcQJxW1T6YkV42J_WDW92cJc53c4PGnN5klJwSBFxpKW4SJ2XV3rGw8xW4_Fdg731chgjW7N5rJv4FKlfxW16mDDw7g8d5SVWJ-yw11sSDRW8rKDWh6FxF0qW7FZ_xp314WbbW1xn93h4BkxjdW3xGJQh2txW3jW7y7Dch11Z4K1W2rMRyF8_XDrYW4YcXbS8W53ChVQf22b51FS6cW65cGm-8pFs0YW88G81R1Jb1c6W56rk5S6l2ZlkW2YwM5R3tV_mfW4FFY8H4HBrFTW5LYGJd4XlqvLW42MLkS2hQqwRW8KmF1p8X1FnTW7nh7n18Ss6pwN4hVQJFlhTM9W7nY47J1yqjzS102)  
[Delhi, India - March 1, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W5yRGsh6Y9c7MW7H3T-75lZ9Qr0/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW7sT5DZ7vBdc2W6Blzlq5Cgxh0Vp3s9r7s5LskN30rBvZpSJc4W1Tyxm94dQ1rfVKnkDt7HX-kqW7sqgPT54GzrkW5468zL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqCW4H-6D-2kGjZwW6qQkKC98jR-SW94q7cq6VKJl2W1hC_8g5lppDNW1TWL3q19JbwDW8sTJ0-5_sZJpW1scq-b5mcNcHW5Y7j9p8Q4JL2W7CGlcY6KJFzWF7HSHcWBkXyW82Zdm65Z05KMMTpsS6ky0gmW7MFcQt585k0GW6wXMTn83GwKCW76X5_23wr_8RW5Kz-h63qY36qN4P7HGxrPpMvMrJh2DR6wHDW6b-mP66cfByrN6fmVNPWDM00W2vC-5z43smpLN7M8m23Vpvw_W7wc6lJ8xkZtdW79_XkS2jdcVnW1NwBMn1MVsRjV1hB0j530x9v103)[Sydney, Australia - Mar 6, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W5Q74Sy3p21zHW7R-p37266dJR0/5/f18dQhb0S2C873nK89VWVbvP1fC91sN1GlDrHbVhsYN7YNpVjjTB42W60Gmh67Jb3xXW3Zn-Pv7gvLFqN3M2k-CT_RS2W9kFcYB87t_llW4vBMmc65LMc3W8Y7KSB8Z8TRyW2XL1sd74zdyXVyWndc9ltSzdW7tDdwJ3jLn5GN1Tx05y7W1t7W3j6Wn53dcZflV12dXT2Wf_FSMJnNlrTDSPCVSMX99230n7zW1PJjG73vtWwxW1s_-yb7FMgTWW31-ybn7HwhTnN7lKvk287xP1W4tjmkl3fQKJxW4NSgKT1z_F_BW7p_TQK7X1D6lW8TTg3m8hP5MBW6-fcpg3zfWSgW7vR_Mn2XgDcrW13mn1F2TmBF3W1yZgSm5J7wPWW5dbDhT8jqNj9VRhY3K1KH8LbW2rwGMs83jCk6W4n5mk78DKmT_W5jk-C24VMNStW1xF4My4gfpJhW70p74x92k2HGW69d_wf7wWsjbW6_2NF-41W63kVPdBP36SkfCbW90qhVg66WszXVhv_K_5FjXsMW4fk6w53wlntTW5Q9HMD4-LXz2W7v5f2r3V-zmQW4pxS-F8KZb-_W26sFgh8b_3r_W3389bG4VSLfkW3b7VHl9jVnmBW9dqYC66QX_0_W4bTK323ynxb1W6q-ZbR3Qy9FTW1pmZMS3SjmD8f6ybcBP04)[Madrid, Spain - Mar 6, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W6lXyMY6tp4JyW62mwM18_X7Rb0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW3MqxQn3LjllYW3hHhb_2P7_nXVcnTGj992gLmW4vFj2N5DjQXMW7dfwDB5CRk-9VbQS8f6PZpGLW6bnMSw7dChrhW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD20bW49WVsf7D4qvhW2NB2b353X_ZpW52Ylfx3_8mplW9fgwMT4fdrQgW7v73PR59h-DpV5JnKK1k0f-jW6cw8T67HY9rnW4hYXZy1TGd1pW5Lrq5R4d1KNSW85mw7g159kStW9gb-L831j5XlW5mYZTR4PZ5ftN6V8st-6V_D0Vw81LJ8WKDP3W3ppbBZ6Vc2SnW13L4VZ3MYtL8W4Gsj5H45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV8RJn-2nRylcW5qPnJV4Xxr-wW8HSxQk2-zqcJW83lXSs8J_SztW3psKz432V7YlW4Pxhj53DlwBbW6XVfmd3fD2h60)  
[Melbourne - Mar 13, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W2k219-2TQgvBW3BX5fn1w8rXC0/5/f18dQhb0SfHn9c-lkYW6KB8JF1k63-nW7sT5DZ7vBdc2W6Blzmx1Qt2G2VLDpF18CSvhfW8BSwp561LyH0N1nP5KBRzbH6W8B-9dc8zTMKrW64JpkH5s867JW1rfXn08r4KPlMSbFB3RcgcmVQB-Hq8rZZ4wN3P_c8-Zwq7xW1p7-Tc8tZDljW3knXG15wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7dDxTN7mWsnXW7dzcsS51vDDKW6vYDb47v70tSW67tZkq2w7MhLN7CGHpxghGNhW7cvxVf8q5qBxVVQf4X5vDhTYN5F2PVGbjvTBW25g10010jd1YW24GJ1G5rhnPZVLwn_H4YXtDnW4WrQmX6T6z3vN5w_jd5byssYN8sRnYcPt5dlW6Nc6Nk2xkJPmW64klDG3MplhWW5rPcxj8sB1XJMYD2CHb48W5W8l7G508GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blW5G0__s1qZLG3N24RqJ8wyZ9nW4Fz0VD757fJ7W8HBJPB4DqrbwW5K4R5c7Vd6mZN6Q3Qs6rLh9QVrHSzD7MN1q1102)  
[Sydney, Australia - Mar 19, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W3ktvcZ4zHSSRW6MJmqh5q07Td0/5/f18dQhb0S65P7wjzHDMWVC-pGxXcqW4T9svW3Ql2_xW7vx0B23xdsfcW7bLDLD3M10q5W29lS-f4fHrKcW1Wk3VQ5tVYJxW44dqdV86-y-MW4qFGmr6zqCdbVtqYjc50rR4SW9d7_zN4qHLlhW1jcyFp96Qk78W8lyXp28HNqjqW6nNp6C65CXTfW68PMZW5llZcMW32jMJd5h33yKW4MNrxm1n50rlN65MT9R7jD6VW6v-Q082qDKPKW7w5kNY7hK973N1yzxd0FhHm1W2x-kqT3BVYVLN4tXK1JbjrMwW3mcWsG7c12bzW1x57TC18z3SgW4xsG5711nGH5V-jhsd9ldT2nN8W7M8722zc4W90MqMc6GG625W1kZ06D8qTYJwW6gv1pf6SzG1pW3dBvlD2p7r5fW2qJKNH8zYHFVW4XjWdB3Z04-zW2JLyd86DtW8fW82M4t-2v92DTW49yZ-N3B0BmPW7Jhhrx2PF6GqW3cSPnC5QqHLgW79qhPk41d435W6FrYnB6VlKtkN4Zx5HbLDCPBVnTwMl7qL-7SW3Gyp5J6-6b9wW6Pr-j62MNbvZW870pPB4H1t64W6-SY6S6LzZW1W8sRdkH59HN0cf98Z_7Q02)  
  
**COACHING:**   
  
Have you ever wondered if working with a coach might accelerate your company's growth, exponentially? Do you have what it takes to move the dial from good to great? Contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com) for more information or visit [https://coaches.scalingup.com/](https://hs-4727286.t.hubspotemail.net/e2t/c/*W2s1ss32tvv3DVmpYCY38GNGr0/*W8v06sV4Pbh1VVBBVrd5b950y0/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqW3MqxQn3LjllYN3hHhdQXL0jYVnQ9Qq8-yrshW5nrHsG8-txMwW4cj21H2M3ZsgW8Wm1wh2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W7xzWXH8QKpyrW4sj3hV2BcyM9W1mGWlY3LQ1ztW2plYxq7xFZM5W2BSXzz2TrVZBW1mkGyZ2y7JmsW8f3xzJ5W9m3GW42jTNc62z0-SV37cfx6PN7fhW2xWlFS1HQZJrVG40xK6b7xDCVZ59Dx3KKbfQW6Pc8Fy4WKl_ZW72T5gt2611zWN6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBXb-W1zlX537gYsy3W8dXJg95fnvStW7XK3QY6XNSQ4VzbrCg6ysTkBW4vzRbc3bGkNXN73Q0vR1-CYDf8g9l5Z02).   
  
**TECHNOLOGY:**   
  
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**02/14/2019  
HGTV Co-Founder; Best Place to Work; 8 Self-Leadership Traits; Bloomberg CEO Summit**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights to help you outlearn/outthink the competition.

|  |
| --- |
| But, if you have nothing at all to create, then perhaps you create yourself.                                                               Carl Jung as quoted in Fully Human |

**Bloomberg’s CEO Summit June 17 – 18 NYC –**Join me and a star-studded A-list of speakers and 200+ mid-market CEOs at Bloomberg’s beautiful HQ in NYC for their [June 17 – 18 CEO Summit](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*VzDRsb13VnwvW3rKYnT8G_ZtL0/5/f18dQhb0S1Xm6Syhq8VVmtQq5n5NjhW1fLZRG3wyCLQW2PQS526G7JfFW5W54kd2MyJZkW5xm26p8s_cZWW1J4Wrj23pc-DW4zFRFJ39KvWxW3CdMRP2Zg2ZXW2gmp1k8cFbGGW1b5nPj5v5Nn4W1L1DZy56Ct-xN5rsrByShmpSW7_x3FB1YBMSjW7ZbbbK5Tn41yW7H-G5Q7jkpVyW2dqrvW4Lg34BW80lfyQ36cNZnW8B5V_y7DNww5V5qN3f32bjvfN3Dq21H3fr3yW8GkKfm2cKBhzW5g9dcQ6BqVw6VVTvSg5gxlWlW31_HbT2Sc4qDMjk-0z2HGQzW1cQ_Zn4Bvb5hW5pVm061GFpH2W1YNpCz4BWLNmW6dy255612R2tW5MxTYq1CfQLhW8pp1cn4nJbLFW89GHvJ6XNbplN51x5S8f-ZfvN5pSwdwPxmcZW3vYSG-43bbF1W6D6HQB31SNnWW21JMn31VP5r_W47XFm_7bgxSjN6HxxnST8m43N7hYyX-hChmDW66yM-w20sWWqW4yCYDW4cnQ91W6rbC7N1BJvcrW3zkhCX4CDFxMf4TcBR_02). More info below, but first…

**HGTV Co-Founder Susan Packard –**Under Susan Packard’s leadership, HGTV became one of the fastest-growing cable networks in television history. In her new book released this week, [Fully Human: 3 Steps to Grow Your Emotional Fitness in Work, Leadership, and Life](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W430ZlH2mG5zgW1SKmry7ZKQg10/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqN3MqpP6d_NBCN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vG6xW4cVgrF8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxN4TKc2lRZJ38W3gFpwh86bCs_W3Sp-bb2nXblyW6RZyyd3MPsHzW8y3Yg5970QZGW2VTtFp3SvJR2W3TdKgt8wTNhLW8nFZZ83z99CPW16Krgg5bKMb_W2z3vSs8q5MmnW5v8qm48KzBMSW8pTh4b8K5sYDW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW51b37t87XcRZW9hRsRp56fKqLVz0PWq9bGHHyN5_6VzJV5ms5N1yf53YVL6QTSgfp5g-B1h102), Packard shares how to improve what she calls your EQ Fitness and apply it to real world business situations. Jump to chapter 4 for a great reminder of what it means to be a leader that smiles (what it takes to experience joy as the leader of a growing business) – then read the rest of the book. Susan is keynoting our [ScaleUp Summit May 21 – 22, Atlanta](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W5fJsTM3JL76rW1-G8nX3xcsJp0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN3MqpP6d_NBCW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW2yw_Bm5vKrcQW6K5tXm5FpX_fW2YwgkH6nj9-pW5CMXdy6QRjVRW6-j9b05p1jT5W3j8fhN3jRP7BW4tLPWp4rrQRyW3dkmN72DsHGkW5-dVvM2-PZ3QW6NBLHr3JRy3XW6SJSpW6NxmT7W4wQkX77k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T81pfpZW96HMvt435vtPW9bNMSr5pNy9QW4vcVx53N1fLDN4C3L4WZpcmqM9ZLfhMw_SC111). SPro and book club members will receive a copy of her book next week for their libraries.

**10 Strategies for Women in the Workplace –**Susan Packard is also the author of [New Rules of the Game](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W71SzV023Gxn3VvbVKQ2NCDl40/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqN3MqpP6d_NBCN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vZsCW54P3H88Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxN4TKc2lRZJ38W3gFpwh86bCs_W3Sp-bb2nXblyW6RZyyd3MPsHzW8y3Yg5970QZGW2VTtFp3SvJR2W3TdKgt8wTNhLW8nFZZ83z99CPW16Krgg5bKMb_W2z3vSs8q5MmnW5v8qm48KzBMSW8pTh4b8K5sYDW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW51b37t87XcRZW9hRsRp56fKqLVz0PWq9bGHHyN5_6VzJV5ms5N1yf53YVL6QTS2Vn2CZxd1102), written for women leaders. She’ll share many of the lessons from this book, as well, during her interactive keynote in Atlanta. With over 30 years in the cable TV world, Susan has been touted as a pioneer, an innovator and a role model. She's been on the ground floor in the creation of some of the biggest brands in the industry, from HBO to CNBC and, most notably HGTV, as mentioned above. It’s an opportunity for your team to receive some outstanding executive education (which you can also stream back to your company) along with a thousand leaders of other scaleups in attendance – not to be missed.

**The 8 C’s of Self-Leadership –**Yesterday I was on the phone with my dear friend Dr. Bill Isaacs, the famous dialogue guru at MIT. He pointed me to Dr. Richard Schwartz’s “Internal Family Systems” framework of [self-leadership](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W21_YTM71c0NqVLxN489bn-TM0/5/f18dQhb0SnG_9jx8TdN81SjwlHyjJqN3MqpP6d_NBCW3hHh9N5zh-NRVnQ9Qq8-tSFwW7Jdk1N32pJZxW1V0JsC8TzqkrVKDZCL2MVlncN2KFPsPHpVWBVHpP8G1yNTWcW54ShQS567_HqW49RxKL2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7MrBkr3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt362hYNnCVHd1b_18dKPTW1VJryk5lX8fqW13bD4h6dkdFzMvf1l46vM8fW6Vgy1Y53LT9nN4bzhQB70Gp2N54Tl4f6kg69W7vwwvR6ygjkxW2Kv8G058hZGfW83pJKZ6wQbPgW6xhDn62fzjfVW1f5Fgg7r6VhLW2Kdz_f2rHGY_W53X77V5mxn4QW7v42PY8nDXSjN38H3y8w-4N6W7lYsMd1Hr_fpW7KHlfF7PmPYbW5dk4sQ4PxC8jW448jnB3vd65QW4WXgCP3VVjBxW49X0tl4QDgwJVWWlch2RPHRHW3w4Xcx1vP2QLW3xX-ZS4GPg0sW2Lcw858dydS8M4ZDML2LMBkTXSvt12jLHR103). Towards the end of his online one-pager, he concludes that:

|  |
| --- |
| After twenty years of helping people…**The eight Cs of self-leadership include: calmness, curiosity, clarity, compassion, confidence, creativity, courage, and connectedness** (emphasis mine). |

I can’t think of a better list to live by – personally and professionally. Print, post, live!

**And the Best Place to Work is? –**[Fortune magazine released their annual list](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W1wVMJn62N0-bW16SNM14_3lsL0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nN7sSSBrt_yfYW6Blzkd5zh-NRVp3s9r7MbdjPW2LVJT_5mZ50NW5nHH8c4fVhZRW7b9GVK3Dk59PW8g39nr7JtTqnW8lp77b3MbN8NW4pBT3H2V9zyZW4Lkw6t3MbDqXW1QQ4x73jjyH7W3jcy465_FdFBW5KxXB65KDCtZW12tL7f5B4Lq6W7r74zS1FpGmBVj3Lty5tg24_W7XnfJ02VRQ08VRFkK45G18KhW3y9KYQ3dgtM7W5jYkLR3JtjlgW40Ql9w8qrMfVW34W8Hg8BXt9YW3L-byH8JQ5yVW8Mp_Nq8m4VM-W5vCt1r5vNp04W16Yb9r5PWXCTW38SBrq2_FSDvW3Qm9mY5qMzBMW41HCVg5C120SW8Kgv7x428pR9W15-8Rq6wydXJW7SmfQJ54qWs3W4PxC8j448jnBW3vd65Q4WXgCPW3VV5kK1k3nb0W8mhVQY6GKvWYW8Wg2GW86bzpcW92rFWc1qsH3NW8YtcDM7v3yB9W988WNl1WPqF4VpV_Zl4W8jlp111) this morning and the winner is not the typical hi-tech firm with table tennis facilities! Instead, it’s Hilton Hotels. Seems happy employees lead to happy customers which leads to happy shareholders – the stock is up 274% since IPO. The key is CEO Chris Nassetta. Notes Fortune: “Nassetta has worked to upgrade the staff experience **and placed a special emphasis on education and training** (my emphasis!).” Rounding out the top 10: Salesforce, Wegmans, Workday, and Kimpton Hotels and Restaurants. This just underpins McKinsey’s research I shared last week – it’s brains, not brawn, that wins in the marketplace.

**Bloomberg’s CEO Summit June 17 – 18, NYC –**Bloomberg, our partner for the ScaleUp Summits, hosts 18 events throughout the year (and around the globe) for an elite group of mid-market CEOs (above $30 million in revenue). **They’ve extended to “my world” an opportunity to invite 35 members.** It’s a chance to network with the leadership of both Bloomberg and the other CEO members – a very high quality and global group of roughly 200 CEOs.

Global membership is just $5k for all 18 events including their “The High Road Driving Experience” where you get to test drive all the brand-new luxury cars before they are available to the public – and the Bloomberg Gala 50 event Dec 9 in NYC. We’ve also included one seat to our Summit ($2k value), so it makes this membership the best if you plan to attend just one Summit in 2019.

Regional membership is $2500 and includes 14 of the 18 events, the most important being their [CEO Summit in NYC June 17 – 18 (Global invited as well)](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W25zGC-7fXSG8W7HRtR66ry2qk0/5/f18dQhb0S1Xm6Syhq8VVmtQq5n5NjhW1fLZRG3wyCLQW2PQS526G7JfFW5W54kd2MyJZkW5xm26p8s_cZWW1J4Wrj23pc-DW4zFRFJ39KvWxW3CdMRP2Zg2ZXW2gmp1k8cFbGGW1b5nPj5v5Nn4W1L1DZy56Ct-xN5rsrByShmpSW7_x3FB1YBMSjW7ZbbbK5Tn41yW7H-G5Q7jkpVyW2dqrvW4Lg34BW80lfyQ36cNZnW8B5V_y7DNww5V5qN3f32bjvfN3Dq21H3fr3yW8GkKfm2cKBhzW5g9dcQ6BqVw6VVTvSg5gxlWlW31_HbT2Sc4qDMjk-0z2HGQzW1cQ_Zn4Bvb5hW5pVm061GFpH2W1YNpCz4BWLNmW6dy255612R2tW5MxTYq1CfQLhW8pp1cn4nJbLFW89GHvJ6XNbplN51x5S8f-ZfvN5pSwdwPxmcZW3vYSG-43bbF1W6D6HQB31SNnWW21JMn31VP5r_W47XFm_7bgxSjN6HxxnST8m43N7hYyX-hChmDW66yM-w20sWWqW4yCYDW4cnQ91W6rbC7N1BJvcrW3zkK4y4CDpVGf8mxD_B02). [Here’s a link](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W2t3wk44F5_8dN6HVMXyDMbYR0/5/f18dQhb0S2C76_YdR9W12Nv3S54Grj0W2B6Bmx8bdrvHN4kDywBf00FCW2GKqc87mtdd1VKh04z6zDKdGW7ZSZF43rR0VNW37R7gd3_5wL4W6ylqcc6t6NQlN4pXPRjW_1CFW2bTRgG9gNm6FW6pGsSD3VJwwJW6p8J3C44szv1W9d8ZcZ6dy2lTW4zJ7785HlrJxW7WDCnm3spSXJW5Lfq_m5cMw2HW3GTpS_1tRz1nW5K-PGQ1QSQk0W9bxRpK6dGBPGW3QZ4Vj8zG2xNVJPvfZ8l6fD8V4JPcY4llflmN7XWCvS8Wk8qV5v7r215LbHgW11nJfn4kr8rZW1NQ_Cq43DfhWN3wR8Rj_4GJZW4KvGZJ8DlC1LW7qYHNT3p2MpzW8kY7Dj4bB9FQW2JBB_68kTGd6W5bSs955Pm4d0VcsTS58jCnWBVfDmjB49RnFxW7kjs1v3N8F-yVFhVnr1XyVwfW7-fsTR6J0Db9W2mdmGg3kbQ2rW8_1TtD8DxfFyVrbpDr5TmdTZW6HVfhc6C_YNDN23FzdgJLHZ0W8S8jb02JGRS8W27NT-D4wdHPYW8Hz-vG3ldQmTW4yC1Ks4lcwYQW5NfG031H-_-CW4k40nn6YR1jNW378tvp49MpwSW6gxYc52XKWb1W7QBF-L4yFCrsW7jmN-D3tqdv2W81SQBx6f7bLYW6Yxf971ZPQPhf7nzP9204) to a list of all 18 events and locations. Attending just one or two is worth the price of membership for Global or Regional.

Please email me [vharnish@gazelles.com](mailto:vharnish@gazelles.com) if you’re over $30 million in revenue and interested.

**Create Yourself!**

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W3jjKKw4lJC_RW31BCd-5FZP_P0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqN3MqpP6d_NBCN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW2yw_Bm5vKrcQW6K5tXm5FpX_fW2YwgkH6nj9-pW5CMXdy6QRjVRW6-j9b05p1jT5W3j8fhN3jRP7BW4tLPWp4rrQRyW3dkmN72DsHGkW5-dVvM2-PZ3QW6NBLHr3JRy3XW6SJSpW6NxmT7W4wQkX77k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc3-kyq4W8rqdmG6XgcQ4W8LNStn2PYn8LW8wR-SK5D1FSjW8Zdm6W3QzSg8VQN_Tj55Qn_Gf2SX1M404).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W68WXT66Z4tvvW2FSt6f32-n450/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN3MqpP6d_NBCW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW2yw_Bm5vKrcQW6K5tXm5FpX_fW2YwgkH6nj9-pW5CMXdy6QRjVRW6-j9b05p1jT5W3j8fhN3jRP7BW4tLPWp4rrQRyW3dkmN72DsHGkW5-dVvM2-PZ3QW6NBLHr3JRy3XW6SJSpW6NxmT7W4wQkX77k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T81pfpZW96HMvt435vtPW9bNMSr5pNy9QW4vcVx53N1fLDN4C3L4W-nv60V9ZLhm2g8mjT111)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*VPc2gB6w5qFSW3_LPcY2n48Kd0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nN7sSSBrt_yfYW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGBG1nPDH3W2x-ccw7d094fW6G7Fbl4DFfS3W6Q95Lj64cZB3N1nKFZHPfd3wW3r-yJL3TDbv5W2zX15w65kZtLW5DQBNR4L7mhQVbHw0t160k1RVcGLHF37tXLmW1pLj3B2zm2PlN2T_RR12wH7ZW65jv6N5cl2VVW87TyQB8yw20NW3tjx3H8n4LYbW1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD47PZ9RW8Zcng23799vHV5PCR71_7lpSW6KT-Xf79X0nrW87Xd261NwBMnF1MVsRjylDyf4S9GF003)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W49525V5VRsknW56j7gf5LLksM0/5/f18dQhb0Sjv98XJ8hgN81SjwlHyjJqN3MqpP6d_NBCN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW3Yd_bW5FFcCnW8gNchL5kV4lWVP4HB165lyTCW3H5dTW5GJdRsW5DLf268wwW_VW5hhd-b5kfRm2W5gmxw-36Yr_cVH9V4t8lvH1cW8lGVWS2Y_sWgW3V_RS-3RnxynW8JsHZY41W6jxN8n3Nl6x_QkyW7K_mwH79PS8yW73R1h2224mr5W6pHKM0770mwhW1YYM-N7zwg2vW1wRS6N5d0zyJW87-xv36dSg7LW8bYP4X4XZ2JkW200ksC23VvsYN5HjFDLcYJKQW7dJ18n6Hprh-f2L_pdx04)  
  
[15 February](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W6NGXpj6JVfZFW10Ys5G348qPK0/5/f18dQhb0Sq5C8YXMXYN81SjwlHyjJqN3MqpP6d_NBCW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m1j1z30W5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SN377W3Vf6wH2V2gjzl3rFgw-W2xTY4J6NS4nTW4L3Pbb7c_5tRW4LKzvP8qQtZjW3fFVq961PQzNW7dKFwL8KfPj9W3fWCp73g7QLrN15Q4D8DyR9wW3KzFSj62GvFyW1dRQXx2yZ2w-W2HNphc8rB1lZW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3Khv_4W4J35Sn2N3p_1W8YKvvQ90LDv5W3yywYB4q6-ynN81BgJXVFSPxW6WPV8m3bGkNXN73Q0vR1-JgNf7cwXPN02) - Masterclass Scaling Up Amsterdam (in Dutch)  
[19 February](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W3BYmp-1XcZW2W6rn3ty598c6T0/5/f18dQhb0Sq5C8YXMXYN81SjwlHyjJqN3MqpP6d_NBCW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m1j1z30W5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SN377W3Vf6wH2V2gjzl3rFgw-W2xTY4J6NS4nTW4L3Pbb7c_5tRW4LKzvP8qQtZjW3fFVq961PQzNW7dKFwL8KfPj9W3fWCp73g7QLrN15Q4D8DyR9wW3KzFSj62GvFyW1dRQXx2yZ2w-W2HNphc8rB1lZW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3Khv_4W4J35Sn2N3p_1W8YKvvQ90LDv5W3yywYB4q6-ynN81BgJXVFSPxW6WPV8m3bGkNXN7GmMyP1-XY8f62dxGV02)  - 1 day Masterclass Amsterdam (in English)   
[7 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W5n26l11l9XpCN8VgdPfMcrcf0/5/f18dQhb0Sq5C8YXMXYN81SjwlHyjJqN3MqpP6d_NBCW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SN377W3Vf6wH2V2gjzl3rFgw-W2xTY4J6NS4nTW4L3Pbb7c_5tRW4LKzvP8qQtZjW3fFVq961PQzNW7dKFwL8KfPj9W3fWCp73g7QLrN15Q4D8DyR9wW3KzFSj62GvFyW1dRQXx2yZ2w-W2HNphc8rB1lZW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3Khv_4W4J35Sn2N3p_1W8YKvvQ90LDv5W3yywYB4q6-ynN81BgJXVFSPxW6WPV8m3bGkNXN73Q0vR1-yGJdBP89w02)  - 1 day Masterclass Amsterdam (in Dutch)  
[7 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W1Qwnfw569jfJW1xJR_z8HjVCd0/5/f18dQhb0Sq5C8YXMXYN81SjwlHyjJqN3MqpP6d_NBCW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SN377W3Vf6wH2V2gjzl3rFgw-W2xTY4J6NS4nTW4L3Pbb7c_5tRW4LKzvP8qQtZjW3fFVq961PQzNW7dKFwL8KfPj9W3fWCp73g7QLrN15Q4D8DyR9wW3KzFSj62GvFyW1dRQXx2yZ2w-W2HNphc8rB1lZW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3Khv_4W4J35Sn2N3p_1W8YKvvQ90LDv5W3yywYB4q6-ynN81BgJXVFSPxW6WPV8m3bGkNXN7GmMyP1-S6vf45h9Lc02) - Masterclass Scaling Up Amsterdam (in Dutch)  
[Start 25 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W2rLxq86rTMMsW5rd2-n8h6QKn0/5/f18dQhb0Sq5M8YXMd0N81SjwlHyjJqN3MqpP6d_NBCW3hHhbc5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLjSyTyGrZ4LNryJVgPfZR5mNLNvW2wq5nC8XWFDFW7NYs6s2KGTHcW7BVKlW8YwR7jW1bNnrZ6Vn4KkN5_TVzsvXGnxW70fl6p7PJ6bdW2gM1cw1VHbdHW1ppLWD6yBPJ8W36mxJC24ZF-xW1ZY5-P46GLf0W6G2lbz7NMdQNV4cNXy75WRHJW551zNS1FkpZ4W435wwH1XJ_55W5V0xzC3rt2tSW1Wnw4V4gy9mTW4yxlt21sXKQCW6Cj45X6BJ0TKW8Xw2nl8TVc9tW6sFjZX5dWYS1W2DlT4W5ZBtBfW4d27VX7rDc4GW4ngNRs4cXqfkW91CGX05gSHY5W6H5W1X3nSW3FVVR6H24q1tJVW93G66r1TSGdLW33FzxD7334cKW1nCrbg6vbYcNW5Hkj_X8-QHYKW6VQ0H81PFfdmW63ZQ-q3NWc-4W7LD3zs5V9WFRW3f5_rb6yG6lMf3Lg7Rx04) - New program: Scaling Up companies Core Programm in Amsterdam (in Dutch)  
[26 March](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W5rZNNT3cGNBqN8WmW80r77410/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nN7sSSBrt_yfYW6Blzlq5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLx3GW3SLYcb49bzz_W3MbN8N4pBT3HW2V9zyZ4Lkw6tW3MbDqX1QQ4x7W3jjyH73jcy46W5_FdFB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGnNn5smWW8mFZz48q-1tCN2VSctPRFkK4W5G18Kh3y9KYQW3dgtM75jYkLRW3Jtjlg40Ql9wW8qrMfV34W8HgW8BXt9Y3L-byHW8JQ5yV8Mp_NqW8m4VM-5vCt1rW5vNp0416Yb9rW5PWXCT38SBrqW2_FSDv3Qm9mYW5qMzBM41HCVgW5C120S8Kgv7xW428pR915-8RqW6wydXJ392FRmW54qWs34PxC8jW448jnB3vd65QW4WXgCP3VV5kKVhR44R8mhVQYW6GKvWY8Wg2GWW86bzpc92rFWcW1qsH3N8YtcDMW7v3yB9988WNlN1WPqF4pV_Ylf3Pb_Vn11) Start – Year-long program (in Dutch)  
[16 April](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W84b7Ry7_DtrBW7ShWdh4VhsSj0/5/f18dQhb0Sq5C8YXMXYN81SjwlHyjJqN3MqpP6d_NBCW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SN377W3Vf6wH2V2gjzl3rFgw-W2xTY4J6NS4nTW4L3Pbb7c_5tRW4LKzvP8qQtZjW3fFVq961PQzNW7dKFwL8KfPj9W3fWCp73g7QLrN15Q4D8DyR9wW3KzFSj62GvFyW1dRQXx2yZ2w-W2HNphc8rB1lZW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3Khv_4W4J35Sn2N3p_1W8YKvvQ90LDv5W3yywYB4q6-ynN81BgJXVFSPxW6WPV8m3bGkNXN7mBnxj1-K3Tf7D8b3702) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*N2hndQRVJDjcVW3MM515JBHL0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN3MqpP6d_NBCW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppFZW3Gldjx77LSy5Vr33Lq5dqzyvW6f6xCf9kF0SpW8jG8mb7VJKk6W44VVSJ9lt6v8W5qGd2j2wXStlVkJsgq6BvWtbW6wyDDf3BtSWQW5-GTWF9cCDXNW5nHzdc56mkTrW705-gr4PMFfkW1c0Qw23qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM7x2WLzfpN3QbHVHQZmKhW58f_Jd70R0yqW4X1hR07nG6MbN4f28vsVs7V_VVmrwJ35jxy3102)

[Research Triangle Park, NC - Feb 19, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W6x9KmG6X99SPVGbNXs4gcyph0/5/f18dQhb0SfHp9dK6CsN81SjwlHyjJqN3MqpP6d_NBCW3hHhbm5Cgxh0Vp3s9r33k-qrW2L4gjF56kVFYN8Xl6QDJp4YxN4frXJ8lV5WhW3vBMFP3gk8kdW61b1R51dDK5DW1Y-fcp208QfYW1ZXh3T1FbDlhW1RgrhY7HC-x_W1G54Wj1-ZTqHW24LQHX1QfrzxW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1FQ2tqW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqYnV2T0Rs51KK23W6yqJNq5_N0_wW5K_zXK3lj2tvW3blhRk3Yd_bWW5FFcCn8gNchLN5kV4lWP4HB1W65lyTC3H5dTWW5GJdRs5DLf26W8wwW_V5hhd-bW5kfRm25gmxw-N36Yr_cH9V4tW8lvH1c8lGVWSW2Y_sWg3V_RS-W3Rnxyn8JsHZYW41W6jx8n3Nl6Vx_Qky7K_mwHW79PS8y73R1h2W224mr56pHKM0W770mwh1YYGlNW3Rd9xr5qv4fvW7jyvqN44-Mb3W7QZScP8Q0CbnW78wLvB5Jy8FqW5KvttL2S8xwjW4Pxhj53DlwBbW5jcBC154gmsn0)  
[Sydney, Australia - Feb 20, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*VvmNH98Rp1FBW5btxN03qd9K70/5/f18dQhb0S65P6v3C7zN12gR6GlMFy9W1mNZwG1l2XGGW8V8P2M4JT1MzW6k33Q21cp44wW5kTPJT5pnz38W4n9g192JRQ0WVYNghT5n1vkLW2NP4Q62ZFDyyW733rKv6DfVcpW6HFBBS8Nr3qhW3MdH8h2jPvVpW7z91996RcxlWW4NYvVh5RxJTCW50b5Hq5llWq4M27nSW8Hbj8W7kk0Z21T3NdfW5W1l0G7NmNM_W71gQMy5y-pKyW1PwNft5r1-K4W6XhlNx7WchBgVNQYY-317vjbW7-B_C_56_SWMW6GTfH83_pHdRW8gy-DK3wPtCQW3D6ZsN7bD3mtN7gYCqMjhSnLN4fQNZp_m-VJW1dtCM872RGxBW22TLgC13T2WrW3-pc8Q3M4ZJXW48bDQQ8dx6MHW2PB7WY53g6ztV-Bhqk3FKBlNW1kWDzt10C6q2W4gPxTW3ZWHDnW4KNtMk7X4zYMW8lNT7N7bBq4VW1hjh0W6j1Zj3W7dbwp71Cm5C1W29dJHz7v8lRgW6XRFXr7BNL28W6PP-R739_7nbW7M_nV33bnVS7W4wtqLL5mSXNDW7Kh5RK8Dr_qhW6nCzS84CzkWfW5sY3HM4Dv3fpW9kZJdK9b8dDpW4tQJT881dGqbW5_W6B52BZ-QL102)  
[Dallas, TX - Feb 21, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W867dpS7P1nTrV75YVN3FY-0r0/5/f18dQhb0Sq5M8Y9YL6W6KB8JF1k63-nN7sSSBrt_yfYW6Blznq1Nvw7TVLDpF18BT75dW65HGXH63kvT1W1qMyCm63KFFGVSbFwS8tBV3CN63l6p2SHTB-W3J4F3X5v7vnzN61TlzzXwPZMW81gM8-7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7CYX_BW3JxjMn8gjY6LW8WBKbV56sy_8W2NhXFJ5l9jpSVrJY1q1HdWFKW2csxfH6djHfKW9fcKd-57jthpW3px7Qp6YvBNcW9dCbNH30mJRTVHCy181jM-6qW7LJvs27pYHvjW52N27258tblzW8V2RXL2RvXs9W1V7FBm9gg0n5VvP9qH4R2QDhN4lBZ6Fnpt28W6t_Hvd8Ph58-W59Bvzg6f_79HW45yhlB7x2vZcW4Wpr0C2cyH2GW919wdm9j_8hZW81CsXP6-MgxGW8mgYSp86pp52W3gym0N5S3hSXMdSQk91_PZXf42z8wX11)  
[Hartford, CT - Feb 26, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W5j12y65vrRBvVtcSwm7BRZfH0/5/f18dQhb0S3_-6XvPVTW12hc0N2vPRMYN7cdnqWG90DKW3_gr7Y2xZB5VW6GmGt48phNTFW3nKT4V1JT8W5N7db3Sygv9sDW220wtl7QMQqHW3BGSgJ2k9dKxW4qv_NJ98d9_rW5fYGkx7P0C76W2Vz79L3byJ7xW4zkCPx16zVtvW1q4dtz6CG2zrW5qVC155q4J9ZW2Lb2nF5WM0XwV7Jgqz7CxtZgV3F1_-8fXFk1W5Lm_Yl2V2bjFW38nfy63cbHQNMFX8B1qY-B-W2Qwx8l7Bv4CCW90nZX65B-qYVN5NLHbpCbtClW78zhW_8hVhlhVZBBtl4GK0zkV59HYs1Sbw3RW4gk9BP8PWRpdW4V-Pyt4_gLPSW5HKJ5R7yDP_hW5pc50h5P20spW8m3QXs8_ZrlHW3KDt_P7RlbFFW3H0cnJ8JshqrW6HhXhW6Shvh2W3mT3VJ35Xy_NW5F2_MC3Pvgm2W2YyRqb2Nw8yrW9jV82-1QzzNyW5NXYp7333hRXW8vNC51721YR8W735SWC4pl5D2W4yxySz8fMBR7W96db865Fqqp9W2jxFKl4BSRFhW6bDrr98KDtTXN7szXKbMY0ldf77M1yX11)   
[Los Angeles, CA - Feb 28, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W2KJmd_3QNCxdW8xF2Nf7TmBgr0/5/f18dQhb0S2z-6XNQnnW128cMK36TzchN4N7bjjH7NcYW4djpP86n4XR8W5TTPJ45pX9nSW2wlnCB8_H5LpW8_dZRV6rN6h0VpLkMr8NGHSCN1yxMB4p0CG0W1QHHxw8Ytv7rW2cSFpC3yZw2hW70kBlc5Rrk4QW4p_ySF3kkXGmN9fV4pBRdqP6W7wTg993MM20CW2_WjFM3z2FYKW4NPNL93LBycZW6cLydX7sT0kfMNM0l72BxT0W6CZndH7-6ZnHW8_6yDS5YLSDTW64yT9n1H8xdXW7BNqN84TFqvGW3_hr0P4BgtlTW4CXz8N3LNRDcW71dXgq3FkJklW8Ytjbv47vK-MW6gCMLK32qdsbW3HBvz736gW6_W94Jc7H77F-8RW5v8pX95rYFLtW80p05-5SstFQN55RJT-srNx8W94Rqk72VPxrbVm3WQS9bHYjTW5PPjyz12S9KMW15hGZ06m8fBhV2zWsg3ynLQgW76xy-x6tBJM7W8_Spm96DHLC5VPLyQk3JwG8kW1S-Bz_6CX-CLW6RRx2j11GknCVzQKDB7c_TNmW3-1xXk3QpT53W70NW7N6LYRBjW41yB5P6mHhn_W3c073T3trVTgW3-ZJ5D7hk0CGW62hNm05SbNFNW92b1Lv4Hxf9GW8SbKl23ZjwZ2W57cCq_44VGmQ102)  
[Delhi, India - March 1, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*Vywx8-6ydTJ7W5Flx196_hv5D0/5/f18dQhb0S4002dYTssVWnCxp60Ry7rW53mjsW2wBRmxW3TmvMF38RWYbW3Vv43m62RPqhW8mgGc9933rjKVSysb147Ryp3W18pNwv6Lw3ZyW1yPfb22YXXyLN8fr1wPTW7nZW7X-vhm2YQvX0W2vQx8d6qlz5KW1sFWgp588ch5F2P_srKdfDVW5MwM794Y9qgyW2H7Czk3pBpw0W6ctRL92lCkm2VSNqLc160d6LN8VC8yspW62gW5r9pPK5j71L-N2K2r6tYNrVfW7X3Qz54Jd7kzW39qzwZ52FnwBW88HHvH6H5c8RW4PS6hM3Cl_t9MZLCQ4zNsZZW11H_dZ4-_FdqW7rwMM18jw5Q4W6987mg2v4PKWW3Th42S3-ZgQ-W3CyfVh76flLrW75zP-k7FXryzW30bDBV373S1PW34pNWz6-z7mKW32nF981-hPLGN64ZFlfmYF5CW49s2F86VygNyVdhks21zFPZPW7qqG7d4D05pdW6Nf0zY193t3pW82thb18psfGBW27lQg-3rwV92W9d7lYW5J1ScCW57YchL8YWrJ5W7B1DmG5fW_3yW7ss5sV3rMMMvW8X5Y5N7M0W91W2D2PvG5-6hvTf56dWZz04)[Sydney, Australia - Mar 6, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*N207XThg1t6BN46F4mYdWqkS0/5/f18dQhb0S2C87BfGH_W12Nnww2_V4xlW1fDwsY7334pgN8Dsr-FqN-Z7W6wwjjg2x-ccnW1qHj7n2QkJhfW5D3CKz4qnW4mW6XSCfH7Rd565W1xFQDX5fC_x1W1P_76l41wnwSW8hXwlr6-BwRFW8nR9Q96Czb3GW6_BHgC544wwSN5dfwpp-Xhp-W2b9Lsq63RltGW7Tv8gX5q-PkRW22QNzt95LD9vW2vLNbz51zkmTW2rt5sy1phr_WW5YJl2J77kyRsW2_0lXH760gMsW2ZSZg92cFm0pW2SjFjw5FwQjJW37lyBV8rS-PTW91m0yX3CDklMW7g_mtb8mJMn0W2HYz_P1SVHMSW2ts96g4wQqbxW4gxS9J35-RHKW6LzT4X3yBT31W6Kvbb87Gpr9qVnN11d8bqVCpVRMH-P22NCcTW8N56WQ228VZqW8Q6QlC47JtrpW5NrtqL2blVYzW5V8hCN6qBHRsW3ZBMVp171033N8kDkb94GCNpW78G1bJ7gk2lSW7Y2-Gp81tN2GW31m_LQ2JCr0GW6RRw_Y3_ZN5BW8Ng5NW54VZzMW3N9yPh3QpWFyW70Pk7Q6LZfgbW1WT8cR3bZqjfW6SH4M77RCBy4W1FNZD32jNjPXW4H2sN090VZ-ZW5nBcvG7jrbKkW4x4hY-1Y9t6dW9cf7My4pShKt102)[Madrid, Spain - Mar 6, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W2xSf9y1J7gR-W6mh1VJ4PmSkz0/5/f18dQhb0SbTK8YHs9vN81SjwlHyjJqN3MqpP6d_NBCW3hHhb_2P7_nXVcnTGj992gLmW4vFj2N5DjQXMW7dfwDB5CRk-9VbQS8f6PZpGLW6bnMSw7dChrhW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD202W49WVsf7D4qvhW87z_Yb7P1-wWN33FK-yqPkxDVnjZC81GXn6jW6ygQ5j6VhMxbW7HQYnn4NQ-ctW4gRHPD7tBZnkW7L1_FQ8WXN1XW5NKZmx7H-_8tW7HvsFV7HDGK3W7qbtvx76lmczW2csk6412l20bW548s9K7w49fQW1G9XKR860gxlW7vBGfP8352X5W2p8_TT7-cq4LW46m11T3ygvH8W8c3mpl8hdNDGW7ykhcr2XsQW8W95_hT92LdjVlW3GgZsb21wjDDW8zyn3b4qvzSPW3Bg3_52RPjzDW7yPrY8647KMkW2pglVT6vc-Z6W5dmrdx3fD2h60)  
[Melbourne - Mar 13, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W43VjN56NdnzQW5HhJ2_3x8xlY0/5/f18dQhb0SfHx9c-lkYW6KB8JF1k63-nN7sSSBrt_yfYW6Blzmx1Qt2G2VLDpF18CSvhfW8BSwp561LyH0N1nP5KBRzbH6W8B-9dc8zTMKrW64JpkH5s867JW1rfXn08r4KPlMSbFB3RcgcmVQB-Hq8rZZ4wN3P_c8-Zwq7xW1p7-Tc8tZDljW3knXG15wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7dDxTN7mWsnXW7dzcsS51vDDKW6vYDb47v70tSW67tZkq2w7MhLN7CGHpxghGNhW7cvxVf8q5qBxVVQf4X5vDhTYN1kf8k8XnptgW3ltQhq4qWF1LW37v17c97kywQVXwv906S0S1dW4wVL6F964Z7zW62JZ481mc42jW2DwwNc66hxvjN5sNv9ZMqcnJVZRYbC8p0crHW5H-npx3MgTCmN99q7TQ_yYmLVg_MrX8GclM4VPNtBv3CVWzHW8csLSq1036f7W3bSmn08f36blW5G0__s1qZLG3W4r5l5j8Jfz7HW9dWjHY6K5trPW4Cp4Gx7msrh0W6XGVbM6B2S35N2h2BPTtJCL4M3_BWYFTKLb111)  
[San Francisco, CA - Mar 14, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*VqtQ8r4ZN9zVW7MX9tR5GmLph0/5/f18dQhb0S4002dYTssVWnvW_53xl2DW53mjs01gPdkWW3TT62S1Bqst5W9fJS5l2KcD9YW6JXsmY92FnyxW68WrFC4QQ1cjV1csyV7QMMBsW6vn6RF6lN7-YVx4Sqw268WZPW4F3TF07dC9_jW6xsLGL2ygw3PW8RvrL07tQ4C1W2vmmr33RcHrsV8hF955PVKyKW1-sysY1FZj-MW15R3PP635s0qW7ksfM66088SXW2C9RS73wzWgzW1y7xC21DCTGwW6P0rX32t6l5LW3lWrLr7DdFBRW53Pmlm6v0RCbN5dHTtQpW0gTN7VvhRxsj1D0V6twLV2l4sMgVwSJTh8PJn-7W6y93F_9dFP_0W3Vzpwk2YQQYwW82V6dR1QJSLfW6vQDTt9dcF-NW4z3sjW686P0SN1kDTzrQfLvYW5tFbn322qT8_W7NrkdX5pTl8TW2tVwxc2wg0x3W3gtY6M6VSWm3Vbz5701FB8yzW2K5q1q6nw9XJW1HRkzQ2DyMlXW423Q4R8Vh3dKW1SzrZq3rtPPWW2bR8D-2RxNbdW2vpXNS6TJ5ZNW8sBh808Xd1LPW8BsJVK7s459nW89rK405G31nkN87QFsXKhJ3Sf56dWZz04)  
[Sydney, Australia - Mar 19, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W7lKjhH5n93xyW3h4bqg2f9HhW0/5/f18dQhb0S66Z6XvPVTMVq01zSJJCDW2vVT1b54krV_W8Y_QZQ6Gl_c7W8Xx1cc1wgZdvW6pcShd8LcPtMW1zcH488wyBMbV6x8C28Br6TTW474VnD3l370vW4D4c008NcDwtW1PSw3q6Z6yrbW5z7dNS4tdtvGN8wNvNJWS_qPW3BQjky4Nf0BNVk2rYx3-KmNYN1pQ_q_Xc_5KN81cK4Nh2vGkN6Z77Wq34QkkW50RcM14BFhpDW8gmVpH3N_LZ3W47Y5-c6BWTKMN6DbnBRRrmRkW7yGMnz1V6Y_0W5YDD1V19S3VdW8vhvbf73NQKgVd0sDY1HqphLVpFvdB59b9LwW5p_Kwn88cqrdVRxjw-6h93wDW6wj4201-cS5fW3K58zd8vY9fBW87h_mv7NHYmMW61bkdD8P9xmRW6pJp-Z7zT1VfW8fbL_s21nXrwW7wpfwJ4VCHPfW80Ngcp32ZhT7W7M9JQQ2ZMd4gW84pwDW5CDVV7W50sgft1D84rQW352Xjr4tFVtDMcsB4CYwv4kW50DLV_8fQtttW7rHsxB8kCmfVW1vPP7P4fP2JCW4CfKBZ6WFBRFW7yZ96Y6qBBNfW95jP_51QHK89102)  
[Los Angeles, CA – April 11, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W7cbWM11QkjmdW5rp_QD6mlrXk0/5/f18dQhb0S3j46_HXFDW12NPc35VSbpmW5kSDKl3dcfcBW6ndWnG3pgbzSW2LC9sg60Ff55W8Qk8GJ85wLHkW8MhG2B24HqyrW6ncZ4H4jvP92W5KkHWp9cjwPHW11wDdg318pfcW8fs55f5QxVs9W96KBQX2Xdf8FW2TMtBf6ZMf_dW85MQZg6pV5zlW4W6wsN7pYQxSVlDDlR35dfb9W3fKckW8c32s-W8wM8sp5_QxgMW3JFG4g7vzFC8W5Wj5Rj3RPBJRVDM6Sv8j47j9W2d4fmq3KtwSYW2-qQbJ2pgv7GW3DZqq56n4GCTW5wFGGV80QpwmW747lHd8frmQbW47V2Hm1Tv-yQW5nJCzB7Xcw5nW5SS-2N2xRhfCMBFc3Q11YWKW5dxMfb3MMg7zW6PvQz34hdngxW9fxvrp3CfFBCW8bfrq-3N8FBcW2-S1mW3RDfWgN5b5PJbNhRVrW55V4Nk49P1C0W4nLzJ14qL439W2ZZs5n57CjGYW7h-Wx15fZynFW1hpg5m2pVr2gW51gRK44jzjhtW9bsDsG1lfx8nW6K9p3H8dJQqjW908dpN7C54BjW5-x_5h70dFm0W1TmwXv23cCTTW1Zr12L3ng0yNW8zybMc78s4xhW5tQ7h918pqSgW8Sh_tH3hyw7sW7sm7KY1P5_GJW2_-_Rp2DDMk5f6D7jC804)  
  
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[Master of Business Dynamics](https://hs-4727286.t.hubspotemail.net/e2t/c/*N2-jlmZjRQGkW6kVWXf75mqdx0/*W2gHVff3bKKDTN2kW5qfNfg8m0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqN3MqpP6d_NBCN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN1fL1QKwts8ZW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW4W9-ml5mKjF6N3kZjBHz74JcVYSX-57m_B1RW5c8d-S377W3VMf6wH22gjzlW3rFgw-2xTY4JW6NS4nT4L3PbbW7c_5tR4LKzvPW8qQtZj3fFVq9W61PQzN7dKFwLW8KfPj93fWCp7W3g7QLr15Q4D8VDyR9w3KzFSjW62GvFy1dRQXxW2yZ2w-2HNphcW8rB1lZ49kJ93W6fVZ9g1Q68w6W1MMh8v3gvt5mW63K13Y60T-4TW3L4FdL8rTsg-W7mtWSc3-kyq4W8rqdmG6XgcQ4W8LNStn2PYn8LW8wR-SK5D1FSjW8Zdm6W3QzSg8MQN_TjFJSvSf2F3MK-04)  
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**02/22/2019**

**Australian Billionaires; Maddock’s Plan D; Oscar Winner?; Congrats Gunjan; Vegas April 9 - 11**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**YPO-Only Scaling Up Workshop Las Vegas April 9 – 11 –**YPO has a few more spots for YPO teams to attend the 3-time award winning Scaling Up workshop “Making the Rockefeller Habits Rock” in Las Vegas April 9 – 11. YPOer Reza Etedali is the Day Chair subbing in for my dear friend Wei Chen who passed away two months ago. For more info email Emma Fenton-Wells [efentonwells@ypo.org](mailto:efentonwells@ypo.org). See you in Vegas!

**“Free Solo” a Must-See Documentary –**Expected to capture the Oscar this weekend for [Best Documentary](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W9ff3m28xjV28W41lK977N-XFb0/5/f18dQhb0S65P1QwldtMWn-zSlMRnGN4Sb6X-Wmj0VN6T924pT3xggW3Fb7mW1cD66gW12JqFG8Hcj6vW5JhCBr8DYvBdW4JT3Wt5SRj7QW4G4Ycv6vSlWvW81ncpC2VwtNhW4wDlvn4WkVnzW93Vrr99bF0RfW74p0ZK8-C1gZW6lV5K79kyj61W1HmzcZ36n8SwW3CB3534ChZphW7Vwhc12S9bPBW4v-Cv_3jpxsWVVvtrm6FJXkrW3gRVvX343sshW19cl-l3yx-3HW6rPK-J34tTrtW27S-DW13XG2JW50FmxS3FMHTdW5ytDB6213f1jW42DB5b2m33lMVrtJ6H1ZwVkMVkcMk-2L1P5NVMdKbn76Ml7LW6C7K688rg-qrW7c2TVz1D8NcFW1V_9HC61wpM-W6Xjs_31MrS9fV4kjW64pGnYZW590CmL5KLll3W1zQ19B18VVqMW8W4w_S11xsGxW3HVqp382J91jW579qq57CS5cDW2d3QDG4vKSlXW90yRM37VjYwCW6xv1-x4jnKzBW7yF_mC6HVCzYW7v5fdV8dNJJNW53ShDw8ttllyW6fP_wt70Ppx_W7rXHV5338W-hW6qMWwP4sG_h8W6Wpn4v8JFqwrW1Dg86W8fVQ_Cf685Pgd11), Free Solo follows Alex Honnold’s successful scaling of El Capitan without ropes. My 11-year-old son Quinn and I saw it last weekend on the big screen. We both LOVED it and were sitting on the edge of our seats the entire time. The big lessons for all of us scaling companies?

1. **Power of intention (BHAG)** – it was a 20-year journey/goal for Alex, involving 8 years of preparation – he kept his eye on the prize with no deadline (most think BHAG’s need a deadline – not so)
2. **Only taking calculated risks** – with camera’s rolling, Alex stopped the ascent a year earlier because he wasn’t fully prepared for “the Boulder Problem.” Again, keep the deadline fluid and as Jim Collins calls it “shoot bullets before cannon balls.” Test before going all in.
3. **Preparation, Preparation, Preparation** – every thumb and toe hold were choreographed, practiced hundreds of times with ropes, before he attempted to free solo.

Successful leaders are NOT risk takers. Instead, they do what appear to be risky things but with a plan A, B, C, or D. And in Alex’s case, he needed a gold medal performance, or he died. Enjoy the show!

**Plan D by YPOer Mike Maddock** –  
Mike is a great speaker, writer and friend. He is also an internationally recognized innovation expert. His new book [Plan D: Lessons from the World’s Most Successful Disruptors](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W4ppNG01dbHnjW2hFBWQ8dNSLK0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8pTnrx1qwqkWN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vG3TW1TxB6m8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXBW8mQMYT7NM5zGW4dDvSk2x-ccwW7d094f6G7FblW4DFfS36Rr8pZW8LmN4l4T-453W2Jxf_G8r6kn9W95Y0-12zHWwxW3sg9ZB4XRGjNVcyq2f7ZnpkhW4sBglt5PStbkW260-3V1xqWHzW3Lp1wj5PHXtBW3s26cR3KV3tcW7354XC4VsDdfW6Z4q863Sq4DsW8n4LYb1VtdWZW2jLVjf22TNxnV9Mb5m46SFhxVRb-Ys64RB37N8y_DL1n5zc7W480YZ293PsCRW5j_vT959hjH7W8rnV8D8Z60tBW97qcKV3v7spwW3bGkNX73Q0vRV1-FNY9cM5sS102) is about people that blow sh\*\* up for the good of the whole (That’s YOU!). Three quick takeaways:

1. Under pressure, Disruptors have trained themselves to think, see and solve challenges differently. To many, this appears to be instinctive, but it is a learned practice.
2. Disruptors use simple, repeatable frameworks to move faster and smarter than their competitors. This book is full of them.
3. All extremely successful people are either chasing--or being chased by--ghosts. This can lead to scary and sometimes tragic outcomes. But the healthy Disruptors have learned to use their ghosts to give them an unfair competitive advantage.

This book is practical, funny and candid. Grab a Kindle version and enjoy over the weekend!

**Australia’s First Tech Billionaires –**This [NY Times](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W8jK0mm9jYRK3VQ-ft01CZQ4q0/5/f18dQhb0S65P6XvPVTW12hl181fpngsN474q--G8Wb8W1_Zg_q4D1x7hW52C6B35n1LDDW7xb2pZ55DPLnV3c_DR4NwlKhN5JcpvFyn41YW6T27Kr211vfnN91fwSj7w-JXW8VPd8_4HdpxwVvySqv37VjTNW8Wdc9R81b-kFW4rjDMg1Yb3ZMW8NDgd47rBP1pW3jc0WS2yKfJ0W3n62gn6V-JHMW4H_FKf5sKd7hW5-_9dh37L-LpW2Y3qRj7cnMjsW1NVXwH474RP_W8MbtTG5SX_pxW4jvSFR92KzD1W4c3K3R4HHDvhW6CDHwc6tklM6VNJ6kt9hl-FTW5QSX_56M6R0CW759YMV5GpXfwW4d7K6p8Bm4JgMxpDFNRvBvNW2G5CjB5_3v1PW2XyQY66p8vF9W7cJXT07nh7nxN3vJx1yS1d1rW7XBSld41PP3jVrzZ5Z1Xpqq7W6HW1Y96Y5jdyVvh3LC6D4mlFW65j8dD6xSj-wW955pRl8dBflzW1kDS653TwzQpW5YZZnp11TnXDW7N86792H0FDBW6Y6H8V5yxHChW7hbvNB5Dh_91W92W0qQ3Ypxf6W8Xm5Sb16l5whN6DtTwR1KMNXf7Vj_bC03) [article](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W4lfPfC768sXdW4VT5-04c5xVr0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8pTnrx1qwqkWW3hHh9N5Cgxh0VnQ9Qq8--HBkW8_gFXf1Syk4LW8-y10r8-vzkgW1HHB6R8XxZtmW2MDlCm8Vm6TTW7KGB7_2MTsvBW54GbYr4g0BXDW8Vml3l5p67RVW6yRzMy7Ks_-zW2MndBX8XRf5CW4dL9wS4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzW19BjML1ks0KjW7Ss2jL4Z09TjW57-WqM3H_PtyW2DzCtR1yC0M4W4fQjcq5nz2KsN8PQy7tpCZ34W8VrnfP1F3YJ_W2CsrD11ypbpbW8Tvw556VNPW7W79bfG91fJP72W7NvXCV5ST5-WW3383K43cfPnBW1XZjrD7KKthTW6xYwxL660RlwVN9-cY5dyQ0GW7BjN_w6Pc2P-W3x3hJM8bQGpzW72zrXT712jpZW7cn4Yg5Ly614N5PYGWfn6JkRW1wlbN35bfx_kW5PbdGR70gMNwW8cDK4D6K9Cv7W6XrKQ08BwP0cW1qPcWn3QzSrFVQN_Tj42XSKvf5d8yt604) details how Atlassian co-founders Scott Farquhar (kind enough to endorse my book) and Mike Cannon-Brookes, who scaled their firm to a market cap of over $20 billion ($24.74 billion today) while holding onto 75% of the ownership, have lobbied for change. Unlike other wealthy people in Australia, they have been vocal about the political changes that need to occur in their country. Please take 4-minutes to read about two of the world’s top entrepreneurs who defied Silicon Valley – and who now live next to each other (with a hole in the fence so their children can play together) in the two most expensive homes in Australia.

**Congratulations Gunjan Doshi, Founder/CEO InRhythm –**New Jersey Governor Phil Murphy appointed Gunjan Doshi, whose firm InRhythm is an Inc. 5000 Hall of Famer (6 years in a row!), to Chair [the Commission on Science, Innovation, and Technology](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W3tSv8Q4p04DTW4CfjSZ3xwYQ10/5/f18dQhb0S3j46v3gH9VMwb-N1c7YxGW1ckKSH4N04xcW6YCP7R2RH5G_W2PS0MS1k4hpTW4dv6BR8Gdc5HW5JfYly3kXqMTM2dzNlBL7tlW6m9wjv1D8nWYW50nm2q6wmx0QW8LsFTZ5f__GCW3tFjvd9f9PxgW6xWhTD8pv-YXW7cLfT65Ly-4yW1Sv53G4lxKxMW8qfr9H4K4Ll-N1DSHjxVV4v0W2lnHCt12nYNwW51TnRb2sKkb2W12Bm7w5bWwMMW5k79xg1Wb1cGW815Qp11m7LVpW710WNX5q2hjwW7k73Zb3LFBJjW4mHxTK1PSLS0VMtyFM3rW7x_W7Qxbql5qK24zW3l9g726hq8lhN7xGDzcVn63jW19stm81PJc0cW2y_Fpz83nGxjW4H-GvX1-bG5GW3LRLw26VQCT3W5dcSj811dTN-W890H5C42T6Z5W64FFBf6SJzqSW41s_gQ2864lMW8M2Ppx4vSDfHW8v3zCW7dh3NVW2rVj0q7LKDWBN78l50wWHW4hW6SVGFz70kJd8W3H-D_v4V2sM6Vk_LJP14yXNtW1Bshzt6ZPgBtW997l6M3lyrSzW5fnspm6n2rVMW1SzqLp8_bdzwW2T_-G335ch5sW97fJ1y8WV5YfW7dDDgL7B-YZSW5vCMyl7ybgrRf61t1xf02). The Commission is comprised of 17 members including the Secretary of Higher Education; the Commissioner of Education; and the CEO of the New Jersey Economic Development Authority. This is a serious appointment! Noted Gunjan “please share that I’m a proud long-term student of Scaling Up!” Congratulations, Gunjan, for giving back to your community and state – and scaling a very successful company.

**Hilton Using Growth Institute Online Courses –**Last week I noted Hilton was named the #1 Best Place to Work by Fortune, a key reason being their focus on training and development. My team reminded me that Hilton has been using some of our [Growth Institute online courses](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*N58K575v8D0jW6GGnh24fWGWc0/5/f18dQhb0Sjv98YHtvCN81SjwlHyjJqW8pTnrx1qwqkWW3hHh8k2P7_nXVbxYmW8pCQ6vW8xgq_h1mbT-9W7b_h9Q61SRwjW7nwMJH90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnJrlVH01tW3bPyFL3Cbqh9W8-F_4X2hBQwBW1MqhJK7ldyjxW608ylr1xCLZzW725vNF1Z1_R-W5_5Wt76LwCGjW1Y8-5Q7NX7R0W6WvXzh5Z4QH7W28P8jG1mnZ77W672Ry31htfgNW1D70sj7jh1HzW7H0XTr1Rg8QLW83ts6f6fM2bjW7JGqgd1HjG_NW7zJ_VS7GMLH0W3bwBFy3yjrg7N1zW062zD-dgW1t0wsY7qb-8xW4-0p486VxBqhVb2_nM6LzXXRW9drdfW7l2HTPW2zGBRh4cJFR6W995cnK4BJBSSW1M3Yrz6gVCkGw3xWwfqpNrf6437ph02). Congrats to Daniel Marcos and his team for providing this online “corporate university” anyone can access 24/7.

**Vibra Enterprise’s 2 Billion Views on YouTube –**And another shout out to Daniel and his team. Diego Lossada, Founder & CEO of Vibra Enterprise, just earned his [Master of Business Dynamics (MBD)](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W32Hcm65LY3h3W2D62Lt30p7zT0/5/f18dQhb0Sq5M8YHs9vN81SjwlHyjJqW8pTnrx1qwqkWW3hHhbc5Cgxh0VnQ9Qq8ZQtZnW8VnxCc8V2RP6W1TxHFV1SdGhJW31J0t54dP_h5W54ShRh4gMThYW5nDllL8W56w9N4hvy3yHpP9fW564K3X4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCVHMr6P56HKR5W96zRPS6bT6L3W8RRjRD5CkvrlW1fdmZQ1x4lQBW6Hdql67nwG0kW6bnMRg8rgdTwMMNBCZMMQxXW80gSRf97rB1bW8yxMMJ6T8JndVLH0YP1q_BS2W5BbBNp8sk-JWVXDjCl4tWBvVMZ78SzT8nXDW3KdHzC8rf3FnW4rbqsx8q4Wv9W61MwPC5FnXw4W4vvtFK4r1MZXN5vpSGLc1KYgVNFCj5946kkhW60x2Zj5v-TtRW7wTZy29jW9LLN8csGDVD2JBLW74kBm33jPt8dN5G484VkS4QrVd8rw02-Xn0rW8t03kC6nPTmLW2_yRYs5Dh_sFW4x7-DX3D9k2ZW8B-BWz1NwBMnN1MVsRj1QH0Kf142ntv03), a series of 6 accredited online coached courses (Scaling Up, Topgrading, ExO, etc.). Noted Diego:

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| As a company, we just reached 2 billion views on YouTube. I have been implementing the methodologies I have learned in the MBD for two years and they have undoubtedly made it possible to multiply our results. To reach 1 billion views, it took us 7 years and we reached 2 billion just 2 years after that. |

Diego goes on to explain how their growth spurred a name change (the company name matters!):

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| We continue to grow and expand (4x in 24 months) and for that reason, we changed the name of our company from SolesMedia to Vibra Enterprise. The old name pigeonholed us in media and now we are strong in e-commerce and other areas as well. Thanks, Daniel Marcos and your team! |

Hundreds of leaders are earning their [MBD](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W7bf5yq74NswVF3w4DfWDFyg0/5/f18dQhb0S1Wd28_Ns4VVS_p4629DgXN5W6kxdQyfX9W3Qq76K100thTW1chsZz5qjfTlW82w44q7wYS9YW4Pdh4x4hKztqW11h2X94SVMQtW5_sb3-5MH4LPW81hG_V8VD2WTW7j5T6w2tf-B6W3dc2wj1WfT_wVlmJ3c3gJbwFW5RhL504n4drJVlYpm23Klbg0W63DJYB6rQl3qW4N7CWx5Q_1q4Vp6Rf31N5qjFW7Bj37v6sBnKrW7jPcZ884f9TGN1z6h9FXjLF_Vk4j_g3vzcbVN8t4XtDfnyYyV5CpgJ8mQ3BPW3WJtSs3xnnr6VhQYwY1wSyc7W5lLn2z1QsxQ2N6GQh4HCtjSlW40G_Z669gKTKW4Kzds090h-MvW5Pq2Kq7J5c-RVrpZ903TvsnlW1wMnrW3CmqclW4kFYh41_ZYN7W680mMm8xmLg5W7N5mqD82S35DW3kgD4d6b9B-8W5VmcG25bqHxhW8TbKS548GdgkW7YKHN16878X_VkBYK447tYTfW4MnNPV7x2S8rW7ZZyF74x90lqW4qLJ8g2MgsqQN86fT4xFpkvrW8VRjT33jBNxRf3X6Vls04). More practical than an MBA and a sixth the cost, invest in yourself and your leadership team – it works. **As McKinsey noted a couple weeks ago, the KEY competitive factor has shifted from brawn to brains!**

**Dominate Your Industry in 4 Stages of Growth –** and last week, Growth Institute’s CEO, Daniel Marcos (I guess it’s my week to highlight Daniel), hosted a webinar where he shared the 4 stages of growth and how to use this dynamic growth model to grow from one stage to the next. He also shared how a leader needs to evolve to make sure they are never trapped by their growing business. If you missed the training, you can [get the most important highlights here](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W188Gqw6zG4BvN7b4qh2bwxBB0/5/f18dQhb0S1Wd2nTLT0VWp2PN2S20xcVZVTzS50nKcGN7M8n8qp_d1KVM8x9R2mjwfBW2PMJZr4ZBlZnW2b2pJZ5nxSRdVfY6_n23qYNDW67X2Ht5_kN32N7YjJhNKGDDtW8sKQDJ8Mb4w9W4bTKdM830ytxN6r_7ZhS9_B4N4mX7ylMgVMdW3KX14H11sgZWVSRTLW3Tsy6_VdY9F94NGttrW7tpFbX233SKCW20bG4F5qVyckW2hTnZn5yY-_jN3LZgFSDDbpGW4g5f5W3zXHRbW318yB43VztxvW7F3DhP4-gSyyW67BTqt1t4bjpW1ct59c6dqRhsW5pctg35z5DR4W4fFfkM2R2Z1BW6y3G_g552hZQW19VHyz5B9yW_Vy87KH4hJW5bVqfLsT4N_ZsrW3tVg0Z1wwYtTN3YMmD--zGkvW4z5Scj1-R4hsW27w4mH4lKvGdW2pHgMr1GHYLKVvzx7f1_St_4W4Gxkgy4hNKL7W18Rph05j_yMTW5c8JPM8ZZHZJW2BCkDt6SnzyJW58HRfl5xPv1_W6t4n4l2pKTgcW8KvWN_6lVBmgW7_mfnm3NBkcgW2MlZ3S7rlc21W3R1ymX48KPKmW356QW_2F-FG2VbsWPk3mKVkDW8NksQp2k1T7CW3gXPJR8Qwf6LW2jCXfP8RrgfDW2kPdLN8tYbcxVJprG88gwpQh111). **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W2bHfy-4gwzWRW8Cj0vH35Bczs0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8pTnrx1qwqkWN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6185LcNlwW5jPVDH47P0wCW403tVS3vbpkwW6n8_3H6SWLR_W5WhSSz318953W4rzqb54Df-v2W2-Zh-75y6njJW5WwTgJ2pGsBxW6Hp3wd5QbhhcW66gzf42VgSBYW538GF13g7bmtW3PsbBM3bPCn1W5CNCb5462tXNW5WX6w843z1__W5FWBZ9260G-sN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb11bTjSFW2GD9D749xkfNW92Y4YL9gG6vWV5mF6M6VX7thW8B-bRl32w2fdW217WR12pglVTW6vc-Z66rBcWcf2SX1M404).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W6sBKQp71WvwRW3TxZnf6LQD1J0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8pTnrx1qwqkWW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW5jPVDH47P0wCW403tVS3vbpkwW6n8_3H6SWLR_W5WhSSz318953W4rzqb54Df-v2W2-Zh-75y6njJW5WwTgJ2pGsBxW6Hp3wd5QbhhcW66gzf42VgSBYW538GF13g7bmtW3PsbBM3bPCn1W5CNCb5462tXNW5WX6w843z1__W5FWBZ9260G-sN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb15SYN9qW5hfQL48p0Ny5W8KNNBD98cRDcVbKSNV4sHZtDW7TQ4gt6504vsW42hQyj4Pxhj5W3DlwBb1ZmnrRf3mxHPH04)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*N8HpCl7cFkJnVJmtKr7l7-xY0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7sCV_G2Q1TH_W6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCf3MZypW62nGyh7d094fW6G7Fbl4DFfS3W6Rr8pZ8LmN4lW4T-4532Jxf_GW8r6kn995Y0-1W2zHWwx3sg9ZBN4XRGjNcyq2fW7Znpkh4sBgltW5PStbk260-3VW1xqWHz3Lp1wjW5PHXtB3s26cRW3KV3tc7354XCW4VsDdf6Z4q86W3Sq4Ds8n4LYbW1VDBSt6fhQygW6GTq088Ph58-W59Bvcj6f_79HW45yhlB7x2vZcW4Rsl0d12qclBW4SXQgL11Jn5tW81FZLb3YKxDJW2DkgS05Y08frW8-HKYh4h0J_FMVs7V_VmwPCf264K3702)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W7-kP7_7y65fYW6F9Jqt8FkNvX0/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqW8pTnrx1qwqkWN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW6gC9Lj41gM3WN3RlsYFNhhd5W5PrYp017kY6XW5qPTC03K3PyrW67J8xT5hZzQ_W8JqJNz8tDpDlW8xWQd65nVjfgN3CzF5HRxMlzW5DG_4F5sNc8KW8r0Ljb3nhrjWW3R_DKF5HZq9QN8ryH-Nx_QkyW7K_mBd4QT5PZD6Y9ktTrHDVT6gzT47_DpWW4txX_H7kYs1qW30Hpx611pDv6W2ffzlj4GrFMmW728_PG43fMGdW4tN_bd7NZz5sW2SzrVv7D7HxjW1Dy_KC1qdVSlf2NZYLK04)  
  
[7 March](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*V2vtGR4rxglBW4-T2MS4whnL30/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8pTnrx1qwqkWW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mf9rW2kGg8M5N5VdGW7Ht4Yq8QKpyrW4sj3hV2BcyM9W1mGWmC2JSfjPV2gBdY6cb5lDW15mwkh7dtlMDW5Wm6t364DZfHN8qtfZRGjCN3W86-0h-1JRlVRN2gTSVCYF4T_W3LMSTT25MprZW51Gxtc5b_rCpW8r4XwM3gn-JLW5vzFfW41mtxpW4q-NnF5cpKC0N6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBXc4W2rcrKl5bN25_W76w5Ph5cnWf1W3_Sc8n1ZnbSrW5_cmB17Gyhk0W98WhWS6Q3Qs6MrLh9QrHDMbf6YJ8Dm02)  - 1 day Masterclass Amsterdam (in Dutch)  
[7 March](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*N6N1f7Kd9JX2W7FkB1D3jjBtj0/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8pTnrx1qwqkWW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mf9rW2kGg8M5N5VdGW7Ht4Yq8QKpyrW4sj3hV2BcyM9W1mGWmC2JSfjPV2gBdY6cb5lDW15mwkh7dtlMDW5Wm6t364DZfHN8qtfZRGjCN3W86-0h-1JRlVRN2gTSVCYF4T_W3LMSTT25MprZW51Gxtc5b_rCpW8r4XwM3gn-JLW5vzFfW41mtxpW4q-NnF5cpKC0N6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBXc4W2rcrKl5bN25_W76w5Ph5cnWf1W3_Sc8n1ZnbSrW5_cmB17Gyhk0W98WhWS6Q3Qs6N56hcDwrHQzrf85M3wm02) - Masterclass Scaling Up Amsterdam (in Dutch)  
[Start 25 March](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W1MyBry2yNgklW7JyHv37DwSsN0/5/f18dQhb0Sq5C8YXMd0N81SjwlHyjJqW8pTnrx1qwqkWW3hHhbc5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLjSyTyGrZ4LNryJVgPfZR5mNLNvW2wq5nC8XWFDFW7NYs6s2KGTHcW7BVKlW8YwR7jW1bNnrZ6Vn4KkN5_TVzsvXGnxW70fl6p7PJ6bdW2gM1cw1VHbdHW1ppLWD6yBPJ8W36mxJw24ZF-xW1ZY6185KL663W1gvjSz8hz0YsW806yj370ml3sW3rc3804nH8hNW2rvfhl60kPHYW8X5mVn9dwYVlW5ZW9sG1L7jcCW2tWQFP4NlmMCW3ZK7bd2cjzGsW2XqcBz5KB7NqVNcshX6zdwGNW7zWp9v6pzPm9W1TrL-q8b5_ZtW2qMf5l894c1yW1WKNCw4b2m-5W5DhyW918n7SzN11rnNb4VjhvW6MZR2V54GcH6W7K-c-g2p_cn-W19rc8k7nZ6PmW82tygg8_jMkRVprg_p8XmvtDW6qsS8L2PXMCkN84BbJLcYJKQW7dJ18n6XkGW2f3Lg7Rx04) - New program: Scaling Up companies Core Programm in Amsterdam (in Dutch)  
[26 March](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W4Lrp77106npZW9dRZFp88TvWM0/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW7sCV_G2Q1TH_W6Dk5SC5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLx3GW3SLYcb49bzz_W3MbN8N4pBT3HW2V9zyZ4Lkw6tW3MbDqX1QQ4x7W3jjyH73jcy46W5_FdFB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGnNn5sqgW8mFZz48q-1xgW8W3Fqx5_N0_wW5K_zXK3lj2tvW3blhRk6gC9LjW41gM3W3RlsYFVNhhd55PrYp0W17kY6X5qPTC0W3K3Pyr67J8xTW5hZzQ_8JqJNzW8tDpDl8xWQd6W5nVjfg3CzF5HVRxMlz5DG_4FW5sNc8K8r0LjbW3nhrjW3R_DKFW5HZq9Q8ryH-NVx_Qky7K_mBdN4QT5PZ6Y9ktLTrHDT6gzTW47_DpW4txX_HW1t0Tbn61lPZvW24NmX34xtfK9W9jVhp-4LdyggW86wwcK8ZyyWSW6bQfkw5J6VSKW5V9WFR3f5_rbW7KjLR33BmZQP0) Start – Year-long program (in Dutch)  
[16 April](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*F15ScSKxRnGW110Y2F4WbcGl0/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8pTnrx1qwqkWW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mf9rW2kGg8M5N5VdGW7Ht4Yq8QKpyrW4sj3hV2BcyM9W1mGWmC2JSfjPV2gBdY6cb5lDW15mwkh7dtlMDW5Wm6t364DZfHN8qtfZRGjCN3W86-0h-1JRlVRN2gTSVCYF4T_W3LMSTT25MprZW51Gxtc5b_rCpW8r4XwM3gn-JLW5vzFfW41mtxpW4q-NnF5cpKC0N6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBXc4W2rcrKl5bN25_W76w5Ph5cnWf1W3_Sc8n1ZnbSrW5_cmB17Gyhk0W98WhWS6Q3Qs6N2P0fpGrHHBmf4BSpgX02) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W6_jwfb2NY718W78VGT-2n-0nJ0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8pTnrx1qwqkWW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF5RW1YjLXb4nh-SRW6G2lbz7NMdQNV4cNXy75WRHJW85kbkk8Vt0g6W5_fHQv3xw_8LW7P2hkv694rcJW1kHkNp1Ww3KQW855M5d3-YPlMW2X2kH04n1fnQW7hLlhY3HJpm6W8j5QXt4-TMshW2cXJh91kXVfjN8t64F4H5klvW2tCQqB56JJxCVz84sY5gSHY5W6H5W1X5L7gN6VVR6H24q1tJTW93G66r1TSGdLW33FzxD3rG4KHW5mRgWy5BN6ZRW5C8y064vWtYpW42DH819c1_g7W2NTBV06-m9HbN5Y-YmtdSQk9V1_P_w2qCBKx111)

[Hartford, CT - Feb 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*N3B5t5f8MQvnW1jk_RJ6tnxnH0/5/f18dQhb0S9r99jx7y6N81SjwlHyjJqW8pTnrx1qwqkWW3hHhb35Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld45_W8-PBw-558YdmVqBvjG4g0Jw5W2KpBxq32q4rtVKQH-349zFyVW5pXv311Vx8VZN2PyvjRt_FMfW5b1Q4h4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqWW4HYsLx2kGgc6W1Dx5wM8GTDczW8gjY6L8WBKbVW56sy_82NhXH1N5pH47Z6whwrW31jbPg2dJ7BpW55RRKB2rCPxlW2P9WJ67tRFZwW1jDcx66YPJ6_W3pFJNF4BJRK1W1Vg9L-7wvf88N4cvP-FHdFFBW12VqQ07t5S6xW6zM4r11F1pyGW84J44m8SZxNgW11L0W94lBZ6FVnpt286GTq08W8Ph58-59BvcjW6f_79H45yhlBW7x2Sbc7z2LRRW5hfQL48p0Ny5W8KNNBD98cRDcVbKSNV4sHZtDW7TQ4gt6504vsW42hQyj4Pxhj5W3DlwBb895R0gf4Pt_qW04)  
[Los Angeles, CA - Feb 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*Vng5SD2jfgTFW3-DhPx6nlcMB0/5/f18dQhb0S2z-6_JdBgW12SMf65qxGJwMCX9Wq80sGyW5pCW416DfTfvW6Fj0NB4pXpSnW7jcw_f5mLDDQW8mB90y7WFz75N4-PxXlmSjYvW7yyTBj51kFy0W3qYBvx1q82Z-W78y0mq8fRtvdW2jC2HB3w8FccW7hj-wb5-sCBbW1_VyKP4rcZnhW5ty-lt1Mjm1wW1qsQLv68v4ClW1PX1FD45zb9qW52w3fm5_QxgMW3JB1tr3PnlFRW1rchtj4gZlppW9kFBhh2tCT3NN5vKJz-lQPTjV4hf0_7pYQsPW8dSh4W75xM46W2G1Nr319_KHYVtL0PJ63G-4VV35Kjn5FHf92W7HGxk45YBS1sVMCxzf6f7fgbW6hvFC-3cM6jtN5GwpXQd5_yKW4mJVm73H13tNN3nkjrMPNFcvW4KHtQD6YncqbW2swtJx5LMN2XVlQqCC9lQd0DW3MPzr53L_VCrW6G_G0Y2CV4DTW8sSrtf8WH6xFW925Tdk9f_TmLW1HL3zr8-RWfjVdYt7Q2hwzZFW8rFvh987R0sRW99_V3f7rc_wJW8L8lHt90y9WrW98ZLJC47Vsn9MMdWW3jcYpBW7_LMy93h38XFW8hNjw_3vqTqmW90NH808_9_55W44PRDt8_9TzrW5QZY8l1-pWxKW7N9GG94hbmybf6pj1B204)  
[Delhi, India - March 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W1_tW0q73dNv-W3hwY9N7CLkjX0/5/f18dQhb0S2C96_YyHHT_r9c4TkmPNN73k5NgFVY7gW3Y5bvS3kX3g1W7Y_rFq3CPJqDW1wp_qZ7TvD-KW8Vf0f08_cjzFN2VFNz0hTz3CW86wNS48hF-WMW6RJxzf8H6wLCW44Y4mf6-CPZ1W24sj274YZgVzW8L1Nlv3B_xBlW8JDJDL5Fn7HHW1FY-KD3m8m-tW7FfCxr7qFk0TW1-GfyQ8_Sy7lVD99N14TmJ-8W93Cq3K2tK3cZW6hVZp15bCfNxW2yQW8p4PtqPvW1xPScQ1PjcZSN1r3TDWypGMJW3JlkP044rnvbW8nFW-s7yv--mW936wJD6DddQ4V6r_CK6wW65TW5kTTzc81hwr8W3-_1GD49jnbPW136f4b5jnK4bW3Z9Kfx62W44BVcXjc752YTjSN62slXpxY6TCN8cgnVy63d6kW7z3gW_5jg5xqW4lwhlv4fvkT9V_DW445tRkjSW5WbQZq5T65SQV9Bqgg4jzhBjW8kplQ09497VJW8zKjHr1HXDP7W2cTVTp8FYRF5W3d5DSd4klLMPW1hh_tX3smgRtW2P-b_N7pH09nW2N6R9K1VTRr2N58_TZk6kPR9W6cTxrN7bL0gnW2LMQrl6fZFMHW7fjngJ5M3JsKW69_qbF6F-DHPW60Wcyb4HlNghW4jfpQ729FSvPW7VfC_r8Cc-r9W2b11gs8gt3RWW6Rsx5B2jPr1yW8Jbnnh1L-6HYW2l1ydN8_j8VhW7h8Btw8xS383W7sLKjh6szxjxM6QBZYZ7VH-103)[Sydney, Australia - Mar 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W3kY0Xr5GZw_rN4PWN8mgTVFW0/5/f18dQhb0S2C82p4p7FW12NBpc61KKBwN2Y8qjfjwbbdW2RlWQF41jb1PW6FkHH53f1ggGW3KqmmN1Vd4dbW5MZSsd4vBnBKW4vzC884qDS39W8PQMcP4PP7TGW8cf3RB8SPhhVW8XH1FB2d5np9W2lg3H88XbMbCW7KghX03P7kTzW3kjhqY7WHC-jW313DJf2Sgg7_W1qsQLz68v18sW6rngyK1NvvrkW7pc2wG1vdH3mW19r0bk5VRQPFVCMtTf50w4xPW79Qvkg5grJkvVJ3g4M503MLMW50tsK73hQClkW6W8Fyp39G8FbMJt-9Pysq4XW3ztq7B3TLS_mW4HWlVR6Ft6WwW5D_Jmf6R_zysW5Vw28V6hKm8_N4Q4RtbWFpz3W47QLSh4_0rbBN7S3bfTr2QHtW4Fr2HR6CbFGMW5g5NwC4lmfXYW5V--xb4kNRv7W90FyTN2sk6gbVyt9h35jfjzhW86BKrG8v7V0NW6B1JD-3ltmgCVD67MQ86RG67W825G4r8lmXgyW4sl0yJ3RB9BHW7VMG6w5_35p_W5lzSS83fPt42W8DhzL985KK_CW7gwv7t6gts87W2pnj9Y4M8GbDW2SHTDn8hSkH3W4Gk7g6955b2rW7hLPnB3b1jj4W989Jq63ntddbW8_61p23C3XQgW2zYmbQ52mfL6f6ybcBP04)[Madrid, Spain - Mar 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W2W30cg8DLB5JW57ZXLJ4VddvK0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8pTnrx1qwqkWW3hHhb_2P7_nXVcnTGj992gLmW4vFj2N5DjQXMW7dfwDB5CRk-9VbQS8f6PZpGLW6bnMSw7dChrhW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD20dW49WVsf7D4qxXW7lRZ4W8gjY6LW8WBKbV56sy_8W2NhXH15pH47ZV6whwr31jbPgW2dJ7Bp55RRKBW2rCPxl2P9WJ6W7tRFZw1jDcx6W6YPJ6_3pFJNFW4BJRK11Vg9L-W7wvf884cvP-FVHdFFB12VqQ0W7t5S6x6zM4r1W1F1pyG84J44mW8SZxNg11L0W9N4lBZ6Fnpt28W6GTq088Ph58-W59Bvcj6f_79HW45yhlB7x2vY_W3gC0hC5bN25_W76w5Ph5cnWf1W3_Sc8n1ZnbSrW5_cmB17Gyhk0W98WhWS6Q3Qs6MrLh9QrHR2Hf8yr0m702)  
[Melbourne - Mar 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W82SCz63-hsrkN8VSB5gDqcg70/5/f18dQhb0S4006SyJVPW12gPy72vPRMWMLwTWXGh9VCW6FcCYg7ftqvVW18cX1j5mZvrnW1-6LVH8M8_RLW8SCvph455VM8W5K1GJY2pZQVZW2-LRkN2TMCXCW82b46G6-p3f7W6p27_p16y3d6W7Q-Qym6fy-nGW7dFNVK86rXXBW1fzsjc2J8H8DW7CsbZz2xDf7hW75Rrsn5h8f9qVdvqNQ29zPW0W56010_1P_1ZvW2CGv-n5cHMMNW24DC_673mMlKW2y471-2pY6jbW7jVvYt20x7__W6pWRFT5q8QyDW9hnfZv8dqMpGW6jSQH93zZZb0N1Q2rW4GwG7LW2Y5DXg9l8bb6W1qfnSX502VPrW3Q9LT-4K-RdRVZVzch5fgscxN3WKKTtNTk_3N7JJ8T0m9rcDN34bF5KPRB-XW3_mCGy2WlLV-W5Z11yF1W-PN0W3zPzFB8WvffNW7_pJ2T5L7CPrW5nw8Xr2_1sBsW1VN_tP2NHb0QW2P8DXK8t-SfZW7mcJVK1yrGG7W3kRzJr4x9wddW6LyhvG66WwbfW85LRR28TsG5FW94c7VK5zv8rZW5LgRN74ypbXmW6zPjhD33pFv1W2GLPDT9fbySlf6_fp4S02)  
[San Francisco, CA - Mar 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W2zrZF_44WkQVW2_Ft873K3QB70/5/f18dQhb0SfHn9c-lkYW6KB8JF1k63-nW7sCV_G2Q1TH_W6Dk5TK1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_9zW5CBj523dRcDrW5BBFBc5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xVZfZW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt3g4Dk-X2N4C2qzCghGNhW7cvxVf8q5qBxVVQf4X5vDhXCN1qfLXkg_6rjW62B_4X4wlqbmVRBf2B4Vc8B3W5CkYk35CySB-W2BfVy24xtwtkW6Qg--X99pGvPW3Mxmpb5GV1WxW8sZK-S1lthbqW25Mr6p5D4lP5W3Pnj3p3d4fHTW6RgJMY8lQbG7W23rDjL8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blW5G0__s1FQ0H9N24RqJ8lM87HW25lV7N6Kbt7lW7Ss5gB5dF7h7W2vWT0l8Cf_yxW8z1p_g1MWhN-W1MKdcy6BT-3v111)  
[Sydney, Australia - Mar 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W5XgXMf3vkT1yN2JC-wF98wDB0/5/f18dQhb0S66-28_Ns4VVp-Gg54kph1W2ntg_62y8Q75W8XzV8s5HNFpgW2-8X9861SwFLW2TLMBC8r0_hbW21w6g44QxrDzW8cPKlR30GTqfW2DPXTF4fMTclVbM9dd4qwqg5W7zpn1X5kst9kW8782yT6_427DW51dW1Z1hDhjtW5zhJQC2DlVVSW3fRr3P3VxZKRW5G3YZ365n5zdVnJvKN1bd8TfW8zMtV45GRZBFVnbND68gFLtkW7Y3nTd2BsKwzVVXB2D6X20bwW3D9cLD80gYS-TqkS71xqtLnW3_8cFY25VwR7Vg01sd6dDGH2VWxFjs3hBLv7W5Mwwh33WbnQ0VzVpCx3PkSKBN2hLqHDp0GtbW7cTRwQ26WlW0W6rYkzH5X_N8_W1vJ7_35Vp2RrW8FcrF23q4m3tW1fqf1_6GK41nN5lHn4V4ysXYW5BcNB482FT02W98FPz884sXknN1-L3kjc1vTYW7cT1sl1qq6p6W6fhmHw3XswYTW6XlFVY4SGh7XW1Fqcyl1ZB0MHW3d75tR80n6v-W7XH5PB7nv-c1W78kqMk3z0frhW8VdG5L6z4xkrW25h_815P_YnNW3jF9sn74WCRRf6ZmrCf02)  
[Grand Rapids, MI – March 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W7h2PsJ65w4lMW3xVbmb2T3pxS0/5/f18dQhb0S3j573FkBlVM_mPQ2qyjkQW4Nxshc2w1P-1W3-0q7N3HKRFCW3j-MT22NlQXNW1MjkV41_LmtMW7n9HGd41wWbmN4_pYwgLYh-YW93YG9g2nKHQFW6T797W8lsJG_W2XL09y5g3lgvW8Nqpsn2NX0JkW4nBpKK3bZkh4W84VPk-7dNJY7W5B-1hg7d0GwLW4rtscL1PwnJ4N5Wf01b70vg5W7sYR8x4xYMgbW1t0zrn5YWhx7W6LzVmK3x118sW1xJBLK7j_xKPW7Y_Cb64jQnZdW3DvDTr6zT5hwW1bJ8_Y67THD3W5bRfyX3MkPYHW12sSdS5n4MHgN6wx04sj8_7xW8Lv9BF7bGGlFW5m83Hx2HLtGtW39YX1z5ctLW1W1f_qW91Jf9GSV1Ztfv2Shc4WW7CGbZj5gBtb3VjT3n86C1Y_qW63p8HW4f7rsWW1yBWHc4GsB6KN75rxmCRL0gyW61NpPM79kL__W3NtRCt8TvskJW6Jx2tG89JmTnW6wKg3V8dZwC9W1VRTLX27Pn7tW2dcCvV6ZS135W7wYbjS2rgVMSW88T7-24rLztJW7vjCWt5vlK5FV_7BP698wnY3W6_2cL86r2p4fW4RC_Mr8fQrd7W36pDll7qpP01W3XX6mY12KnQhW1N8zld3h1QS7W3M790S5S7bgcW4BBV_l510L3GW8rJ-k16_sZ9lW62dF592kMNC3W5rRPzD2S4hHDf5J0pcN11)  
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[Los Angeles, CA – April 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W1vwhzZ7LpsKpW98PcFm45bfmb0/5/f18dQhb0SbTZ8YHrXgN81SjwlHyjJqW8pTnrx1qwqkWW3hHh9D5Cgxh0VnQ9Qq8-tZd7W4cj21H2M3VPZW55FfHL8SzRFhW52HplR2Q2dd-W1HHJc531H38KW52HkR68-y10rW8_dDry4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLbG-VgVbYs5rC5Q6W3l6ccQ8mQMWvW5Vz0ZC8VZ12DW7cvxVf8q5qBxVVQf4X5vDhXCN1qfLXkg_6rjW62B_4X4wlqbmVRBf2B4Vc8B3W5CkYk35CySB-W2BfVy24xtwtkW6Qg--X99pGvPW3Mxmpb5GV1WxW8sZK-S1lthbqW25Mr6p5D4lP5W3Pnj3p3d4fHTW6RgJMY8lQbG7W23rDjL8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blW5G103M6fpFFsW12qclB4SXQgLW11Jn5t81FZLbW3YKxDJ2DkgS0W5Y08fr8-HKYhN4h0J_FVs7V_VVmqqD3HcX29102)

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[Scaling Up Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W5Wwz8f6kVyj6W8Mhwzk58xCnS0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8pTnrx1qwqkWN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkDNwts8ZW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW4W9-ml5mKjF6N3lrYZ-z74JcVYSX-57m_B1RW5c8d-S3788q_W8yzLsp1q0dsNN8dwDV8QctFyW8pMVF93g7VvKW5bWV7j36MwLcW8mVyPq4sqHPYW51fCk02ymJbXW69WnQ-2nzWBBW64k9x56ny1f-W3SWCZ-64k3DBW3KNzMq2TYbbvW1xmx2_1607DxW5QwJ5D49kJ93W6fVLYw1Q68w6W1MMh8v3gtF85W63K13Y60T-4TW3L4FdL8rTsg-W7mt3V-2QTSdwW7tD_JZ6Y09mxW6KT2gj4CxbTVW1nYhW73v9BS5W2-vHqy4Q-5SVW4HzlYN6MF8hf111)  
[Exponential Organizations Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W54SZ-K38N1Q4W1D6fsk2bjkfZ0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8pTnrx1qwqkWN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkH7tvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW4W9-ml5mKjF6N3lrYZ-z74JcVYSX-57m_B1RW5c8d-S3788q_W8yzLsp1q0dsNN8dwDV8QctFyW8pMVF93g7VvKW5bWV7j36MwLcW8mVyPq4sqHPYW51fCk02ymJbXW69WnQ-2nzWBBW64k9x56ny1f-W3SWCZ-64k3DBW3KNzMq2TYbbvW1xmx2_1607DxW5QwJ5D49kJ93W6fVLYw1Q68w6W1MMh8v3gtF85W63K13Y60T-4TW3L4FdL8rTsg-W7mt3V-2QTSdwW7tD_JZ6Y09mxW6KT2gj4CxbTVW1nYhW73v9BS5W2-vHqy4Q-5SVW4HzlZL7kRGff111)  
[Topgrading Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W77hhdg5d5R0NW4Nxnsh6bRsJy0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8pTnrx1qwqkWN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkBStvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW4W9-ml5mKjF6N3lrYZ-z74JcVYSX-57m_B1RW5c8d-S3788q_W8yzLsp1q0dsNN8dwDV8QctFyW8pMVF93g7VvKW5bWV7j36MwLcW8mVyPq4sqHPYW51fCk02ymJbXW69WnQ-2nzWBBW64k9x56ny1f-W3SWCZ-64k3DBW3KNzMq2TYbbvW1xmx2_1607DxW5QwJ5D49kJ93W6fVLYw1Q68w6W1MMh8v3gtF85W63K13Y60T-4TW3L4FdL8rTsg-W7mt3V-2QTSdwW7tD_JZ6Y09mxW6KT2gj4CxbTVW1nYhW73v9BS5W2-vHqy4Q-5SVW4Hzm036R9hY7111)   
  
Did you miss previous insights? - [read here](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W7yv1dW1RbQWXN49JJQp5wBsw0/5/f18dQhb0Sq5z8Y9_DzW6KB8JF1k63-nW7sCV_G2Q1TH_W6Dk5Sd1Nvw7TVM7Yn35ycclpW62lGFT8nDbbcW8vWWWq5_MRc-W8v2xKG8z_p8NW5y5wx85xCHp9VQJBKx5wdGSkW3Kr8b27Xm5GqN7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndqfP3FzPPPW3s1XjF51GcQdMz74JcYSX-5W7m_B1R5c8d-SW3788q_8yzLspW1q0dsN8dwDV8VQctFy8pMVF9W3g7VvK5bWV7jW36MwLc8mVyPqW4sqHPY51fCk0W2ymJbX69WnQ-W2nzWBB64k9x5W6ny1f-3SWCZ-W64k3DB3KNzMqW2TYbbv1xmx2_W1607Dx5QwJ5DW49kJ936fVLYwW1Q68w61MMh8vW3gtF8563K13YW60T-4T3KhpmHW4J35S42N6LN0W89r08K5LDr4XW3Gtg0p3Q0nVtW7B8j1c5y69bvN7JPn4YmRw0WMdXyXb11Hzzf2-GDCn03)   
    
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[Sign up for Verne's Weekly Insights](https://hl.t.hubspotemail.net/e2t/c/*N8GMqs-M0514W1j3GHh4yDQsP0/*W7Bjy869c7drdW1z1qrw7K36S10/5/f18dQhb0SbTY8XJ8bxN81SjwlHyjJqW8pTnrx1qwqkWW3hHhcB2P7_nXVbxYmW8pCQ6vW8xPsSw24X7GhW4vgKM19929rQW7YCxsX5CRgQhW8wXNtZ4sX6C9W26mPZm6PVKcrW6N3nBL8xGZPkW6hYNZ42z9001W5K6NRH7-v-0xW22Q6G21lr6pBW2_mltl70fl6pW7PJ6bd2gM1cwW1VHbdH1fwyVVW6yBPJM30q893W2kGjZw6qQx-dW4nLhr46G2lbzN7NMdQN4cNXyW75WRHJ85kbkkW8Vt0g65_fHQvW3xw_8L7P2hkvW694rcJ1kHkNpW1Ww3KQ855M5dW3-YPlM2X2kH0W4n1fnQ7hLlhYW3HJpm68j5QXtW4-TMsh2cXJh9W1kXVfj8t64F4VH5klv2tCQqBN56JJxCz84sYW5gSHY56H5W1XN5L7gN6VR6H2W4q1tJT93G66rW1TSGdL33FzxDW2gwCCM5mRgWyW5BN6ZR5C8y06W4vWtYp42DH81W9c1_g72NTBV0W6-m9Hb5Y-YmtMdSQk91_PYXf1c11HX11)

**02/28/2019**

**Jim Collins’ Latest; 7 Uses of AI; Mariya Yao; 3-Timer CEOs; ScaleUp Summit May 21 – 22 Atlanta**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

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| --- | --- |
| The greatest danger in business and life lies not in outright failure but in achieving success without understanding why you were successful in the first place. | |
|  | Jim Collins paraphrasing Prof. Robert Burgelman |

**3-Timer CEOs (Scaling Up Case Studies) –**From $100 million to over $1 billion in 24 months; from 3 to 30 locations; dozens of acquisitions; and a significant business pivot – [this 87-second video](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W2Q9Y2d97N4cfW8kGSsk7Rp9-w0/5/f18dQhb0Sq5H8Y9Wm6W6KB8JF1k63-nW7sD5b57wzXrVW6Blzl21Vq7GqVLDpF18CSpXHW65jQnk8tzLxmMRJzj9ZwgRCN5G1yGdTGv57N64JwpN_tRqBW5G2Jrd8vZkLmW5G2h085H6zp5W5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3Wdc2vW6Pkt_V62_rWzW4MW8X34r1Pm7W1nq9s72jt165W3NnV4F1nJpwvW26pdfj35yfrHVT8C7C3KL6JqVMVMzx5F2N8DVQmjww6SDpz-W4ZFW4B4pKswMW98jW0s5DWNNdW95CvLZ5BY4qYN6T6SHxd0TwgW3Jzk-B5G1G63VTQCx-5w6CqjW39bYFL8zmZ0JW4RGbkn5w8sHBVPBJV67q7-QcW6hv4QC45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDW34n__0714h8QW1nzDW69gXjGmW1rfqvY3NnPZCW6D3h1S4RJjC4W1ntDMy3d5D5fW4L1Mmr4JXQH_V1xBvr2TJvf2103) highlights the outcomes four scaleup CEOs have achieved from attending our CEO Boot Camp three times since we launched two years ago. Why attend so many times? Because the experience is powerful. March is full, but 4 spots are open for [June 4 – 7](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W3y0zKx5PMn3nW3BwzMS6GLXCw0/5/f18dQhb0Sjvl4fpDYGW8c_7ks4T_wDdVfmZG02BFKBsVscWqS1VbPj2W6kfX-L7s5Q5CW33FHrN8VmtQ4VKngbC5mZ50NW8HbRxP8j4S2gW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T634yv5N2yJF1WYT2jkW6P4lCX6hFc9LW69NG1w6Pr5q2W4MW8X34r1Pm7W1nq9w718dKPTW1VJryk5lX8fqW13bD4h6dkl-5Vr4j3Q6xXhwdVpr7_v7vBk3nW53fj_d3qQJPvW2sSnxw2bTdfVW9gJrXl2QZnX_W9dm9QH7sxvK7W3r3qPW4Pz8vWW1RQ5tw2SwjyrW54-fKP2NyzXnW1CBZgp4hb9M8W2qkC8J2NzKkJW53SB548nDXSjW38Lk6122TNxnV9Mb5m46SFhxVRb-Ys64RB37W1TD9yM714h8QW1nzDW69gXjGmW1rfqvY3NnPZCW6D3h1S4RJjC4W1ntDMy3d5D5fW4L1Mmr4JXQH_V1ps0T8M675K103) in Marathon, FL.

**Jim Collins’ Flywheel –**How does YOUR flywheel turn? Jim Collins articulated the flywheel concept in Good to Great, one of the most powerful ideas to come out of his collective work. And it’s18 years later that he’s come to understand more fully the intricacies enough to help us discern our own flywheel – what are the components; what is the sequence; is the logic of your flywheel as equally sound as Amazon’s? [Please watch this two-minute Jim Collins video](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*VmXmW3913s48W22l2fL7FTDzf0/5/f18dQhb0S9r29hxTrzN81SjwlHyjJqW8pTv468qm6q2W3hHhcS5zh-NRVnQ9Qq8--HBkW8-P1fD5pXFtxW1TxHK15mZ50NW5pXrfX5681TYW566MjG7JfyT2W30JSng1zrw_WW32GCQs2KW3y2W2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP1Z65zDW83KHrF7J39pBW2przrY6W3RDgVHd1fG18dKPTW1VJryk5lX8fqW13bD4h6dkl-5Vr4j3Q6xXhwdVpr7_v7vBk3nW53fj_d3qQJPvW2sSnxw2bTdfVW9gJrXl2QZnX_W9dm9QH7sxvK7W3r3qPW4Pz8vWW1RQ5tw2SwjyrW54-fKP2NyzXnW1CBZgp4hb9M8W2qkC8J2NzKkJW53SB548nDXSjW38HdHc2Td_W_W2P06cT70lvt3W4M11334H_8knW55CTvk23_QGBN2dNs_SLPq9TW30Hpx612BG95W2SC_Qd2s22-qW4LR60m183M_2W8S3Wgq7rM341W5nZ2nW1WPqF4VpV_YF5t34mP111) for more details on his flywheel concept -- as applicable to business as it is non-profits and your own personal career.

**Turning the Flywheel Monograph –**Released yesterday, Jim Collins’ latest 46-page [Turning the Flywheel](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W4mfMvq2WPlydW2s3rHy2WXX4p0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8pTv468qm6q2N3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vG4BW3qDXJZ8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6RBmXVN6ZLYZdDLJWFW1ntsQx3yW8QxW3tc49L1xRj0NW7dZS8Y5knL6kVFFGxy5szc1rW3z0VgX6-QLb5N1ntCPX2JKmrW7ZDJPT8rl9SdVf4yZB1dg4fZW96x5L741pwp4W64zLLC9hSYfrW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1cW51bBXd9kznNSN50nVw5Xm_SRW8HBTgD8ftRxVW50HCnF38jcCNW3y19vM3wMXFCTQszt3s0X5T103) [monograph](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W2nJgnZ4s_CsqVzDpdB6jDptw0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8pTv468qm6q2N3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vG4BW3qDXJZ8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6RBmXVN6ZLYZdDLJWFW1ntsQx3yW8QxW3tc49L1xRj0NW7dZS8Y5knL6kVFFGxy5szc1rW3z0VgX6-QLb5N1ntCPX2JKmrW7ZDJPT8rl9SdVf4yZB1dg4fZW96x5L741pwp4W64zLLC9hSYfrW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1cW51bBXd9kznNSN50nVw5Xm_SRW8HBTgD8ftRxVW50HCnF38jcCNW3y19vR3wMXFCV1H0hw3DVFDP103) provides a way for you to think about your own flywheel. It’s such a brilliant and quick read that I couldn’t put it down – and has my head spinning on precisely how to describe our own flywheel (if we have one!). To get it right means, to quote Jim Collins:

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| --- |
| …if you conceive of your flywheel in the right way – and if you continually renew and extend the flywheel – it can be remarkably durable, perhaps even capable of carrying your organization through a major strategic inflection point or turbulent disruption. |

But he goes on to warn:

|  |
| --- |
| …to do so requires understanding the underlying architecture of the flywheel as distinct from a single line of business or arena of activity (emphasis Jim Collins’). |

Please grab a Kindle copy and take 62 minutes to read it this weekend, then bring Jim’s key questions to your weekly “council” meeting the next few weeks. Figuring out your flywheel is one of the most important strategic decision you’ll make – personally and professionally.  
  
**7 Practical Applications of Artificial Intelligence** –  
Chapter 2 of [Applied Artificial Intelligence](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*MDCzZwkhH53M9klv3WFNFX0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8pTv468qm6q2N3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vCg6W5KkphK8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6RBmXVN6ZLYZdDLJWFW1ntsQx3yW8QxW3tc49L1xRj0NW7dZS8Y5knL6kVFFGxy5szc1rW3z0VgX6-QLb5N1ntCPX2JKmrW7ZDJPT8rl9SdVf4yZB1dg4fZW96x5L741pwp4W64zLLC9hSYfrW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1cW51bBXd9kznNSN50nVw5Xm_SRW8HBTgD8ftRxVW50HCnF38jcCNW3y19vM3wMXFCV1y_0q4fqY9Y103) provides the best summary/progression of how AI is applied to business I’ve seen to date. You can read the chapter in 5 minutes. Co-authored by Mariya Yao, it’s subtitled A Handbook for Business Leaders – and it is!  SPro and Book Club members will receive a copy of the book next week. Mariya, along with 11 other top biz authors, will keynote our upcoming [ScaleUp Summit in Atlanta May 21 – 22](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W54h3Y8228gV2W7D6rq52sBtrB0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8pTv468qm6q2W3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW6nc1Z86p_PjcW2vKvQX51GYvJW3dfD3k3c4dM5W2K_2fd4811CQW60W7Zv4SK732W3Kq8kR3dNRqnW44tWvJ519dx1W4JdfX86HsvNcW6NWlyp2p2-kZW2FSvhl6-9vDVW5Hq9rm6bb_0_W4GfjVL7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz6m0qyLW7_3ckM8CzPyQW665vr54hsnjkW7pgCPV5KSlVNN4h0J_FVs7V_MVmrGcF-0JZ102). Our two-day Summit is the equivalent of your team reading a dozen books (which research says is the differentiator between A-player execs and everyone else).

**Machine Intelligence Continuum (MIC) –**Mariya labels these applications of AI, in Chapter 2, MIC. The seven are machine learning systems that: Act, Predict, Learn, Create, Relate, Master, and Evolve. And she shares examples where each is being used in business, which should spur some creative ideas for your own organization. I then suggest you go right to Chapter 6 where she details how to build an AI-ready culture. No surprise – it’s best if the CEO is onboard and at least one C-Suite executive has an advanced math degree (often top CMO’s have this, since it’s such an analytical function – or should be!!!). Again, Mariya has written a very practical and straight-forward book on how AI can be applied to our businesses. Join us in Atlanta to learn from her and a dozen others.

**What a Quantum Computer Looks Like –**10 years from being useful, quantum computing is the next frontier. For those curious, this [Fortune article](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W2txc__1gLW-xW8f_gdV77kMFL0/5/f18dQhb0Sq5z8Y9_DzW6KB8JF1k63-nW7sD5b57wzXrVW6Blzl21Nvw7TVM7Yn367gBRXW5rPTdP1nPLDMV_tbCb8yX6QrV_txXN5vg7PSW5rP-cC4TwmJNW30TVq57KWbZCW54Wtvf2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrvPH1pp306W8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW34LfmY1fB4pgW1ZY5-P46Cpr-W6G2lbz7NMdQNV4cNXy75WRHJW3rh8W-3vTfdcN4_qB8cHfsJyW6svQzh6q8tzYW5r-4pK8j1FRLN2FKj4MjlghTW7nSNfb6rB5kzN88ZQ46Jf0FgV1m3qx3ZRB7SW4dGmDS4R4v94W5hH-zH4yg_lPW21J1pN33gFB1W9lt9gF5gSHY5W6H5W1X5L7gN6VVR6H24q1tJTW93G66r1TSGdLW33FzxD733X8-W1ny5pj7Gknq3W60HlXM6BM-J6W4qsBNp2_tZqLW6qLXFK7tkjhcW3gh2s14Q-5SVW4Hzl-n81f0b9111) and 6-minute video gives you a quick look at what a quantum computer looks like -- essentially the most expensive refrigerator on the planet!  
 **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W8ZZy-g8pvWy2VdPr9B8Vzx5m0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8pTv468qm6q2N3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW6nc1Z86p_PjcW2vKvQX51GYvJW3dfD3k3c4dM5W2K_2fd4811CQW60W7Zv4SK732W3Kq8kR3dNRqnW44tWvJ519dx1W4JdfX86HsvNcW6NWlyp2p2-kZW2FSvhl6-9vDVW5Hq9rm6bb_0_W4GfjVL7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-6BVVFrW3TY3F16l-nrwW5P9b177MKfJ_W1BJXnc4c5PQSW7RWsB63wPByYN3wqskT6S5C1111).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W3RMtrV6QwqF7W8R4mKV94b5B70/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8pTv468qm6q2W3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW6nc1Z86p_PjcW2vKvQX51GYvJW3dfD3k3c4dM5W2K_2fd4811CQW60W7Zv4SK732W3Kq8kR3dNRqnW44tWvJ519dx1W4JdfX86HsvNcW6NWlyp2p2-kZW2FSvhl6-9vDVW5Hq9rm6bb_0_W4GfjVL7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz6m0qyLW7_3ckM8CzPyQW665vr54hsnjkW7pgCPV5KSlVNN4h0J_FVszmDVVmjDv47_dRD102)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W7l0Sqp3xmqz5W8PB7dQ3MBtwL0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7sD5b57wzXrVW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCf3MZypW2x-ccw7d094fW6G7Fbl4DFfS3W6Rrn0f7ZDR8kW419cFJ41kQGjW4X7Jdk6ZDj1WW361X8_6b-QmjW5PTZ1d3yxjqYV36HKP7mlknbW4L_-2b8n6RC1W4TrdJm51_tGsW3N1NXG1HQWbDW3Jy8Cf8SrzrWW5sSgjX4XHx3GW8rNx9L8n4LYbW1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D74bkm8QN21l6v_m5g9mVc4BkQ4CgDh3W7g-QnJ1LDBy-W2XxmS67D7HxjW1Dy_KC35ZWzPf3rtNQ204)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W8XGFdG1qcTqkW1LmX2s5xv0WD0/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqW8pTv468qm6q2N3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW6hcnMs8Jry5mVRxw4x39rc_nVVxp-M8BSxbzW5t6d4l3VTzZhMY7L-GS7S0gW2Z1MZ_11qDqgW8vZGng3tcs_qVX4Bxy5BLTrsW3M5GKx3BvlTzVR2hQZ5SzDlQW8yw34g3R14r8N8KRlNKx_QkyW7K_mwH79PS8yW73R1h2224l1fW6pHKM0770mwhW1YYM-N7zzBSxW1wlbN35cS1NSW1pRd815WzMLtW72s_rV5fBCJqW4qxZ7c3JV-3CN7n1fl-ZpcmqV9ZLg_8bvQXs111)  
  
[7 March](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W4kcd4D5FN6tpV2hxKX3V2yqx0/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8pTv468qm6q2W3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mf9rW2kGg8M5N5VdGW7Ht4Yq8QKpyrW4sj3hV2BcyM9W1mGWmC7xv_bzN42KC1QXmXDZW6ZHtTt2nPy9-W8djcBm96ykHlW1nddy365vzFSW5csHqk2J_X_7W2-CXBj96FS2_W6-nlYf3rG_hGW6Z9PKY7fb-tjW5WYQf75s8ycZW5Q9-YP1K0mpdW4XHg2P3g7KH8N6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBXc4W2rcrKl5bN279N8_lcPD_VMP-W5NmBpT6B-rvwW6mnXrj4rkxskW7LHLxz6ml62FN4Pv86f5Y1dQf1-TLZm02)  - 1 day Masterclass Amsterdam (in Dutch)  
[7 March](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W4q7KrY7dBQ-LW53-p-p2D9m1q0/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8pTv468qm6q2W3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mf9rW2kGg8M5N5VdGW7Ht4Yq8QKpyrW4sj3hV2BcyM9W1mGWmC7xv_bzN42KC1QXmXDZW6ZHtTt2nPy9-W8djcBm96ykHlW1nddy365vzFSW5csHqk2J_X_7W2-CXBj96FS2_W6-nlYf3rG_hGW6Z9PKY7fb-tjW5WYQf75s8ycZW5Q9-YP1K0mpdW4XHg2P3g7KH8N6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBXc4W2rcrKl5bN279N8_lcPD_VMP-W5NmBpT6B-rvwW6mnXrj4rkxskW7LHLxz6ml62FN5ZDFd95XPCTf37Sv5302) - Masterclass Scaling Up Amsterdam (in Dutch)  
[Start 25 March](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*Mc1rmW676BGW6j1DgF8p5jzb0/5/f18dQhb0Sq5C8YXMd0N81SjwlHyjJqW8pTv468qm6q2W3hHhbc5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLjSyTyGrZ4LNryJVgPfZR5mNLNvW2wq5nC8XWFDFW7NYs6s2KGTHcW7BVKlW8YwR7jW1bNnrZ6Vn4KkN5_TVzsvXGnxW70fl6p7PJ6bdW2gM1cw1VHbdHW1ppLWD6yBPJ8W36mxJw24ZF-xW1ZY6185KL663W1gvjSz8hz0YsW806yj370ml3sW3qcWhj3ZRSznW6K6Q-g6JcF1yW7862N43vPXNyW6dzW1b35vpFhW7z_bMV6rkCK7W4K63zh8mcVV_W2m__158SF41vW74Ph4879zbh1N1Vx5bFTpr4KW6xkwLR94hdKDW2KrzFH2sStgFW4dVf4g4b2m-5W5DhyW918n7SzN11rnNb4VjhvW6MZR2V54GcH6W7K-c-g2p_cn-W19rc8k7q9yJ3W89gkvL1qmQs3VMpdd491_0KsW18x49V6-sVL2W2f2wF92pglVTW6vc-Z6140xl1f3Lg7Rx04) - New program: Scaling Up companies Core Programm in Amsterdam (in Dutch)  
[26 March](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W8CmSX186xg4vW5ff1jm2S_8y70/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW7sD5b57wzXrVW6Blzlq5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLx3GW3SLYcb49bzz_W3MbN8N4pBT3HW2V9zyZ4Lkw6tW3MbDqX1QQ4x7W3jjyH73jcy46W5_FdFB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGnNn5sqgW8mFZz48q-1xgW8W3Fqx5_N0_wW5K_zXK3lj2tvW3blhRk6hcnMsN8Jry5mRxw4xN39rc_nVxp-MW8BSxbz5t6d4lN3VTzZhY7L-GVS7S0g2Z1MZ_W11qDqg8vZGngN3tcs_qX4BxyW5BLTrs3M5GKxN3BvlTzR2hQZW5SzDlQ8yw34gW3R14r88KRlNKVx_Qky7K_mBdN4QT5PZ6Y9ktLTrHDT6gzTW47_DpW4txX_HW1t0Tbn61lPZvW258VTB5Jc_JbN4T5zxn4zdbvW2j7wVl8k2l72W5xnfgG1sN9VbN3QzSg8QN_TjW6Zn9Cd3BmZQP0) Start – Year-long program (in Dutch)  
[16 April](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W3hH-f84ztsLPW3pHhN54t9nj20/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8pTv468qm6q2W3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mf9rW2kGg8M5N5VdGW7Ht4Yq8QKpyrW4sj3hV2BcyM9W1mGWmC7xv_bzN42KC1QXmXDZW6ZHtTt2nPy9-W8djcBm96ykHlW1nddy365vzFSW5csHqk2J_X_7W2-CXBj96FS2_W6-nlYf3rG_hGW6Z9PKY7fb-tjW5WYQf75s8ycZW5Q9-YP1K0mpdW4XHg2P3g7KH8N6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBXc4W2rcrKl5bN279N8_lcPD_VMP-W5NmBpT6B-rvwW6mnXrj4rkxskW7LHLxz6ml62FN5n2W9c5XTRxf9016ym02) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W3qxSV28vMqyCW7QPqQ-83gk8s0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8pTv468qm6q2W3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppF5W8sPvwp6JXdv-W56fDw43tSscqW5SZL4G468k1vN9dRp23H72MMW33LNgs2DKRbzW1m09dn1vjsPGW4zkDKY89LnD2W6qnbPM3tBWmtW8j8ctX7F1l3gW7pFc0j2XBg9DW5xyWWw77nTgGW6jDBx-3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXYP6rf_Q6W8S1t0P8xQzZfW5JL9jT5GKpqyN6KBQrcv-lckN1yf53YVL6QTSh2x6-ClRX102)

[Delhi, India - March 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W7Kc_yQ8n49BrW4yGLNp3Qk_Md0/5/f18dQhb0S1Xn6_YyHHV1vjk16P1_H0N3TGQj1BK5s4W5zLXQq8wSDvWW6lbgVC1_mwzmW5HxmnR2NbTcHW7n8y9y7JLSrcN8m-1DCw-R6bW26wFY34JJlvZW4LGV_z8hyR96N8nmCp5xTbm1W3_WZt44GzsjZW1HXpzs1vy0VhW5qQMqQ2nf3hdW2ybsJB8pBgyjW4XrgqJ5FDJyXW6RP7xx6mMVq2W1jhxgk45_n5NW7hzjL86dTH7CW5FJzh44Lpt0CW6KY_R-6s5Hd-W9kMcLj7X9XDzW1NGBx3826PTdN54NsYgR444GW7YN64t2GdhJdW4Vsv8X9dm-QWVpz3qT1fcgfWW6gy95H7yDMgBW6bl_KR8ZMsgqVVDx4L8VTW5lVqhbx18DXl83W3hPybZ1xc5RKW2_v0lg934qnSN7hhcTNyx4TkW1j38DW5bBZ1xV-gKbx5fSqS_W415ZM05YRhnkW3JHN2G7DLydJN2Y2SQsMGvCYVL_W7D5_B9-0W4hjCDX1XhC_PW5ByNzk3-BctBW8YVx7C6hCBWcW9gfCp-6BJL4GN1fm2Llz5ZtGW1WNPpN4HWgTsW9bNvp23446wNW5-RXw64dQM8rVXtZP05hR3DHMDF0WNtTLPMW5GMWBt7Pqz25W6fN-Rb2PCTHSW4Zfbh21jS3djVcjKKm7jQ989W7w3pYW6l3pnTN7N0kC78zHK9W63ZKBH9j7brLW7sq05r1h0BhZW67m2Ly4Gz16bW6_BBlz9lgp0bW4131vN4QsQ5Tf6SHSg902)[Sydney, Australia - Mar 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W6f5JwN2jx0TkW13Mb0h26DQzw0/5/f18dQhb0S2C82p44bJW12Nnww2_V4xlVPw1pV4N0hX7W1_Mbh-1G7bxRVdv9tR38RwVMW75z1dG7yVddGW5J0KN03kXlb8N7H_DwpSw9chW95jGDC8glK9JW2MlMxs4QxdZVW8kJ5dv2kdHcJW4DsD9G95ghV1W6Pj47Z4shcy9W5bS7G621S-8XW5Yyvg26h28NLW1BK6b85drsQqW8Qz1PC5_GWSVW8jZ13Y1mnG9GN538-CPbw6VWN5TlK08DHqMgW5s1_XD1WCVTpN18GKSHj3q7zW2wzB_j8qrGzTW7QGyvz3SDt9MM6nGJ171DnKW515qgQ6yn73YW6SXmyV5rL7mqVxhYXv3klHmpW2_ZMFP2bnd_RW1lG4sV67LCtTW5-vGKX4VX2v1W5y_WV26RRh82W8VJ0S38srqnhW2v9-th7XV5B3W8vx9rs8hxcYBW8HByhk6FPGgyW4l5rSQ7TGKcFW4BYCks8tczwwW8FwvJB3-LFw5Vhpcjb4pY_YVW8x_Tdp46NSbYW2TDDsC4DvH-HW4w6ZM15rqlvtW5Fz-jx8JHTy8W6Q9QkD6qzSZJW7fKlwg8vtzvRW3qXDXV1fhSl8W66VVmJ7g0yYJW5JJVTL9jFglMW8_dsq95WCjC6W9d-7F47BxYB9W6_lt9n8XyqHCW91sdNb11dVFwf8XYrg311)[Madrid, Spain - Mar 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W6n0Sdl2RzNYXVZvpXS4G87Qd0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8pTv468qm6q2W3hHhb_2P7_nXVcnTGj992gLmW4vFj2N5DjQXMW7dfwDB5CRk-9VbQS8f6PZpGLW6bnMSw7dChrhW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD20dW49WVsf7D4qxXW7lRZ4W8gjY6LW8WBKbV56sy_8W2NhXH15LTFY9W85rb8l1RLSfWW4zf4Sy4NzGWkW75v-MY8T0d-5W2Ms2Cw2SVH-FW11SlXH5p_rBpW5ZcqCf8W9QkkW4yHhzG6Vkz0ZW4BdHsx59h220W2qQCH21ycctNW2fg54X3n1MQGVvdGd96zfzmVN4lBZ6Fnpt28W6GTq088Ph58-W59Bvcj6f_79HW45yhlB7x2vY_W3gC0hC5bN279N8_lcPD_VMP-W5NmBpT6B-rvwW6mnXrj4rkxskW7LHLxz6ml62FN4Pv86f5XR7Nf8XgKwr02)  
[Melbourne - Mar 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W61MDBN6HcyrVW3LRbnm6qwFL-0/5/f18dQhb0SfHn9c-lkYW6KB8JF1k63-nW7sD5b57wzXrVW6Blzmx1Qt2G2VLDpF18CSvhfW8BSwp561LyH0N1nP5KBRzbH6W8B-9dc8zTMKrW64JpkH5s867JW1rfXn08r4KPlMSbFB3RcgcmVQB-Hq8rZZ4wN3P_c8-Zwq7xW1p7-Tc8tZDljW3knXG15wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7dDxTN7mWsnXW7dzcsS51vDDKW6vYDb47v70tSW67tZkq2w7MhLN7CGHpxghGNhW7cvxVf8q5qBxVVQf4X5vDhXCW26Dq-Z6QN-0SW3Gtg2994wF9WVb1VnT4VTF7GW8lX1rH5xTFKbW5GPq3c23HJSlW1qWsPc2yknVsW8rfLNf93n1KTW4pyGyn9brtSVV_sDM-4SCPTtW34q0p94xvLCgN6P236v-sVV_W3NpfZ58GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blW5G0__s1qZLG3W24RqJ87T37HbW3_xCKf4hjkQvW7LCHGf6QhSSgW8nbdS72Vq8rhN6Q3Qs6rLh9QVrHWRt1YT_XL102)  
[San Francisco, CA - Mar 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W5SqJPW12XtY3W7FHg9q28bhKn0/5/f18dQhb0S4006SyJVPW12gPy72vPRMWMLwTWXGhhwgN40J1dCPghXMW3-3kxb5w4_pSW4bhhKb7LgGplW7FWXky66MVwyW4QXFGt5H4jsMW18BxXC2T6Q2-W78P9JJ5d9M3LW6CCgFm8RDwMrW6mSykF1rhtNZW6jw3_P2LzGjcVRX7sh7mmtQsW336DJd67V3QbW7pQ-fd5mNqmtW7b5KR85-z7TNVh0QJk7F_FDzW31zKjn4zXw1QW4Khdkp6bVzbCW6kGHC54khtkxW7vT-9t1lrJc1V2qb6d2Q45hWW1rmRhb1shS4nW5H40F46_cNG3N6yHN1lf9R3CN4H8wrCltDqBN7bn9WjJ_0BFW4LzJfN6q20qPW63vZ0W3VL9rdW6CVH7n736J7pW6_5Jqf36rk2gW8T8r0n2nBFPbW7drXYF6dh01fW8p7bl66dV3xzW2nrbyZ3-vfCLW7X4x7l5vzhSlW3mCqbZ5-DDxNW5YYG_J61c-CMW1HDwN67V-QyGW8cgCdM1jFzm1W31c-SX7VWGWJW7hxMdQ2D3zNnW2Mw9M14PZdFcW3wdlz38JfFjMW9f61fx8p96cLW6Hdpx327X3FCW1jHLW87hCKw1W25FkcK54gmsn0)  
[Sydney, Australia - Mar 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W5tMVtg6Wf1yqVFy0Xh84s8Q80/5/f18dQhb0S66Y6XvPVTT2twg1Jh-_HVkjtgd6sjZ0bW2HVwR66B-xYPVHcQQ-6f-TPSW7l7lPQ8yrCvHN1r4J2MNGJqRN12Z6hY6mV6CW8wxz3g23pk8_VHS33M5dp35dW6TPNDY2xFjB_W786xC82vjtcZN2xMhF5jGXmzW23qtN21gRF1CN1lWwJbf2zMDW4PWWm48vGtlGW5NSgrL79YqXZW8wk4CV1CX42hW1pgg8B717tR2N4_M_tj33NMDV8GYFz5DPJrJW1VxtgS1FYNN1VDfV3v2P744MW3fWQM010YvMLW8zQ-gx8jnpmWW2cc07G6trKHdW6hmk2683vsWLW9ffmd487-T8YW4zMBCz6pymlXW5X5NFP3jBMc9W6t1p_j7z2q_wW5JBjJ-6dfZXZW6stCyM1rLB_FW97f2TK3dYvCRW2LvX9L69jhdGW1ZZqXS40s9ZHW1bSQSH7HXNJxN7d3X96NGtBFW15dmh63g9yp4W30g1Wb7BBJ8fW7K57RW5gfW8xW31x03243_w8_W7p31NC3XWtdPN1xZ-8fx8bXkW3wddZS6m6q7qW98cKYY25hVx2W6lVhDp2TMtH4W6rFctq1cPFHKVBhRgv5l49-H0)  
[Grand Rapids, MI – March 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W20d3Xl4g5hXhVC_kJK44vsF30/5/f18dQhb0S3j42fcTY-VMvVgb60WDv_W1yvYrz4RzQF9W2rHSnj7hz5-sW7G_Dlt38y4zcW7JsjWP6Nw5CGW9jL_mt1Q1YvqW8BbLkB4Lz2rBW6kvxJ251BYKxN14h4jX6rdwQVxcGtw4wPFvhW5PFgr_2dLjpMW997dMY95db7LW7Q8PFX3X2NSmW7Lxh3q7v90zNW1XbPzn4L7P-CVP2RWX2YSqpQW4yP9v023nWG_W7XtVM-1mnYHcW77Q8B24HBlVPN2y7S1f8s241W86smcr6lJcrkVGG99z12rpBWW2sFyRv72ckF-W1ktbGB14fdK3VkjNV11KQZxYN6Ht0Nf7pJV6N5TKB3_q7mpvN110xzgjt2-qW7m9c9M3dnrNYW54L8gC2ZGnPjW78ZPdh3P87_0N1CCB6HnZyVrW2Gvmsy2TzyVfN7tND8YvRlX3W72tcrz3p-4NWW4ys5P_2X1zPsW5tXxMB5gQBTFN6NtH51jF35-W85YyHh42LJD4W5XyNMq4wFHJZW8lp1hP2wvwKWW6K1BC74t0YmvW2JVJvj3BXkDjW3yVg7S6GRxz5W1-4sVg5_hXjbW7BQSwB68wrmCW5-YCD43CNs6nW4gpQjH6G3Z58W6Dvcyz5fr7t8W3zm9Jh7s7q-MVFzqtM9jqp1GW8rjLJ28RY3r1W5Sk8gY89zFXDW44tX_p4xzj7yW7zgd7p6qVWgpW1HBSyv5sM_tpW6Byt8Q8438Lz0)  
[Boca Raton, FL – April 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*N7VDQ7lj5SpfN4j4nGlLWDf80/5/f18dQhb0S6QK2RMFfcVMvN8Y2qybcrW1tzSwc5W9dGkN7t59XkZvm_VV-wsVF6vr52gW1Vdp2r5DJCxdW5HPcDF5LdHmBV_Z3Zk6Q6tvVW7nQxsZ3rq2XzVqyYTk1dmvXcN7-PHByhpZHYW8XqLL44x_dmnW9f34xd9570DhW6ky6hZ6G_RFfW88CjNF3mZ0YXN1Fnzt3yM3R7W53G1ry6L6RXGW4vRpNR1lQfghW2LbLFd1kPY7YM3L7gPLvfYdW5B7FNN1c1zj0W2H7bFs2PDflrW5GPg9k23VWpzW2ZK1mP6GSw9cVmSNP31ybl1jW1cdPHM7Dkd9sW3R5ldy8Sx5-5N2mX7lPft6bcW3F7K6J8rW-WDW2LdSXG5_NQlQN6FbxXcb2GfJW99-BWX270NsNW4HYdZ_4gx8m2W13f_xL475LkBW3n94S92kN21fV8-hfZ8JyF-dW82zZ063lg8WfW12_VhG3XBDzbW3zcC6n1GH_rVW6JmFrm8JpDRdW4j587H9gHjKmW4kvvDW86VWyrW3rndvL7RFlc4N58GFpGSRRLdW6XckL-22dl2QW2kcP9L8T8jqLVY1gf12jsglfW38gWDm1s4PllW6xt1Sx27dMvQW3PRQjn4PFm2tW2rk_3k1B17N5W5P-C5b91dbDtW6qkQSS2LNPLJW2hjxcd9560RpW961Nf46ZTPpsW1vBm_Z79VwP1f2tfRsq11)  
[Phoenix, AZ – April 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*VmkqRC6t9HSvW3HN-kn3XWYyB0/5/f18dQhb0S83c9ctxSbN81SjwlHyjJqW8pTv468qm6q2W3hHh8w5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCwVxW5pqZkk30HSWzW558jwW5nrfmRW4h_dcD1Ww7fNW558_4h8V2RP6W2m59z_2gmPddV4CtBr2Rxf6nW2PynKD59P3zfW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP37RjV2W7NrMZs3pcyGGW2przrY6V4thfW3_5R1X1tzckSW1txG9N6GsfdKW8XNh8_7J_B5xW7lwSPm4kWFZgW45kt-k1TKVlYW8Vnc1J6b1sT3W2Rlc298YwGYpMzHdndvZ81-N2V_cFlrBWnLW1G8y6J1HTw_CW2GFFH_1Q44KPW49jJmL1FVrNFW4_YTtq6ld_frW1Y-J1F1-v55sW1xYczJ5HFsHjW9gHX3H73QsnmW1d5pgb4NB8Q8W6DzwRS1Z2rjmMJFWZ0sjV00W5XTs5N9kLL5qW3BVpkY2B6c8kW4vYhYp95b6__W8hvcTK7QpMh3MVMPVbVrLq8W2Wc7pF5LPbwK0)  
[Los Angeles, CA – April 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W5V3jZH9ccKH-W74qfXN1DZg5b0/5/f18dQhb0SbTZ8YHrXgN81SjwlHyjJqW8pTv468qm6q2W3hHh9D5Cgxh0VnQ9Qq8-tZd7W4cj21H2M3VPZW55FfHL8SzRFhW52HplR2Q2dd-W1HHJc531H38KW52HkR68-y10rW8_dDry4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLbG-VgVbYs5rC5Q6W3l6ccQ8mQMWvW5Vz0ZC8VZ12DW7cvxVf8q5qBxVVQf4X5vDhXCW26Dq-Z6QN-0SW3Gtg2994wF9WVb1VnT4VTF7GW8lX1rH5xTFKbW5GPq3c23HJSlW1qWsPc2yknVsW8rfLNf93n1KTW4pyGyn9brtSVV_sDM-4SCPTtW34q0p94xvLCgN6P236v-sVV_W3NpfZ58GclM4VPN4vS3Cdk0dW3wv7Sm6xYSRBW2PjBM42FGwQ7W7rjYSy2w8xKKW5bN2798_lcPDV_VMP-5NmBpTW6B-rvw6mnXrjW4rkxsk7LHLxzW6ml62F4Pv86fV5X-KQ94Z321102)[Dallas, TX – May 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W5Vbrsz4-KYRqW1F2YJ67yzXb80/5/f18dQhb0S65P6XvPVTW12hl181fpngsN474q--G765cW7L6Dy66BkP7vW7SlPrS62RQ4GW8K9WRc8LXZzNVJ0t_37GTS9LW85CKDZ11Z_W3N826kc1wVY4PW4hL8n94qwpTNW7Bndkt51XgYhW8KSqss6qwwjDW3q6TR35lZBdDW4Tvbjz5C-6LqV-01w_26Kg2lW40V0by7mrsZLW4xKVqX6dtkrFW71gQLl58dR1QW3JFG922mhqWzVjVz175Qp3jXW3chLs_2YNLZJW8Swh046-fv9vW20hMnJ37C4FJN6s_JLcNJ_bMW1d5r8W6RbNwKVcTXPv4nYW8xW1PQqq48tZB68W6509C93Q1fdcW3_v8HQ12cg9FW5r2zp0230Z_fW6LSj053-SM92W7tBVfQ3Q0phMW9j1DD42ls1zbW5bSGgq1LylbdW3sSKVD5ChW5sW2BDlH05w74QcW5GGlt86x97pjN6GxhdhZGbLzW5htS8T132ZJ3VRjTJs1RrSnLW5y4V_c1njXcNN2b27HR7sTn0W4J8X3t1ngSgtW6-nvPV5yPbKVW8tGBBS6nR_YkW78zLfh7W8g9lW7jy1Wk1mch3jW62cfBv9fbBc6f7jvqX302)[Dallas, TX – Juy 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W6KF2_Y20kdrsW4Dq_1y8P_yP20/5/f18dQhb0SfHy9dZyGFW6KB8JF1k63-nW7sD5b57wzXrVW6BlznK1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9pg-W8rzD9d8CRZZvW5vLFlQ66GK5yW5G2v4v5z66jjW3dRksK5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d7TW6FGhy32yJF1WVYT2jk6P4lCXW3xPtL65rC5Q6W3lW-pS6d0JK6W3ryrX36H5CNDMMNBCZMMQxXW80gSRf97rB1bW8yxPsV3JfpScW6Sw2Hx6MbZ9sVYmrF596f1_XW350YGS63LNcbW4tg2fn4YWzHPVdvjjN1r_CR9VcQ8r95w7bZHVSrf_Q1kRxDHW5B4NwX6Nch8YW5v_s2l7bwrbbN396JTx-vlwRW5GPNKf5t0j-FW7wTZy29jW9LLN8csGDVD2JBLW74kBm33jPt8dN5G484VkS8SwVd8rw02-XK2hW9krk001QX-nbW5_5jNs6Y14mxW9d7_YJ8RhS9DN8BfQxTrVprCW56gBW-4N8pbbf5n2LtT04)[Henderson, NV – Sep 11, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W5Tbzb11pxtS3W24ZZ-21zfTSj0/5/f18dQhb0S3j46tQ-Q7W12gM6K4_shWbW4N9JHT5LlPsCW84k_0175GGDbW4N74JT7zZtFpW7X197K7tm0RKW1V1lxy6DghbTN2Lt2k-qGgP3Tcqpz8GtQ0rW6j080L5sQ4kRW7j9NcD8QV7BNW92GCmS5xJPzNW95mWBc8zf2qrW9bzVQW7j0cMJW3dbLG_1tDxgpW2Zxp2n75X48-W1XTVLf91qtrZMWBRVKhRwlMW7rd0Dc52tPyKW3LgsVq6Ts4NfW4-smNl5bdF12W2f5c5-6DSjG_W7SKczY43tvV5W7XJTkW1JMMRZN2k4Qh4PZmXMW6WtGWH2vhGMCN6Zg8-YRhtRsW1Fw7mp61vFrrW7CJjs79hcXh3W25ws-96-xymxVz6p5z7dJhqcVf1kwM3tHrWMVnbKCv37D0q4W5jN95D41Y7pmN6K1YgXwbHdYW8-SSnL8JN9l2W83nF2938GMZsW3tKFJL8DldhrW8HjRTs5kTJDcVDGjFz9fC_3xW6LHSf66Q8RqXW17DZrc4yqGP_VxbYvq6dQdKsW5pnFd44YyMLRVb2mZw2fxjD0W2jX0D15KgwMlW3w8-HJ9cPMr4W18VSNw5Qc4yNW7vsFzx6RXWpCN5qyJlp9sjgkf8cyhW-11)[San Diego, CA – Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W6C5SKQ45TtRBW9c5YVW12SmCW0/5/f18dQhb0S3j46_rDSLW12NnsK1j3lzMV9fVrm2T0CvWW3MXzQm3yS2cvW1PgyD25GNDyBW5JnBM16PCLyYW3M2ybw6pLlwNW1CsPYY76L_drV6MWlv76vylCW6tQz8F1nbDcMW8SfF7y8QTXJ2W42X8sr1KPXrdW32P5t43jHrhMF7whD1GDP9WVqLtwx64Xt_5W2QlTyB1NPgPCW4Jzmp44ZLSsNW1QvZgY1SNh5mW4NPMVq5r4SwxW15tlb77NzYZKN4Sqqbnx6RlsW7ZQYpB7XcZhxW3tBrdt6ttY7nMvRH5VCv7KBN4X6vFzdmX1pW6L8Fbs4Jb6d6W99-98h4M0TT6VlVpjB9kQZxDW5FnRL_5gl8QFW5L5-vt6mKvNfVL6kv24LgYRKN5wDkBn1fny2W8Y_ygt4ZVvYtW7ZHV9n8PccLyVgGlwJ32qPVtW394CQk3HZB54VNTNm643fyzbW1yLrzZ3kSkwPW7x8yHy2KZjBLW89z6cP4qPmdDN31fF6DKPhQBW60yNyP859m5wW8mVnfQ3m8VnBW4xzs7_1VLZQwV4JlsV3nfrm9VVy-_q6QYXsNW4cPVxj5QjXrgW3t9n_t6Vp-s5W2f4s384BH6Y1W7BDscX6Dy-Vmf2BLtP902)

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[Exponential Organizations Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W49nTm197BFSHW42-_0Z8K1rJv0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8pTv468qm6q2N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkH7tvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Rrn0fW7ZDR8k419cFJW41kQGj4X7JdkW6ZDj1W361X8_W6b-Qmj5PTZ1dN3yxjqY36HKPW7mlknb4L_-2bW8n6RC14TrdJmW51_tGs3N1NXGW1HQWbD3Jy8CfW8SrzrW5sSgjXW4XHx3G8rNx9LW8n4LYb1VtdWZW2jLVjf22TNxnV9Mb5m46SFhxVRb-Ys64RB37N8y_DL1n5zc7W480Y--3trBcGW8jZ3897KwJBsW20nlKM1-jXZJN443M3NZ-6XsW36sLG21NsfDKSdhm3zXwZw102)  
[Topgrading Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W5hm8db6jdx_9W2w6hxQ7y42G20/*W41Wh3s5p48K5W6__Hsb6_CyBm0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8pTv468qm6q2N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkBStvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Rrn0fW7ZDR8k419cFJW41kQGj4X7JdkW6ZDj1W361X8_W6b-Qmj5PTZ1dN3yxjqY36HKPW7mlknb4L_-2bW8n6RC14TrdJmW51_tGs3N1NXGW1HQWbD3Jy8CfW8SrzrW5sSgjXW4XHx3G8rNx9LW8n4LYb1VtdWZW2jLVjf22TNxnV9Mb5m46SFhxVRb-Ys64RB37N8y_DL1n5zc7W480Y--3trBcGW8jZ3897KwJBsW20nlKM1-jXZJN443M3NZ-6XsW36sLG21NsfDKS6W-1nBG3Q102)   
  
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**03/07/2019  
#1 Constraint; Walks and Talks; Allure’s MBD; Congrats Prime Data**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**#1 Constraint to Scaling --**[Here’s my latest 4-minute video](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W6yKMLF6xmW4VW6-w8Xl6gFRd00/5/f18dQhb0S1W92WsJrlN12dSxckSnXqW2yMkc41gs8KZW6bFXXM1Y8CM3W56Fcjq8tny9hW4nr7Lk9dVnR8W4_q0LN5xbbFYN3cwNJhnLHd3W4YvKXL6KTwTdW2bGMBz75dB-sW6RZbXB2WZGvnW5XZdhv1RtJkQW2_w2s15vQJVYW6jg_v26hW9fHW2sqjR91hks9pW3lBY6L2BmkXyW7dWprL8zqgZrW6FkgM12Yz74CW83c_ly5r4j0yW5_1rp66BKXtQW5-nWRX8tVqH0MbkHHhJ4CZGW5gxsn91FDZWxW5tSsH88wSn7-W4yyS8t3092-RW4vWns152RSBqW5_VNQz6DYh1qW5TmtwV7fHshHW6fJgTh3X1T1TW3xG6p050qmbcN5tSkbMnNCBvW5ShTZ-24Y95rW1FsHx08vfVlmW1Rk7wb4BGB61W5XkRdN4DjPf0W2LDNW25JyVTBN2TyyhNrx2-BW8DZXW85zDR11W3fNSLj4tcBCjW68d6Lt7s7cLsW4kQ3VR8Xq870V-MTPb2fPcDJW21rS791LWPG5W5yX1KZ8_dB--W728zLP6gZvCXW7NgBRz3QcdRW0) detailing the key constraint to scaling a business.

**Bluewire Media’s “Walk and Talk” (Scaling Up Case Study) --**About a year ago Toby Jenkins and Adam Franklin, co-founders of Brisbane, Australia-based [Bluewire Media](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W5q86j59d3_nwN4f3b3tJrGmy0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8pTrhC3LQ1xYW3hHhbJ2P7_nXVbxYmW8pCQ6vW2HtVlN8p0X0_W6Pkt_V51fZCJW6N-46D999f65W6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJL63H3C7dW1Gk59Z2Y5-07W1ks0Kj392FVXW5jPVDH47P0wCW403tVS3vbpkwW6nlyTN4697yLW429XHB2KNpKzW4Dx4Zh6yKMmhW2x_Mt74l44P2W6xB6sv1RhFZzT847p7Jz1H4W7knqQF54GGPmW1VCN0w7LxCJbW3r5bLY2WLBLdVnTVDz7V-MCxVj9RS41RQvc8W8bjYZb5gSHY5W6H5W1X3nSW3FVVR6H24q1tJVW93G66r1TSGdLW33FzxD5NXFsWW5mSYQ16L-tc_W8mmV0Q7yGPVzW7CW2gb58G23pW4FyDCR1RFtMFN7K-0WpVMPVbVVrLq876byLQf37JpNz04), tweaked their weekly council (strategic thinking) meeting. It’s now a Steve Jobs-like “walk and talk.” Notes Toby: “Adam and I walk up to 10kms, sometimes in the bush, other times by the river.” And the benefits, continues Toby:

* It "stacks" exercise, nature, work and friendship (35 years this year including 14 years in business together).
* Nurtures body, mind and energy at the same time.
* Much higher energy level and focus for the whole 2-3 hours
* A sense of moving in the same direction.
* Often feels like a much higher quality conversation

FYI, over the past five years Bluewire Media has scaled from 99% working only in Australia to now active in 44 countries.

**Same Walk and Talk Format with Clients --**Bluewire Media uses the same approach with clients. “High quality 1-on-1 time with the key decision maker,” continues Toby. “I've found it useful in the negotiation phase, when we're both trying to get crystal clear on the higher-level context and then zoom in on the nitty gritty of an engagement. And it's been highly useful as a regular check-in process too.”

**And Same with Family (Plus “Advances” vs. “Retreats”) --**“Luce (my wife) and I even do it sometimes when we need to talk something through. It's not yet calendarised like the work ones, but I consider it a great tool. Across all of these three (council, clients, spouse), I find there's something about architecting the circumstances that gives both people the best chance of being at your best for whatever needs to be figured out at the time.” Love this idea Toby. And appreciate that you noted in your email to me “we’ve basically followed your whole Scaling Up playbook, with 90 day ‘advances’ for a decade.” **I love that you call them quarterly “advances” vs. “retreats.”** We’ve begun calling our planning sessions “advances” as well.

**Allure Medical Doubles Revenue in 24 Months (case study) --**This [Growth Institute post](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W3Fb9S63--L-xW6hdnTH5Xzz6l0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8pTrhC3LQ1xYN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN2tg9zntvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Q8WgDW73BLlK6QDps2W1wZL-S96-vR_N7xDQ9xPTKwxW7ZcYRk7n6D6kW7dzdTp3yptKzW6-8B1Z4LG86FN6NbpRFdF7MlN87jtF9F-ZKXW6PfbDC5s8ckGV3khQQ7YhQh0VPczTP37bXd2W8w-XYY1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1Xl6TXFV8W8fgb_X7ybZBlW5R7M465LrXmDW4BnX0H4DBcmGN6bVNf2ZpcmqV9ZLg96PXKPw111) details how Theresa LaBranche, COO of Allure Medical, is using the skills garnered from our online coached Master of Business Dynamics (MBD) program to double revenues from $20 million to $40 million – and how it’s helping to double again this year. Comparable to an online MBA, but at a fraction of the cost, this accredited program of six courses completed at your own pace (Scaling Up, Topgrading, ExO, Hyper Sales Growth, Mastering New Marketing, and Outthinking the Competition) continues to help leaders make a massive impact in their companies and communities. Theresa’s story reaffirms the importance of investing in executive education. You’ll also see Theresa and her team at the upcoming [ScaleUp Summit](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*N6GZ4fdh3P9ZW27ZBhW5D39qp0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8pTrhC3LQ1xYW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4V2xZz5D8zDjW5r40Sx3CdJTqW4kv4y52ydYgtW42jYCg5YzcMKW6vb3QG7DVShPVKhD5s5LyCL6W3D4wjh1WZ-NpW4FN7H75LHQ49W7By9GD444RBWW5p94n78mKSqjN1VLCHFKKS1KW1D_42R3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZnS_84rVzW6PxM8z860yFtW8Qb1Wh8s8c1YW2X3T_J7zg8V5W6ZfWZF70kQV6N34sCTYtJCL4V3_BVk2_XY0P111) – they normally bring one of the largest teams, earning them the table right at the very front.

**Congratulations Steve Falk, Prime Data --**Kudos to President Steve Falk for creating a culture where his staff took it upon themselves to apply and be chosen for the Globe and Mail (Canada’s largest national newspaper)/Morneau Shepell Employee Recommended Workplace award. It was their responses to the questionnaires that shaped the outcome. Noted Falk, “I just wanted to say thank you for helping us develop a well-regarded workplace culture. We’ve taken many of the Rockefeller Habits to heart over the past 3 years.”

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W2DYJPq2B5S5sW5yWPLq3XnqT60/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8pTrhC3LQ1xYN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW4V2xZz5D8zDjW5r40Sx3CdJTqW4kv4y52ydYgtW42jYCg5YzcMKW6vb3RS4ywJ-nW4JDfcD3SP0S2W3HHv8q2yl26_W5DmjYZ3SP1FnW6n62TF66Xx17W4T_9323Y05yHW4SDXkG5CYM0JW467M9R7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc83xrMXW8Vd7Gk3PR980W8v_14B7fVsr1W6_Ry2H5zVJm_N8y1YSxrVprCW56gBW-2PSGYXf2SX1M404).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W8Pjm-82Yg-KPN3Hv5pttDy670/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8pTrhC3LQ1xYW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4V2xZz5D8zDjW5r40Sx3CdJTqW4kv4y52ydYgtW42jYCg5YzcMKW6vb3QG7DVShPVKhD5s5LyCL6W3D4wjh1WZ-NpW4FN7H75LHQ49W7By9GD444RBWW5p94n78mKSqjN1VLCHFKKS1KW1D_42R3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZnS_84rVzW6PxM8z860yFtW8Qb1Wh8s8c1YW2X3T_J7zg8V5W6ZfWZF70kQV6N34sCTYvbf5nV3_BWQ4wzhGx111)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W8wf6sy5PDyHfW4Kj-m93rhqzL0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7sC_D37wzCB2W6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCf3MZypVL6_2m52YlfxW3_8mpl9fgwMTW4fdl2K4R27dtW4j5V_v2_Yx3DW8TT_SM5K87ZgW1yMt2f6yl0NfW5p7mmf55fQc0Vc24GN5wLKryW2zhQQ03jSDP1W5BR_8H5JCHDkW8vJMyg4tGBlnW38Tvrl6LlzyXW2Dgfy25rbYY0VbGWJT4Rj6NhN6C9KdfPs031VgkKmy5qjj6wW3K5v6F2t0XPvN3sMw9ymLW2JW4r5l5j4x5HzXW2hhVGk7sZq2qW9gRcyn5BhMgqW6JrNLx7LHj2zW2f0SLG2pglVTW6vc-Z649ylp8f3Gk2R804)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W8B1Kyg8rnJ43W6Zy3476lj3Kv0/5/f18dQhb0Sjv98XJ8hgN81SjwlHyjJqW8pTrhC3LQ1xYN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW3XT-hz3njW0gW1038qM5lMG0LW5RrKLb3-cwXbW5jQgsN5NzB_kW3-Xvhj12tL9CVR8lzj3lLZbRVW2y593Yf9XmW3ybzyR40fVVCW5XtQS08DtyvtW3gm72F8c8xn6W13-BTk2-D439MPFNNsx_QkyW7K_mwH79PS8yW73R1h2224mr5W6pHKM0770mwhW1YYM-N7zwg2vW1wRS6N5c73_SW2Rq48J8tmc92V5WLFT87bSGHN8hkKQvJ7YCVW26XcFL4L1MmrF4JXQH_J9H7f233QVl03)  
  
[Start 25 March](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W5t-80W8hXHhWW5dznff14kHpR0/5/f18dQhb0S1Wd2nS2nMW12hMSb5zxq1KW2F56fK2wxvBnN7MD6wn-69wmW2Bjnmr8X9VdjW6TyQ677v9_BYW4-qP9J65TMpdVm-2tN2pTfzMVC69r68ZncHwN9dZk6JzVc8HW8QjfGg37KfxvW5w0MbJ3zxyxzW4DJyNt65Jf0hW6wcZqJ3f9zqNW43Sjmx4hbB4tW7hgWGr1cjx18W2ZkYRz22ZQKCW14nZnq1gbf9ZW1-4-4s7M9wYNW1_lxK97PkMLyN1fQ1j7hPSZ4N48kP14nP5X-V72C5_3V_KnNW2t6mYW8XbvSBW1RLjQP2Qk6p1W2sv_cD1NVKsMW4dl-Zn8ylKcSW1zhlX36RxqD7W3H7Lpw6nshjjW6nkWjR33m7GVW99fkb_73vKsLVT4Tzm5LyKsFW1HVjYH47fCGNW7MDzt52yB06HW4hP07039_lNnW2d45sh2DQ8XrW2BkPGh3pBZTrW1TZ2J46wTnMKW5v3hlb4H-0qjN1PCjWMC-n6MW3mBQ2h5b25ySW4H2ml74gMT4cW8G6PRz4DzJ4wW5fQX7J4tMmLPN3dTnD76LV1kf946Pj803) - New program: Scaling Up companies Core Programm in Amsterdam (in Dutch)  
[26 March](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*N2t6mHhfj5JHW4hv7Nk15FxLV0/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW7sC_D37wzCB2W6Blzlq5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLx3GW3SLYcb49bzz_W3MbN8N4pBT3HW2V9zyZ4Lkw6tW3MbDqX1QQ4x7W3jjyH73jcy46W5_FdFB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGnNn5smWW8mFZz48q-1tCN2VSctPRFkK4W5G18Kh3y9KYQW3dgtM73z1_SlW3M3Ktp3L1v8lW3dSfjm3q8zcFW5jTzq53lmH7cW8v-lZF8FTSK4W1W-sW07bpJMsW65YDY27WDfLxW7x2QtP89xb0xW1rqQsw1TXbKhW81mmS05_TWxfW24YcqF7tNzmbW7b0GFC7qRmldW3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxtMdVj8tbN4c-1XlW6TXFV88fgb_XW7ybZBl5R7M46W5LrXmD4BnX0HW4DBcmG6bVNf2MZpcmq9ZLgcf14M6N411) Start - Year-long program (in Dutch)  
[16 April](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W4vQ9ym2bLF01W78bPFS1dfBTP0/5/f18dQhb0S1Wd2nS2nMW12N-LT2vPwM8W2vdC6d2wxt9tW4dZCdw1jFxmDW7lqKQN8_6-f8W6-LGm84nB6QXW2vJzFs5WfslPW4zHCX75ZTMF7W8DNKg38rCS0bW6_WB-s9f_QbgW8DBst5335GcwW3Z-wP35jvN_jW19DR8J7xHTJkW1l3xhP5PN1gYW3RSckn32NyfKW1HWrFN456DfqVJNlxN7mTnrzW25d2LM8ZSl80W1HyCHS6dkB6mW9c6sNd2Q7tL5N5KRVyWStzykW8rTPRK7ZnysRW1ZfBM-3N02RXM8W7WfDK4YKVlxHhH8BlvcXN8bkD9bc_VpxW6VCJ696nDjZmW4QnN0r5Q1NfXV-QGJm4hgSNYW4mSVtN6BdD6XW1Gxzms2Dvx7xN6nmCQHms6PKW7Z3MJS3b_pzCW9fTY0r5lZkMpW29d4TL2w4dqnW33B1KZ2b6r9DW5Y6vRk32Tb2FW7d80rq2Kx4dxN1X1nMz6jVG2V6kKjL79MpRSW5kGfc18NxqKGN8kLTtZHZ-b7W94gtxD8Lzh2zW8K4Dn244xPdkW2-nl5K8d9R_Jf3m572k02) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W7HympS7-1d-cW8xfnpT97XjtZ0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8pTrhC3LQ1xYW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppCBW5_68Rb2MVbMMVKP6VY8h6R16W6cJbQN12wmG6W2LBjlC8NgjyJW92_lDP4LgT4qW7yXWp37cJzbNW6-jSqX3rx1csW1KtQ6k8wTHMzN1dyhmMRz3G8W1m0Xs58fDgPPW15mhZj2g_zxDW1Kz8Dp49kJ93W6fXB_K11rnNbV4Vjhv6PYmz3W54GcH67K-c-gVPDhRR1Ngx1fW51bd-Z9g1_qXW6fVR5s3yyJMmW20qZZz7PqC3cW3zxSt44CgvBLN6Q3Qs6rLh9QVrHQsD7v3HtG102)

[Melbourne - Mar 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W7kB2ck1l9DzQW8TWkV0373nzf0/5/f18dQhb0S4007B0HMWW12NqZc4_Bf4LW31f63C1gBzyvW3Yj_lD3qR_6pW6Q8pH33q3Gt5W1pM2z74glJy4W6lkC0j8v15yKN6-j3WRJGFmdW4rm-8C705BtQW8cySHM2dSdtWW4x7P3d907Xf9W4gCryV2R1rxkW4VnC-43g05DhW7F9SZL8fbFshW2HqNkt3Fs7JTW74S2S9233XLsW1BqyRl2rtj9KVlYmxJ12n0T4W5BVK2q4T3Fn7W57P4LY8f2j46W1QNMVj9hCFy6W2KdyHf7sHChnW4HPXLt2S9-ldW6Pf8cH835-K7W2XYf3z7Bw5KxW1xzlRq4K_5STW3Ns3167vl6yPW7_H-MY4hWsZkW70ygJd8yZCc0W2DTNfc5FHhpDW6kbZTQ4rDQ2yW2hb_3l9glQJLM5kWZXcBC_SN27XbsswlZ0sW3c3G164lX1x7W3lSgtj8KqTc2VC_l328Yxf4zW393L0D5sG4NkW18Y9Dk8_dflwW92HXrs6QrcZDW7z80-f3_F4ByW1ynZd174y8lxW6J5L3F7T9sxfN59j8zv_cRykW4dQbHB8_jkb5W6-jJgp6PZLg1W96xyC84HywryW5FYBrS5F-KxnW20x6-r3Wd9Wx103)  
[San Francisco, CA - Mar 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*N7Q8VLk5cnTRW3jxPL36zs8Gx0/5/f18dQhb0S4002dYTssVWnCxp53xl2DW53mjs01gPdlsW1XbHtP3bbq-SW6kGn8p1nx-z0W5GyN9w4xkjZwW2D7Dh48cK034W8bgcy-7yK1vsV_L0wr7vQGSpW4ZV0zw4dzfLCW2PT3dc4wRg93N4prJ9lN__nZV9JqQp8hDmKDN4fkM5dN5tKpVfRD8d1S6xTFW1WQxV13qFcbKW24xKhs4J6dBKW55HFnl1M5gDRN4z8Nn56tfcfVX_3WB53yL3fVJMhj92s_PksW2RCFhh6stVndW1kb-JK652-DJW7qGRX_5Kkwv7W2xwh5v7CMdJHN7LF0S9VB5TjW3V7yN45k-XZMW85lgHT6F7FnFW4W7YCP1MkffDW6VtzRD6GPR3ZW7n3bXb68L_YXW6l4CQG5_FgVHW3-y_HM8xwG70W8bVCTF1DSqyjW8FpxYp2Dqdb6W5P62QY4d3KnzN3dVmv6_GSJYVXPDfd6xRY5pW3YsQ2Q6WTK6tW67WsQW7z2KJyW75Szgp89Cp1mW1WD5Tt1PbRk9W3NwW4k5kzzplW8sl7mg97bqMYW1q7hjt6VXth3W2bdfbp5lM8DDW1KXqnR5z3JgMW1MHzhm3wr9-s111)  
[Sydney, Australia - Mar 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W11qW0-2Td1_2W70zFQB4L_YVh0/5/f18dQhb0S65N2HDqvnW12NqZc4_BhSlN8hrtK-G3-93W6H8v5D39j6r_W541G61479zfHW1SPBC32JH5lwW4_nZr28NS-r1W8L7Zzh2ZZkw6W31FT8f7bqCD1W8jdWmc5ShBsCW8Xg1ZL6Jxtk7W323NqN1H5_nJW7-Wm8r7JpbGFN1yYFWNR2g9pW8xPwkv8QH8k5W6D8_HD2v_ny2N93m12yx7pRDV2tgxs1gFmDlV9-Fs72CWvVBW1CkqTJ3WRW9GW1nmc8L9bpJmrW6Ny9Zp7g9BPbVMc0Yl5VZKwKM8fzDR88TbbW8Q1TWZ5nyBzMW7rsdmr1r_J7lW7wt3LV1cR5HjN6_3G2JdmLPZW7V_yfj6xc74kW6QHMpn3QJh9_W6CFGjC2zLVw7W6lYqDJ6tQyKBW1CZJVB42c1zJW7QV8Hy2f2kG-W7GMxfB5R4z9xW4f2_cX4q7vVSW8-vbG_8bbDC3W6SDqq137W3jQW8XlBSX80WbRhW1ZSZXC2Mz48wN89PP7Rm6jWFW51H69t8MJt7NW4GnnRB7hCj-HW8yv_K21q5chcW6M1gXm2k7_xlW4t4n475QlR9PW1S-lCX3wmyyMf74YRlc11)  
[Grand Rapids, MI – March 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W1xcjy71GDYwJW8lMSfJ8lyCLd0/5/f18dQhb0S3j57BfGH_VM_Z1m4L8PmVN2pxqc6hS5F6VHYfCt2RHLpRVDMJ5t61c8DNW1NXNLm147y43W1V1lxd8j6-XxW33R8rg8Qbs4LW2qBR_12ZZkwfW4b2q_k85SHTXW96Ns4Q4xX2bmW7vqTyc4bWmNjW31FHn43qS91HW3yS6BP8kFDMdW340b4c5ttW3KW4WV6Yz2FHFJhVJn_jj2GDywxV1L-n35lQSc_W18rDP25JxQGPW1kxjHT1kxxGWVCKshw7rVtRFW6zYcKr16sV3JVwTg5Z8CjddPW2hnMVv1YG481W64wwsK5zxHvlW4wzv_x6H9r4YN2bnRrq2gjsSW6Qfgym6-_ttJW4NvqRY5my7bdW2m7RGL6ck8_HW6RF_wx6hhQTPW5wH0Nn7w25CcW2YdNlc1NR9FYW5N1vqM2_lVw8W58JTNb3FW9FLW8tnFRS3sGFwmW3FXxmw6tyymHVkW9xr8kDTsBW59k75F4lMKlrW14qkk-5vjhG9W3CTTts5gXYWjN6Jwrzkt2ZHyW6JXxz0627VCwW5gRX4f2hFmppV-Ffzw91_36SW44qF_K3Rw-G9W6wpcsr5Jl8lSW4ggJd68dyZFdW6R3N2g58TBXQW81Mf514-g1xNW1DjsYX4yKLq-V2wG7R7wXh4rW2khpKz7BX09WW26612V89cnJ9W2fjCG761Y12VW919Khk4fsWtpN37Cx71r0RX2f5Ss5sd03)  
[Boca Raton, FL – April 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W2wg1fH6yrVjbW82fNzZ4nlvpl0/5/f18dQhb0S6QK2RMFfcVWnxK22qybcrW4-_hS25W91YhN5C-b8dGKcbBW53nmZr3jYW4ZW47lMgZ8qgc4bW5DsJGD5pyYNcW1g32HF4lyrswW4JMMnc1FTZVtW1cbDK07pT-_WVwM7Z55QGxZmV-hp272V0cflW92c3MW7PSjV_W4fFKzJ2gYkFYW2zPZ7C7KL466W2gpz5Q6btk_yW8lpm5j3DLnMHW5lCld319jrljN7HKLQlyT-CXW1g2-lK1N_t99W2GTLHd5jMfC6W2HKdzt64mF45W7TDP0F55kqCMN4nSNR1Z12p8W5YMzg23JhVTwW1pV66R1_kXsyW5fYjPc1JmtYXW17MFS68lv6LXW6mVfLf5rZw84W5lFB9H343JwlW5FKYlt5-nGsdw64MxQ_XK-W7F27Y88BDwBpW6N3d7H3_sNL6W54tjGg3JcjMXW6Qsq5_5w3xc2W1WfpZM4tCcv-W6lN2qc37gjhVW6DZt_14Q5BYqW1NyWQf6FC-Y_W8tvC_l6k35rjW4rBz8D9457G1W6PMRpq8-YXbKW4VmkTn96npGJW7fxXXd8HxlWBW7XRMG-9h3cCSW90Z5_S4kWsJ_W8Ld_4_3bRc49W62xlHB1_vWbdW8v6xCL4NL9j3W3c0k0M6XmQ4VW8tyvpc6JzcJfN6P-lsBgj3J_W88BHtN8qj4ChW97dkyP31DXPFW1JpHnk4qK-fCf880fLY04)  
[Phoenix, AZ – April 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W1PRl1r96FS5kW3Zkl4W1NbkD00/5/f18dQhb0S1Wd2RwkM_VWnxHT4MBrmzW3hKgVP4MNvXpN7JcYkxDC3G8W7Ntgfp3knVT6W2Qjddc7VFGxlW4bGbt31l-_MDW5qKkBt8Kw5v7W46GMsZ3SHQ6hW7kTJ_s3YvFzHW166mmN97WxW7W9bGyvc33l-pmW3CSYRY6QN-qnW8YV96h69FtbmW95JQSJ5VKjCbW2GlBwQ2znqLLW5_YXvD2DcQrKW5jbz073BDMy-W70WRNs5m_8X5W1w9D5P3fH9CWW5nHjsR1czVH0W9bv4jC12VQkBW8vPRKT31cj5VW2wdgn_2y-08hW4gNNf887ckfXW5s6k6h1B3t9wW2G9WCb19kgQvW2B9xLT9407jJW1TDrBc57cX-FVhSyj93M32xlW73zj9X7DxSvpW17qYJs6jSRqDW6cPk258qy3s0W1kBygK6vjGlYW6QVqlP4tqKRbW4Ldp0W8mYHXrW726Gw36P8rP4W4GF4Ls2j0ggRW8N6PK74vMnL8W2-tvD066lVF2W3YyXVq3dlllYW8RXL8Z3ktNSHW740LCc3spTffW7VDwvP79l-qMN2H57mNfY9sFW6Vjy_w7BxkBWW9j5wKr6TrfgLW4DLwYT24Y66XW48T07_20XHt_W7VQ6PG8mhTDFVNRzY218zrzYf8k5Pmg03)  
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[Scaling Up Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W7f901Z51bHKSW9lJLR76kvtx80/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8pTrhC3LQ1xYN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkDNwts8ZW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Q8WgDW73BLlK6QDps2W1wZL-S96-vR_N7xDQ9xPTKwxW7ZcYRk7n6D6kW7dzdTp3yptKzW6-8B1Z4LG86FN6NbpRFdF7MlN87jtF9F-ZKXW6PfbDC5s8ckGV3khQQ7YhQh0VPczTP37bXd2W8w-XYY1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1Xl6TXFV8W8fgb_X7ybZBlW5R7M465LrXmDW4BnX0H4DBcmGN6bVNf2ZpcmqV9ZLfx3dKwbV111)  
[Exponential Organizations Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*W73NGWz4-cPGqW7cTRLr8Y_ZMM0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8pTrhC3LQ1xYN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkH7tvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Q8WgDW73BLlK6QDps2W1wZL-S96-vR_N7xDQ9xPTKwxW7ZcYRk7n6D6kW7dzdTp3yptKzW6-8B1Z4LG86FN6NbpRFdF7MlN87jtF9F-ZKXW6PfbDC5s8ckGV3khQQ7YhQh0VPczTP37bXd2W8w-XYY1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1Xl6TXFV8W8fgb_X7ybZBlW5R7M465LrXmDW4BnX0H4DBcmGN6bVNf2ZpcmqV9ZLgv1vDMB5111)  
[Topgrading Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W4zt8NR3wjCjSW7lv4zV2Pl-DW0/*V9klrc56wd0sW81pGPM79WtXN0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8pTrhC3LQ1xYN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkBStvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Q8WgDW73BLlK6QDps2W1wZL-S96-vR_N7xDQ9xPTKwxW7ZcYRk7n6D6kW7dzdTp3yptKzW6-8B1Z4LG86FN6NbpRFdF7MlN87jtF9F-ZKXW6PfbDC5s8ckGV3khQQ7YhQh0VPczTP37bXd2W8w-XYY1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1Xl6TXFV8W8fgb_X7ybZBlW5R7M465LrXmDW4BnX0H4DBcmGN6bVNf2ZpcmqV9ZLhz3kfyGN111)   
  
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**03/14/2019  
New Power Jacket; Tragic Loss; Million Dollar Women; March 26 ExO Webinar**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| Your net worth will depend mostly on your net thoughts. | |
|  | Mike Dooley, A Beginner’s Guide to the Universe |

**Two EO San Diego Members Perish in Helicopter Crash –**Many of you may have read about [the tragic crash in Kenya last week, killing four entrepreneurs](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W78Z_Cl5vwJNRW11xQKb5nPPqz0/5/f18dQhb0Sq5D8YHrnRN81SjwlHyjJqW8pTxS87fRFRKW3hHhbG5Cgxh0VnQ9Qq8--HBkW8-y12P8YztwfW8-vzkg1HHB6RW8Zwpgp2N3djcW33FyQS4h_kVxW54Gmn74cyCwsW5nbDpM8ZQtX0W30756Y2KW3y2W2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3yd14qL52W7JCxGl81bhDKW7N_KqM11GtpLW520N2H7v70tSW2Hyb609dH8_6W6V4mf76Dn11bW8gjY6L8WBKbVW56sy_82NhXFJW4C0wMq1j85dWW8VPsPr56nxRwW6x9wND7sffr7W6VgLQ-1CqDBVVJcYJB9fy51bW6zFtPZ8g_pzmW8TDKJT4P4xSzW4P_CSy2P2B-sW1GMXwy54T2D4W6Yn1Qd6wmqrDN4C7j_6rgDycVqPM1w4lBZ6FVnptLF1Q68w6W1MMh8v3gvt5mW63K13Y60T-4TN3JCS7VCjYjPW8rY3Qv6xGNqcN7XVzNXQPSKnW5QshWM744YHVW3b2t2d3ptz1mN4fC4-TtJCL4V3_BW42q_8Fc111). Two of them, Brandon Stapper and David Baker, were EO San Diego members. Their memorial services are this weekend. What a tragic loss. Our prayers go out to all their families and friends – hug them tight tonight (and every day and night).  
  
**Million Dollar Women’s (MDW) Summit April 5 NYC --**Calling #femalefounders who want to Go Big! The Million Dollar Women’s Summit is almost here. Scale up your business faster and in great company with female founders who are ready to #GoBigNow. On 4/5 in NYC. [Register today](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W2v5TmJ8P75s7W20L5DZ9l33FR0/5/f18dQhb0Sjv88XJ8n0N81SjwlHyjJqW8pTxS87fRFRKN3hHhdcXL0jYVnQ9Qq8-y6xmW8YjRKD59q4xmVtjwyY2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W7dPxWb8QKpyrW4sj3hV2BcyM9W1mGWlY2j0fVcW5jFw664rWrBGW7fLtz97YFJmVW8nJhpH879mTtVPdfh8518WRTW9jkgKv7ZV9hQW8S1WY595TByRW74Bgng733t5VW1q0zLR5vs6vfW7c-Mwr87LM37W7ZcXq52h4nPlW4Wbfcj4VZjq4N6SSJNccb0gHW3d0zvx4p7yDTW2zQtzX36_zytW23N6GJ8qC4hcW8tzmRx2GD9PDW47qTfM7Jk7SQN9fRPLLb8HzPW4zBZBp9bP1C5W1m9sbv9f-8cRM4ZDML2LMBkV1KxGL49t0dj103): #MDWSummit. I’ll be speaking (and I’m on MDW founder Julia Pimsleur’s board – great mission) – please pass along to any female founders you know – thank you.

**The New Power Jacket – Leather! –**And for women leaders the leather jacket has become the new power outfit. This [Fortune article](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W5FCdNr6bNGRZW4DJVTf5jmzty0/5/f18dQhb0Sq5J8Y9X7PW6KB8JF1k63-nW7sDbPX56BhSbW6Blzjz1Qt2G2VM7Yn367gBRXW5rPTdP1nPLDMV_tbCb8yX6QrV7tyHC79T4kTW1gPS9v8mJ7qbW85XVk27NMdFkW4Ps5683dCJlNW3jmSQW4Bs6cnW4yym9n2p0tdzW5PBVSM3W38gNW6dyrNf3slyZnW2zHKdW8xWhWFW5KYzdF5lNvDjW30vYbQ3jL1hnW5Hsr_p5G2WvyV656Qc2StQ5cW6DGDBz8tzC3FW8q-1tC6pdRTjVRFkK45G18KhW3y9KYQ3dgtM7W8xTLWK123dZQW5PqB4s3zC9gFW5pVbr23hs2_MW8gFm7x3dnBY4W5hXpCg8Ksv0vN5BLS9KFg-NZN5pgxg2RfddZVVB7gl3z7ZyVW40TWpB3jq8WDW8yy_lb5w9HrbW8ySWsf3nc2n2W3sh1pT6wydXJW392FRm54qWs3W4PxC8j448jnBW3vd65Q4WXgCPW3VV5kK4RtRwPW8mhVQY5P4RfwW2jdGGj6btXvPW5nlL_44B_Y0fN8k2ghWpV_VMW1Sn8_G2pglVTW6vc-Z62k1p3hf4qMxp204) highlights this latest fashion trend among women CEOs – from General Motor’s CEO Mary Berra to IBM’s CEO Ginny Rometty. Check out the various styles.

**One Page Personal Plan (OPPP) Video –**It’s not so much about balance as it is blend, when it comes to your personal and professional lives. And a happy personal life supports a healthy professional life. In that spirit, we created the One-Page Personal Plan (OPPP) to complement our One-Page Strategic Plan (OPSP), both highlighted in Scaling Up (Rockefeller Habits 2.0). To further support implementation [I recently created a 14-minute video](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*N3PGxl8zpvZkW1N1fvc3yGyhm0/5/f18dQhb0Sq5C8Y9Wm6W6KB8JF1k63-nW7sDbPX56BhSbW6Blzl21Vq7GqVLDpF18CSpXHW65jQnk8tzLxmMRJzj9ZwgRCN5G1yGdTGv57W64JwpN10s_K0VWxxgq8BVVzkW1pGTBB66JbldW5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3Wdc2vW6Pkt_V62_rWzW4MW8X34r1Pm7W1nq9s72jt165W3NnV4F1nJpwvW26pdfj35y0TzN3HCbPG-4vy1W35N5Jg1sdNF-W99xg7n6TpqC8W3bSFgF5z3RV2W6R9yTw3lRWyMN4vTW2MT387FW1r-Xbp5JCTP2N4ZPwjdW2NmJW98bMHg5Hm_46W4wLCDr1rpJwdW4S5BQD5w72KmVZM-BF7q7-QcW6hv4QC45Ly2MVkwRPg8mCX4CW1Hnwhl2RyhkDW34n_-_714h8ZW1ny0PW4rkLfVW6K-XjN3GtcbRW6PWB-h2SNB-ZW3Hsnnj95dy3GN6Q3Qs6rLh9QVrHHXY83Q9Lc102) to walk you through how to fill it out. You can download the form at [www.scalingup.com](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W4NCkfy49bGsqW6yTKwY6PS6Nb0/5/f18dQhb0Sjvg8YHsrKN81SjwlHyjJqW8pTxS87fRFRKN3hHhcDVMsQMVp3s9r7s5LskW53qCZk1TxP-cVrBQfk4dQb0wN2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW1WfNks53hcrDW7P8XtY7NqRXgW1fvT_n8hTJV4W8lwVXY8hS296W7bj20M3dv1SsW3M3KtL34LfmYW1fB4pg1ZY5-PW6t1Bd53jxWlJW3VVkFJ4LG55JW3yZDDx629cZ4W4bbHp84rtprvW4XgpLx2VjvDHW3KKrkt51dFZVW3xrZkL2pwbg_W6PvLJW3FM1JVW2w6Z2f2TVbklW3g-40z3zfR-cW4XsvGQ6KlW1XW3RzGCM64Z2WsW3dyszL6b3ml_W4cGpD74r_pVyW7k-2C-3m2qZ_N1JqZ1RrX3l1W6VzHhF4yR22DVXrN7Z6bnYZqW1KRl6x7mtWScW2c4b0v4CsWR_W31S-bX1pC1znW980W1J7g-GQ7VQNBhV3HMkWzW4Pxhj53DlwBbW78KP1P2XT6Ms0) (click Growth Tools link next to picture of book). Hope it proves helpful.

**Upcoming Live Webinar with ExO author Salim Ismail to Transform Your Organization –**A 10x mentality, whether revenues, profits, or creating an internal advantage over the competition (the X Factor in Scaling Up), frees you from the bonds of how you’ve always done things. Thinking exponentially is key. That’s why we’re hosting Exponential Organizations (ExO) author Salim Ismail (founding executive director of Singularity U) on [March 26th](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W6nLFym2tPc4GW4qz8ry6VtdNY0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8pTxS87fRFRKN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN4jqK1Bwts8ZW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36R88lSW1xshPT3hnyFJW7309sJ69Wqc4W7mMc2K8JWcpcW1p-vdK7bMm4PW65jS4v1w_T8TW4Tz7fw5srxZhW3z9Ngq25wdfwN6mwxSCS6GF6N87gDxvFLkM2W1cTMMt7yLkvNW37jpkc63l4-zW5brc741VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1Tn3hkmG7N8Gt_xVpWqTbW2XKqJ-3y2HBfW1B1ZNx1KLfZKN6Rl2rXdSQk9V1_P-P4xbMcJ111) who will share eleven specific approaches to discovering your own 10x strategies, shifting the way you think about company growth.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [March 12 - 15; Jun 4 - 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W5KVHpY1nXNbrW5QB3Sr3V7WW90/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8pTxS87fRFRKN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW629cZ44bbHp8W4rtprv4XgpLxW2VjvDH3KKrktW51dFZV3xrZkLW2pwbg_6PvLJWW3FM1JV2w6Z2fW2TVbkl3g-40zW3zfR-c4XsvGQW6KlW1X3RzGCMW64Z2Ws3dyszLW6b3ml_4cGpD7W4r_pVy7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc2c4b0vW4CsWR_31S-bXW1pC1zn980W1JN7g-GQ7QNBhVW3HMkWz4Pxhj5W3DlwBb90_T2Bf2SX1M404).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W563nnT7JqlYVW71MHzj4w0n7z0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8pTxS87fRFRKW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW629cZ44bbHp8W4rtprv4XgpLxW2VjvDH3KKrktW51dFZV3xrZkLW2pwbg_6PvLJWW3FM1JV2w6Z2fW2TVbkl3g-40zW3zfR-c4XsvGQW6KlW1X3RzGCMW64Z2Ws3dyszLW6b3ml_4cGpD7W4r_pVy7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T2X1W3PW186kV17MQqf3W7mL5br2j09dYW8R4BFD4VvL5pW5DdhJ65V9WFRN3f5_rb2MqyTf3hBBPj04)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W120VPY7JX63zN3wbZMcxVd2n0/5/f18dQhb0SbTW8X-fbXW8cGWt72P5dwjN1311TKRYHdgW2zQL1R13QwVrW1m2Dkx99bZVmW50MRvS8x__50W7nwMJH50ClBrW4r1LzF634qr3W7nwG1B999f65W6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hF1YfY8XpZ1bW1ZY5ZC8q45WHW57-WqM3H_PtyW2DzCtR1yBNXSW8FPX565ZZNlnW7qhD7y7bmB1lW5Sv51M21rCXDW2L7XVH6yYQ88W218Pc_7qJzbCW8N3yqM8htQrgW5_ZV4-8VHLRdVDdf8B2shmKZW190Ml67Ln0v3W8MHQbH2wZr6LW6rC0VM8T6M5HW3DVVcr6Pc12yN1cNSvqrX3l1W6VzHhF4yR22DVXrN7Z6bnY_nW6VgDqj61lQ4CW23Kr4w8xcwp-N9jtkQz54lf1W2hjb3V9gYZdMVGCsp14C_QmkW4L1Mmr4JXQH_V1PdTS3ZSnvR103)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W8XgJBN6pm7rFW7xxkGW6nQCgq0/5/f18dQhb0Sjv98XJ8hgN81SjwlHyjJqW8pTxS87fRFRKN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW3YXHqk5lhC3bW3Kw4v55KyTklW5F_K8m3ncJxFN42PjSwHbDnbW3-ck6q3W_86yN8h56MSVvlxdW5D11N23Lr3kHW3Dx6Nn5FCHc6W8dPHy513XtQxN5kWBpGHHx6nW3pkJ428nyyKgN3VVcbdk8xjrW7K_mwH79PS8yW73R1h2224mr5W6pHKM0770mwhW1YYM-N7zwg2vW1wRS6N5bv7SXW6R5s8_4GpzbLW72C6zX2W6f0qW9l3kFc7bd85XW5RjT173y19vMN3wMXFC1p1t9f43BTzx03)  
  
[Start 25 March](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W56klyy7KNlKkW58My9p2pHZZS0/5/f18dQhb0Sq5M8YXMd0N81SjwlHyjJqW8pTxS87fRFRKW3hHhbc5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLjSyTyGrZ4LNryJVgPfZR5mNLNvW2wq5nC8XWFDFW7NYs6s2KGTHcW7BVKlW8YwR7jW1bNnrZ6Vn4KkN5_TVzsvXGnxW70fl6p7PJ6bdW2gM1cw1VHbdHW1ppLWD6yBPJ8W36mxJC24ZF-xW1ZY5-P46GLf0W6G2lbz7NMdQNV4cNXy75WRHJW2Ncx_z8lqQh6N8WXln8trm3gW5KFrRW7prWH7VLk-yy70Xm8gW4P_-4m4cW100W7hv3vv50fW4vW5LMnyY6yY816N78tPZ_rRzZ1W43BXh97D8NQ2W2PR5-H6t4vGSW311gcs8thlFKW8V-pnc5gSHY5W6H5W1X3nSW3FVVR6H24q1tJVW93G66r1TSGdLW33FzxD7334cKW1nCrbg8RhvrDW92KXwk2Wd2XqW5znkkt8xLZk5W18wYvM3f33vrN5pSBXWrVprCW56gBW-2J80Thf3Lg7Rx04) - New program: Scaling Up companies Core Programm in Amsterdam (in Dutch)  
[26 March](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W7Dp0sw4XpnMsW1dC8V34sn0Xk0/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW7sDbPX56BhSbW6Blzlq5zh-NRVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-FW2-PTXM2nVrgFW2-Bc_d3CLx3GW3SLYcb49bzz_W3MbN8N4pBT3HW2V9zyZ4Lkw6tW3MbDqX1QQ4x7W3jjyH73jcy46W5_FdFB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGnNn5smWW8mFZz48q-1tCN2VSctPRFkK4W5G18Kh3y9KYQW3dgtM78xTLWKW123dZQ5PqB4sW3zC9gF5pVbr2W3hs2_M8gFm7xW3dnBY45hXpCgW8Ksv0v5BLS9KVFg-NZ5pgxg2MRfddZVB7glW3z7ZyV40TWpBW3jq8WD8yy_lbW5w9Hrb8ySWsfW3nc2n23sh1pTW6wydXJ392FRmW54qWs34PxC8jW448jnB3vd65QW4WXgCP3VV5kKVhR44R8mhVQYW5P4Rfw2jdGGjW6btXvP5nlL_4W4B_Y0f8k2ghWVpV_VM1Sn8_GW2pglVT6vc-Z6W5HjVRz3BmZQP0) Start - Year-long program (in Dutch)  
[16 April](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W8ynNNK565PQbW56Z7jN6318zY0/5/f18dQhb0Sq5C8YXMXYN81SjwlHyjJqW8pTxS87fRFRKW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SW3785g67YtZpBW2zQGKD5ttNVjW51Dhg12hVNNGW42VcMv5shrntW3MNLqX42kzr-W5vhfwQ872HsXW7cSL_72HPqQLW8qfCHk1dsvpWW4WzLrW2j2xP9W63H17W86hb0NW51WTfs3z2KjyW8p68S77fNkZfW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3Khv_4W4J35Sn2N3DbXW8TG1Zp44TnjvW7jX_Y14bKNy_W5Jy9ZW7lWMMCW8SmcfX4h0J_FMVs7V_Vms2qf2s_FXQ02) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W6srGtv990KbFW4qPywz7bwR-N0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8pTxS87fRFRKW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppDNW5Syl6W2Gkfz3W6Ww8b88kpY-nW3-kyXM49mmZfN8M7Dqjp66FBW2vC9GS4H7X5SW3-YPVK953VWMW9dv0-Q3yhFb7N8b5pf2K0hmXW2Mdgxj3C_Bs8W44Tm0-8F9Dp8W5S4blG76FSQyW2q_nvR3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM741DHDjPW91hbZL4VvYD_W1rTYCp6t3ytXN5t3K2hVlWJ4W3q9dsN4Q-5SVW4Hzl-q99PKvK111)

[Sydney, Australia - Mar 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W12TBd35BkSxcW6Cq2bN2KNL4t0/5/f18dQhb0SfHp9dZy7bW6KB8JF1k63-nW7sDbPX56BhSbW6BlznK1SrC8dVLDpF18CSvhfW8CsHhR3PvHnzW8mG4VZ8tzLt_W1rfXn08r4BmMW8w24QG8qZKkSV8PHp-2JjVq9W4s2Nvp6RPKmVW8n6z5H8pMTCkW7bWrWN6R1FtnN6P4chmYNb0KW4Xz2jy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1ddcKh39Hy-ZN6kPFcrz74JcVYSX-57m_B1RW5c8d-S3785g6W7YtZpB2zQGKDW5ttNVj51Dhg1W2hVNNG42VcMvW5shrnt3MNLqXW42kzr-5vhfwQW872HsX7cSL_7W2HPqQL8qfCHkW1dsvpW4WzLrWW2j2xP963H17WW86hb0N51WTfsW3z2Kjy8p68S7W7fNkZf49kJ9cW5Mhxtv11rnNbV4Vjhv6PYmz3W54GcH67K-c-gVQgfC-1Ngx1fW519-WD87FWvjN8JzXHVXmQkpW8Kz2G67Mg3SkVXD5549k6dPTW6ml62F4Pv86fV5XSWP2Hh1mZ102)  
[Grand Rapids, MI – March 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*VHQySm2h6N5qVrwzfr1vVsRS0/5/f18dQhb0S3j52MQykhMD5LC8pZQphV6ffz418WcZHW87zv-33LgNRSW5-f0Zc1z3LVGW7s8H6B6TC6c5W6gSklw7b2hYtN6L5Lkd9__nbVbn5BX5Wq0YgW4xzhFN3Q5-5BW6_YbJ76hc8pqW8FhW7p4ZxY74W8j-gDR3pXZw0W5WnQmK7V5D7TW5jP7bS7HMGGnW2gmLb46btlqJW9fpplC75yY8DW8fqZ863wZQ33W2KgRp97gWK80W4PtWWX54x_knW2G3nDB85Vg6sW65814F1qCh30W22WF2t4YrZn2V7wTvt2GqFxXN26wwlkHBDGkW1FVMbP6Ht163V695SF5WHpfXVpLKKN3XfJw-VlrCwW692skxW6LWQF23J7QJcW63DRc48lRC8BW3KskpM8H6s_QW1Bntjv2sx6STW1VzppQ6L5_5dW3ggTcL7hPzxTW1FgQ5m6wW3hhN8xvgPfrlJVXVspggy6tw7vQW14Plfg8_SCbsW7CFwrc7S8JRRW5BzBH56QWCXBW3PztQN29GW6wW803c198xHgDTW20Hqnw2D5rQ9N3Pkn7Rw3D6jW3-tHsr549RY1W8HS2bQ21GC1lW3wQQp12fcjh9W5vB6fr1slbjmW7pCkkD6PtjnCW3ncdfx84tPPKV2ktZl39g-PVW22WTBl8rD1MZW2kNJQj35jLd_W6B1q-79m4CCKW3p-pM19c1JYlW6q02pn3WqBkGVgvP378hWrMH0)  
[Boca Raton, FL – April 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W2747576ns8PrN2SvsKCNmKtD0/5/f18dQhb0S6QK2RMZb8MMw4HMq-QY1W4N31xy1f-_ccW5M2SGf2P0dxJW3Wt7PZ9gmBF6W22nJcr1W9CMhW20Nm8l5BlG4BN1KcjdfQBTwtW4GzK6N4VpF53W6Q86fB2qGcYyW4hNF_F2ddlLfW89jwbV8zY8hpW2TfpSf3NRfGKN21SYlFwsfYrW4x--F_6c6ctPW3vtZ8d8ncmzbW5vxm_x5W16DCW5q-9p41ClNWxVx79Y15q3HryW3BWn5Q8YBpWVW30ffV-5_TBGQN5qH_cPslh5mW2tHkXy3FhvNDW6dCm5b4xqzmrW325RZv3Yj8D7W30WNgs3B9GPsW1wmhkY47-3hbW5YkKYG4RgR55W1d0HYp3fHyltW1y6c7M60KBbmW3YwRCg1_MBCVW2t3g1y8zBhtrW2mN5tG3rc8qKW4v9Nrh6L6B8xW6pD1vB17WxTyW5yK7BW4kLpRFW3nfQqB4l8fwkVKXFKn6XGkJnW8zjT068ZnDs2VShJfL6r0CrWW2z1c_12tvL3BW3K_VcC85xNTgW3q6QMx22T-YvW7MftWV4DfzdZW39hrQ93kgGWJW6G7YB-7wq_GLW7PyJzd61bJ9WVp1WJ94yysVXW39hF0n3Q3zzkW4w-hPt6qgWx4N174wMtSM2t0W5HgNrX8SkpgBW43MBH67Q-KB5W2kP6CC9gY-cCW6t9ncp8dNDY9W3q01_m2C4nmHf8MHx9N11)  
[Phoenix, AZ – April 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W7-dNN98rWfmsW2hfZ6T9jLg3t0/5/f18dQhb0S1Wd6_HXFDW12NPcw2qY3s6N7D223qDVKydW2RQR9S8mXvVZW7PYtmv3WP07BW2NpTHD9155mtW86-BLM8Mw51QW3qNdpk6mvdGBN5LM8c2xtNl_VMPP1K5p6pfrW90TKlS7BYG7mW4btMzm70kJlCN565ypBPR5JXV-_2s_99L2yLW575pzd7yRQHkW3sthg_4S0FScN3z0wBxHHNhmW6bgjlP3B769rN1htbD3zFJw3W1kmlqr2Qcjk1W5j93Xv6XbB8sW14CJ8776-YCzW8m8Bgd3r6TnbW371Gn32__CDbV_Q6_p4SWQyKW8XpThR4r28FfW35v15x2phkSbW4ScXWW3CxTR4W3-8ydd3p2T60W5NTL8n7JRTF7W62vy4g258NZ1W1JQFXd5dqhTFW2CPrzQ5ww2ZZW8Sywbj28Q8zFW63YPQz88gb4KW6vy7zk9jX1qyW1CHNpV41Mb6PW8N4wMY8qh11pW8zystt81yC_YW3sjR067scl6VW7qMLBX8kldJQW6ghC9W3PxGk_W5FDvcT8GgC8XW8jyzwQ4s2ZYrW96XJCS5s0_W1W8P22LB4B9nTFW6Y5hVc6gw6LpW1KLfXK4kyGBCW5QcQSw8X1GfyN2WWRcXBzCY2W7Ml3_B69CKFkW2jRM4j2NbLS6103)[Madrid, Spain – April 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*VXQWPk6_mDB9W6gfvhF8vKKW_0/5/f18dQhb0SbTK8YHs9vN81SjwlHyjJqW8pTxS87fRFRKW3hHhb_2P7_nXVcnTGj992gLmW4vFj2N5DjQXMW7dfwDB5CRk-9VbQS8f6PZpGLW6bnMSw7dChrhW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD20dW49WVsf7D4qxXW7lRZ4W8gjY6LW8WBKbV56sy_8W2NhXFJ4C0wMqW1j85dW8VPsPrW56nxRw6x9wNDW7sffr76VgLQ-N1CqDBVJcYJBW9fy51b6zFtPZW8g_pzm8TDKJTW4P4xSz4P_CSyW2P2B-s1GMXwyW54T2D46Yn1QdW6wmqrD4C7j_6MrgDycqPM1wN4lBZ6Fnpt28W6t_Hvd8Ph58-W59Bvzg6f_79HW45yhlB7x2vY_W3gC0hC5PkNwpW7nsPj63FbHzcW3k6tN64rDYncVh0JCw3t14hVW46SVNf7Ld0CMN1WPqF4pV_Yyf4xMtvs11)  
[Los Angeles, CA – April 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W3spK3K3JPXN7W1dnJ753-nMVb0/5/f18dQhb0S1W92RwCq-T_mCQ1ff5krN55vyH6kqJHmW8qRS9M3g-snfW3MWZTd96HrwBW4xx-SM8GkYPgW2KWPfG2YzRswW2pj66s2p8T28W4j8n1-4vQ2ZyW1TKfR25Y73JpW5X4S5F3LzFZTW3KmrfM2n_gwYW573_D866DGS7W7D2JXX6JPh_BW5vk1YK7P4WCSN3KZ67zd7v0MMCBwg4Z6KRVW10xfm36G77qwW808Hgh4QfTt-W1RPxFM57N29XW2hZh2671r3X2W3Hfh2R22GzfFW5hmxk27rpZ76W5Wt0RZ6v9qCFW8QZk7V41Bqh8W33V2CJ7yLKjJVhKTF85TCv9_W98kgMG4XByHxW6mn_Zv7TF6XzW5hQXQw19KzdJW5CLfNt7GjpSQW5Y7s0Y6kTb_wW1VKXT25GqGHpW39qDkq6Y_qwxW7ZPdn21slqQwW7jyzxV3lLJYHW7l7p4L1nfNd8VG-xpt3ZTKXYW2Fq3T_5B1p1NW4-t_5X5khhNqW9j_pc78Dwd4CW2C36GX7Cl99_W5dJN5n6M_2llW1r75BB4MNmdqW17XGpr3VWJ-4103)[Stockholm, Sweden – May 3, 2019 (Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W8h5D965mjjDBN5mWZpf64dcF0/5/f18dQhb0Sq5x8Y9_DzW6KB8JF1k63-nW7sDbPX56BhSbW6Blzl21SrC8dVLDpF18DsChxW5ybPQc8s3dk9W8BSD9_8qBGv_W5x61S45yJsJkW3P_yq-8y_DL1W62S3Cj3J6hYTW63l6k68DmPz2W8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbQT1H51ZRW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndms43Ym8RgW3ryrWd3m2mKVW53X_Zp52YlfxW3_8mpl9fgwMTW4fdjPK32W9bSW6xPyPb4PV1srW32Gw1Z5lp_QBW82HyRh2QY-z8W52nSj92QyfPpN31_hT5p-Z23W1BLMxm76m5-tW4c02673mXDbHW1HdWVm6VsRHpW1hsf0t2tJFrNW5MmbHv6dDRGDW2Nzk3L13L4VZW3MYtL84GshG-N45Ly2MkwRPgW8mCX4C1HnwhlN2RyhkD9Rl7JW4J35Sn2N3DbXW8TG1Zp44TnjvW7jX_Y14bKNy_W5Jy9ZW7lWMMCW8SmcfX4h0J_FMVs7V_VmjWhf7pl_N702)[Ann Arbor, MI – May 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W6kXhcJ36XJNYW3cScmt6VlKJy0/5/f18dQhb0S3j47B0H3zN12NSpyF2Dj3W1cngH43JlJtDN1pB3jFjv4tMW1jB8V22b6v7PW2SpJ1R5pZf2wW92YrkY6Rzt17W7851yN7b2HggW8csZh18LG6FpW7STQ_16k477NW17pRFs2cHmHKW22s2vZ2jSRzKW6NFPS_7QphqfVQB7W679Tz4wW5w1Kkz2R123rW6LVQp22rKpG3VFCQsP3ntW4mW4XNnb_2-gSkvN4PCsxbXC1cqW234vPZ4J_NwgVWX09d5k773yN2JSHC8bbm9mVpfYNC1CD9t2W6xmPKH5xz2gVW179lM05Jvzb7W1K3ryL1QLqFnW52hGXv4pxhqJV7bk7s1rG4cgVwCWpM14q0_fW2kS_Kh22MB8rW7x7rRD2k1Kw7V5mS3L6FQLMjW5fgcdG2b0hbzW3ygDqt5s2MbYW85CM9B6KwGgDW817Vcw7mxZcPW1X32X95d468vVrbZ1X7HKKLZW6vDBl93WPGh5W90KW192_wNfhW982j1G21DK8ZW1W_3J040TgGPW5Fkv-73gdWkzW4nmrGl2C-RRbM7GzxMqWZQXW7sSJJt3DJNp5W7BWnlh4vb258W8pJWBp3vHtbVW4D4v8B64tB4ZW2cmljh5rHmw0W4j0frM4MFbXY111)[Dallas, TX – May 14, 2019  
[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7Rw7C55tjtRKW3L5ypD5fll-80/*V9c1yP2p-lHJW43q8DJ5DmRmx0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8pTxS83M2q_jW3hHh9N5zh-NRVnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCxxl54GzynW55k_hJ8WxW-ZW1WvCy67w2VMMW8X4NL52LVJT_W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGm-W3m2fpy53X_ZpW52Ylfx3_8mplW9fgwMT4fP4gtW1TCzJ77sD5c-VHC4rF1DxV1XW4NFjCd49YYkBW5Npjz02cFtlFW31vrKZ4cr2wcN6wdDVptfPRYVmMxSp3p1S86W5KJ0p475jcWXM6VXFvw5Zx7N1gB_qFHxzRyVp2j7l3r3KWmW7r28v93MYtL8W4Gsj5H45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV7Ywc24QDcJ_W1vsZT33wd2kVW983Rg02B69yQW17T_Cc5CMlHfW5YCM5N6z_41RVrVprC56gBW-W15J5rH4-lKYR0)](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W87nHKm2nLyPQW74zyTk8xsq_50/5/f18dQhb0S65P2dYCpZVWnxH61j3t9sVDMFsM2vmnz0W1qJhbW3dFVQWW2Qzl5l9d1hl4W8qC4JB5Dj_fhW87JZTN6Gdz6_N3D2YnfR6chnW2qWSTr78QqLVW64X3GQ7XSZR2Vx4Sqw9dsVP5W4H1c9Q1MX9gzW5llbxq59wVtkW3Qnpzn7nJbLcW2rqqYh8NNqfTN79rJnswB_kYW5hQsCB5cmWc0W1rsrxd2-Lk8HW5sB8VX7WKNtbW6fb6q9517b0nVsk1l03hgcpcN7Jc3NkzrZ9TW4c6nG36wxCklW1y--Jz8gM8HQVLYyH68hKGrkW4PMRFH1Svt-mW4dMxPS7F99tfW6YX5mv96LPRdW77XJtq6Rz-lsN1Z56LHRZVx9W3RDyXs6gmwvYW3YvR-_5QrLzkW6Rs76w5Dm3pkW16gFKq4VMj21W6QRgw140FNfTW7Lwz3C6qYc6xW7vp7P51RTvjzW38Cpvp40tsncN1QvNp4TFvx1W2_fD6796_HK9W4thZJZ2q9q96W14Ykvq2zw8GdT5SqT4FXzMRW58kv4H6WVmX6W8ZltX570vkt4W8mDT8g8rMYFlW1Df72P9c98vGW27J1x-7cqbGlV1hzxN64DnBg103)[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*N3zQfGDpnJnbW7s75d9639WgN0/5/f18dQhb0S2C87Bf-DYW12NBpm2_VhN-N4-vGv283PsKW4Gmj8Z5_KFWPW6kXzrW3ZQ_B1W3KbJwJ5CgdLVW1S2DLM3sqDjPW4xygcV19V0YBN6V058Mr8yLlW4t3mgk54rQGMW87P8JZ7hC3XyW7wt06m4zCw3KW5GzJ1R3lZQMSW155crm5P5b3QVKW2Tj8qMnMCW7Tt9T-1RMMvqW8VwCkd7D2CZJW2N_fJD7CHN64W4Jb6XF48jd7CW3DxzpH1s03YfN2nCL533xshPW1NKQT250DMSvW6lsDr734zmxSW4wSPSM81wBXfW7BcX6860B44qW96ts-T3wBDy_W24ZRb16KGdMwW5WlJv_1zJCYCW1xVYj69d0JgnW2H2NmB3G3zxfN8--gZwxgrG3VzxqLH4Q_fRmW29TS7r3p9GnMW4KNZqv90j3BLW5fSQ7b1mn5V9W6Gqjrv4PLkvBW6177zr3dCHFDW4Cgfnk6WF_rDW6TCbr666sC9hW2x1Dtl10ZDcyW6L_-_-40CzNNW9hzlT13FQtQyMpBW_jX9YmZW4rxS2f9jqq-ZW6rbbg244x8qjW15plpj6_MNX4MMJWp087Tf4W7NCNnk40ScPlW96BN8w88mxt0W11XPlc2D7hD4W70QlhD3ncp_-W95dKdf3j0f4hN6kXtWW7pBYmf768Xb003)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W1SD3wq7TLKSLVV4X761JmVqh0/5/f18dQhb0S2C87BfGH_VWn-BZ61KKF0W1fDjgh3xy6bsW6T8Z913ldx6nW6HGLkj616p53W3ZnV7_7M1w_cW8S59VL919X0gW8G7yvt4QpXs3VCFn9d2jY07-W7cWTNb1RB7F2W8Q2gk42T4mh9W8CGm4X3q9NgBW1Gqy1j40LkxGVwBNCJ1B_V8lN6g32F9KBBFvW47cwkv3hhJXhVqpPTg3f9yZbN57jSBxlQBfPW7H_2BM643DY4W7x1wjP1BCxF7W3Hwp5D5qMSBbW1kMvNB7slyPTW4jJ8cQ56XlXTN4KC4jLrY5pNW81wQx45XK7GHW4srVSj3DZpLHW6FJszv6QLYWXW11Mnz-93QSmYW1f_d1Z7J8nr6W6b5Jlp3tdcMCW3cSw247n2pq6W8Jp9Cd6M__X0W5QrJmK37KCcxW1bd_wK1yPH0cW4FfJdz48ZTSFW664wsy5nNQKBVg4HjY4flKbHW7F3BC889P1w_N8ScZ_fMWNwdW93f-sN6sCzR3W8kK-ls1Xt0zlW3qzcXM1sl0rXW7fS05b4pLyqpW6SY3VR8lztqPVNlrnz6QV3zgW8TVRgB92JXkyW4GyRk46l_wrjW3trWzl8SqK6mW6Fhhmp6_25VPW6djdJY3YjxFZW4l4VMc5yXs_P0)[Henderson, NV – Sep 11, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W2Slzh72YcjKSW7JWDDn67FNGB0/5/f18dQhb0S3j42RwkM_MWnxJxG1T0RW53lg445qGhC2W1VQK4P75pwbyW40fn-p3RwMNnW8mFsWg8JbMxXW4qDbFT8y7jmsW62Fhk85slN_tW4G4Vfw2L-NRKW6R7nX72Rm0dfW13sm4M4-f3bYW4fBfkp8XgW68N9d1j0WWs409W7DDthH5dcYF9W4SNGMT5vM3f6TfYt35yhTqhW5SPB925cNZryW7JpLKP8kVr9VW5HSV801k6h0ZW3fPFJj5XMNwCW4NyF775KM3j5W7P5f0934FWs6W6d1Wn94g9MjdMxyphBfkBzwW1nlD0q1b3g4RW81xfny97w-jxW7sht143SJ88PW7XcHQ79hnTGqN7C3dgTgSx5KVvHNfw3WjlrbN5mS8fyDcbT0W8qCb5X79zdCfW6RlNjD2wVKBwVgNKNh8Wj4zDW42RG2z6SqsgMW59pxjF8F3YhDW87Sf_44ZRyBhW40-YY78sdgYXW4XdVfF3qRPj9W81Rr687ypHRPVtlq1z1-kbhNW8DLpLV4tc450W6dMxS15tkGyXW4dR_g67lgG65W74lC4S5tqDzXW4Z0yJf2kgrz5W4Cy4P42YjP5KW4pHt4K935jPdW4xB7DJ8nFgTdW2c2FMS2Gvl8Xf4zLlvd11)[San Diego, CA – Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*V84CyY3ckV6WW7v_CRW17LhF60/*W7d5Dmy3ly7YlW3gBFS21MWDmt0/5/f18dQhb0S3j47B0lC9W12NVby1fCl5_VlRbCM5q7HpkN5LwsYpDBYBFW2RKTz640s6YLW6TQSJh92bv62W978yNy3V3gRfW2ckYvs1kgqQ1W4GBK5693QMygW7hs7wB6RMTKXW8fs57D4-8h2gW8vlm_f96S4VLW4fPRXj8HhChrVXqvmL2023WgW46qlsL532cy-W4Jc5S21tCFK_N34P9tsZnMlrW2bFLns4TsrWKW3P5zFx1xFxPHW15vF1c1kyz2YW2P7zX-6rgbmMW7KKd_M3_g6KLW3v_JN23NF24MW8PRc9j19c7MpW2tXGBb4z0z50W41ymzt1s-hF-W6M6zBd1QytXnW1dmwz-7gWXtCW2cgFMc2LS6qLW62_XtM7SBsy3W4yV-_l8q5C0GW1Bw3Td8wN48TW7JgTjZ6xNPl8W760WPT3CkS2XW5tzWp11HrbPTW3T1GPG4ly-gBW4z-X-x7DPs2bW6MJ6Jw7tK4TNW7CdgpN7H3PxKW6KJRkb3khZcrW6lDjw466CkGYVNww-v2kfvv0W6l8NpF66XzhBW33pdbd3tv1-MVVC8wm8LjJc4W1Vzr8T8LkF2QW7VPky88_g7pZW5f0BHw4CCznNW24Zm199gb0YnW160K7m7HkWZQf7kGrBv11)

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**03/28/2019  
Doctor Death; Unstoppable Teams; High Stakes Negotiations; Best $995**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**High Stakes Negotiations --**Of all the courses I’ve attended, the one that has benefited me (and the leaders I teach) the most is Dr. Victoria Medvec’s “[High Stakes Negotiations](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W4440wt5Mbj-gW4YLQMW6LrJKV0/5/f18dQhb0S3j46XvnqxW12NF94199J4LVkjtfY2Yn6W7W2_wwBF1_DlY-W3Vb7Qw31qCshW8mvkQJ5pLXRNW8yLn1y5-DPPhW19bYN027vYdWMrDdGCmZQf1VyjN5n94byPLW464q306K44L9W4TSKX756BynTW55V28v6tvly9W6Vpdt82MxBvTW8gHk884TR-LnN45chKgFsX00W36NYnp3WWD4YW1Xkh6-3SbFZBW3RltKS1hF98nW71Fq5C5Y892pW8fmPWb7WScgTW5_Xbbh45PrgDW2c7mN23NfH7jV6K5033y0DPfW56HX_s5mGVTsMPcw9rsg-FnW8w-rm82tlC5ZW1N1vdB6z-kk0V799Yg2c1DgsW3bfdRl552ngLW8CZFSp2Ll_kHW31dTMJ1Hl2_gW6l59cb5mFz8ZW6v2-LR2GVkxbW1NpqRF8Fl_bQW7qhQD27LNNhrVTKBgN6psMNDW5GpWmf1NNVnqVhftcj1-Z69xW2F7yKq8mfNHKW8lVWkm3kbZjcN4MkLCd2tXwtV5sc8843NRbjW9h8kL48kKd2gVKqqM28KRjQPW6WTVbL89dmHZW8hjtrD2vFQSqVrf0BM2J1_y6103)” course…the best $995 you’ll spend.  More below, but first…

**Unstoppable Teams --**Three-time Navy SEAL platoon commander and CEO of Perfect Fitness, which was one of the fastest growing companies in the US, Alden Mills has just released his latest book [*Unstoppable Teams: The Four Essential Actions of High-Performance Leadership*](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W2z9WMf6WrGX1W3pFnWC7n8-J-0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqN8qSyBWfmYdzN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vFyKW7KtpdN8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l5wfkc7W4W_YnT6mmqtVW5CF0LB4KK2gtW3s44wx7y19yLW2HzYch3yDxMSV30HX87yVQ1hW36bl_B7xG6xSW3KjPvv4Vx3GMW7z2Jpd50Xxp8W4T_fjJ1KtJtxW1w3BDQ24XdgFW4KJvNV2HbMD8W1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1cW51bvhd7YCs3LW80Sb_91MPvcHW2ldG0q9k72DGW1kFym86x8g2bM4ZDML2LMBkM10SZ4VWGTW103). Alden is also a dear friend, having spent time together when our families both lived in Barcelona. He is a longtime entrepreneur, with over 40 patents, and has over 25 years of experience working on high-performance leadership, sales, and team-building. He’ll be keynoting our fall [ScaleUp Summit Oct 15 – 16, Anaheim](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*VpM5w16NPvCMW31JkmY1d3Bj-0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqN8qSyBWfmYdzW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62n1gt5WQqxXW3XDH-13Mr5MTW5Tdlq55xBkctW4d1N4C30qJNHW5zZlTD4JjCJ9W4cMP5n5sCqBVW4cYMkV3gmgsVW5Wrsnk6z3-qcW5Yhk1_3z1h3KW559KYh52RddfW2V00N13wZlqkW30Rpkt7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz5MnS-2W3fzxDX72-qqKW5fSwxF5Jbm27W36btfD70l6Z-W5-Yy7273yKD2W70RWM59bKFcV111).

**Respect and Doctor Death --**Grab a copy of the book, released just Tuesday, and take 8 minutes to read through Chapter 5 titled “Respect” as Alden takes you on a mission in Bosnia to pursue Doctor Death. He details a similar challenge a decade later when his company faced a death-defying moment with Wal-Mart. He then describes leading a community action group to pass a $30 million school bond. Reading this chapter really lit a fire under me as a leader!! Then jump to chapter 7 and read about “Activating the 10x Advantage.” SPro and book club members will receive a copy of the book next week.

**C.A.R.E. Framework of Leadership --**In the end, leadership can be boiled down to a couple four-letter words – easy and care! Of the 6000 leadership books written, most aren’t worth the paper they’re printed on. What I’m teaching leaders is to focus on one thing – making the lives of their employees EASY (vs. hard). From the chairs they sit in to courses on how to better manage their money to the technology they use to do their job, leaders need to simply focus on finding out what would make their employees’ jobs and lives easier and see what you can do to help. This, then, leads to the team feeling like you CARE for them. If they feel cared for, they’ll then care for your customers and the company. That’s why I’m thrilled that Alden chose C.A.R.E as the acronym for his leadership model: Connect, Achieve, Respect, and Empower. Enjoy his quick, insightful and fun-to-read book! Then join over 1000 leaders of growth firms Oct 15 -16 in Anaheim (Oct 17 Scaling Up User Conference) to learn from Alden and a dozen other top biz leaders.

**Founded 1871, GLC Minerals is Scaling 30% Annually --**The fifth-generation family member to own Green Bay, WI-based [GLC Minerals](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W5fzZ4m31_HbQW42h4fh3wZb_P0/5/f18dQhb0Sjvb8YHsrKN81SjwlHyjJqN8qSyBWfmYdzN3hHhbrVMsQMVp3s9r7s5LskW7JdS8B1Ww7fNVHpXSw5mZ50NW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYL6W36mVvt2kGjZwW6qQkLP8H7CV8W4yc3CK3sSDqDW5kmcLG2Jb9QhW3S_NNh5pl3LJW2p3lK25zsM9vW2y6nkk333wR7W5lSYSn2-JVC4W4YXtzW3zQSTGW41RMyL2WvMkfW4X4mPD3zHhRyW3FHQ1k4dn49dW3307c330xdscW4m-Wn22xH8WTW5cBW0M2xZZy0W4VyWTR6p0MKLW74CTD037P0d4W15hnZl2Z_zljN5tj3xpxYmNLN4rXSm1q45KkW480YZP2j0hf9W8yqCBy3b1xtTW41xLgf76M6FmW95B8nd9jy366W6ml62F4Pv86fM5XXsG4M4Xw102) Wes Garner notes: “Our business value has probably grown 30% year-over-year for the past three years. It is a combination of investment in personnel and education that has gotten us here. For example, by taking the negotiations course ([Dr. Victoria Medvec](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W6jj3671zNyMNW3PQw6r2gB6F20/5/f18dQhb0S3j46XvnqxW12NF942XX_y1VkjtfY2Yn6W7W2-x9WH10PZ9KW3_5Pk331qCshW8lDMfL2JV96SW8yLn1y5-DPPhW19bYN027vYdWMrDdGCmZQf1VyjN5n94byPLW464q306K44L9W4TSKX794v4R9W7cv-zX3cN5MQW3sHV_96kTVq6W8gHk884TR-PbW6P6bjQ4-PW_HW1zp9nF6F01MmW5FcmQM8DHcWSW3RltKS1hF98nW71Fq5C5Y892JW8fmPWb7WScgTW5_Xpqz8fx_v3W25ZWkQ7xwl9YW3_T0mJ3y0DPfW56HX_s5mGVTsMPcw9rsg-FnW8w-rm82tlC5ZW1N1vdB6z-kk0V799Yg2c5PbdW3bfdRl5528Z9W10z06V2Lqk6KW30fDk77x2KZPW6l59cb5mGp9ZW3d2bXp60vCbPN5BdKkrw-fNGW62rhyn3SP8BbVqn0Y87Tj36QN7xf8kyWnH8tV7DLzh5ng_FkW1k3NTc8TyYPPW3HlkYs1HBD0cN4MkD-R2tXwtV5sc884H4kyjW4DBW8k8SpSd1VmcckG91ZVCPW3t0hHc89dmHZW8hjtw951fMDGVTjc2F4fVvb4103)), we were able to drastically improve our margins with customers and walk away with an even stronger relationship. Before taking the course, I would have never imagined we could have accomplished what we did. Without a doubt, that course has paid for itself a hundred times over already."

**How to Negotiate while Strengthening the Relationship --**The challenge negotiating in business (vs. purchasing a home or car) with customers, vendors, partners, key employees, etc. is that you are normally entering into a long-term relationship with that person. So how do you triumph while strengthening the relationship The is precisely what Dr. Victoria Medvec teaches some of the top companies in the world how to do. Everything is a negotiation, as such, it’s one of the most crucial skills to master. [Dr. Medvec’s course](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W3vjDQQ1PPkxPW6Q3nx58sgqw10/5/f18dQhb0S3j46XvnqxW12NF94199R-SW4Tbdy41tbgLfW3fkl5Y1_DlY-W7-cqrr1wKwsZW49Mnb12JV96SW8yLn1y5-DPPhW19bYN027vYdWMrDdGCmZQf1VyjN5n94byPLW464q306L262VW4TSLg55bxr63W2N5x6T6ZbNVCW6Vpdt82N1v0qW8gHk884TRzjzW6P6bjQ4-PWZjW1zpjqb6F03w9W5FcmQM6C7SpvN1Y8KSRDRQRCW3wRc592_3yQHW45JDly3ZqCFrW2_ZQkQ6LYHNYW5Q5HS06z9zd9W5H1pNL7Y3f-wW5-KrJ860-7S6Vb3lx-2scZb8W97kNyc19r4z-W2P22pV8GzRBnW4JT5057rHBnvVP47Dg5Zk1tjW84ZbTj5HGmqvN7MG7nwnD0z9W3vTccg5JptJQW3QCZHh60vn_9N5Dcf5Cf_l8YW1S4JTm1XZq1JW2ys_Pb3YFGXwW2B01y356_ybPW4LnzPV7vBjkYW5l4Rkr24R88vW25KfrW5SCyHxW72KC004JPW83W4DmnS-20Z-9-W4DBW8k8SpSd1W8R_cyw91ZVCPW3rNQg789dmHZW8h01Mx5975J7VTH9lb1VD-t2103) is the one I took years ago which has done more for my business than any other course I’ve attended (including my own!!).

**Last Week’s Mini-Case Study --**It was one of Dr. Medvec’s techniques Avaneesh Marwaha, CEO of Litera Microsystems, used to increase the value of a critical deal by 10%, which I highlighted last week. [Please have someone in your organization go through the self-paced online course](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W2NcKm51Pk3PqW1nTrTr4yBqT70/5/f18dQhb0S3j47w2QxyN12ND4jCR1Y_W19vgvT1g50tXW1WK2b01xN9BHW4PVB0H24szC1W24pM-96NYZ61Vh5YFk3lYQnBV8pwVM6FbyD6VV97w-10JlFcW6DrRmZ8ftSP4W77bGWP413N3NW55nyTy8Cnv_gW8kDQQH6GqbDkW2B0Tq16GdZ5hW53msQK6Hn2B2W7wnQKs2DPK-CW60cN-K300f_lW61nFct2K5fSzW2mxT2_11VkC8MdnyyFNCfVyVy8z9L744MnxW1fLZvv4WSQvfW8rS_-j24HK4yN3QC2SFgNd2nW3KXK1V5h155tW6hDGMQ3zbl0hN2NZggWMLpw1W4WZDR32fjRRzW1TVsRn2zwDrWW8MFhHn6rRczVW3d30ZX5sVCDnW5mMKLb3r-JwkW6dkL9c8nyM61W50-c5s2zQWrXW5yvm9W4cG2F1W1BT9B42QRP8gW357bkg6GNkPjW3Qvc8D773d5-W150Mx37ZLMxcW1hVbmg1sj8rhW1cqFW436T1WyMTz4C6tKtFTVJDjPF9gkKTVW93hKg75fwhxVW2XCN-x6P0lrTW8VWZy297g3rsVT9G2_44HK54N6_1-9xxDMSb103) – it will be the best $995 you spend within the organization.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7; Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W21ntCV2tc0CHW1BDm_v5jTG8L0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqN8qSyBWfmYdzN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62n1gt5WQqxXW3XDH-13Mr5MTW5Tdlq55xBkctW4d1N4C30qJNHW5zZlTD4JjCJ9W4cMP5n5sCqBVW4cYMkV3gmgsVW5Wrsnk6z3-qcW5Yhk1_3z1h3KW559KYh52RddfW2V00N13wZlqkW30Rpkt7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-4fmxWkN3G7qJ1gv61RW2cdH1H40zKlcW3cBd909f9J4KN5cx0hNdSQk9V1_PZm4bB0Lc111).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W57PXd_3fMsHPW5pTk-b6s01fm0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqN8qSyBWfmYdzW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62n1gt5WQqxXW3XDH-13Mr5MTW5Tdlq55xBkctW4d1N4C30qJNHW5zZlTD4JjCJ9W4cMP5n5sCqBVW4cYMkV3gmgsVW5Wrsnk6z3-qcW5Yhk1_3z1h3KW559KYh52RddfW2V00N13wZlqkW30Rpkt7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz5MnS-2W3fzxDX72-qqKW5fSwxF5Jbm27W36btfD70l6Z-W5-Yy7273yKD2W70RWKS8V1zSw111)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W7XS74K6DF2_dW8wTMhY7PXHMs0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nN7sD5gRvLr_wW6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1dWrGkW2x-ccw7d094fW6G7Fbl4DFfS3W6R8ks_7cLxHzW3MC8rc2ykxVxW3T955B2xTZfLW3t3cy-2-nMyQW6NNvR65s02kGW5QlmCS8xnP5QN7dhq9CPcLdSW9jbmxp7ggfDBW5PQtsJ872Nl9W8QV9HX8JX7cwW5srd7R3st4skW36gTjK5brc74W1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D749RG-5W25dLcy3tvZQlVnbDbh986gKlW9kQYy62VSXdzW4tR24Y4Pxhj5W3DlwBb934WJPf3rtNQ204)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W2Rjnlq478BHhW9dXl6r8R7-xz0/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqN8qSyBWfmYdzN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW3XYqfH3-VYxXW8qwfzb5qcFDcVRcybL8mDXjzW8p2c695sFCY0N112Sx_Y3GlgW8xYv013tdJKdW8FT1pn2-vj13W3wdKkf8GtqChW5DH9-x3qHjZ_W8NjPRK5Pw7B3N5D17QrP6l5nN5sFLKnk8xjrW7K_mwH79PS8yW73R1h2224l1fW6pHKM0770mwhW1YYM-N7zzBSxW1wlbN35cNnJ_W3NzPQ18DpFxgW4M3Jd36_sMMBW9kt3l4521R9MW7C2cWH7D7HxjW1Dy_KC8_4d73f2K0SLl04)  
  
[16 April](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W2rG-pN90N_JBW3s5szG3S7qjY0/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqN8qSyBWfmYdzW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SW3785j26b-yn2W5Py3dt6256h7W160jgF95RXnFW5WpqNZ5vBPp7W7n0-x616lpZCW8f91q95DHK58W2pNSk73LqFdpW5DSxjq6PyRglW96x1px4Mf50yW4sCvql3L6jqlVFJpjf86MDKfW6b5RSh2T_Ny1W49kJ936fVLYwW1Q68w61MMh8vW3gtF8563K13YW60T-4T3Khv_4W4J35S42N6SpkW7n9C9S89ZF-CW4N75C59bTjjGW91lSKl1rRKbmN5yBlfqNDyx-MrTzpY1NLtBf1wK5zs03) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W6tgwDf4X1ZfVW8tQqmN5mwNgt0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqN8qSyBWfmYdzW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppDNW7LZHtp1rzgHLW4P6Jq41NR1TsW56bVBt666DfpW1lCrg-5ZpN5qVzK28s77DhlrW83Gw0K5RZDH3Vt3h9s75n27WW7hm9B18sM8lsW660gvT6122l3W8LZPM455jVjWW125Pcg53XX40Vn1QRH3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXYb5SylQVW8ZgdLt1B1vvlW6Jkj3R3BmyjBW4xQjrx4Ggxz3W3bGkNX73Q0vRV1-W073Nv_h3102)

[Boca Raton, FL – April 2, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W6Lrv5Y6zGb6xW1Wcvb82g0Xh80/5/f18dQhb0S6QK2-G768VM_VVN3wwvvDW1twxr14RCWlFW5G6t_H4W8frbW3ZPKCm71rlQCW5pXY1Z1Ywz-RW87d3ZV17GNZpN474bvbjPLMHMSXqPnrDf6nW37wcq47Mm44RW7_RDs38tJ67fW9k-0N86bqlg5W8pgq3v7_MBpmW6qD4b28HWSnZW3dHZgR2wvtmLW8WqpcW2my-3rW4RQ5Rf1yx6NDW7fSGCn2N58mBW2PsBTH1V5JJ7W2N53Bw56SQV5W5ccSG47Wr6PsW68c0202sTnFvW5Xn-j372c_mGN2KNstlyS-bzW6S5Mbq7lT_bPV3VGHM7zrVCzN93H20dXTZhlW1Vp3vr55sRRDN6BRnzrHr_mRW8LNFbs1RJVwQW1y4CDf1KCG7pW1JkGW831G-2RVM3Wrm7QytdZN5jfTSPr73XnW1xywdZ6mhcBxW8gJG3p1RsZ8QVH0Hr97H3FFfW5L2pXm4T5tCXW5M377v5SWHr0W587nQJ4tVrwqW8TWY5s6RJ_26W4kDWMR4ZMsQtW75SGxf240_shW1_S_cM6zW67TW5RG_DL7KzyxkW1-P6lV6MNnTWW3ybjgK8JfnmMW7x6-QD6gHgWmW3qhdQs2-BGqSMm_-mdBVvztW70b4YS3f5smPW8Zn7gG3b7ZQtW4pvlhf4xzkKRW7-5l9t3cjX7gW97d2Mk6RjxrfN7MYcZz6K5mff6s-z3603)  
[Amsterdam – April 16, 2019 (Masterclass)](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*VWnPYQ8kX1fwW17Xf-11wqFzG0/5/f18dQhb0Sjvb8YHsrKN81SjwlHyjJqN8qSyBWfmYdzN3hHhbrVMsQMVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ8C5W3SLYcb49bzznW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4mGy8p6tHMN5wM1TvbyvP9W5mZjbq31H380Vcy-X66b-vF0N67h1zcQC5z2VPC2cV3jNx_0V_L4Q06NbtB8N3Kk86MbzzfXW4rb2J424Nx2lW1m90XN4XkNssVd1vcN28c_SRW3cB9lf29clZZN5q9NwRSS4jFW28V91t1pqX7xVSHMPt6SWmqtW669-Sg8rzMBkVbxPN81mGHWXW4PkBg56BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfW8TSVVJ5qdN3FW2DV9lp1VPCFkW4hKyyX72BP2LW88j25N4GLxH2W7bzFhN8tzS5TN3QzSg8QN_TjW6N30FG2XT6Ms0)[Madrid, Spain – April 24, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W6NQrVV7Vc2kLW2Yb3cL54V8YF0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqN8qSyBWfmYdzW3hHhb_2P7_nXVcnTGj992gLmW4vFj2N5DjQXMW7dfwDB5CRk-9VbQS8f6PZpGLW6bnMSw7dChrhW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD20dW49WVsf7D4qxXW7lRZ4W8gjY6LW8WBKbV56sy_8W2NhXFJ2RzSmLN5Mf4yqqh1VxW77cT4v1HGxP8W5Kk0wl5nnWfnW53qlYh2bSRn3Vt9R054cjpHVW4yH4hZ1WbSfMVn75sB145YD7W5NG0LD5LPXByW5pXpLL6Wwzl7W1D4g0Q4bnScxW1BtWD-1z3XGZN4lBZ6Fnpt28W6GTq088Ph58-W59Bvcj6f_79HW45yhlB7x2vY_W3gC0hC5bN279W8X0MRD2NKbXxW6M2Nx448WypSVLp9NS7nTPbTW92x7ML4f28vsMVs7V_VmmZ0f5hW6Rk02)  
[Los Angeles, CA – April 25, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*N1k5Cm2XDWgbW6hFVr754x7Fn0/5/f18dQhb0SbTZ8YHrXgN81SjwlHyjJqN8qSyBWfmYdzW3hHh9D5Cgxh0VnQ9Qq8-tZd7W4cj21H2M3VPZW55FfHL8SzRFhW52HplR2Q2dd-W1HHJc531H38KW52HkR68-y10rW8_dDry4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLbG-VgVbYs5rC5Q6W3l6ccQ8mQMWvW5Vz0ZC8VZ12DW7cvxVf8q5qBxVVQf4X5vDhTYW5G7gfS27njcrVRyGhr4XkShBW3kl5Bw25vJyLN1rFt1QNLfsPN4rHbfjWp4w0W8szYjB95kM6hN3PpHwvPdkYLW28csGX2bbB8bW26t-hJ1qMp9DW4pYKnr3d8x1CW8lPKx_38ZnJBW367SqF8GclM4VPN4vS3Cdk0dW3wv7Sm6xYSRBW2PjBM42FGwQ7W7rjYSy2w8xKKW5bN2798X0MRDW2NKbXx6M2Nx4N48WypSLp9NSW7nTPbT92x7MLN4f28vsVs7V_VVmwFH4Q6Jl1102)  
[Stockholm, Sweden – May 3, 2019 (Masterclass)](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*Vh21C95gybmwW87gzry7dJnm90/5/f18dQhb0Sq5K8Y9_DzW6KB8JF1k63-nN7sD5gRvLr_wW6Dk5Sd1SrC8dVLDpF18DsChxW5ybPQc8s3dk9W8BSD9_8qBGv_W5x61S45yJsJkW3P_yq-8y_DL1W62S3Cj3J6hYTW63l6k68DmPz2W8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbQT1H51ZRW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndms43Ym8RgW3ryrWd3m2mKVW53X_Zp52YlfxW3_8mpl9fgwMTW4fddyp54mCZlW7wbjTq54G3SPW7HmFJ-55KrXWW6Y6r5Y5-M2x2W4dq4LF1xWcJ9W2fzTlh7LFGk0W53vRx-1zr1XkW9fgT9p59qFmNW2dwvwC6X04mjW8gFvvr82KR1dW1yM_Q66WY8WFW6gxg6C11MynNW3MYtL84Gsj5HN45Ly2MkwRPgW8cKL3T1HnwhlN2RyhkD9Rl7JW4J35S42N6SpkW7n9C9S89ZF-CW4N75C59bTjjGW91lSKl1rRKbmN5yBlfqNDyx-DrTzpYM5xSf8sDB6803)[Ann Arbor, MI – May 10, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W5-j-gn2NZrMvW2D36Jj5ZPnFZ0/5/f18dQhb0S3j42jW0-sW12hc3t1g4R11W2nNX-j2y8Q6ZW7NZ1ST7TF93LN1hPk56g-X48W5SgSrT5pQs-3W64S4xj82hWCnW134mzk2XCsf-W4PbXxJ2kjpf0VgJ8lZ7D3LG1W4YyBQk93f_cMW2v3LVM6VLHv-W8v-f1b57rMGSW3NwGvh5dqXg7VT0-lR534613W34X9vm5BjtMgW4NFP6v8pNF3kW1vRlLH7tDyL-W5K3XTJ4YsXsBW1KVbrs3W3x3MW2Bbysp6bRGpSV4F-Rs24328KW6xBDg84dBtTVN2YZY_7DhTNCW7QH6K2830gZQN7rHHc9F_zxBN1bVDqs2QNN9W8n3sx_5GmHLzMtv_734Wnj-W7-z6bM5bV4SBW5NmsyP3FxLdXW13l0Y64z3mPKW4-wPHB4HW89RW4lvQL386m8B5W4992G220TftVW88q7Vh6GHwgMN3r9bYh9BDcLVv_DnJ3LxCVJW4Mw-VN6QGXKPW6DZ8Yg97X0LhW6xnsyQ3qX6FfW1ZR6_055hBqZW3xgcbs6kKbNyW30mkXf89Bz45W7bcfCN6sgcMFW4L51Sv6jds5NW955b8-7CfczGW54PFBr8wCd2sW991dSP95hDTQW8n1zvc63RbcrW2NcbCN2W_NyL102)[Dallas, TX – May 14, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W7y8drr6HszfsN1Y237BTrvh70/5/f18dQhb0S65P6_rtqWW12gPy760RnJmW79dfyT4_sxR1W6l8dXw80qJVDW3QxV-161SxlGW49Mn7Z4bNVGyW8_qQsf2C7KJ9N2p6kh2GG9h9W8b6H944f02DhW7NLy9c2grWPGW4cm3C47h6Bf_W2DnhKN1QcLfDW6blJdX1vtp7yW20kJxr1s4FY4N1qcnfT_rg1FW5zgkd65mfMvBW4-DKCT3Qdwj_W3x0ng4108lJqW3r9JZs8CLsSmW1HwYKs1tz5-yW7kbgyZ3St784W3T_5ZJ5jFhmsW2mSS547rSkRSW7k_sf_58WYCbVgf7Ld184j2VW2X_MKV1YBMTdW963hsv2-QVgLW3xT4hp8KdRn9W99fPdB3_6mZKW2fPD2p8WHNLSV17p-18nLV_TW3RySDY7BTQkjW83qn108L4c0bW86mrk01ZVr4bW1P4wqc2908y9W29fGby99htw8W1Y0T7J8Cl7dRW7wVwsL8jgjyXW4j31jt871dYfW1w3NTz56Vw-mW7FgHGM2X_nbVMhvwX2Tz7k8VQxNg-1B7rr1W2vtKf03tk8WLW86w7-l1jr1Z_W66D2Mc8NlZ2kW9jRH174TT2kzVk4Ybm9ccNKpf14TjwB02)  
[San Francisco, CA – May 30, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W2xHdby8-6kGZW1Kxy6L6QSlhd0/5/f18dQhb0SfHD9dZyS6W6KB8JF1k63-nN7sD5gRvLr_wW6Dk5QC1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV98F3MMsTj0XwPZMW5vLFlQ66GK5yW5FySDt5G1TzLW5z5J-_5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d7TW6FGhy32yJF1WVYT2jk6P4lCXW3xPtL65rC5Q6W3lzN6v4Dk-X2W6lMFLv65_vPyW7cvxVf8q5qBxVVQf4X5vDhTYW5G7gfS27njcrVRyGhr4XkShBW3kl5Bw25vJyLN1rFt1QNLfsPN4rHbfjWp4w0W8szYjB95kM6hN3PpHwvPdkYLW28csGX2bbB8bW26t-hJ1qMp9DW4pYKnr3d8x1CW8lPKx_38ZnJBW367SqF8GclM4W1ZtFSY3-DmCxW8csLSq1035ycW3bSmn08f36blW5G0__s24tzKpW24RqJ87xMVrkW1DPtC78b2GK1W7jtt-c2SCnMVW1z5rTD88Lw-GW7G1L3b3wPByYW3wqsnG5B1gWs111)  
[Henderson, NV – Jun 4, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W1kyL9Z1xkJf1N6Ps3nYX5Vp80/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nN7sD5gRvLr_wW6Dk5QC1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hJYN8r4CwnQc_zNW8q-30P3GCDtSW5v6GJj5FycX0V-vyBb3hPlSkW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV3jNx_0V_L4Q06NbtB8N3Kk86MbzzfXW4rb2J424Nx2lW1m90XN4XkNssVd1vcN28c_SRW3cB9lf29clZZN5q9NwRSS4jFW28V91t1pqX7xVSHMPt6SWmqtW669-Sg8rzMBkVbxPN81mGHWXW4PkBg56BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVn8NJ-1wlbN3W5cNnJ_3NzPQ1W8DpFxg4M3Jd3W6_sMMB9kt3l4W521R9M7C2cWHW7D7Hxj1Dy_KCW7VBfPg5wYXvC0)  
[Melbourne, Australia – June 6, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*VmKpbG3VzgpYW4FjpHj48FWBM0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqN8qSyBWfmYdzW3hHh9N5zh-NRVnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCxxl54GzynW55k_hJ8WxW-ZW1WvCy67w2VMMW8X4NL52LVJT_W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGm-W3m2fpy53X_ZpW52Ylfx3_8mplW9fgwMT4fddypW54mCZl7wbjTqW54G3SP7HmFJ-W55KrXW6Y6r5YW5-M2x24dq4LFW1xWcJ92fzTlhW7LFGk053vRx-W1zr1Xk9fgT9pW59qFmN2dwvwCW6X04mj8gFvvrW82KR1d1yM_Q6W6WY8WF6gxg6CW11MynN3MYtL8W4Gsj5H45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV7Ywc24QDcJ_W1ttP8Z5M9ftRW9g55LB5_5lbPW5_kYk69l6qN1W8hrrQ96h9Z5MW1NwBMn1MVsRjV1Sk6q1DTFPx103)[Phoenix, AZ – June 6, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W4SmKft7RBgLDW7YBp-s1CyXNS0/5/f18dQhb0S1Wd2RwkM_VWnBvS3wsBZmVb9S-z1tz1zwN2Q8xV7drrMpW2hpm2D3kgZmQW8RqMNh926xCzF29B-zFVp_8N4VvJBRbSQ7fVDHL0g8wk5bqW4TNc074lrx03V7J_yS46kL8qW1lW8Zp4Bzl1zW196tJB7tq1PjW9gvblQ77jPbRW6nBV7Z12CdN_W5zPw5d6t0pSsW4NG16x4NH_smW4KN8lS5r3tLHW8bJy5n4KG8ZWW49FTcv8K7bFrW5gNc5m5djXjdN8MLDRLpFBZCW40fY2v6dCWc6W25m5GH6CW4rbN46lP846W-HDW1D0q025pKkPbW916-p65m39s-VQtcB65kZqPqW6wd0Nc8mzXJvN4TJh2Xq_l8GW15_x-V7WMXp3W79tVtB3xFf9gW7dxpL78-p-SRW334tyH4N3mn1W8TmlV_2yyr6SW3WBZR73bBH07N3pmK1CwZcPJW4Fw-y86BPlqkVpBWj060h05WVPL6gw4TN_cTW7RYFsL8Vc6QFW7NC-YP4gByK9W23mlvW1mDhXxW5Gg8576FSgdQW9dVJm91lKpCwVVBZJ57CVP5jW2S10DB3ngczMW9g4w1k1vPmsgW9l2Fxm8NdnGlW78tKDk5yTQrjW60TvLj8H5KNgf3cTRkw02)  
[Brisbane, Australia – June, 12, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*VlTp8t5Ny0MxW6j285B8jm9lg0/5/f18dQhb0S65P6_rtqWW12gXyx314XccW79dfyT4-tklxW6BMq8980qJVDW67FQKF61SwHGW8mvkRh8mBcQWW8GKhxh5bhrnlW4PdFz41kj1JfW8b6H944f_k_CW68nH2B4xVQvzW8sHG1T11sFnTW5cP7wy5nLtHPW1rC8ls6wsYqYW81jP5K5Rh2SmW6L3q7q83k0JSW544LWM1lcc6GW4_14Xl50Tj2-V3w3vQ6QfGrrW7DHvF26TbfLZW7Ycpfb6CpS34W1_KtkW7pnPWtW7LZQrN1j7flBTSFsL1tdqwPW1dHWdH21mYSPW12-zWW4zj7ZjW2lV7RD7RgTMcW8sVVKC5VHf8cW71LbB_85lqxGW91nf4Z7-dkrQW4tCg6h8sMj-BVd76-m5B_4njW68c0lq1wfRH4W91J5kB3XjPYCW8-2g8B1B3QqSW57zvvl16RB_FW6KRLb56_SNfjW8q-vxl6m7ZBqW6NMBC06Hfm2gW8jy2_71KFXnFW6tCTYf608QBQW5v7Vgd5mr3rVW1v2tQs1NGrJPW19Z8XM2Q72dGW2PzGJl85gf9GW4G3lvm7cq_pyW4Xbv5N1LnjCBW3tHWnh8hn0tgN1lzBXBgrSBKf1w-H9v03)  
[Sydney, Australia – June 13, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W43BQ6N4TV6WjW83tKgz8p6bK30/5/f18dQhb0S2C87BfGH_W12Nnww2_V1-_N1t4fhrLy-NTW4Ds2fg32s854N54c4D7F7b91W1P8sQ-3PNSYnW8L967x51hXxnN8XfFrtSW0wSW8NPw0q93rMMqW8D3ZWB8YGXsBW8yxnfC185b87W96RSCG91ft_DW6FZJP76XFtzmW627cy07zQqdVW4__Fbg1C_rwzW1xnlBK4k6cJqW8NzTz-6L5-ztW8dYp2h7bZyVyW2xBvlN4x-SvyN2Y6dsnDHqGxW5s2c8q1WCVTpN21wRcP2xDK8W2NnqwC648H-fW6g6FYR7tkVhWW45dkKV8_nt2LW4y_J9T7759kYW8tHGKC1lchTtW2MckT82XgbP9W1PZRrT5MJ29SW2LxlKL5J6GHRW2P-fpH8q2mxSW59nLMW5yF26sW7W0t3_4n8X_LW1cM2Yt28R739N5jRCHTP4LMNW69XM6r2H59XBW887Dwy4vmXl4W7fSY4_1_m4JkW1sKZWl782NKCW9cTLPR1_M6--W2JHh8t7gNSV6N8BCK3SySvM6W5dJD4B4qV8_HW9fnK9g3gY5hxW3D065L3d4rMvW5kKhZW207YBmN6kPjJH8n9lbW26SXRs87LzTXW9j-zHr22mClbW4Fznd15QddmxW97dqXD5Rr5v7N9k6tWnSdJQ1W58SdfT6mkjrWf90ZCnD02)[Waltham, MA – June 18, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W8jMKPm4tvccyW9fBjMD6Crwn20/5/f18dQhb0S65P6_rtqWW12gQY_60RnJmW79dfyT4-tklxW6HwpLP3_dhr1W6Bkg7c61SxlGW49Mn7Z4bNVGyW8_qQsf2C7KJ9N2p6kh2GG9h9W8b6H944f_k_CW3S0_NR93NbwwN7znnvmSB3McW4Z8wXZ50L1zgW7dRlbC6wsYqQW1FpY7x59LdX2W3dDQt66mZYdtW7czr9b3CYPsHW2vN6Jt2ySSKMTNtdJ5MNbQWW8cB0VX11XVtzW3QcRnF1T23HvW1qLWm27npLdQVv9jxg4W_5RCV38R_t2-XpbDW2tv0VV1Pyn_bW3-Rh9K4gwNYqW2V-J-W7RfbSGW9blQNq2zCbjqW4Mg88z83m_7LW2jdrfv3yNrZ0W8htSXQ5f3-PMVHJlcy64YC4rW5Yll4n5FNqHDW4GbRb97tDYn5N3mTbw0PL-3vW1Q3VS999S3lYW8HP7rW6V8vSlW6d3NHg7QFLqZW7fsYph4BSkvHW7X5r0W3_BBlVW8sH6Zy2B9XQVW6g4DTQ1s_r4yN5-wxKg7vWtvMJyMKkNzKHrW76pSwN8LJ3KBW17WCJt3FsLQ5W5yr7_D7CffnMW8NwrTK2LcpmMW4TmBw_9cdPm3f3Vj2Hk02)  
[Sydney, Australia – July 4, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W45SKPP1hN98YW6mbcSl5HnFmG0/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nN7sD5gRvLr_wW6Dk5S-1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVv8rW8qBGv_5x61SnW5s8LB061LlCQW63KFFG5xKvWzW8rZZ4w3P_c8-V-tSFg5tNgD-VZvG508zTrPzW3Px1hK8CTFkPMW2D4R_tDmbW7ZkG8C7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndn80W66LZL44Dk-X2W6lMt-c2gvtCXW3NnV4F1nJpwvW26pdfj35y0RPW63JWpH4rYwfRW5qb9Tz4s0nd2W8l2llp4VmxVpW3g7Rhm1nPB3QW4pqxR04Xlw0wN3MxZTt831bBW5zzGTJ3N9R2qW8q0BkN8sLt1sVbQysv8pmqfbW5ymNwP2vRvn4W4pKNf-60fsGwW22YxLY7q7-QcW6kl2SK7dr9qWW72YqDy3KNRNNW5CBjwL5hk1wxN5x0gb4215-pW1Jp47x1rq1JvN4CB7NqngQG9W8H9lQw7Y8z9dW5SdH9t3v61VZW36sLG21NsfDKS7Jl2gl6tm102)  
[London, England – Jul 10, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W5xLKwz4QWQZjW63ZY3s2Pnp5v0/5/f18dQhb0S2C87B0ghzW12gPBw4_BbctW2njfl12ltBMrN1pj6xtCZVX9W9fBLkQ7NPh69W8gNXh_7wYPpsF6XLcBRp69GW6QTBbp1c2KdgW3GrDjN3-TMmFW1BLRDj7fJH8_W13JHj44YN1htN86QBKLgBkj5W66zyP25wL5_4W3nGnj31QhV8dW6prZvN5mRXT3W35pQTG7k3YqvW8JMDqM14PGvxW2y0Zp25zHgrPW1jc-NQ8P8srqVyxGJK9gff7gW1xN7g16xsLDhW5LVDrs2LP1DRW1tcpxw3YrXBbW40CrmG4V7yv4V6RkLq2ppX6HN3F_CC4LVV7ZW2gpc7g8RT0jmW5zlY2n6V2s4PW9hDn_b4_5H36W7nmw6H4JDKk0N1j-4-0S5cGkW8yW5mn7ZdYHhW8x13yM6FCnrwW56rfWh4BvGRSW3XNDbm64TMtFW7sNpd13k0TTjW7TQLgJ9jRjvYW4vhsps4STyxTW1x4GKC6Kp11-W3HYT6T6zDQSKW4BcKzw7Y-f96W44XL4N20JYzYW8KpvmR2FW0fVW7_lZWH1qgpMRW86dqg-8SjkpWW5stync7y2BY-W6LwC8m9f6W8dW5pw4jq4sK0RyW98bk788LmL22VMrbqb2MTvfzW9hb7ft79GgVL102)[Sydney, Australia – Sept. 17, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W8qnN-s7qtMVXW6n-PG98jtnT40/5/f18dQhb0S65P6_rD8pN12NS3S8pzxbW2G5BlY2_V7QRW4m36Nx22Wy8KN95Y11r-n9KjW29W1Fw7n2TZmW6YFtKv2J_CrhW4cQhRn5jgPpkW4fc6Rj1JTw5kW3y429848k5myW1Kt8K22ddTP4W2hQbQR3J8qCrW7zPzm15D0DWGW7PP7Vv2BLwS5W4zZqx48mLVnTW8qyF4H27rXt6W6Nh7Jr2HgNj-N7-7WmnGF-B7W7nB0YH1fHtJSN7H-2R0yV1rBVjhZmz362mWfW843h3z2yGbBcW3663tC6t_tXtW3LrjGS6DGv46W3YwhrM15DHW9VfkQb539TR6_W8smDRs3_DClRW1wpyQ91QgDkXW64FjRM1-G9dJW4P_Khq8VZ94VW1J0dn363v2dGW6vW90S6LV9CzW6DmhKk1w3-K9W3jlBhp2K2v1MW99tgc27x97NdW8n-LTd8fkbtLN2j2DmC_s9qKW8mzClg9k4_GYN7LxXZ-nVY4TW8FlHbt29TVHFW1-gDzd2hqmcFW7R4Rzx8g_XCtW1r77Xx6GxDFbW7pSBKh4lCFq0W6P2wDg6-Y85lW998jj64sGXrMW1QB2sw7slc8GW4ZdcFz6xDxMBW91Glhp9hSyr4W988Tch56zVbLVPldtd9h9wLGf9l61B302)  
[Sydney, Australia – Dec. 3, 2019](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W95h5P92ZkT36W12yPf7601t580/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nN7sD5gRvLr_wW6Dk5QC1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVv8rW8qBGv_5x61SnW5s8LB061LlCQW63KFFG5xKvWzW8rZZ4w3P_c8-VZvB945_VQdTVXwPZM5vLFlQW66GK5y5FyL-RVY0kvt5zC6Y_W5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3xPtL6W5rC5Q63lW-pSW5ThdHg3ryrXmN6H5Kp1MNBCZVMMQxX80gSRfW97rB1b8xr0B-VQDm1h5Gh9k2VRbgR95_DRXqVTk1374t8rY1W2zpHGw8sR9z0W33PrhC4w7KNjN64cjL2NWbH8W36T3Xn97sfZ0VZMTlZ4v_62NW4sWhMt7d7GwXW6PjL7T35w_wvW4vLqWH37-xldW25tF9-7wTZy2W9jW9LL8csGDVVD2JBL74kBm3W3jPt8d5G484VMkS9btd8rw0W2-XJgL29c9vJW9c3jzz2B6g0_W2Dzqds9m5x7SW79Ptjw39htXGW3y19vM3wMXFCV13Wcp5YQmjR103)

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[Sign up for Verne's Weekly Insights](https://hs-4727286.t.hubspotemail.net/e2t/c/*W7q7yB63BfDTXW8f8W371H9Kvr0/*W2KnP8F1Xwm7CW8QpNkt1S_ZWr0/5/f18dQhb0SbTY8XJ8bxN81SjwlHyjJqN8qSyBWfmYdzW3hHhcB2P7_nXVbxYmW8pCQ6vW8xPsSw24X7GhW4vgKM19929rQW7YCxsX5CRgQhW8wXNtZ4sX6C9W26mPZm6PVKcrW6N3nBL8xGZPkW6hYNZ42z9001W5K6NRH7-v-0xW22Q6G21lr6pBW2_mltl70fl6pW7PJ6bd2gM1cwW1VHbdH1fwyVVW6yBPJM30q8CNW2kGjZw6qQkKCW98jR-S94q7cqW6VKJl21hC_8gW5lppDN7LZHtpW1rzgHL4P6Jq4W1NR1Ts56bVBtW666Dfp1lCrg-N5ZpN5qzK28sW77Dhlr83Gw0KN5RZDH3t3h9sW75n27W7hm9B1W8sM8ls660gvTW6122l38LZPM4W55jVjW125PcgN53XX40n1QRHW3qY36q4P7LtdMrPpMvrJh2DVR6wHD6b-mP6W6cfByr5CZ1L5V84rVz6LzXYbW5SylQV8ZgdLtW1B1vvl6Jkj3RW3BmyjB4xQjrxW4Ggxz33bGkNXN73Q0vR1-NQzf93nyn502)

**04/04/2019  
Loss Leader Fallacy; Ken Allen Turnaround; Henry McGovern; London Nov 11 – 12**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |
| --- |
| (It) was like having a loss leader as the majority of our business.                                                                                                  Ken Allen |

**Come Meet Henry McGovern –**Scaling AmRest to over 38,000 employees across 16 countries from his first Pizza Hut in Poland, Henry McGovern is flying over to keynote our [ScaleUp Summit in Atlanta May 21 – 22](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W4jwslm8bNZxBW4TwtHF4DF2gg0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qSvN04Y9jSWW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDClW6VLVxV6LQcp1W6NPp6j5vz-CTW55J9LJ5WZM1tW4Zhz2Q3W4S5LW2nVxly5m7MQCW4cNKjr30hFZSW3YtSnW2ph9krW3lyCTv5hnQfXW2G1Y-F704SsbW6v99hq68ws9pW3PhTbK4Vb7BkW6yZZ1K7k-2C-W3lhLZ249-DccN22TNxn9Mb5mN46SFhxRb-YsW64RB371yMtnJN3xxDzQJhdMsN44y0XDzkqwxW7vPS4d4sBzbNW2W36F05vFV7MN8tqycr9XfwsD7s2GRH20Cf2MJgwz03). Outperforming the entire restaurant industry by a factor of 2:1 the past dozen years, Henry will share in detail how he’s accomplished this in a tough industry. Thank you Henry for giving back to our community.

**Ken Allen’s $5 billion Turnaround (Lessons for All of Us) –**This [HBR](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W4PNMbT8JqbPzV6YWWn1Vc_k_0/5/f18dQhb0S2C873p10HW12PnTT4-Kz4LW2pNZRL3QprQ1N1kYy48j-N6YW32CdRp2DCRQWW5GQm4B40Yr1vW8MlXgq4nJ7z8W82Rsxc4nGnm1W40xCmj99_610W8FsZ5Z63gFXzW96N_xb18sz4VW1SFv8H2TfQMwW7vHpDN5YvkYJW3NQdwz51BMFDW5G9g3d7zRn5PVbsYrm6DX3yWW2lRMdB71Zg5gN6twFQXC3WwRW199jDq4W8jgjVdFFhs1DVDS0W2GfjBY72nq6SW2J2RNn50x7RcVJ_MGW1fmtdVW32Wx-R3Z6GhdW2pGxd934SRGDW5jT0Qd2vdDdqN7BwYmBJm5phW4Ts87k76KxMlW5R04WN2jWcSpW4rRCTc7vrtXDW1lQ-bf7MJqWYW7PJY1X7k_7ymW6HJw7N7SLssVW866NLs6bK6dKN400-9FD1dnDW43SrtC7lZNyhW6DLFdf83P2bwW3X5C1S6lNkzVW3h2KfJ3Z5lp8VJS8m78WpQN0W7Z7ltL3lkD00N4vzLqRNzF7cW5CLbc83YHMzzW6lLv966nWjwwW2n0cHH4JHWG8W1ng8jd2cRJcyW93bNn-8MHsPGW43jZS589cl8fW9g7cwf3N6lYDW7ZR3ld2w5PDFVKTrRQ3k4x6Yf5XFY1F04) [article](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W296qsC3tRZCvW3WWXMs6CNcnZ0/5/f18dQhb0S2C873p10HN12PfTfCkfj3W4NBlRw2Y2kHwN5mwgt0jD4kSW109DKr13nH-dW1Yx7557ZXN7lW87BZGr8L1Gh3W8f-dTm8NjQvnW6K0JFJ92SjndW8_PdkR7N_by1W194tqV4fSp23W9c4Yl57XVW8QW2Hy-Lr7CwkgWW2rNV0Q3yKd2pN5YZzsZSz_S2W6WcStZ3_F9C-W2Z0Z5z24mxj9N7RNLYgGr03nN2qtvBLk6XBvW4J5kZt5ZjHCGW5qsK7W56Z1KPW2vLnw86LjGz8VF3WmH3J3L70W3WgVZd402-WsN7lnH4mmV613N30F3spjhysnVp-KSP4SpthRW8drYKz8PhL72N1rwT4qrRNjZW16svPh4dHZM-W3gtxqn8zVKqvW3VmWd38mxNXCW3llZRB3XXxC7W4cpkWR6fzxw-W7W1kcq4Y6GkvW4rsmNl39FHHgW6THLPy5Gw3VBW3qR-jQ6Djpx4W2bd9255GYmkrW3Rsjwk4lxY-rW1Fwghg4BKkrqW54KHMr3tB3gwW5mw68j6WbnBbW6RDd4n6SrdhQC_QR4hDQcW5tknYn4Dr89-W823mgS85hh0QW3bSCcS5fnFJMW42wkKz7wslcgW8Zjvj536YmVTW2Qhx198BwgJff5XFY1F04) details the steps Ken Allen took to go from a $3 billion loss in 2008 to a $2 billion profit in 2018 at DHL Express. There are important and applicable lessons for all of us “mere mortal” company leaders. It starts with grabbing the attention of our team with emotion, images, and music!! Just read the opening paragraph – how Allen used the image of a beating heart that slowed and then stopped to convey it was time to act or go extinct!

**The Fallacy of “Loss Leaders” –**DHL was competing in a commoditized business where they didn’t have any distinct advantage (hope that’s not you) – domestic deliveries in the US. Noted Allen, “70% of our shipping volume was domestic, which was like having a loss leader as the majority of our business!” He further notes, “Behind the domestic expansion was the (ill-advised) belief that high volumes in domestic shipping would reduce our unit costs for international as well” How many loss leaders do you have in your business? Has your sales team convinced you these loss leaders are needed to get the profitable part of the business? Question this, NOW!!!

**The Power of Simplicity --**Continues Allen: “For executives, the question of “what to do” is often better thought of as “what not to do.” Every day half a dozen opportunities land on my desk that promise to be the next big thing, but successful managers know how to turn down opportunities that could distract from the sector where they can deliver the most value.” The “what not to do” was domestic shipping – so Allen made the tough decision to exit this 70% of the business. What business do you need to exit?

**It Always Comes Down to Focus – the “Words you own” –**“I knew we were putting ourselves on the right course by concentrating on what we did best,” exclaims Allen. “Our turnaround strategy was based on one central tenet: focus. DHL Express would have the single focus of being the world’s premier international express shipping company.” No one could own “shipping” – but DHL would own “international express shipping” by being the easiest and best at this one thing. What is the one thing you’re best at?

**Then Execution, $100 Million in Training…and Music –**It was Allen’s next decision, when the company was losing massive amounts of money, to invest in employee training. Notes Allen, “Our employees define the customer experience. Recognizing this, our focus strategy positioned our people as the key part of a four-link chain of success: Motivated (and well trained) employees (1) would provide great service (2), leading to loyal customers (3) and, ultimately, a profitable network (4).” The rest of the article details how he did this, including his use of music/song to get his messages across. If it isn’t obvious, I love this article. Please take 4 minutes to read/absorb – and then take action. Thank you to Scaling Up Certified coach Corwin Smith for pointing me to this insightful read.

**Meet Me in NYC and London – Bloomberg CEO Summits**Bloomberg just confirmed: in addition to keynoting their CEO Summit in NYC June 17 – 18 I’ll be keynoting their fall [CEO Summit in London Nov 11 – 12](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W8TD1wZ5GY90YW3fHBfg3m03820/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8qSvN04Y9jSWW3hHhb_2P7_nXVcnTGj992gLmW4th78p96L8DQW2yYNny3KBKScW96Ls772ysg2JW524nLQ999f65W6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD20dW49WVtr3VVg3wW8cLjjw7P1-wWN33FK-yqPkxDVnjZC88jmJ-NW74VQd17qN230W6x98703p5qZvVs82qk2cS5YpN33pvN-nQczJW5lPjW25KQPrZW5l4CKs3qwy1jVs0pk3847gl7W4MKVM12v3pp9W9h7YC_59PnkxW2syJqf2f0c10W1B3dtV5M6ztnW2p8_TT7_DZH-W53NYtc4PLwTVW7pzJGt1T2M3kW1cxb7G1LnsRpW50k3x812qclBW4Lwq184GzFmsW8RmzL72tP69tW1LKSjx3PDwyCW4hkBC28x2Tv4W1MWhN-1MKdfjf8VpdNx11). These are Bloomberg member-only events, but [global membership is just $5k per year (18 annual events) and it’s an impressive and growing group of CEOs](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W56nRNh8RCVh5W10fgzk4zNFsS0/5/f18dQhb0SnGT6Z7w_wW8Nz18p2qwv31W2slCfp4cPN-kMf5jHRXD6prW7cmS1s8pCQ6vW2Hv0Mt6NBLFJW8x9gRf6bprKDW6PZff82qtgv8W5p5VKc6yl1ZSW1BMr638WmJ51W4cPN-V4fNnhBW2L4HR52MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7VtWnVb8gjY6LW8WBKbV56sy_8W2NhXK32fL-WvVwxvLt13vx3CW4z20Zb7tKZj0W2dS1gR6Vl2dGW7LVW3W53P8M2W3nLkCW4PDPCYV3-l614QrTwbN1zzFprpr5-zW12ctD18SRfD3W9h7jhQ7vzZhyW1HvbFt33lhbZW11FRZc1G38t3W4lBZ6F75hB7QW8vbQg71cNSvqVrX3l16Vzt2RN4yR22DXrN7ZW6bnY_n7-KkK0W61lPZv24BnvLN48WbDJTvgXpVmZhHY6SY9Y3N4TVvhcRMpS7W1Z9-Tp2pglVTW6vc-Z61JJCnBf4nN-VT04). Speakers in NYC include The Carlyle Group co-founder David Rubenstein; General Stanley McChrystal (Team of Teams); Gary Loveman (Harvard prof/former CEO Harrah’s); and Kathryn Minshew, CEO & Founder of The Muse. For the complete program, [go to this link](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*N2y12ZDLLbDXMqT5SP6GZBL0/5/f18dQhb0Sq5B8YHr6CN81SjwlHyjJqW8qSvN04Y9jSWW3hHh8h5zh-NRVnQ9Qq8--HBkW8-xQLd8WlTSRW55VxN47r9rHqW8Wm1tD52Xz6BVL2WCc4jLbw9W4hbcJk6x69xjVs1H_r2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W4TGLHT7cvxVfN8q5qBxVQf4XW5vDhWY4wtZP-W112z_k28ZByFW9641_65zmWNPW4tGF414pzF3xN64JPkzMvkB6N6NsGcPg6fMXM9WQfDfNT6_N358LhHPTcZ6W26pvLd8ly2LCW9c989R5H0BbVW3j_STv64K0_sW23hfl33l4TrjW8GclM44Ts-cWW46-vHZ69_n8gMrPpMvrJh2DVR6wHD6b-mP6W6cfByr5CZk9tV84rVz6LzXXnW9cXM3j9bfJCGW4mbg043Wm-QYW96Y4bB5ZWvC_W8C6c273bGkNXN73Q0vR1-KMTf2vQs_c02)

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W6n8Mzw7fl--CW1WTQLY25DQqy0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8qSvN04Y9jSWN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MhhW3jxWlJ3VVkFJW4LG55J3yZDClW6VLVxV6LQcp1W6NPp6j5vz-CTW55J9LJ5WZM1tW4Zhz2Q3W4S5LW2nVxly5m7MQCW4cNKjr30hFZSW3YtSnW2ph9krW3lyCTv5hnQfXW2G1Y-F704SsbW6v99hq68ws9pW3PhTbK4Vb7BkW6yZZ1K7k-2C-W3lPDyG5CmWV9W1Q68w61MMh8vW3gtF8563K13YW60T-4T3KhJJ1W714h8Q1nztvWW893DmD18DnrvW5HsN968X8JXXW5R4nbS1H8qRyN7BLF5RmRw0WMdXyXb1QG90f3x1MnW03).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W8Zl5zf7JcyX1W21-HM28nNRDG0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qSvN04Y9jSWW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDClW6VLVxV6LQcp1W6NPp6j5vz-CTW55J9LJ5WZM1tW4Zhz2Q3W4S5LW2nVxly5m7MQCW4cNKjr30hFZSW3YtSnW2ph9krW3lyCTv5hnQfXW2G1Y-F704SsbW6v99hq68ws9pW3PhTbK4Vb7BkW6yZZ1K7k-2C-W3lhLZ249-DccN22TNxn9Mb5mN46SFhxRb-YsW64RB371yMtnJN3xxDzQJhdMsN44y0XDzkqwxW7vPS4d4sBzbNW2W36F05vFV7MN8tqycr9XfxFM7s2GR1P1Z2f4kxN8x03)  
  
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[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W3Rw5vL2kRMy1W48fyhx5H3vw40/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nN7sC_JPtgcpZW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1dWrGkW62nGyh7d094fW6G7Fbl4DFfS3W6RT9-f1Kv_Q3W7zd4TS1cQ9kLW24RGMl1JQ8HTW3rKc5B5Q32f7N1m2q7hdpLLCW1xvspQ3s1M37W9jwwqK2ZTPyMN64nvj6XRY-gW6mBc9c6cqfPgW6RxpQB8RMKMKW5cpq6250tRsDW87DgKf4KP5BHW1VDBVS69lLdnW1Q68w61MMh8vW3gtF8563K13YW60T-4T3JD32gVFhtQ-8j1VZ2W8PpFVB8LH-KsW87CHCW68qx_4W8ns1VC57p3sWW6p5yTR3pxWL3McTSRKcSkvhf4Sv2zJ02)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W27Kw-C75_N4LW3p6FYc2ZHFpR0/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqW8qSvN04Y9jSWN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW6cCj0D5K_zXKW3lj2tv3blhRkN116tycHmTJDW3pmmn_5mSk7VW8jGbNg3D8t_7W8pB0YJ5D3SpxW30q72q5hVYCnW8g7nSl5s7M_bW8LNPnQ3JWSCPN8zn0llGjzcXV-r6NZ8ByJB9W3XZznM17_qMzW8vYC3H3fm-wVN8HstNLk8xjrW7KvR3Q36TWpSVcWbVf4Wpz-0Vq3t6v7P1X4ZW7P9Lcq2Qv1PQV84rVz6LzXXnW9cXM3j9bfJCGW4mbg043Wm-QYW96Y4bB5ZWvC_W8C6c273bGkNXN73Q0vR1-Ntff1_TQ5L02)  
  
[16 April](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W4_WL614f3f3VW1_r5bS1CZpQc0/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8qSvN04Y9jSWW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMzV2fGYSX-5W7m_B1R5c8d-SW378fhj7Yx3VjN96W8h4DQ930W3g2q-K2Tf-XCW5PtvTP5D5DYkW3JzBT_8c_yynW2Td0Vr5124_GV3YypB2gZCbkW8KVjg98JPyrCW6-dhcQ5tj8zvN9jCwD4cLj2lW8KJp5h3MjPglN5DCkxvFy1GyW49kJcm3zFJLlW74t_l94M1133W4H_8kn55CTvkW23_QGB2dNs_SVLGMBP30Hpx6W11jDNZ24sjyGN55Q3T19-FVSW3q-jbS75_HxYW55Xq5T5G7XTWW5V9WFR3f5_rbW6S0dyf3Z5qSF0) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W5xWxVD78NsKDW88MW1X5-kXyl0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qSvN04Y9jSWW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75Rk01W94q7cq6VKJl2W1hC_8g5lpCVqW7BghNg77KxlqW7hJzn-5S2w7XW4cc5s72Wv6ptW8M8yFn8YQF9RN5YwlddTH5HwW8bv-s-4Hz7GNN3xFJlZnG6TGV5T6yb2CRHMWW9dNW8r2khrbmN8WtgS2qDGkpVMSMdP7hdy1SW7rBDqj3qY36qN71skLrx_tJKW3ygvH88c3mpgW8hdNDG7ykhcrW2XsQXF3H1R0sW19rc8k7prN3DW53XBc96VT-8wW2_yDbQ83SSkfW1KsLPp6v27J_N6bn_SsrVprCW56gBW-558vvNf3mxHPH04)

[Amsterdam – April 16, 2019 (Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W3vFlz36mBpPYVfT0Dx7dH_WX0/5/f18dQhb0Sjvb8YHsrKN81SjwlHyjJqW8qSvN04Y9jSWN3hHhbrVMsQMVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ8C5W3SLYcb49bzznW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4mGy8p6tHMN5wM1TvbyvP9W5mZjbq31H380Vcy-Zv6dZ27bN67h1zcQC5z2VPC2cV7fDy47W4RGLtX5xp9cqW3JdrnD6McW0XVWj4LW4rHcZxN64R1GVLDtfkW1lsMWJ22yz-YW1m2jrz6S142CVX-XGJ6Q8GPVV8lk4g4Y8fmWN99csY7-vMM4W4Z3wT34t__zpW386sV0296d28W4PkBg56BbDLBN5tSXZJPs031VgkKmy5q2-YmW3K5v6F2t0XPvN3rNv_p42cYPW3nNLGX9jvT_7W9gHPf16S8BslW1-9g8z9f0-x_W7FwX1-8-D1ZNW6gVCkG3xWwfqSbGd8vc1C_102)[Los Angeles, CA – April 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W2Pv-_91Fy1D9W4_7jLh7Qtyn30/5/f18dQhb0SbTZ8YHrXgN81SjwlHyjJqW8qSvN04Y9jSWW3hHh9D5Cgxh0VnQ9Qq8-tZd7W4cj21H2M3VPZW55FfHL8SzRFhW52HplR2Q2dd-W1HHJc531H38KW52HkR68-y10rW8_dDry4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLbG-VgVbYs5rC5Q6W3l6ccQ8mQMWvW5Vz0ZC8VZdhsW7cvxVf8q5qBxVVQf4X5vDhWYW4wtZP-112z_kW28ZByF9641_6W5zmWNP4tGF41W4pzF3x64JPkzVMvkB66NsGcPMg6fMX9WQfDVfNT6_358LhHVPTcZ626pvLdW8ly2LC9c989RW5H0BbV3j_STvW64K0_s23hfl3W3l4Trj8GclM4VbWKYK34PxL9D6Y9ktTrHDVT6gzT47_DpWW4txX_H8k6f_CVsjV005XT9yxW6kPd-p73VDH7VXmNc77B866jN8ydjdtHC1WXW5K_ClL723QB2N71wShb1gz5Wf5Tt25l03)  
[Stockholm, Sweden – May 3, 2019 (Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W2ryntT8HRJqbMyT8X9YnqmB0/5/f18dQhb0Sq5K8Y9_DzW6KB8JF1k63-nN7sC_JPtgcpZW6Blzl21SrC8dVLDpF18DsChxW5ybPQc8s3dk9W8BSD9_8qBGv_W5x61S45yJsJkW3P_yq-8y_DL1W62S3Cj3J6hYTW63l6k68DmPz2W8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbQT1H51ZRW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndms43Ym8RgW3ryrWd3m2mKVW2LGsc952YlfxW3_8mpl9fgwMTW4gDZyX3q_B6wW5NljZ12rClGsW49FX133mDmnXW6Xny7_2f0cJDN2K4R9RvP0-nW30_YRQ6Y21DsW9cYCyB5XLB0MW2SF3CW1VF0VmW3q14Vt33L38MW4hYYRw8grrCsN13JmX2GSNZ5N6Y6HDS4slhZW3MYt3f2xQt11W6ylMBt4PxC8jW448fzV3vd65QW4WXgCP3VV5kTTVsyY61lPZvW24BnvL48WbDJMTvgXpmZhHYW6SY9Y34TVvhcVRMpS71Z9-TpW2pglVT6vc-Z6W2KhfzW44_CTn0)[Ann Arbor, MI – May 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*VqFR7m3BT-PDW5MJhwv1wJ5mn0/5/f18dQhb0S8309dZy7bW6KB8JF1k63-nN7sC_JPtgcpZW6BlzkC1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jVpv1nN-JkW8n13nT39sZL0W8x1mqT3Q0gwxVVby825tMHTYW8z--J75y5wyqW65jJcS4VkyBSW1BMckw4f-4nnW1GJpPv5pqZgQW53bcP52Qxs7FVrP4Zv2QPhmfW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1ZJfbP5TSM-tW6Gj8TS6bVy-5W25cnVb7NrMZsW3ndms45-XYsFW4Dk-X27wV-1tW2htMsf3NnV4FW1nJpwv26pdfjW35ybjc3MJNJXW8qgt3J2B7lMNW3J4fdR29SgGsW4tGD_g3P9knYW5y4yv-4TDZ_LW23NmqV1rW7PyV9QK7x99NtTnW6MflxS6LSpVZW98Kc-W3bZ1DtN975WdcTWmvlW6LwhpH5zbBGbW3MbCt52z86F8W7q7-PX4XGMjLMgCNb6fTlLHV1KsVD1Kdy7KW8g0Jpl8Z3S_lW2Y1Kzd2GD9D7W498lwS8hQrgBN1K-yXxLWBh6N4nL2p9qDGbcW1DwSPc3WmZF2W4Pxhj53DlwBbW52mk9K5XFY1F0)[Dallas, TX – May 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W5y6d0c90V8nhW5_nwQ47zqj920/5/f18dQhb0S65P2dYTssVWnLxP1fpnjRW8g8S-M2wC1CpW40qsVP59ynXbW40VprB13LzwxW1ls92r1-v4kFW3bl33D5T_zwRW418hXz8v1jWhV81jzh8x1qkMW424wjr8tF7McW6Cncxc2WHp7mW85GVK-1pCZ5xW69x7hM7L8R_CW3fWv6X4Nf0HqW72zHZS468Q9cW28vxDj3XhQdCN8lwfFfYbWtwW3HdN162R4JrWW4QGkDZ5LBQTMVr-fbs7gcY2FW2KhBld42mzWKW32T3Tz33MtXTW7w23JR23zWN0W3Q335Y4Jfhz1W4py1bK4cT_8GN7mmwqj-HhsdVv3xDf7HShXmW4ZPldt6N0-qDW5fsxy52DfQz-W1KCBmJ5_XjW-W2y2gyQ6Wl9JyW6n11QT5x4rXmW3Ty7vH1PCJXQW1zdPvP6ntG1yW5wh4lz3T80HDW29Rf3N1Kn0s9W1qkY7p6LFFJBW2MPh1k4hLVBXW1Cf3CY1LT-f8W6YjZgt6xgDkdMRZ-lgY49c2VN1qdm7LhjSrW3ybfmF8c4yFCW5gvLXv22bmkzW4dQccr91jf8GVPnlNg6PtLwlW70zlTZ3mNtHsW5XNM9g4_f7b1VV40XB4LD_WH103)[Boston, MA – May 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W18Zcx63RxlNkW5hv73p3X0Nm40/5/f18dQhb0S82_9cKH-ZW8c_7ks4T_wDdW4WJbvP8rByYFVsd3Cd1SddPTW53DQ4N5nblD4W4cdy357Jq_0rW2MmR5f7nZpKmW55kP1R8Wm1q_W62fnzr3gnQwqVKqWW38Y0z43W32H8Xx30JSmyW32Sr1D8WxW-yW8W25yY8X4BW9VWnwYx3P_c8-VRc8D95s8YWmW5y5jh-1rfXlzW1k2W_M8ffyphN25DrmCf3dGqW96nyGd1bNnrZW6Vn4Kk5_TVzsW58S3ZC23-nGKW265VBJ22-vhJW1Q468p2-lD31W1YTF-H7TVphbW1pqBNS1ks0KjW39ybFc31by0sW8hz0Ys806yj3W70ml3s84_1qRW5xQrld8sG-XvW5gtfpl11r36BVSWBlr1KTjPCW7C3LjT5m47s-N4PMC63NfrplW6qz49v4Hf1sZW1tYpdw339wWGW56tXYr7VkQNWW34KT7y3qgq9-W93YQRG2DH-QDW78QzXq43QSFjW2mp2PS5DhGh2W31V9kT3-DmCxW8csLSq1035ycW3bSmn08f36blW5G0__s1m0FFJN24RqJ87VX7KW9k6T8y8kCdsYW4ZzdlY3wpQFDW7yg36p8CDj6XW7K-R3z3wPByYW3wqsqf6dpph_111)  
[San Francisco, CA – May 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W2B-36g75Vl-RW1_878V1RV7kK0/5/f18dQhb0S65P6SyJVPW12gXyx1fpngsN474q--FpkpPW2SCX5g8Y9LfSW401KnN1dnGZDW8mypy-4cN3YQW8Bws1l53LbbMW1J6nsq3rs68RVDN25Q1qnBBMW4Ztjc-8f8fP_W3tKDQt8tdY6kN51hqdCJxBm4W3PGf-V6qQFNcW6b71Kx773gPpW3JYCY74-ynHZW4PGG1P10KFJ4Vk57fl6SsV7dN4B011dnc8PbW1GW8ms9dz75SW4TJQKW67wjlHW2gBH7Z3TBfy9N1HQ721tnBSWW1_gwzF2Zg199W47J2Py1-WlKhW6tj4TD4KXgkDW6Qm8-Y880bn2VZLCRq9ljBQ7W11H_YV1N9rYJW6HGT0C2MrP9xW1CWv9Z5pt1zRW6rPjTp8-dXLYW1SWDgQ6FCJ7DW3Pw7nv2ZvLy8VnpzR-1Tpx8CW3Vzydh3-WLkGW4bmxgh3pdDk5W8VmtN243T48QW6Nn4Tk62jZrLW2Ky4Pb8l1CGdW8yMP1W7lT_Q0W6SHWzl28BYv2W6Dx9-25jrjk7W74wMkF2XYzjyVj4vh64wqy7fW13r6Cz70RPtjW96gWdH70HnLYW16pVWN4BlY_sW58XJ802kxTm7N42dzrNkJbdDdPxF-w11)  
[Las Vegas, NV – Jun 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W6bhjtY2HGgQWW8Snzjx74xkPD0/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nN7sC_JPtgcpZW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hJYN8r4CwnQc_zNW8q-30P3GCDtSW5v6GJj5FycX0V-vyBb3hPlSkW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_RC6dZ27bN67h1zcQC5z2VPC2cV7fDy47W4RGLtX5xp9cqW3JdrnD6McW0XVWj4LW4rHcZxN64R1GVLDtfkW1lsMWJ22yz-YW1m2jrz6S142CVX-XGJ6Q8GPVV8lk4g4Y8fmWN99csY7-vMM4W4Z3wT34t__zpW386sV0296d28W4PkBg56BbFQKW6fmmmD1zW062VzD-dg1t0wsYW7qb-8x4-0p48N6VxtQYl70JZW480YY894M1F4W91pYQx8Mm3wlW7MM_LQ8TNM5kW2zJxLs7V5w9HW6ml62F4Pv86fV5XPZW6tWk-p102)  
[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W4FB0My5sKJ2GVGp-_z39KmjP0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8qSvN04Y9jSWW3hHh9N5zh-NRVnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCxxl54GzynW55k_hJ8WxW-ZW1WvCy67w2VMMW8X4NL52LVJT_W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGm-W3m2fpy2LGsc9W52Ylfx3_8mplW9fgwMT4gDZyXW3q_B6w5NljZ1W2rClGs49FX13W3mDmnX6Xny7_W2f0cJD2K4R9RVvP0-n30_YRQW6Y21Ds9cYCyBW5XLB0M2SF3CWW1VF0Vm3q14VtW33L38M4hYYRwW8grrCs13JmX2VGSNZ56Y6HDSV4slhZ3MYt23W2QCzFV6ylMBtW4PxC8j448fzVW3vd65Q4WXgCPW3VV5kK5JRYCdN8mhg5wyzHHNW99cgvQ5f3LZnW123Hlr4zBL9wW29H7kn6m8qGcW2WyBq94Q-5SVW4HzlYm5qlgDS111)[Phoenix, AZ – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W7WdCqV4S2pwmW6SYvJR8KqZh_0/5/f18dQhb0S1Wd73p10HW12PnV845_rk7W4MC2Fy5qgJJ9W609XrR7F3KBGW6RpwmX52w_z2W9jLVwC7mynRyVWQkxv9hfpyjW2xWmjV7WL4SrN5PcJ10WmHSJW7JyvKb6-M5SgW92XR0G3v_3tlW9cJ2l12fBtvBW8ln9hM6CWFdnN83_8CtW4_6gN5nkyzGJyY2rMDyW7Rw1qMpW6p7Z3b2sB5V3W58Wyb34WGMbYW8b5ff_1g5JnGVjVL9g5n93y5W3r_JjJ6TPL2DW7yTlXc5DxYyHW2XY2mn38MQmHN1CSb_76K6CLW7Mw3z56_l0HdN7tDqKQqY4X-W1lLf8_1bk-8vW5LkVf928cshYN20pZ-CZp2nDW8gql2S8dkzRTW1g2VyJ9l-JD9VS9NKb274s-2W6w87Nv6ySm9TW6Ch_0B6SwTT3W4Dj1Hy7rRjhrW6Zsk2W2SYwnqW25MZxT1FG1CVW2VmrfN85LqsVW5MrXvf399HblW81MsBC4X4-62W8SJkZW7B5kDkW3g_H9B6wWrRHW4xm2n24_zgcYW98Vdbt2LBg5xW33_8m_17m5jrW7jcBcQ2GvN3SW7K8YsN5l3bcJW8D6yyS9m5TPdW7nhBMK4yzSyyW8hTfY88pfzV_W3w2JcT2BHKFxW8wX-Z640lvdD102)  
[Brisbane, Australia – June, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W1tvQbn4b79WFVFhnSz5fZ7JF0/5/f18dQhb0S65P2dYTssVWnCxp2vPMxWW8g8SZY1gPdkrW7_FPFx7XS94lW821Q_m4ZtZWwW7m_z128rxjzYW7PY7G91vLwttW5HSj7q6R2FvpW2nhw6q6R2XWrW81SGTs24YrKSW6m729k7L0HqxW86RQLl5zwzWHW1Q6Rn121dPPVW4SLB8S1MQnD2VyZDv25zqrmFW5KdTnt5Xms-JW2-k1by5VmkxKW5kWpph6yQtx_W4hHdS61Qx3BwW2-cZz15lkqPvW4rfqhD5B8Y7MW2t53kW48-DSRW222Vxb4h946kW2BQHL61dwzTyW8Q42v98yMdTfW6wM32M4fKM3hVgF1PC8lSBxxW1JC4nw7d96qFW1P2PzM3n2cvPW31vxp92FKgkwW2LwhZX7qcMLdN8TRWb_SNp6_N3r2XNKpwhGfN4DFtZCRdwVBW4BYP345yj-bVW813kbB6yLZmWW5GdsWS8PLlZsW5wzNfK6BMsRhW68VnZH2YKnlXW6TmTg54bhWjTW1_K5M133t0x7W8tlvcD30Gc6wW67VV3j6Mt92HN7nGQ4QywjclW3n_77X4C5LKfW5YMfhN5y5pvhW6JxMFw7TN56rW3Rd0Jl93pbr-V36Nlt1gb544103)  
[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*VgdMNS63JL3mW5h-5Fn8d3D3b0/5/f18dQhb0S2C82p44bJW12Nnwm61KKyTVMxBwK5W9dwVW6wB-Bn76pB2mW5FK3NX3Rx3bJW3zB1YH6yBmnYW7tqLL0811_PYW3bh9pX2fhL8SW2w1MTN2bt34-W1gSLMm48KC5BW15HQCC925xxPW1HN6Qk7r-9y1W5GXwsp3Yh-fBW6LW1MQ8qTDb1W3hY7_N1WZsvJW46QZwH5VRjgYW75lqB81zlVSwW1cH_qx1s0Y92VnMZqn5G4TXbN6tvXfHs0tF2W2zXZgW531n5yW4-CJhP3xFQ7VW1Y9_L68CgKW9W3XPFn636qF8wW5l2zbC4Z6QMyMT6z5S-9S_KW1NQnXf7Ql7z5VvKg9c8H7dB0W7D50tk38M6hHW3wzLsp778fDdW6mGs-87Jn1vjVnNbS38bqVz1VTm7bm5Yb54-W71Yh5491Vm9rW5Pc3c92QzF0pW4Rrf1Q8kb6DBW6BMM6987KhnvW4SLKTl4Qyn5sVWNg7K6HRFxLW20svPc1BFDpMW6YkZn228lBlBW7bLvTt16D-7GW87hj7_47_Z7TW8rqvmR853h5XW1JjGgx84czGcW6kyL785wBfx0N7WWCYj2wD2NV8vR7J8qWx6GVRMYcF9f8xgrW5Szs1t87QRJNW5Pddx79m00npW7G_-Bp7BWtXqW7s3p9D5m7SWmW5FV9Ls6G5T5l0)[Waltham, MA – June 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*N1R5kc1xLVFtN6RZvF651Qjp0/5/f18dQhb0S65P2dYTssVWnLxP1fpnjRW8g8S-M2wC1BQW6GX8s97K_fvHN6H_F8vwVww9W5mNhKw20sDRRW3bl33D5T_zwRW418hXz8v1jWhV81jzh8x1qkMW424wjr8tF7McW6Fm9w12WHlkGW8qLXBl7zL5QGW2Pylkd2ShdtPN5Xt5PxjPG16V6Z-3G7tfzc5W8GYfkB6n0sR9W5gLJ4D6797K2W5kS91B1VfYRFVvtxb01R0s9vW2Z-KgX1qLkm-W2rZwdS5Spt1dW7YJ9HY1hKv-vN380YMRMwgQXN3HJBvwCb2_YV6P5vw62WZKtW1bkj5B3m3d8LW6zr1l53mtP7WW8D1-Z52HfSBtW99pkkL74qvDnW7l7kyk2mC3q8W36FtBy7ljHkhW5tr3nr1V3M0tN5w6R4W2L_2NW6prnLH1T31SxW6GQQhN2M3CmDW29Pj-44yPtkZW4hPtFk7L8MK_W3d7F6g2_dGvDW3gX1kF4zRLVdW6chgy05w2W-qW6GGK9L2RRkMMVHb53q2H7LwBW4JMqWs4JzN5jW2rXZhb71JYgBW7C471581WbZGW2XH66H8mLH-3W9d6VM047Y8HvW53R5DV1KqjHjW3wnPTD7Vj_bC103)  
[Sydney, Australia – July 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*VpTcQb38wxnVW6rq0hZ1BxNbn0/5/f18dQhb0S2C87zP-H8W12NYh12Nxg8dW1flPfw1g1dGdW3G26Wp6DwBltW4XZ4tp7LdlpgW8NcJHc6ZMm3zN3rs6TMS_qzTW1fwWs16_ms_RW7hTmWy7xj-lQW2XL-_35LJvHqW78tBFL85zjS_N6Y8NjrC56F_W78gPCF2SsvvNW5dJtLb4_RcJTN6k9x98Gfzm1W5F5fYj7PHsn3W4X0d2N6797K2W5kS91B1VfYRFVvtxb08RWs6bW3l7Qbm4TB84sW430Xdd1JYSzbW4yng6750mbnkW6dNGf277PmT_TbZYc1T9PY2W7cLLsH28Bs0sVQP0sT351x8_W89DN7d69xPSWN6lkylQwBTLbV2YPnZ6RQKKlW3btDNc8nsgF2VbqxvR2Pk2V9W1jksbt2PvqXpW4L-Tw-8tC8pMW3p4lYK6xDfBfVmXt4M4nYD62W3gXG276CySVZW34sywH8Nrx5GW6Nb2YD22hM-5W6xWD9s5WKYsvW2_dGzN3gX1kFW2spnZ86bGX2qW5w2W_873n5lJW5Qxw9r373c2VW5GXJVT4LKQgCW4JzyVj76tVHdW3Rw7TK93hpBXW9h0pWb1CPz6WW4tDMv_48pGwKW4rFmPb4XXXKtW5d15_218-zyHdPDzMC03)  
[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*N5_N-FmKhLVWW7ynG146mQmxk0/5/f18dQhb0S2C82dYTssVWnLxP1fpCXFW4_p70x4_cgW-W7_qdqT7fl7ZgN6H_F8vwVww9W5mN6mw4cNfX3W4jL-kv8zZwGJW6M5lFx1KKT4DV9r7ng51Yd2-W46Ktcs6zxDktW8Gt68x4cF-gjW3kKjWm4MQSpxW6PGtw97lP3LyN7mmtQsmqRKGW7QdLtT5WDnxjW2Kx7tM5FY-DfV9WM6h530mH0MYPNQdKw_CmN2_s72WY_F3FW8NHktr2qk-dxW3m1JtM550V2sW7Jjtvx7xwnvyW4jrj5H1_g3JdN3y52zSMR3hzV_zR-91Dl2jJW3wwTdt6_cWvTW3tw7SY1yjj3HW9lk0g111HFgRW8Sr6MT6NmP-YW7crxz56LTP9FW4hXcpF8SKQgHW6d9J-K4NGWwwW8Jc9RK7KHG4hVbmXxF5xwrTNW3FzhTB7gkHNJW5b87qq3nVdYLVpXk7_9cKR4pW2G78026WnqsDW6FmDkd5T0KP-W3mdj4H1W_B4_W56R60H913vYPW4QMzWs3dYHlZW8fKZCt6p05xLW8JqFhV1-mq9vMSYwd8VP59FW7M2j6G4dQbwwN91jf8LF_cTFW6PtLwl70xKMWW6Lxy7C2xqDGTN7hzh82T9CPbf2N93YC03)[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W1x4ZqY8rY3LLW2k4bmY3lWlvX0/5/f18dQhb0S65P2RyhWxVWnvcn5gG391MJgcmPGBfd5W1VtgHF4LP-xvW4P_sV52BCBZZW5BJ9mM630Yt1W1JLlfc8k2xt9W2pgcC48pl69ZW3FdFCr725Xn4W6LXd5J84f95kW4nBqhY8mqkd3W6npZCX4DBP_kW5R8SHk1P5TsDW5D8TMV7GSXc9W2_V68N7Ql40sW758s8l7rZK70W2NLxfL3XLRDVW4t6jdv56NK-DW2FqCr22-l2vTW52SyX07KB4z6W3-4rGd505n8MVJ3R-F6xz0WQW6RdHnh8ycSdkW5PTcTN4HJFlvW1F1jpB8F1PRGN7pBc8q60WwhW5L7McB8SLP2dW7nHd5v4KTWzmW3q4SgH4KJv7kN1RsqLGRqVwpW7Y669F1XL75FW7s9r7k112sGdW4_sk2Q8vHf5KW2gDz3D3S54BYW3hgLb34-36PpW7rfnhL5cznMkW7bXKJj635P_RW7TXklm29jTmDW8-SGgG822vZhW4xvrqs4Yvn-GW8D6Cx86Rc2d1W1XF9pq7GN_cXW5S_LVk3VwsbNN6LRtss9z2p8W57qGqv6dQdhlW42Tqdq66yc_hW1xWSNq7r9xrsN7wb6n3LlgsqW99cSRr7CgZJxW1y5-N13qcwG2W8SqsjR7sbzlcW5PVTCP4NMHQrW8n4q0c3SVxNm102)[Adelaide, Australia - Sept. 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W4XBqJn5twr7tW7Q6wM91ZF_ZV0/5/f18dQhb0S65P2RwkM_VWnBwf6tMj1WVcG-n85TSkSZW1RQt7G75pD9lW7gxy8J7Pp_XFW6LYNxN8r08QqW7yq3zX84-cy_W7F1dQ91B1sv6W21Q5-M18ZPmqW4MBFKJ6FB3p6W7gnxpG72l8gGVBxl5m2k5yCPW7jy9nY4fPnjYW8zF_Tf5ZBT06W61Kzwk1tJDt4W4YpdnH5nWY_GMRspRzRFKGZVj5cwc1bpkCZW2cwznP30YFdjW4HR6c36MrzmjN24hS0Gp-fN1W4N1sYv7whsYpW6j2jyx2NqJvwW4Kjt9W1J_S6CMmFkyWZ0Dp4W4NnyJC26s2GqN21RqQmkcM7tN12MYvCWlrljN8L1vg3kPv5kV_PyJD28BCDSW7LY85t1DXwCdW4NMjVp1MH5RsN8GW8-4CNbgMW5xPXNm4jGP05W6n5tQs7gnWQRW2ZwzHG6db_vfN1JG0Nz6dYQ-W7GHTGX6F1W3bW6CSNPS8-z8kxW3zGflF1YyntJW4hCm542pB1Z4W1mLgNt6cxFk4W1CLnPW7rYvCJN7VDXqCB668cW2bmV-W1SYWjPW8H9b3Z7GX62nW4FJjWj958qbpW8pFnGB1rddX9W15bnSf9c9BlcN2ZJ4Nyz7TwJW5SbypS4B4cG1W9jhl_S7BBtRdW2ZQr8_87Xch_111)[Sydney, Australia – Sept. 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W17lvcG8nY7wHW4MN4Lr1NKNvT0/5/f18dQhb0S65P6_rYKxW12NTPX2x1qxbW4_SwZR48_P_fN8mc67C85zVmW8R3BjL2jF4XYW3V5wcm81TVvZW86swkx4v2f0zW7jlP3w495WpwW2RQq7w45cc3lW2Ht3sK6Lx6wzW8bX82W2z9zT0W8kL00d7NXbJvW1g2Y6g53qjYHW8lW-wN25fpXrW4f5m9h22yq6LN1dV_tW6q1jkW3SLqBD8STnynN53tx6L84hjYVWV2s5474BWdV_W5LQ4-lS3dW1vJbj74jVtG_VX_h1Q2-sMSTW6QNhGs3W578gW5B0TBy7_hGW9W8DNVCb7Fgft9W6x0zqP14n_0SW1DlfVz8bbm8cN1HS-HjfqNbKW93w2-65z1mCsN96-V3l7qCwfW1ZmmxG1bkH3mVfmbW86jy2WsW21hKvk3C4gmjW6vK56Q86TrSwW3KKf9h7gCBtHW201wpn1XYd4JW8gQbZz40pFV1W7QRNXR3LNKrhW3JZ7Zm6m7FHZW28XkBH8mXJ24W2YLKww8xgwl3W5NzxM35hRdX4W6RN52_68mYsqW1tg9YN3y_k8lW1Yf1ZX3qdZ2KW11w14D3GZ0JsW22-vGR9g82m_W7Pgndh3Vr58rW9gx8-393988MW8BC-q58493ZyW4xQz9Q1zkbq3f1W_2zZ11)[Sydney, Australia – Oct. 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W9gLsdQ71WhfFN5mW-GzSxr6K0/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nN7sC_JPtgcpZW6BlzlP1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVzqlN8m7nL8QKk4PW3J4F3X5v7vpMN1p88VPQB7HPVNdwr11nPklvW8y0sgY8zTGhkN3JsXVKV9mWjN1pNWLnNg_7dW3kMBpC3jfY_dW5Dz_gT8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mw29h2m5jR3W2N33B53_t0gLW32Gf2Q4dnWJcW69NG1w6PqY7hW3r-GHW9dGZLlW3lp5314FW9rfW7zLV652NnQ5KW4bQW_q6c3-cyW7tqBwN7tr3f_W56j80l7n8401W4mHypF8Zkf-xW7zldcw1L3FHWVn8tvY47xKYvN2VPhB4kFsn_W90rwj-45qgNSW46Bmn68Yl1BcW6pVFNk8X6l2FW1LPjBQ45X6jRW1QggpP7vpbYbW56hRJZ5tb4Q9Ms9MqmBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb15V2JPjW5hfQL48ngQ-wW7dv_Mw3rYJmrW1tPM4D8Lt6QyVVcSVC3f1h4QN7MMZn1cYJKQW7dJ18n3ltk3xf5DTz0804)[Dallas, TX – October 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W4WWWNL1SMjCDW68JHQq4Sfjxl0/5/f18dQhb0S1Wd7B0H3zW12N-qr5SLD8tV9_S4J1trYTtW3h_pLh1NtQRgW7NJz9D2xf_P1W70FhmS1lVk1xW222SDC8DFkycW6K82BT3qZh2QN6PGdps81mrsW6CTF-2807dSXW5PPSTS6gvNRFW8Xl9QD8mN-63W5G3DM66dLM-cN6PMbCjkjR27W5Ck75J8c-CntW4YWn8d2v7XWsW6LQYfK45Dd3qW2QsKQS5rg5BxW1GcWtX4PCp6ZW1p-XXX8gbsYlW5jjQh28bkVSSW7L_DQK1dfq81W5T_xlb6mzN6fW92tJgf7jwJvSW82B67N6CC_tPW2Tk55n3mTNL-W1z-llw4SrB58N7rqpF5xr9QyW8bHBcf2dNlCGW4Q09WY77Nd2bVv9Q5610dLSbW323y0-22JMrrW5sN08D5Cr0hFW7C2Gyl8Nq7lhW5FBnBw1JybgBW3_-wbC8cb8tjW7S1g8482p1r5W3Y1T4T3r9vklW5gLVQ_17SCCLW8w-lJj3Qql7ZW1z39B36PcGX1W2zFqCK4jd8GbW8FwkXp4yXdzYW1sTc1m2xZx0FW5sQxBJ96YxCqN46rr-Y98Dg8W1GVw5p4YkTl3W3rs5sL95bp-7W5pwQjs8_m88kW9c7tt65ftnmyW89CDGz2V1BqjW8XHnBH8JD6QV102)  
[Sydney, Australia – Dec. 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*N9cBk-vHP7kDVZxxJy3J5DyF0/5/f18dQhb0S2C82dYTssVWnLxz4_Bf29MBJSFtGhdl_W7MBHG864T_LZW5-Zcy24dYVvYW5lPjRr81Qg3XW3qcY9p53LbbMW1J6yg31vVBkLV9r7ng51GcnJW8fqYqW3NZk3NW7Y58x58spKjdW2CdshN4MP3SfW26kK_p3Mll7LW2vrxyd22KsZ_W1xVxBg21v8VHW4Rw_3Y7Lb9TVW4Tstll52N2tTN3gCmNB_QHrgW5_0YnC2kkcSTW1gbZ_84_4-c-N57v0pQRlxmYW5pqJFW1SkDj1W5x6Ssz5qpNY5W3SNcYx8qryPDW57Fpt71gV-ctVC8H957Mq46hMMGRfP--ww9W1Jqh1q1zSlg7W3xYqQ37T9fkbW6Vm4Y_85lbNcVmTVRz5L_WW_W6g9PW25RPdMSW8HFjnw1rhtBSW4NPpv-3c1cp-W1cnJ_76q3B8DW7tH9sT1x2Fw1W3lnsv02-HcJBW8mHXC14Bsm1yW2mFNgR1TNJCQW8m3NNZ5pzZMTW3b31Xw5b5GZJW5t88by4y339JW1GHdr-7NK34ZW8_Qwg25505XfW81YTW48PlQbMW7BYFQZ8DgZGNW7hCTRx8SgZlFW9986tC4HnkHvW8ZbH1L47CkR3W2pHbHd5Mg12v111)[San Diego, CA – Dec. 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3F9t7y6cyqJfW1fV2wN9gvmTT0/*W8Hvw6S8XdtNRW8N9HFc4Qtn390/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nN7sC_JPtgcpZW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV98FmW8rCW_664R8KLW1phndK3GCDtSW5v6GJj5G1-5lN5D47ShZwPXDW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_RC6dZ27bN67h1zcQC5z2VPC2cV7fDy47W4RGLtX5xp9cqW3JdrnD6McW0XVWj4LW4rHcZxN64R1GVLDtfkW1lsMWJ22yz-YW1m2jrz6S142CVX-XGJ6Q8GPVV8lk4g4Y8fmWN99csY7-vMM4W4Z3wT34t__zpW386sV0296d28W4PkBg56BbFQKW6fmmmD1zW062VzD-dg1t0wsYW7qb-8x4-0p48N6VxtQYl70JZW480YY894M1F4W91pYQx8Mm3wlW7MM_LQ8TNM5kW2zJxLs7V5w9HW6ml62F4Pv86fV5XMnZ8SPJTt102)

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**04/12/2019  
Atlassian’s Core Values; Bezos’s Letter; CKO; ScaleUpX**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |
| --- |
| If the size of your failures isn’t growing, you’re not going to be inventing at a size that can actually move the needle.                                                                                    Jeff Bezos, Annual Letter to Shareholders |

**ScaleUpX --**In addition to the 9 top biz authors and CEOs keynoting our [ScaleUp Summit May 21 – 22 Atlanta](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W6WWNSV2NBVH3W69tTQ02j7pYf0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qSQDR64zF8zW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4VLZN74d2-ZjW6b8v7J47SlWRW5Bldts6ngnrMW6yQH0z38wlgDW4DlZss4_958GW68Wb2L6v0Y0MW4ZdY9Q6-0pqhW6P7zQh4z4DTqW5W-v1R48mCKbW6Wm2Cb3z0vcPW62GXpX3jr8PPW2B7WPV7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz8W40r_W5DMXh17L0yMTW8s_30v29l_VXVvbsSk9blNYwW68QgF-73yKD2W70RWJs1zBjV7111), there are 8 ScaleUpX speakers – also authors and leaders of scaleups. Each has 10 minutes to share their core ideas. Join 1000+ leaders of scaleups for this exceptional two-days of executive education – outlearning your competition.

**Atlassian’s Scott Farquhar on Core Values --**Scott Farquhar, co-founder of Atlassian ($27 billion market cap), stopped by our 2.5-day YPO Scaling Up workshop in Las Vegas this week while hosting his own global Summit. He shared how Atlassian’s core values have remained constant as they’ve scaled from 50 employees (when he used the Mars Mission exercise to “discover” their values) to over 3500.  [Please take 4 minutes to watch their video on core values](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W814gg17S0PbWVY-FFF8pVPhJ0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8qSQDR64zF8zW3hHhb_2P7_nXVcnTGj992gLmW4tNLKk51S8R9W51fq9G96Ls6-W3nFs1X6bb6p2W32ZBR03v7CmXW5RXQP-7p8k_XVvg5T_7yN1jNW1Twy0h7y2w-4W1vY--531mwV5W30n7pM55WhfCW567bYV5lKvt_N5420y5JVPYMVVBf2v32p-C3W4cMfVr3Kqlz7W2KFZxK3Z78cpW1tzckS1txG9NW6GsfdK8XNh8_W7JMfv_1wQPZWW2KprgG8ZMj74W56lR6m7z3LbhW2HYfyM7v2R6NW6xMwTd56jScLW8VzB5d47nX_bVyvsbl1zsmjKW8SRDzb1BXPvQW7RBLM12RftkHW7mGGsF2PlNBRW5czWmh4cwcgpW7D_dQ64lS1X3W5HFsHj13-Zv8W72zrXT712jpZW7cn4Yg5Ly614W5PYGZc7l0KCMW2nRylc5qPtVcW99C2Rz8Kz_dBW2_yJ2Q7Z48drW9jC4Fd8Rnhs5N3Sg7mrVMPVbVVrLq882kBjNf35KTgn04).

**Using Your Own Language --**It’s key that your core values are described in a phrase (not single words) using the everyday language of your unique culture. This [Atlassian Core Values link](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W5lXtnG7bw2ltW79QNLK8fd2c60/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8qSQDR64zF8zW3hHhb_2P7_nXVcnTGj992gLmW4tNLKk51S8R9W51fq9G96Ls6-W3nFs1X6bb6p2W32ZBR03v7CmXW5RXQP-7p8k_XVvg5T_7yN1jNW1Twy0h7y2w-4W1vY--531mwV5W30n7pM55WhfCW567bYV5lKvt_N5420y5JVPYMVVBf2v32p-C3W4cMfVr3Kqlz7W2KFZxK3Z78cpW1tzckS1txG9NW6GsfdK8XNh8_W7JMfv_1wQPZWW2KprgG8ZMj74W56lR6m7z3LbhW2HYfyM7v2R6NW6xMwTd56jScLW8VzB5d47nX_bVyvsbl1zsmjKW8SRDzb1BXPvQW7RBLM12RftkHW7mGGsF2PlNBRW5czWmh4cwcgpW7D_dQ64lS1X3W5HFsHj13-Zv8W72zrXT712jpZW7cn4Yg5Ly614W5PYGZc7l0KCMW2nRylc5qPtVcW99C2Rz8Kz_dBW2_yJ2Q7Z48drW9jC4Fd8Rnhs5N3Sg7mrVMPVcVVrLq83Z8TRjf35KTgn04) lists their values along with a short description of each. I suggest you copy the format of their core values landing page for your organization. Here are the values Scott articulated Wednesday night:

* Open company, no bullshit
* Build with heart and balance
* Don’t #@!% the customer
* Play, as a team
* Be the change you seek

Please take 1 minute to look over their values page and another 4 to watch their video – nicely done. And you’ll notice how it flows into recruiting for additional team members.

**Jeff Bezos’s Annual Letter, 4 Takeaways --**This [Fortune article](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W7JKXZ46GYcLRW86Tycm2pP1vP0/5/f18dQhb0Sq5G8Y9ZP0W6KB8JF1k63-nW7sDbV32R1R04W6Blznq1Vq7GqVM7Yn367gBRXW5rPTdP1nPLDMV_tbCb8yXl2dV_tZwD62SwqDN1qfB3VVbrxFW8n_bqF8wxMq2W5rh8mh1qMyGCW8pDFsw5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1VC2jkv6FGhy3N2yJF1WYT2jkW6P4lCX3xPtL6W5rC5Q63lCkptW5TcXXx2HT8mrW6m447_2x-ccwW7d094f6G7FblW4DFfS36Q93n2W7dhwrC2Jk8fBW5QgFLZ8RgqDWW25WYVG51WJYkMY0-J3SkTDQW2-4gMX6-79B8W8L6J1w2nvknfW63tWqF5QwMqbW4Whl986R1fpHW1xqMc43hthLCW3Tcfd_5kfMH6W6n73Hp6Qb3r8W5brc741VtdWZW2jLVjf22TNxnV9Mb5m46SFhxVRb-Ys64RB37W4Mw-Hj2nRylcW5qPtVc99C2RzW8Kz_dB2_yJ2QW7Z48dr9jC4FdW8Rnhs53Sg7mrMVMPVbVrLq8W4lmHBY4bXfmY0) summarizes four key takeaways from [Jeff Bezos’s annual letter to shareholders](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W39DRQV6gS8yXN97vRYM8gWtD0/5/f18dQhb0S9r29jqwWdW8Qn8nv1q1VZVVxwDyN2sSg1fW1T-CDf3JTT6NW1m2Dkx99bMYSW975cJL2JZPrcW51M3RX96dCzpW96Ls6-3nFs1XW6bG4Yq3sQ6LPW3xc_Vp5nLW-lW3jSBb26p_M1ZW3dNY6f5RThGRW34z_XC5lhgkKVjrBFN5PydT2W5G2vrk6bgDfgW5Cz33w5Pn9bdW3JdJ654KlF0QW69Qpy51GmwJ3W7vPVHQ7w4nLlV32NFq64jzh4W7-pghs8Xl1blW8W1L-p8KfFrpW1txG9N6GsfdKW8XNh8_7JMfv_W1wQPZW2KprgGW8ZMj7456lR6mW7z3Lbh2HYfyMW7v2R6N6xMwTdW56jScL8VzB5dN47nX_byvsblW1zsmjK8SRDzbW1BXPvQ7RBLM1W2RftkH7mGGsFW2PlNBR5czWmhW4cwcgp7D_dQ6W4mz-jX7n99jkW9jW9LL8csGDVVD2JBL74kBm3W3jPt8d5G484VMkS6Rtd8rw0W2-XN4Z8M_46SW6N12722B6kRDW3PZlyg9c1hBpW7bb_zh63VNzJW3y19vM3wMXFCTJZy473Pjxs103). Always a short letter (vs. Buffett’s), it’s worth 2-minutes to see how he communicates his message and vision. Key highlights for me included Bezo’s challenge to other retailers to raise wages; details around the launch and success of physical stores; and their “intuition, curiosity, and power of wandering” approach to scaling.

**Alternative View of Loss Leaders --**Mike Jacobs, founder & CEO of [Applied Manufacturing Technologies](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W5Pbp6k6Zs-GtW9kLPyX95jhfW0/5/f18dQhb0Sjvg8XJ8K-N81SjwlHyjJqW8qSQDR64zF8zN3hHhcDXL0jYVp3s9r7s5LskVGCrbP1Sh_W6W7LZ4sv8Wm1whW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3yd14qL52W7JCxGl81bhDKW7N_KqM11GtpLW520N2H7v70tSW2Hyb609dH8_6W6V4mf77RmgZ8W8QKpyr4sj3hVW2BcyM91mGWjzW6mHxPY36k1h0W42k1DZ7mMd5mW8rpvD-8JVGtHW2B5-Jm69ZqZ7W4LxjhL6nfLN7W86wv865wv2LxW7fmvvy2zK-cmW2zWXq98fGF0JW64_Sqp7Ysx9wW87fd0T2pY3vTW2h6CYy6N1PZ7VQgN0x6SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RT7rKFhtQ-W8j1V-R4HwFL1W5KSRJN7ycm_KW88Ww_G7n1T74W1Nhrvc4GmmzbN3pxWL3cTSRKVcSDsz5FrtgD102), emailed me after my last insight on eliminating loss leaders. Notes Mike:

* A recent article from Seeking Alpha titled “[GM: Has General Motors Begrudgingly Passed the Electrification Crown to Tesla?](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W5spqZL6cS-XLW7xfWph5DYhFJ0/5/f18dQhb0S2C82RwkM_MWnxJxFPmfBVjtZfL4Vv7fnW3DF1Ln4VGSJYW3FnXwm40lpW2W8Df-gf5Jxv3VW4CtPRw2bcp68N2rflMzDLfjqW5jLLlv5Ht6mqW393snv4-WVCQW77bmzW4ySW0qW65w1Ml22VlKLW1Sk1rh4cFdQTN4qyBP7KD1hQW6n4-NY7F917TW1gb2XJ64j-HYW7rKQ765mVVjPW1wwnZK3xKqWPW3lpkbH2m4vr4W23Ydqf50D-tKVhSTkC8NZNzHW4bgjcX6RlHFtVNlB-g3KNmNFW1w0VWZ21xnv5W32J8Tv5h95mLN2_x1ydp4MzMW9d7T2g1PP9vsV71QWr9llVvgW2X7xbm4shFJ-W5V1gdk2gLXfrW4SHZMm6SPQ6SN4wcDM9t_tchN184ZLS-HpmvW64cmkv3VZ-hwW2vpp9H4g7wnZW6dHCv37VDX5BW3K6jSs29ts8BN3Y4PkYrCNWjW8sDV8d6TCqF6W6F2htL4C4rcLW68V46Y50qZGSW3FvW508qLMw4W47DPwQ3Q7rDnW3V5RR01NpWCNW1cB-FG4k32-2W5PYq7T9h0pnyW8MFxVy6clb0cW6pKFTG9m4LSGW86MDjp4G9WCZVrhWY64lGxnWf2JcTS911)” claimed that GM is deemphasizing sale of its electric vehicles and willingly giving that position to Tesla because it loses $8-9K on every EV it sells…
* Clay Christensen of HBS warns us in his disruption writings that If there is any +margin in it (loss leaders) at all, be careful to cede that market to someone else as they will enter your market then run up the value chain and leave you in the dust, disrupted and dead. US Steel ceded the rebar market and new steel crushed them…

Thank you, Mike, for the push back and insights. Always a more difficult decision to do less than to do more.

**Chief Knowledge Officer --**I emphasize the importance of HR and IT working closely together since they have the same end goal – to help everyone in the organization make better decisions. Mike Jacobs’ firm does, in fact, combine these two functions into a Chief Knowledge Officer (CKO) position. [Applied’s “Leadership” landing page highlights this position](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W1W5yrP3L-jvXW325DRL2y94zf0/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW7sDbV32R1R04W6Blzlq5zh-NRVnQ9Qq8--HBkW8ZymT249kdrDW4bzs335mZ50NVKDZCL2NTKJdVK73c552HK3XW8Fdh1C8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYn8W1Qj6FQ6pzHWBW79p3ps4YFc44W57-WqM3H_PtyW2DzCtR1yBHh5W5xJGRz65PmwtW31pks87qtGGfW8s00RV5lCdV9W71Xsh21bcMgHW726SV92d5L5SW184DSN8g8RmkW6j_B8B1syFWGW6zHZ0444KLC7W897QnW5pn5ctW7zS33v8Fc1B9N1WhFCd1Kcb2W4mlQh76Pc2NRN7PwxJLVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1W1S8tLY714h8QW1nzmW38ZnT5GVBw5mV7c0t38W8yyRN_4nNwhlW5rYnmS7l0pTlMmRw0WdXyXbV1-4mt5jSC6H103). Congrats Mike on this innovative leadership move.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W4zmdly6qc2KsVy-Qgj8Z6Vyz0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8qSQDR64zF8zN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW4VLZN74d2-ZjW6b8v7J47SlWRW5Bldts6ngnrMW6yQH0z38wlgDW4DlZss4_958GW68Wb2L6v0Y0MW4ZdY9Q6-0pqhW6P7zQh4z4DTqW5W-v1R48mCKbW6Wm2Cb3z0vcPW62GXpX3jr8PPW2B7WPV7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-7s_VFBW3KVdRy2WH5Z-W5KGxpp8LmhswW20K5qq8H5PFDN5X0nThdSQk9V1_P_61V0-Hp111).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W2WpqWs7qy_lYW4y_06w1Df5NH0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qSQDR64zF8zW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4VLZN74d2-ZjW6b8v7J47SlWRW5Bldts6ngnrMW6yQH0z38wlgDW4DlZss4_958GW68Wb2L6v0Y0MW4ZdY9Q6-0pqhW6P7zQh4z4DTqW5W-v1R48mCKbW6Wm2Cb3z0vcPW62GXpX3jr8PPW2B7WPV7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz8W40r_W5DMXh17L0yMTW8s_30v29l_VXVvbsSk9blNYwW68QgF-73D2q4N70RWLx7nFwh111)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W8lBrHk1-mXMYW1dQbjV42SJQ30/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7sDbV32R1R04W6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1dWrGkW2x-ccw7d094fW6G7Fbl4DFfS3W6Q93n27dhwrCW2Jk8fB5QgFLZW8RgqDW25WYVGN51WJYkY0-J3VSkTDQ2-4gMXW6-79B88L6J1wW2nvknf63tWqFW5QwMqb4Whl98W6R1fpH1xqMc4W3hthLC3Tcfd_W5kfMH66n73HpW6Qb3r85brc74W1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D74bwhPyW6_FLf99fQgXQVnYzSn9c4zqkW2jLlYN9j_wWTW40jSzv4Pxhj5W3DlwBb6R6BxFf3rtNQ204)  
  
Atlanta, GA - May 23, 2019  
  
[**Yearly Growth program in Amsterdam**](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W3QGCdt7BLLcVW1fYfdB4KzY430/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqW8qSQDR64zF8zN3hHhdQXL0jYVp3s9r7s5LskW53qCZk30n1WgW8WlFVW8VPFRjW6CDDQw2HVTVMW1fJXXk2fZzKMW1Y_63_31rP00W1V-PH32fDrtTW7lvZ531MkxTkW1wsTgq3F-D0JW7xR9_s2Vjhb0W5bPQ0k7v4vH3VMBCtB2StQ5cW6FgYFW2JDZKmN2JDgVLQg5LFW5_N0_w5K_zXKW3lj2tv3blhRkW3YTvdl8FmCF0W3J691W3gQJYkW17ZN-85_r0WvW8vBLTC5kfh1PN5jl8RCQ9PryW114xy541VbsRW8lDbyr5FKKjxN3gszRqVCpMtW3lmnNy30_WYTVQhkTN3LrZM9W3T-wcM5G0D7YN5HsNjPk8xjrW7K_mwH79PS8yW73R1h2224l1fW6pHKM0770mwhW1YYM-N7zzBSxW1wlbN35d5vqcW6KG4Fn9lYmSRW4MpM3S89cvn3W8rR-wY70QNxlW1HqZNz7D7HxjW1Dy_KC8j0_Bcf2K0SLl04)  
  
[16 April](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W6cFt_c2D3yNMW4p2ZLG71ywcQ0/5/f18dQhb0Sq5H8YXMXYN81SjwlHyjJqW8qSQDR64zF8zW3hHhcp5Cgxh0VnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ2-lW3gqWqp4DsPhhW2HT7cn2TGBN7W1K1m3D5fLlmlW85H87m3FjxgTW5mNLNv2wq8bjW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bfXGW60_rX_6Bt4HJW1_Qrvg1Y_Y5JW4Z1fhC20Y98hW1Yf-_B34mfD7W2kGg8M5N67VRMz74JcYSX-5W7m_B1R5c8d-SW377W3n1KhsNLW2Ttgxq62PdqJW5tST_s7xWB9dW1n3zN04KL1HJW2nr43L4L8flzW4scsjq2j9fCPW7cbLLj3gVK06W2V6MnT3MhtKkW87sXNR6ZcbtZW1pHbCK5Pzf8SW7Zh8fM3MCkcGV3p__c8KJb4GW49kJ936fVLYwW1Q68w61MMh8vW3gtF8563K13YW60T-4T3Khv_4W4J35S42N6LP6W8yGSqG171GdzW54W16-7L_PHBW8NxC9Q1vPlm5N5jWYShNDyx-MrTzpY1yQKgf6x0ZxR03) - 1 day Masterclass Amsterdam (in Dutch)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W3kLPHl7ghqmJW2CgMVK2m7ybM0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qSQDR64zF8zW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppCBW3bRy831z8wC7W6JKsj28mr2s0W4dJ11c92tRFZW5_5bx-7Mync2W72k4yb7THQkgW43fM437sh1gVW8kcZpb1hmJlvW1jrYJv45SMvzW33vpJC3-dthbW44CVN15VwMWZW17zwMs824zc2VnG5Q23qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzX_n5SbjRbW8txgrJ6ymQ0PW21LCcS8VkxMZW56npvK18lXdnW3bGkNX73Q0vRV1-y-Z4b0h9B102)

[Amsterdam – April 16, 2019 (Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W9lYjvY7lN4rSW8CvRlq2Wh6ry0/5/f18dQhb0Sjvb8YHsrKN81SjwlHyjJqW8qSQDR64zF8zN3hHhbrVMsQMVnQ9Qq8-tZd7W4cy4pJ5mZ4YrVJp28_4JZ8C5W3SLYcb49bzznW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4mGy8p6tHMN5wM1TvbyvP9W5mZjbq31H380Vcy-X66b-vF0N67h1zcQC5z2VPC2cV3k02-HW294y0D5Dkfr4VQKphM4ZyxSkW8wbqlC26FYvlW3HBkcw8kXvGnW4VSDzt4Xlps-V_-GKL4qYgpBW8q0_G35v9rNwN7fKzF7RCx9jVMg2Cd7cG1q6VXnkky3kwtn5W65j0TH3LW_p9W4PkBg56BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfW8TSVVJ5qdN3FW7jBZpp3mkykbW9l1FqB72MQtDW8M9pXw4cXvf-N89ZC-3SctSqN3QzSg8QN_TjW840g7L2XT6Ms0)[Los Angeles, CA – April 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W75gXPC2BWC41W3_PCPN4KWYCv0/5/f18dQhb0SbTZ8YHrXgN81SjwlHyjJqW8qSQDR64zF8zW3hHh9D5Cgxh0VnQ9Qq8-tZd7W4cj21H2M3VPZW55FfHL8SzRFhW52HplR2Q2dd-W1HHJc531H38KW52HkR68-y10rW8_dDry4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLbG-VgVbYs5rC5Q6W3l6ccQ8mQMWvW5Vz0ZC8VZ12DW7cvxVf8q5qBxVVQf4X5vDhTYW6Mt-J53b5k8fW6R7S421rDSm9W5ClxnW6R8xvgV_j_Zz61CPQvVfTrzp6MRGJRW4vGqKr3kKVX7MW8d6Y_KHkjW10st6z4Zkk-YW5GPsNg3PqZgpN4wFGVGdDrc-W98s8j68mV_xYW358zSx8GclM4VPN4vS3Cdk0dW3wv7Sm6xYSRBW2PjBM42FGwQ7W7rjYSy2w8xKKW5bN25_9j-8wwW4c7K3S27wHmqW4zhXGN1sQbrhW736vlw9lfSqwN4h0J_FVs7V_VVmbVB1GqsDc102)  
[Stockholm, Sweden – May 3, 2019 (Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W65cYB73JnfzZW8CnQZQ6Xfvwn0/5/f18dQhb0Sq5K8Y9_DzW6KB8JF1k63-nW7sDbV32R1R04W6Blzl21SrC8dVLDpF18DsChxW5ybPQc8s3dk9W8BSD9_8qBGv_W5x61S45yJsJkW3P_yq-8y_DL1W62S3Cj3J6hYTW63l6k68DmPz2W8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbQT1H51ZRW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndms43Ym8RgW3ryrWd3m2mKVW53X_Zp52YlfxW3_8mpl9fgwMTW4fdfTJ53w12-W5lGM_-2frqCwW8kpwPS4cQtnrVHLpZH1W04pJW1FHNgQ5-6HypW4y9YTt838ZHrW4PYNP32LVQ12N2cZw08pvfZLW4gYDXZ32S41hW6xZDvp7Kqvt-W1hq31b3p8gtpW4fgHmP13L4VZW3MYtL84Gsj5HN45Ly2MkwRPgW8cKL3T1HnwhlN2RyhkD9Rl7JW4J35S42N6LP6W8yGSqG171GdzW54W16-7L_PHBW8NxC9Q1vPlm5N5jWYShNDyx-DrTzpYPxMff6z18Yx03)[Ann Arbor, MI – May 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W7QbM5840yLxVW1nSHCG4HhLMf0/5/f18dQhb0S3j42RwGk6VWnCzN4_Bf4DW4JCMYd52m48zW6tQdMN93ZnK1W374cVD4f1DYCW1_-HFG2S6_4vVX3k3D73RR0vW8cYJK93ZF96pW6Md6Pd1JyHPCW8nGgN07Q-KZrW71KT9t6YMg_YW9bZjC745Q_p_W62RrJ37HgbKSW6YMXyG3RZ4x2VFBqY011g93VW5QQhbJ2fw-b0W8NW4Hy7Bd1llV59pSM5_Qhg1W8pkXrW47XqVbW1HNYzC1NsLNYVMFVvP5lkKG8W4g-JVq4fwMCSW2xMyng2qtDPXW3lVtJr4YBjbxW8ZZ4b57nCHCHW4700JH1q02M8W1dCbP64lbpPnW73HpH83MV1YhW3FbQDk3McyJgW8m8VmG7H2HJzW6YjBQw7KTmJRW7G1pms3mj1tPW4cd-H53sQZ59W2ngk3Y9dq5KgW2FPCDm6FW79zW5LJLSG9h0XnZW7Wwmy_8s98PbW5J7TJ06QJY1VW6XJH_j2HDsC0N71N-d6QvLR1W3pfq208D5sV9W1gXNdv6cgjhPVVQqTG8t2_JLW2SCSBP2XN_lzW4Kp2pP71G0fbW6LsfNR9lqnMvW8fShmd8JxgP1W1FNY-F955-11W6_lLQ_9k_qpXW4FTkyC6BrGdgW7JkVYc7Pht7w102)[Dallas, TX – May 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*V52Gz-19M22HW8dPKxR75k3Lj0/5/f18dQhb0S65P6_rZq8VWp1012vPMzsVCD8l452m2PTW6B-pD88P4ZNGN35g723P8hwRW2kbqbB5L3Wg2W577cS_6SqcQ7N6gnv_yg1Y2JW39Slt56LDpbhVFVwZ57s24PmW7stG2V4wWMn_W2dbF8158kshWW1qj6k828N1H3N4BhtLPr0v7bW7h2dSD3mY0QnN3xZfDcMLx9-N3r1pm-c70TpW8jVqrl7Dw91ZW6ttJYC9g9wTgW24KJBv5G3qtzW2xL4pd4d1zPCW7sqtdr7YVcvlW46J8rY1Smz9YW3ZqVp96mS9J-VhQ8hF6qmH7FW3jQWyT71dnnGW7c8ZG75knYq7W7skqKB5S3jQQN6RLxSQF-7nmW7q3jwk12ncwcMlR_pNvyW7sW5Vl8r43XGqXTW4V5SCT6BdvsnW3vNsVv1zLyvpW8zx39c7jzWpxVZfDxT1mHj4JW3FGnxv8BnGkMW5D8Q_38GbPwSW29V-W58HyW8xW16l1q21JV1xgW5WmX728X4p9PW1R3Y0Q1254FzW4s5zS586LhprW8ZcRbc4LwFjVW7hD_VX5PmdNQW9bwhbr5JmQC3W7bgxtD8Bs_N2W2HHNDl1gbCWWW6BzJFs56dWZz0)[Boston, MA – May 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W1c_84D3n4WMnMlsC6_jMDXV0/5/f18dQhb0S82_9cKH-ZW8c_7ks4T_wDdW4Y98r-4X9RTgVsd3Cd1SddPTW53DQ4N5nblD4W4cdy357Jq_0rW2MmR5f7nZpKmW55kP1R8Wm1q_W62fnzr3gnQwqVKqWW38Y0z43W32H8Xx30JSmyW32Sr1D8WxW-yW8W25yY8X4BW9VWnwYx3P_c8-VRc8D95s8YWmW5y5jh-1rfXlzW1k2W_M8ffyphN25DrmCf3dGqW96nyGd1bNnrZW6Vn4Kk5_TVzsW58S3ZC23-nGKW265VBJ22-vhJW1Q468p2-lD31W1YTF-H7TVphbW1pqBNS1ks0KjW39ybFc1gvjSzW8hz0Ys806yj3W70ml3s3pBxLpW3D7MKQ1kHwD0W7C9xzg93JGQDW11-p-q2v-hvMW57zqLT56c7wbW67CQ3z88Dj_tW4mzyPY19g5cKW7JjpGD7BjCsmW76Jpf584zlZ5W5rN5jr6jj5mtW1Y5RTj2FFCBtW7VCL_68571DJW2DbVk75DhyW9W18n7Sz11rnNbV4Vjhv6MZR2VW54GcH67K-c-gW2nMDQb19rc8kW7nZ9qH9glMzQW91Sr5m1tPP2_W8G50wy9lS2gCW94M48M6Cb042VrVprC56gBW-W6c9svt4-lKYR0)  
[San Francisco, CA – May 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W4c0gJ87DTNMqMQ1_7Ksb3cV0/5/f18dQhb0S65P2RwGk6VWnCzN4_B4CwN4-qXVMLC9TZW600fsD8bxkh9W374r5p7fglDJW3YZJs65HdKM5N5CPQ6s__79tW1WBCTp5C-vZgW48JvW44V6XHgW5txPHL8JJVPhW5LjP-983yRdzW9f93rK7-4hzYW7mP91t36DhCzN1JQ9wF2kZ_1N479GXqkc6xSW2Psvsv6Xk9j5N1SnlLwGz9SmW1dTKDb8GfM4JW1nmYnl2H0SCdVBHCth1hdXwvW5t_c7w1K604RW1HdHxl8zl1WMW777Gz83GLsYmTcZnh5-nSSbW5CtG427hd_LZVb6x2j14FQkpN5VK7yc6nSZGN18M2YhRlPt9W6scSzT6KVLpKW36bXpZ1sY_dMW2l-mC04-B6pNW7SCxg740SbkwVv_n_w6fzkfjVFkV6k7CRb_yW4DT-pD3rdXtDW8_hZ9R4K7r5HW157QyM1GsL78W6tW-Vm83CCSdVqyFD829z4DMW6KB1zv28kx_lW9fXvQr4fQTyNW7svB9j6BvQ13W6lKCpz8vHLRdN1JNHxxvT_7RW33prfk1jxWFYW5c8y9n2kwRDnW210yXJ1MBjw_VHGbGp9kM6yFVTbpkW1k2VyJW3wf8qK5yXs_P0)  
[Las Vegas, NV – Jun 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W11Qftd6YjzQWW1yLT-C15lSxT0/5/f18dQhb0S3j42RwkM_VWnxHg1j3t8jVnmR6d5ST5QnW3PQjm83BdYVHVWCJDs6l_4LgW5Dl9pQ5D3tswW8X9lH48L5-vRW5XK0-750Yj8-W6CWMKN4-r9NmW6gM3Rn4fQ5rlW8NN6gJ5JyqGlW6_YnV95-RDH5W6W6Zqp7PFDC1W8J8jQZ1T9j56W1_66GB7Wf08mVFHyDt4-BFG7W4fKBGm5ys6-NN7gcwxHGYMPSW5_TDbk4Z0Yt6V4QprT4MGf9fW1kXF1b2FZVH4VS2RgP1M2sn9Vs1bpC2rqV5YW8250nR8KTnr1W8pnwjg8QZB3dW4M-ZbD7G1sWGW1g9K_l1wBVS6W7tvtvD6BS0WjW6py9q98LD_ckW6KgkHm6XKVj6Vkv0Ny3_VyryVz8Spv4NP0ZGW64_R3f7H9jN1W8SNVns60jGcRW6Bf_cn697t71W7rvW0G40xh_SW7bfSR828BMknW1-b9cM6DNvCfW4BWm026n8P4PW4wwFrD3ndFVsN4x9zwBg-5PTW1BBDfd688fqBVRz6v13Y2JWRW1YcRlC55_9w9W9gZ2D46Tl5lLW4Qckgh5M_3xZW2kg81V6qpqqPW9jCCpX5nflljW6_kLV07fRcPlN3ZqDLC1m1WDf7NsHv403)  
[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*N2wF5y_J5jb4W288tKV4Z5Jxv0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8qSQDR64zF8zW3hHh9N5zh-NRVnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCxxl54GzynW55k_hJ8WxW-ZW1WvCy67w2VMMW8X4NL52LVJT_W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGm-W3m2fpy53X_ZpW52Ylfx3_8mplW9fgwMT4fdfTJW53w12-5lGM_-W2frqCw8kpwPSN4cQtnrHLpZHW1W04pJ1FHNgQW5-6Hyp4y9YTtW838ZHr4PYNP3W2LVQ122cZw08VpvfZL4gYDXZW32S41h6xZDvpW7Kqvt-1hq31bW3p8gtp4fgHmPW13L4VZ3MYtL8W4Gsj5H45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV7Ywc24QDcJ_W1vt4Ph923bMxW842w-F5_5n5CW6B1ptx9g4jtQW8hFJY37KvRd2W1NwBMn1MVsRjTqK2C1JQLPW103)[Phoenix, AZ – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*VwsWy46zkNHjW2_wXpG8PYntl0/5/f18dQhb0S1Wd73p10-VWVGqh2mjrMVVK0SH04KXwvBW1ZnWvP2qW--3W3WstK581DnyRV_1pcf5GDrSWW6VHv5h5JG4TxW3yvhzf91WJF8MSwVstdmkFVN3q2vtyw148_W8Qvn9D8PvYvxW8Z3yrs4GNj-QN2kw0b-bxfw7W8jXFKt5B7NK6W3fbk9N1kKXKwN8clvYyl52q4W6xkj4r8_B09QW12n9nM15RyzvW2FvJv-74KjjlW7P6ZZc5_LzLtW4J6fZl1l8GZQW6ccQjL6wlqM2W4hkChZ8-D3j_W98ScYq5vL99hN7wbtCP2WWPHW2-xqbB3GH1gWN52Mb9lzdrkFW1Xn_Nv5j6xP9MpL59LyS9pbW46ttqC4T6NpCW1jtMqX1-Z2c4W7Gw3B36LQZsKW97Vcdl5nQw1QW38P9y8994JCbW7yYGB169pgJsW8HJgGl2f8FYDW6zTkbG8pxr_1W3lZq2g6Gx5qpW3drq6k2vzPsTW3svh098GG7f0W2fHF3p6cNPLpW40Fk0F4QbnYmW3WZVDy72q7sSW6rWqPK7pSMbrN68bMt8Xl026W6MxPWj6-gQzhW3HfCJd8XdsXpW2Xl_HY4yfG2hW2Xdq8K841vQ7W5Gj3v39l_snRW36YgDf6b3YhSW3lJxH45LPbwK0)  
[Brisbane, Australia – June, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W6p_7tL2mcdwFW6vKyp522ZcqP0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8qSQDR64zF8zW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53bcP5W1D8Bpl1HmY2WW1FFnNJ4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrW4dDFv353X_ZpW52Ylfx3_8mplW9fgwMT4fdfTJW53w12-5lGM_-W2frqCw8kpwPSN4cQtnrHLpZHW1W04pJ1FHNgQW5-6Hyp4y9YTtW838ZHr4PYNP3W2LVQ122cZw08VpvfZL4gYDXZW32S41h6xZDvpW7Kqvt-1hq31bW3p8gtp4fgHmPW13L4VZ3MYw74W4Bwc5j45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV8XPjC4QDcJ_W1vt4Ph923bMxW842w-F5_5n5CW6B1ptx9g4jtQW8hFJY37KvRd2W1NwBMn1MVsRjV1DKlt2yc-gH103)  
[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W6fHX9s1nk_twVBRr9C1CmRhN0/5/f18dQhb0S2C87BfGH_W12Nnww2_V4xlVnghQd3wygvqW8K0Xy14VYZspW63PCSc4NX6TrW6xVNK73PCsxQW5JPkg265fqcfW73Q_6v17rb9FW2xHjCq1fm56DN7n7Kyb_W18fW94QN-t6JfL4cW7Q_B4F1L46w-W1Fw40p5JggfLW7SkB91352ggQN5GrL3l_85MjV-4mKX1j9myBW8snr068bgL-CW1kFVh22CnCRNW2wlWKW1n1WJxW5_-tDl2C7dcYW2_Zf5R4PGH8CVJ34NL2CHtLZW6jsmyQ14X8TSW4XJWZG29nKHvW4ZtK8s8sSSF9W7B3WBG75fnSlW5pSqnQ6Drmj1W34vrD_5X7VzdW7-16C_5CHt3lVLYHKb2NPC-mW1B3gR07y9Dz_W7_xygY37yHDyW2k5rvy5ZHrVvW32xLck5YfbHwW6P5j_f8HM1NJN8Mk1GrystXsN6RyVgm6m_TkW1h6fx799tvMrW5V9gsS3m4X4FW7-zGG84l9nLPN51dL43KnF72W8kyrW791TDGlW2k141726JxpPW8YjxZt87yxL9W4w4b4B3RpJ5-W4kJtPW3h26GcW60P7Bc3yhL0rW7_P7vZ39RSDGW9f86k76KsxRrW1zwYrJ2lg6RCW8prtbf977TX_W8sFLBn4kpS2JW61grC248vY3t111)[Waltham, MA – June 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W2nHHrZ50-0t-W2xfY2z2wbD6h0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8qSQDR64zF8zW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53bcP5W2RgwmV59P95vW5b1nCG4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrW4dDFv353X_ZpW52Ylfx3_8mplW9fgwMT4fdfTJW53w12-5lGM_-W2frqCw8kpwPSN4cQtnrHLpZHW1W04pJ1FHNgQW5-6Hyp4y9YTtW838ZHr4PYNP3W2LVQ122cZw08VpvfZL4gYDXZW32S41h6xZDvpW7Kqvt-1hq31bW3p8gtp4fgHmPW13L4VZ3MYw74W4Bwc5j45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV8XPjC4QDcJ_W1vt4Ph923bMxW842w-F5_5n5CW6B1ptx9g4jtQW8hFJY37KvRd2W1NwBMn1MVsRjTj3VS4GGGtq103)  
[Sydney, Australia – July 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W3X1m941qMVHHW8Sy2bs6Y1wwV0/5/f18dQhb0S2C87B0H3zW12NSpy2_jKvQW4Pkjh02P_H_CN2HTlD6jr4VcW61VY2d7n2h1lW4FbzPl7mPqptW923YGR7bbWjZW7kC6DL174c0dW810C2J16FMTcW29w00m8Jmsd3W5RNrtk6hmk_RW7CbK137nrc5gW2HmZpG7vTm9YN9g0zDxGhV66W5S07302gm8LQW4RxblJ2-_K2MN173vlT3Lh8MW2HLR0c4J6c6-W2K2zXc5rYbBXW5BcmF-1j3Jw3W372zB24cTVGbW53zN817QgDwvW5b5-sR6HXsQLN77cJnN1XkvLW6lJhv91SMS-0F5cnkLnwzZWN2bbZrgJH1p8W1_zt3J3s7_S1W2P_FF-57jVY3VDLbHG6l-gNXN4C_RBD9LnYyW6-h47G4ZVD82W3y9YXm3qclCJW4fR-rS304fH9W8dChB08H6sz8W5GrRjJ1zC8RMW3d-ZgP7WVygHW3Hz-nB33tK6qW28w_kw42TBypW89myLh4B-Hb3W1zcRFX9g33QbN4R8FXFNRsPjN68ctwlRz6v1W3XZN0C4Clh7zW55_9qr4Rg0hjW5J7mFt8fj3t_W1sLtCc5dZfp2W7C9VqV5JyK3yW3JBqjf3nLQWZW7LVsjf7w_X0mW5RYk665yXs_P0)  
[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W9hWdkt1lKk-hW5HpT3d6nTSTX0/5/f18dQhb0S2C873p10HN12PfV9FhXY5Vssw3F3yNR87W2SHtx82rpHyBW6DP9hM21J-D2W7fWyRG7my73fW4wyyvJ40-TsjVWn0Mh8gqz8fN583rbcBJ7smW2WkZcw8BxR8rW1LJCdR5f_qlFW53gnFZ1qfTzVW5pscX95vBZ94W7LWBnJ1yGcf9W5szt4w3Kc7rHW8_Ng-911xs33W36Zfb917zbjPW5t6rbP1n-_WWW3gLwKl8SNr96W1pjc5D4pkyHNN56Rv0CG58n8W1k9vyM14LhJ2W5GJ4yv5m19gVW32_L_C845t6FN8d4-D9lxBYSW23BM0s3DrcMTW1_xKMS2vZbklVLYHKb565szwW3qPbNf6VBY1ZVGNWdc85HnwBN20p5LzF-7PDW6VklD_79y54jW99dq-V4t_tFCVt7jD82dGgBBW7VPQSG2tTcbYW5M_pPz3dDj0KW3XtZn46TpXKrW51Mbh87xhKbBW429vxS6Z-031N6-ytrrZ20VGW40pXbC8k4MvYW43n8m823nBmXW2C0kDm2HM5GCN8Nq7JNzF9r6Vlgqj44xVtVnW5dnMb15LMwtmW8BrtxX7n9q9dW8Sss-76_d6JLW9fVx2b4mHGqsW2PMgDt5FBnxpW9kBXGp7_hZwb103)[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*VT5-_j94bcRSW37_hyf5WZMGR0/5/f18dQhb0S65P2p44bJW12Nnwm61LnrrVkjB2W733XlxN7YLdF5nQvCZN2PtNgF9hGJzW3KbJw97thgFPW22sNR92S1ZwDN8NPGwxQnmn9W8vhBBg8_FRh6W2Rc6jh1gm-y2W4xy3BY7hC5jZW3NKL1f89sGfzW5N5rJG8J32RcW150drc7zCtfVVlCY-Q4r-6dWW1Qvr0Q7HSCbmW6dYMfH5rQ26tW64xrFB5kLwL-W1mxCcY5h_DjpVH4Fnq1mYRQ4W1vH6_Y7m5PdjW3WPDTf20LcJLW23X67q8vMXdnW97hgpG3wLyV_W5Cwm7t1yDwflW84kx6H5GzP_BN6mThRTfDQWRW4b0TNg2nrdT0W6zkCV97CrctbW4f_PRj3HC4xLV34mk72WM8FPW63pXfP84bH1HW6S2gS85B4lpRW3RXZcC7mJ3_tW5HLDkf6W-B0vW2vDwBL3QYBNBW7DsGnN8jSphLW4H39Lk69T_JgW3kNZFk85T55YW5CQGdD1S-2bmVWc6FX3sp2YGW75RwMX65-Ns3W2vFwb-5S5D1YW8H9kQ864YbqXW3jDCJ910SjMcW2mFFHG7FgNNrW5YyCHb8TFw3tW18FxMc9774kNW54NQyk7KYtwsW4zBzLx3fBBglW9k4ssY85vkPpVnPVzV21GYwsf6rgB4d04)[Adelaide, Australia - Sept. 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W4K4cq74jwvlWW7nkTg371h3-X0/5/f18dQhb0S65P2RwkM_VWnxHg3DndwNW4NXHjS2YnjMtW1Wr02z3BdYV4W1PZ-V736lcQ_W7wJrC_20XtnlW1Tw2qv8kgwbVW4fw5MX9kGc5TVRSw0D4gJsz8VRSt4_6cMSDdN22d47nx4VjrW96PNM69c8lPVW7PdTQ77_MBs1W7Nn01h7wWSjzW2Kyscn7BKNM6W4QFs4j2TdZ_bW3cYXpF7m5ZXWW8bDhXs2nPSY1W8X_jC92HGJ-sW4yLjfq8hxYmVW78qyBj2zFznKW4L25Vs7pCk06W38_BBX7DfNSxN5cfPsX27hJwVY3kz-4f3CVhMPWs8gfJB73W5mrB3t2ZLzjlW2JLH1q4BfDFtW4zR9-M3L_V2HW2lXs-h1TJWflW61xZqW1NkN2kW6HncyY2fsHn5W5bjkk11T3t8cW8zPmjg294ZyDW8KNF9R27R1TcW3G-cCq338qVFW4p0Rkh6sWWR_W3rB95410TcSLW583vp42jnps9W4txQvh7ykPSzW7s-VLL66ty4SW8Nn81N61hdV4W6TS5kg3c37XkW5x56B43C3-V_W1_Y_lf3yk6W-W1V2Ncg5JrtgWN82ySj9QFSwqW5GRfdN8s_6CVW2B5t2f6xYcS5W6TYh118qbz4BN43Xk9HKr0gXW3R1CCj6S0nyLf4CTTyw02)[Sydney, Australia – Sept. 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*Vyln5V1Ymwr5W6lN6dH5DGtNX0/5/f18dQhb0S65P7B0H3zW12NSqS503X9ZW19n7765qgWKtN8TjBJbkMs_dW1GsfCD18Zz1gW8Sc6QS5pvHL9W4C0YGJ3Fkgf0W3FJy4g7Chf9pVGcPwd7bz4T1W4vBrtt8BdbCcW4YqNLD7B_7MRW2XSf8C8tn-F3W9gf53c5GbQcRW1TKl1d3B__GvW3tPnJw38Hn_FN3GNz5HnBh0lW5Lb8Jr4g4Y8mW1LRv0G2xvSDrW4plb492Bvpk7N5jF16tsHJ8hW6df8NH6PS5bxW5YS4vk37j1yMW6PMvGj7RlQy8W649hdz6mtj06W92n9W78b1Kk3W6f3ZF25dKKzTW10nSsx30jGXWW7c0pZq6rsw7vW26WTfc1cl3_vN6BVHzBmHSBSW1T9Ycy5lVKZBVks4gp7HV_W2VFYbtm1Bpnc3W4zX-LD81x0CxW2Kwf0q6c2-cNW2rPNXC7xrBxzW3fm3Tn7Q38y2N3jPWJ8Fgh0wW6CPT_D10yh8cW18pF876DlxvFW7T62lK3YpjvZW82mzDv6H_n8lW6Pj2ll5sXYl5W3gg4ZJ90-3wtW4B7dhq15g7hqW3C4Xrv12cqJ4W8kN7Qp92RKJXW88VJgh5S450QW41gV118kThdcW6_54lm7nDp7LW7dfXck5S_Pj-111)[Sydney, Australia – Oct. 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W8x2j6y7s2sRsW4Sy2dn5nLy0R0/5/f18dQhb0S2C873nK89VWVbvP1g4M4DVMLqXd4Vv7d2W47gkQT1B9Z3yVVV7hg6sqn3rW7gfMjJ7nrc5dW90Bjh84sT-TYW15NwfH1MCf7rW52s0ph5rNdNSW8mvYJZ2RV2yTW4qdcmP3NlFbwW8TZPF22XswghW2RCHDH42RWFzVqPWB38TF2djW6NH8zV6Bd3qDW6drG6m1tnfQYW6xtwQV7tsgbTW4MCV6s4frPF5W73qSVT1l5cxcW3Mf-7W3DxD9NW7WLFD6504CbZVnPDb66bjsY0W5nKg9r2LHm0rVGj2Fj8_nQ-RN4whXdqHZcwGW12Q-241PHTp8W3qHgwL2PKkpPMzrBLThPc1zN15Qvc3fc_H3W2TcC_F6g35BZW7bPwqL19mDK2W6h4HZm2v_v_NW3d6s6L1PmxFYW27DP4T3hJxN_N6tJdv47KytMW2TJJmN1dxz16W21KL6Z6S9P4tVJ7xGd2KlrBJW6pVVtR37QFHBV7mRMl8CpwVVW6NKhHC7bQS_4W5J8566747NnSW68Z7Xm3QqqnzW8FDzg23yrV5QW4HFMwf5cMfh1W5SjK7s2hP6jyW993-6W8KmjVSW4dN-2P8Bvfq7W6PsnPw5x9KsWW4rBCPL7p5rCwW6wMYzt5wYXvC0)[Dallas, TX – October 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W7GCyql6KkHgWW2qLrkZ2Wrzwv0/5/f18dQhb0S1Wd2nRNKNVMvlDM72VS_vW1yqYTp4MNyrSW7mTkvd4SJjcYW1Qcphg6GLGrJW3HN74Q1S2YnSW8rgXYx8L5-vRW2rflLc2kQnwnW2vMkV02YqJphN6GVpR1FHRNQW8WZhpK3b1hSRW8VcmM35WLkdLW5jC_lW7wgZP5W3s5gXK2-7kxMW2Ljjt23svjjWW6wpLTX55H4w1N5gH91sWgMW4W5gQwTK2_Y612W7WysrT8VK7MMN3VxZ9FXBNcYW2Ggpns5l9Z8GVr8W284C0xRVW54ZsFV8sSJ0XW4vYd6w6Bw9zCN5Bqrv51GTMgW68GxWV8qr9V7W6L817R19r5kkV64X0W7-Vbm2W74cTnB9d8QfyW4zQTdz57x36fW73BJjJ5l1DmfW3NRyBl3_lfy5W6GznXF8wx88dW14yYxQ8Cj7HtW6pd-FH8T2j4YW1npHsG7F0kz5W6-PV4M6Jz7msW1CgysF1_rl6HW68Qjtb7PKV_nW595Kk59c20bhW5Jdbf_80-mZ9W21XzHm88f-q4W6wCfg17t3tw9W2KB-FT6xsFQFW7_N2bw6Q_4BrW12-JYj3v4dnQW1Z1bLM8pQ94_W7dcbjZ4r0G_ZW8mz4mN89-9sFW1qbQrt7zPzMxW1SY_cR4MpcYTf4G2CQQ11)  
[Sydney, Australia – Dec. 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*VMfRr95mX5DGW6mRW4N7lNM2H0/5/f18dQhb0S2C82RwkM_VWnxHF1b7RFMVnmKt34N79g7N5DjN3jKf7J1N2RJvLWlCyPzW4XZbYB83gZR5W1VQZ1n3G8CclW21qnH280SzfnW1JsR2R4hvBQ9W85csDd1z7YXrW8fHVZJ24h4rkW1MGqqZ18stSJW2NmDdB3VPWmkW4yXwLy1xdZF-W6gHdG43JQ_wHW6bpl242YDsVqW4gwd9q5hyVHnW3rHqCq52PT_dW8RFw8L5Kz_b2W1j8Q865xvYplW5X5wsB2KnsNgW5m7mWf85jql_N7GNGymxwRRsMPGxsh3XBCjW2QSLLK8dR9FLW477pbH2lC81CW1pJJFb4Ss7MpW4M74z_13jH-rW7JZD6G1VGdrbW5mVl-Z3qXrs3W1zZrB27tCYDsW8KcBB26hfMCGW1s86Tz8WSWtTN8mk50v7y9C2W5MJhR46QGN7ZW12JKxj5MZ0C5W3MHY_L6mchQLW8vyh238rqBCmW5nPS-c5g6b65W7L95_j3rt78tW80YG0P4wKbjVW20R81v7XcsNJW98BFBn3_VsBXMhtftCjWBPcVgs48T7rmSHwW7z8PhQ8Qn4SyW6zq0GS2TPVPGW6JMwfJ4FB9jLW3mvPZ797fpYPW2G0QQw6NK5YVW8X4JQb5wYXvC0)[San Diego, CA – Dec. 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*W5YMtCf5Z1_GlW6wDLsw2HXklR0/5/f18dQhb0S3j42RwkM_MWnxJxFPmfBVjqNmY2pn9C1W7n5FHd3BdYSrW5p8jVd6Bkr_vW5pf9ww20Xt3XW3J16YF6vHVncW8btTkL6_7HyjW7G_S546S5DKYW81dz2362mDG9W4pcg3P7ykmGKW26qSy19byVx2W5pd8hH5zlkY6W95ZlNt2Plb1nW83DCHZ1kKY2BMCVxs9cb22YW3h7XMN4y12lqN4ZF2t_TmZLgW2Fmns92vKl5RVXtlj-8xCYfBW5VNXTx4tZv0sW648vsm64nwzYW5JbmZz8yLNWLW3qfdpP4qLrqDW7C3MPg5xfV1GW4wQpkf2KwNY4N8x-ZvwmWLmSV4_J8w1DQn_tV7LvLP1RM1NCW4jj5qY4xV5ykN1_3qs-pDRb9W6Zl0jJ7nZGR3W8Hw_LX47bb9lW4DghL560WD0gW86P9GY5xKpxNW8YHPMz3tTF2DW75drcf4V7TwZW5MKRcN4CB16XW98Q9vV6YjT05W67L3FQ87N7l3W6hBFBk4SGCBpW1shYvh5Dys4lW4XQdpB6D5Gl7W63dHXf2mHL30VjggtC6kR5NYW28Sxc-8DzKW9W6qW_kD35HgtfW8MyMjH9h6Y_4W9kDZgd4D9g3ZVNPsbg6Dlm2lf2RzTqp02)  
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[Sign up for Verne's Weekly Insights](https://hl.t.hubspotemail.net/e2t/c/*W80ghG43Cqw8dW2gv6kb5DmX-C0/*N3pJ7ttZ0KGsW30Gr4M5dzrdR0/5/f18dQhb0SbTY8XJ8bxN81SjwlHyjJqW8qSQDR64zF8zW3hHhcB2P7_nXVbxYmW8pCQ6vW8xPsSw24X7GhW4vgKM19929rQW7YCxsX5CRgQhW8wXNtZ4sX6C9W26mPZm6PVKcrW6N3nBL8xGZPkW6hYNZ42z9001W5K6NRH7-v-0xW22Q6G21lr6pBW2_mltl70fl6pW7PJ6bd2gM1cwW1VHbdH1fwyVVW6yBPJM30q8CNW2kGjZw6qQkKCW98jR-S94q7cqW6VKJl21hC_8gW5lppCB3bRy83W1z8wC76JKsj2W8mr2s04dJ11cW92tRFZ5_5bx-W7Mync272k4ybW7THQkg43fM43W7sh1gV8kcZpbW1hmJlv1jrYJvW45SMvz33vpJCW3-dthb44CVN1W5VwMWZ17zwMsN824zc2nG5Q2W3qY36q4P7LtdMrPpMvrJh2DVR6wHD6b-mP6W6cfByr5CZ1L5V84rVz6LzX_nW5SbjRb8txgrJW6ymQ0P21LCcSW8VkxMZ56npvKW18lXdn3bGkNXN73Q0vR1-M5Vf4rT9sS02)

**04/26/2019**

**Fool’s Meetings; World’s Greatest; Panera 5-Year Themes; Apr 28 Room Cutoff**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

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| --- |
| Thank you for creating the tools that have helped our business scale to a quarter billion in sales in just over 4 years!                                                                                                        **Neil Cuggy** | Goodfood President & COO |

**April 28 Hotel Room Cutoff --**For those attending the [ScaleUp Summit May 21 – 22 Atlanta](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W6Sk2mR5Q-FnsW7nYFVH4Wh5JL0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qm0Qd8q-t9RW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW6b7_K647P0wCW403tVS3vbpkwW42vy4R41_2g_W2HzhNP4S0D6vW48d98_4Z3MDcW2prRJQ4-_6FfW3T33TQ3GS_p7W6Stwvh4VycClW6sf7q145KDK7W45Q1j655CwB2W6nqP682pHlxLW2n-RM94mtSlnW4tfWF_4DmNzdW2y7g2J260G-sW2PGyWn68mszxW1Q68w61MMh8vW3gtF8563K13YW60T-4T3JCSQtVFhtQ-8j1V_qW9m2gQ578gwM3W384drF420xzwW9lf06B6VdjY3W1Hf7f23bGkNXN73Q0vR1-X5hf34Szkw02) and [Scaling Up User Conference May 23](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W8sLWGX6Tz9D0W3Wv_6G3Phlyd0/5/f18dQhb0SbTM8X-fbXW8cGWt72P5dwjW1317sl2BWcG8VR5vTY13QwVrW1m2Dkx99bZVmW50MRvS8x__50W7nwMJH50ClBrW4r1LzF634qr3W7nwG1B999f65W6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hF1YfY8XpZ1bW1ZY5ZC8q45WHW57-WqM3H_PtyW2DzCtR1zB6GfW7F5CDz8TDc5WW93p3Cn1lPgfXVGFnj21SGXXyW76Vtsn5pH4KsW672KhP3FfRT4W9kcyh156-Tv0W6xYPtz5SsrT0W2vlVnm5gS0-3N4_lC0ZzD1jWVJmC1H95cg_PW7KhYBY4pSqqBW4QmfLr6Pc12yN1cNSvqrX3l1W6Vzt2R4yR22DVXrN7Z6bnY_nW6VwYCs61lPZvW26jD4D7VSmFkN9gp4HR5gq91W9k7kkk7YcdVLW86zTvc1KpXMnW7D7Hxj1Dy_KCW3wDrxb3wqTQq0) where you’ll learn tools to help you scale like Neil Cuggy (quote above), the cutoff for obtaining the discount room rate is [Sunday, April 28](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W7h4Rv81sl_z7W4bq6CZ8GXYlK0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qm0Qd8q-t9RW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW6b7_K647P0wCW403tVS3vbpkwW42vy4R41_2g_W2HzhNP4S0D6vW48d98_4Z3MDcW2prRJQ4-_6FfW3T33TQ3GS_p7W6Stwvh4VycClW6sf7q145KDK7W45Q1j655CwB2W6nqP682pHlxLW2n-RM94mtSlnW4tfWF_4DmNzdW2y7g2J260G-sW2PGyWn68mszxW1Q68w61MMh8vW3gtF8563K13YW60T-4T3JCSQtVFhtQ-8j1V_qW9m2gQ578gwM3W384drF420xzwW9lf06B6VdjY3W1Hf7f23bGkNXN7GmMyP1-LfTf1X-FRD02)

**Fortune’s World’s Greatest Leaders – (fun facts for the weekend)**[Bill and Melinda Gates topped the list](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*V1lk5024rMz5VRxxRQ2J2Fyc0/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW7tC8L37sTx3QW6Blzlq5zh-NRVp3s9r7MbdjPW2LVJT_5mZ50NW7sqgNH30Tr6GW54W5BS30TNVqW4cx_wy30TVstW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYn8W1Qj6_N6pzHWBW7bnp-Q7_9r4tW94q7cq6VKJl2W1hC_8g5lpCVqW8N9wrK7vnqqRW4PqfWV4-DGwlW7Tl_8G5lsPMxVB5nzw2Y_dz8N2cHD40srZx7W3ynCfp92rnjLW5rpjKW4yWhDWW5TcMVc6Kb3zhW8WwBl01TMkmqW8DPRpl8VpS0jW4_-6kK6jj7MnW3FlQ3Y3qY36qW72jYR59dZ4LmN8csGDVD2JBLW74kBm33jPt8dN5G484VkS5wmVd8rw02-XNfJW89VW7v3pvzk7W5_5lQn4-ljt9W3f27Gy5ZyGbYN6f-RZZVMPVbVVrLq869TQ6_f3JhCkl04), with Jacinda Ardern, Robert Mueller, Pony Ma, and Satya Nadella rounding out the top five in biz, govt, philanthropy, etc. I did NOT know most of the 50, so a great chance to catch up on what’s happening around the globe. Good to be “in the know.”

**The Motley Fool Board Meetings --**Just back from attending and keynoting the Conscious Capitalism conference where the co-founders of The Motley Fool shared several innovative board meeting ideas. Specifically:

1. One employee, voted by the other employees, serves on the board – it’s a rotating position providing the other board members with the employee perspective on decisions.
2. To add a fun component to meetings, they play games, like Jeopardy, where the questions test the board members on knowledge about the company.
3. Specific stock pitches are made, after which the board members vote on which stock they would pick (and many buy!). Have your team pitch new product ideas/services.
4. Members are chosen who provide specific expertise into an area of focus for the firm, like cybersecurity (the head of cybersecurity for Google, in their case)

**“Secret Missions” --**Tying back to #3, the morning of The Motley Fool board meeting each board member is given a “secret mission” where they meet with the appropriate team inside TMF for 90 minutes, going deep on a specific topic aligned with the expertise of the board member. So rather than the board deciding a specific process needs streamlined; a board member with that expertise will actually meet with a team and help streamline the process. Thus, with four outside board members, four deep dives can take place each quarter, resulting in real work getting done.

**Panera Bread’s Five-Year Themes --**Ron Shaich, founder and former CEO (26 years) of Panera Bread, shared how in 2012 when he returned as CEO, his team transformed the company around four five-year themes:  Wellness, Digital, Loyalty, and Omni-Channel.

|  |
| --- |
| Five_Year_Themes |

And they did, helping drive performance that considerably outpaced the entire restaurant sector in the US and led to the firm going private five years later. These are precisely the kinds of 3 – 5 year “Key Thrusts/Capabilities” you should define for your firm. What are yours? Then we recommend you recruit advisors/board members with specific expertise in each area and put them to work.

**Recession Fears Have Subsided – Double Digit Growth Expected**[EY’s Capital Confidence Barometer](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W7GSly63_17PgW2ylbDJ8cVXHp0/5/f18dQhb0Sjvl8XJ9qWN81SjwlHyjJqW8qm0Qd8q-t9RN3hHhbrXL0jYVnQ9Qq8--HBkW8-236p5mZ50NW33FT1J4dPDGyW5pTGDN4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1Z67wfW8hTJV48lwVXYW8hS2967bj1-tW2zfyqd7NrMZsW3ndfYD5DFWr2W5mKjF63m2s0VW62nGyh7d094fW6G7Fbl4DFfS3W6RThzD6PRjdyN1m7jcLDS761W7fPQPy162dC5VdG1xY1cKMPbW63606b5jhH6PN8JFSJxN-_JLW74NdlX73MctxW744ddk1KbL5LN6NwfM_cCygKVdN_wL86P1_hW8wXLKy96mcgNVQqMYv8n4LYbW1VtrPz38trfTW3-DmCx8csLSqW1035yc3bSmn0W8f36bl5G103MW6G5G9v12qclBN9gH62qZCjr_W6zn1lW4jH2FQW9l6fBS8bkszhW3RYQWN6Q3Qs6MrLh9QrHWpcf61m20D02) was released last week and 96% of the 505 C-suite executives believe economic conditions are improving, up from 72% six months ago, and 69% a year ago. And 58% of [middle-market firms](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W91wwg13kbVfZW77xVL18Mh6P_0/5/f18dQhb0S2z-2dYCpGVW4xC12pjMrqW1f-3Jz1g9810W7bd-F67hT60kW2YdjGb2068zTW6Qp0S13MZZKyN57nLF5SmLX3W6Cxl-B3xGL_ZW7QjX74601XC8W21rb4r1rqqM_W7wNSsZ4ZYF_MW4QK0cL4xbh5ZW8tG4V-9gTfPnW533kWs6FPkJgVWW7_V72hDbdW1R1rS43JH7y1W4Vqb3p7TKPfzW5c7kcm1fG9nlW4RvDLQ6hYQzpW3nNTwW4X2bXqW79dDR65Ykx2hW9jkn1n7c8_r9W3yC02c10wp9-W4XdMFy7rXYpQVMQyYT1cqJ6tN2GDWphHhcY8W8Yq_tb9d_scbW3RJC-s8BWPknW1CB2NZ4Bv7vcN16k2SmL8VH7VhDfLG628dzRW6m2q5S1sGsV4W3NLmy_7QwHzwW5LtntD5KnYVfW88fF8c3G-8hpW8DYtCp6kzLtqW1tCjhw9kzmsCW3yb0L13_HtdkW3s7S6f8GGVXGW4SY08_7VBPY2N3_skLqyKgwkW6-YSlx2-dfjKN4nHjr3vNbHzV5HDch3zXrXTW8BwDBq9c5RQFW8mD11c6Gsm6wW997KGL4DvTrsW2khBHg4c_KVTN5-G9mMY3gHnf6mptTD02) expect to see double digit growth in 2019, twice the percentage as last year.

**Sales Funnels Have Been Replaced --**I’ve always liked how sales gurus Eric Keiles and Mike Lieberman think and write about sales. Authors of [Fire Your Sales Team](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W4P0rVW1t9YjPVtW9qB6WvvP90/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8qm0Qd8q-t9RN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vG3JW7rfKN48Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXBW8mQMYT7NM5zGW4dDvSk62nGyhW7d094f6G7FblW4DFfS36RThzDW6PRjdy1m7jcLVDS7617fPQPyN162dC5dG1xYW1cKMPb63606bW5jhH6P8JFSJxVN-_JL74NdlXW73Mctx744ddkW1KbL5L6NwfM_McCygKdN_wLW86P1_h8wXLKyN96mcgNQqMYvW8n4LYb1VtrNnW3NcrxJ7ZdjLrW73R1h2224l1fW6pHKM0770mwhW1YYGhN24Zwh2W2nRylc5rNMDDW4mgr0r7VJ5NQW1vhq4y8fXtKhW5vQKm-8vL40sN8zl6VZcYJKQW7dJ18n5jvm81f2L_pdx04), they released an outstanding new book this week entitled [Smash the Sales Funnel: The Cyclonic Buyer Journey--A New Map for Sustainable, Repeatable, Predictable Revenue Generation](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W49Bxyg90npyxW4r02dV57l5DF0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8qm0Qd8q-t9RN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vCkqW6yWD2S8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXBW8mQMYT7NM5zGW4dDvSk62nGyhW7d094f6G7FblW4DFfS36RThzDW6PRjdy1m7jcLVDS7617fPQPyN162dC5dG1xYW1cKMPb63606bW5jhH6P8JFSJxVN-_JL74NdlXW73Mctx744ddkW1KbL5L6NwfM_McCygKdN_wLW86P1_h8wXLKyN96mcgNQqMYvW8n4LYb1VtrNnW3NcrxJ7ZdjLrW73R1h2224l1fW6pHKM0770mwhW1YYGhN24Zwh2W2nRylc5rNMDDW4mgr0r7VJ5NQW1vhq4y8fXtKhW5vQKm-8vL40sN8zl6VZcYJKQW7dJ18n3nG3Ldf2L_pdx04).

**Exponential Organizations Course – 10 seats left**Notes Cameron Brandis, Director at Brandis Industries:

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| --- |
| Without a doubt one of the most mind-expanding courses I have ever done. Changed the way I viewed my business and the potential within and how to transform from scarcity to abundance. I absolutely recommend it. |

At the end of the month, my friend Salim Ismail will be leading a group of 75 executives (65 signed up last week when announced, 10 seats left) with his transformational roadmap and updated toolkit on how to shift into high gear and grow exponentially. [Apply today](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W1mtS9x9hdFkZW2XRx-Z6bcT2s0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8qm0Qd8q-t9RN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgmCN2LVw-ktvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD162nGyhW7d094f6G7FblW4DFfS36RThzDW6PRjdy1m7jcLVDS7617fPQPyN162dC5dG1xYW1cKMPb63606bW5jhH6P8JFSJxVN-_JL74NdlXW73Mctx744ddkW1KbL5L6NwfM_McCygKdN_wLW86P1_h8wXLKyN96mcgNQqMYvW8n4LYb1VtrMbW3Ncr9L7ZdjLrW73R1h2224l1fW6pHKM0770mwhW1YYGhN24Zwh2W2nRylc5rNMDDW4mgr0r7VJ5NQW1vhq4y8fXtKhW5vQKm-8vL40sN8zl6VZcYJKQW7dJ18n6t4P9Jf2H2jd804) for the chance to join him in the upcoming Course. **CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W2t8sBD4QMdvkN3JDZX_Fxnfx0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8qm0Qd8q-t9RN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6185LcNlwW6b7_K647P0wCW403tVS3vbpkwW42vy4R41_2g_W2HzhNP4S0D6vW48d98_4Z3MDcW2prRJQ4-_6FfW3T33TQ3GS_p7W6Stwvh4VycClW6sf7q145KDK7W45Q1j655CwB2W6nqP682pHlxLW2n-RM94mtSlnW4tfWF_4DmNzdW2y7g2J260G-sW2PGGzB36WcZPW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBX8CW1Fj05r7gYswVW9l_5h84XsDbhW6j8sPx85_b3SW9knyY64pm9slW3jwjC16ml62FN4Pv86f5Y21Xf1jgCfm02).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W45vS7V4D50-mW5RglSq4wPnKV0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qm0Qd8q-t9RW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW6b7_K647P0wCW403tVS3vbpkwW42vy4R41_2g_W2HzhNP4S0D6vW48d98_4Z3MDcW2prRJQ4-_6FfW3T33TQ3GS_p7W6Stwvh4VycClW6sf7q145KDK7W45Q1j655CwB2W6nqP682pHlxLW2n-RM94mtSlnW4tfWF_4DmNzdW2y7g2J260G-sW2PGyWn68mszxW1Q68w61MMh8vW3gtF8563K13YW60T-4T3JCSQtVFhtQ-8j1V_qW9m2gQ578gwM3W384drF420xzwW9lf06B6VdjY3W1Hf7f23bGkNXN7mBnxj1-Tjvf5rW-ZB02)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W15q6pZ63NnCmW8vSGf15b6gkV0/5/f18dQhb0SbTM8X-fbXW8cGWt72P5dwjW1317sl2BWcG8VR5vTY13QwVrW1m2Dkx99bZVmW50MRvS8x__50W7nwMJH50ClBrW4r1LzF634qr3W7nwG1B999f65W6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hF1YfY8XpZ1bW1ZY5ZC8q45WHW57-WqM3H_PtyW2DzCtR1zB6GfW7F5CDz8TDc5WW93p3Cn1lPgfXVGFnj21SGXXyW76Vtsn5pH4KsW672KhP3FfRT4W9kcyh156-Tv0W6xYPtz5SsrT0W2vlVnm5gS0-3N4_lC0ZzD1jWVJmC1H95cg_PW7KhYBY4pSqqBW4QmfLr6Pc12yN1cNSvqrX3l1W6Vzt2R4yR22DVXrN7Z6bnY_nW6VwYCs61lPZvW26jD4D7VSmFkN9gp4HR5gq91W9k7kkk7YcdVLW86zTvc1KpXMnW7D7HVg1Dy_KCW7CPVlZ3wqTQq0)  
  
Atlanta, GA - May 23, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W3typwK4Yr3sFW8mvYWg1kmvWW0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qm0Qd8q-t9RW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF5RW1YjLXb4nh-TKW6G2lbz7NMdQNV4cNXy75WRL3W4qDn9T8Z0CZCW4_lQYW5p4-PLW2GKSVk6KbRThW1WK-qR666P14W8lkQ_q56kFX1W4QcYWP1j-89vW9lhckq6VWBxRW7JBrFr3qXclRW192hXW45nrZpW6WM-k96t7hkbW57hryP7b2TW3TNqxv5gSHY5W6HBwcb8mZdw8N45Ly2MkwRPgW8cKL3T1HnwhlW2RyhkD34wH0PW714h8Q1nztwtW8N0G_x52717KW3LqbFN996Wf1W18LwLP2NTF26N4pHxSj4ZDMLM2LMBk1fQ9xf8dGFv-03)

[Stockholm, Sweden – May 3, 2019 (Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W3Ylk_459G-mwN2PJN5pXhHw60/5/f18dQhb0S3j42WsnzyV1x2Yy5hmyX1W19mCTq1n0GmBW5tntYN6k0ljxW1SvdRv3-SNYcW6NqCN-6zn82TW4gbGwt2T3vm5MBvct8sW8YFVF2Pkh76b2prW4F3bgR2hhPLkW72DqgX1MpRCPW7hPRXB6Z0CfzV1NDNp4VhHXHW1ky8CK2X_NbzW8rXXLC2yklm8VGJvP03G1w3yN7Dbwb0j9p_CW4-q5pL48-Kx1W2ntQ282QGCXvW41YWMv6WxylXW6v-bjH5T6bjHVjCK7S6YD0-QVCVkJk4-ys5nW3DvN4d2NDS0-W6L9WyZ8Q5ythW5J2vt81QdltRW5cyR4s4-C_z7W370v0F2r660pW65ms9f3XnTDsW1GL2Fh6KdgSgW3p3Fth57vn5wW3m_n9-6LN5sNW7q7CGf84FZxkW2KT-kK3nqkl6W6yzVWV82_sNtW6w0PtM4LMjthW8pLW1M1nkn1fN3Rsyn6jXb7kW2LwWgy5WPl9HW23yLZz4_fRZmW4KqsWX1RGj6cW9c2wbk9fWj0WW7CVdmV92RRWTW4bqWPc8C-2C1VH5trG70SqGZf8zyTZz11)[Ann Arbor, MI – May 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W7KggRK2pwMMjN8xbsrQQdBmz0/5/f18dQhb0S3j42RwkM_MWnxJxFPkzhW4NFMXg4-v_NjW29yGVK71BbWbW5k7T6h7jjZKCW5Dl9pQ1qVWtbW92zxdD6dDP6qW2z5YtJ8BdtycVBjtL45WvH6ZW62kX3z4-Z6JVW8fHVZJ23hPhmW5JKCr53vv8gcW644tr841bsYzW62fxmT15ZpCpW1yH5Pk12Sz35W1ksfHY1PvNN8Vqp3Sw6bySDTW5hlvfB5_P42lW2nzWdf98PcQWW8whWQz2Frcx8W22-fpk3B_2kwW1b3mTs53TyFlVbrK-21MjGFgW1tN8g_4M1LVQW15bHX_6X_FkkW61kKv75tw31TW35NnxD5J_RD7W5Yy5BT7nDdnjW7xYR_Y7b-mp4Vh6vGD7VnzhvW204wt97GsPH4W2GKSpb62W9VTW2XJL-F8Ptj5jW3x6xbV5Clj9hW8yWTBr2-t_LrW87BWpM3n0dx-W6JHvCy32xQz_W8B21B_98tkSgW7hBcgz4llDYkVmSjBG1zzdVXW5d_LjJ5kYL-7N63nS37g9hn1W8mqlXB6_vRVjW3jdWXM8RT9vPW7Rgvtd8b-s31VBdmWV7Vtlh9W92sHp04CyJLhW99FbdT9f7h_7W8ytj-w40YH6QW43YyHs2KZW0NN34-BBy1jLXBf5XFY1F04)[Dallas, TX – May 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*VL8trZ8_8xdBW80TMkz4JDg5r0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8qm0Qd8q-t9RW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53bcS3Vv08Y159P9crW2QNTVD4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrW4dDFv32LGsc9W52Ylfx3_8mplW9fgwMT4gF8MGW4dxLBJ2Mf7SWW1hFQLd56wchfN2d4tbbtj2_6W2tpFBZ2L80q8W1ftVN2848mY5W1BY6r14PssVCW4Pnz3G4N4syHW3qpsjb49WFFBMpdy6-tyzySW6Wsc0r7KKzrMW8VC-7M1FQFWyW7p3C-_3MYt23W2SB5s76ylMBtW4PxC8j448fzVW3vd65Q4WXgCPW3VV5kK70TCKWW8mhg5w8LzmWcW7KJs0J5JtzqzW6g5m4F9m5D97VdJJQC2C9GlzW7PXX3Y3wPByYW3wqsl130Z53k111)[Boston, MA – May 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W7s_L8x8bq3DqW3FRQxD3npmfz0/5/f18dQhb0S1Wg2RMZ5KV1y4tR1_kc3LW7FW1RV1yyLK4W1_7K7M5blHp0W3r6WxG2NCysNVC4sXM2NmrkBW81_30J8tjr2KVNlvW04Ns8qSW6_V7mc6zQVDgW8XSg5v8Fw7qrW9lN8Vx2l4JcjN2XlZ_GDtYcwN3HvlPhS4kLHW3x7X174STWl9W5CxBPP3dpp-WN883QDHsd6jzW4zCN532YdKMwW4Y0P6G7y49tMW6l56-01qfdXjW1wflfb4Zt278W2Tpkbh2kLVwZW4tKZsQ62XGQGN4LLbpKBT08vW4b4mKL4m2qKXW8RtXtR81LDMwW4pcZzs78WjgWW98kR2r71z1ptN7WfZWXRjPvBW5_NLwR3CRwhjF8f-RSV8_dgW7BJ51w4hHVn9W30zz3F1z3DqGW6z1Gbq5R2L7lV4BTXc6TQK1CW2rVc8C7Qx6_zW5F4KRF8Vh-CCW6pTs7m2ZXWvZW2v_lnG1mNVCJW1H9G1g2lplN3W69xR1490XHVPW4lLPxm62pGTnW7g8CN43ZG5QtW7QCVnD5rV9P_W6Vljqb4bnMqyW5WTKTp1vlcDKW1pFDXq2-7GH0W4hTfZg39dZDyW1-4nDs6shHTXW5tB0rV66t1JlW8Bmf-9540d6VW1dHTL73085tLW5VZbnY2chBqDV-D_CD56qmBqW676jx52xR4n_W6k5q-k6g63f-W409zCJ58zkXBN3pwRTlM2CSyW4xP8Pv2G_HfKW7CjGKt84nB-2W7mFPjB31v-bGVKPvJZ3ckmnNW3jq9741ZhSjDW2DlCsH79cT4FW7N4k9w7XGpnVW8jJGVq6V5mXWW867Bqy2mV071W4g2PjF1SZX9pN6whN7Qhvz__W97d0p550dt4dW2pYMF33BvNyyW2dCxXY8JtlLSW2WCX584h3L1lW4FwFv08GfqChW4zD09X4mxGz0W4ngYkl2CQtvrW4J799M4sLvmT0)  
[San Francisco, CA – May 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W9g6CXp3YkRGGW92sqX47gH5vY0/5/f18dQhb0S65P6XvxSmVWVCZW4_B8QLN79dG_Kxnm1HVKV5C-94bKYKW50vXK66hPP46W4Clk3y5C5TjTW7xpzkY7W_V7hW7wbWlc3fl2YrW4ZlRQm4qGBClN1fwj_CD0PHhVz3cRG28hrK1W8YYSB95d7CKpW1KsCTK4lnbW6VY_4LR52CpbnW1qdWpj4YxY8-W7gLVqn4_gf-6W1zL4J64RLlkzW5P31VP1w2cDhW2zJdyT20HCzWW2-cfbG1DcqmjW7kDn-j1fdCfSW355l092rDVV7W1c2hzV2Ncm-6N7Y8Lpbz7pHBW2nzbH2354XmmW6B-t6b79_5GXW53qfH-4YJgg-W7BDn567797s4W8Vtpfg8bQ3gBN4CbFB5Pvp1rW7SR90b15l93RW7fbl6J5tcqG5W8D5L953dT8t0W6NGZHl7yQls3W2mT2Lj5G2LZSW7QdB0l7Sz1K5W5FWP2r7mGH6tW7tST4f81fKnSW6wxmnH3hgg6RW84l6F36YGwvzW7P6y7W12JwclW8Ltrzt40cnB3W5Q4vh_8LB3kCVtWS_44C-BjWVsC3NG3p_p9xW16q_2g4GJThpW5LvWf12lgyfkW8xcYkk8kJtNLW1S78RK2KckN3f5K4QmV11)[Las Vegas, NV – Jun 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W6vN5hw4CnZm8W5dQtdC88YG6W0/5/f18dQhb0S3j46tQ-5wN12PbKvFPmdbV9_Vf35TSkStW4m-1Kv8ff7ZLW2J59yb3jbj7tW4bTk8v3Y_ydLW8Nx1HY4hLz03W74wxN93pKSWQW2Y1hS58tpZ5GW3Gs8-9518Py8W4zpQkQ4dRk2cN5Dly_qZvyz-W1ZfNFJ6JMH_8N86KjvG32dpPW5CCcPj1TJGvWW7WM19s3GBR34W49fPh12QtcgBW60RFRG5SS-5fW3ThkQ57Lt-GsW1cgt4r304chwN14d1bP2j5SGW3qnBJ45W24lbN86SP5ZNkK6CW6w4YQq3kq517W7W9dZP54BhpdW3mzbCl4HDFKCW709PL-1jXhhdW4JCpJQ71ghT9N8rx6j0sP9_WW3ygbPZ4zjMdcV2D-H21LD3VVW42PfnS3Wt9RFMfPFlxqHwtSW9hj71X7Xy_yxW5MY53V4NCs6MW27KNqF3qdMYFW38vtJ77ZsXv9N2ZwslBzn16yW1KWqpz40w7wpVS3pnn1bqVD-W8fmmdM5LcxbwW54GsBp46rP4_W2k3ZLx36ynwVN2zYkwZQKN8rW1PMshS5ykZ5yVs7_Qg4jMWXtW8twSQX3fWFJWW9cb0Vn91g3XQW3Jh5DV8ZtQgDW6YkpgR3DjT3wf4fyl2z11)[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W1GzR6R6Blf5zW4yJDg61YbVcZ0/5/f18dQhb0S3j47zN009W12NKJQ6c57tPW1kChz-3YG80HW30YlJ638GKh_W77xRFk3wklWQW9bKCz-92k98HN49Qq_wz1J05W8cJ_9z8gNTj6N3P25GRF_tHPW2gQGJv4Cd3_WVB8b9N56bhHtW8JW9HW1XYrPZW85pRS18-4QTWW5824g87gH099W2stSk552qjbyVXc53L62GX_lW2P1SfT3sxGQ2W69BmRN19dJqsW1QPwGn8VBs55W587PdY1s-M_bN5mKpG7-f2b4W8_Hkz94gv5RgW8W2F2x2MCXDXMCFDF8lnQP5W1Cgj7l6sF0vpW4t_jMh1vM5B7W8HCHXl7JSjQYW6-flrP3DVc8KW3cFtKJ7DCKz0W5p4RK96nZ52xW7HqFbm7l9bQHW3M1wQ05w2_X2W8cGvlg5h_Mv0VRYJW_1jtBk5W7zbyVH2TlGVlW2qRQtM7L6M_BW1JrVS625H83KW2-CQ2P220bmsW3sZQJS66BQLMW2ybT-57RFhbkV-Z9DZ57FvF4W2TkQs84K2cw2TgGhQ2JnbwNW6PqPB39b__bCW9f6tW21JJHNzW9986zt4BQkb3W4C4kFg2qYXkpW3MW9KY1LkNdSf1DWjJ203)[Phoenix, AZ – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W48GNwK14LRQzW4QKSY356ShY-0/5/f18dQhb0S4JY2RwkM_VWnxH272VLq2Vf5Gb12nn-gkW5nCThj3Bf858W2vrn4q8Dt6q-W57BwJy5CS9pTN92zr_Z_K09hW4Wp33r6ClY72W2lb0Bv7Gh8DyW5kr44w5Zbrf1V7JX_28t9kwyW3BkrKB5y8vQNW8StDMt6yM_f8W8nG7kC7YHtyDW1ZM7nK6l7G1BV5M-TV5BNqd7W2qWfYz7k7HD-N4_7F2cMC-kGN63h99DjjtNBW8_cgs_69MPKfW2YX89Z7MT5pvW7rZsTX3Gx_N9VTsr2G2Zq_rzW7ZWRrM83-gpMW4r4shx2gRzHRW5S4sxy5WlJt7N4jC2y2Nsmz-W5nN8Nc1lYmVCW7nCS178Q3wq0N4YFzPd_GSN8VTSHBK2_dqzmW5FMJqP8fFk0kW6L_6b35114FBV3CM286mZPWPW96jCrl6j75F-W6p48c_8_sPFcW5v3SM16qtBH1W1VsDXd6HbPz9W1cy54_5cBV2qW4nKNjp52cpPmW64l7rV4QnJj6W1lG90J7sdfPGW6704GR1RSg-VW4drsjN1R4xH7W7qzgBp5Vt-SgW19RwDV6D1313W2mzttS6_WVswW7TFN4D359K8tW7C3fZD8M_4XZW6gSygB6-0dQDW7nYtQQ8QCP4zf1LVxZr02)[Brisbane, Australia – June, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W2_qgGV96qzm0W1p5fq25rycw90/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8qm0Qd8q-t9RW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53bcP5W1D8zll5F2BxJW7Xm5Gq7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7Dm-5jW6WVhmg6dZ27bN67h1zcQC5z2VPC2cV7fDB_nW64kQHw2vkPZJW5zrp-52DxsdCW6MbPl_60x07RW23xbVY1qM_P_N3M1n_5_jRz3VWPgYj9bxVDmW8tyY0-5w_39CW8wbnRR98r-d-W4SFRG68lFT0WW4Zx5ck3NMRbPN1rM4n384cRCW4Rj6Nh6BbrzQW6f3ykJ1zW062VzD-dg1t0wsYW7qb-8x4-0p48N6VxtPjl70JZW480Y_K9m43SfW3B7t3t6fBSqKW6JzbNk9lHrsDN8694Z5R7hXjW6gVCkG3xWwfqS5Yq95mCK5102)[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W32Gs2V8njhklW666y468cMBTK0/5/f18dQhb0S2C87BfGH_W12Nnww2_V4xlVnghQd7CGgZ2N5Hr4MpqP8rCV_Sjwk8xS5q7W3KGHB43PQwRWW4lCKdt8DdgY3W2ggCcK2nD9t6W2l1-M72q5t2FW35_WTp1f_FGrW2dBTKn6WSVK4W8lMRZJ7hk11XW7jjnd56r3kH3W9gXHxm4BTDZFW6NMm_d6lLV84N4Q_fMpDMkYlVvtts47MmX3bW2Q0T_Z71Fg4kW3Yfg8P1fmhhrN1jFBkd9xSVrW5qxlqs2ZpnqPW5gWSsR2z9c25W2n-My71HQDTYW1sQrM64Fp10DVy70BK1lGXYlW23LGG12cy8HDW717FT58Z7hk8W8WCDLj8GPPxSV371kS3gYMFpW2mRpkY4Pn1rCW6PrKl-4-yzRbW696KZP2KNx15W6kkxqx4vhFVgW1lCVD93m4Z4jW7b9SP94b0gvbW2DjjsW2hPlmZW4h3VHr41TRFXW6q2SLw4lmT5fW78BmqL8_Q1f5W9b2P4L3WxC46W7DSFhG3bvW1QW4D-skh8mWF-cN1_862WMq_8mW29fZlg6R_Tr1W4l-YZv7yxg_-N4g4-P7zD0-wW1sbfFv5_SkJvW7Vxq5G8BpHP5W1LKM5V4HwRXhW5fP3KJ8Z5-NpW6yHbS9936RWdW4xFVsX3gtxf_N41kJtx2X1DLf5X3Kx803)[Waltham, MA – June 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W3YQCrm2l8TrnW2F6Zz27zw-M30/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8qm0Qd8q-t9RW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53bcP5W2RgwmV59P84TW81gM8-7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7Dm-5jW6WVhmg6dZ27bN67h1zcQC5z2VPC2cV7fDB_nW64kQHw2vkPZJW5zrp-52DxsdCW6MbPl_60x07RW23xbVY1qM_P_N3M1n_5_jRz3VWPgYj9bxVDmW8tyY0-5w_39CW8wbnRR98r-d-W4SFRG68lFT0WW4Zx5ck3NMRbPN1rM4n384cRCW4Rj6Nh6BbrzQW6f3ykJ1zW062VzD-dg1t0wsYW7qb-8x4-0p48N6VxtPjl70JZW480Y_K9m43SfW3B7t3t6fBSqKW6JzbNk9lHrsDN8694Z5R7hXjW6gVCkG3xWwfqS3Nv6YTPPf102)[Los Angeles, CA – June 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W8gqLz83yLnv6W1MnQSl2lCk_20/5/f18dQhb0S4JY2WsqN3VWVCYF4MzrbNN1ypv9xnNhH2VXMNPN2FfbrzW1r57z86CvXwjW7nx9bm2RKKC_W4r982L8Bd4XMN9cgnv4SvVLLV1t3v94T8L_nW2y1nJs52VsZZW2flcht78CqJfW5clFh628fRzCW6WNSPk32z43vW6xLHQN3NthQqW8Z_zw51lBnMdN2n_YSnjXK3gW4d15NR3XbBhSN22NQJ6pMdTBN1l4xfdhwTB8W7SYGbY50SFmXW9lc1Cr5M-6hSW6NhvQV1k97_jW3FSPW452r_HrW3KCw7P7nLN-9W2_fKM31cgfn6W6J4G9Q7779p4W1tgPrd6QkTYnW7FL1dW1v6DgjW6gq2g672C-ZZW7m6bhN4tSf1zN1rKgm_zJvJZW76DdBN8PZgyJW8CyTDH6yK4krW7-7Lh-41YXBdW1fBJrg5MPdkYN8LX2SrmsfL1W1T2M7_36N7KyW70mKn65Dy0vwW5GqYs66-yB1DW3xQRX16rjxGYW1wzLyn6Lx3QmW6dvfp5526SDfVyhzfN6fbmzlW81dLGW5f2k0nW1TZsS77Zw3zsN9clr4c68Pj0W5jHWsm1KPQS0W4Hx_h19j6PMSW8J_4Js2cRp88W9f9m4h1Zt0jZN4Dz-vYY9VngVnRsQP2mCWlR111)[San Diego, CA USA – June 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*N6s_Lwd6q_3_W6hHWjK2T1mbx0/5/f18dQhb0S2C82WJLfhVWVCWf5VRxyqW1F4l_d2rdQqmW2PVhLg3jhM5BW80GLYc2PPm65W3fWQ71299x7DW81kbgT6Hp5b-W7YHMTf174hp9N8gC48mMpNRYW1DZ2pb5khwG_W9hnJ4c89q3YQW69pqpS4ZLNv6W84Y6Rg6zV_XxW4nx6s77f5FXHW8s6lQl7BdddLVnbgvx5z_N2XW4LC7YC2X9kWRN5qXmTzp6rSBW5l-yKr4WZCJqW6TxM3j5dPkk_VT32xV1HnP8DM-B8fzYSlrNW7fhxTg7NCjDhW3YwxBX8vx9jgW57pVlN4_vDZGW7FdH477Y3Pj2W1gTB43495crVV6sgqg4TtQV6W3CLFzs6mSb3vW8Y_Cpp1m437RW2G2pk838RG3gN175fNSf6qjvVt--MG9bQ9jYW16jC-11cVtmJW5h8yR98vbcrtW6vCBMk6RJ0ZDW3w7M2q2FqfjfW8JYJjF7-S9PDW6KLGDj40cSMMW7w3Ds01F8n4SN2145NDv-8FdN4yQ_0Jzb7LsW4S9zY_965sjlW4GF9GC8_7t9vW6DTYpq7SFrfpW8hSDX66YVV-dW1PJMvC42MMH0VZPSt18DF3cZW5y8LZr8htrCwW5y5yTg4Gq_VWW1JfbvY1g0nLXVQN0WT2k0_PTf60V5Xg03)[Atlanta, GA – June 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*N3s53-8lHnMWW4R_W9S841Vs70/5/f18dQhb0Sq5B8X-ft7W8cGWt72P5dwjW1317sl2BWcG8MR5vTYqVm58W2K4R9r8ZkD0BW7sr0Mm31H38KW52HkR68-y10rN8_hpfNKQH-3W49zFyV5pXv31W1Vx9qZ4949hRMHqyMtsgjVlW7w3-cl1FFnNJW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1ZJff89dSlS6W35rgCl94-4T0W7sLptq41TlcRW3TwTqz19BjMLV9HNXk5zvCWlW1VJryk5lX8fqW13bD4h6dkxF9W2t4QT37r69PbW8gb93R5m852SW2MsjB07nGJSFVsbJzb2Rw5VfW5K3t9057Yvz6W9fxm7K1VFnDfW7pzTQM4BFxf_VHdLsX2r5KnnW1h7Cth2bv9cdW2Nry9s8kwXXjW2LVCk58ggcmgVwch8Y8nDPSsW4Gsj5H45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV7YvNl4QDcJ_W1vt4TG8Mwpx2W6njcFF2-zpJtW78L4DX1FwyNQW7HjRyZ7QylVjVrVprC56gBW-Vj9bm04sL3Wd0)[Sydney, Australia – July 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W2pxr398zj9f1W70DJ7V3TTPdn0/5/f18dQhb0S2C81QhHYSVWnXLT5g8xq0W1qvnj22Fj-T0W8KnHJX427P1yW4P00gh2lM9pZW3MFxqs8JJkC7W6TPC4c77rYxWW3TX3nH3drtz1W9k7MRQ29dDj1W1Qm18V4QphRGW5QbWw98qfJwrW9kSb4p4r8HHJW2bStQ53-nGf5W4qTr3t7qSH7bW7Q1rgb56yGRQW1lrrx22YYW9wW5c3T_R1y-9MPVKJ-2F38pvpHW1klR0Z57q1QlW1v4GtY39dVslW4xc26F5M1kQfW4JDthx2cRLSmN81nly_ZRZ-mW1gbhxT9g8sZRW7_kQvs4X2gDZW67xtlQ56QhJBW54cbbQ3KKR77W3NyN7Q8SpkHhW46xLhb4-5nZbW6XlQGb9570W5W8DvCMC1x0DBkW29x2J88QHr7pW4vZKQ-4PYzy4W2pYN3l53n96-W7JwCzV4mBlgqW3FNgKR5Bm08mW80qcTP3XZVmCW3kYVQz8xxwy9W6xD3Pq3XDRt1W7DFxky7xgcb-W3dT-1Y1vQCl8W3W9R_R99gCkyW11dppm3YPZbCW28zcXb8S3nn8W6Gbs7g2hdh-gN8L9_ZDYNWL9W8Dwqwp5RJ_f5W5rCZWC70hMWQW8x-Rh38L749yW5fXk-k724nHXW8ZxvvW3pP2q_102)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*N2zyGZkndrwvW73CwYJ8Lq5zF0/5/f18dQhb0ScLd2MQydSW12Ntly2NhCllW1Fc3pG4RvFRVN1VLF_JkTDJBW2W18jk1ryDNVVW7S7D5DHGWrW91ZC1H21mTGBW3qXBfZ6RCk6VN97w116bBfqyW52Swgf59SG3XW45WQTR8f8cZ1W4cmWFt6QTF6tW85v6dD7vXYDfW24-dlq6J4QkPW7Rw75l96bzZMW6R4YTR1rWfktW6C07fX6vn037W3ZWB4N5HbJ5hN15ZZlrVV4mCW1vhzZQ1f7FskMhWNVtsmGHJW23xpFX6tl6WtVt3gsW3G0tMhW1lLVrQ65KjYQW3Wz2cf4sP4jgW4pTq5H2hLMpJW8bv_1q7c2R_KW2yssqb9jD1nFW474wKK1yyKGGW5Py4r75CjGYrW4Nh4Kk7XyRqxVFNy102Rc1trW75qF2h85P9bqW4xLjBG62Fcw2W7w7cjx1X8B6pW33RxGy1tZ87HW3XD8C83P6G_yW89rd6M5qpQYrW3DX9Gq81yyssW2ZWj6l6BFC6gW1f7KjZ68_8Z9W8WyDsm106fLyVn3JRR6Td7dKW14NMPx55XfhpW3DXfF83N976NW8yDC322SJxFdW1Z5vzk62nq8gVLYZSW6SrT2XW2ps_nR2Yv8j2W46h4JJ8H_GHqW5VpNv36ZxH_xW6hRlZw2zC0FzW3zBL4512kKjDW6KGkbC5rRtrMW8d9yf81pMMvlVyc2RY7zPfRCN8htPPNrDHNFW97W3tP4s1kwwVHRKgv7HjdDRW6b621F4rpdvLW7d8qBP94SJpkW8hdVf259DWfBN2M201ZzPtKHW6gyChG8jj4VQW8FvG8R88fQknN36jC-k7Mq4SW6G2xJb8_gsB8W2bNbSs2lnHcfW8-j6jB7gKb__W7k7VJw1Fmr3vW7Vzd0B7wss0cW9c0J1y5RJmt3W1D1PVG47WXRcW8kHvnF6h8jBJN2hQRPxR87DjW8NGLYh55Y5yj102) [Canberra, ACT, Australia – July 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W2ThmLl1Jp_B2W8L2t179f7q2W0/5/f18dQhb0S2C87BfGH_W12Nnwm61KKyTW1C-CpH4RvFQxN7Y_H66qhrkhV_Sjwk8xS5q7W3KGHB43PQwRWW4lCKdt8DdgY3W2ggCcK2nD9t6W2l1XXf4RbY5gW6f-m7d2yZqfJW4w8gXY4qDpTnW94cMHr7dwKFfW7LwVhh6r3FdKW6HPt938Nw4dmW2QSHD73WvbLgVj3MLk5bQ5xWW685cVr6dx89xW3JTYDd97QX9LN3jKs1fQCKvKW1057wd1gnD3FW1p791g5CZfjnW4HS6Wx1Ppk-nVmDLLd6FYddDW1_1f3S1Zp7QzW1Pz7pL5nGJLlW75RRnx8T9fzLV1wxCH7mtLwYW7wfq-F6JxJCkV56yHW3PDJ9LM8nk-JklHSHN8fDY0jKlnmSW5YhNM_1wZRxzW70M55b7nRrW4W1hyM5C4krkCfVmbMXd8p_1MsVrVv8h4Dzw1tW5Hg9Dy5NsXW6W2pMPhj9gmP7jW5wGsLc8gN76KW8L7Z-Q7Q9RrbW61vLrj6-yVRNW8xmjxZ7nRhKVW3_fS2s1vS_MjW8NcnCm8wV8dhW88KK4G58_f1ZW8x8QK716BW63N5PM9PcCBFj3W3vx4-f4W5hf7W1LKM8f4qHkQ7W5g1nbS9f7G_tW7r1x5s4gGHqFW4xzKLc3gw4y3N41j1px3P_Cxf6sGX3Y03)[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W7PccQP8NS3fgW3HynT68p0mQG0/5/f18dQhb0S65P2WJLfBVM-_1Q31SMLPW4TbhxW6sk8gKW7m98xF76nKlWW59tBHN3V0m1wW8Qkb2X6VLZPyW5DtFrN1R1yF0N7Ll_ZbTRmnzW2k2gRh2YKnXHVR4hp460TJRNW4np6v-5f252xW95b5YY9h6fPpW7v0yb57YgzKHW7y4ZkN7M3b0qVM4TlL8-lP5WW1YN8F11PmKBcW5D3YG68zkpN8VsJXG83047B0W6jXsTJ2G9CrFW19xDYF1QrjDRW5dNJsy1hp-dCW7kt7Cm4q1MyVW40v1l24WX6FKMj8_B2lglr0W1FZWVj1wv54MW3-yHnC2-cmRlW84_-CS6hrB4KVqgYnj64NHTlW643vqS31ZyqDW26VMrb2wCFQnW9kFdng63HX8wVpVBNc3xJm-_W80QFM-5yZy81VLjr0j1FH450W7WGhMr6XR01pW77tRwJ40yb0MW6SVyXY4dq21zW2l2xnY6rvsMrW20fxyg6TKfG_W88pk4N2jN7YrW3m_4DW9fBg4SW3vKxy37F5PVWW8n1T2R4Hn5ZkN7R3rStSDGy_N8q65zYPbyDCW8GjJR796TtCkW7ZN1ky2kg0qzW8J216F8_ksyXW7LZfMm87Xj6lW4GyCDn5FB1-PW23lrJ99h8Z_Lf8B5tNV02)[Adelaide, Australia - Sept. 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W7N4nMy7BLGQ-N1G3bg9fPVzf0/5/f18dQhb0S65P2RMZb8VWnyL731SMJ3VkjBdn73rB__W1q678j6Bh9KQW3_Dncb7dvL46W1qHDRS1sTc17N21l61NL1s5JW4ndQB967zLdWW8ftX7P20BNpPW7VZG2v10Brn6W6QsgXz4pcflcW6FmsBt7R7M9tVJVYjm5pgqz4W6VdpF53wTrm9W1kGCpJ8-lP5WW1YN8yc3sQPFTW1gLjWq7Ny9dVW2Gv7LP5XpqqgW1Q0Mxg24D0gqN8d_TNcDPtRKW7vx_5X57lTVDW19Xdn77mpCFLW3t21k28kSF2mN6W-VvB262hSW4VDGQ24ZnflxN6h3LqV10H_KW7j0rXK355DtbN7hv8s129C5MF6R8XNVLJJzW5G9HMF3Td5ShW9h8t3T4XXGbdW6-ZjHF51319yW25PH878YB6QQW4zTFMP4MSmp4W4QJxP05SpFWHW6D5bDC87KrzlW1dJhDL5rTb6kW84_tzx7qpyx0W8FSd7N3l13nVW3ZTlkX4rfm8-W6JXCtm4g-4j0W5vtf9C7hpgJ9W6FJw5J39Gt0hW7SjJ_H4l61skW64VlKd8mXCgHW7P3qQG8DspKDW10q4Mg9l3GzHW8mJD0L2LWPlpW7Vhys344LdyWW3ss00p8x7GX3W7wb3Nm6B7wJlf7L2m0c11)[Sydney, Australia – Sept. 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1w2PqK4KX1-pW2Ywcdb1nC97b0/*W2BBc3j6RRJygW5bcK_t8Kq2n40/5/f18dQhb0Sc1h2WK264V12gD31MMZXMVRKPnD3yY1S_W2Syz_w55MDJmW3XZNkn6GRvW_W1cppdr8lBHgvW3TVT4p6SJ9PCW15m61p8vfVNNN8ZTCZVqD_s1W567y-P3H8K3tW6KTwVy4YC_YmW7bxCpH9379TLN7JLB_95yFrsW3fLHpx9dgbNjW61zSsC49QmwXN8d8PlCrQSR5W7s3Vtt7q2LQZMrTkDxLt0z6W7kF0sj2bhZhdW4KcTkX7bBpnRVlMw7v8NVBlKMM85Dzl3PFKN7BQrsHTWzN8W3GzZKC8Y9kPPN3f2gcYWWMGFW1d75BX6PympyW2cp3rt5ltnvxN5BkTxbXj_LSW84R3hR2DkQCXW4-8lvr7kcDrLW3XK7hy1QMvGvW4BZGSZ6NVHJ8W2fQcy75Lh9xLW2qv34j30hBCDVZ1Js46zsgdBW7Xn1KQ19Sk3GW31ssJs43gxq5W8ZXb-W8DQVK_W80Ml7P6xvC-9W8_6yYk5P14kZW3d3_cL6TQbWcW4Yx1m-7GNk2FW6lfqpv1N2k4RW46GBvb52VCvpW5hPyN26CCpnGW3pHXHy3bQKf8W8ZYjlb6sm082VpD7_h3J4NgGW35sz9J4k4QHVW8zr1ng6WMqt5W8l3_5_3rlKY3W6qp4Rf7BhJsLN5Pn2jZ7DdxKW748MXy878ZL4W6k3sF48TB0GZW8Gr12j6z6t4zW3smXBv81bfF-W20FD3r1BqRDqW3_TZ6B5M47kCW21n0C-7SKRH_W8_8j7D5dFtWFW5lnlfs5RZ2nkW9kJRvQ9f4nX_W29h46S785-5cW8VB8p_2XSn5x102)[Woburn, MA – Sept. 24, 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**05/02/2019  
Meet Jack Nicklaus; Trait of Great Leaders; Onboarding Gift; May 8 Webinar “7 Strata of Strategy”**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |
| --- |
| How do great leaders find such courage while most people don’t? Research points to a personality style called “hardiness.”                                                                                                                                       Fortune |

**Invitation to Meet Jack Nicklaus --**Exclusively for CEOs of firms over $20 million, more below. But first…

**Dominate Your Industry, The “7 Strata of Strategy” Webinar --**3pm ET Wednesday May 8th I teach a 90-minute webinar (including 30 min Q&A) going deep into our strategy framework for dominating your niche. Please [register here](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W41D2Hp54v2b5W66hl6Y1m6-D20/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8qm6ps5wvF5WN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgmCN82tkx9wts8ZW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD162nGyhW7d094f6G7FblW4DFfS36RTdlYW1cpXg68dsl9mW3Srl334TBzSWW4MgvZL6nTW1mW4F8M0D3TLpMlW3yFZ_H6b5Py8W5jnHdS8rBF5wW4s1B9R3TGL0DW7xKv1c8KDGtrW42k1BG2Hc4q2W7fJykm2mVcw0W5qktHY8qM3t2W4Rj6Nh6BbG8_W9k5CJR7dr9qWW72YqDy3KS8zQW5CBjwL5hk1wxW5yf4y65R34klW1nCrbg1QrvWvW5vfHCl4GbrtYW7XWCNB2tK6cRW6grGh74lq5fkW3MJ0rj4Pxhj5N3DlwBbnGJLpf2K0SLl04). Thank you.

**THE Emotional Quality of Great Leaders --**One common characteristic of Fortune’s “50 Greatest Leaders” is courage – willing to make bold moves and decisions when necessary. This short [Fortune article](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W65D5YY8Z8ZkbW1J4RCt64SJ6Q0/5/f18dQhb0Sq5y8Y9YsWW6KB8JF1k63-nW7tCmXw1DWSScW6Dk5QM1SrC8dVM7Yn367gBRXW5rPTdP1nPLDMN8tytSw7SB10W1mbWpd8pMTymN1xqJxvfh3P5W6bwqq57b_l4DW6bwqN32yG_BWVdVhVd90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnW5bnH9S2w15NMW3M3Kx560RkcxW4Dl4vz3sxGC-W8yRmr-8QKpyrW4sj3hV2BcyM9W1mGWnD6P-SClW1wbBsp7Y97ZcW5cJPHf3KDQR_W8qzk9h3MYftBW5vcTt38xsBrQW5bW--f1Ky53rW16d6vY5tyg4TN8xgCQBFRh-fW4rry5c62z10kN5PjRCKXQPrQVcFm4R46jSz7W7SRB1k1RZ-SGN5tb4Q9M5D0BW8bLvGg72zrXTW712jq57cn4YgW5Ly6145PYGWfVmYJYK1wRS6NW5bfHmd6BvMBdW9d8-p572LDzcV_tVHv3p-w_zW6v3D7r1WbyjkMVMPVbVrLq8W5pfkNN4bXfmY0) links this capability of bravery back to a personality style called “hardiness.” Notes Fortune’s Geoff Colvin (I’m framing this quote and staring at it each day):

|  |
| --- |
| Hardy individuals don’t see the world as threatening or see themselves as powerless against large events; on the contrary, they think change is normal, the world is fascinating, they can influence events, and it’s all an opportunity for personal growth. |

Hardy individuals are simply less afraid and don’t feel stress the way most people do. Please take one minute to read this quick and insightful article.

**How to Become Hardy, the 3 C’s --**All this begs the question, if hardiness is the crucial leadership trait, can it be learned? I found this 2012 [Psychology Today article](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W26XPkR4p153gW3pytYq2VGSbZ0/5/f18dQhb0S1Wd7zM__VV1yb485mkkXWW4bPT5Y1Ss5xqW4kCH1y4cl0cSW5pztqZ4CzZvKW7XpM-K90SdFsW5njSf-53_0mbVfTRMJ4XgSDcW8W0Dd447ljTcW2jddkS89nMdrW8X705J4hz_rDW40K4rb5Fr8_rMrJNTkxwWBBVlhG6b3y4wyLW7b66HS5hMLt3Vx7XpW4MRqgxW1t370F3Dr-PTW3X_L062QzT41N2Rxb1swbQSQW1T3dXr2Yp34TM_VFZRRFFVQW12rSQQ4RNZ7YW2WwPJ624V_xMN74_GTCN_WvdN1KS84NNSMHdW7sBZ3B5KDsMZW82C-NX6LBP6LW21Px6V74VKwLW95VGnw1Nd6kxW5PX4WX4ypmDgW7sjQxp1Y42qfW1x54wd8NpyZhW8rJTtm23d2x1W5qK6yW4lkMGSW7Hl9Yz7bVq5hVyS-tp6G00_8W5zhNvK4MTLnGW2yqYgW8hbmMZVctQgD6WXBVWW7mWVTB7rrS4HW8-08qh3wDlB8W5tNx0x32lPkPW5Phyw-2V0kwkV777cL8HKrWQW91WBXf4ZSvWFW8GwDhy8fHzKdW8jq-8V3qt7WQW7qgw0H68CzzYTs3Jb75QlVq103) highlighting the research of The Hardiness Institute.  According to the founder Dr. Salvatore Maddi, the most important characteristics of hardiness are **commitment, control, and challenge**.

**View Stressors as Opportunities to Grow --**I found the last characteristic, challenge, particularly useful given some big stressors I’ve been facing. The key is viewing these stressors as opportunities to learn with almost a child like curiosity i.e. “I’m curious what’s going to happen next.” Redirecting/reframing that self-sabotaging voice in your head is a big part of developing hardiness. [Please take 3 minutes to read this insightful article](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*N8mRDf0TxvKjW8F_FF975yqk80/5/f18dQhb0S1Wd2dYTs8V11QhL1tY53cW611qDc53l4lpN37lv6pQWp1bW37Py2y2KZwRPW3Czmnj4mBY4VW2nnZ6-2p6LsHW4fM9pk82LlvKW4jL9xH8wv-LYW15r3XB8brZbTW27yDrq3rWzPsW4LBm785sNdpxW4yb9LD5GZwk-W5MYn9t92VXVHLxtF-mXx4cW72_vqb7tQY_xW58q-YB30CZgRW24N6v42THPHtW3bQN7K7StZX6N1J18zFwWT49W6KHDMm2T1YMXW7b76y04JXkVpVdvKGt6bhMLHW2tNDjZ7StN1hW4XX6S61nsv7zW5b-Wms64fB9VW56Hw1b4csNGsW8tP0BN4_xgqNW2flBbN1gl1qcW84Kt7Q5f-W4yW3PV9jx2W1S5XW96mKFv3sdM4NW6lBhDn4JTrZWW1l6m_66xpVlvVrDb6140tJ0yW3hBzrv62d1J4W94xFfX5xpPdTN7k0NpW5hqlDW7Tk-lp21tKq_W23R9ct1HkMXpN20Zw_bq1dymW7l1Rmv3mdV2jW2ZWzrg823kWXW35xRWf8HJ9y4W82ksYs159KsvW7GXfDy4ZnHbLW5dkPhR4gNMBxW1CLtPw5XW-4PW18dmT49l8HBK103) – which includes how parents can help their children to become hardy.

**New Employee Fun --**First impressions matter. Coming out of my two-day Scaling Up workshop for 260 YPOers and their teams in Brisbane, Australia this week, Chapter Chair and Managing Director of Wiley, Tom Wiley, noted:

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| I’ve already embraced improving our new employee onboarding experience using your movie voucher idea…I sent out the first one today. |

|  |
| --- |
| New_Employee_Fun |

**Integrate Culture into Website --**I was equally impressed with Wiley’s recent integration of their culture into their [website](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W8dMTzK7RtZHDW2MJZJL6MPtcc0/5/f18dQhb0Sjvk8YHtvCN81SjwlHyjJqW8qm6ps5wvF5WW3hHh8k2P7_nXVbxYmW8pCQ6vW8p0V-55sYwFXW6N-46D98RwN7W1nh02_90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnJrlVG_S_W3bPyFL3BJPPNW3zTFrb2z_scnW6x2RKS5-lMJcW5sSp8Y4GF5YPW2HZZNx2l-FX5W47Kd1Z3XTKDQW5zLT-16GSgnfW2FM_1W3blnzhW3btWdQ4rwZr9W5X58wQ4b8cGRW2-wWlW6blk0PW5vXjs15TpzD1W30XHHK5f1k8JN263_RPQc5-qW5CR5Kg8n4LYbW1Vtp0F6JRZwlW8Ph58-59BvzgW6f_79H45yhlBW7x2vWS4Hz7_vW2cyH2G4Sf_KvW5v9Phn2fzQmYN4xtJgfvn_XHW15ZqHW1-sr8fN8pgys8ZpcmqV9ZLff6SNs54111). I particularly love the title “Our anthropology” and the closing quote from Tom “This is not what we do, this is who we are together.” How many companies share what “We Love;” “Our traditions”; and “Our tribe.” It’s worth a few minutes poking around the site, maybe giving you some ideas for your own! Does your website and other marketing materials reflect your culture?

**Scaling Up Best Practices --**Want to fine tune your implementation of the Rockefeller Habits 2.0? Consider our [Scaling Up Users Conference](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W8WTV-n8YND8dW1-r0FB6qdlJQ0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7tCmXw1DWSScW6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfGkJCmW62nGyh7d094fW6G7Fbl4DFfS3W6RTdlY1cpXg6W8dsl9m3Srl33W4TBzSW4MgvZLW6nTW1m4F8M0DW3TLpMl3yFZ_HW6b5Py85jnHdSW8rBF5w4s1B9RW3TGL0D7xKv1cW8KDGtr42k1BGW2Hc4q27fJykmW2m7g625qktHYW8qM3t24Rj6NhV8BRgC7nNN9GN8csGDVD2JBLW7n5Zny3jPt8dW5G484V6b_Vr-W4J35Sn2N3pZ-W6BztMr5bC34vW7xNvcc8Xgnc4W6q76tN1QfZzlW4sxBw43pxWL3McTSRKcSng_f33V6ZV02) organized around the Four Decisions: People, Strategy, Execution, and Cash. Interact with executives and coaches who share practical tips on how they’ve successfully deployed our tools/techniques to scale – May 23, Atlanta (9am – 5pm)– at the same hotel as our [ScaleUp Summit May 21 – 22](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W7HMH_21gFsNxVG2L5h4M6cmG0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8qm6ps5wvF5WW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDClW4z0nc62J5rJKW2YMXYb4_5Jq1W2ykyP86L_7rSW6wWBTB6w_pWzW4bmSlj4_ChwdW5t3sFC50TGTNW4rxkXn3TCXhdW45wNxV2FPK3XW3zbZMh6bflcCW2y9JY93yW7M-W7hLTw37n1tYXW3rxdhq6SSJNcW4LhysC1cNSvqVrX3l16VzHhFN4yR22DXrN7ZW6bnY_n82q5xdW61lQ4C22PxYhW7LJLMH8XjDgHV5Flbc41SPBCW4lKt7_7b3MLpW7xQcvJ3y19vMF3wMXFCfWPJf88KyvC03). Attend one or both. See you in Atlanta for some serious learning and fun!

**Jack Nicklaus and David Rubenstein --**Join me June 17 (evening) and all day the 18th, NYC, for [Bloomberg’s CEO Summit](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W8HQp4Q6gz5w6W7V85WH8MnCP60/5/f18dQhb0Sq5z8YHr6CN81SjwlHyjJqW8qm6ps5wvF5WW3hHhc_5Cgxh0VnQ9Qq8--HBkW8-xQLd8WlTSRW55VxN47r9rHqW8Wm1tD52Xz6BVL2WCc4jLbw9W4hbcJk6x69xjVs1H_r2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W4TGJdX8gjY6LW8WBKbV56sy_8W2NhXK34dTdVFW30nMr96wdSvFW12k92G7pgGJ9W7w_jVD7wTvZ8W1GjQYP7LPf_0W12K5353p5ddQW2bth131B_3NYW7LqjDR1hF9yDW8TTGF32M0BCTW2fvMjR1SD8kfVrghNx4n6H4rW7SRB1k1RZ-SGN5tb4Q9M5KywW6t_Hvd8Ph58-W59Bvzg6f_79HW45yhlB7x2DYnW3fTHl41nCrbgW1QrvWv5vfHClW4GbrtY7XWCNBW2tK6cR6grGh7W4lq5fk3MJ0rjW4Pxhj53DlwBbW6LjPrz3Lg7Rx0). In addition to the already star-studded program, Bloomberg just announced David Rubenstein, Carlyle Group co-founder and co-Executive Chairman, will host a special live taping of his Bloomberg TV show with "The Golden Bear" Jack Nicklaus, legendary golfer, businessman and philanthropist. It’s an intimate group of 200 CEOs by invitation only – please email me at [verne@scalingup.com](mailto:verne@scalingup.com) if interested in attending (let me know your revenues confidentially).  Here’s a [link](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W8Z8BPy36KfYfW3fdsBj4rv0pH0/5/f18dQhb0Sq5z8YHr6CN81SjwlHyjJqW8qm6ps5wvF5WW3hHhc_5Cgxh0VnQ9Qq8--HBkW8-xQLd8WlTSRW55VxN47r9rHqW8Wm1tD52Xz6BVL2WCc4jLbw9W4hbcJk6x69xjVs1H_r2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W4TGJdX8gjY6LW8WBKbV56sy_8W2NhXK34dTdVFW30nMr96wdSvFW12k92G7pgGJ9W7w_jVD7wTvZ8W1GjQYP7LPf_0W12K5353p5ddQW2bth131B_3NYW7LqjDR1hF9yDW8TTGF32M0BCTW2fvMjR1SD8kfVrghNx4n6H4rW7SRB1k1RZ-SGN5tb4Q9M5KywW6t_Hvd8Ph58-W59Bvzg6f_79HW45yhlB7x2DYnW3fTHl41nCrbgW1QrvWv5vfHClW4GbrtY7XWCNBW2tK6cR6grGh7W4lq5fk3MJ0rjW4Pxl5Q3DlwBbVhV06k3Lg7Rx0) to more information.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*V34_v_8zVkm6W2WQv_w6W5Yt20/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8qm6ps5wvF5WN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MhhW3jxWlJ3VVkFJW4LG55J3yZDClW4z0nc62J5rJKW2YMXYb4_5Jq1W2ykyP86L_7rSW6wWBTB6w_pWzW4bmSlj4_ChwdW5t3sFC50TGTNW4rxkXn3TCXhdW45wNxV2FPK3XW3zbZMh6bflcCW2y9JY93yW7M-W5ffgjJ7n1tYXW3rxdhq6SSJNcW4Lhysj17VwnxN11rnNb4VjhvW6PYmz354GcH6W7K-c-g2qcg8jW5hfR428k3mHkW2SvP-37wZNxVVnzQln6Rd_StN81MqgWHZRSMW25SPN14L1MmrF4JXQH_63l7f2RyPj003).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W6V_Wl78K-YLnV9BVlQ2-Qrwt0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8qm6ps5wvF5WW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDClW4z0nc62J5rJKW2YMXYb4_5Jq1W2ykyP86L_7rSW6wWBTB6w_pWzW4bmSlj4_ChwdW5t3sFC50TGTNW4rxkXn3TCXhdW45wNxV2FPK3XW3zbZMh6bflcCW2y9JY93yW7M-W7hLTw37n1tYXW3rxdhq6SSJNcW4LhysC1cNSvqVrX3l16VzHhFN4yR22DXrN7ZW6bnY_n82q5xdW61lQ4C22PxYhW7LJLMH8XjDgHV5Flbc41SPBCW4lKt7_7b3MLpW7xQcvJ3y19vRN3wMXFC16tKXf8gFb0803)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*V8qBHn401q7sW7HTwtY6Rl6sh0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7tCmXw1DWSScW6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfGkJCmW62nGyh7d094fW6G7Fbl4DFfS3W6RTdlY1cpXg6W8dsl9m3Srl33W4TBzSW4MgvZLW6nTW1m4F8M0DW3TLpMl3yFZ_HW6b5Py85jnHdSW8rBF5w4s1B9RW3TGL0D7xKv1cW8KDGtr42k1BGW2Hc4q27fJykmW2m7g625qktHYW8qM3t24Rj6NhV8BRgC7nNN9GN8csGDVD2JBLW7n5Zny3jPt8dW5G484V6b_Vr-W4J35Sn2N3pZ-W6BztMr5bC34vW7xNvcc8Xgnc4W6q76tN1QfZzlW4sxBw43pxWL3N2z7R2zcSwhPf1WYVGZ02)  
  
Atlanta, GA - May 23, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W874mwW6PC9GDW4QG8-n8hLfD30/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8qm6ps5wvF5WW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75Rk01W94q7cq6VKJl2W1hC_8g5lpCXPN3pvqQ9MCv-0W8FFwmY7jp5xqW1Tk65Y8VS51lW6z139v7rG7qRW4gdvXl2Dr-r8VVg1tM5dGPvLW7qkmfk4g7wFCW4--QKC6Vhrh4W7HSHbg7BJqfSVrXRMv4NnLG1W13z3PQ4hfywgVtdLGM8nDXS8W7clWjG6hz0s8W2bzNQY5ZZHgxW1ywKMZ11VNzGW8VSCZV39KYS2W7mtWSc2Q74rHW3KS6TF89DJCNW6H16rm7FfRC5W8yZJGw3pWr3gW3gZktg5V9WFRW3f5_rb6cKsLff3pwdhT04)

[Stockholm, Sweden – May 3, 2019 (Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W29lvJn7s7sxxVb-4035_hV1h0/5/f18dQhb0Sq5x8Y9_DzW6KB8JF1k63-nW7tCmXw1DWSScW6Dk5Sd1SrC8dVLDpF18DsChxW5ybPQc8s3dk9W8BSD9_8qBGv_W5x61S45yJsJkW3P_yq-8y_DL1W62S3Cj3J6hYTW63l6k68DmPz2W8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbQT1H51ZRW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndms43Ym8RgW3ryrWd3m2mKVW2LGsc952YlfxW3_8mpl9fgwMTW4gF2kh2sPn1qW75PQtk7HTfyNMq2dKs7r76QW3nGP7M9gk3FmW7JtSCD75hwwLW3166BP1hFrvlW7x3pkD8W2L-NW7JlWx25Mj37RW828Wzh84DFPrW5lq8R456k4LMW4LhcHx2_2hXNN5DGWz4x_QkyW7KvwdF1zP3nXW53NYtc4PLwTVW7pJmfy1T2M3kW1cxb7G1KVDPsW6N1Y8Y8TbH5TVKNMB73gvm5hW92flC18HR-vcW1XzbGX4tNp62W7VPtgV5wNRMMN3QzSg8QN_TjW9kL-KS46-8mz0)[Ann Arbor, MI – May 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*N1Vk_QmGphk-W7JmSH51M58Km0/5/f18dQhb0S8389dZy7bW6KB8JF1k63-nW7tCmXw1DWSScW6Dk5RP1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jVpv1nN-JkW8n13nT39sZL0W8x1mqT3Q0gwxVVby825tMHTYW8z--J75y5wyqW65jJcS4VkyBSW1BMckw4f-4nnW1GJpPv5pqZgQW53bcP52Qxs7FVrP4Zv2QPhmfW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1ZJfbP5TSM-tW6Gj8TS6bVy-5W25cnVb7NrMZsW3ndms45-XYsFW4Dk-X27wV-1tW2j8dX57zLV65W2NnQ5K4bQW_qW6c3-bQ8Zx9PtN1PMykCx9Fd9W1D9t5g4c0g7pVzv9Xd7srqCqVsf3jb91r75hW8Y0pb21QPmv9W1tkBK72Qylx_W214TRz1tRz-9N7rqrs0vyssSW2PxD4d8NXC7bW1s-_gY3DV0dlW7FfgpM8n4LYbW1VtnYy3TJL4-W8csLSq1036f7W3bSmn08f36blW5G0__s2v9BfrN4r5l5jmp4xnW1Dg64d4w7CRCN90-qFr-NBg_W2fT-jD3YWrRVW7rrFBg1WPqF4MpV_ZvlhhyF111)[Dallas, TX – May 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W8ctBQd2xp5kBN98RTssS6bjC0/5/f18dQhb0S65P28_sBBVVVXLH4_B8QMW6tTqY14RRJHLW231V927DbZH0W6Z3dqP1cjMkKW5cnlVw7tltmcVGHtzK2Lnn_2W3ZrvM-6rpgvMW76rpkS3zG3DGW50zmzL77P561W1s8JVX8fj227N5c8c5gr1tgMW1SQ_KR3cj6G4W31RXX52vrrFvMm2Sy1PGG-dN1bdF5cj4-G8W3JkJCC33QLwBW71gK7P2C8_9VW7j3bgJ6LCDTvW4MfNQZ1s4BnfN8gCbRT_lnRRN7p-g6vftkhbW3914t42B0l7DN76X99mpZxm3W4RskGT85R9V2ML53_x5p2tpN70rtMD--sNtW19flv14FPCcrW94ftY55C5hvDW3mYtKM78ZFHkW7rtV__3s9YLxW6dmX2G597-WSW4-Ng_K7nW4kzW3rMV3W2sQTy3W43fjXc6jqlFhW6shmqz7TFzTyW5NCvCF74CZ3FW6g2GCk62LPz6N5wczCZH2h9dW1zzf547RdnGwW1td-WQ6kfJWcW6SXDbs7vFmTWN3RW62-Xx1N-W8C6DWN2hPklTW93QkhB8MH2kWW8_TTng15KJbLW8tD-6w3QMRMGN5XWnYS3bpXVf446_PC03)[Boston, MA – May 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W6x6xM82nD6FdW2DjMdy98Ppt10/5/f18dQhb0S4JY6SyJVPW12gHXL2vPRMYN8h8Xqlks9xsW1XgcLn4xSCdVW3y3m-86KyybhW1X1xVt8khv4bN1gwft7xD-kFN8hFNvshTWJlW8BtDNh5YKBPJW8gR_zW455nF1W8W_Ks28DtGBcW1CGW6J7Qqck7W3Ss2pR98YTrgW16z1RM2_TcnMW28X3KD1fjsdtW8LT1SL6rXCgsW2z_v7j1PZn2nW2t64MQ8JSKPcW1JGpTC1QMVVxV3GQMH2rr7J_N230DXW_TlTfW36hK_J1RBQ4RW8Swh327MCtNTW7P-7NM1DrsjnW4ZMsJT4QcH2RW12vYl25yTk8WW73Hc2N2csNCcW5BYHcW4xcGH4W29mj9k4sJJ3mN6KxSXlrRY4qVLHng67wxp95VPWbzr6BDt1qW4j0Snv5v_D47W1TZNzy4zJ3wLW2c-NkQ3-VvTNW3ZcdH68-00lmW8zFFVk7w7TRZW117h_L6KTrSgW3JJQM45tx3MtW33Y5HT6p7zZgN4_Z6Wl-06YfW9hkMkS5pH1f2W83vbfG40qp3fN1qt5hn_bDszW4mq3RZ7s4Z6yW8fB-Nm92xVL2W29n-_V9kCvCGW5rt4dh88LGMfW6pJkjB49b0PHW2rZJCl5LPbwK0)  
[San Francisco, CA – May 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W25Pbh23C0wKQW6bVwGq5SgsZN0/5/f18dQhb0S65P6SyJVPW12gPy72vPyltW6Lmp2b769vVjW4-tBZC6ls51QVPNmBK91jDYlW2RRkM422dPTSW2XVt0Q2y0vLzN3mMgXKT0B_wW2DQ9ND3nqLm3VPZrvj48J0LdW6zS5jQ8wqCQLW2Npwgr63TbkwW2NfCw95lZBcRW48Q4s93dcL4_V5FlCX24KwmMW6t4hml7fy3JMW68xXpy5swp-nN1NMkLYQ77SWVvvcRp15ZkYMW6hHQDb2tpJcfW230MTf36hYs9N3GN1MFB1kKnW1ny5Tk5pSKwgW6SGHCM8ljDDgW3T2MkF4qV2D4W5KkbDF8F1Sn8W1PvRd34N7DWtN3wcYTlk_pwXW3xBJjP3bnDPsW9jBpBK3hHdBRW2dF-g395pYK6VqfkPw3ghyz7W1BnSKX6FZXm4W2n-yYF6Cn0GsW2_jMn67QQ_c2W3NQdcS6zG8hHW1Qh3Hg3K3hPxW1Ypk6R17xcffW4dHxVT1ZQxdSN7G_049lSbMyN7mSypwDx97ZW5zjM972L4kPcW3jxxLZ5zk5N-W2ZtpMQ5sYnJSW6TG76K6rb422W90SC-l7GB0-7W8DnKqr6K6hCQW8JqV0h1nQSFzW1ktN2k2jGCHMf5kjzCs03)[Las Vegas, NV – Jun 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W6kkwSg2QXl36N6-y-LrwsygB0/5/f18dQhb0S4JY28_sBBVVVXLH4_BcFqN79gfplG3MMmW79D_WN4Rk5gXW6Dk9pV7nm2h-W6MLbM77tj7stW5SMYLH53jX21W7WT_tB1_yRkPW7XV84m3-vcmmN2_FyV9rC_PTW3j3yw-3v31C1W2gk7Yw63RVB4W1STJRp7NRJ6vW4S_0ms1Q0cfgW7NhkxT2lkgXxW7VgC0R8jG2W2VqLqjP4VDHt2N11YyHBbn6QGN3ZJDtyFhp_zW6MD2rX1cDn0pW4NNgjs4ph8LlN30CCvpXq520N55mb3FQQFxsW4lcWQT7dSPSNVQypGm4c8lKtW4SryJg7ZY2CjW3wPrRQ4JbMjpW3wcLGG4XvK0VW1fQJyg3Kx_-9W7CSYwS16d9DPV7r0VJ3M7vcqW2sdTcV2Q5Hl_W1ZxqBj3MHDtXW5HyLc510Gs8nW7ychc63wMGb9W3MF5jm5-sFRpW3w45zC61X9ngW6Z4lqB3ZWdMBW3cr_xX30CMRHW1m-mX44fGCK9W2Bg0r96xFDyzW8jDY8-1SY3mvW1B3XHK4wv6n8W5BWrZb40MwzbW6XVHmm3_n33tW4Z2jrf88PYZTW85XpZh9jZfYmW3FCL2q9f9nsYW8ZM3Wg2d6X4ZW85J6K65LPbwK0)[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*VLQ2113ZYJwDVcYKt56RsHjK0/5/f18dQhb0S3j46XvPVTN12hc0kC49n8W2x9tKW2vCC6VW1ZdNdz6C6RdDW6kph-l1mtQMNW7xTrJp6SPSSpW2nnSxs31vq8xVSrvy345SYCCW49Snjr8w0pYwW6lbnrp1Mb04LW3gzb6S99d4L3VShnh835_TV5W1qfXkn1lQf0XW8hDbZ16wr6M1W4qw1W-8cCVsvV8yVsF6w2ScqW1jm2C_2PMkJqVCnXr35WPVRjM4Kmyv76hZjW4ZG82182tmF7VNcXm35M20Y0N7zHtQBmLGskW2hGP4B1w9dWfW3g00-N3GtL_bW4NDwTV6Nhy9TW3gYdbl2nBbVlW4K_XW08GTBhzW99-9hy1L7Dk9N6NgX_sQrvF9W2WrKkL4DClm-W6QtLky3hgQQ_W3JMW9K3h_vgcW689S0j3_TCKgW1Lv-b762SLMRN6sztk6P98c1W5zwM_-4rF6w2N8vGf45Vjg3LW3hW_gC3XbzKVN5HQg57BSqtSN8RVcRNCX3TgW5p7kfB3SWFq_W4bFzNw6nxXJzW3Xm3R-5_V3RzW8ZwsP14l2nQPW14YZZB9fWFdFW5frJ394Z5mvhW1LTnwX7R2XXGV-rXxX4qhnnTV39y8n9ld0nM103)[Phoenix, AZ – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*N5S8gJLwYyZ8W7C2jhp4SGjk20/5/f18dQhb0S8319ctxSbN81SjwlHyjJqW8qm6ps5wvF5WW3hHh8w5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCwVxW5pqZkk30HSWzW558jwW5nrfmRW4h_dcD1Ww7fNW558_4h8V2RP6W2m59z_2gmPddV4CtBr2Rxf6nW2PynKD59P3zfW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP37RjV2W7NrMZs3pcyGGW2phdZl6V4thfW40G3RZ4HfzRzW5RlSdT5xNCj8W8mGgzn313x11W8BXsHl3Bw4zsW14kQZx3dlwKXW8q0xgP16-mRsN5wPShTYsH5zW8JMQPP8vWXvJW3BC9t82-DKRKW5D4J8K429LznW2_DJlP5yJZ_qV_4WRY5D1m5hW8dKhmP2XZy_vW7hKyZT85DMmJW4QmfLr6Pc2PHW4JZ0wK3ygvH8W8c3mpl8hdNDGW7ykhcr2XsQW8W4VGHqr5qv4fvW7hGS4L3jLF_SW9hFqFf3xn13hVtMH716myKvsW7WCtjb5DGc2vVrVprC56gBW-VQSQkr5ZDtxR0)[Brisbane, Australia – June, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*N8g6jr6xzKjBW2jB9gL1XwmdX0/5/f18dQhb0S65P6SyJVPW12gPy753x9CzW47BsK94T7BSYW5Fw6706BFndxW3c18WP7_ZbKJW1-8D2Z86ZB-lW4MNtNZ31vq8xVSrwY13myYJmW45Whj346CvYXW37QZ197hFCBTW5G3xPc6vBQVfW5bGC486cMtZ3W5MmFy12JC7dZN7d6ZwsGBFfKW137Wg649r0MxW6w2zR073Hl9RW68xXpy5swp-nN1NMkLYQ77SWVvvcRp16YsPVW711r335G7w7QW2HLgps2v1Jv9W7nsf7q60xnDvW6n-m1m4rQcmxW3jPpgP15dl0PW8rX5dW6Ty55NVt6hGR8c65qyW5xnwyD2qP1jZW7Xs_FJ2WyHvwN2gztFPQrvGmW2Xrbdp86x2drW7cVfl51vfQ35VNKmp27_5L-kW5TymPX60QgBBW5-DvR-64Gn37W3DYXlq55Lj8gW1Qh3Hg3K2sGPW1-mVkM18wJdGW2NMB5R1G518ZN6BjS0K4cNsrW6x0KLL2x7DQsW1nBGhS7J9fM2W6Rk3t47tJyVSW1tLCp52J_b6NW6YxDDh8_1cL5W8fSVkP4kMp9dW4dMXwK8_zNMLW2khvcc2rdXWnN1kBk97hqQcdf5MW6Z603)[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W6jZL0y3kqVsDW25pDy-4PlgQ60/5/f18dQhb0S2C82k5LNLW12PbKt1vYyjyW1fDwsY5W91Q1W2Hpzv31w67MdW6_mzH32DlhMpW8LvbF35PHf4kW5SDRzm7KVS0SW4gJxDn7v_dXZN4577T-MH0bhMxtNmHR6VmgW23sYkT96PbRhW92-_Zw935gBJW6qBvDR4xkggpW6qJkKf8n6S2RW2506TW79yvYgW6FtDzk46PkTRW2qgt6-8hdj9zMbNWGW79Y0nW1wpyvW4LxGBjW5lk7gB5VXtc4N5zf06MK3chFW3gJ0cK1d9wYZW7bDkKn2GHSfMN6FQvNCZGdd9W3Zw6d06ZMq1GN8jwsSRw15nzN5w_mbg11h1TW7GK8JF2ngR8pN41_yRD8hnQTN7BvHthWb6n6N71ydGwr4xt6W90HWHz6rWG_HW5cCXf57XsSr5W35YZC_12YH7BN8y0mTswkBhtN6vZz44lHG2hW1jHSsB59GX4DN89tRbSB0p-3Vhx6958ydnPzW8-6kKV5vnkNlVYwl5p3Q1Y6hW3vhZz243GB6CW3syjDx66zCdLW8DTNss1vNHrYW60GBG_7zCBljW4Ch4Np6Hbv03W1MqvH72zmV_MV9ntHs7Vt44rW4Fn-gW96RlkpW21fRqG3rFLW3W7yQkYr98dQ_3W6NpsHX8Bd-nBW3RJs877MncBwVzc32Y1T3v6d103)[Waltham, MA – June 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*N4T6y_HFKbl2W1zcb9D8CCBKv0/5/f18dQhb0S65P28_sBBMVVXKXF2sRSN3CDpsgjyQWNW3Dv8s15VyMrFN1qqcBhmj-LQW4nv-6M3F6Q5vW2KDLC71CmRfRW6sF63L735xfPVRQZWP4-MjmqW5y-xZ_259LzBN4dzf1HvDdg3VbXg-93s0jzkW7JKwLT2L7BB5MfDrYQlQkhvW7LHz6M3b7dR1V-_vBT74V74gW4TfS672ZvxsHV4KqpD3-Bm6RW3-JkrW8GTYq4Vl-5Lq27GzMHW8m6V6_3PbtW1W48tXqb2wsRQrW728Bbh8pnn6DW2vC7l379b3VCVhpVhS8vH6j_W4vVkLy5tv0BKW97FrXg5ySZ-TVzZzVV8t0GNlW6KM_RS6xJPv6W7QnQzN5x9GSjW6Fqjf98k8VXXW2ZtCVv40VY-GW1mPl4Q5nRR5NW6Dl3hy5Hxc4GVfWLvT3vm2LwW516GG93XkSMYW6VvfCF3p03bWW6pYS_L3DMxc8N5YWqw9BMM_xW55jYts2yP1XZW1Wfx5z1C_b5NW7JjNlf3xYWSvW2lSJNK2FgcjfW1153-V6_l2RTW26pw1T4RHLDfW8LHwxc87ftqZW5fk1qB21kttMW5qh0MV97h84rf7cVyxf02)[Los Angeles, CA – June 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W7hHP_51GChxwW1F7DhY8SXwFF0/5/f18dQhb0Smj09ctzqxN81SjwlHyjJqW8qm6ps5wvF5WW3hHh955zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558-qhW55FfHL8Tt-3wW6bwKbf51RWPgVQsxvS6NN2w-W7lK3pR7dXMP_W4L1Fzb41G_98W3M6VqD3BY4_0W5Q510S6bLd6NW51ltDQ4LvHwLW41_WgK41yjTPW4tYC123V-d3dW62V7xp3NZBqTW4tfX3G5hXWmWW3sHxjb30XKxRW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqW0N5pfw1S4SHgXW8cdfxV7R0x14N33FK-yqPkxDVnjZC88jPj55W2PBNXC4QSGNsW2qrYL11CpKCmW78l9Dl5pDY0SW5lqCQW5mJWjvW2qs17n6g62HmW2Mr-9V7vR7CrW2QBzTg4MNKCSN2v3DhKqhdtBW2Kv38K1Dc2R4VpPXx_2q1Q69W5Q48Sc8sznfWN6wydXJQBrf4MrPpMvrJh2DW5vHs6k6b-mP6W6cfByr5D6qD6N3xxDzVJgz8MW3_GYhM3FXKZ_W1TKb_96Wnp7mW3YQZxL56nhtHW86tjzj3bGkNXN73Q0vR1-GF3f1v6d3B02)[San Diego, CA USA – June 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W1m2m3H6xCDQ-W3tBJdL2vFVCh0/5/f18dQhb0Smj09ctzqxN81SjwlHyjJqW8qm6ps5wvF5WW3hHh955zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558-qhW55FfHL8Tt-3wW6bwKbf51RWPgVQsxvS6NN2w-W7lK3pR7dXMP_W4L1Fzb41G_98W3M6VqD3BY4_0W5Q4_Cy4Vt_h3W4LKrsJ4LvHwLW41_WgK41yjTPW4tYC123V-d3dW62V7xp3NZBqTW4tfX3G5hXWmWW3sHxjb30XKxRW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqW0N5pfw1S4SHgXW8cdfxV7R0x14N33FK-yqPkxDVnjZC88jPj55W2PBNXC4QSGNsW2qrYL11CpKCmW78l9Dl5pDY0SW5lqCQW5mJWjvW2qs17n6g62HmW2Mr-9V7vR7CrW2QBzTg4MNKCSN2v3DhKqhdtBW2Kv38K1Dc2R4VpPXx_2q1Q69W5Q48Sc8sznfWN6wydXJQBrf4MrPpMvrJh2DW5vHs6k6b-mP6W6cfByr5D6qD6N3xxDzVJgz8MW3_GYhM3FXKZ_W1TKb_96Wnp7mW3YQZxL56nhtHW86tjzj3bGkNXN73Q0vR1-BBBd6_Nkh02)[Atlanta, GA – June 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*N7Pqmfb73BzyW98XlKD6dVtNS0/5/f18dQhb0Sq5L8Y9X7PW6KB8JF1k63-nW7tCmXw1DWSScW6Dk5QM1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW8tChw938-1VqW5_N7G08s4w9pW8v2R4d1lQFnxW8yWR2R5B59NMW5D35F07Xm5GqN7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndm6j49WVsfW7CL0dq2Bksk0N5rkYxhMMQxXW80gSRf97rB1bW8yg4Fz4Zyhz0W4RwbFQ60D2D0MT2CstdVjgQW6Nk7QV99xHZHW5_VgRG4Vs626W62df9z2DfqtTW5G2PMg8s-8vBW61ClL227vfkwW6NbWc-6R7S4lN1mJqLzVxK--V6YtTN5Y5DTLW1WdlQ61213dFW1qBvvr37m6cRW37P0d415hnZlW2--S4W5tj3xpVxYmNL4rY2FRVFhtQ-8rY3R4W1NyKLk5lSjyNW65Wvbs8N16YpW8dNRmc2tgWRmW3M-cPc3nbHZBW4Q-5SV4HzlYHf7GsZMj11)[Sydney, Australia – July 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W3wSmV77msx2JW5fm9095QqMmW0/5/f18dQhb0S2C86_rD8pW12NPg63f6rxZW1fQk1V1xppmgW8JLCvZ11GF3ZW4SBhNN1PwFRqW6r0Pkh87LttyW87Yvx52TWP0WW24Pl4y2YKwrlW38yWh312Nc9GW4G5YqF47lwHYW8Qg_0Z8fRfYCW9bmv078DmT7gW1S5c286QR6yBW75TxqN172m-QW7YTZmX637mT6W2Zzd7B4YBFPqW5K4brT3PWb8WW4hnT-v4MF6rPW1cy85T92t60FW5RGmFd7Mzl0wW2njCjb73l08WW17Cm6J4bmrHTW4tcSYV2jnF6bW6tnYwH48gqQ6W8Py_7g64by_XW6nT1Vk7RMgcqW23x-wM88P5ZFW1Qms5J2s0T36W2jp8wf4_ZfNXW21NXLY5Z58yhW1SbKkR3CQl4NW5Vmyfc2Kvb0hW67Hpzt55K554W6Rttvz1B9WCWW3v7xY-5Hq5dPW6q38G43FMyKkW3btS0d3R2901W7958Cj5vHxrmW6tx7Fn6Rq2dMW6DM1Xj3WjdMhW4sTtSd6nVlTCW4_Z6L099Z3wwW4tyVHz3qJVdbW5s8jVQ3HSwhWW806r_m4PzpflW8nDpnZ8kpzTlW7xRhJH6-CHh5W3nk0nh7BG3mqW9fGRmn7rDy4bN9g6WkCL2t49W7w_W-Q3bZ9tYf5JQG0x04)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*V6qwz010NRsPW19VyWW4mdfcc0/5/f18dQhb0ScLd6SPSd_V12k0C2NSFdPW5sGdfV3RzrNrW8JTWwp20Y2pgW516WhW2CdYH-Vj2wsM8Z83wSW6-HjGv1kp1psW7NSQNS4-NDNdVxtFL94MYFcRW4cPVFF5YKBQZW1LCJYD8RcG2sW4DbJZ97zpSJFW98YJjd3Jv6GsN5VfKBgvc54ZVtc8ZC2T9JlVW7rQj0464z62hW7sbZMF6hpMXYW83sRw54Zv78NN4_xtGcNgBk_W5BWjMr3kcQ2dW4nWB4h1t02zsVm0mlX50GWn8W33THq_5XWYsCN4h6G7MVhql3W3Q1SD-2ybt8wVSHdm630rrwFW5NlNkL7MBV5BW1PHjnr7Cf3d9W4tlBRJ7fWXTvW8Y125j4xGj1zN5zRWD8XNF3ZW8-gwvn3CZTsGW5QR5Bq3SKkvJW8jn7zL8snLgnW1lGHpv8yvZ_-W4lWyCM5LGQrTW25c8nM75nn_4W3Vrvnw5MYSTHW7kQgn-80jZBqW4dhPTR7xsC_7VmGKl-4Q9JknW442jvD46f_MYW54r3V9115xfcW2_b24R8bwg7SW5qqrL12HtXFqW8Hw_7d5frQSgW7f-_wC1zVHByW3TM3lC82W4XJVJ8hhC92dB2rW7VzvFM4t75zdW1ztVdv4dfyr8W8YZgQT869w87W2SwHtx7DqtT8W34GJJs1g1DyzW3wQFBR2GHBBvW6DxQFr6z38GFVHjM221J_0StVfBS-t676N7WW1mKb1s4jkGlpW742j6w6DMgDkW3b_bT211cmt5N1YPyyWZ5jyMW80bHms3C251QW9g75xq3RDqlNW1bsCfg53tLMzW6HV3fp5nXcPGW5cq-q21pvxcpN5xYPGnwjt_4W68JYx01sy3s_W1-dfcM3nqtnGW1TGb9627jX-TW7ncRPw86_bYZW8str54780FY3W92krK64BK3tfW4zxt593ltJ_FVbnxML4FC2prf97Q84Y02) [Canberra, ACT, Australia – July 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W2mfTrQ6Yjc51W47hrVR6mZxq10/5/f18dQhb0S2C82f8FSQN12NJk0JwsghMBFwXT8NT48W4mMq598BKKY0W1PkBr22NdLx9W63-C_N9lSlw5W3Q6Rlb1T4spnW1gMDs_4j_SjDW4V7J102rKKBnW3x8_q_3nPl5LW4w_WJS8Rxx0QW5R4z8r5r_bFDW29RFC_7z7SgGW8F3NKy5HTT9yW5bLQ7x8-lPs3W3qwvNb7JZ8STVZWQWX32Hk3JW8G99lV2Gll7_W4NnvZM4VmhDwW2nJ-X52pnjPJW2Wrsy15qj2XnV8rN7v11Nqq4W8sqRl4606sK-W7htTX45vNM1RW58jxhg5K3ld4W6c_-lS903qd9W5gBhD61v7WfZW8q8SGz1kGRSjTJNYs55m3mWN1kmtCHBZ7XxW7GPXwH6xKmpzW1zFHmN34WwtjW3KG91L9drKTqW5y-M362JnfmvW5pk_tb914k45N3Y0SxzBj0X2W2V00LJ2C0QSkW4n2r-b6Q03r5W2tD6wp7KHqH1W83F1HB4Nrv6jW4My-8y40dw7sW5J7dNf3WQQ71W5k2Mn-7QPCJVVKB5374Bh9zbVWg1Nl58P-bvW58QfhD7WXG9FW1JtHLT1bl14qW66VWrN7g3WcXW3crRSs996TzkW6KmWQH5yvLZkW7xYV7m8Xq34LW3T-J1k5Ss2x3VQb95V5vCsnLW2lv60b6J4pCx0)[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W5kzP5k2dTLHkW7Sk8lW8-bf2K0/5/f18dQhb0S65P2k5LT9MWVwjgJwZMDVHm1ml1c83M2W1WxR_p4M2wY1W1X2wgR8h2nq7W3FfCwX84X-n6W9l5d0X3mSSZZN8F-zcXrbGysN6rn_HM6BLjyVq24nZ1YhvHjVlQVxh5dcgZpW4wHs9g3Q9-JcW6gK6nR42L54tW6zSGKH1F_QvwW3520lz1Cq-YfW5v3KG563gh3PW3S2RfM3ffh6zN3KWkXjjGT3NVPysXr5mj_LzW7gLZFj8hh8BLW5nwCxC2J4YLbV522py8Bk5zKW1TvcfG8DfJSZN45sJnw7yVSPW8tx31h8p0sZLN1RPsPV818ZtW3YN2RP1tY4WmN1n2xMYt60DHW8Crk5b133yBkW1bknLS1RLkkKW61y0fv51YCltW81mst15KN4XDW4YrjZk1xL3sVW4BbBzF6HLGrRW5_kc8r4nLjXBW8Fwxg06jRGwCW59f69193PwwTW26qrV66n1lz0W3M2kBp6mNcj1W8NgcN4137F4gW39wzFd6GQXMSW6WBJys6xKlHhW1tmCKT3xB8cDW31t6fY6mwl3HW64WzDZ4DtqnPM8gjXB17JcLW3j07v75DjHv1W8GzYhp6qNc5MW8WKkTr8Qr4tVW77vcf42k-3LNN6-S5Fyw4gHdVW7Fs_9h9VF2f8TccTt02)[Adelaide, Australia - Sept. 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W8dCzd21P884mW4FDqR295RwNw0/5/f18dQhb0S65P2dXlmBVWphpb3Fmf7pW2wPD3z1flp4cW6z_NDQ3B0jbRW8v0xvN55r33mW3M2X4k5NClcFW7zTm_j38HHYJW7z0ThR2qPgk4N5gn_3SVXkmMW6sDJRF6rRPPCW25vLyn8pCFJDW93gPk58TM2MGW9cc9vR4kQHmMW58Mw2s5HYhyZW4f8vV87cVwzJW1FnzRd4Jc41WVQ3SYb3Wy5zGW5MKBnh8JCz18W3DJd-26061W0N5hwqQCHLn8dW2mS5jm1Nh_vvW23zyPX1QNJS4W1XbFbq3RPJpSW6KzKfb3pD9-yW7DCPt_4TzmvTW2xKJvC8GT49zVyS3c71n3kXKVNysXt2L4QqfW2pX7Pd53vxSVW3BCstV8RqrlMN8jXGYVSL6dlW4qgb445JD3ZkW5p_FwB1S6cZfW84FyZc6ZR7xsW4rnZ-13RL0nvW5zMBY46kgFxJVcNcgF6xn2PVW5V4js-29NVQTW4t_mHL7qLQPtVfh5Nj3JG-8jW226vCb8-cSPRW6RDQCg5kngrTW3Fhz-d4T0LK3W6VJw_d9kN-0cW7whYk47pWKLQW6vXTns4551fKW9dNY3Z6STdcbW4yzd0B8Xpr-GW8NxvR835cNQgW4yCwY39c0kMgW48VlR-8s4DSfW4w_ckC6clMXGf4mqsSr11)[Sydney, Australia – Sept. 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W1j4NXc6r5kfxW6pqkr47gCcVv0/5/f18dQhb0Sc1h7Bf-yvV1xZQ31MM-5dW38_P1h3cNyBVW2JKJRf1R5K9CW8Dmxmy2rxXQFW7xhYp-7Tb0qwW2SDmV62yQNSfW7cW8qS55jFqJW5-Dmnn6RblnnW1MB5xD8JShz_W4dRmHG1L-56jW8znsr27jBg6JW9lSYz-8tsGwWW8bbZjC8t5rSGW15wRVC2Z-MchVs6qty1Nf4QzW7_QCKx2sFl1tMRkmrY6DcCRW4PxWTl8bwTCHW5jjBxJ8xHhs7V2tG3v3gZ2MMN4X1TRDBSZc1W3gcsH58yBMv3W3JrYfW7pBF-6W749w1m6v-HtSW4SLz3j553cz4W4MCHzT1ZvbLFW1Dlq1x1KrL4mMYn-P_16xm0VFXJBF52_xsGW2QFmVy12YqTXW6kG5xJ2DJyR4W98mN8q1fnSskN2rHyzl2WYQPW2zq8_j5qvzcsW8SjHx02YyVxgW3WLqwh42rqYrW7CzcND4NRCc4N85ps4XZZzWPW3xPW503zdL55W13XsxZ40Yb-mW85Nr2v6f2H7cW26tf6j5xnQn-W3QhF0q2nTY9cW5f-vT53NsXkgW3ZrBYT7s43FlW96SHb64T_c7vW5BQDx12s9lMxW86gqDR13pgKtW3dgprP1Xg34gW2wLWb456G91hW3n10YR4qLdbpW3dhKpp3p_qx7W4SpzmH5DRfT7W55X2MQ8Vx5nWW1YgPLD235j-hW3VY6jG3SyGjjN3zc54644m9NVYVcsZ1ZKtrVW29CS6h2VDF1-W8_7VtX4GrMntW6pC0J13tqrY_W8_T22P91cQ39W5fVrnL5RtpPqW8VJVqb5spy6l102)[Woburn, MA – Sept. 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W90n4V66mSN7jVGTK7b6Tk6WB0/5/f18dQhb0SfHt9dZyGFW6KB8JF1k63-nW7tCmXw1DWSScW6Dk5VW1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKSnCQ7W6253w46P4pv_W5DrCxN1nxwvzVfDcZC4XXSfRW3M2Bqp1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1Fjdg65hkTxhV4SFPk26jYPcW9bW8jZ52YlfxW3_8mpl9fgwMTW4gF2kh2sPn1qW75PQtk7HTfyNMq2dKs7r76QW3nGP7M9gk3FmW7JtSCD75hwwLW3166BP1hFrvlW7x3pkD8W2L-NW7JlWx25Mj37RW828Wzh84DFPrW5lq8R456k4LMW4L1WY42_2hXNN5DGWz4x_QkyW7KvtFx37P0d4W15hnZl2--S4WN5tj3xpxYmNLN4rY2DYKdzRlW8rY3R41NyKLkW5lSjyN65WvbsW8N16Yp8dNRmcW2tgWRm3M-cPcW3nbHZB4Q-5SVW4Hzl-l6Y0gwh111)[Sydney, Australia – Oct. 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W5j82Jd9gQN3WW2ySvJc6GTF5B0/5/f18dQhb0S82-9dZyjHW6KB8JF1k63-nW7tCmXw1DWSScW6Dk5S-1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVzqlN8m7nL8QKk4PW3J4F3X5v7vpMN1p88VPQB7HPVNdwr11nPklvW8y0sgY8zTGhkN3JsXVKV9mWjN1pNWLnNg_7dW3kMBpC3jfY_dW5Dz_gT8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mw29h2m5jR3W2N33B53_t0gLW32Gf2Q4dnWJcW69NG1w6PqY7hW3r-GkY9dGZLlW3lpqBZ244ZGPW6pt1xy5K_zXKW3lj2tv3blhRkW10wjJN3Cvtf0N16l1YWS8d5gN3dg8Z8WbZ0bW5FJl215xNvxbN5w9gsJS8sM_W3klFD03hlRcKW41NttP3PqyGgVQDQz212njLcW3s81sn39vDSlW3HrlZk3nc15-Vs2rTP8TgbNgW2bMz2T5gSHY5W6HsNrq3Cdk0dW3wv7Sm6x-wL5W2PjBM42FGwQ7N7qzBBN10NbdW5x6QXY3T02CgW124fbS5MpFZtW8tqVxN3w7l2YW3Cwvzk8X2MDhN6Q3Qs6rLh9QVrHPQY17JXdf102)[Dallas, TX – October 24, 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[Exponential Organizations Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W8_c12M1fXtP9VLjsfF2X1jjV0/*W1Jyf0Q8Hn95jVk8pKN57VwpW0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8qm6ps5wvF5WN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkH7tvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD162nGyhW7d094f6G7FblW4DFfS36RTdlYW1cpXg68dsl9mW3Srl334TBzSWW4MgvZL6nTW1mW4F8M0D3TLpMlW3yFZ_H6b5Py8W5jnHdS8rBF5wW4s1B9R3TGL0DW7xKv1c8KDGtrW42k1BG2Hc4q2W7fJykm2mVcw0W5qktHY8qM3t2W4Rj6Nh6BbG8_W9k5CJR7dr9qWW72YqDy3KS8zQW5CBjwL5hk1wxW5yf4y65R34klW1nCrbg1QrvWvW5vfHCl4GbrtYW7XWCNB2tK6cRW6grGh74lq5fkW3MJ0rj4Pxhj5W3DlwBb6-vn8hf2K0SLl04)  
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**05/10/2019  
Paris; What Kills You; Ariel View of HQs; London June 13 - 14**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| You teach that which you need to learn the most. | |
|  | Paraphrasing Richard Bach |

**Join me in Paris 26 – 28 June --**I’m keynoting and attending this [Scaling Business Summit](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W5l6RK39h5WB2W68Sf0b43BJN80/5/f18dQhb0S65P2dYTssVVWvhC1b7YgDVDK-zd2vLmmWW4T2Q1z52r9YFW1yxvf54RLjy7W6nWJwL49Pwb1W9lFnqy9cqRxDVgvhDt53j9-ZN2llgrbgTPnkW4619Xp1Ww4npW3Q8-zG5DM4hjW2Y_MTt7wQw6nW1s9G407dJ8xYN7b-LKlMj5yCM89gYQj2SM5W13zhMw8SDtRkW29Jyrb61Bcq9N2zK1rvXM9NkVf_9173Lg1dXN4fqMTFjkn6wW8v9PsX5W7SJxW7Hbybc29hFplW8qrpZY4WmJZ9W5WJtSl9fh4gLVVv2l940gzBQVpfnq64s5RgqW6mzMTp561x_TW4Y4n3h7YKyjXW4wnpPw5vCdSqW5mLxNz37WQkyW62pKGw5wDGgFW3HB1J35-Wb8mW6n61jg38kG4wW73qGYY6tBT_cW8LrpwH211Dn_W1Fcf5b7dF5BbW58rRRV5ym8QfW7qcdCG7cYVkFN6880pNkKDk9W7r74qF58jSN-W8NhzWP8s83KdW919FXk45WXVwW90YKhS91KM8BW4RNmDn5pZM1SV59TsD5PFCJ2103) in Paris. The hosts are providing a significant discount if you sign-up by May 15.

**Hardiness, and How to Think About Stress --**Last week’s insight highlighted how a key characteristic of top leaders is hardiness. Seems this is related to how you think about stress. Research indicates that it’s not stress that is killing you, but thinking that stress is killing you which is killing you! It’s all mindset.

**The Upside of Stress --**Scaling Up Certified coaching partner Lisa Ridley requires all her clients to read [The Upside of Stress: Why Stress is Good for You, and How to Get Good at It](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*Vyf6_R638WpnW7Vr-Yf7N1-540/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8qm3FK8qSQFqN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vJlyW530rs68HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6R1KD3W6NzlRq8qS3SrVcLgKk7dHKBdVd6YNc651fJVVd1RqY6-CxM1VDRYgS2JfFVdW8L1G9Q8f587dW2glGZG2VJF77W5kmZYD6R7PH1W26dJVj5wspkCW5sLYCt65m_jtW8LmwrM1xkq0XW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW51b7l_6G0rL4W43WJff3yyDvYW8Jr-wZ1CDz1mW7sRhJm81z0Z9N4f28vsVs7V_VVmf8W3DfDYN102) by Dr. Kelly McGonigal. Here is a link to McGonigal’s insightful [TEDx talk](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W7fzQsQ80CVDlW5qml0h5D4F7q0/5/f18dQhb0S2C82k7jMsW12hdCh2H3bTbN30nv-4LGTY4N6vzlB24crxyW45JMP27fMX9SW24RD-Z66Bt-bW6y2llf8smFv2W13Q24V1D_-rhW3pBmss6v7mBvVzcDwC3Fhv37W4pK47g1KXz_1VnV0r_972tmhW5Yv1f43qWSr7W7wYBJk2Kyl43W34k1-C2tbC5mN4XSL5zqtJCnN7f3jG3GC6klN2t9hV-NJT9yW2lXqs01nzCyqW2BpRQw8fNF_gW2G3sMW1bPBkGW5k9gFs1w1CzmW19VPN57LDcZmW51H33q1-QtYnW5r18Rg5sF9Z_W5by9kz2QF4_mW8PlLgy25pr70VXpRPT26mXNyN48qbXTmfSW6W6zTB5g5X0DWXN8fK_MRg33l2W7MWQ4r1spm9jN79p8cWvFjRCW88TGff1xZGhRW6ld4_X7g76wLW29cV9G6KBHtBW799_xh4nh3j6W6KKKCS6k3cZhW3X5k8X2g4y1TW7GC6R18z96K4W8MqxY93_Qgn5W181cg57v_2xSW19p9Mj6vfcrHW3L4zn28wFhWGW4mYtLD88Vw3NW5Rgk6q70zZsfW7jPr3C6mQG3GW6h4b_L7k8lBDW5rF-Z452hQZb0) on the subject. Notes Ridley, “it completely changes the conversation around ‘I’m so stressed, I have too much to do, etc.’ and has them re-frame not only how they approach their work, but their life.” Thank you, Lisa.

**It’s Not Stress, It’s How You Think About Stress --**Maybe I’m repeating this for my own sake (thus the quote above), but again, what the research found is that it’s not stress that harms you. It’s thinking that stress is harming you that harms you. Instead, if you see stress as good for you, those people had the lowest death rate!! Change your mindset and change your life – you’re either winning or learning – there is no losing!

**ForbesBooks Interview, a Good 11 of 14 Minutes --**At the Conscious Capitalism Summit I was interviewed by [ForbesBooks](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W8yNcWV1cFrlhVml_HP5CzR9y0/5/f18dQhb0Sjvh8Y9YsWW6KB8JF1k63-nW7tCgkh7vBMprW6Dk5Tb5zh-NRVnQ9Qq8_23P3W5lK6Hm8VmFX_W8-y10r8-tLXNW1TxHXT2SR0pSN2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW1WfNks53hcrDW7P8XtY7NqRXgW1fvT_n8hTJV4W8lwVXY8hS296W7bj20M3dv1SsW3M3KtL2qttrNW6pzHWB7bnwCxW6z-fV66G2lbzN7NMdQN4cNXyW75WRHJ3r0lhYW3nP9mS8WZM60W4PqzMv8jVmbLW4QCHxx7L3zhFW4QyX6B3whMmqW4_tpB61lDRpfW4mx1V48P61wXW5QLgqx67p1fTW7ldXmF84DRR4W5LH4597rgXX3W7pXWJz33HtCgW93cMHm5qLmJzW5gSHY56HsPSbW3Cdk0d3wv7SmW6x-wL52PjBM4W2FGwQ77rb1VhW1dB_zp7zKRbpW4ltV7N6gTSkGW6XYMsW8B52_NW6Hs5B18s8TY0W8-gsm-6l-3g0W7D7Hxj1Dy_KCW4r8k4Z3rtNQ20) on a wide range of topics I don’t normally address like the role of Capitalism and Government (3 minutes into the interview – where I would start); the need to shift toward the feminine in our businesses over the next few decades (7 minutes into the interview); **why planning can be dangerous (8 minutes in)**; what nature can teach us in scaling; the need to bring silicon and carbon together; and the three books I’m reading right now. Maybe worth playing the 14-minute interview in the background while doing email, starting at minute 3. Go to the link above and then scroll down the list of interviews and click on the Verne Harnish interview. Hope it’s helpful.

**Why Every CEO Should Write a Book --**It is the best calling card you can offer to potential and existing customers, employees, advisors – establishing you as an expert in your industry with any relationship you’re nurturing to scale the business. That’s why I’m excited about our new partnership with [ForbesBooks](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W7GZGSl8Xjk_ZW7CkpyD9g7skF0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8qm3FK8qSQFqW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608ypp6rJzD1W6929n01M_vgRW2hKk1z1bJsTnW1krG9b7WzMVKW5_9vdB28T34gW5_-wyh1W6657W7VzmV67JZfnGW71jdt32dD_RzW1WVYj77HHKSkW2d0Z3H7WMg_RW1D8J5F2fLMwZW6WwKpr7TsQTHW3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxBrkVb2_nM6PxM7-W7z7J4b7QHSp5W6Jr-Rd5MJhKsW7Rq3672c9tHnW9j0w88377TZvMZpcmq9ZLh9f5K4lvY11) (my dear friend Adam Witty’s firm) – it’s a great brand which all our future books will don, including the future print runs of Scaling Up. Let Adam’s firm help you get the book completed in “24 hours.”

**How to Structure Your Book --**The simple structure of your book? Write one chapter on each of your core values, purpose, brand promises, and BHAG – so 8 to 10 short chapters of stories where you’re living each of these components of your Vision Summary. Then write an opening chapter that summarizes the rest, because that’s the one most everyone will read if they crack open the book at all. That’s why the two MOST important components are the Title and the design of the Cover – it needs to look and sound great (first impression). The title should include the “words you want to own in the marketplace” and better if you also have your equivalent of the Nike “swish.” The title “Scaling Up” are the two words we want to own in minds around the globe, and the “S” curve on the cover is our swish.

**Ariel View of Silicon Valley HQs --**Quick and interesting – [9 ariel views](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W2Ff_1M1P-vGFVL6dKk8WDJqL0/5/f18dQhb0S1Wd7Bf-yPN12hSNsfymzDW73DC-F1fXMpFW5Fhjv_3QsTf3W61xkVL1Sw3LjW8dH1Jc86Z86hW60xkF461yk-rW2SP0x68VNwzLW4Q7VHG1t8LQMW4q991R7wkQMsW8PtT034mBK8_W65fC-y7Fr4RbW6GXhl63z4Wp2W4r9LGT2LbRL-VTH7B58c4ND1W84kSwJ1s5TJ0W8BWXrF7dQGqXN5j3rfzn2Q8_W2TBxcs1bq9hfN6v_Gjmn7PDwVkcP7P33gk-_W5vX54W6h2fVwW1wyd-Q6KfSZmW2Y4xF27TfxY8VL4kpZ6kxjnxW8SLL3K6cLNM0W2mTnhX5GGxJ6W4Tn0VB1-Q--mN64jxphWWPYCN4NpJspQZBGRW8n-XDX78_zGnW2fyc8m6XJFKlW8xTpr62wp89PW6hdgWY3F9mHHW5zHq6m3tj3gzW4GdLTR6msydgW3kgCjF6t6QRrW1H7RqP8mWl1SW14tWKB3Sy5-GW5PHdR67LjTjpW7vdBzN1p_MYPW6jLRfd6WFd2LW3kxB751XYpWgW6Wp7mm8KfmhCW7Sr9ZL6lCJDcW5NjCbN11xrcGTgmhm3NgrfFW5DmcT6959PlGW7-2wWw4s2SshW9gKwZk5RkT8zW1wKc3t1rw1sRW1KbP0W1wpTVrW57sZbZ65wGyz0) of Apple, Facebook, Oracle, etc. HQs. I like dreaming about the Scaling Up world HQ we’ll build someday!! I hope you are dreaming about your world HQ as well. Physical space matters.

**London June 13 - 14 Scaling Up Master’s Program (SMP) --**Organized by our Scaling Up Coaching Partner Neale Lewis, these are the dates for our next launch of the ScalingUp Master's Program (SMP) in London. [Here's a link](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*VDYrqq5WQqNdVXcKBR1yKNq20/5/f18dQhb0Sjvb8XJ8K-N81SjwlHyjJqW8qm3FK8qSQFqN3hHhcDXL0jYVnQ9Qq8-tWqhW8Yv_fk4cj21HW2M3Zsg8Wm1whW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3yd14qL52W7JCxGl81bhDKW7N_KqM11GtpLW520N2H7v70tSW2Hyb609dH8_6W6V4mf77RmgZ8W8QKpyr4sj3hVW2BcyM91mGWmCW4XXBtV2zNFbbW4THyrr8RFpkdV2y0bl1nfs6PN73WSQjX_pv6W87BjXG1n8BqNW5NMZTz6Q-9B3N5s-dLn3MFs6W8wY5n561VlJRW5sKQv18p14dqW73lVNm3z7y7WW8KKCpj8nDtDrW6N3Pkb6SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RT7v4CjYjPW8rY3Pj29f7T3W37rDWF87x5n-W4jy0rX3ldg3JW8WF8GW98HZnVW39v1BF3QzSg8VQN_Tj2dJzCGf2C5ccP04) to the overview including a 2-minute video. Limited to five companies at a time, it's an 8-day local program spread over a year that installs the Scaling Up tools and a learning culture within a company. It's the most effective program we've designed combining over 30 years of experience in helping companies scale. [To apply go to this link](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W3wn2rf3QSK20W6ytqJq3gxBrw0/5/f18dQhb0Sjvc8YHr6CN81SjwlHyjJqW8qm3FK8qSQFqW3hHhcV2P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls9wW96dt4f7lVDPgW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjvx3_YPCDW2-J-SL2z_tPYN41Q2Wg-zf-MW41TlcR3Tx3JbW5SPLVg7NM5zGW74wTTX3X0g0yN6bp1cMbq5fxW4TKc2l6R1KD3W6NzlRq8qS3SrVcLgKk7dHKBdVd6YNc651fJVVd1RqY6-CxM1VDRYgS2JfFVdW8L1G9Q8f587dW2glGZG2VJF77W5kmZYD6R7PH1W26dJVj5wspkCW5sLYCt65m_jtW8LmwrM1xkq0XW1bBvW33_5XhfW6hz0s82bzNQYW5ZZHgx1ywKMZW11VNzG8VSCYJW37MpkT7mtWScW5L0V1k9gw8SfW43V04H6Lw32xW5X020T7BmPznW48XpfY2Jmf5wMVMPVbVrLq8W5DS7tW2XT6Ms0)

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W3ln3Z65s55zVW7x4gRl6M4bpl0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8qm3FK8qSQFqN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW6n3DCg6mZ18_W4rvCjq2pchqDW47sD6Z2nR3z2W3TxP7R2nPW4VW6qckF02vLJPzW5lTSHJ6TjM53W4q2vMm2WTFcgW32KdVl3H6sLbW42jXmH2TSfkNW3KFH7-3JZZp8W6bpJhQ4wDQRpW2LlZz07k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc5L0V1kW9gw8Sf43V04HW6Lw32x5X020TW7BmPzn48XpfYN2Jmf5wVMPVbVVrLq86N5svff2SX1M404).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*VZZ3xP6K4sl6W4z5vZk3qdzvl0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8qm3FK8qSQFqW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608ypp6rJzD1W6929n01M_vgRW2hKk1z1bJsTnW1krG9b7WzMVKW5_9vdB28T34gW5_-wyh1W6657W7VzmV67JZfnGW71jdt32dD_RzW1WVYj77HHKSkW2d0Z3H7WMg_RW1D8J5F2fLMwZW6WwKpr7TsQTHW3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxBrkVb2_nM6PxM7-W7z7J4b7QHSp5W6Jr-Rd5MJhKsW7Rq3672c9tHnW9j0w88377TZvM-nv609ZLfJf6DGnx611)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W7dX1R874nLTPW54X2X-4JW0nW0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8qm3FK8qSQFqW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW6n3DCg6mZ18_W4rvCjq2pchqDW47sD6Z2nR3z2W3TxP7R2nPW4VW6qckF02vLJPzW5lTSHJ6TjM53W4q2vMm2WTFcgW32KdVl3H6sLbW42jXmH2TSfkNW3KFH7-3JZZp8W6bpJhQ4wDQRpW2LlZz07k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T3P1xBPW70H5x080QzyLW6mXDSk3S0T53W4c7pFl3pvv6GN7HHmRkcYJKQW7dJ18n2dzjz1f3hBBPj04)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W7mspHy7w0pRdW8q86_F43Wqt90/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7tCgkh7vBMprW6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfGkJCmW2x-ccw7d094fW6G7Fbl4DFfS3W6RrfMt8y8qh3VfDcV33fG5nSW8pmxn91HQJjJW51CfMv6N3Dc7W87vLvX8d43FyW7YLbNc4YdzPPW2yVBG88K3Sq6W8dyNMS8RFhFXW2_fX9d69WrhGW6ntQMY6R7PWXW3TsSBZ4Wg52_W7d_ynF4KP5BHW1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD488XNQW8Xqlnh4cNcmcVMVCzX8FWdr1W8rq0Ll1tQj31N6VwnlCNDyx-DrTzpYcJF5f7YW5qM03)  
  
Atlanta, GA - May 23, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W8cTtWs2FqX6KW5__Z_156tcTv0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8qm3FK8qSQFqW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppF5W78v_VT5ZYylmW75Wc8q94TXTwW4HRZBS5mHsghW3xZqWG56z8bmW8NkTG65mFd5KW7zrc793q-zNYN2KvSGt1Vkd3W8Yw_6M7JvpyQW2LmC-R8T3_CVW3wJnqg6sDvLtW92Wj878SVpybW3nxW8C3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM7-7z7J4bW7QHSp56Jr-RdW5MJhKs7Rq367W2c9tHn9j0w88N377TZvZpcmqV9ZLgl4VVp_C111)

[Dallas, TX – May 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W71nQln892nH0W7ZBL3473z3rJ0/5/f18dQhb0S65P6_rVWdW12NqXr53x9CzW47BsK94SRPGWVj75PZ352PyJW62nyBS2GJrRfW6zCT853qrT8VW4TT3vW6_pTWdW4QD0QX55wVgWW97kTbS6zx1w5W8kpyRt7h5kFpW6Xc3KL4m3KTNW6PrY5b6dBGhqW1mzPW-740PfKW5Hqk_B5wb_4FW6plM4c6x-WGFW1lcwDW7b6yNzN5-z8zHqPkWLW8NB6cK4pgTbSW7z-WFd2SGk7rW1fv2WF3S0245W7QnrYc1SZS7dW81MBml2RdyRwW8lcypL108J-4W1m7c737xKr5zN4tWn34SbRycW2lVnJq1PMZzlW31M8645QjRBXN4fL8kcSKXDzW4Lmpfn6wVcR5Vx7b0q3324c9W6mhZxZ68x_SLW5PXB696b6tM4W56JmT55Yh_kWW2_c3s12T3vgJW681bm02TBYBnW81NRzt58-gNhW4PMt7M64PnBzW8Qp6KN7M_hZwW2TkPb022lxZ2W2WGpBZ6jwQMYW63rgLL3M4LC6W4XhdwN2N0Y69W61nRFJ7nws0yW7KYsRL9h4d4mW4ynlGJ2d5y9RW4C9n-z99HpNZW1WYnzq4bwrwMV3WNZf4LD8Zq103)[Boston, MA – May 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W7zBdmm7SCGTvW557s0h60JLK70/5/f18dQhb0S1Wd2RwFJYVVWh1Z1b7MJRW55lgcw31BvtzW7T_7JB1s-FWWW7g11_N3ZkpF5W6LlF5347Sn5SW6NVhVw9kH49rW5rqXh66p7-nwW4l8NZR73Wtm9W2YxcmC6L_MgQW48Jn4q4ptRdyW26GRwS5NT4_MW3KZFnm5Fv9YQM30zwTbBSmbW7JFW5P5_STZHW9gsbQj35kRR2N8DmvP-k_xs5VD_S5v7Vl64kW198N8019XC8vW1-HDsz48bGVFN5d_-swlVqV6W3PhCCR1d1Gw-ML9h79mmKNnW8t3BD-91RsfQN5RDW978Z1dFW7NsWDR3HC_9nW5npFHF2zhnMNW5CW8ZH82gZyRW2bwXqn8vzp3XW3TJxdF3CZR3lW5sYbC34S5ffKW7wRBlB86fqWzW1C3SBK6pvSgqW3kgp5v3y6NdQW5Hy_Mw568M42W5-jzYk6BSLwpW3kGrv91yD4nwN8XmHZ72CjFYW5Qtd816vDpbsW7P-4N44D0TrkW8kKTPr4Zt2N6W6KwGtl1BH7Z_W4fLPcY3ypG7BW2sbPJl4GccSrW5z7z-36-S4MQW88YBMh7wwwk0W9h2Y4792LJh9W4HdrkS87HQbVW8m9jg61Rk6lyVBp_3q1VHVPs103)   
[San Francisco, CA – May 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W6bhSHs3h2Rg-W4y3S5q6nllZY0/5/f18dQhb0S65P2dYTssVWnCxp2vPyltW6Lmp2b769s0YV-050K6c5LSWW8RNTvt61nMDMW6Fz0nY4xrL_QVXrwy07TxskHW23QDfz1w0sSjTsMlP6RqfxlW15DXzZ87KFPLW4l2wQf4XC4_VW6RjyCK5YtnXnN98YJWpzgWq1VH1Fmz1QD17jVGDMfj2WwYSnW6HTN-32nVrrRVDQWRj4XCtNyN11xdwpvJhmbW6tvq1x6dMF09W1rTqXP2tVBZ8W7xgYSG57mwfSN22WR-3d0DpPW5ZFdjC8hZX2qW8ZC1H43PK32xW4NYl6S4SBsrJW95XX-B4LK9qRW1gXHT72Y7-hZW9j8SZ59d7vqfVB2LG52H9VkKW3ZmK4Q61T7TkW5_ZQfM1GtQL0W11hyst618nSHW7tr393291h7zW3kj7hD1CP34vN7MZZp8FJDl2W3mSXZK8--bt_W7wjfX52n7jZgW4MSwf_35V8lNW142hf06yvHFrW4h9BDw6SgWtTW8nMhbV1GlDF2W4stp6c2jvqrDVrrs6c6RBSbfW5kKDyB6-yBsGW8Ng3qp8sv-w7W4Fyj444GtrVjW5s9QP83nMnHvN1QvC2KKvtcyVgYTTw5BW0v-0)[Las Vegas, NV – Jun 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*M_jVhMqVvDlW50wpJg732L9k0/5/f18dQhb0S3j46v3C7zW12gR6G1QHthyN1x7qqg415QlW6vw5JL3ZcSX0W53v0851Jm_3dW55nfsQ4f3k-vW6y2HCZ8KB6S3W2t0GMF73Jp9lW4j0PTX3d4q56W17hLbg3Yx_1tW8knMCM215CW7W7ZS9kf8y6Z9HW7gjrwp7MVRPJW5YfLwY4_sv8bN4r3yvKsHtk-N2vcbXn3y-LRW6T3pxn4-5SHkW3DYC0j5cDWg-V4cJSb4BLCRWW3z72Q64qfvZtN1fB_jljVJQhM7fXnkngLp1W56gTNV4ZpyVcW5ByJV29bQ4Q4W5P7g7F1FLmbKW2m8t524JmnXmW8nlcGw3x901pW4hWYVS2_D2HjW3kyq386KX2FCW7tXNx518PXZkW7dW4lV4WlSN3W19HF3V83ls4WW1YFfl75Xnb8mW8_f7lv86tywJW4_GfKH4Bmbn3W8M5d635QpJ0gW6cZVB6386_qmW6l5Mty8J2qycW7lY5HN4rm_XKW1tLFLp56Qvr6W5kCJ8b37rkxsW5qJPCr7LsJSjW38q9HN5sC2_GW1YBCJp89-TmDW8kgrzG59-q81W4Yv8rp7j1tRwW4n5LX58CKX65W8JpTyD30DFTYW5S3D2C32J-SFN6b41XkYczqdf5yXs_P04)[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W4-KTyw59BtZLW1kQc4L7CW9m30/5/f18dQhb0S3j46SyJVPN12gPxJC3-75W1wfNFM4_c9fvVHxt684L8TVmW8h9GYJ61nXpvW3Y0wgl83gY8xN2jR3XgCjyvHW6nkD0l26WtmyW5-C6DV27gqgVW4xVQvz8t654kW5rSp5n8-HhG5W9gDXCS4tnQ94W1npWh14WgZPHN1DmL0Cmcf88W4NblPK2ptfmgN8HflFRkC3Z6W5ymHsD4RVX5vN2-glWd3MMLMW4MRRWT5dYBTKN86pP65YTXxJW5T-HYp88g0G1W52hxZy5PmTF9W7fLqc39ldb-8W6L7cH41PnY0bW1KRST81N7kDMW7bHysj1y8bJCW2l5l4k4whf9xW1NlJlf3y29cKW5zMR5R31fYQsVjzKdm7Qjq6QN8__3QSN2hblW1BXh9f6CTnR2W8cw91464fv_6W48mnkW7lp6WgW1vsH2C38b6hxW2b4c6_5sg0qwW4HNq336NLRb1VfV3lP6m-mjNW8-ByTJ4lfZMqW57TWmt3K0sqjW7SwvHM7H43wYMrWhw470595N2KBhwf7rcjQW5y2nx_7zlJ2wW5k37GF4wDTzQW6YSrmg2jMG8cW2RkNQB2HC_ZDW4CDbCJ22tzP_102)[Phoenix, AZ – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W8NbjKz6Q4dBJW4XLZvn4xH7cN0/5/f18dQhb0S1Wd73nK89W12gM5d3wsBZmW3l41sX68xv46N6z2-RRRQvLMW6grl6r1Qq7xtW7x4qfw29Tk6kW3gG2lG4VsWKWW6kB6rj7NjvzkW4xy7GL4qBScFW5KHNs52fhkr6W5g3bZf13_zhJW3bDKVZ8xdJLYW7WxB0x2Tj5rfW4_vbh67nnbYzVqzFDZ4fklC0W8bw9nQ4stSKkVvDmYn2FCmwGW2FcKRq4qSD2zW197KDF8jxcSKN5GW38qD6mjJW5mllVd5HJgL0W7-qQM97fMm2vW1HYwWN6W6Y50W4vQfP58zM9rrN5SRN1pvDcmgW7MCbtK3DxLJTW2lT71k2f1dv_N92RXxqfDltPW3xjYRk5M3Y1xN92NZZNnwJtVN5sYP2hYx9TjW2dJjYl7r7jR2W67LjJ06C2XtBW9ftwtk6d5JhDW4gjNg86XRdjmW7SWkrM3b78P5W78sQ922LjHZNW3TCGv_1R0bRRN3D1ghjF6ptsW5Vvm132dnSDyVhlZ8s3YhdKfW6vRSlh2dy8-6W8KXY5G5Y-HXtW6CKQF98V4WVjW4NRRqc1dZ1ySW7QPSHw2gq-nJW842FF59d8NrhW3H2nwP2g32ktW9k5WM19bYJc7W4DDFf63gc0BYW7-lzpc3KFJfB102)[Brisbane, Australia – June, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W4hk_472nF5xsW1d3sdM8zqV440/5/f18dQhb0S65P2dYTssVWnCxp2vPykhN47BsLtks6JwW5BjRlC62bnyfW7cQh__5hq2KfW7V_fNL8Kb8zJW6pqhjQ8Rls9sW26V0F66Lv3m_W5-5BSx5N9b18W4ZpZn38f7VDSW3tdfky81lNHhW3LP8YM36hRTzW6Wc3MM3z-YF2N2NfTGTrjBSfW7Tf1Lc74Hl8lW31mPwc8hCgSgN2-hQB6cpn7QW4pNRR46W9FhKW8s2WQP1pSC6MW2PfCFH7Ys5J7W1DTtYb5vxyb3W7XxBBh3QGjhPW1grKFC7XmzHrW3cHW5z8bbfyFW5VgcqC6rN6x4TR7-m5dP0DbW5hYv0s8TbXTmW2Xx-fC4td2NFVsn-nh5sw9FSW28tS212S4k0sW6G1pNv5ZWX2cW8-GDd32RS3nHW3K_5p287qv8VW2ccfnm1CFvRPVhsMpz7_s1FpVNFMRf6s7pVxVvwL4y7xk6THW26V4L42NnsdXW6BkZYn86c_PWW7H0jFl1P_nlkW1ZVnks5qd-TQW4KhHzR8c5t23W47NDNs4fFy0tW8hP4G970PKmJW7dqPgm5N_Db6W1KdPsX5g6f4yVS-LMr5lhR9LW17qfkJ1n4WFn103)[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W1HZ88B2dqb9QW7FktLm9d28nM0/5/f18dQhb0S2C87B0mbNW12Nnwx1fC5JhVDTmwL7D0ZD1W3ZN84_3zJn03W8zQBs040J85ZW3LH_642Ql5N1W5D3s_l8YX9XhW4Z_cmM7d49RWW8Y9CBx2M1hLWW620fj82RylkwW94QN-t5QSdkNW7dzc-B6bv0bLW3TKt-D67hkgBVwt4Pq1v4bs_W3VQt774Lj2GWVT1F8_4_1mc1W370Jg82DdCT4W2S2g547p3y2xW52-53d4fd5h4W78P_Bb1x_FrjVF1-XW98Vn52V4YQ146bBcNrW2cZbQR4czNqTW1Fgf8s6WqYqFW806QbN5K74GQW5zbJtx82XzS6W5_ryYS8KsNpXW5YqjHZ5TtsS-W8Nv7gv22GljMW2w6f0x59NkCfW1m2TJn1RS1V3W8XTSqD7pvbnJW9bmyLJ2vb0B2W7bp_sj7MqMwsVsTkkP5NgtrNW7bygGm650mSWW4nt0Y-3BGpG0W6YBC9R8MdjxVW4m_pX83WbKlFW69klWf90Z6VgW5N8Wj-6wY9KdW4C1RYd5W_WtdW7-2TH06nqRPBW7tt8QV3C_SZhW124SBv5JmgsGW9785rB3LHcgtW1-Qfdb1sdSVhW2D8LgZ7L-XDHW9lmjQJ85gyk0W6_lLr93qK8fbW4tp0x81WB_CSMs1kGXt3hG2F9k7w60cZ4_102)[Waltham, MA – June 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W6nlgfv7XlGVbW203NPs5d-M9J0/5/f18dQhb0S65P6SyJVPW12gPy72vPyltW6Lmp2b769Gg_W1R4yvR5VkRgyW94DCTy3V5w4cW7_RLpm6YNQrCVQ9WwK6Zr6TYW73n97r7ckp4MW9fcTBv3hqQd2W93Nbww7y16VDW1-h7JL8wYj96N8_zy1SwdN6hVQnJsX4RwFWgW5p8Q2K73bffjVZXXG52VnCS2W8f2qw788xL--W6cQyxb464G5TW5h6S0J2w3-GsVBFTYW2p6pmkW64kZ-W5QdJt-W54jk405HT6YDW4C0Q-d92tQ08W6pfn0F2x1pMxM9rYNP5bX4lW5w_Clj4J6Df3W7tPW_k3DZG7mW1WCc1X953MDkW3V314D5YwNrbN8NNh76rdcSgW1gm0Y38fdbnHW4kXHGk1gtlFzW5lprRX4BBJJhW610X618KM1NwW317XH26B9fh0W8p5wXT1t6F73W5xDmY84kQ-_BW8NRg7R3_R_YxW8GSYGZ2LgktJW6yC6Vx4hzrX8W3k2yr63crw2JW63bB9T8Dw8NFW5n-TkZ66KVLdW7q96kN2mVtP1W8kP-N58VmsGwW4D5g9p4F1LqKW93Wk8v6CwjCLW7DskK968PfWpV2r3Ck5RQz2-103)[Los Angeles, CA – June 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*VSrbK92176z_W89SzKH2H729L0/5/f18dQhb0S2C87BfGH_W12Nv434S4npHMC7dPxmN_rkW5CKSJx42SqrdW1zdMNy2K_CR4W6wP-vZ8KJvk3W85D_1H7-3YkYW8NPM1H5qMkTQN3b7ksdpsfRGW3QQnpD8SqqGDW12-3rr5N_dY1W7mJzGk5tLs4YW3KsKBZ6KGj26W8RsYNH1z17kcW3jQjC3454ld_V8ySQ-1lmgjpMYrSmnClSHgN3Kq7bMJhmPsN7jY96g5vJFMN2G4TWHmJq22W1DWRvB1QzJGjW1wqhFv1z10KTW1pbGTh2St4CzW40CJKG5CFBDzW3dc2DF84txMMW1KCdrT4YZ0TPW2KD37S496WPqW1bsFPB4j1NjKTr6YY1Nd3tMW4F3Rd02WgN9-W5sSD7m3chKLHW977Gyl9fMbKZN83KPnbwhNprW6Q4TPf76rf8mW37x1nK4Y32Q4W8zJmYQ3kFRQ1W85Sbl59bwVmCW6X7Dm02vxcZCW3k8GJ-7QdSQWW4CXsD92_HB_MN5KhdpWskznqW16npPz6srVZXW97mWn84hdJMFW3vyKS96BMP0XW8qxMMP55XrZbW7FHcW-8yySGnW4lK0qg59dPv3W88mkbz1rYtHdW62PwlL6_SDLgW8fWkZ78TjYKgW8pX0ZL8KpVpSW6DKbJ46hjvQr102)[San Diego, CA USA – June 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W78Sthz11Z5JfN3z6LSWtJJBR0/5/f18dQhb0S2C86_tBWxW12Ntd62K3NSPN60Wn8yZy-gNW36R5Ms56nxYhW4JT9gr2zGwwxW3dZWd37d91N_W4lGTtY2VT-wdW14xSvK6j2NDyW6ncwF435yq_jTn-Fl76HL_XVtxp-12bz-byW8fPBsL970SWCW3KsKBZ6HHKP6W8RjCd81z1s97W30_8_J453wgyVbxpp62ythLLW8xSVQd17sqwjN1s4f_gHPM9YN7nQL9w4wsX6N2G4-jsKpwWvW7xzcCT3L5xBbW3FmTVg343tYxW58FvxK7Pz5HMW7rkn632K8YTDW75xW0S41s_FbW3zPWKR1G80l3W1tmR0J2FSnXdW4KSwvh3t1vKyW16Tv_g4KGCjgW8ZZCGR14q0Z9W42scs93nD947W7T6Pm71vmtM8W8LgFq57T1MK2W2r0tFm5-KTbvW74fDXw61L8M_W4M9h3d8KYZb4W8YmbVY4qlYR_W4jycTq6P6cTYW5Cj1Pw5cRnM7V7l2vj5bQBXmW3yZZmX8_v30XW16qpx93924h4W3877ZN59FWW_W3PZ61C3942dfW32Gt_p3XN4MkW7kmg7l8bTTMcW2TTbYj8BzxgXW66d-J9776jH7W8wb7h93bRv3pW4HxVZS8sFDNSW18MQwG4w-sfhN7TbFB1q-SZj111)[Atlanta, GA – June 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W7YrbH1254cDMW6YF5mM1NSFxZ0/5/f18dQhb0S65P2d-xgdVWnv9J5lVjfKW48z-sj57PmDnW2_V1dN3wPRX3W1N1Y3t4cd9MNN62-nYDTB2YrW11t9Kh5-mMywW36wqWG8cM-flW51RZzD47qvyRW5mThbH4ZWWCMW8mMC1q7D4X2MW5XXRk-1F8df-W2tTGMj63tXJjW93jjHd71DtWGW3HqXjM5lZlRFW8KCKTp2yl0lNV6H9x_5HB6gjW4r3fmq7JxCzlW5_9NpW3B7cLpW6Kd4ZT80b9SWW6_DJsL20KslkVQhFkh57dr0RW4l78d51XcLg2V5rJgp7gKlT0W1JpfZ38rtZ3DW52yNRV4QSvf2VtLzkC6LQCMPW3zmdMx6cB4cpW7rMDFQ3bwjnQW7Q32K31rF1wnVJdCVp152dXhW31YQ4r293VdjW1yC99g5rXYPKW4BgYd42BxCqlW4Nd14j4cdXNbW5YVf3y5yvQj2N7-0jYcjNkg5VF9Txb8jxq4wW46HvrZ8_KMQcVqJkz_7DW367W7BY-sJ63lX5lW4gS4Dr5BCR0dW2tzzTB7GZ191W9gNKM88dX7G1W24-5-j1zp_tPW8JGc-45X8WMD102)[Sydney, Australia – July 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W1wX9Wr6T3KZtW3Qt_hP6Pk6kJ0/5/f18dQhb0S2C86XvTpPW12hc3t5YFZKgW1flPQM493vlVW5lgMBc5TqSM0W7B3Dlw7RxBNLW7BF9_15ltPxxW2t7Q3J2b68ZjW7TxskH6MmvTLW42PxnW17X8WKN3j_BtfTCzX9W9cNFDc85v2XbMY9zLb-vBt9W6dH0Z97-G0T_W1gSTLh5KYX9kW7jn9Lx2vcprLN4JlmbWgfYyvW174KQz2wzLwJN17CmsFM0__TVsX_tp2pjwlHW27wrhK3ST3BPW2psTNv5d3rz1W6F6zf416PDsCW4Nbjd52rqVb6W3fDcsn7mThRmW4BdX6P93_P2JW8l53L37G1scXW4PX3Cx1lLdMzW33D3SB695T6pW3r5DQw4gTXdCW3_tJB98Hr5qFW12cdqW6FpJGJW6Bh7tB7rXTBdW5FjQRf36TTq6W3_g9-D3mgHYKW5BjjN17Vr7yRW2FgsyL6wWRm3W68CPXd1032XRW7qRskB6mzdp6Mv6btDTPpGTW8GtDXM7cx2czW5g1sFF6KwttnW7x393M8TYMM8W6hH_L34P_sJvM584ZCqbbPbW5xCq2F98j-JDW9jVPQv4hsMzbW33zzHh2WPP75W8s4RSw8fCMtGW88kRj69cTRBjW34cJQK4T5Qxd111)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*Vn7FqN3QxsxCW85QdGN8w_6wF0/5/f18dQhb0S2C82k7jMsW12hdCB1QHvJpN1x9vQCn7BtKN8_YWgnxHCMpN7cCJ1Chd9m7W2yJk-c6RnjRPW6hRWMj99BZ7KVkKm7L4pDzxKVlNYgf1K1XqKW4yGc-q3mRT6BW76SsF79c7s4dW3bF8zk5js4fWN8rVkRmwj4XDVNhGHh4Sw6QnW61RzK076M-1xVV_GCk1rhH-zVbbzRD4zSqrzW51Xv_31WCMjXW10k3V21ly9KGW1l6gSY8R8vbzW1nDWP62tbQxPVjVGHr68PRdKW3XG_DZ1ggcrFW1FbptX5zV3XJN2WCV2WPjth4W73-Bm_5n0hrTN7b091-zLLhmW5nWZ9K2SVnxqN3wYPjz4h1fdW5K9dPL6l7llwW2bM3Ws2tY4rLN7T1CBFLKWVkW2Q8bt58TdFmhV7l_nk41QJC5W7Sb7jb7m_7WvW8Jw7JL7MwmBxW3Vj0Ls4FhM9WW8BVDYh1K6QN7W3Qr_B58bz0m-W7STT-b6K-YcpVwXBVQ6rK2jjW933H3z3hwX-QW86GQhR3lRJCKN3v7-Jq4fwRHW1dlZsr3dmpCzW6-MBKr4dT5X5W3Z-dQ92fvXWVW4fNFXy821D5ZW65s5N74kfVYBW5r9L6K2wLrgzf6dkMcg11) [Canberra, ACT, Australia – July 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W2q3wc35dVdLbW7hH8bd4Vv2nB0/5/f18dQhb0S2C873F0FpVWVbvN2_V4xlW30TfvS4N05d7W8Fw4rv1G7bynW2HTC8833W7WBW1T5ySM1Vqv98W1V1s7B8jVcY3VzV83n62m6p6N8hq3hJLwf0XW54K2cF7gjbFMW4FsXZN81kktyW8Vn9Gy83J-TJW6VNlGx3YyPR2W3B67Nh62bBfLW6q6r5X4510mwN4MRP9rm4swbVxxnS-5BNP6kW1v-FQh251kX0W5jWDt62VqkmRN1kzpZpbDFbfM4w6qyBDgnhW19gsF_35S_-6W2wbC6M676wMkW812Cv177NgM7V3t7hR1xHlKdW62Lxrb8BJfnVW9dBxxg49vL90W3H38q-3JnsyvN94X-SzJMjPsW98MBfm6gHwshVtCJh_16yNcrW3zzrSc8GvWshN1qdzzLldhsKW4x0sNd3Fm5mwW1QF7B-5-2l9pW708cmR74ctsFW3D7Ssh5CGx2ZW6_26wp6bp_6xW6Hrw5M518_K2W6ZKdsy8rXHzhW3hzPk71K_NbxW7dDWc38T4S-nW1XyTXW2h1KB9W8Xm0Nf2_9v6fN6xH3TRZMVktW8Ll4Dx6X6-HkW4RwycV5MtkwjW1D9Hp889bXFSW6Y6s7_9hP-zwW23X_Z08_hkc5W81Lpr98yfH-pW3hZRs03LzVyHV3nFFh7_x1gs103)[Auckland, New Zealand – August 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W1xyzT-3m72bhN7VP5QYCn99G0/5/f18dQhb0S3j42dYTssMWnCwZC3-75N1wfNDzGhdmBN3Bsy-JyXR0mW62R_M92MyhxwW8m31bR7wYMgjN1KKTf1hHjjDW5_Jwgl6MTjq-VxL8M829kh5sW4kMwml12S8kkW8sgnfB6YKmlgW1r0nSG5mRYRRW7wlYrc5SgNQXMSNDM-tjz16VxZdj02nZ8XcVdddbQ3-Xgw6N8P8QfjQRdpDW1R0wml1v6h5jW4MWL-q6VfrHbW57xKzP2bvdPYW2_S9b43QN_cNW14hjhD7H57RMW5hQKRC94D_mNW6Q_CgL3B_K7TW4YcZw05TJ654W9ddqpR7JfPh_VZB_Vv8R8vH9W74qtdm3c_jWXVqZ4R_4_Zf5QW8rKjLS7RMHDTW7ChB5p5nn6QvW21d7Dc4NdwvQW5jMMJD3L8C0sW3bXxQH6ysXTVVsknDL59955GW4HPn6k96mJ7RW85MLr33vgQTZW1jqWqH4bxyMRN5lwt2RRRGJnW58xZDf7zyzLvW2mTlPd72kxW3W8hDpd-7FbzzBW979nbL4xDd-sW55LJGh6XnC3cW3vpS1j18VbBtW1_LZ_-24Zkm3W2jG0sz1DMR7K103)[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W7Bg3WC4KbMkFW8Fpwc56lhJG50/5/f18dQhb0S65P6_KWnMW12NyrR5qBXJYW37drvv3W9lccW3C5ghm1yzhfgW36q2t45Tb_NCW1dY26F7fBYCVW4lNsrJ4bWdf0VsLj-37QGPqdN6G_qrPGLm04W3HTR-24WfD4ZW1rXLsP7ZfFnrW8Bt5Yc7v0BYqW6hW21S6tszgyW5T9Qsj7RzgyjW8CcfdW8b1VfwW3NTwJZ1sgnPqW284bvl4zQsGrW7xKM4B1kFNHKW67LW9m2stRQPN6hG3PlvgsJcW7Gv-SY1jqS1mW3VDwd83cdHNDN6k4-Y_yLgmgW2Y6znR55xNnBN5dyChWYTfdcW3wym2Q7N_DFtW4WX2M46HlMWsW8XBRBQ7b-ZsxW6L3s-02Pw0qfW4N024v9frx8RW7STMLn2t3cKYW3NQMlx4_NyZnN8_jn99k86h2N4fG511Tr1zrW1B2mB978nS-fW6YkKjx1RmJRlW78bGkF26kkJkW38N77542KC5VW4l1Pp52YNZSvW22MhwJ4-qNxyW83ljBY89SG_cW87nHNq1YBZx2W6_DclN3jYkSNW6gY4FJ3K9FzNW1YnLxm4JjM6gW505ZX937tfJmW6PZ3ry6JQYGxW2VDr5P3nRQF3W4cSCJV8mDm0QN5t1895B7hM0W5QCYQ61C8d19W1vTf3c6tf6Bq0)[Adelaide, Australia - Sept. 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W6XzWrY2GPqrdW1FQ_QG896mzx0/5/f18dQhb0S65P6_Jfb8VWpfRC2H38m-W2LQkQF3QgmW7W61Zv5G2lHHwLW42dwXq1l6LJKVFS7nw85JvtmW7S8Hns9lcD3hW2K_sj-3hdtcrW80yy1719SGL8W8BfJl-1Fvwp-W3spvV_7KPcbLW7QRk2G5CXj-FW6hW21S6tsNvDW2nDf1F7RzgyhW8CcfdW8b5c2yW3NTwJZ1sgnPqN2843F8FHtqMW8lc6x92GYj64W4WC6bP1Qc9N7W71pR_z7Y8Hm0VGT-h61WMccmW61dQzG7_vDcvW4FkGLD2n8xjWW59J1wW5vT5jsN7y5SlxWQ52sW2nWB4T8qtHXnMLH173tJj6nW66MXBC1pXs0tVQdf2l1T4V-qM56Sv7Sf-cRW7KpjPV8Nxl5DW7rMNT06PcYb1W8__Yn06tCRjnW3GN52_4n5K0wVZxv437NFXhhW6Tcjfc7_STf8W84tYJT941qFVW2yRB4m3-wkx2W5LFF2x4qdkpKN1bWQQPpGnntW2MyGKr89q89rN3zKfZ69ssQZW8HfZLr876v3fW577z097GQnybW5K_Rdk7c7_j4W7slS1k7fHXMhW9288r49k4bMbW96g36S31MwG3W8Grvck6qxbWgVR_Rjr87fJW9W3FT8zL6bkn9-f73pQQc11)[Sydney, Australia – Sept. 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W2vwp9f2QLnVkW4yJcSz30jbCD0/5/f18dQhb0S65P6XvxSmW12h8z21j3tcRVCNhjS5k5TDjW2DflM47c0pHYW2dVjPX1Q5B8lW8X1BRd5Nsr5nW6jVwpS6MynzCW5dPy3V6t8wtYW4ZVS8K4GzYyRW9bTgKQ8VlqT7W8Tcyr22g7nnVN4Dd2XMSHzcMW3h0yry5QRmGzW5Tgy0g6DQTxFVV5Q_F3VsgzJW73X8Ff2N2ZQqW6Z3s-15_-99SN5l7MqKbrnzNW2xBZQn5lC_2lN3_lBVC94TwbW5BDTFt5jMH1QW57QSqD2KS6m5W8C44Qh6spRDjN97wjHfQtDx_W7CvwHk4NXq0HV2Fk5Z7RLVYCW5r1lhG1C5qGBW742Q0N8K-4ZcW48MBw62bnB3DVmGbcN6vxg6bN7mKK4pkwp-5N4v2YWgj-760W3Hjh_n8dN0V-W8Y0qDh51ZLRQN14yDmghfT7DW4Fv6xp6YQSlpW6jDysq7tkXNyW4jj2WN2Zg6fCW2TxccJ5WszxJV6Y1Tz5-rLlcW9gw4xw8xCd2GW8rz2-X6_Z6SNW59gTK9684Y4nW66hNXT6B99GvW91gZh85BSCjfW47SnzJ92jGFKW8Smc839l4Dg4W70kqSL96rWfrVXkGh059-_zfM7JYRQcjTX-f2_4Y9F03)[Woburn, MA – Sept. 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W4zPKm33-QCwwW91L5HH2L1s370/5/f18dQhb0S2C86v3C7zW12gR7f2llnGqN2M2B60HV8dXW54ynNc2Rr2MTVxtQV66MtlnmW1LfnSN7G59zwW7n1tnw26rnRLVwVzj34X-w8HW1x0xfw8clf28W7WHvM62d2CqFW8Snlpr87ZfMWW2CYP2Z5DBDdNW6qtC4k5B5jXgN1vT1zgpStSZN30mjvpqtn14W59gggX1L__N6W48yWY48W4wmZW22fX3G8tkHPVW1wgDgN2d7NnMVS7jM92tRZ5sW4phtDP36mx_pW64HP_S30LqBzW3W571312_rWrVq40s24NSvHNN2TTj3K4G12DTwz-H3njXpKW78ZKJb80Cl9HW82xNFm5lJs7dW6hy9K91cg8VZW39G47P1Ks5-rW8WPtlV6DH9_CW5hGhw42WxjRdW8qNS-Z3HM11xW37B4-X26T1mdW2JX8Dp8D7wdyN7CVc0rwhzlBW3TvL0W1__lB4W6H2ZK05fNNXTW2FZ4Bp7G05qbW49MvjF5-FV95Vgs_rh8FWH-FW5Sjz-w2KH0gSW6BpFS97RGZ68W6L6PSb6wHj59W2clJD-6NrGc9W9k0s5C8ykQs8W8LfSq98J1YbGVTmwmJ70FMNNW3nP99j32jpyYW7pyDHd4YJWmL102)[Sydney, Australia – Oct. 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*N5ccmcXtZlGdW1JzGsK7S28xG0/5/f18dQhb0S2C81QwGJTW12NGM01PLjB9N1x9xbqmRY7zW6H38HM1SK0RyW73HS6l4ZMTS7W2ylWjB60GFTgW6hRFK08VQB6dVjm7h34pDzxKW1GPl-D33zGJrW18pPrF7W2XVvW8Rs0lJ3Ln0tNVrgHJp59RQJVW39d3kn3bzpXSN73L13CBK5wXW1yHWyM8d1Y8DW53BY_414C0vSN1yvCYKlfCYbVKKzzY2KgWCsVSwqgW7cYH-cW4WNnj02v-Wd7W6NbNcY2YPXMzW1jphN66fkBn-W6tcZyV7tVz15MjJ3VJy-B0tW4ddKws2TDsq-W5tQLKl4zNdC-W6lM5jm2HV2BVW472mgD9j7ZCdW5VLPRV19Vd6qW4ZmBZr1ZFXbqN8RHtGQjDpRTW6T9LLP1fLX5HW77pd4h6Vql1TW2nZm6q901MXCW3RLZfv8-JkZtW40wQ2z7ltSW9W6kN6SN8L8G59W4hxxf149pSPsW230y8w73qK9CW482f7T8-0Df4W3y1-M73VfVlBW7RZTcM7dB4S8W3qjB952KrqW-W492BQ26pj5DbW4fSyRy4sJ499W1tVfMt8pHPF_W8XpmQC8QqGvqW8DsNwt6phmrdW7014qQ4dj1bRW1BGHkn9h9lmkf2kJ90_02)[Dallas, TX – October 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*W97qpCl1HC2PcW4M79504SHjGy0/5/f18dQhb0S1Wd7w3BMxW12hc0X72-ldPN7CYtsRQzn6ZN63SSp3DwLl9W5R_RJs84_x-NW985hFd1pyjS0Vyr1YV4xynmFW6c-sRr4vnYCYW915LVT4qG7CdW66Ljbt6YNfBvW6Wpf_913KqZ3W6Lfp6h4zRPbWW3pXV-P2hHVr9V6Cvgd1LxShHW7p59pN2lKw4-W3dxthR4TN9kwW5QMBDM1hlcGMN8lj5Gvrq2PjW72LXdf3ZyHnCW8mnpwg71h0_lW1s-kt917lCFZVcGYWy3hYQGQN3VpQplqhh-pW5TT1cf7jXf0nW37JGk-1SXrs7V2gRGn6V6DpgW6N7r2C5JGDfFW57qb468p-ZjBW93zwL11xxMJzW2R6p086QM2xvW55SCcX4ZZdczW2tY4Dc6GNq7VW1_33Cb2_8y4zW6lCK2H6d-LYyW7YP9xw3l24SJW1yL6qv8N0lnBW1fWn6r5sJKwZW3g0MD18_J_-1W85z2nf6nyw7KVgNyQs55j9mnW5ch7NC6c5tpVN6z7GQHgNVVLW3N1zPc3F1gXVW6HfmHd2HXk9XM491K2fRDxGW5xCmdl4WVsJLW9k5dCK7Mg-HFW5xwpL92lgrMGN6-S5x2-hrT6W9dH1V57pNz0KW1gS_ll1HQfwW111)  
[Lancaster, PA – October 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W5jCy5c5XFcW2W2snSqQ2J0FJ_0/*N6gmFZNT2mhkN1pFtRsjf11P0/5/f18dQhb0S2C828_Ns4W12NqXr34myqJW2vbYcK2wBRkQW2RYJR44L8TVmW8h9GYJ61nV-_W7V_fNL8KH-3FW44MGlM6Zr6TYW73sV4s4f1j2ZW2khZgF80ySfTW9cG9h88t3CBrW5vQcrT4jYdlwW4wBDwJ4fqs4gW1nWtQp4c7CH9N4fzSR_6ddNwW49vlyK7WGYZkW5GxJKG2brQBGW1yqL9q71144lW3vjMkg18R2mRM7rrC97wwl6W5ktXHY5HZnDQVcb2Cf7-pk_7W22Qv4N66Pww3N715hj3LtwVWW2cF6rt15s_1dW6jcLH45y_VsVN94ySdbN7Q_TW3LgTdM9bSm80W2FBTWT8vm1PWW6-q_mp59SnT7W5KbZw_7zSB2_W1wFk0N4RCR8WW6Dp0vX6YH2M-W50WMd-1gZXshW80RDF241VdkXW7_Gc7C7VNXM9W1n2P-X1RgVPgVnHqYp73B-dvW12vw2w3n1sPZW4ktVwN11WyVTW6bH6MB5BZ_WcW278Fln6c4xvgW6WkJF_2J3GdrN6PvmFWW4f2LW2d0gWq1w02sgVwyPSk2dlrSfW6nPbw87nbmT7W8tklct7rNpYMW3ctMmF16hbsZW5mgKjd2krgrLf2Bhwtq03)

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For questions or more information contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com)

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**05/17/2019  
Uber’s Prediction; Economic Outlook; Apple Does it Again; Streaming LIVE ScaleUp Summit**  
  
Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**CEO Boot Camp Open Seat --**One of the CEOs signed up for the June 4 – 7 Boot Camp needs to postpone if anyone would like to take his seat. Aug 20 – 23 (Estes Park, CO), is the next [CEO Boot Camp](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*Vd9F187CxFBrVQ3mfG271XcZ0/5/f18dQhb0Sjv54fpDYGW8c_7ks4T_wDdW2BW0nT7d-5W6VscWqS1VbPj2W6kfX-L7s5Q5CW33FHrN8VmtQ4VKngbC5mZ50NW8HbRxP8j4S2gW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T634yv5N2yJF1WYT2jkW6P4lCX6hFc9LW69NG1w6Pr5q2W4MW8X34r1Pm7W1nq9w718dKPTW1VJryk5lX8fqW13bD4h6dkxCSW7w_20Z8T4tV_W8hv3_82RvV6GW2sSgSn3pxsy5W2Rx5_c9grPsGW2fmyft3rnhKRW8kC15v315K3DW5KY0S578ncX0W31Hbpf7sWVQ_N2sS71srkwzPW5pqtby7nGdHyW78nNxC56w91kVtjtYq8nDXSjW38Lk6122TNxnV9Mb5m4bPLhWVRb-Ys64RB37W1TD9yL714h8ZW1nxZ_q3CWHpyVV2l3h7vPYHtW7z0FgZ8rhkPmW3xzr0d6SQ3TFN3pxWL3cTSRKVcSpW12Lfy_r102) (4 of 7 seats open).

**Fortune 500 2019 --**Released yesterday, Walmart, Exxon Mobile, Apple, Berkshire Hathaway, and Amazon made the top 5 of the [Fortune 500 list](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W8rPqVF15KNvFW6y66pR5XbY-m0/5/f18dQhb0Sjv98XJ8hgN81SjwlHyjJqW8qm9cs5wvqSWN3hHhdQXL0jYVp3s9r7MbdjPW2LVJT_5mZ4-1W3ZLz1y4CB5ysW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZW6Vn4Kk5_TVzsW58S3ZC23-nGKW265VBJ22-vhJW1Q468p2-lD31W1YTF-H7TVphbW1pqBNS1ks0KjW392F9_5jPVDHW47P0wC403tVSW3vbpkw42vDXhW4pHPQn3T251FW3g8W8t2HP1KjW52T3CV2mfJJBW51PDvB34zgH7W2YGh6G4DQ6l0W3lyylY5sR8NfW49HS6j4tn99jW5PFs1Z4XfBj4W3VVcR_6Qyk-gW38ZNVG3zPY9vW6Rd0tc3H68yZW27_ctF2PGKtHMyZtYHwKJnCV3qXWl3nv6jDW7bW3kL8y1Sb1W19V29P2GD9PDW47mFld48QytGN8-dBw5nzGVfW8T-SYt6q-nTnW1msM747_yQfJW4L1Mmr4JXQH_TCt7g4N544j103). Average revenue/employee of the 500 is $477,351, roughly 4x mid-sized firms; and profit/employee averaged $38,327. The average profitability was 8.0%, up from 6% last year. And once again, Apple’s profit/employee of $450,992 was almost equal to the other 499’s revenue/employee! Amazing!! Find a firm on the list, in your related industry, and see how you compare (Laureate Education is one I track).

**CEO Sentiment Good Sign for Economy --**People are not logical, they are psychological (which is why we get pricing and compensation so wrong – but that’s for a later post). That’s why it’s important to pay attention to what the Fortune 500 CEOs are thinking. Alan Murray of Fortune reported yesterday:

|  |
| --- |
| * 61% of Fortune 500 CEOs think the economy will stay the same over the next 12 months; only 21% think it will get worse. And slightly over half think a recession won’t hit in the next two years. * 76% think the Federal Reserve has been “just right” in its conduct of monetary policy. * And 74% say the U.S. remains the best region for them to invest over the next two years (for a decade they said China) |

And with an expected $88-trillion-dollar global economy this year, up from $34 trillion at the turn of the Century, if you can’t make a million or a billion, it’s your fault.

**Why 4x Rev/Emp over Mid-Market Firms? --**It seems crazy that these “elephants” would be almost 4x more efficient in generating revenue per employee vs. the “gazelles.” Why? People, Pricing, and Process. First, they are able to attract top talent and have corporate universities to train them (smart talent vs. cheap labor). Second, they have brand (strategy!) which gives them pricing power. And third, they focus on keeping their processes lean. When fully implemented, Scaling Up (Rockefeller Habits 2.0) does the same for mid-market firms. It’s why tracking Rev, and more importantly, Gross Margin Dollars/Employee, is critical. Is this KPI heading in the right direction?

**Top 10% Generate Almost 50% --**And fun fact, the top 50 Fortune 500 firms generated almost 50% of the total revenues. And the combined revenues of the entire list, $13.7 trillion, represents 2/3rds of the US GDP. I hope many of these firms, and their employees, are your customers – they have all the money.

**Uber’s Original Pitch Deck --**Check out Slide 20 in [Uber’s 2008 original pitch deck](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W2RdL0f5hFFQPW8SB86y14BvZQ0/5/f18dQhb0S65P6v3C7zW11PCc_1QKyFVW1d0r5z3QwtTpN60-gn9dZKtBW7bWpZH6DSWmnW4SlQSh6Ry_W7W4jF4hk7pcKRVW1kjRDb2ZxKFCW2trNn84kHPMBVy7NXn7RYfDGW15jLMx1JqZ_tW76CYgV8G9ylmW3N-XYx1w5DQZW4N-J2Z1wGLNcW1txfgJ1cL0nCW4wKfRR2XXsNcW4fqTZP461fvzW3bNF5-3q0LhNVHH9bx8mXg4kW4cssm46CxtqcW2H2W-s1kznrNVXNJWk3CxQ1bW8JCGYw8xftchW1QbdMC54fVwvW34Rgnv2F-JzJW8c5P9b13hb1dN5y1_ln7XxB7W8FCdXl5pxvzDW6lk5K-6SzJ0RMF08-r-3w5XW14Dx6B2b5-G_W49xSxk2tCHd6W71FxZ85J_ylQW6zQ0bl9fLfcBW8kplCr3gzkDTW7PKLFR12KmfSN4BnntZNGkkNW72wXJJ4nfNwJW4t8Rd32fS4wcW3vmxLQ3vhQ8WW7Szk9d5cgMTBW1KTYgR64bcnvW5rsDfP8Hj4VXW31Wkkr94QPr8W6ZWjF41W5DcSW5MN2xf8kRPVtW7BD4WV8XgYvwW1MK6cG7wkcfcW9f5F_M84HXRyN3hV6_03rLmtf8f71sn03). It outlines what they thought were three scenarios (BHAGs):

|  |
| --- |
| **Best-Case** – Market Leader with $1 billion annual revenue **Realistic-Case** – 5% of Top 5 Cities with $20 - $30 million annual profit **Worst-Case** – 10 car, 100 client service in San Fran |

In reality, they hit $1 billion in 2015 and $11.3 billion in 2018; they are in 100% of the top US cities (and 30% of countries!); but may never be profitable! Instructive to see how they saw the business in 2008 and how it is now – what they got right and missed totally. Lots of pivots along the way. Thank you for Scaling Up Certified coach Judy Guido for pointing me to this.  
  
**ScaleUp Summit Next Week – Streaming LIVE --**Our team of coaching partners, and some of the smartest mid-market company teams, will gather next week in Atlanta for our ScaleUp Summit to “outlearn the competition.” [Streaming LIVE](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*N564b1VQjQ2TW94SFpy5C2qQK0/5/f18dQhb0S1Wd1QdM2pMWlwPhDDCxYW1fprxs4N4ltkW2QJvDK76Q697W7wmynP8XjCdZW6SW3-967fCflW2yxXdN6G82ljVLVhgd6GNLw1W4S4T0k4C7t5JW4yrltY1TwD8qW8h_Lp54ydb1QW5k8VNj1y9kNLW4jnwqb5bK6v6W4NfpwV7KGHGMV1v_4S1zn7HSVDzLtB66JwvCW7jqH361FcL7GW64Ppm06l5qF8VZQ9mP1KRCfBW2qCPY59fLRjlN7Mj89vlmZ7xW4h3ClC5M5qsPW7Wfym41cgbczW3DX9M54skvbWVjXNgZ6tnMKCVng0fz3y-p5DW5xD68_3jWw4DW7p61Zk2_YT9cW36z1KS3p7B-sW47s0N15WQGVPW5vT8X32pY6H3W2Rm5B33V_HrzW6NXRyJ1ll2qgVNHZFm8pv4Q7W2l1q0L8gkC6cN8krbsqsgMw4W5v-dl75M9H2SW8TbJtC5QD9qLW4MkXcY2n70YkW4JMC487Clkw9W5fnJtJ4n31lrW8cKrBW8CtH0pW2j9-Ld2hz16BW9cv77d2xD9wNMhBhNHxpgCj103), you and your team can still sign-up to dial in remotely – just $2495 for both days. Gather in a conference room or alone on your laptop/phone and choose from the top authors presenting their latest tools/techniques for scaling. My goal each Summit is to pick up just one killer idea – and pack my brain with a 100 others I can assess at a later date. The next [ScaleUp Summit is Oct 15 – 16, Anaheim](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*VZcBlh3f7Nk2VWT0D67nKnMD0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8qm9cs5wvqSWN3hHhdQVMsQMVp3s9r7s5LskW53qCZk30n1W6W2MV1sr2NTNpCW6hhmLf2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj1_4VFB03P5rC5Q6W81M1-p2przrYN6W3RDgHd1fdMz74JcYSX-5W7m_B1R5c8d-SW378fhR3M_LbXW96Bs4X8RhNdSW1pgn4X5V_4XmW6mkW011pg_xbW4DdRMX15JK8kW6pdV3j8Rmt02W1wz3gD2VsvpZW3Bb5X76bp1FkW8q0np31dqzwLVcGMPp2HL94vW8nTRxz8fM5XRW7fPPGB4YbdXJW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3L4FdLW8rTsg-7mtWScW1XQJcZ8N8FtrW3Y1Gm43-hpg2W74fHS97-k-ccW28h76Y6LBQx_W2pglVT6vc-Z6W5yflpv2SX1M40).

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W86P2ql75x0DrN4Z6PZJLW43D0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8qm9cs5wvqSWN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW6Whh4x4knMhVW45wJB32Gv20DW3xkLwH2JpjJPW4D_7_r708SLKW3WnDzs3RzfkHW5FKFMm4L97VLW3Y9bM23zdXQHW36mB144d6PyWW43R2Cl3sl4fxW2CSKvb625WqJW6G-GTb5RKMddW3RkMb67k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc1XQJcZW8N8Ftr3Y1Gm4W3-hpg274fHS9W7-k-cc28h76YW6LBQx_2pglVTW6vc-Z687dtNFf2SX1M404).   
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W11C149982Gg7W4y38lk2d0lTG0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8qm9cs5wvqSWW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608vys7TyVq3W1lMzyF1gyL9bW83lwNz28RbJgW7WC6Lf7ZHsyXW7MGsLZ7CHgT8W7WC9vS22dLjHW1x9pK5792sp2W20TH9H1yhlvyW7zWnRB1WVtYrW6LjcdB1Q06csW5_3nB922ZY7JW71ghFR7lZSyPW3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxBrkVb2_nM6PxM4FW2VL7ty8txHxfW6S8Bt47w9snCN85_Ny3vLpBrW4mKK_q5-Yy72W73yKD270RWJzf6z3T4z11)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W4VTkWh3L9Y4bVwGqV66RLwPM0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8qm9cs5wvqSWW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6Whh4x4knMhVW45wJB32Gv20DW3xkLwH2JpjJPW4D_7_r708SLKW3WnDzs3RzfkHW5FKFMm4L97VLW3Y9bM23zdXQHW36mB144d6PyWW43R2Cl3sl4fxW2CSKvb625WqJW6G-GTb5RKMddW3RkMb67k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzN8TbH5TtZxvsW6STcLr5GzlKqW5JCJld8Ppkp1W6G82GV5cDKHzW6nYbhz7D7HxjW1Dy_KC24T_Fff3hBBPj04)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W8N05Pz1pQ6yfW4Qv9hz7sgmPL0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7tCtyw1DWSVzW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfGkJCmW2x-ccw7d094fW6G7Fbl4DFfS3W6RTdnT8fDjfmW6512Mk3JyhgTW1n0fZQ1wbxHKV3Wwlz1qYMjgW2_6Qkx2pvS7CW9662Zr414jD3W372Xjb7mDtBQW8xnQQQ4sl2p0VYP_X76bp0syW8w-0BV3gMJdNW4W5jq58xJMJCW5kllTP8w-XYYW1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD47mFldW48QytG8-dBw5VnzGVf8T-SYtW6q-nTn1msM74W7_yQfJ4L1MmrN4JXQH_1hp8kf2sY7W-03)  
  
Atlanta, GA - May 23, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W3Jjw2m4MnbkzW4qyFBp4fXC6z0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8qm9cs5wvqSWW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lpCVqW3qVJY45h4DZbW50fQST466D20W8Gfylc3y47JFW3GsB3X33f6g0W2mnMcg3y4lwPW88Y4hs66FX4cVCTDpC83rSNsW6966yk2dfYH7W7DwXLK8b-HJXW79_DFl5g18XzN8kM5pf7HrVvW1ly0X23qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM4F2VL7tyW8txHxf6S8Bt4W7w9snC85_Ny3VvLpBr4mKK_qW5-Yy7273yKD2W70RWKv6g6wKv111)

[Boston, MA – May 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W65hCqv3CH-fxW3qZwqy9cszz_0/5/f18dQhb0S8379cKH-ZW8c_7ks4T_wDdW2BW0nT7d-5W6Vsd3Cd1SddPTW53DQ4N5nblD4W4cdy357Jq_0rW2MmR5f7nZpKmW55kP1R8Wm1q_W62fnzr3gnQwqVKqWW38Y0z43W32H8Xx30JSmyW32Sr1D8WxW-yW8W25yY8X4BW9VWnwYx3P_c8-VRc8D95s8YWmW5y5jh-1rfXlzW1k2W_M8ffyphN25DrmCf3dGqW96nyGd1bNnrZW6Vn4Kk5_TVzsW58S3ZC23-nGKW265VBJ22-vhJW1Q468p2-lD31W1YTF-H7TVphbW1pqBNS1ks0KjW39ybFc1gvjSzW8hz0Ys806yj3W70ml3s84-SrJW8QmBx07M2LzsW6xkmSk5mz3qCVMCglm4Kv-RQVKtnbw6966TGW5Vj7NJ9cDJ8RW6J54PC1zxsG5W8mmHdC8YMllCN2d91bwtpKbnW7NMrG-4f_cxMW6hZ0lT75DjYxW4fmCFB7lcWFhW4f_s-t5DhyW9W17Vwnx11rnNbV4Vjhv6PYmz3W54GcH67K-c-gW2nMDQb19rcTfW7ghlM27j5v3_W7VzGqy1vhgZRW7nDH466_HFW8W5rQKSf3YT-XLM9Xfws7s2GRT-QJm2N1_TW103)   
[San Francisco, CA – May 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W5-bJ9P7Q4gWzW8XFsBg40SwhK0/5/f18dQhb0S65P6v3hbXW12Pfyt4_sCwlN608Y2RGxMcMW4rHY6x3CvnmnW7CJCfp8gQ9G1W3w8CSg933M6FW6S9Xyh5tZ85wW4k9cx95MlHnSW1DSx975c1gT8W5W5sZ-3MQPqXW76QNc16ZzfwjW2jZnxT87yDTGW7wwcM78nqdqRW4mc3Rg8JXB48W3rVVlJ7FLv6TW32P4cs7XKmDSW2qW0HV2vmGTtN2mhDs6dtsYgW8P5pfz8gXdsJW1JV5kB2LDCF5VnmDMB5S-tnbN7w36_gWD_k7W2jZJjX13ZtGqW1P1q0W58w02KW8K1_RC6LDpRBVp-fHK61QPV2W3p4dS24Rf07NW4yK92z5B_Z1WW98XGMR5L5YVxN7rfCZ-j9tMBN4Lg-FRh86dbW1fj32Y3swBvwW67pPML3Pxdk9W28RdBw3FrcsBW2ywKvw5pB2SjW6TvXlw4kyd0qW66WX451777GYW6Bg-w65CLH1fV3DG3g8d2010W590K3Q4t_8m1W5KJYK_6y11-JW5tlkfx8HrkH9W5VWkgf1Cpyz9N2Gtw_2W3XD_W7JzC0f2gYHcdW4C5PpL8kpB_tW1FKn-l9gWzWBW4GjSMT8x8wdQW4yTYP93_NMZwW4TlyZB8cXrFN111)[Las Vegas, NV – Jun 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W61wk543HcrnhN8Kgz06qW0xs0/5/f18dQhb0S3j46tQ-5wW12PbKp5jBXGcW53r5xX2YqVbXW8lM5c0459mn7W8gGGGr3D2lLJW8pCQh_7B_WbmW6PXZr97JV07FN5dND895d16RW21dSfY48n9hJW4QfnsK7JbHhHW4zpPDV4w7rhwW7hV4nh5-JcJZW96wdlr7kq8KtW59vvn46b4KVPW1l90qx6mR9dxN3X4wdyZtybvW5lcDjk7dLYSTW7MpKCZ19qYKYVhZd5Q8NNk2fW4YHQ1d93ZQH8W99Q9Xv4JHNjLN6-0vD9tXXPLW433txk6t4_RbW1jMTx224bW42N5QrqQWFTqh2W37Yywr2XYhcLW3gh3h27hnQ-_W4Lmjxg2l4fKVVccy-w2vjK-1W8bPQtZ2QWGFWW6fzRHs6w239NN5tcch-r25xDW6Rycn23kxH9fW2ZPjjG3F-r_cW4KF2Rh3lmLFgN95RbvFHzkDRW4wyK271Fs_lXN7zWy23Sgc3TW2D0mFf8bnHxxW8Jxctz137YB2W5nJq6J2W-25HN7tcRqLKKDxZVnr2Vk3YNh3rW4yvTbR5lf7gsW3PD7R67_c5qDW8tGH9p7sg6N9W88ykqk94rfHrW2kq5Fh3vy3lwW3vqXjN18q0lXW6Fhytq7-V0pwf6k1J-S02)[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*VtPgm_3_lPXKVL2lsh96zWqd0/5/f18dQhb0S3j46_rVWdN12NqW_C3-75W1wfNFM4_cbfMW7G3JXq6yR7ZMW7SFQLp4RT9mCW6Pjtbc4d3WpCN7cgnd4fSFF9W4MQJKF8cKQZxW6p3wBY5M_01RW2dSdvn2d5lS1W91S8F94gvpG8W2P3HlC7WRdYTW2NmJ9280WKdgW6s2kLK4BDvlNW3K7W4k4-nzw9W6yDP1n1gM4HdW4Lp8sv3qR7K2W1bLM5h5dWwfFW1dlwqq1VYqpjW6P4ghZ7PLlZWW53Rpx97V2xQ1VdtcBl397LGVW2yys-G4XZcZ9W2P-nJd71gXYGW6XgHlF6gq5VHVPgs2w9ljCGZN8GkBz7WWzPpW8fqvMx7D9bF1W38h2p639VmkmW85P8bM5Z8NkQW65C6Bc6FjFYqW2cclSR49hH0tW6Qlkx06092RJW8JNngy3j9vL1W7ypC857k-vnyW4xhxlZ4Jp6pbW5Ccs138l4hbXW5sRd2889mm2pN1hhqqPN1pjbW7BchSZ4gyFlWVR41DP5gk8t7W4YX28j7t8XjdW8cHWzy3zd80MW4gLFN38LyLv5W6fj2kv87dn0zW4yVj5s17cl1kW44XP_V1WTtMHN5k4yX21nfFMf3qyRYd03)[Phoenix, AZ – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*VCg8TR4MgfrLW10t3Nw3_50wF0/5/f18dQhb0S1Wd7w3gbpW12h8zT5TJN60VNMMtx2Z632gW41Zl855wgVPdW2dyqHP1XrT15W8Lmjnx4fQ3YKN29PQMfS_KCBW4T2Stw4JYXmQW5ZPXpd9grbCgW1kldR_41p-bwW2bMxj76MRYZ_W420zp76CT-hdW8YYmqp6Wb1WDW8YVbyx342F8PW7YrGNx8b8Hm0W1jlmSc54wh8JW50y9Lw4Pf66XW1gZm7L1d9tyxW8b1XsZ1fCX_pW1wZP0s1RNh1sMHz-6S2rpzdW293tJJ90ch9bW4gnTXD8zxMTLW3cHfsF4P5MLlW3lsqqm43nBDrW2WBxSR5tQZwxW1lG4t719R_lCW31jpQj54RPtnW4-hsff6ybj9ZW11YjZ81VJL6hW9gKmvT6Z3sC2W33N2LR68ldn3W6drBjj39C3w-W6jkV1J6gjdwwW4q98XG1xLtCCMWjttV21LnrW3jSX9R4lGmKsW6TFyNd6JZ4DvW2PpJ0n1854-gW7Sy_hJ1crb8zW6J_8Nw4sGSbXW8tG4xw8JXz0sV4LKjT4sZG1bW2Sglm32Wh8jBW1sFwt71p5Pr2W45KVqw2dPkg_W4tGFc78Yj6wLW6Xw_M35L0_tZW9k4Q6w3S_TrfW8ky3n25GwTQlN3mT4Zd68B4qf8h7dT403)[Brisbane, Australia – June, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W4YcRkQ2Hx1ytW749xld4vJ_970/5/f18dQhb0SfHn9dZyjHW6KB8JF1k63-nW7tCtyw1DWSVzW6Blzmx1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_8qW3djMdk3lLT5PW3hgNF68mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qHN2m8DqKmmJhCN8rgk43MNBCZVMMQxX80gSRfW97rB1b8yg4ZMW4VcMNK5GVj9KW5x-3Pm5q2Jp_N64J-6VfCdKrW5BRwXM2yqnDnV8XyLp8r5z-TW6S704p3595VlW1mb8Pb62dttwW8qfN9r3Q7Km-W61ml9k60xT6bN3JYMZlT93p_W67rMpY2D6DJ7W64yCxP7wV0lWW98_-SB8csGDVVD2JBL7n5ZnyW3jPt8d5G484VMkS8dkd8y6qW1QP4S52bfG6XW6M1jtj2B63gmW388_gV9kPSKcW5-7HVw3pKpBPN1yf53YVL6QTRgs1jVB0y102)[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*N23brGffnkv_N6QjjtvSCYkt0/5/f18dQhb0S2C873F0FpVWVbvN2_V4xlW1fDjgh3wygvqW4ggfTT4VYQpZW79f7bQ5lD4SZW3Lz6dK7gnq49W8Gd20X6WRpXjN2C8kfZn-ZnfW8QhsFZ86vx_vW8630XN7Bg-MyW7jpcBD91RW_vW4FWTP99d1-rmW49JSvy85RFspW6v52TF7zKGMCW6jPqrZ1FnCd8VkpP2S217pBnW34CGpc6cKPD4W5mkg-T2pzzGbW6ktKZl3Ls2wbVHlc-T1lp0s8W1D70fP1n3TLqW4WK3Tn1PWCSJW5kS3sW3YnHL4W234ZcG8K2mVbW4qBR_v1gkSdKW8d4Xb27tRbl2TMsH53TRWzqW7vQ88F6JjnvsV8bp6j7BfsD8M8mr5QCM6wwW76yp0p1jgWvGW2wtHHy1tLZdkW3tgLDb1xR_vmW1kM-h_8Hcsj4W965vqd901F5SW79cJj112DSTqW2CJyW966zczRW3W2qfb88-Ft1W6HLTT34FKrzdW3MC4Zx5CYbTgW10h8QS3qWXwtW4Mm1pv59cLgQN4kdZWV7CFVZW5SDtly6RPcpYW1Bk7Fh89ncPpW6Hv-0X6MtKtZMnXLJDcqq_DVRMjgG3c01fSW5NdTcH8_m41cW7h8BM155XxFvW6WVPzs34qDvNW916rsy3jZSZwN6DFy0N6d-vVf64XD4R03)[Waltham, MA – June 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W8z7sVB6BwLHxVcPpNd99WrlN0/5/f18dQhb0S65P6XvPVTW12hc0N2vPyltW6Lmp2S4SRQ1MW3jh3fd39vxV3W3R1G352GqgT3W3PqHnx4mCVYhW2VG2X91bY5XgN5XW2J8w_4dTW1zsKcM7mhf7xW91fwSj8XkM7YW4n1wzL2XGwrJW59MWM-5G2mzLW1XwcVG44Z9VZW3qDnJj4PL7xtW1plVQL68vV5YW5M4x_L20myKXN8mjHmMrgb1PN2vF9mYpMshtW4VYQFd1xjfLxW5qCH317mCS_pW7gjSff26vgQ3W7VtYM93JhvllW5FvrcS2Pz-TpW8QLjtY4-PzkcW3sL-2k83_4h6W5vlf973V6WwLW2Z5Tnc9k8WN3W9dXYtD4WF07-W7b4lz-6jR9XsW6Z7WCW2m8_LyW7kMH8f5-j9bQW4bDws16BH0lVW3DYvFs8q7SJZW80qMDd9cZZBbW4d3T213Z-4cJF5Kxh9dK1KXW3YnrCM38yKYlW6hCMSH2pMQ9lW2HwYqH1Lpq_qW8sGY8z7BkwXNW7pR1r56H7g_wW74y6VT3XfyGlW7_4mZT57kbNsVsB52L86M_fxW1J07M55JsLr9W6qHsht2TKj7gW8JBCRl2Rf3j6W1FB03_1pbM58f58cssM04)[Los Angeles, CA – June 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W5c-Ykh686Vn3W228RQQ4RGGwN0/5/f18dQhb0S2C873F0FpVWVj2r2qybbSW4_CDjn2rdQqmW6jzSC26KvTksW2BTzGr1ZFgjDW1DZyFB7Z1Hn3W5J2nD851tZz2W4GCBGN5VXGQBW8Zdbjm20FmzYW7Gp4vj7ZHvy5W8MvjnL93blgjVNqSLd6NH4k9W3lWvt77BP1s2Mw8HsPMgVMdW7w2TFQ8WmyPbW5VKZ2w6rTHSDW2lQKv03CmXgRN2pg8BL2yCPMW64WBNF2bZ90wW4Z2z1q3fP8xrW74v5VQ7rT8sdW3XQwXS1ww-d4W52JJxT6NdCjBW96px3X7RW_8_W2Frr--5ZVBztW79_fLH40NzRYW7FYrt73ZCM_MW5T5M7m8XdH4fW6zkv_269B4DMW5-_lcV79tPhsN16x0J1JQSvnW4ppgxf2NyDHCW2mnZrw8L-ywHW52Q8Hk54KSstW2jqtYv2dXgsLW85j5fR6Jm8b8VgGWsr9bl2cmW4kydg24WkK3cW8flcgt1cVFZ6W2VS7fn2xvPjZW4kkpBS7_Ddp1W5nByKT6fV9dWW6cv8n91HdnnvW1D6PF985MQN-W59f7Zn7W6q9CW2WmXh52lPjBQW54jplY5t7G07W7hVgjV95dfP_W8xh7PW91jk4ZW4GjXJx24VL-ZW6ZTTw953DTqmVwcKD64GN3mYf5csfVY03)  
[Boston, MA – June 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W60x-n81SXg_YW3-Q9pd854LSm0/5/f18dQhb0S8379cKH-ZW8c_7ks4T_wDdW2BW0nT7d-5W6Vsd3Cd1SddPTW53DQ4N5nblD4W4cdy357Jq_0rW2MmR5f7nZpKmW55kP1R8Wm1q_W62fnzr3gnQwqVKqWW38Y0z43W32H8Xx30JSmyW32Sr1D8WxW-yW8W25yY8X4BW9VWnwYx3P_c8-VRc8D95s8YWmW5y5jh-1rfXlzW1k2W_M8ffyphN25DrmCf3dGqW96nyGd1bNnrZW6Vn4Kk5_TVzsW58S3ZC23-nGKW265VBJ22-vhJW1Q468p2-lD31W1YTF-H7TVphbW1pqBNS1ks0KjW39ybFc1gvjSzW8hz0Ys806yj3W70ml3s84-SrJW8QmBx07M2LzsW6xkmSk5mz3qCVMCglm4Kv-RQVKtnbw6966TGW5Vj7NJ9cDJ8RW6J54PC1zxsG5W8mmHdC8YMllCN2d91bwtpKbnW7NMrG-4f_cxMW6hZ0lT75DjYxW4fmCFB7lcWFhW4f_s-t5DhyW9W17Vwnx11rnNbV4Vjhv6PYmz3W54GcH67K-c-gW2nMDQb19rcTfW7ghlM27j5v3_W7VzGqy1vhgZRW7nDH466_HFW8W5rQKSf3YT-XLM9Xfws7s2GRT-QJm2N1_TW103)[San Diego, CA USA – June 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W2Qwk1n3b_dYJW923BX36NYNNH0/5/f18dQhb0S2C86_YdR9W12Nv3S4TbJS7W2lz0NR1fgHxHW7rZC5R83Rcr3V-mytG5KmSxmW3MrxK220-PnKW3MFjRG2MLZqyN93V3kCmPFCgW5YXqjy5MQmjHN3j7cc5KYD4lW66rqG_8L5TysW9j7qs930_2t-W6kPy6F65lC7yW1HB5Zd3GWxJNW1z13bV22fjt6MYD5MHdvXBHVP1SR42N11_bVv2GN33RhJlfW7f6ssw1k3P4LVCqdRp3DCGkkW5pTwXn84Nyw1N8jqBCMX0GtGW4WLkZx6MVYl0W3pqnQv1V17XPN2vslX_ZcczbW8SpwQy8M7h_LW3Jbj0q1bQ6TxVfs-mw8HGpvDN2KgnWnjPTScW7YFv-21PsxTHW7Sk82p5lTjdHW1vVRgw8ncrwPW3Thp9_3hL8RGW1dr9-B6p9VHZW76hkZk1VBf0GW8lNjF92xDtLMW88b-vF8V-5DtW2XWY4X84RxP8W3Y0Ysj2vFhyNM3x7KFSf3c-W19C2YL5mQPfQW1VTmnP5S6vtfW88cdmS7qWn0ZW8h33sN1GDtJWW3kpZ6Q7wVHGNW7F0KH05h4Jf0W73fP9c8Js4YJW8tJ66v4BzTqCW7FLFCf9j-ygrVTTkbT7ZrpHwN2kMM-zTKFtsW6GfLhk2prbJRf61zzyb04)[Atlanta, GA – June 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W3HwcMq3ML5H_W93xC0b42xmr40/5/f18dQhb0S65P6_rzZVN12NS15JzR1bW5vddJ423tKf9W2WjyQJ6rNz2MW1D_fRX8_5mNcW850cnw6grM1WW7FD6w23hFFdHW2wfX8X8GPzhcW8fBwnq6HvssxW4qwb7K9cG2X1W5QC3J77M0BsNN7cL9SMXsZn1W2T4JJm7f0M4FVdH__d2lpd4cW4fh1CJ3ZhYrtW68KnHW2731TcVk5Fvq26JTtwW8dtj3W4X8B48W2PPGMS1cVpq8N2FK5CW6LjmZW5QSVPJ34nB4lW66TX5n7Qg7SgW946wYF4kh3xsW5tyFkv2SWmvgW1Y01n59fcGh4W1_MWMJ4VSYQ7N7h0zwvjYV6kW6zPxPL3tffdXN39cc7sBmGyGW1ql-V17-hN7mW5YJFHt1Lrq83W1xjKT13PQ-7PW6VK4yR4QjBw5W81FgzK67wp3nF47mZrVkctCVx1S7n25XkWzW7NrxP449BqVbW5t9qx860Z1WKW5Nx9NF5bwR2ZW5pVBGM2YfPB0VCqwrq4Z3P58W1M9jNX93bK8LW7V-3fS8tJ0fRW8kKbLX4gHkFgW6Xp0s-95s-1rMq7QxYSxtp7f166MDv03)[Sydney, Australia – July 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W5-CCzX49nRpsW6jL-Wh931WNL0/5/f18dQhb0S2C86XvxSmW12h8z25-Dh3xW4_p93v1svs28W5Jx_-w6t2_zXW3C6kxd3BNx42W5DRLl54mKKpSW1WrX3g3Ff7JyW1cXnMC7hk_t_W5PNXP88LP_VsW5mD_jL93d3lvN8XkM5MX2LTVW9jnNgn4jF9NXN3jRkx6wt-hCN8575G4dC7VSW523qF12DzTHcW5_LrC49b2Ys2W2lRfZ55-JrtLN3VJHvzBBQPjN7jgdB7zkgxsV1jlMY57HPqqW7N6PQh530lfRW8nWV6d2JHRDHW5FBWPC43Nn87N3ZH2Xc8N5SnW1rywnw4MFFgzW6JMRCs4p0YWdVrcsrT2-V9jMW4RvwxN6XS8SyN4YXbVV8GGSLW7tJlh13Wrp2zW8dZq4j3y4m-0W6qYyyP1h83_XW42fRcj4xlpH1W3TKPqw7FMMTkW1GVKdc1VjfCyW4kCP1G1CKSvfW8Cnz148xWxD5W6MTLbP4CJNF2W1BgSFS27Q4GqW1yPtfg3bKTj6W86jqlk88TkQSW3J5BM_5DQM8jW3lbXWD53GzHNW1yZSj04LpljXV1g8zh5mFdVlW954NwQ8JgySpN99-KwJJ3Rk_W8W_-7k65MtjpW6bHX_x4Gkb4XN8pcVtR5KrD1f1pLFPx11)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W9cs9CX7qlW0PW5kD5mJ55DS-Z0/5/f18dQhb0S2C873nK89W12gM7d1g4M6_W4-vYYg1NT7ssN6T8X7yjTjP1W2KtG625ndFr3W7YMprh147y8vW6yBq028Z9G1bW5dh7fD1bbly-W4w1yCZ8J4c_mW91-rq23--ZTsW4qDyMF7ZqLh7W91h7W_7vfX5VW6jcJwL3WJG9_W3R-Zcw3vMmqzMPwvR2S7gTnN8BdQG332wgYMMK02_T0Rn8VHN2yH1vZnzJW50SSJ25r4n-sN6ZYMv5HD98pW2W_PrD36-N7WW2lSvjq8HJ4nnW8-KNcZ2W1HqJW7gX5Vx8Kvk0gW46ngw05Hy5-zW1Bhs5L2FSnXdW2psMD92L75hFW11_7Bl2bBK0jMcTN--gvxp9W4RvlxZ6kZn47N1lDKnq8_yg8W4zl5Yv1Qzz8FW21kzhM3YKKwlW4m828Q4dY0T7W6ZdRvN6Xg4nmW6sW9mk3TRll7W1HJwHs10mpMDVZx-_h1TvngcW7cyc6m7Kn7CTW2GzVrN56rJhPW1tRH5J1MzwHKVfgthG8BsSvdW3sRmCV3j5qp0W8MdkZs5dG9ktW2mgBB347jkQrW3gRxSb2fQ7YxW8ts1Bf55D1yFW8_gzGJ9kr-hRW15-s_D9h86-pW4LMqjL1Z2nlfW4nxHtb1bjMln103) [Canberra, ACT, Australia – July 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W4zlQrT1f4WYTW3HQD_l6k-f4D0/5/f18dQhb0S2C873F0FpVWVbvN2_V4xlW1fDwwj4N0hX7N1_M7ysqP8q6W51mmw01l6Lj6W7tmyGz2PVcRbW1V1s6t8S7j_lN2C8kfZn-ZnfW8QhwrS20Fmy8W211rfL6yp8Z5W8Src2Z6X1Vy-W3vwyvL6ZzBhtW42npx07Sk_xqW8Cn_4W5R366nW2x0N5t3gNby2V8X7sW1Vf9s9W6r17c-35YVsdMlNmH8c9dHYW6BJBVw7t6_J7VPff5t7b4StKW5w5QYC5q5XkKN2lvS1MLx9l8W3G_jRp7_x3DwW64h_MN6J_6RLN1qJb083MbSvW2kR54556j01lVD51kN5c7LPsW2Bqwn_8H7dffW1NFX5S39fD3rW8bCv157g_663W1JD5nH6zkCd0N2NfKWDLN5M_W5sZX-j7Zs5QTW8v2vw38LdCpmW5flyg01KZd6cW9hLmMn5GmtddN4kP2BXYNsSLW2B1P6m5LRWWgW3l8BwV6Txb3TW87TLMt32LWFlW1hb4jp5651llW1b4gVL8cJQJnW7mV2732GvY-yW7FDPb_3JsXSdW8yB-C65cB4RJW6jnW8m8J0SbZN7DhZPMkbcLVW3QXW0W6Tmhm-W8yzlxB5RsG_3W1KWmMC4xDc5yN8WbrnPrwZ43W6XTGyx1_VHL-W3q337k8RJjT-f6B8N4-04)[Auckland, New Zealand – August 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*N64yq4G20qZBW3FYKG55_Z87D0/5/f18dQhb0S3j46_rzZVW12NS115hmCK9N60ThDWkn8zmW66PwLg5vKy5-W6b7sr54rKT9yW2bg0QX86Jxq1W481BLv5TT3xHW5hk1Vj5wDqLjW8qSDfW2TLlYxW8Q1qjD8xlqcnW6XpRfD42176DMLgW6LlvpVMVXbxd_2-FCT0N1vHShWC14TfW84BXhd535jX2W2vkP0N6sRxtrW7RDvD73RvdtdW61ngj110l_H0W35tvzy5QtjyfW2sRWvL5mblwcW1yTBtb6nb2y7W2Q3Lz91SMDdnW2FcjP128PBZ4W6z1dFd3VHcS9W2BJH5C2ljwy3W8QMJKV9fvk2ZW1ZRzl46wdLVjTl8JL40Sr4MW7hcJSF6dC3hlW8xl-TC6fql3CN5t1jJ-M2Hb-N90FdCvMSS65W31kjC62HvBmRW7GYXF32LB0yvW4w5z-323SnWlW3KN8fp7x2tFmW42Jlfc4yksQSW96z0dJ5Yf6GnVHv75N8GWKlgW6wQ2g25w7t99M5zcsH4vt9kW6WwYB87tZ-HBW8Vlv_026GrRfW6WSyXp5SrY9tW3Pbyxm9f9n7xW71b6S_2QDBGQW6_tRys2ckzbH103)[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*VRj0Fk8sqBSXW195L5M98SDFw0/5/f18dQhb0S65P7BfGH_W12Nnww2_VDFnW2LT_TR1Dsqw2W5zMdGn6sGn29W2H8mjD2J68M-W5D5lPv4nvS9VW7wsD631lkrkvW2jR9zB2rtc1JW5Yb7qg6XSMCNW5dqw_N3PTfk2W6YRf_T8fpW3fW650BCm2kxwQBW5dRj4m6CDPlxW5zQGF03wcRYtW3G1KNW6yx9SgW1P_Qtv2qM8nhN6xJwb2MfRWpW64x18Z5WhjHNW3DChcd2F_CNlVl2p7y5nnMnPW8YJpBl72S1V2W6dzWSB5JFPpCW6dgy177CqQ8tW4fBNLr70-P8rW64dwtP7mN583W3gzTnC12-njpW4BG-951-8Tf5W1RMqFQ2mYCtKW7JmVZh5ZKK53W8N_wl052YwkSV68bmZ5Hz_nfW7wKxdd7R8PvjW6JS9FM2f-N4qW5nLVkT2BNdr1W9bH3YB8-1X4BW7w4Tz-8hb-v4W7-mWT_8Cjpb3W57ggP23sX_nPW5Gzj0z5m9C1QV1Ft7R99jmhMW684Fnp5BPnR4W7p5CHJ8M-1TyW65-WNq3qTMhqW7q8PB910QpQGW1RN9Sf59dy75W2mfSv42ZC88kW6VR8nK76pQxyW66r7bB4F40D9W5hJtGc4jMHGyW8Cq0yC4bvSYhW6YnT4r4mW5W2F1w410Qkyn6f4ZLr3b03)[Adelaide, Australia - Sept. 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W9lzg-458zv_PV7HVm24-FX9K0/5/f18dQhb0S65P2f9Wg_MWnFhkJwZMFW1dN_J82ngy7DN8rk7_ndCQ_jW3jlXB-6TjGR-W46NH9f1WhCbrN3P7MmXYf2F8W5ljJP037MxMnW2zK6MT6lz4k-W3dJSnY7S52ssW13sm4M5LHLJCW8Ymff_96M9pZW7H4mN96JMdS8W6bQlm85ymDWSVN6J5Z5XZdhzVgs8413bg_kVW694GQx37wYN6W6N7kD759F2TRW5NVXRf2pP4lTW2FZ_cJ1Q03ZTW7584WN8gfPVwW795YLj85rcvpW5_B0g24YtP8TN5ZqGts94zHWW257H2X350p6BW7K7KC48Sr7YzW4w0XBN5X8S-WW2tbnk25DHr5XW2JfL4n2r6s0WW15Y0vJ2hYfcSW18xj947YbyJ4W6rf_Tq7rnXmbW5D18nV7-pN1hW1JJRWr6R2_pLW8fP9BS65cG5MW6-zhWF1sxj47W3hrgsR6C3GtGW3LFWrs5R_9lqW61gg_v1jXxkvVs9hXd4lfpwSW4PkwVm55c0jVW6l5ln19gq-vrW3tn2DR46PbDTW6bY4hH6n7854W2NHrpr3QyvzsV6ZPMj4Kk3ZNN5wmrtySz5nQW1LcJdQ99bDW4W6j11XQ4zFfswW80Sn982Mzc2rW2hygdN2b59b_W38g4lZ3wFpKxf6tf6Bq04)[Sydney, Australia – Sept. 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W3dz3VX2yjNjHW557YqZ4Vv4hr0/5/f18dQhb0S65P6_rD8pW12NPg64_4BK4W608Yfb2w5l8wW7s3c6j4Z1QrHVy85NB5711XdW44tXNf8-hJwSW8rxsVs1kHv8PN2ky-GfqcRdNN7_vWlQh5pVLW22Zpcz5N51gTVyS7_62bSXQ5W5pvxyk18sBdVW9gKg7t6CmRpwW1SkDbQ4t2gpHW7lwrVj2SyYn4N4JTt1YQbs2GW49W-356WsvPcW1SP5f22T9NdxW1mgs5136JSMFN4YMYmsXMn2nW5hr34N5_WgQ7W2HJ1QT33qT23W1Dgd506KVSkjW7tfwhZ5k7RjCN94t9n3kV-NsW2NgtWv2HCJ3hW17XM_x7Yb48WW4Fqm2q78XrpzW4sSKYs92TBrFN7CHQTB3MpmrW8FzrH_3vBhc3Mp_3XFpCLbfW6pS3WV3YK3J4W55Gk_J2YK2WlW2k7zcP3jwNkDW7scKFP3lX6K5W3RSnNT6TKZtXW3lNbw76ZXzVLW1cjLqj3_sVl0N3TQQVr9bY4fW5nPMn54Zp9v1W8zLzVx80mc2TW4_P2by8mJwGCW6b60hG6NJ2fMN7bRsCWkPDBhW4y2qM_4tbss2W3Nc0mW91hy7XW8Xjvhb8p6JKBN4G3-sLW8m9SW9k4Csk5bm1LVW2SxdPX2jx0MDf1vbxy203)[Woburn, MA – Sept. 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W2ccqX-2886-SW3g_fjx1S_4Gv0/5/f18dQhb0SfHt9dZyGFW6KB8JF1k63-nW7tCtyw1DWSVzW6BlznK1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKSnCQ7W6253w46P4pv_W5DrCxN1nxwvzVfDcZC4XXSfRW3M2Bqp1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1FjdcM5pfw1SV4SFPk8cx3wrW3X0g0y6bp1cMVbq5fx4TKc2lW8RZfFt7YqJRvW72YXqS1dSLMDW4Mc34y1qtn0tW96SN5x9js3MpW6bs3ZZ5X8B0SN3TFSdFbtg8_W6mzY9w4VSRmhW36lr697yphl9W6-6V174sds1ZW16fxzy5sdgpBW7ZJl2S4CGGKtW5Wdzym1bBvW3W3_5Xh96LLdKRW1NFfl48P4pWzW8R9kfx3NGSVWN67h77-4ylQVW2LdjVl5_m15HW4wCQw03vRGqDN3y2xcZBjXZNW7QXMH87Gfqm_N7f4y90rVprCW56gBW-5kC8Pvf5q1g_204)[Sydney, Australia – Oct. 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*N5zp6dc_YwWSW6T_vnC6FhcPd0/5/f18dQhb0S2C87BfGH_W12Nnww2_V22yW2xKxmM2rhXZpW60PdZX1G7jQrW5k1l6s2SyFBnW7rjYl78G3NBtW7ZlDLn8S7j_lN2C8x8bM-N0KW15Lvfh6WmfpVW4ZvGDf2Snqm-W2d5nrv5n_VmpW9f2GzZ5DpZl3W7ZlQB545kklJW7b5nnf4S-C0fW3fYng53jC920W63NHN52xq2w7W1rdNPt1CYYpwW2SP8Xm52r5KsW7RhBdD344nrFW25Sml01VNPHjW7JBVBb1MSY5GW689rhV6FYw1tW7_xKX646cxlbN1N-nFB4tCRdW7c34Pd5Gtt3vN517X4qgySvkW6g2fWl2HDRHQW6Df9N173PDR_W3wvCj63xVXDzW2FQNGf6YqpfhN6WMkzF9MLsDW7Kyb258V5pMQW3WKB5k6F654YN28ctfC8vY62W1LQ3HC6hPG32W7DkYpQ7R228_W9lzHkr2C0D7jVZbvlK8zJLBdN3WVKt1vWPZzV7RQm7595m9wW6RnHYY6WM4LfW8w7Wsc6r7K8xN3-L9KK-ZJ00W7BFBPj2mkwygW2pD7My4rzQZQW8Lz79h7dDF0cW2k24Pm8mLsLSW6-R_M_4zDqg-W6K_C3W9bGrBKW7DlC854dtc5kW5Ly5xj5yXs_P0)[Dallas, TX – October 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W3qZNXk4TFTzfW1QCZ4N2VBB9D0/5/f18dQhb0S1Wd7B0mbNW12Nntx3wsGhxN3_bGsgbpzRVW6jzR9N3dKJzjN2czkj5-VJkLW5MLFLh8LrqKYW3PVpMy7clz1XW2-DRyB2mBB8TW167-0y4cD5kbW2tMBS97nqNK3W72DrtR6yZ5HtW93drgR31NhpPW7FJ4rM2658rxVY_d7l6b3NGHW7YrGMY8c-3qlW1jlmSt54wh8JW50y9Lw4Pf66XW1gZm7L1d9tyxW8bbdZy1fCX_pW1wZP0s1RNh1sVHz-6S1xSdwcW93T4H125NVkcW2qSSVh7pwqvHW14ykHY2T1n04W46jmVP96jGc5W2l1VT96f9R-KN1bfYnWcv6KsW5sfPF43dhpj-W243N0V6BhYRLW7cJkW31TZWSPW1Zg9rL4DKDGhN5HpSWdnRpNdN3tyyNQmZR9rW8V3Hw15Zhf1mW6vWB5h7x8-tbW65spwN8wfHVwW61hTCt8V-SZtW83WTqB6l3BySW3sCJDf93WTMRW4-brs-3LR46bW9b1KRr97__NDV-fmZ68HtwjJW1BBBSn8HyKJ4W37643H6CRk5yW2bCFPC35-3X7W8YWHVx9d6kM5W9d_gZy21wbjBW57cbMF39Wy1JW9k7jML84RZBmW9gXrd32CWcFGW7FhkZv844dHlf2Kx_pB02)  
[Lancaster, PA – October 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W7qfdk37dxhmPW6tltKn2stjxP0/*W3xX4cw7F3rGlW5Qyvch6YfL-00/5/f18dQhb0S2C86tQ-Q7VWVbvg68KrL7N4-z1l2b070jW20mqXh8ndQk7MQcymqSMsZ0W5CSskh4mKKpSW1WrX5z3dJjx4W8cmLmd5WR9mBVR41n115TMpgW6bQ3qd8hq9ncW4RnzNt5_zHJ6W70Qch51VSqY5W6W5jcm7sld-vW5Y66R82_SsMJN5p5J_TYq-nkW3LQMPs3G9jT4W1jqM_m2zLB16W3LxNZf1cdK25W1D27ML7CzpXpW5hphj11x0zMfW59GrQz34lmfPW6KNwhl7Ny-68W3ZynPb4Vg7hbW1wFYFN72L9h9W1-t0sc5qsjhFW3ZhzXw4LH5GsN3NgBQnsZJXvW8PnV8X1TTXjCW8V3C1P2WSw0sW7n4hmp8_26lVW5vdLpr1Wdxc9W14Wgv21TsVYSW6pYCfV8jKhQtW9b5bQZ3bL95FW8DCJgy48ZYrDVhcg-N6J_PSVW5VjmRk6frTTfW6__gJ_7Wmw1kW6TmzP-2Kwb90W8WMS5M29gjcxW7pnTY76lxg1pW1J_zbS5q0rcRW6xsw3K6Ytf0gW79n4CH6ybcZbW13sB6H3N1YnzW7hfdZ_4H2-YZW6WV0pY86L_FjW8XmZW98F2GRVW9j5Mgk4WbFd5W2xLMJ-4Gd__ld37QLF03)  
  
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For questions or more information contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com)

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**05/31/2019  
Burrito Bonds; Recruiting Video Ex; Intro Mistake we Make; CEOs Jun 17 – 18 Bloomberg HQ**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| What people believe is not so much a function of what is being said, but rather who is saying it. | |
|  | Steve Martin, Messengers |

**Winner of Columbia Exec Program, YPOer James Drage --**Managing Partner of Halifax-based Atlantic Venture Capital, James Drage was the lucky winner of a $6500 Columbia University Executive Program with Messengers’ author Steve Martin and other top behavioral scientists. More information on this program below, but first…

**Example of Effective Recruiting Video --**YPOer Ron Lovett, founder/CEO of Halifax-based Connolly Owens, [used this video](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W8rNJQ22fxMybW4Gg8gB1wx98z0/5/f18dQhb0Sjvl8XJ9qWN81SjwlHyjJqW8rl9-P7gbCfsN3hHhbrXL0jYVnQ9Qq8ZM85SW2Mz9rH31J1VqW5mknqX2M06M_W2gb4Qt4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1Z67wfW8hTJV48lwVXYW8hS2967bj1-tW2zfyqd7NrMZsW3ndfYD5DFWr2W5mKjF63m2s0VW9bVLSk52YlfxW3_8mpl9fgwMTW4fdcFG7KqZ7pW9cjmpN8WL0W4W7LYPgj5KrCrjMszhS9vmYqVW5Y80Cc3ptFp5W5llq0_1gyBlQW4N4mTd312MwkW30QxZZ7pgX7pW1ySbTK1h28YjW1g8THv11-3YHW55R7tX1Fh0YtN2dMclv4slhZW3MYNT-40BX5KW8csLSq1035ycW3bSmn08f36blW5G1g4B5L1tSqW19rc8k7qr2rcW9dgNkS1G_rQTW1vNXZ-7JNRMLW9lmD-71QxxsNN2W4BNZVMPVbVVrLq86f0TFPf2SX1M404) to successfully recruit a junior sales associate – a great example of messaging and using video to attract talent.

**Mistake with Introductions --**Gathering a new group of people? Avoid “going around the table” and having each person introduce themselves – everyone will be more focused on what they are going to say then listening to others. Instead, have the senior most person make introductions of everyone, according to Steve Martin, author of Messengers (Oct 15, 2019) The leader’s status will better convey each person’s expertise and they can subtly set future expectations of performance i.e. “Margaret is project lead for xxx and consistently delivers on time and on budget.” And if you’re leading the meeting and you don’t know everyone? Prep accordingly!!

**Power of a Single Word Brand Identity --**“Vibrancy” is Chilango’s brand identity. Co-founded by ex-McKinsey consultant Eric Partaker (communicating his competency), this UK-based Mexican restaurant chain conveys everything it delivers -- the food, atmosphere, messaging, and service approach – with a feeling of vibrancy. And this vibrancy permeated their two crowdfunding campaigns, using Steve Martin’s powerful influence/messaging techniques to raise awareness and millions of dollars. “Driving Experience” is BMW’s brand identity. “Scaling Up” is ours. What is the word/concept that permeates your brand?

**Burrito Bonds --**Watch this 5-minute promotional video for Chilango’s “[Burrito Bonds 2](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W6t9VR17wPHl4W1NY9cv4FbxVl0/5/f18dQhb0Sjvb8YHsrKN81SjwlHyjJqW8rl9-P7gbCfsN3hHhbrVMsQMVnQ9Qq8--r6mW33FVHz8Wm1twW1D8tQL58jP9zW8Fdh1C8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYL6W36mVvt2kGjZwW6qQkLP8J6Gg_W94q7cq6VKJl2W1hC_8g5lppH7W7DWz-G8s2NR6W7Cbpzj2l9SW8VyJ2wl5__sQ2W8Ft_ZN7LHQBbW78_nvw7rNV8nW2NcgDN8YrPdvVKPdvR7DNdYxW3xr2WL8tdB2LW5-HC-71DXzLNN4PQ995pjcJ8W7HC9yS45MDYdW55s-J23qY36qW1P3cdp22TNxnV9Mb5m46SFhxVRb-Ys64RB37W1zf5Hf3xxDzQVJhyCL3X5Z9tW5H_sfZ3Bx3nHW4syrT_7jDbrTW5t8-cJ8FYtgYMmRw0WdXyXbTXGDg9fRNST103)” campaign and note the various influence techniques. This campaign, aiming to raise £1m, was oversubscribed raising £3.7m. [This article highlights the success of the campaign](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W2jprFs76kh7-W8R58Dy77vs_F0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8rl9-P7gbCfsW3hHh9N5Cgxh0VnQ9Qq8--HBkW8Zyy0g7HLZ0zW8Wm1rf54RRy5W4cymlS58Q070N5nrDFwJpjXpW4hXQtt54WKD7W59Pyqy7Lp60mW4jLp4z55kw5XW53qQt05nHBfvW4cjssl4h_v__W31D7WL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzW19BjML1ks0KjW7Ss2jL4Z09TjW57-WqM3H_PtyW2DzCtR1yB_9zW75Hh3t1h2Kp9W8mQwXJ8WSTZyVq_Ttg1XDb72W3ZCYg76szqH4W1fM_DX5VskvwW5Rhdhl4Pdn-cW677MwK6sWMXPW4PTqP36VwH8QW52SP2C5dcwWVW1yqM5x7rPLpMW19K_5T3FrDQSW5Kj5BB6Pc2P-W3x3hDj6t_HvdW8Ph58-59BvcjW6f_79H45yhlBW7x2D_l3hSFjWW1ny5pj8Sj8MxW50D9kw5JsRpvW8Pq7j66NtTP3W5RlGhc40XnnVW1093w21WPqF4VpV_Yf43KGH9111). One key insight Eric shared at last week’s Summit – when you share testimonials in a video like their one for Burrito Bonds, three is the ideal number.  Too many and it becomes suspicious, like you’re selling too hard.  Makes sense.  And note that the videos highlights, with larger font, the brands associated with the three investors they feature – former execs from Domino’s Pizza, McDonald’s, and Itsu.

**Influence Principles Applied to Tips --**Jason Robbins, CEO/Chairman of ePromos (custom logo merchandise), sent me the image below noting “They must have read the book on pricing. Even the tips are being shown in declining order!” As Steve Martin, one of the top 3 influence experts in the world, found in his research, by suggesting three options (best, better, good) and listing the tip options from highest to lowest, this restaurant is likely generating greater overall tips. My guess is that most people would tip $30 (which Jason did, though he recognized the psychological trick). If reversed, I’m guessing most people would tip $28.

|  |
| --- |
| Tips |

**Understanding People to Drive Results--Columbia University Graduate School of Business, New York.**The program has been developed in collaboration with world-leading researchers and practitioners in the field. You will be learning from some of the most noted experts, leading scholars, and best-selling authors including Scale Up Summit 2019 opening speaking Steve Martin who leads this program. Engaging, fascinating, and challenging yet always relevant and practical, [this program equips you with new insights, tools, and skills](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*V4dRdz7yGJzFW4MD3Wr4WQ8xy0/5/f18dQhb0S9r99jx9nHN81SjwlHyjJqW8rl9-P7gbCfsW3hHhb35Cgxh0VnQ9Qq8--HBkW1HHtZ55pY5KwW4ctR8Q1RQDLdW32lyr_1BtTw1W33FXCK8V6g9-W4cQyps7K-2WSW32pChW1VwZsDW58PM458-DqkrW8Fdh1C8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N0nt33xPtL6W5rC5Q63lSFBtW5TcXXx2HT8mrW6m42M762nGyhW7d094f6G7FblW4DFfS36R8k0DW8wP7fQ9hc69ZW95XZYK3T-p4PN2Vc3XVdhmbNW4WMDWy2_3vf7W6ph1lt7lL7sbW5kQ_Rk7449SdW6b4jJm6bY-DWW3JFGQw5tsCltN5l34ngF4rlfW5bxNcC2yXgYpW5vJrZj15nRXGW4KP5BH1VtrNrW60WN9r2CxRBlW6FqVLS6FRHKSW4M11334H_8knW55CTvk23_QGBN2dNs_SW224YVsjV005XTn1sW7wKnf47LJsLQW56flN11LZkHBN95hH7mJ82TlW9gBfxZ4L1MmrN4JXQH_1FW7yf4XqzHj03) in the field of behavioral science to inform and optimize your business strategies by better understanding and influencing people's behavior.

**Jack Nicklaus, General Stanley McChrystal, Dov Seidman, Verne Harnish --**For CEOs Only, June 17 (evening) – June 18 (all day) is [Bloomberg’s CEO Breakaway Summit](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W7WrzGK64t7bpW8TLfgH5nqC190/5/f18dQhb0Sq5F8YHr6CN81SjwlHyjJqW8rl9-P7gbCfsW3hHhc_5Cgxh0VnQ9Qq8--HBkW8-xQLd8WlTSRW55VxN47r9rHqW8Wm1tD52Xz6BVL2WCc4jLbw9W4hbcJk6x69xjVs1H_r2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W4TGJdX8gjY6LW8WBKbV56sy_8W2NhXFJ2shxtVW5KVvFh2cxmmJW9dPYhj2dJWk4W5pGLNs6xBNM1N2QsZ34KznJVW1GQlGD1DP6xyW7Kq3VJ2S773fW2rLm194PBjVPW5LHrCk58xz_rN6yFRDKs_mcLW1ycvjb2M_zTtW75TNZR1DJvsDN4lBZ6F4ZL53W1qvzlf4M1133W4H_8kn55CTvkW23_QGB2dNt11W2-C5gs4QDcJ_W1vsYB58VNfPHW6B_qLt5_5hnfW2NNwjM9j7Mm3W7b6jLy2k86LZW3y19vM3wMXFCTK2Ts58_40s103) at Bloomberg HQ in NYC.  Join me and a first-class lineup of keynotes – along with 150 of the top mid-market CEOs from around the globe. Global membership is just $5k and includes the NYC Summit ($2500), London Summit, Bloomberg Driving Experience, Bloomberg Gala, and 14 other events. And it includes one seat at our fall ScaleUp Summit ($2k value). [For more info take a look at this short video](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*N5PcD3-fcPfVW3648mg5C-T520/5/f18dQhb0Sq5z8Y9_DzW6KB8JF1k63-nW7tCn2C59hM56W6Dk5Sd1Nvw7TVLDpF18CSvhfW8B-92H8tzqkrVRJ3JY5wf0nJW8tzLtD2yNv_GW76cxnp6bwKbSW8nWntH90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnJrlVG_S_W3bPyFL3BJL-RW2tw4VP2z_scnW6x2RKS5-lMJcW5tk_vW3zRDtNW5k4hFh49W-f1W4rrV0m4V3nHYW5Fmkgq6HlHg_W3dhcl25kqJZVW2YLn1r2X7D5jW2p6pNh32BCwgW3dsnwg2prqBtW3sMk1r2yq8NWW2D5-7V5tfn0fW3JX4Zh5hpvwqW6tPtC12T8g3-W82G-SP6MlP7-W3d0zvx4p7yDTW2zQtpr36_zytW23N6GJ8qBNsTW1HWmK05mRgWyW95bQB879Tx5sW7whTG24pc3JrW83hTRL7BLg4jN6J0DF7w4xK8MZpcmq9ZLcKf8Qht7s11). See you in NYC.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*VnQQRr96DGnXN6DMH1gs3Pfy0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8rl9-P7gbCfsN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0Zv6W6G2lbz7NMdQNV4cNXy75WRHJN7s7P_q7JScXV5yDmg1tqtrqW4d_Fy97Nz99tN5LDF2LV0HdCW7DXgML4H87q4VjmSCR8NslDlW2_Y_1P694FRnN8bKySWV90MlW3vJ-kP9ktTR0W1j3Kwp5x0_FFW8V5Hl76q8n_XVsMGLv5gSHY5W6GtDBJ1Q68w6W1MMh8v3gtF85W63K13Y60T-4TW3KhnRR714h8QW1nzHLS7RctVkW20V1Lf7926NlW8V5XN95g6x0kW1Bd3y_7YNv84MNDyx-rTzpYTK9C8291ZdH103).  
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W6K7kTf381vV4W2C0Nsx2SCT6M0/5/f18dQhb0Sjvk8YHtvCN81SjwlHyjJqW8rl9-P7gbCfsW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grn9h2hBQwBW1MqhJK7ldyjxW608MB86BxHTRW6PzDWd1V3JkMW7zW7Ky78flTDW1xtNN52b5K-yW1WYPNq6vPhQDW1R-3dg7HGjJ5W6X8Vzn792dQ8W1WYQLF7XqYGwW25Rkgh67Mh9fW7qQPX25VfRRJW768lZY1Y7_yXW83M8qh1fnS3zW3bwBC97Fn2K0W18n7Sz11rnNbV4Vjhv6MZR2VW54GcH67K-c-gW2pKDZv5hfQL4W8pMLmx9jHBTcN5wys3sMnZ-_W8yr6zG9lLMqNW5BkbH465CZB4VrVprC56gBW-W2zdY-l3cFvNY0)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W4FM4Tr59xryHN8383M0jQSZM0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8rl9-P7gbCfsW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k1ms8MtW1n3y2y62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDDxW3K4DPv4LqBj3W4LkxVx5rfdDRW6R21qw3VPhRyW2TR1jy553PzCW3QZSGy6_Fx8lW4SKXMW4mLWz4W6bwvr034ykqbW46lyHy557ZTSW6pXrGz4GLYq0W5jCw_92N0vNZW4rz2sf3c4pJpW4WY33F7k-2C-W3lhLZ249-DccN22TNxn9Mb5mN46SFhxRb-YsW64RB371yMtnJN3xxDzQJhyCLW3X5Z9t5H_sfZW3Bx3nH4syrT_W7jDbrT5t8-cJN8FYtgYmRw0WDdXyXb3p5Pf7RZcvj03)  
  
Atlanta, GA - May 21-22, 2019   
  
[**Scaling Up User Conference Spring 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*VCqyz15_1B5bW5W47tg87yNgL0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7tCn2C59hM56W6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf2MTsxwW2K865554WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1Rt9KhW62nGyh7d094fW6G7Fbl4DFfS3W6R8k0D8wP7fQW9hc69Z95XZYKW3T-p4P2Vc3XVVdhmbN4WMDWyW2_3vf76ph1ltW7lL7sb5kQ_RkW7449Sd6b4jJmW6bY-DW3JFGQwW5tsClt5l34ngVF4rlf5bxNcCW2yXgYp5vJrZjW15nRXG4KP5BHW1VDBSt6ckgLzW1Q68w61MMh8vW3gtF8563K13YW60T-4T3JD32gVFhtQ-8j1W0CW8Whj0x5pf3QLW3SYb9b23rl8dW5Nk0Z568F2JWW939s1h6Q3Qs6MrLh9QrHT-pf6BcqsD02)  
  
Atlanta, GA - May 23, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W6N75x34tWl4TV5SbkR2tW7-70/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8rl9-P7gbCfsW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75Rk01W94q7cq6VKJl2W1hC_8g5lppH7W7DWz-G8s2NR6W7Cbpzj2l9SW8VyJ2wl5__sQ2W8Ft_ZN7LHQBbW78_nvw7rNV8nW2NcgDN8YrPdvVKPdvR7DNdYxW3xr2WL8tdB2LW5-HC-71DXzLNN4PQ995pjcJ8W7HC9yS45MDYdW55s-J23qY36qN71skLrx_tJKW3ygvH88c3mpgW8hdNDG7ykhcrW2XsQXF3H1R0sW19rc8k7qr2rcW9dgNkS1G_rQTW1vNXZ-7JNRMLW9lmD-71QxxsNN2W4BNZVMPVbVVrLq87QQlqxf3mxHPH04)

[Las Vegas, NV – Jun 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W4V9C1w39hcM8W8yJ1w468M7ZL0/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nW7tCn2C59hM56W6Dk5QC1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hJYN8r4CwnQc_zNW8q-30P3GCDtSW5v6GJj5FycX0V-vyBb3hPlSkW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_RC6dZ27bN67h1zcQC5z2VPC2cV3jC-WqM_K5gXTjzZfW2F0Hqm62wvbdW61TdC98lFmh_W6R95zJ4TKw_hW97-tBL2CNRv0W4v0bJT5y6J4tN2B7Rb1cWdNgW6NsN1c97tyHWN983Gp2VyGltW6QFLdY5t8gdNW4tM2ZD3G_F6WW4PkBg56BbFQKW6fmmmD1zW062VzD-dg1t0wsYW7qb-8x4-0p48N6VxtQYl70JZW480Z0j4r8nj2W7mbbFl1W-Rl0W5LfH1C7zcrTVW7MTMCc4xBYc4N3pxWL3cTSRKVcStFz71mTY5102)[Melbourne, Australia – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W4N284Q80pgQWW39l1d66p4thS0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8rl9-P7gbCfsW3hHh9N5zh-NRVnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCxxl54GzynW55k_hJ8WxW-ZW1WvCy67w2VMMW8X4NL52LVJT_W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGm-W3m2fpy2LGsc9W52Ylfx3_8mplW9fgwMT4fdcFGW7KqZ7p9cjmpNW8WL0W47LYPgjN5KrCrjszhS9VvmYqV5Y80CcW3ptFp55llq0_W1gyBlQ4N4mTdW312Mwk30QxZZW7pgX7p1ySbTKW1h28Yj1g8THvW11-3YH55R7tXW1Fh0Yt2dMclvV4slhZ3MYt23W2QCzFV6ylMBtW4PxC8j448fzVW3vd65Q4WXgCPW3VV5kK5JRYCdW8mhg5w9jDgFGW8SgS814d4-57W15Q0pn4nByPLW1Vs2hH8H5hl9N4QQ_MLdSQk9V1_P-C2Ffwrf111)[Phoenix, AZ – June 6, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*N5F7ZCkBDN7sW3ZxRpm7VH3Y10/5/f18dQhb0S83c9ctxSbN81SjwlHyjJqW8rl9-P7gbCfsW3hHh8w5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCwVxW5pqZkk30HSWzW558jwW5nrfmRW4h_dcD1Ww7fNW558_4h8V2RP6W2m59z_2gmPddV4CtBr2Rxf6nW2PynKD59P3zfW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP37RjV2W7NrMZs3pcyGGW2przrY6V4thfW3_5R1X1tBsMLW1txG9N6GsfdKW8XNh8_7JM4JBW2PnCcx8ST9dCW7yzsSp2WsP64W45z6hM1W9rk4W1_rTyB54ldvWW4bRyM82L5Rb0N52bxFGj7CyQW2L57372M4q9sW1tQWKl6hh3CKW50dbxF4-KmJzW49RSlC1D7CcGW6y4Rk190XYhzVkPYxJ5HFpSbW2DLLhX7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZN6bnY_PBLd1lW5mRgWy95bQB8W79Tx5s7whTG2W4pc3Jr83hTRLW7BLg4j6J0DF7Mw4xK8ZpcmqM9ZLhMFyGx-111)[Brisbane, Australia – June, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W8pxKf56Sl3bqW1r42765L8Ktl0/5/f18dQhb0S65P2dYTssVWnLxP2xNj24W7cbQ2W4-t0rDW6DJkJT2kkNcrW6dJM_T1xJNNQW49xw_N8rx5gZN6MZM-H8NlKjN7G3dQSgJ20WVgPWsc32FzfRW6C3d4Q2bCxsLN8t7LXVJtkXsW8FLz071fG4d4W1kChrC26kLr5W3HVQxS2vrkvwW1RlHlq6cWS--N4X5zyGlRyc_VKvY4d6Z4N2dW4JbqYd858Y4dW8wHSpG3qCvM0W3h4Ct91xt9H4W350_sy5NTpzcW2pJj0D7WrKvzW4Jl3hd5Y0CBzW1_7frp1PQ3MkW4KXgk180RLYzN2gm2XzPjgZlW9kwLjF46KJxZV1rcsD9jtrPgW7hrfSl1P_TBPW4tty313P9NNjW6cFdgl1LGQP8W1Hz-cG2tkV0dW6kqznp59_f1JW7nT6Km1G5wJ6W2sW0k61P8F0MN5k55gtvKG7cW1s6cCk1mVrNtW6sClkP75wcrtW6hjQmY6f03PZW5F9zdm8G-dlBW1GFlB21VRM6lW23Br9-1xtfsDMvW3HMVSYkpW3dP3b78wC204W4GhL6J86MHlDW4fq2j76qVLX5W4GbfHr1r3LySW22s_6B74SPvFW91rLwQ3ftmR5102)[Sydney, Australia – June 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W27z_xH777s_DW7l-qv-4rbkM30/5/f18dQhb0S2C87BfGH_W12Nnww2_V4xlVnghQd7CGgZ2N81QZrgQBxMTW2qXCH14XGFVHW3yP0G_3PYbMkN7xrgbvbdK6QW305yFj4vkYn0W8X3zZ_8Sfg5yW4nXJ5673YV_kW2XL1sd72BJ3_Vr4PY188dWl3W1Dr5kb1_nPkMW40JHLG3flYcTW315hD_393z9pN714R9hQ_MWyW1kWKgV1yw-kGVGhNsK1w5prZW232Ppd5jV3F2W1CZnq82J5tTRVPv99Q1t9q5FMCxzTqCDKsXW31WW-T2Dx7p3W7gw3KQ7QXWDrN2b4x-p21WztW6m4CXw481kgjW6XnTm65GbK50W1_KqNF2LPsppW5CZ-9715b6vJW3QKb6r48-1DRW2_frsJ1n2jL2W7gVxH_7HN1LvW5tSgyd2k5BZqW5XP55h30DDQ5W2_mpTS2VWhsfW6RPH_w4XCNMwW6CmN4-9b1DB0W3YsTZK7XLc3MW7VXwt18LyyrJW2pYBNZ1F--FQW7FcJLk6kFC5WW6smhhR2XzjkCW4sbKcC49tgMLW85gbbr2S7PKSW6VgP2b9j_WzXW1-dH5V5-sx6MW23p6rn2Rrt2_VjNYBh6pRJTlW8-HCtJ4Gz7hnN9k4RlhT-LNGW43k3944FxsFQW8GsjK_96t2r_W7Dtgc11MQ4jtVySMwd2wzWJY103)[Waltham, MA – June 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W1hMBQ33sxP4FW62cBtN3jZNtf0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8rl9-P7gbCfsW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53bcP5W2RgwmV59P95vW5b1nCG4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrW4dDFv32LGsc9W52Ylfx3_8mplW9fgwMT4fdcFGW7KqZ7p9cjmpNW8WL0W47LYPgjN5KrCrjszhS9VvmYqV5Y80CcW3ptFp55llq0_W1gyBlQ4N4mTdW312Mwk30QxZZW7pgX7p1ySbTKW1h28Yj1g8THvW11-3YH55R7tXW1Fh0Yt2dMclvV4slhZ3MYt23W2SB5s76ylMBtW4PxC8j448fzVW3vd65Q4WXgCPW3VV5kK70TCKWW8mhg5w9jDgFGW8SgS814d4-57W15Q0pn4nByPLW1Vs2hH8H5hl9N4QQ_MLdSQk9V1_PYt7qMCWV111)[Los Angeles, CA – June 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W5JspQ72tfYjSW37gXY26FqpZw0/5/f18dQhb0SmhT9ctzqxN81SjwlHyjJqW8rl9-P7gbCfsW3hHh955zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558-qhW55FfHL8Tt-3wW6bwKbf51RWPgVQsxvS6NN2w-W7lK3pR7dXMP_W4L1Fzb41G_98W3M6VqD3BY4_0W5Q510S6bLd6NW51ltDQ4LvHwLW41_WgK41yjTPW4tYC123V-d3dW62V7xp3NZBqTW4tfX3G5hXWmWW3sHxjb30XKxRW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqW0N5pfw1S4SHgXW8cdfwh3X0g0yN6bp1cMbq5fxW4TKc2l5wc9H_Mfr6YFc4RdXW2-Q3QG8wZRvPW6b0VZ8267QPqW1K2nvp5WL5bqN9jkjSmFJRfcW87RgT561T50pW2_3qNm74hPkBW1Km3CD6Zq-NwW9hSTMD2z8VClW1HY6k78p5WmdN3tckwjXvX45W1bBvW3403z5wV_d_dS53NYtcW4PLwTV7pzJGtW1T2M3k1cxb7GN1KVDv842cYPW3nNLK73t2YDvW4bzp9V2S0lp9W1rk6PB8XnprwW6DgLgK5QJXs5W3bGkNX73Q0vRM1-FBRhDWK_102)  
[Boston, MA – June 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W3JqGhl83qfzsW1JnCTd10PQXL0/5/f18dQhb0S82_9cKH-ZW8c_7ks4T_wDdW7fcFm47dK_YPVsd3Cd1SddPTW53DQ4N5nblD4W4cdy357Jq_0rW2MmR5f7nZpKmW55kP1R8Wm1q_W62fnzr3gnQwqVKqWW38Y0z43W32H8Xx30JSmyW32Sr1D8WxW-yW8W25yY8X4BW9VWnwYx3P_c8-VRc8D95s8YWmW5y5jh-1rfXlzW1k2W_M8ffyphN25DrmCf3dGqW96nyGd1bNnrZW6Vn4Kk5_TVzsW58S3ZC23-nGKW265VBJ22-vhJW1Q468p2-lD31W1YTF-H7TVphbW1pqBNS1ks0KjW39ybFc31by0sW8hz0Ys806yj3W70ml3s3r3FvKW4dX0669k8vB2W9cxrt16C2F_JW677M5T4QHVMjW2snxds694HwWW3bFKZq8kY1cNW2GXc7-8bCyqhW7NC4Pn7P1cwSW1RSgrl2KMdJRN2H1yb7j388lW2DfGmp5ZwzTxW2Nk_HV5dflYWW2mp2PS5DhGh2W31V9kT3-DmCxW8csLSq1035ycW3bSmn08f36blW5G0__s1m0FFJW24RqJ82kGD_JW2cQZjp5K58N3W4Zwb3d84_wWwW56Y9g14xhzjvW5V0WDv73yKD2W70RWJk7xZYlh111)[San Diego, CA USA – June 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*N4H5kdPB3c6xVdHfGD3_f-0L0/5/f18dQhb0SmhT9ctzqxN81SjwlHyjJqW8rl9-P7gbCfsW3hHh955zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558-qhW55FfHL8Tt-3wW6bwKbf51RWPgVQsxvS6NN2w-W7lK3pR7dXMP_W4L1Fzb41G_98W3M6VqD3BY4_0W5Q4_Cy4Vt_h3W4LKrsJ4LvHwLW41_WgK41yjTPW4tYC123V-d3dW62V7xp3NZBqTW4tfX3G5hXWmWW3sHxjb30XKxRW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqW0N5pfw1S4SHgXW8cdfwh3X0g0yN6bp1cMbq5fxW4TKc2l5wc9H_Mfr6YFc4RdXW2-Q3QG8wZRvPW6b0VZ8267QPqW1K2nvp5WL5bqN9jkjSmFJRfcW87RgT561T50pW2_3qNm74hPkBW1Km3CD6Zq-NwW9hSTMD2z8VClW1HY6k78p5WmdN3tckwjXvX45W1bBvW3403z5wV_d_dS53NYtcW4PLwTV7pzJGtW1T2M3k1cxb7GN1KVDv842cYPW3nNLK73t2YDvW4bzp9V2S0lp9W1rk6PB8XnprwW6DgLgK5QJXs5W3bGkNX73Q0vRV1-TBV1gZ88N102)[Atlanta, GA – June 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W1wdsz18kKTrvW8PYD0V8Lq2Tt0/5/f18dQhb0Sq5B8Y9X7PW6KB8JF1k63-nW7tCn2C59hM56W6Dk5QM1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW8tChw938-1VqW5_N7G08s4w9pW8v2R4d1lQFnxW8yWR2R5B59NMW5D35F07Xm5GqN7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndm6j49WVsfW7CL0dq7fVnMKN5rkYxhMMQxXW80gSRf97rB1bW8xq-Pv63M1jGW95tQRb8sl8WNW66P6cz23NkWtVZ4KD910KqgbW2y96c46PZgPbW1myX7n2w6bQyV93hcY625w0FW61CGy15rrZjGW37FxM_2x5m-yW2vm9SP25WJnxVRzh2T3gyDpkN4ws-b88WHw8W7vwR2860WNg9W7ZdjLr73R1h2W224l1f6pHKM0W770mwh1YYyGTW22wsd249FShzW4GjSCw4pGm5CN253qxPyWwf3N6TSKl3YL17SW90CB5P2nXYmBW4Q-5SV4HzlY3d6GPzr11)[Sydney, Australia – July 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W7Wp8qz36LzJBW5FlgMB89RG2Y0/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nW7tCn2C59hM56W6Dk5S-1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVv8rW8qBGv_5x61SnW5s8LB061LlCQW63KFFG5xKvWzW8rZZ4w3P_c8-V-tSFg5tNgD-VZvG508zTrPzW3Px1hK8CTFkPMW2D4R_tDmbW7ZkG8C7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndn80W66LZL44Dk-X2W6lMt-c2htMsfW3NnV4F1nJpwvW26pdfj35y0RqMRJ8fFVjdRjW1qN14J5D9mQ_W3d3Gnv61MX_2W3NrR2H4WY7WvMRSqTrd6PSFN97Q4WBSqtPvW23NnJB4XGWjhW10qG5g8sr_B-W36f82G4rgsjtW349XJP3cQtVkVdxx0_10d5P8W8kWs9q7q7-PXN4XF4pNgCNb6MfTlLH1KsVDW1Kdy7K8g0JplW8Z3S_l2ZwDCnW2GD9D74bVmFpW4HkNV77sjKYSVnbJgH4gKNx7W9kYxWv2QFV4FN7KmYdScYJKQW7dJ18n8SPmJcf5DTz0804)  
[Milan, Italy - July 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*N7FQB2lgK9kzW4sCRkr6H34XC0/5/f18dQhb0SfHt9dZyS6W6KB8JF1k63-nW7tCn2C59hM56W6Dk5QC1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vyBtVW5vLSsz1qg6GCW8r59bD7tKxbkW5mG2qM7NqMGwW1V7YCZ1VpbfyVqBYh17JtTqnW8mnw907bjnYCW81ZVSF8FS_nkW1h4Khb8hvP3FW5lRCWm1M7k4-W1slWZl6DHVvxW6Gy31P1tmXX4W5-2t5m20WxqZW1D-L0g5lN3j7W54nKZ-7zM_LdW7QXQ8-8X5cS0W6G2lbz7NMdQNV4cNXy75WRHJN7s7P_q7JScXV5yDmg1tqtrqW4d_Fy97Nz99tN5LDF2LV0HdCW7DXgML4H87q4VjmSCR8NslDlW2_Y_1P694FRnN8bKySWV90MlW3vJ-kP9ktTR0W1j3Kwp5x0_FFW8V5Hl76q8n_XVsMGLv5gSHY5W2mm2Cn3p_6H3W1Q68w61MMh8vW3gtF8563K13YW60T-4T3KhhMwW4J35S42N6Z03W6hk4Z_41LFW7W50YY8t8m7rdwW178DKQ38s71dW6zq3pz1yf53YvVL6QTn8Hd3xswB02)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W7dLZWb27Rl9cW2NQMwr3XRzsN0/5/f18dQhb0S82-9dZyjHW6KB8JF1k63-nW7tCn2C59hM56W6Dk5S-1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLZ7N3N3QDWSHTB-W3J4F3X5v7vlbW5s8LB061LlCQW63KFFG5xKvWzW8rZZ4w3P_c8-W3Mq6hF8yWKq-W4VvZsW1GJpPvW5pqZgQ53bcS3W7vRMDr2R1yTSW1HCYgV4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3Tw-2KW6nyXCW49WVsfN7DLYSHSTD34W7cvxVf8q5qBxVVQf4X5vDhTYW4WzFv722Hz-LW4p3MMB96t_JcW4wmXGL1qftKHW3H5yGR5zYYd5W1p8cWz3kCgYmW3fzd-l65HRp9W5FhKDj4VsK2lVg1jpm24gVnqVZZJvl3P8Mg4VX-Kxb34qz21W5w_7KY4TF5CCW3fn-Xd8GclM4VbWNc-91q1LfVcWbVf4Wpz-0Vq3t6v7P1X4ZW7P9Lcq2PJRTNVn5zc7480Z0jW4r8nj27mbbFlW1W-Rl05LfH1CW7zcrTV7MTMCcW4xBYc43pxWL3McTSRKcSvfjf43KNBZ02)[Canberra, ACT, Australia – July 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W3d17Kt3yFr0jVyjDgy6p6lXg0/5/f18dQhb0S2C87BfGH_W12Nnww2_V4xlVnghQd7CGgZ2N5pMnK9QBxMTW2s1HTM10pQY9W4T09lc2b95pYW41RKQD2SqDGtW4KC9Cy7Gsj6XW5HV6_T4-pCQnN7cWbyTzQZ-kN4pKzYGg2JQ7W5M-vC59k6WdYW3zkyjD48t9_mW7j7nVc7svYvRW56QgBx6Fk85ZVbZYHl6v-NXjW1WNCwM38YgF_W51LsnC5G4Xs6W6N31fr5VrQLYW5rxXNv1DqLRxW7_6F2B4WpN85Mw7G0H4-vfmW4d8X3w4rVVzpW6qZtPT6GY7TJN5JlGQB2hcmhW7NlsP91flq5bW86wbR02RCsJgW1BfB9g7GQzSYW63QlrB7hDL4cW6bK6G72dngpYN345bdnFqcZpW8dYJ3h6nXP5dW4yK4d2252J6QW641VFh6vF-83W4c-DPT1lwK4yW2RSm0s8FvhTDW6TkSs717KFSYW3Ysvll4BVWwQW84xk_T86v_d7N1lvx2DgT0l5W8YnvB67Qqk2cW90YcSy3BkNVWW67bHck3brZfdW4wFMXm6yLkPMW86j_xw70jwHFW7w4dct3VTbjLVyQyZN64NFzFV87X807Vt4v5W8Bkx1r2jPPW5W97fllk55P_9MW6KmH904FxsFQW96zfTh3N-13LN2sxT0y4jj3-W2jlK633RCzRC103)[Auckland, New Zealand – August 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*N2YXZgyHTYQhW6K4twr56kJpt0/5/f18dQhb0Sq5N8Y9-RWW6KB8JF1k63-nW7tCn2C59hM56W6Dk5T61SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28vXzgZN3JsXVKV9mWjN1pNWLnNg_7cMZwJp0WyH1vW10-7Sx8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qMTRPT84Dk-X2W1Z-Xz32kshZrW3NnV4F1nJpwvW26pdfj35y0RqMRJ8fFVjdRjW1qN14J5D9mQ_W3d3Gnv61MX_2W3NrR2H4WY7WvMRSqTrd6PSFN97Q4WBSqtPvW23NnJB4XGWjhW10qG5g8sr_B-W36f82G4rgsjtW349XJP3cQtVkVdxx0_10d5P8W8kWs9q7q7-PXN4XwSh0gCNb6MfTlLH1KsVDW1Kdy7K8g0JplW8Z3S_l2ZFh5KW2GD9D74bVmFpW4HkNV77sjKYSVnbJgH4gKNx7W9kYxWv2QFV4FN7KmYdScYJKQW7dJ18n50d_jPf4xH8WC04)[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*VvpFGV8HCQ1_W8GnQM96Mq2R-0/5/f18dQhb0S65P6_rDdyN12NrjBVDcwnN2nVM-jLCnmRW5Mrypd3fB7SpW5K9Y4m16-NlmW46zrl543Yt2QW6z7pBr4hkmNZN9j9ksxRxFkcW8zs2Fg35PK_QW2h9n7-55NqBCW7F2DgK6Ysj5DW8MP1hv5LBsfNW4CSnnV2S1bXLW3Vl6z27tk-w5W6sBt9Y2N0rLnW64t7Xq6cgJRRW7lvvjj6zs2_VN7tNcCjDk-b3N7HCBR04-Vw-W8J_n0P2J4tmmV-RGN83yXy9zW15w5fD4WZ-t8W2MVnZJ3nk4bbVbNTch8JC5wgVRj46K2-kzj3W19WBK17RCgVJW92FLqT1cLS1RW75m-xW2xnLRFW6RQBRR78YQRZW80dp7m88NVkPN2vjPBJ2539CW1pGw1N8fqxG0W84ZVNv6JlrDMW8C-PDH1_vY3nN5c_LnbzjmG-W7Vx2Jj72HldgW8tmH3d4kx2V-W6qZr9G6ZHP35W88WnzF1T6Rq9W8pXB0q97NXcgW99D4654FzkRtW5fZFlB5swnk0W5nW47V6mY-lhN9jQXpXBNphMW6X6kxQ6BkmRTW6XVcDW58JdjwN6QkVMRMVmGWW6BsCS_3DCQ9yW2kNvvN998Y7NW5XmW753v2HBpW3pM1jJ9l_Bj3W7c6XyY5Js3K1W2Gw95Z6h84h9111)[Adelaide, Australia - Sept. 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*N9lMpmbDQJm5N4-6JG0h0Lh50/5/f18dQhb0S65P6XvDN7VWVQvb3d7sRFW5gdNDT52lPMXW25MJXB4LCnHXVC-bP61d4tPPW22YL016YsvJ3W9bth014NBhRJW1wsBKK4kFyCgW7Sv95k23pgjvW5csmN67DKf2kN63fD9ygPmGXW7dcCjV8rGwncW8SbpJv3Hr6lvW5Bw1tY98d-xtW1zmVfd5ycN1HW5br1NQ3cZVSsN7F0bcPgfLh3N7hXpYxcNJzjW5nkm5d2C78LTW22N0xH8fY-3nN6vjHYxDRWQ9Vnj30S1Xl0PsW2MkCtT4w8DCKVR98t433QkmsW7x-hln5cX0YjN61PtcJ1lwt6W67rpXz7JfVxFW3BBMnH2mmNbBW3pC2sj4Km3sGW4y1bWc8qRfcSN89YMclWGn96W6zL4M-11y75QVg3BDR2vSMbNW4hmDyx89F-F_W1jLVxp6SJHyGW6FMl684x6_ysW966kf585QbL0W78qtgm7g2W8fW29dqnh7VsqGjW4VcfHw6d4VVwW4cSQMR23RzGNW9f-7N83-CMHvW3F9r2X5Fw4dqW8Mh9Hs526dMwW3zGZjt3QDgnSW4gkhLL1TF2V-W71TNZs5M-cvqW2fBhrb977TMwW3ck2Xt87fh8XW4F3w2s8L8TYtW5JsTjQ6r0ShgW1pBYsp2R9bM4W3kFnR67DP7M-103)[Sydney, Australia – Sept. 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W1GMYLP5_fR4jVSlWJy8Y-Gw10/5/f18dQhb0S65P6_HXFDW12N_tG1wX_ZgW4W8Tgs3QxbWGW6VVqj06Tt3QJW2vLprj1-Qq6rW1mKGCZ6N-B99W933GdZ4tk0-5W9kFpPn2pTNs1VPSGKp27vpGXN3bnvMbg68QXW1JCYJt166nKvW5Sz8lm8lS8-gW5KxpHY5R2hQ6W6GY-Tw6sQMgsW68Vfyk4TYnv9W4r9qyW9bn3YWW7KLfFm63xK1LN9gmVLFkqJxgW47B2LQ1TdRJPW6wTkFv2N_Hn6W5j6ggR1KbGNXV-j1XT8lhVPGW5Y8wXR1j23bsN26J5sjWzT48W5QPsQm83Nm9TW8hxyr33lgj1vW7N5-JJ5hr2VbVdN_K56bzKKWW2ZLLsf3gzzvgW4qg0Nd9ffdl1W4vBLw_7Bp9jVW5sKQqC32ns-pW97VYzf6Jyp9gW2xzvBn2Snj5-W1brvWQ7CFX60W53m9JM67bPJhW8jY88H4xxCvDW1rZ92k4ZzCRJN4n1ZD8hsvwpW2dF6f_59n9zpW4NCF6g4ZKwv4W7M1DH13Ymw1JW82XckY5JDpf-W5bwGmC6QGhMvW7Bl2Ck95rpclW13f2hY2zWbS-W6Sn6fP8XffWcW5nWH5j86fvy7W4F415c4Hyw4mW80P4Pm1K5S27W5-zChj4VKnW5Vy_Qhl10zfYW103)[Woburn, MA – Sept. 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W8VslmG7wvgWvW97ztVx6C2C-l0/5/f18dQhb0SfHy9dZyGFW6KB8JF1k63-nW7tCn2C59hM56W6Dk5VW1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKSnCQ7W6253w46P4pv_W5DrCxN1nxwvzVfDcZC4XXSfRW3M2Bqp1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1FjdcM5pfw1SV4SFPk8cx3ycW3X0g0y6bp1cMVbq5fx4TKc2lN5wc9H_fr6YFVc4RdX2-Q3QGW8wZRvP6b0VZ8W267QPq1K2nvpW5WL5bq9jkjSmVFJRfc87RgT5W61T50p2_3qNmW74hPkB1Km3CDW6Zq-Nw9hSTMDW2z8VCl1HY6k7W8p5Wmd3tckwjVXvX451bBvW3W403whN8BzVHJW53NYtc4PLwTVW7pzJGt1T2M3kW1cxb7G1KVDtxV42cYP3nNLK7W3t2YDv4bzp9VW2S0lp91rk6PBW8Xnprw6DgLgKW5QJXs53bGkNXN73Q0vR1-M45f4hJxQr02)[Boca Raton, FL – Oct. 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W6sftqC2VNJ9dW3st3mx13-ff50/5/f18dQhb0SfHv9dZy7bW6KB8JF1k63-nW7tCn2C59hM56W6Dk5VW1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbDmDVT8FzQ8l2x3-W8sZj8R8w2cNlVT8V5v8zTrPzW3Px1hK8CTxCtMY0SLRZwJzsW7ZkG8C7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1bxXFGW55nSC91VJH71W4c2Rr971B_trW1x4lQB6G8-RxW9dGZLl1VtzsyW25zTyY36PDZlW2Vv3cs1G8MxxW1Bb4rM6DcZPRW21nL-g1MBJjYW5g0Ym52NW3tTW2KCCjZ7l9gbbN4ffPSynkBv2W8-R2gT5cydvpW8Y1S_g1J9nf-N58hcWrtN0Y-W4cPbHc8XSF-0W8Z1Tnj1N5jHYW4gb0441ydxGjW8XwzvP7k-SP9M9zM7Dm89ZlN7R6W9yPs031VgkKmy5q2-YmW3K5v6F2t0XPvN3rNdZ684rVzW6LzX_R6W6XlXW8m7RtJ5F27mWW2TDS0Q8tFY4mW3VrBBh2gh-5yW6ml62F4Pv86fV5X-5_636VHf102)  
[Sydney, Australia – Oct. 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W3PLLtw39ZJLwN2ytNSf9swNk0/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nW7tCn2C59hM56W6Dk5S-1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVzqlN8m7nL8QKk4PW3J4F3X5v7vpMN1p88VPQB7HPVNdwr11nPklvW8y0sgY8zTGhkN3JsXVKV9mWjN1pNWLnNg_7dW3kMBpC3jfY_dW5Dz_gT8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mw29h2m5jR3W2N33B53_t0gLW32Gf2Q4dnWJcW69NG1w6PqY7hW3r-GHW9dGZLlW3lp5314FW9rfW7zLV652NnQ5KW4bQW_q6c41FRW1GnjC01KDYd8W2QyvHb1VdTSkW6s6Whm2Kp_4JN7xVcx_vK-qNN1DJVRQsfBJgW8YvLjF1KQ4wQN47xNp8vdlhxW1-Tljt7yP6jyW6dtVDJ8TxWCYW68mqXZ6rCybhVw1Bsq22qN3vW7jJ1nJ5tb4Q9Ms9MqmBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb15V2JPjW5hfQL48pMLmxW9jHBTc5wys3sVMnZ-_8yr6zGW9lLMqN5BkbH4N65CZB4rVprCW56gBW-2tJXlYf5DTz0804)[Dallas, TX – October 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W1WXT412zgwYlN2Bzq6jYr3nG0/5/f18dQhb0S83c9ctxSbN81SjwlHyjJqW8rl9-P7gbCfsW3hHh8w5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCwVxW5pqZkk30HSWzW558jwW5nrfmRW4h_dcD1Ww7fNW558_4h8V2RP6W2m59z_2gmPddV4CtBr2Rh7bdMt_FLGt_MqCW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP37RjV2W7NrMZs3pcyGGW2przrY6V4thfW3_5R1X1tBsMLW1txG9N6GsfdKW8XNh8_7JM4JBW2PnCcx8ST9dCW7yzsSp2WsP64W45z6hM1W9rk4W1_rTyB54ldvWW4bRyM82L5Rb0N52bxFGj7CyQW2L57372M4q9sW1tQWKl6hh3CKW50dbxF4-KmJzW49RSlC1D7CcGW6y4Rk190XYhzVkPYxJ5HFpSbW2DLLhX7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZN6bnY_PBLd1lW5mRgWy95bQB8W79Tx5s7whTG2W4pc3Jr83hTRLW7BLg4j6J0DF7Mw4xK8ZpcmqV9ZLdd5QLj0M111)  
[Lancaster, PA – October 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W4JV6Z_1lw5NlW1gxrmd2Vtl2W0/5/f18dQhb0S2C828_Ns4W12NyXR1y9PpYW2vJzwg2wd3pGW6B_LhZ2Cq--KW3j-SS_5y3qGfW2SgCPY7K2lyfMb2DfhkxP_JW7G3BPd5JZWGLW6_V8n347RnJ6W4hhqpv48J0LxW2xS_898ZnQxkW7-QmDH5fK1d0W7r4Y0B60VfqGW4d3LVn8dbg9sW3wC4NN4wKsJqN4lFNHsY-Q2bW4jt5D36xQqzkN7fbSpk4Q5bNW8k41Sz3nFFSqV4M6wP4NMLX6W34hn1q6BRqkPVtPpT011wKzvW6JGlwD3qBV7qW842RxJ7_9XWKW5q8j2-6j6FlRW1MPWjr8M372RW89wfV46hpYvvW6jl_V_20p_bSVlcfNH6rPf3fW6h4yXH91WDF6V6_cw15GrCsXW6-9NbY270J2NW21xRHP1_cFqVW8QZsXN5gW-01W7NYg6p5TF9kVW3JnNNW2MJ4cCW5JLyNp5Tnb4LW4xWDxv5ms-Y0W8Htdbl7JygYTW5Rkjqf3tbV0SVpXrrx4_2sLZN1JZXx9gmsJBW3GRm0_7JSCktN1Rpx6k6KqVgMxNkXSpP93yW5NdRzQ5RVS0mW4md45t1H1RJSW8DyYML89DT-KW5p4Qc13lqTNPVK5WMG9cd88-dC7PJG02)  
[Oklahoma City, OK – Nov. 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W5vJ8g26Y-3PXW6ssY_p5Fx7-j0/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqW8rl9-P7gbCfsW3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRtXpW1BqcjB6tpQtsW5Wj_Wb5-2sjBW7ZzDyK7GLjPjW2LG_Ms1Pqw-JW7l54ct24ZJpJW2bLV1N7557PNW7vLnS581KyhqW1D7CKp7lghngW1tmWhW1szQyGW1bzq6s1wjxw2W1Ddbj05VgFJ3W6qXmK01gK4nZW1jzbjM7q9DrRW6xwtT-7ldMcbW7WsWv61r471_W42kg7660dZZXW23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h77-W75lBzX2L5GhqN8kvsDGK5rMqW1_Sdw78cKpF5W4cRq592kzpGRW7_SPVJ20l704N3QzSg8QN_TjW7_sx2r4MwrXK0)

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[Sign up for Verne's Weekly Insights](https://hl.t.hubspotemail.net/e2t/c/*W8r8hrs1Mc-W9W3XK4xS1LdK8s0/*W92Q_ly1gJJVBDXGLk9H6wX0/5/f18dQhb0SbTY8XJ8bxN81SjwlHyjJqW8rl9-P7gbCfsW3hHhcB2P7_nXVbxYmW8pCQ6vW8xPsSw24X7GhW4vgKM19929rQW7YCxsX5CRgQhW8wXNtZ4sX6C9W26mPZm6PVKcrW6N3nBL8xGZPkW6hYNZ42z9001W5K6NRH7-v-0xW22Q6G21lr6pBW2_mltl70fl6pW7PJ6bd2gM1cwW1VHbdH1fwyVVW6yBPJM30q8CNW2kGjZw6qQkKCW98jXbp94q7cqW6VKJl21hC_8gW5lppH77DWz-GW8s2NR67CbpzjN2l9SW8yJ2wlW5__sQ28Ft_ZNW7LHQBb78_nvwW7rNV8n2NcgDNN8YrPdvKPdvRW7DNdYx3xr2WLW8tdB2L5-HC-7W1DXzLN4PQ995VpjcJ87HC9ySW45MDYd55s-J2W3qY36q2n6KHbW4V5n2n1NFfl4W8P4pWx8R9kfxW3NGSVW67h76lVn3QrY5hfQL4W8pMLmx9jHBTcN5wys3sMnZ-_W8yr6zG9lLMqNW5BkbH465CZB4VrVprC56gBW-W8X5WB935KTgn0)

**06/07/2019**

**Toughest Man; Just Love Him; Living with a SEAL; Oct 15 – 16 Anaheim**  
Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| If you can’t convince them, confuse them! | |
|  | Jesse Itzler, rapper, serial entrepreneur, NBA owner |

**Jesse Itzler --**Jesse Itzler lit up our stage at the [ScaleUp Summit](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W3tDvJV4wgV8wW7ScN-G47_LXK0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8rl77j65363-N3hHhdQVMsQMVp3s9r7s5LskW53qCZk30n1W6W2MV1sr2NTNpCW6hhmLf2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj1_4VFB03P5rC5Q6W81M1-p2przrYN6W3RDgHd1fdMz74JcYSX-5W7m_B1R5c8d-SW378fhC1xR1-bW4sggGL9jlQBsW8xkSq57gbggFW65kXGd5wp3yrW63ptzJ62n6PPW5DMjgy4rb2MgW2gt6kc24-tTqW5DtmJ72pQyBVW95LTVR62QbMtN3SxSmCbjzlDW3sfGQh8y1JNrW1plkjF5c9kBJW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3L4FdLW8rTsg-7mtWScW7tKHKG3RTDy1W1KYZBB9hNXbjW6f9Mc06Hc9PPW6fSVq683q3tgW5V9WFR3f5_rbVNcswS2SX1M40) a couple weeks ago. Co-founding Marquis Jet which he and his partner sold to Berkshire Hathaway/NetJets; pioneering the coconut water craze as founder of Zico coconut water which was acquired by The Coca-Cola Company; former rapper on MTV and producer of both the NBA’s Emmy Award-winning “I Love This Game” music campaign and the popular New York Knicks Anthem “Go NY Go; he’s also an owner of the NBA’s Atlanta Hawks and ultra-marathoner!

**Just Love Him --**Notes Sara Blakely, billionaire founder of SPANX and Jesse’s wife “George Foreman once gave me great advice. When I told him my husband ran 100 miles non-stop he said, 'Sara, don't try to understand a man like that. Just love him.'

**Living with a SEAL --**

|  |  |
| --- | --- |
| And Jesse has written a “Hilarious book” notes LeBron James. Living with a SEAL (which all the attendees at the Summit will receive a copy) chronicles the 31 days the “toughest man on the planet” lived with his family. [Please grab a copy of this book](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W2kMTQP317W-mW7L7BT_3gt7zW0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8rl77j65363-N3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vTj3W8V3GF38HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l8RT8C9V3fR-_3SQvGrW7Z7nxz1JXtkGW26r6WN5Dkfx_W2BXvpj62S4WDW6bHlBB95jGtrW4WJ6Y_3N66N3N6n95jFPvCn1W8x15LZ2h6C8XVZ07QW7m6ZV3W2pNGwB62SbW9W1mbHSC9jbN-_W1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW51bczx6G1Tz3N777SwyVpCPcW5MJ__N8JjwQDW56ng306_t9yFW6gVCkG3xWwfqSkdY8tKngy102) and enjoy over the weekend or summer/winter!! | Living_with_a_SealLiving_with_a_Seal-1 |

**Toughest Man on the Planet --**Itzler enlisted [David Goggins](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W39kSs13CsdVQW8vSTX84zjnBZ0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8rl77j65363-N3hHh9fXL0jYVp3s9r31X990W33p7Tw7KKWQMW8-y10r8_dDryW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RTcjSW95jLrZ7cwtcjW5Dz68D2Tg0fsW7c7NBC8xXhj2W6NzBT_8KT-HfW3TtZ_L8SrjFpN25v-GdFl77ZW2pC60X7xDwL3W7nnT5Z24Z67cW5VTL0f1KjWK1W24-wV83Kz6L7W69LNSR1KL3xlW4KP5BH1VtdWZN2txdv0VR6H2W4q1tJV93G66rW1TSGdL33FzwVW9lsYs85hfR42W8k3nsZ8N9SSfN3NZvd8pHCDnW8R8ZL_6D-jBBW1mHbN05NbwctW4L1Mmr4JXQH_M1HKvtC5sW8103), who, thanks to his outrageous feats of endurance, [many consider to be the toughest man on the planet](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W1Gt_6z6P8RVPVm8dMs49rDlw0/5/f18dQhb0SbTN8YHrnRN81SjwlHyjJqW8rl77j65363-W3hHhdN2P7_nXVbxYmW8pCQ6vW2ykK0t2z3qYSW4vgKM197k45GW7mG8x597BVntW5CbZWf975psfW4sgwsb61SSZmW7mG7sD51vX4yW6HSmjJ7YCxrCW2z90017cVJfVW1nxjQn3vgcQ3W2TKT0D3WgjvxW3_YPCD2-J-SLW2z_tPY41Q2WgV-zf-M41TlcRW3Tx3Jb5ThdHgW3s1XjF51GcR0Mz74JcYSX-5W7m_B1R5c8d-SW378fhC1xR1-bW4sggGL9jlQBsW8xkSq57gbggFW65kXGd5wp3yrW63ptzJ62n6PPW5DMjgy4rb2MgW2gt6kc24-tTqW5DtmJ72pQyBVW95LTVR62QbMtN3SxSmCbjzlDW3sfGQh8y1JNrW1plkjF5c9kBJW49kJ936fXB_KN11rnNb4VjhvW6PYmz354GcH6N7K-c-gPs-fvW1Ngx1f51bczxW6G1Tz3777SwyVVpCPc5MJ__NW8JjwQD56ng30W6_t9yF6gVCkGw3xWwfqplyf84SNcZ02). Goggins’ range is impressive: he holds the 24-hour record for pullups-4,030, or 168 per hour-and has placed highly in numerous ultra-endurance races. In 2006, Goggins placed fifth in the 135-mile Badwater Ultramarathon after taking up running less than a year prior. This Outside Online article provides an excellent summary of the lessons Itzler learned from [Goggins](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W4hgnFm4MLDdtW8G8kSq32JFKy0/5/f18dQhb0S65L6_rRnDW12P3Ll5YFT5mW7bf7Vb62qVKgW21_NKC5Yssm-VM1tnn3f0tj8W44v1kk4bP6jGW4wCY5_4lDXJdW3lBDJj8l9kB1W3b6kXR1t8l1NW27lTPH5X0tqtW8yF4932gQ9X5W8xYbBl8HPDMJW62Rhn54bpvCPW8qJRFm5vSWNLW6Df3vK1-N3wwN2zklQ6zTR4nW2mQDtB7SCQ-XW4x3YZ36tN1fqW2Fkjph2wcTBbVpfvkJ78SP_NV4W4Xf1cfY_cW2b-FXH7tXSYKW2bDJyr3LPkRwT1wm629Ssj8W56T3K66tjL_MN5VdtcpK8KgLW971pZ72pdRLJN3Nf4QgmsWpFW5xs9Xq41tY2BW8GXGzM67v_lwW5WjJ1n8yp5ZSW926Vd-35cMbTW4PNBFx2NSXPVW53jChj8b5rNlVW_84q8WdxRsW6TkRqK8mL05rW1wS_gv4mMV_QW88k_5N28dCdnW1sKftQ4yt2SmW2R0YY23rc2KsVcrYhD1M7K8fW3YP6hy4m75qwMl3TSJ7X_ZVW5L513r5tqL8SW5frWgZ6-RHKVW7Vq6gg8LyKlVW7nrqDX4GcFs7W44_0p87FpRkGW5szSmj2kBJsRf4kZGg803)

**29029 Jesse Itzler Event/Challenge --**Created in 2017 by Jesse Itzler, is a new category of endurance event in which he rents a private mountain, builds a basecamp village with luxury tents, and challenges you to hike 29029 vertical feet - the height of Mt. Everest. Hike up. Gondola down. Repeat. It is not a race. It is you vs. you. It is an invitation to bond with your team, deepen relationships with clients and invest in yourself. As described in the December issue of [Outside Magazine](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*N6qwVKk171hxW4vJVpL2gpCcL0/5/f18dQhb0S2C77wjzHXVM-_1-2mBm-_W1hC3142rd9HLW7tsRSC5Lj759W2HVn0p7JFL2pVtyVjV8WF6kpN8y9Zc-JXFxPW7N0zWK4gFQYNW3nZj2W47dKQtW1JtT255Wn51PW7zbYx1831v47W2Vv87W88mBlzW6hBN_n6xg1RzW2wQfH6958t0HW4-L3l81_bh86W2-MjwC5TD-41W7D9lNp5DVTxpW1sCSzd2QsK9hW3-6GVB95T40-W72wbgS4JwB4gW4XmQrs7tzyzhW8t0zcb37cMn_W1q63kk5xYZfqW8TR0m458sv79W17kbcn1H9m13W8bbnLn5zhwmzW7xKkbj4VmGPgN19PM4k4T6dXW8vPyJH3ZCJH2W8sb9Lg1cbPK0W3H-T7p1tj0VgW5CDWrm2GNF15W7hmW1G8JDlrFW3k4tP71BsxQVW2NQwMW1TMxvzN8jdHmZFxC0ZVSz2W76X3JsgW31RC-75L7QhxW8T3ZxP12gCZZW857xcP4KY1BVW871dp341lGQ9W2BFNxV4BRPvTW115sMN6jdhgHW6DNv2f3lb9trW4g9-c_1SJvgtVh5f9H5M6KbhW5W4Vc-5ktV7_W875nH129Wjy8W8lklGW2zmL5cW84CBch2xR1BhW8WzH7n1v6Jw0W1S4Yc51L-5LHW5dB41-57Bj61W6fKZ3N5xj7fGW4vHl1S54wcjQW2hHrf_6XnFGxW8GjFN96_bkqLW5SJ58T68RgPGVMQ0Cg9hbnflf3RDn_c02), "29029 is pre-event lectures from professional athletes, Olympians, and coaches. It's post-event parties. It's LinkedIn meets Strava. It's a little bit TED and a whole lotta shred." Each event is sold out for 2019 but simply email [matt@29029everesting.com](mailto:matt@29029everesting.com) to setup your team to hike with Jesse in 2020 at any of the three events.

**Sizzle Reel --**Featuring Jesse Itzler and our other keynote speakers, take 2 minutes to look at the sizzle reel from our [ScaleUp Summit](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W8K3wmr1j-pzfW978t5m4SR7Gx0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8rl77j65363-N3hHhdQVMsQMVp3s9r7s5LskW53qCZk30n1W6W2MV1sr2NTNpCW6hhmLf2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj1_4VFB03P5rC5Q6W81M1-p2przrYN6W3RDgHd1fdMz74JcYSX-5W7m_B1R5c8d-SW378fhC1xR1-bW4sggGL9jlQBsW8xkSq57gbggFW65kXGd5wp3yrW63ptzJ62n6PPW5DMjgy4rb2MgW2gt6kc24-tTqW5DtmJ72pQyBVW95LTVR62QbMtN3SxSmCbjzlDW3sfGQh8y1JNrW1plkjF5c9kBJW49kJ936fVZ9gW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3L4FdLW8rTsg-7mtWScW7tKHKG3RTDy1W1KYZBB9hNXbjW6f9Mc06Hc9PPW6fSVq683q3tgW5V9XlM3f5_rbW617VBd2SX1M40) (go to landing page and scroll down to video) – then mark down [Oct 15 – 16, Anaheim](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W3JngKk5JlTSfW2F4fFY4qxySW0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rl77j65363-W3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6VNm-l4JmPzyW3jK-LR6GSh51W2NfS1B5cGfpCW64Vh4l2-NjzhW3S_dZ06dcXtbW4D5F5W5WL632W3gzmz06g5zW3W2xWDjT4thf9xW5dSlvd2B1CPLW6wS3Pz2ZcwZmW3S_grW2J3VqZW705xgH7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T1Vr6n_W801t9b7qBxdDW9kNYfj8zF5dPW8GWkjj6f0WL9W22kXY83QzSg8MQN_TjHXZhcf3hBBPj04), for the next where we’re hosting two former Navy SEALS and a host of top biz keynote speakers.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jun 4 - 7 (Sold Out); Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W6p2Rp66D8TL_W8185G44K7rKh0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8rl77j65363-N3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6185LcNlwW5jPVDH47P0wCW403tVS3vbpkwW42vx1n4DChrsW47GrFB3MGF7jW5nDQ6N48384NW4v01wV6mY-QLW4ww40D3jW53WW4yFhVs5cqQZDW4S7mCP5hr_JRW4crKgR49V9MlW5chfcc3QM7_CW2Nmbn92TxbQyW3gqvWF3VKwRpW55LJQ51bJ0nRN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb11bTjSFW2GD9PD48xWthW928BG51T_tmvVcRB3h4q4J5QN7_y4LvHS5nwW2VCsSy723QB2F71wShbN3l9f9cRzs803).  
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W7n7LQ521B888W4y62G05p_wFR0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8rl77j65363-W3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608vBR1YTsSlW1XZl977p2H7XW1Mr_fQ7JNq1XW88pBkN7TCDTjW6YyQqR6Bz3kmW1V1blG19wmZPW791Fdn2gFrm7W1HqK2T1P_wK_W1kxczr6hNJSNW29_Dkr67L9fgW7Xwt3q1X451PW78grzB7CP3q4W3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxBrkVb2_nM6PxM62W7z7v1T8DqhBkVvLnfN665QrrW8RqZ-L2CF81hW5MwnBR7RWsB6W3wPByY3wqslNf85syzz11)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W7Q9r_c7NtspvVBldRC5Cbksj0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rl77j65363-W3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6VNm-l4JmPzyW3jK-LR6GSh51W2NfS1B5cGfpCW64Vh4l2-NjzhW3S_dZ06dcXtbW4D5F5W5WL632W3gzmz06g5zW3W2xWDjT4thf9xW5dSlvd2B1CPLW6wS3Pz2ZcwZmW3S_grW2J3VqZW705xgH7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T1Vr6n_W801t9b7qBxdDW9kNYfj8zF5dPW8GWkjj6f0WL9W22kXY83QzSrFVQN_Tj5YTWqjf3hBBPj04)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W1z1r_92J0HwwW1-fhbT3cd0Ly0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7tCgsn2Q2dkKW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1Rt9KhW2x-ccw7d094fW6G7Fbl4DFfS3W6RTcjS95jLrZW7cwtcj5Dz68DW2Tg0fs7c7NBCW8xXhj26NzBT_W8KT-Hf3TtZ_LW8SrjFp25v-GdVFl77Z2pC60XW7xDwL37nnT5ZW24Z67c5VTL0fW1KjWK124-wV8W3Kz6L769LNSRW1KL3xl4KP5BHW1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD48xWthW928BG51T_tmvVcRB3h4q4J5QN7_y4LvHS5nwW2VCsSy723QB2F71wShbjCVsf36r--j03)  
  
Anaheim, CA - Oct 17, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W5p4hWf62cMZ6W8MmRw621RZTr0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rl77j65363-W3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lpCVqW7VmtCH7LNWmbW1vWk646_MJJ5W2LNgSz4HcCxxW3r3sjc8Y3SwHW7J-rd07C0pW8N4K0d83KKzPVW94xtLt6JG_xqW79-2Ks5n0JB1W6zQy528F2RP8W5-Dqwz3CKH54N7KdFbgrRw6BW2tLxSP3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM627z7v1TN8DqhBkvLnfNW665Qrr8RqZ-LW2CF81h5MwnBRW7RWsB63wPByYW3wqslN81GVdz111)

[Brisbane, Australia – Jun, 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W70nHFX3k_JXnN2DGYPvKsVC30/5/f18dQhb0S65P6Xvxd9MWVXQqG1Q2pN4-YsR8Hy8YYW6XNDph1qM-dvW4m1KLP5HCNBXW5H1hj23MZWMTW8-LL5l6lLL2CW7pg5X85rwhWWW5l27hm31Q7pVW6CcpGP8wZ_DvN8P0wtxg36jmW6_Kcvz7g44k8W36PzgT6PQYDSW5d4y--10qj2WN5WP3lkMj4SHW10B91T2y2yn-V5zDK27cMmyTW4WYblx5ksCYQN4XxwZNFq_sxW1hTql22Jt18VW4snZPy8-d8sxW50l7Mb2HlP8PW2jjxMl92XcmXVNwZK52hSY4xW1vqcV21sVwxsN1_RybZrXWwcN9dPkW4LVQnGV7dFkc992V8wN41gNnb52swqW5RG08_1H9cf0W95Wsk81CG__SW2wQyHc10LtlYW38THLs5dDHWVN6lM0bxRpV-BW259_Rt3cJ_nZN4D6bTBlcKxXW1GsTQx2ft7XmW8y_y1X1Cx_pjW1P8R2d2SxwhhW6JS7t_7KM6T0W2711J13HNpB6W6hrcwk4LxbPNW3FgDpv978jJYW7-4zNy5--2xgW8JpbjV2Wv4WTW6ZDLFh7kK5PgW9hF2Cz1LYZDRW5Hq8lG2FHpyhf5j5Ftv04)[Sydney, Australia – Jun 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*VsVKjx8zSRGCW7VBfZc6Hw3n-0/5/f18dQhb0S2C86_HXKNN12NJk0JwyfZW4-m_TF4RGRQ2W9gTv9B2L_Yj2W6YcqGg4m1W-3W1Y9fXF6SmKy0W5fLPpz7SV3hxW7MGbhc39lgkLW6DyxmN9h9vmjW3JqlS53_-BGxW2dBTKn6WSX5FW8FmcBk65Y8ctW2DfHty5N0qp0W3jXsvb9kWLKNW5J0JHP6yvHcHW12g5Zf5KwgTxW1G09sk5WtHCgW3n8lPT1XtGBSN1MN3pbTyfYbW8t4K262sl7FZW96wg1q2ZbfgFVkRfrw3ChQnDW2pqbbS6cb9FBW10CMj16S7XDhW1l543r6nz2vsW56jtY98qsLQ9V2CMMS8W8Sp8W46yyn58GDwbZW71_nvc3gTDmsW19WkZW51M6yXW7yQwhb8lt7ZPW3YwXnC1ByMP4W3WrKpT15BDDsW2wm7Fm23TXfTW6VW9Q15W35vNW5hqb3j6kS6QKW1PNR_k10Wr0lW64qFdD2dCbDZVJlF3p2nHrS9W84gphd2sGFDgW3WwY_r4mvjMHW51yfxf6N_vbjVcrrmM6sL0rJW86jV-C4w8z3JW4vq8TN43XkzCN3G7qMntmKwMW53VHKD4sWn1jW1J5MNd9gYgy5W8MjkBj6b5KpCW2djQKx8Z7FhpW5tN0S94GQTYcW6h5Tmf37gpLXTgSb96B8N4-0)[Waltham, MA – Jun 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*N5FC6CKm1jMJW1FNx3D2rSMvW0/5/f18dQhb0S65P73nK89VWVbvP1g4XGSVDWXR961DFCFW2RlFbT5ZhMjGW1fG03g5vHvn_W9cCB8j8Gd823W57XS2b34z7CDW5VK-QZ1DM0LJW7ccBDP8gq3w3W2sJHYK40bSwZW8Jv8Jm4xF9_wW6M-pCQ9m1V1YW4vDPnC3CPHqXW7q4L5l8k60TyN3DtLtCMS4s3W4J1ssg28z_c0W68zW-82ltX61VWKPZB6Gq6njVHHFTW466l8dN2rzwwH8_9QlW8Rl1MG3t7ZzFW1mY5cn23LlJTN4SshQ1pZzF1W3h17Gb1t5YnjW56RTD24MVGqqW59FL2J2Lw77PW2lvFtw5ysN_1W3-XFND343Vg4W8s7WtW82PRkVW11Mv4h47FbS_W3MtXfk29T1QmW8FyPlq3WxncmW4CQqdG3Flyb2W5yCT5C7-mHB2W5VnJ261z3FwNW4Ml_4Z4_LRT5W4YMS4t3MWJbXW2_9cN32w4GnDW5Q7Hwl6qX_NmW7QY6FN3fyKsHW1GdnyW2NgBsfN6kYJpm3WbBgW2YCGBq8N7Bt0W4pc44-9f63fyW6g-j5_3pvnFcW74pDPL2VDPNjN647CnhdFw_7N8X53F6Jj04sf8TtN6k11)[Los Angeles, CA – Jun 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W4XHBNf5tRF_HW3d7cpr8jy9Vp0/5/f18dQhb0S2C86_HXKNW12Nv312qhw0vN1b1cNLj0Xh0W42qnlV7Yg2t8W4tlr0J8K31KpW7vV3q443Y5YtW6vXgCt4vpxGBW7_q3Bv7pg5VRW3_m2fH17X9dNW4Vhk6v8zXyN9W8Mcrht28T2t3W6DD8Rh7z5d7fW7yQHWY5N7fkVVNQrHg5xDJjdW58_P946d4lSxW3Lb5JR3zy9YkW4SLtpv46wqyfW7DTQpF4KX814W3K72t72RvXP9W4-xx3W57hXF7W2TgjwH2-G8N-W56khMK3y6mN0W3d-xLC298GgpW8GYmSK4hFZHKW50G9BX1yQjDFW566wSK8LVysyW3MSb5M5T4dwPW4VQ6d76XK0nmW1w9F9Z2np4jYN9jSpdW7MTjPW6WkLYp6xSrBcW9912RX7YKCWmW52BkDT7PLd4BN2_fV4Hh2XnLW6XppPG8Fbgz0W1SWPQ85bYqcqW4nvfV94MLm8KW4KH7ZV855b7PVt4WL75HYxwzW1S-QGW7jm2kRN2-_60_WywDfW7xSds16TGtvZW6QqWqT2c419sW8xBh5986fykTN6Ld9LgYlwr0W4Lxy3S105FZrVpP-6l3vXQqMW8yvX3N2kxBKJW70cqJX2lgZJnW7Yxrp-8L6qnmVKVGT_90LQM-W9k7Fcv8QqZc3102)  
[Boston, MA – Jun 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W6tVTyW5_YydWW3zz5KH12rc8R0/5/f18dQhb0S1Wd2f8FSQMWp49Jj2ln0N54xmQ8MZmCgW8jDyxP2rdp9BW3t5KkF28xy1MW3LsxVn5H1hj2W3PD7p_6Pd4Z4W5YyJ9v6BLb9wW7qfcJv2wvQT3W3SrqMF3m0zPcW77p9Xg15PWQGW9j7jR81vNtJVW3sPsN558WPGjW8b0qfW1kGD2GW6Z6Wy44tLGdzW1TX9vG6S2sJmW21h4bq872KvYW2Vv3wZ2hhmctMK5tlN8b3XTVxcYln3FpmlkW6KQtl62r1Z6gW2KP7yf43JQHrW5BbFQ54dkqKxW8wn4Mj6R6bWJN1kfGCFsjgMNVLF3Qx2Rl0tlW1dfG_h7pKGMxW3PPqq85sBNKGW86_4664NBpNyW9b6j891ky9r1W4s5KjT5V-gsFW8MNgy_78f38mW1mSNlG1ZV-BxW1XDww53Sr3PyW3YZ5n234wR77W3sQ6L441Bx_DW4DhqbS8klRMWW7GzRD_2FmmQWN130vJ1zwBMDW2mGqgK1F8z60W3Ts5Y-5N_5VjW5Ks_d27Lx_9nW5PY2xD7pcNvsW6bBM4b7znjvrW3Px7MW9h5T0pW5fw3Fh6PhZGtW92RMBT8_m-PQW6L1fK55SHbxdW6x5sfm6Rr0PwW4x00Xq50kgs00)[San Diego, CA – June 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W22r5K66Ym7qXW60Q-TW12xbW20/5/f18dQhb0S2C86_HXFDW12P53H2qyg4PVC7gVF4N0py9W86MCq53j2khrN362pvN2CzhvW44LGTQ87C4L5W6pd3Vt5QmF37W7NF2nG2Vvzt_W3NxJhG9k7t4NW12gkM46dvfXtW3GfpS21sdVhKW8VgLtt6PRS0XW96cqM952vrrqW8S0JQy6bSN1xW7P5Q8J6nQSbWW6SJKYB6g-CHFW7NqjHk1WKQnPN8F5xB8CBCHnMYCXnzLZT8XW2xm6LT5XtzjkW4tG5k61XnYFzW1kJ_6D3nMYgdVN-Dq_7J8LytW1SqHy937-Dc4N5JVHFhfR3-8W3txpgq2BCK9yW33rVhn1mHTnJW7wZJzS58x-zCW1wbtP85gy83YW37b-MW1yCd2gW3yYvmB8P-0RWN4BgNwxL-gGgVB0z8V90fH8nW18ljwF48m0bZW3gKwl05bnVWBMDL9v2p8NlfW5K0Plv2GFlMZW6FX0ff37ZmmpW6KBW9t4gqXvJW4blRrn679RVNW75vjFJ8KKzM4W3-P6FF7VDCBwW3dcbGt2W9lcwN44FNx7tRGMbVT-xFJ7KXJvsW7dx9Dj4nN2zgW6PZ3dm2hhHTyW8JbcgL4Fny8LW8kvwM36ZV3C7W6qMW8D9c8qfYW8QV11l7BV-6Bf2KR_3j11)[Atlanta, GA – Jun 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W3F7drP8XpNRlW1S4T-h3Q48q40/5/f18dQhb0S65P6XvPVTW12hqfj36kRWDW6Lmp2b2r3fmsW8Qy7d17RT3J3VbvC5H4sK1bNW4v7XJ329f1kvW2wV9C04gHXB2W7J_wfP79Kg2SN2pyF-KxrXCjW3rJ_T83tb252W8s7N3Q7Dt5CvW2zgvR981GB2SW3D-wwd47JCLKW7tPgg12zVt5-W4K6LpC5smCxZW19jvGg26sSyTW8vb9qC7Vk-VKW2NfvcX2BFL-9W81tvnz5s4w1bW4MzvqK84Wkf8N3YcK7RZv14xW31M0gz1WF4m7W5W872J52X28DW6Mw_W42mq-LLV1WGCg833ghNW1JMg8C7M6wL0N65_rtV4nBZJW1Bw-MX1jNfB4Vz9smn1zjV_jW1GWLKR1T-LNVW2tvDXD3d8GP0W61VXtH6YgRYSW3T1Zhb15xmGhW7LSnFj7fbJMMW77npFT6Ff-XsW7bhkdN2lC1Y2W6KZdxZ6KMvphW7MKcn695LSqwW6l8WZx85LqRKN1p2bsZ8kVqKW5pHNrs4vM7T7W7W6w5y1Ml6lmW6w004y7dkRS_W7x1TrF6sdBzDN48h7FsKHwbGW6BpD1388NdVh102)  
[Oklahoma City, OK  – Jun 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W8wKN9Q5xxMWdN2Yk0zv9HW510/5/f18dQhb0S1Wd6_HXKNW12NJhR4KGd9zN4M3PwCJmMqpW4bTSM34M2Br9N3VrfR9h3wSrW1_YmNQ1477_-W43QB9X3SYF78W5yrlWQ3Xnl1xW2nncNB5S4q4WVD906V84ZfWmW8VYZPp2bPW5sW9l5ZZk7DDH_MW6kQmsw25Mr9wW6sLLrK2K9mhpN81rYkntN7vcW9gk3nx7714jPW7TxJpY7PWmzCW2vjN3649YBkhVmWQtx22-3hpW2-CPBG1YBwhlW2mlNzn5qyqLDW3gz_JB4vHk1ZN12hLBs3nvSJW87rGGX8DjFjYVGR6gx51LbwMW14zdZT2D19JrN75PLJqYxknpW7vK8132Jb9FZVBWyGv7Pw4MhW4wkKcC2tjTR0W8Ty63Z6B0v4YW6fjnDK8BYBpYW7Py8kM6qdkBwW31S7wX4VVqmPW6cL9HM5cJY1yW1TkHCN3ZG8c4W3Ml_y15dNNFLW40kmP86kvP6_W5VT7B06Pt7xCW5gL1317L1p1kVl2T6H3qdst2W6yZDWk4N5s3ZV7fGtg7Mx6SqW6mh2HJ24zJPVW8sPMFL7LM1_PW7CfKPc3bs24ZW2R9JVZ7mSPp5W76326B2MSx-zW95gN3_7TsK78W7wt7SS70k0bJW8ZnnZ19h8k4mW77wYqp6LTWl1W76JdLY897lzy111)[Sydney, Australia – Jul 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W6brYbR8JXNblW4TMRhG6kNLqz0/5/f18dQhb0S2C86_tgr7VWphr22npkWpVW5ZH_4KKKcBW80lMqm2DsWQlW2Yd38l6Wss7gW206nHJ7tT_-7W7rwrxW1r2MHtW28vqsn6BB5SsW648Tbh58bS1cVcqx3q6gCKBtW1rQWDT4sthlsW4CZ8jX9c-dqFW9l-P7C2YHBHhW7TYmj01Lwf0RVsSHPX5XZdgnV1zsHd75gSQ4W6BjbpH34Tzx2W1tKp4K3DZTR8W1knkY58fcxqfW4NcvcY6ls-hkVhkC3m1pmmQWW3xxLlh5wqtkDW4pNCY443CLP9W24448D358v5PW7l5T3y41lP8-W10LdkB1tymx_W5hL3mn68kh97N8l2GV-rDWLGW6rCdw85cGRJmW3gXDFk86db90N9hnQryF4-j4W7vsJ4P6ZRhysW6DSZK_1CGWr_W2wPKTG3jBJx1W674_dy640PN1N6lM32CCJtPlW8yn2bc20PyX1W4v-dKb4_hLSLN1GcxcxXYZ2pW8zw0my2V_gyLW3xlHyr8R9L8bN3nRDhtzFGSQW3PMqcf6R78K1W51Dbh63tskT2W57skgm6KXBjMVZPF0h9k34cpW17lDQV8VckMwW88Lxzl27WS7hW4yDNB58lZ98zW91zWMH26rgQ9f5YYs7h11)  
[Milan, Italy - Jul 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*V17p3v5601z6W6TNSyp76b5wr0/5/f18dQhb0S65P7B0mbNW12Nnwh1m4DC8W2wDt1352rPktW4kZQlZ1D5Y_mW2zDZnP2x1MhbW7fxymC7v5n7WW1Wjsj75PQZRhW5VLdG13PKSrNW7HTBxk4vx_1KW3Dsypc7ND6G8W62T35g8QgszPW4YXw9_7MddQRW5lGbD11xrhT0W2xtSr_3Mrfw5W352lTl3MFqdRW3N-dPK4hWdH9VdVzQH6wm8f6VlNcsW6QJ8M9W3031QT3DTS4LN2FJ8kW27gG4W75cm6y45dl68W4ly2Ll6gPF7hW5zD3Dc174_rbF3NMVhk-6Q-W3WY1501S91F4W7-rf2b4Q5P68W5HCVWd4YyWs2W2dqTsT9lwpWYN5B_P3S12hWkW66YVSc4mJhcmW7wLV804k5kQnW12yzNY6fDKPkN5YMMyJScXwwW4kLlrV86lQknN2L0d-xr2bXXW8BgNG_4Phb5hW2tW6Gm7-f7h0W7qp_D02rYM6XW2j8XrR7XgtMmW8KJ0yW5Tv-6qW7pdLjF6Q0RTPW6SS6Sb10KJxVW8fdYGJ4nTP-KW4LwX9X92-Hv6W7qwp_09f9jtDW3NKQx94yQ2y1W6W7BBg82QF2DW5sHl6W9fGXBCW6gY7rQ2MwCqZW4LMCtx5LPbwK0)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W5wflkg1qG5bHW31fGLH6SDdcv0/5/f18dQhb0S2C86_HXKNMWphpCJwsjGW2B6Blt1NMW-hW6SXGG16Pw7XMVSPGpn7xtYjYW1F0VpS1WnHyDW7wsxwL2W4tn_W6S6xCb3Swq1mW3lCPT68fqBn_W1dk9pd4v4xgpW4qwpTN3vHkT5W6phCzH3VWGBPW9c-RNM4g7wRmN3wjYM7rpY54W21cPG86dD8wvW7_-q1H2rmvzYW7rf6Hb5FqPkcW4709m11tkyFbW38Vq8F30-zjVW416sbZ7lWWxnW24yKKd2DqFs1W3cXbwv6plFcbW935qbh7yNyqKW6d-6Yh7lR5d0W2Tgpfx5bL1KMW7cF24C4TzrFSW4bNbkp7fRd8FW5bvXK-7lBxstW4Lp8Py7Q3YKTN5_rWtfGVCzVW5sR0qG7CQm3dW6lS5V72mWMJJW1VJnNj90qdrJW6rCtg11127xzW4PnKJF82_gFCV8Qq1n2zQKx_W85vYrY5cC1MJW6hjx2J3KYB2JW6nNdrk2Jgh1mW1305SD8r-lvbW8wSM-S3kT1n9W5mCvDQ4H4WQ2W41-jKX6YF01GN1w84q0dy3JSW32Hrns6PhR-wW1Lt62m9586-rW18gDTS70sM19W2djRkW8RTTC2W5J6w5_896kD_W5Zr03W8LQvYXf4hYrP902)[Canberra, ACT, Australia – Jul 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W7qp8nH3c6j2TN5sHNftP3CFb0/5/f18dQhb0S2C86_HXKNN12Nv4cJwyfZW4-m_Tx4N2CDWW41WJ4l1n0d9gW1MlPf228xV-fW5FFmc585dBtpW7hrnJg2fbRJcW6tR4gS5tnWnyW6lrz1l4GzYWWW3fFDQR3mf_sTW5fH-3x8MxJYmW99Xlj38yjYKqW73ZPfS5MDWYLV9nChp9dBsyLW1HmJfk36V1TmVx734y3Lr7mZVH6gmj7CPx6FW2P5nRv1XtGCpW1MMMzt2KBP13W4fLrm-5hCX2FW5Pp65H7HHyGQV7wv0352BZWKN3G_KsJZlC3KVnMgLQ40PHCtVQWd_B5XpV-dW3077644_qDFlN8lRnmGsBYtQN4S7KxD36mz3W6kQ3_12zzd5nW2Pyz_41WlG9SW6pmhWm2Vqf9WW8Z_lRv6HPbGyW2WHl1Z2XV27mW556Mgx3xFVVgW3XTdnl7J6z0cW5v4xg99jyT4jN6rQMrMJMjcpW5MGHWn6rPJgxW43YmRc2xcvNtW40sbTZ8QZ29WW8Sc-T166rZk5W77MVvJ84B0lnW3fkbBp81jzBnW3qwdWy66W8pdW6KQ_pL2zXwVMW5wyR657Cw5K0W7-5PwM4nGKCYW4VYQ8m2kgdKyW9h0n4Q70N7HtW7mN2bw8MPMCFW5yGmBk2hgtdbN6VCbCsryxLqf219Rlj11)[Auckland, New Zealand – Aug 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W6bvf_t2HbM83W7JwX-W5wKkZR0/5/f18dQhb0S3j46SyJVPW12gPxJ1tY52rW1wfNFM4-tcMlW7GDFyT7PzZ9_W504plF9f61p0W5J1r_96qGBtPVHqXjd5TRRzLW1fbLV88gb2cNW5bhwYy4fy1RLW8fJKX123BDgKW2SLSy76wv6S5W5LnjPT7z38cQW3n8HDn3p65_nW5tynGr2bppw2W96cm-f2Pp2cSW4KDGNF4MRkMkW1vsPn41Q5HwwW5bpHBK5nYkq_W1ZtjMr3RVSK0W6-GtlK3Q-7nNVtGl9g2CLXxkW1SLLNn4Dn3Z4W2B5K7g2BQym8W4_VyyN3JsM4gW1pZZmD13zmsrN183mbF3M8_SW7t-Skx1XqRLFW68fcq23Z-hgBW7lgGjY2YgftDW40cT3_2w3dy-W7fdtx43dTdM5W1lbjXb1ZfWqPW2Z6Th96q7m2dW30wGcz8XpqWpW2nKy2w25SbFzW6F7g9C617R3SW4RZ3KJ6XxVXRW39mPQS5HPYgDW75XHvh1Gn9q6W6lWzt026QTrdVCbppR1pg9SbW4lLl751K-qQ4W3v9Qql51ZvjtW8XnQn991914fW6Zn0-H87BW3sW5B9myj8wPBRKf4DFpgt02)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W6f-h-X8q_z8KN1j8HZvMtK580/5/f18dQhb0S65P6v3gH9MWVwjgJwZMDVHlR7L1bFBB7N8LjPMy51926W5YN2ft16f1hbW3K7mLf7YX5msW22sSSY2fHFfQW7_q3Bv7pg5VRW3_m2fH17X9dNW5Tz3Kv8y_tR9W8kr3dZ8MP9ByW9gvzB78PkLPNW8Nftt543Y9CwW7QK90n3tDbw1VnrY626gKm7PW2h7f3w4VqmP3W36Lk6q1Xq76lW52tpBx1yWHxxVQYstT2YdFqJW50TzhM1mGMfWW5BHP7B4NhcTsV8T-1y4QKtnTW6Tnw9C4RRkgtW1rkZZQ5S-YL5W6h_KBt6dGJ0VW8NHjxg6791PgW6GFVRh4RlQf6Vn16098w4zJGW1F_c6D2Bm5-RW3NR0FW6hsyL5N5vPzRVCvgm9W88PGQx5qh9PgVS6LTj7zW6RXW3MsVZ459N4jsW3Gl4Wc2lbx6bV6gWJk4ss1VLW7Ry1dN5YCnTDW81Rfk2523YMZW2NHLRq7hLfgxW8KvJGy1Xb1PRW1CCr2L8MgPpwW61qGqC84-V6PW3037Gt7vrHRgW6QVRpG3r958DW3qJM508D8qb7W7KVcDH8n97kSVR7TQd9l_Z6VW7C7YpR8-Vr95W2jxWLF4nKwJdW9f6tzr8j26npW6PN0Nd4WhRHMf95FCb_11)  
[Scottsdale, AZ – Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W4-_hbX2FJYDbW5Q0qkT8LcF--0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rl77j65363-W3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6VNm-l4JmPzyW3jK-LR6GSh51W2NfS1B5cGfpCW64Vh4l2-NjzhW3S_dZ06dcXtbW4D5F5W5WL632W3gzmz06g5zW3W2xWDjT4thf9xW5dSlvd2B1CPLW6wS3Pz2ZcwZmW3S_grW2J3VqZW705xgH7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc7tKHKGW3RTDy11KYZBBW9hNXbj6f9Mc0W6Hc9PP6fSVq6W83q3tg5V9WFRN3f5_rb-cXvQf3mxHPH04)[Sydney, Australia – Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W6HZCYc4FN_qJW6RQTQg61xvY_0/5/f18dQhb0S65P2f8FSQMWphpCJwsjmW2rBrV64Py4WVW6SVWrS4M2Br9W1q5hRw175KMbW3JHQZs3MX--tW7wsxwL7zMKDFW8xmJFC1zrsZKN6wnr4fFVtj9W6Bh8T_6kFlg_W4wDM-14BzPglW5KNy7s4FB7QdW4lFG926TBkRkVwjWf_94yLQlW1Q6RVy8CsB70W3wDYcr1tZ06zW7PZvvb4j7WM_W629P1j3HR37PW4J62pc2NvfNVW54qzPb51-pm2W26kCjr2N3wgkVVFbYm8kl7nGW8RxxGQ233hVNW2Y8CGX1q2PhvW8pbYLM4xM7VHW8QTNhV3616WLW4p0sKx5XHlbRN6MV0Y2bWkk9V8BjbC1nzTrkW7WxLMG687ZHjW4nt9nP4bRSRlW8f_1LC6PvXRGW1S0_Tx6CsWL7W75yR647HRSFrM_JNL84f1nGW8WFC9C7Ry1dKW1fz5wR3Ys-SyW2y1rLq2m-LQ0W5dsTv66nKPfSW5P2f0K8sGT_DW6Kq87q4q88h6VQG3_v3JyM8VW4dDn6438Wh9lN4tFzxbWt6yYV6c67l38Wwh1W66hMTZ5cWCt2W9m24Hm2V9JCQW8QgL7p18w-8rW38tzLf4CScKtW21Ll0g3m5F3fW2r9kTm69sMyY0)[Woburn, MA – Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W9hgs3q6Zw09GW7ZsM0p8LwTgZ0/5/f18dQhb0S2C86_HXKNVWphn64RB028W58dMj35gnc45W8JsWMS5DmGN8W1LyTcb5LRZFxW3hw3-G7vB55pW20vjlM2fb-BMW7_q3xx5tnWnyW1FZQtQ8gpTdkW1dk9pd4tVW37W8d-J8D2fzKRBW37HNXV21WMd0W3FHFXX2wMNYVN6qdMS9Y9DqgW10Hdrh5vPH7bW7-dZjp3ztL3BN4PHLMMpk0lrW7n3_xd4J62n1W2LB22y52nJtVW1rkthV1pjjlvW7CvKkn7kttV1W4Ns7Gz5Zk_FFN4SLgZycvYT7W4J7Q1x2t9CJSW3y6nBP291PWnW3YmD3c3MV0MbW2rQ2l_5s3NsJVLHC6m8g0dZrW4rQ9fZ1rqdFvW76rGJh5lYp1ZW8jmm8612YbDqW7YCmB7653tlqW3brbTY84hBd5W4l15Jq4h0Mj7W7zTX7q3qDq22W5vt97t2J9QFzW7y9rSJ3TTn3bV-Ld-N2CyQGjW3TlZSH2gNmSRW4Mj12K22b7YCW8HfHhd8Tsb3-W8NZX753skKzwW4CCpLv5g-Vm5W1H3ZS36XM7VXW6qVGvf9g4XQHW7jyPp11zwQr1W2Vn06M8_7WYZW3L7Ww12jCK0XW5l_FBN1CgW7_W6PXDZZ5r_Rvd0)[Boca Raton, FL – Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W2gjyNH8n-pn1W5wXXlY62M97g0/5/f18dQhb0S65P6_rDdyW12NJlx1QJf7nN5jv_bCmfT9XW6SVN391FrpsjVQbMKT19gQRkW5NKCLl6sFM6rW4DpTt97p7wvTN2qwk9Cqn5l9VRxR7r2z5F0-W1vYbVq1_-x04W4f-XFh91BRCvW95hmt-7W2wQZW5215xV8WbbcWW8RBr857jC5ylW58NCx12ZpdTCVyx7tL5MqP3zN5-3gF-2PjWpW3CV9Lz7hWh7vW2FspPq7kx424W3m2_Qk8zl_VnW3BprHH1bs6KlW3lV76n4F7T0QN8gW-kQGCgtgW20xhv-2SncT5W4VqZDD4CjR8RW1mbcmw7t_L4mN2Pg_w66-lZrW9lwr_876jQ_5W2mHnCy5DSD95W8wFjq92QrsVYW8ZyZTD6v3g7TW6s-3r753PxvbW32hHhn5ZmjhgW1-Vxk23kptNNW3WvjlK6Q37FQW7md7Nk6fCB3MW8TySY118zMCGW3jr4-y1q4Bn1W8y_ZwL6rbg_BW3xlJCv1D9462W4gpJ0Z4nx2d3W8w4rvJ6w3JQPN8j6zmp7YQmzW5QjX5f1pxFktW87vP3g8yDgcJW18cr0s8Ns0nLW7hzpky2kbk0ZW1r3KTZ3HTWXCMMm0N5gP-q8f57q9b003)  
[Sydney, Australia – Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*W54tT916XC588W6rwJGt4t8tjt0/5/f18dQhb0S2C86_HXKNN12NJk0JwsjGW2B6mJj3wygx6N7jmwmV_Zw6dW5Y9ZVV4q_yGdW3Kvw_-8G0BKmW6zWTs45HdCC2W7_q3Bv1zgrwLW3_lZxy74hfRTW2qGnQG8-__4SW8fQCd35MvLzzW6phb2M6Hs-RLW4BwCRy8wP9_nW8WDzTw1L10zPW6MGH-42xNF1SW7Fj9jb1FsxdtW4jGmk671KDXLW1lB9Qq5F0hQGW2yMPNW1lC9HZW69KBH57Ls4hxW2WfFlf6vf4kFW5j7gNP4335XBW8w5Zj239cc7RW56jYz71qZBvdW44YbC559cc6gW3PCnGm2Lm-BbW7QJq5B7qLr1VW7fX2qx9lkct7W45jXVG8pwVF6W6CmTMy3WT_TDN3WlWfvRbtlqW4HjfsT4pKYk8W4M3cFz2myr42N669Mn1wFz3gW68rPpW2bbrLPW1hQ_HW6xTfQ7W7_d8QK9btbBXW5KWn5t2BZvFkW8j9gdx5B7yFtW2gQ1zT4Q3KGcW2p4rcm6Vx8kFW4kdvY94p-rtkW44rxL51JtX8JW5nFLgC7dFQ_CW4nL1K2634drpW2kxvzg9k33GQW63vCvt8xWb0rW89dqXd6jRqJZW9c6JvN8rx28lW5tzKV51rR86mf5yXs_P04)[Dallas, TX – Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*N5qbRt872cmYW8l0mXS2HDDJY0/5/f18dQhb0S1Wd1Qv4L7W12NPfr2qzT5mW67F9HR4N20GfW6NMrCB32bRTDN36qrvb79fCyW1K6nH492NLc9W3rlJHl7Cd1bnW3Wz5sN8BsQZVW8mHYdv4-XWm-W5bpH937D3g2kW4Rk33t5g00gKW2lsy5x4CQv-YW4C_5P86cnHHlW8C8p8s8VSlgMW52T_cx5QxGl8V7tWBD3z79YYW5_HN9P5jfNC_W5HZCrJ1QztCTW2QBny-19r2vMW2CQGsd4fd6FkW4_mq0b21t-PbN5QZ72dWvbzgW39BRDz7cgPLwW8YGF4c4RSVJWN2FrlYC31k0mN5Xsn-XMydWnW7d-mMd72_N7WW2zsLv32ZVHy0W5gG4D089b3dRW2NFYtY81nvSnW5s9VXH2KbcKdN1qLH54f7Xm-W82w3p76MvcttW1ZCDtm5w0QMCW3TrmBG7ZtpfLN8zNbnnqxKWrW7RNvRZ2LCjHVW87ZCF86hSR5NW86z36P57n-5WW4Cc_b64QqDNFN8cWGZrrNS6qW3ksntN2BsNP-W61HCMK5msGf2W4gzbKv8CQG_tW4JwBvM1tjyPhW8wsDRw4rylK-W8XmTmQ3tYbVfMRtT-6zB15GW5NCqmH2PXZVKW8twv2f8M1LVzW2s1Tqm1Sh2-kf5NMM0W04)  
[Lancaster, PA – Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W26f2CK8mVlPdW8J67c77P6zmq0/*N2hDjWzvz9fBW2XxhjG56556S0/5/f18dQhb0S2C86tQ-9ZVWVwhT3Dn3YkM8sCl5LxWJtW6J_QKV761M0wW691n-_19qR9qW8DB_W06sFM6rN4D0fkn_CLnJW1D8FTy3VpPzKW34jkPH5j4TsyW53NB607_Wl6KW74zfqw92h46YVt7Vjc4Dzyv6W4B3JNd6k11XHW7wnMtG87jVmCW2P_DLB2KF9w5W451b5g8thgdPW7Q44x22Fk-t6N1htGq3RrnpzW75GBZ22S_1QNW7kx4q85SNbYMW4FfW4Q6ZDxWJW97SqQp73qS-zW7k65q65Fg2FfW5Fp3Mp8bqcsqW9b7fVp6kZWk0W45PR_Y5SLf84W70rYLR25vK4ZVjC75v1Gn91qW7WBJzX6SCQ2dW1Bf49x1WWZsZW8Vq4GX1t6Sk-W3kw-Kj5nXj64W4m0gHG6Y0tYPW8Fxfvh2tV4ZKW2pq48V7Yt7DjVWM-Bg6Sy5WhW6Sl7Cn8_P-hcW98Sl-V5DvNjmW6KHkXs6Kn8bfW171vyQ7s1crxW6g26J528fbP9W1ND06x1GfqL-W5wC1x03lM675Vhz_R42mlkF3W3L3FvL52fJ39W7TstsQ9k1t7DW3Tv6gZ8VdGQQW6qcjJ92NCVPLW9hVn2Z1WcQYGW5vm7yy4p1RVcf5BW0v-04)  
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**06/14/2019  
Different Brownies; Better is Bad; Unique is Unstoppable; Culture Award**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.  
  
"Better is unsustainable, unique is unstoppable" - Denise Lee Yohn, author of Fusion

**ScaleUp Culture Award --**Is your culture unique? Powering your scaleup? Applications are being taken…more info below. But first…

**Better vs. Unique --**Lots of people talk about getting better at something – but better is not sustainable – and there is always someone who will figure out how to do something even better. As Denise Lee Yohn, author of [*Fusion:* *How Integrating Brand and Culture Powers the World’s Greatest Companies*](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*N79dNdbxdpW3W1K4_qF3NNzYN0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8rldNC8qCnQ4N3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vMbkW4yjt_k8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l8QxjV7W8dCkb12nQ-stW4sv0BH95ls9mW7mYkQW8qGx5BW8rmrgX3zJlyGW87ZhLW4DPFvJW9jSfpQ5w813hW7fKdBn5wvzWKW7g5Gkn36fb3dW7gscB84F2h_HW1p1DM94XXtD7W1p12bF64h9mCW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW51bgps70Q_69VzBbpX3Lqjg3W4D_6DD5tcxwNW56n5lg6m1zgDW3bGkNX73Q0vRM1-Bp5CCD-J102), noted in her keynote at the ScaleUp Summit, you don’t want to strive for better, you want to strive to be unique! Unique is unstoppable. Jesse Itzler, the Marquis Jet co-founder I highlighted last week, said they same thing when he shared his brownie story – and would continually ask “but how is your brownie different!” – not better.

**Brand Strategy = Different** --  
You only have an industry crushing, competition dominating strategy if you’re different/unique. However, if you price the same way as the competition, you’re not different. If you hire the same people as the competition, you’re not unique. If your products/services do the same job for the customer, you’re not different. The key is doing almost everything different in a different way. How are you unique? How are your brownies different? Spend an hour dialoguing about this at your next “council” meeting.

**Brand + Culture = Results --**How is your culture unique? Reflected in your Vision Summary (Values, Purpose, Brand Promises, and BHAG), how is the Employee Experience (EX) different at your firm and does it align with that same uniqueness experienced by the customer (CX). Southwest Airlines is the LUV airline built around Freedom (“ding, you’re now free to move about the country.”). As such, Southwest articulates the 8 Freedoms you get as an employee, unique from the other airlines – while showing everyone LUV in the process. And Southwest prices different – no baggage or change fees, branded as Transfarency – vs. the other airlines. Again, how are you radically different from the competition in all ways? And is this experienced by the employees as well as the customers – is there a Fusion of the two, thus the title of Denise’s book. Read it if you didn’t before the Summit. She received one of the highest ratings at the Summit.

**Managers vs. Coaches --**If you want a different culture, you also need a different approach to managing. This quick read [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W1_q5Md2lpKg5N5XzLKlCL-N70/5/f18dQhb0S8369dK6NYN81SjwlHyjJqW8rldNC8qCnQ4W3hHhcN5zh-NRVnQ9Qq8ZQkqbW8Zjf-q8-vzkgW1HHB808XRVCMW1CKMD54fNgLtVJ7Pyf53b6KVW31H38833FRCkW82dHrR5C2CW9VbjTv16bM_G4W8pMT7r60dXWWW7tFsml1h1nLCW83_NSP5rC5Q6W81MffF7sLpX0W2jQJlk7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Vhgwc2zv-S0W8lwVXY8hRRY5W2msQHd8drRhQVbdvL630T_rPW2Vv3cs1G8MxxW1Bb4rM58kpr6Mt1tvCsfy9rW7sCrJb7j-Xh0W2RSwPk1VyBgkN1_8sPznjMBzW90-90Z8X1nnvW8X2YRw6xPlFcW1V2xxy6wCXCCW229bZh6cMBHdW1S4bzN8Z3t3lW20WsGS1Q19kcW20SrMh1-FYmsV9zM7D3Swq4pW74kGSB4M1133W4H_8kH55CTvkW23_QGB2dNt11W1L9wgV4J35SnW2N3p-Z9j_zL4W4CyQp81SXtsCW90wXHr6r9zllW3CwdxY44GJF5N6Q3Qs6rLh9QVrHLWf3KYVp7102) by Jim Harter, Chief Scientist, Workplace Management & Well-Being at Gallup, highlights how a different manager approach/experience (becoming a coach instead of manager) leads to a more engaged workforce. Concludes Harter:

|  |
| --- |
| You can’t change a culture without great managers who themselves are having an exceptional employee experience. This means they need to have challenging experiences where they, themselves, are engaged and developing through their strengths. They need to be coached, as they progressively become more effective coaches themselves. |

[The Master Coach program](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W5TpvHG56g1BSW5WNv5_62lS2j0/5/f18dQhb0SbTZ8Y9WDlW6KB8JF1k63-nW7tCtFd7x3scZW6Blzmd1Nvw7TVLDpF18CSvhfW8B-91b63Kd3pW8q-2Bl1qg6ksVPdwfd8v2xKGW8z07Lh5y5jGyW5x61-b5_VPV0W81gM8-7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7l0N6lWsp8YT2jkW6P4lCX3xPtL6W5rC5Q63lzN6vW4Dl4vz3sxGCfN1RtcR3L6_2mW52Ylfx3_8mplW9fgwMT4gDTp-M7r44d4ZT1KV5Rypc2gd3BqW4d28TV7v4KZFW53TZL56xK6W3W4N-4yJ9h7bqhW7KhX5N52DPX7W7rDbR55M6kjhW9gh5BL5L6clPW5KVS1c2gjQ_tW9cQMxF2M4bHSW7KXlLs5KpCfdW11MynN3MYNWgW7cNnGL73R1h2W224mr56pHKM0W770mwh1YYGkBW4wKz4Z5qv4fvW7jvbr9703JddW3Q6pYK4LtdbmW5HMmYk8xc0tvW48K_G48HkyPfMVMPVbVrLq8W9dTvyL44_CTn0) offered by Bluepoint Leadership is the best we’ve found – and a program our own certified coaches have attended. Their president, Gregg Thompson, keynoted our Summit last year. Thank you, Steve Hall, for pointing me to this well-written and short article.

**ScaleUp Culture Award**We announced an exciting opportunity for our Scaling Up community at the ScaleUp Summit in Atlanta. In partnership with Emplify, we’re offering you all the opportunity to apply for the 2019 ScaleUp Culture of the Year award, that will be presented at the [ScaleUp Summit Oct 15 – 16, Anaheim](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W98BRW959T-97W3P448N43vHHX0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rldNC8qCnQ4W3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW4y8yrF4pXHT-W2Y-Cb43sWclhW4DCKDj6x20XmW6PcKlJ4rDJ8PW3dsjns4mNMXDW3vdvvq4GvFKJW3Kztv96vt_ByW62rrQN6vBlMmW36lmVf6vG_k_W5RzV4w50R5pLW3zMS6F2HybxQW3STdh97k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T6TV8c5W4bL_DS7QpCbDW8rcfJl86_BF7W91tVkb5k2JslW44Grtq7D7HxjW1Dy_KC2P3S-Yf3hBBPj04). Further details and the application can be found [**HERE**](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*VGlfKz76_0yDW2ZDnGm5ZCJ6P0/5/f18dQhb0Sjvb8XJ8K-N81SjwlHyjJqW8rldNC8qCnQ4N3hHhcDXL0jYVnQ9Qq8-2BS1W49krGH8-y10rW8Zz5b354WtpwW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3yd14qL52W7JCxGl81bhDKW7N_KqM11GtpLW520N2H7v70tSW2Hyb609dH8_6W6V4mf77RmgZ8W8QKpyr4sj3hVW2BcyM91mGWnDV31NY935N7_hW2HpdZh8f8L-_VcprQm6mMZHYW41pzBx7m6HPpW69vLtx971WfsW5Cs7-P7YX2p8W5DKQXH4XLMYYW7fHhgK6QhzyLW2xgWKY8rg_VCN6QbrR2fz_5HN7c_5rjbQr4PW3yWh8H6SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RRjCqj8tbNW4c-1XF87wbJyW69zPnq2WGF_vW7VbbKf92wd0KW2tgWPc8KYp70W36nTrh4Q-5SVW4HzlZ52ffrv7111). As a note, there’s a reason this isn’t named the “Best” culture award, it’s the “ScaleUp” culture award. We’re all on a journey and we want to take a moment and recognize those of us prioritizing unique culture initiatives as we Scale our companies. Apply [**HERE**](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W63fFv62Ww1jmW6WfFRh6WXKhc0/5/f18dQhb0Sjvb8XJ8K-N81SjwlHyjJqW8rldNC8qCnQ4N3hHhcDXL0jYVnQ9Qq8-2BS1W49krGH8-y10rW8Zz5b354WtpwW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3yd14qL52W7JCxGl81bhDKW7N_KqM11GtpLW520N2H7v70tSW2Hyb609dH8_6W6V4mf77RmgZ8W8QKpyr4sj3hVW2BcyM91mGWnDV31NY935N7_hW2HpdZh8f8L-_VcprQm6mMZHYW41pzBx7m6HPpW69vLtx971WfsW5Cs7-P7YX2p8W5DKQXH4XLMYYW7fHhgK6QhzyLW2xgWKY8rg_VCN6QbrR2fz_5HN7c_5rjbQr4PW3yWh8H6SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RRjCqj8tbNW4c-1XF87wbJyW69zPnq2WGF_vW7VbbKf92wd0KW2tgWPc8KYp70W36nTrh4R4NrZN4Hzl_NLD66G111).

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23, 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W1BqN7V5fjC2xW6jrP7l5tgxtG0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8rldNC8qCnQ4N3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW4y8yrF4pXHT-W2Y-Cb43sWclhW4DCKDj6x20XmW6PcKlJ4rDJ8PW3dsjns4mNMXDW3vdvvq4GvFKJW3Kztv96vt_ByW62rrQN6vBlMmW36lmVf6vG_k_W5RzV4w50R5pLW3zMS6F2HybxQW3STdh97k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc8GmG1GW7rSgNt38j1MCW5BzLJ84sG8hdW86ypTl2DY6-bW6ZykHy2pglVTW6vc-Z66DrmXyf2SX1M404).  
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W3220942Xf92ZW64HsrN8Y0cPg0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8rldNC8qCnQ4W3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608vxT19wZFRW7nQN5T7lVh-ZW83K42371gj7BW1-666j7wN1v-W6NkPX66DnzhNW2l0kkp1TZg8hW29M7Xj7LPgXbW7F2Dxq245xx8W7VLk8z1vqXYsW83M1lV221zVPW1bC2CM7WC0VvW1bL_q-1FmjCxW3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxBrkVb2_nM6PxM6lW8NhQy37Nl6p5W1rlyPx3XD1VKW99R3w11cGnVkW920XQN6dMmGlW73yKD270RWHwf8x-JbK11)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*N4Wl3DY8XJh2V1jsTy8B26Bl0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rldNC8qCnQ4W3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW4y8yrF4pXHT-W2Y-Cb43sWclhW4DCKDj6x20XmW6PcKlJ4rDJ8PW3dsjns4mNMXDW3vdvvq4GvFKJW3Kztv96vt_ByW62rrQN6vBlMmW36lmVf6vG_k_W5RzV4w50R5pLW3zMS6F2HybxQW3STdh97k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T6TV8c5W4bL_DS7QpCbDW8rcfJl86_BF7W91tVkb5k2JslW44Grtq7D7HVgW1Dy_KC9cwFjwf3hBBPj04)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W3m5F-K2r_nvFW3LLZlP2KXdp70/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7tCtFd7x3scZW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1Rt9KhW2x-ccw7d094fW6G7Fbl4DFfS3W6RSY8t4MggbFW4L1GcM4Ltc9HW1761PK6PB0RNW3N1Fb27dtJ0tW3gmgHS74xft7W4DBxJm3V7rvXW2yjnr-3KQQFTW2V3mVZ9jJvbbW2Tz5Hp2Vrpw0W5PL3HS9hsCwBW1n2jBd8x16R1W7yLQ1L5brc74W1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD48PkswW9gM_z74GfjL4VMFy706x80NVN5QsRSgH3NKyW7_CkqB4L1MmrN4JXQH_1hVvsf2zSPqx03)  
  
Anaheim, CA - Oct 17, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W1l81QD2v5l8BW3dClMl1ClC0R0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rldNC8qCnQ4W3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lpCXPW4K3RpP1yVPdsW1lbRKs45Cjx4V5JY567Trc2mW21J32m8m6gRWW7Nj4YG9d4pDpW7tNQbh8G0fptW2QTpXt2sTVttW8jnTSf3pF_z2W5XJWQN4cFvYQW847Z5X4RkvwkW3C_yKG4M-923W6rwC403qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM6l8NhQy3W7Nl6p51rlyPxW3XD1VK99R3w1W1cGnVk920XQNW6dMmGl73yKD2W70RWJy3BCNbP111)

[Waltham, MA – Jun 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W3FG1Qt3Nsrx5W6bGsZy3PV3BH0/5/f18dQhb0S65P6tRdSFW12gPy760RnJnW47BsK94SRQ2PW1XVxrY7_r-wYW6kT2wn1mtQM2W3PmPvS6S8ykWW8ccTxC55FP5dW8bc-MG7z2JPfW14hx2B6kC0_kW5dcp-h3pCRWcW51ZrxV7w-gmLW7Nq1L64hbYJnW4d1Q5f8b2Tv-W1dkCHm4p0h8JW533-cb7vgfkpW2tnTBN1jJsZrN2tP7-BnYs8LVsrKmC22z42WVtS6wY6JzQpbW8B6T455k-ymWW3sySrt72d_fvW8gy4TK3R7fhfW4bct_B47Hly5W7GpnfJ199mD9N9fypzYCBF3CVfMByL4DPysrW1lWDpS4HBfB-W9bkKGL1TLx5yW7bMm-Z7vMXb6W58z3PT6Dxqj5W3Mz9Nm7pwssRW18l4Yj6GQgbgVwMgTH4kdZh5W1X9bcz7_s4jvW3g3kqF8p4RxdW6cwn3Q81StLcW7FPLFg4bfMSqW1nnsdf4b0S9gW8_dT_M7qSlNhW4g6x662FFWlzW6BzKl31rv_d4W6SyMpP1nZSX0W7Kg3rx4gHkMpW5XCPMX6-kMZPW6nXBms17GvCVW5NWpjQ5S73jmW3QSbSL1RL6TNV1JqbN2V2cCn103)[Los Angeles, CA – Jun 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W3PrWhh4DQfXSVCBDS51Zg51D0/5/f18dQhb0S2C86v5fl8VWVvpH60WvtGW1flyPl1k8mjpW2qYKV-47PRR0N6Bqh-Yj4H8YW56Xny58S8F98W4ngsF13XxMk6W1Dbjv73LrMjYW7Cq40s3xc3bYW8bllbd5z58jCW86-P_c2fRp79W2KF-6h96VvYkW8QlQyD6K2jCyW1XsG2517MnjqW2r3wKl2xNJlQVFq06y35f801W3cGn308c6ngnW8mT41R2xBvlNW52V8qN5mG6tmW4qccj12Bl973W8_Dzhm1zWGWXW464sG74WHwPdW3TdtCN23npvgW8Nvhxc92HWgJW3M17Qm71dXyVV8ghCG6pJZsvW3b3jn-5GqGhnW5s_Twz8DssvVW1zrvPp19Nmh2W5BbkGS4yMMj3W5GdP-y4tNSfFW7Bth-t3vKThyVJxKFj5Z3yXxW8yWhZD8NXm8pW78ckkp7kVtB8W1pQRB47JMHZ_W6g5NM32zmD7sW7BHCmY5q01qRW1k_Wf97ll157W95d95f5-h0YlW183QJ_2nDb1mW6_Fwbl2sFwLpW8P00Z643-9HtW3QRkkW4kfBWNW3F_D2H2jdpHFW14dvl219b5QXW1LpJR75xCPmFW5RJqbS9gxFJ5W8KMbp39h7vGXW7M8RR64C_RBSW4F412N4JWpc1VwcDKK2jnCSzf2fF05Y03)  
[Boston, MA – Jun 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W2NcZRS73r8MGMsXzMBTPJLt0/5/f18dQhb0S8379cKH-ZW8c_7ks4T_wDdW7fsVlg3MxYjYVsd3Cd1SddPTW53DQ4N5nblD4W4cdy357Jq_0rW2MmR5f7nZpKmW55kP1R8Wm1q_W62fnzr3gnQwqVKqWW38Y0z43W32H8Xx30JSmyW32Sr1D8WxW-yW8W25yY8X4BW9VWnwYx3P_c8-VRc8D95s8YWmW5y5jh-1rfXlzW1k2W_M8ffyphN25DrmCf3dGqW96nyGd1bNnrZW6Vn4Kk5_TVzsW58S3ZC23-nGKW265VBJ22-vhJW1Q468p2-lD31W1YTF-H7TVphbW1pqBNS1ks0KjW39ybFc1gvjSzW8hz0Ys806yj3W70ml3s85-9gxW72HTjc723yQNW72hkMm5g50SSW82T95v1VwR7pW3Df2M26jLzP6W3ygkY02kPfl4W1YzX_g1gGbc_W1SqF3S1rxW9PW4GlM5566Rf_6W1rKJMw2WmM4dN4FLwx-J18hDW4g0NCs3PTnsWW2DbVk75DhyW9W17Vwnx11rnNbV4Vjhv6PYmz3W54GcH67K-c-gW2nMDQb19rcTfW7g22zZ8_MdS0W9cWRwL2-zmHLW7nmWPm4tGsGrW2KdnSN3X4x45M9Xfws7s2GRV1clHh8MDCrg103)[San Diego, CA – June 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W2FjPNn5bKMjXW6m3v7j836hV80/5/f18dQhb0S2C86v5fl8VWVvpH60WvtGW1flyPl1k8mjpW2qYy1Z3DPXLYW3RRHgq1dkd48W1QrPg88kcpsXW8MxvPr7V1HHKW8tNDrp3Cplv5MwSZvWbGbtjVfP_MQ4_pxTsW8J4yKm87GjMrW5VXyMm5SrMP0Vxtwmn5wBZHDW6SYYtv9kR97LVRds0q7sqfqSVxDK-95_PztQW7pnD2Z1kDmMQW2Y7TBT32X8z6W1ty5N27dvHHtVC9CJx629WfSW5j3_bB3bL9rfW5FjLYw73XC7KW1ycPq932TvKCW3-wHv23Z9ZdZW1WQVNK51qWx-VpK3YX7GKhw0W49tgtY6gBw7mW39Lsc36x1LtGW676NqP8Ph__sVS1J9M3sQT8MW2TjcL75rmYlMW8DlWbm9dy4LZW2_82Gt2XwvjyV6p7B54D28NCN4q6Xc8sCSkZW2J3zdW4lzRRLW27_Rms4FG4FJW5-14T1288td1W4XNq0B15W1hyW8HP0dW3gWVZ0W7pT2C34ClfVGW82X5dd6pCNNWVkfD4c4mdhkwW579FzB5Z1bcbVVQPgQ95_g3LN7Hv4Bg6b8m2W9hXW524tJ3gFW8hSrvm89KVhtW8MhZqS7Vw6TQW7yYm9696S-WnN97d4cv7mcnCW1_WRmP4Hcnw6f6bL0tY03)[Atlanta, GA – Jun 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W6p8kRP2_bPT9Vhkj1B7c2V9n0/5/f18dQhb0S65P2dYTssVWnQMY3jbzqyW6Lmhrr4T6hsyW6wL3gz97WDBqW38vBVh82QtN1W6gZcj64wx1jrW4QyyS-7JP0SRW4Qvmb626WGfkW27vwZC3hN2mkW77MCKx6-0_cpW8ZcBP7269PNsW1RQM358vspbzW7kxc788rXrqHW3MZg9W2bCrScW59nv0C7hpkTSW6yykxR8LBTskW4_JDrx8JTYcrW1thxRb1zJ1GWW1J5L-x8bKn60N4_Ndtq3433_W2Pz2_S2zRNx7W88QdnQ96P2yTW1VFsWc3kY6H3W3DrXVF94jr1TW4CfKyz4GzNFvW4GV7BM1TmghyW1VLhBF3BN5hhW6hH9Gl7xVjl6W14xkMr5rkZRlW441Rgq8bDXtpW7RR2RW8Rg4-bW5NmrGC1FrxP-W12Wk7z3g4_l4W7Q1k2X37SrXmW4lzW6T3CbLJmW7GJF9x7wgjNZW3VHmld4v2LP8VcnyyX9gQWklW1DG0b71j0KYjN8tRBkfY2ckYW8P6WSP5zvW-JW84ykwV6WSqdrW1KV-br6zl_p9W6KZlLy7bFJMLN8NpNVKHjhY1VDD7p76x1T6J111)  
[Oklahoma City, OK  – Jun 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W4DLQpS4zPMYVW6dq2Cq7vwyh20/5/f18dQhb0S1Wd2k5LNLW12PbL32qybnkW4-THm64N0pB9N842GD3yk2n2W4QpJ7n1lNXr6W3ss5q37xbhzrW933MfY11tw-MW4961pQ6242wcW3qphgT4dQdcLW4bPtHk95FKVSW93hP-48ypbNMW4sbh7q82N0DzW810xhD70bLJJW38rSsS7X0r8VW5ZjDHr5TB9LGW4S2qMy3_TVF-W52sMCM1mTV_6W5z1Mst5K3cqdW5rHgcy6Wvmn8W79qd_23DpVZ3W8NN2xM5vNRDWW3VkZmD4cl2hVW1pDkVp6Hr_9YW81vKBZ4LC27_VRBmNk2_cLfxN7Kkw4SqgwcVW1R8P4t6-bqXBW1yqZ5k2-m1fCW5k4NT-39xFYCW5vSS9R1CR_r_W5mpwqY63WLFDW8zqLbH8c2-_dW4T60jf8T8231W5VmtSC5cGjQDVNhm_X8R7SQjW2PWq3C8LrHb8W2GXRkn2bkdQ8W74MwCs8GwzlWW8GBzLM10SNL6W1m6JcK40v5m-W77MrPH8KKWK_V-WcdP5fWpFtW5cskbx7kphDHW1Z1sbp8CfqxBW4prMV-5qTp7kW7ZFs283q-w0CW1gQbfv1tmP2MW6n1GXx4DyBMCW8krYKQ8pk0HVW3Z0w_J6ZmjcZW8SnL-33ksJlBW4m5jcq4jDtQ-W7SqB797hSW4Lf6tf6Bq04)[Sydney, Australia – Jul 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W4Shq123yg16dW5L3_bQ3ZGyRT0/5/f18dQhb0S2C86_rDSLW12Nnw068lFzMW1flPNt7nRd4PW2krt6Q1DFdB4VZ4Fzv1cs0P_W1VCGW16yFsmRW7tYY993sd5kcW90j3_X1FZP1DW4l-lJc3L69ZPW2ryKM44kY0ChW2hrPQN6M1DTfW9k73-R8VltKCW3Tk26h3p7K0HW9g73R-5m731MW1cKqK011fZJcW2T9-q5130XrqT2hNc5gM41wW68J7R62nkcDtW23FD1j3G2wKXN7tDx-ngnz8yN6Rjx8MJcpBmW2YGC376yRTVDW7P8LCK5ZPD5WW8pY_W61JfS24N7zfJF_ptxYTN6Vts1-FyFkbW8rSgPp1r99rrN4-wzV-mtVb4N4v-q6j28TXBW8k3DcN6lg138N7CcnVB13D6KW6pL-yd4Z3tkdW78Bsy76lfY0DW85LHwl56j5J3W3L8rPS5B4mpPW4Ln1vn6p3P3nN4F3SLTSkT04W3R1p2Z3RS47YW6kfYbF7c3XQ7W11p-fp6cMTHkW8Tzj7n1J9vq2Vh8t6C6PTZTvW5ms6gj1C22-KW6lKBgT4_4gwFW5TtcVg38TXrQW5H0-Mv4xD1mtW4G1cBV3Hhyf5W9jByYj97cMHGW4sJCzP4rL-7ZW2WYSRp7nWmPff41W6Yf02)  
[Milan, Italy - Jul 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W5Jc41r4DJ1KbW7y9HCL2w-dSQ0/5/f18dQhb0S65P6tRdSFVWVdWJ34mhprW6Lmp2b76sprwW4cr-Wg7_r-wYW6kT2wn1mtK8GW6zLwRX3pB_XmN46CwfLCmTPNW73jF755M_xNSW27vxJJ6lqKF7W9d80Wz8MY-GkW5l2jLh8JQs2NVvp9dX6ssvHLN1lZBctDQQq3W6b5ltD8WknTWW1X5Zd45QGJwdW30_V3s3JJVB-W7Nlxdf71gXmyN2jtCrWrMj-MW3JjRx76Qwf84W4NDT4j5cQSdlW6dHnrF3xlVmHW3sHSCb3x2qsXW1ptM2N5PX5hVW7f-WJP87qFg8W826l1Y5LCn2SW18bj6C4-1z0GW69qBbH7XtMPGW9k8YGt7GBQJkW3L7nm97z4RVnW581f_23-v1PcW7QHRfd7YN8-7W10PQQ57slXSTW4q2bkx4q9cWfVkVl2H8FvhWvW3z_VZQ62fchLW6QX0442K2Fs1W37SyP_6CGTDdW4MYfnb49g6rFW1whjHr3NfRjvW6gdV1J6QsV43W2Ld7G-5rb313W6m4ggX3RZMM0W5n5gK48H56zWN7d-D-Pg2mtSW70zSL16JfP84W7R3K6578hKMNW4cH0cm8XdWQdW2Rw8D-26zVGkW8Lw8wy5BW0v-0)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W1D5H4y1yf61RW37dnr88BNjk30/5/f18dQhb0S2C86_rD8pW12NPg64-ZKWqW1fm13b2KkQhwW9gLSqx8dzn-nVvXQYm5gsG0_W8VqGmV8DnPjKW8DD9bB5j_VSzW62NPZ_4kHcvPW8bC11s7NSQ7QW6_6bP57Ny6MQN77PLVsBbC7hW8Rj6bw7dv2LLW8k8LT73WzDCVW1_NT1W6qC52NW1KqPzN5XZrwbV4xMcY2-rV3ZW1Zb0wz5ntMfZW54VB5B1bjyq9W5qky5B5WqV-CW1gc5X-7G08y0W5klmpq69GFZWV8bHBv6wrvvtW1NyxTN39lGsNW99HKml1k97xqW4HR-4K5HNKzJVJ1Z4F5XM-nnW2nzCCw923W_VV4ZGgG2hYHF8W9kkYYL5lKlflW62Yswk63RGGBW7q7RNT8YbxDqW4xp6LP5fPPV3W4njm7b7JPNk9W38SSv55MTbv0W44j9mD3g9YxjW137tJJ70pCkXW1r-9LV5_V_dzW9dLllv5J9sprW3dYmy250_b4ZW4sqRxN83nXFDW1SXDDZ268BjBW4wW6bb2Lt0gBW47Ppwp7Dk2CfVfV6Rn82c1bnV25JQn25zvkrW4T-wnc3PRcM0W9jDWND9h4WJqW9k2KGj8JjbbLVBnCN35RFyWcN706x3sK4wgXW8GTB4L7tp_5r102)[Canberra, ACT, Australia – Jul 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W4rm4JQ55bsNjVmFL1V8tKtll0/5/f18dQhb0S2C82k5LNLW12PwCT2_V4xlW1fDjf55WW_9_W6PKJSp60szMzW33Zsl73217VWW8fPpft6XKx0SW8xHVJW1XJxS7W4fMWH_4j0nkBVbNNtr74mqVVW7jTKLd3sHC47W6ZSPdZ93hRSHW9d9fqB67nF-5W5_wbh547qyS9W6HYZfx7zKNYpW2YyQTT2Z-NzjVf6xxk1YdHvFW8Cjthl4W-gT0W6rqTbT7d6H-nW5qxCMn4VZlMWW4bf6j74-VzdwW3n7CzL5lx_tMV9ghzn75pRSzW2rqplk6bQ5pRW3rbfrS6m6CJvN1TwLQbY-4d_W7hccRt2vQGp5V1FbWx788JxjW5jfKXh7-76HyW4KVL2g6zfCX4V2cLfh7Dsq3cW8XnTk72tkwkpW3RCl_p8dxQDtW9f1mm36jsZ2PN5wVvkMlTqm2W5b65z923VjXtW47Rgbz9hpj7dW2RSgkk6TJ6jgW1gj-_22cmyFcW19pbvs1MYDBjW4rD5QK4ndWf9W23mlrk29yytsW5d4GtS19CDMpW5Wx1db7-g_2gW4wBNvw8w0vZpW2hzsqY5740-LW7XGXpP6z3F1zMN9yc6W2q2KW1QxXpx6PnZ69W8fJphX9718kkW7x2rcc5x6kgrW3sYSv86nhXP9W8ryNF21V2t7fVM_rG94MJsfz111)[Auckland, New Zealand – Aug 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W10HvQS1HgZK6W3WTQSW2Mp21C0/5/f18dQhb0S9r29jx9nHN81SjwlHyjJqW8rldNC8qCnQ4W3hHh9t5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCqbzW5pqZgQ53br0jW59hSCD57QR-dW5b1Q4h4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqCW4H-6D-2kGgc6V-0pjD18dKPTW1VJryk5lX8fqW13bD4h6dkxzLMGypGSrJCydW3myvGW2dS5X9W576B_Z4dv3JZW3nC1Tw55Flx2VqKqXp78Kfp0W5pH6Tr77R2yyW85DsWJ3qKdfhV7V90t2S7gN-W1ghLx14B6576W1WzV2n75mdmDW2Sz0Hl8TJgJJW4MKPv28nDXSjW38H1t73Cdk0dW3wv7Sm6x-wL5W2PjBM42FGwQ7N7qzBBr10NbdW5x6QZW9gVJ76W996FWf3GS-YpW8GX-tt3wffW1W791XGq87lrhpN4h0J_FVs7V_VVmdt33pMkKN102)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*N8NHPqZSQT27W3tG8SW7mxnLD0/5/f18dQhb0S65P2k62KHW12PjL32_VDFmW610fr454kGSxN8lBm0YDfDQyN8GVCcjNP_hnW6Wpn0K4sc4bWW1-2JFq6TD7b_W1rV15R2_4DypW4NYR9q8cLFLlW45_QvN4p6wPmW5x2Wzn8QvLD9W5LMQQj9k4bkmW8_kqVM2SDsfrW6HHrHl967t38W3kjYjJ3sDZnXW2T8h9B1J96vxW1pQB3Y2tq8-sW1MSjrh7xCh0bW60c0x27Nq8snW1cfN5P3ZCQs0W17Ypjp5XHFJyW2zV8Ym3ZPKj5W5xm3yL3RZRn0W1f76Xv2zThThW7Tj6sB5KmYw2W5rsnj023HyZZW5932kd52JPNyVg5htK8t1-10W3LPPfw5944mWN523_1rjk7MtW9l6Ndf5PmnW_W4vvhGz4yDQV5W61hjx66H1fg7W3HdWdY9jz1HmVsC47B89K8l8W5sZ51r820FXmW8rLFkb7NyHMXW8Mv_M48-YtW8VGscN64dg1ZvW4DKC863Pqtz6W2ZPk_J1hYrJcW8PrT4p68MQl5W3X_ncZ8f40H_W4nDVcQ3L5sdrW1BsDXw6fyG04Vp-h3r7d0YVkW98mFXJ2MPc-ZW70kNkR6VWVSBW6ZR_dS8yp-fkW1LcDvz2kgGdBW98vK9K41fzDnN1TD1Z62FX1c111)  
[Scottsdale, AZ – Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W7cJngJ2PnxD9W2_HsMk1FMS6B0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rldNC8qCnQ4W3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW4y8yrF4pXHT-W2Y-Cb43sWclhW4DCKDj6x20XmW6PcKlJ4rDJ8PW3dsjns4mNMXDW3vdvvq4GvFKJW3Kztv96vt_ByW62rrQN6vBlMmW36lmVf6vG_k_W5RzV4w50R5pLW3zMS6F2HybxQW3STdh97k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc8GmG1GW7rSgNt38j1MCW5BzLJ84sG8hdW86ypTl2DY6-bW6ZykHy2pglVTW6vc-Z65R0_h4f3mxHPH04)  
[Portland, OR – Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W3hbVrp38lrHQW6sd6c664sdtz0/5/f18dQhb0S65P6XvxSmVWVCXC1j3lD4W2t1BNr5k5RxwW84RBz-5wBQPBW4PbXg03HqkHqW3McJDc6yFrGWN7tYX63pXxN-W5tM36h2gHf-2W2jwxjp9fpy64W7qjGhv7WGQTjW8cW5Zr8Q9JrhW5S3XfZ5b1QkmW3G1wGb66lpkxW6jYL5g3YmMfBW2rnGkD6rkbFwW1nFYZS4ppWD4W1fBMH94--FNRW6bJP3Y2rtrKkW5bQbVc2Wq1CRW744lYV6H74Y0W5F-ZvC4TFG4sW3C3XQm3FjdDhN7HCB5s47_QNVhCK0Z7Lv3w2W53kpRY6qXdj4W7cYjSb5CVq-tW33VzHw7Qg6HjW8QL1M-55yfVpVwJ7-z6FstmtW7p83cH71VB2dVbL3XS2-Dd2-W96gmsN7GKvs0W88HSbY2Vr_tvW8cL_T22x0w0_W3-rCZp8Wgfc5W7Y_qT63r9qB1W2NnxT93WRXCWW8Df3qy10fPtYW1tMcFH3tDDd5W1CW4rg41WmY4W6wm6NR7Gp1WTW7QrLdv5b5lJDW5t5_tt5TZ23qW4M7P6L4rwwRqW8mvP3w89VfktW7hQYrS6P-h-hW81D24Z8j73JrW6vrrBJ8VZ8rCW5zkrFx1PGYWdf812gfM11)[Sydney, Australia – Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W2S651J8kBNs2W5nRkqK10nh3N0/5/f18dQhb0S65P6_Jfb8N12NGLKlMDjQW1mWV7N2F6VrfW8-XjBb4J6gtvW2Rw-HR298rm0W1-s2HQ8xyQ5FW6PTD9M3rTNMpW65mQQS3R_bRtW2ts01d2rFzfGV_GNYK14p-RvW6KD9zX8tf3t4W4xzDcg9k6tvRW3N6qV75KzPfLW66mgZ95GNZRbW38g8666DRnDhVb-2ck5WrCp-W1X9JBw3svPc8N1NsJy8b3wFMW22M8d03MhjDcW5kFZNn5C76__VBCvhZ7728XwW1P_tT65-mQK2W7FMyV84t80kmW4BMgPl4d2TVqW5z-KH_828P2lW7nsmsf6Jw_RnW38D03G1thS3rW2lVL0n8n-503W8hWmNg1mFSbpV74lrR4GC45gW85ZxJM7w9wDvVj_vSH83ZNZrW4RywQR41qqzVW6XGXgw4Rn7nlW6jwMwf4jFdN5W13ytZN2q3Sl3V5H3ZJ2-Dv1DW1Ksn8Y583pB5W4hjwWf1YVBsXW7Lb_gh4zN-ZCW4tZgtz5-QwSNW4ljg8X7hcVmzW9gD0cZ3kc4fTW3qlzD02MWKnkMVLspvjc_2mW6zwv7T23tGJRW8VmHxy5f-23JW8989Q988ZyKtW9f62RH2MQ3RBW7QjPxV8l_cFlN8x0-4pcPBVGf3CJyxR03)[Woburn, MA – Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W9b35q925J3jfW6SJTTt3-S-Zs0/5/f18dQhb0S2C86tQ-Q7W12gM5d1b7Dr_N2sjy4JLWJhJW5HqX_c6sz8KPVYSt0_7jSSJLW4nFgnw3FfmTVW5CzHkf3SY0hcW4hx9L83jGf09W8cFWny7R9glMW23RfKH8F6SJdW6WtZ85831KYmW9dHQnq27DRL3W2Sfpzc8pBf1QW93JwpL7dt3qtW5gX3vl11gHSZW19cW3q2qjNx4W7XhypX2_nsQTN2Lwg-FMxqMQVG5p4y5jLfzcVCSck78y-xwzVgZxPF41fH3dW3Tk24Z1ZdDVhW4CbzPg1Tb7-4W791Ky76Yw34yW1hlYj02qx1--Vpfm5z1B-QRxW45fJB08zSrqJW2_LBGx8B8khmW965_WH7Q_zyTW2jd_Hq29yjXlW77RNT65kWVmMW6p2gXR4tCC9YW1ZMP0L2Lr745W3M51KB3YM9_WW6rjrWZ2bgJcDV9D2h35wg5X5W7hY5y76lx6h4W50V_S-9412jfW5NcqB82zJ1DFW1dHHxk6zgH4mW43_0vD50KgV8W6gLCmD7_hRYLW4Dd9G522w2XLW2nk3R02Vth15W3PMPkg86wV3rW9lNlnJ96qL4wW27qF_59l4JM_W5B5MVM4mNdLtW3MG9lp7BjwGhW3SW63M5q1g_20)[Boca Raton, FL – Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W4gbsTF8DrTy1W3DstfZ5bTSfn0/5/f18dQhb0S64C6XvPVTW11SxXG2q2yyCW5XK3tq3PXJcVW4-t7Bf9fw1_CVNFtSL8yG0-NW5HyjTj7djv9CW1Jchy851JJ4TW5SZ0xQ7z2JPfVyn4mz1C7NJ9W8RrNGt6X8rzNW8mG4n57ChlG6W5S0dFT65jPPpW2JwlCk4V8RqYN5t3ctTfLV86W2zHcS28csqT5W532ZJN7MPX51W59fHc05L38R8W5JxgCj8gqBR8W6CWRQB7ZzymPW6L6vkJ36V1VLW7zLTKY5MSSF7W7j2QNP8gy4TKW3R7Vsp25b6s-W23Snsp3QKDD3VBBW5G6nL9XqN3BLHdghxJN-VBnGkH51gRQyW70Sm1G5GnYxPW7n1zl53Cnp8DW4cx0cV4CcWxPW8HwZK52_77KZW6V8scG7gLzk-W1GZk2z78szpPW59mmB42SyRsDW1Xrc6K5wTBqRN2qSXmRNtKTrW8Hvpf63Rx8p5N6P9gq6GKvSfW6xhTc_3WZYD8W5vBfmH3PwfLzW1F83rK8yHQWkW8bRcDv5T-4syW2__GWt18-F85W70P9Xh9lzRNGN1lDSM3zs783W5bqwSN2WLCLpW7V0Vks5mJ9-FW4zGPnB7zqYrh102)  
[Costa Mesa, CA – Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*N1p1LrHMJ_66W5DB5Ty7NP1jM0/5/f18dQhb0S2C86_HXFDW12NPc35VRrvPW2yc7_n2rhXYLW4dkZmM5Gmc-vW65ctXc1WNldvVGVghJ8MhW63W5fDzRV4t6xzPW1JczYw3PrVVpMhjlyvbhPMBW4WvB403y2GmmW76P2Ch8tysn4W2F0Q_B66Jf2QW8nxxb95GkzDvW15W9_r2PNTY6W591sbH52JyysW3zr0ZV3dW8wJW5WLvb25zt742N7j_mKz16q0FVQJWpV7Mzx3GN1fLQfLkR37ZN59gczn7YW-hW7XBMdv6QSljSW7x9ZJh59FfYtW1g4JyT5qfcGlW4kn3YG30QHlSN4Rt1WnfLcrqW54G5BT4MGmDqN3FvVsnw_mdYW4PH_GJ4b1XPNW6nLf1G5QV4HvW2FbqHf5rpq18W5FdB3g7j5z2WW91s_Sc5PQ1fkW31d2TF3HxQPjW58Jb999bt_bpW5sD8DH8fgvnMW6qvwsy5jQsskW1-h4WB1nWxLgW2k8XLj3rNG1BW6JXVDR4Xv8SjW79_2gw3xn1kMW1F6gs16BBwScW3YPj5D4HbDTmW22ycNS198cBCW7hQ18h937tZgW5PKs7m4ckh_JW8nCC8d8VkH6kW7ZwP_X6-2JgrW4DBQdX2L97yJW5vHPY24H5SM_f8MLSyK03)  
[Sydney, Australia – Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W5SrT5S2-4sh7N9bCcJy-TYbm0/5/f18dQhb0S2C86_Jfb8N12NGM0lMD87N1w894T42NlWN9hqGnlNzfBzW66B_FN8hX-lTW7cWWt92FfhRlW5ynt5F83r-JDW4lF0LM6J-9pTW5WPbs84lnmFDW4GC71T69-CL4W5dgCMr172gLRW8lGRWr6KZqP9W7L-70w3WzDCVW1_NKS85fBf8hW5W4wqJ1FnTgHVdyC0R7PVLy7N1CCgbgPBwDVW8lqzsH3205gRW1b9vPP6bzw4_N1tjmhC_2jSLN50xP5YF5p1WV5hkP_6NQTBHW8B7xKL5CK37kW5y-Xvm8JF6ffW23tD-Y80RhhbW7J8XN37kgfG4W5Gj35N6cK5MCW6Vw4n13yCdC7VsKqd_869J94W16jy6m8xpnx4W2ftT0y2F3RbPW1P6Qg32dWV7SW829Yny8LkYLcN8nlmZkDKw7pW48t57j2_WTH7W2dv5yS5mz4pcW8cp2Gs2JbRVJW6z0cTS7W12HnW34CkwV7rRn96W6K22fB8BlCBSW5qfh3h89mK6mW81vdgF6Yy2tGW3YD-px90sVTpN3cvWRbwZv8YVC0jr33b3k26W1KsZCm9d8FNNW4xzkyD4YVDxhW80Sn5s44LlWVW1yctf59g4WBwW2dMvgX3VG0q3T6r9n5TTHP4103)[Dallas, TX – Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*VxNHhW8tJjDyW1qj3rR1F4k9N0/5/f18dQhb0S1Wd73F0FpW12gM5r2qzYk4N2Y8WZTn4jwbW3MsmKK6S_SBjW2RMR643SrHR_W5yhSRb6Qp0SkW3LJZrf63mqdVW3t8kLN8RSqgDW4YCfFp5Y3KGtW8cJv3p8SgVznW915ScF2g3YYBW2xPf2c8pH5tlW7H6tQy7Zw7y5W3VgnYz5dtsLGW2Y3hRz5QxMdsVsgjpn3VRTs4W6kT6ZL1NZjt8W5CnksG2sLDGlW5mRj7Y2rm1PdW1l6clT1vtZQhW5SS-977zSpTjW20M_gp2StghTW42s-KV6n1d6SW41xGpP27XMTgF2qq-3fb2L_N2MpkJGMyS2zN8kHJk-J6s7PW8Twh-05ndpKPVdZr805Dl-SFW75msSh16Wdn4W3y0Bzs6tXkhBW7lnBvt72bcGdW3mwH5M5X8vPHMvbpPrTPbRRW3S2tMf62v8whW5Nv07s6sd68BW8SsDxZ4yW24rW5Mxjt-8Y_fScW6HLs0J42B1K5W8qmYHC3k9bTlN5dKmTzdP9JZW8hm2z7599GzGW8gvyNf24R0-3W7fZz2c8GmSP8W3Q0ymv5jJvxtW7GY2DL8kCRYfW6SmMgZ6pg_2VW9jDFMS1zlxV_W4kL_K38hPnNmW9j--rf39WNTwW3FT8Bk76JdMjf8dj9Zs11)  
[Lancaster, PA – Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W2STR-V8MH7RVW4sJsMm74-5Xf0/5/f18dQhb0S2C86_rDSLW12Nnw04qgm3cN1hYDddh-2XPW6zTdX02HN-sQN9cl_tDVtFWrW1Zkqf06yFx63W4l1FZc3BJYcbW6WMjtV7RYskKV9hFZ91BHrTKVM_V_n1p7YWzW17pLqB28CJmKW67tLLC5bP14FW2V49Nr1SMgl2W6q54YV6-1xDqN4dkVVQRFDGzW6Gyptg4JQT11W25tbmT2X-gJqN6DWbRMjP8xKW1nDLz17b9dwpVWtVNy2nkSkFW37cHXg3r7tSkW42kNl52x8WyRW7kqjgJ6HsLysN5xTPDH1rLjbW216nsk2nKFBMN5X3lTy2xxyTW2dJvpb3FJykVW4P5Gv128v-vBW79-9L-17yWKHW2wYFQX5sXQQvW3-GxN26vM_s1W4wmQSh3YMsCsW4C1Xs96mLR0cW818w8l8hzrM4W7Vxy1b4yZgz8W8tJl7L40JlwFW6SzmZn8C7VHGW3hWDgJ6R4L-1W2jj7NV7vK_BfW97bd707l3BtjVbq0r07wRns1W3bcP7F9jpwM2W5w5zYt8XcF6TW8m89pT9hjs-sW7nnHwY8TqMfHW3WWmfW8VcpHxW8_lXK24BCjC0W46VmFn8s461hW92dBT94L_DSNW53tGdT10Q8WCf36VK1b03)  
[Oklahoma City, OK – Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W74Tz-r4Cn95kW50DghW4PY6dw0/5/f18dQhb0S9r79jx8C0N81SjwlHyjJqW8rldNC8qCnQ4W3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRtXpW1BqcjB6tpQtsW5Wd0bF5-2sjBW7ZzDyK7GLjPjW2KrqQT1Q331jW19wxtw1mngC-W7KC8H822XSmLW7jc_p363d7XrW1tfRtr1bQtRQW83Hr7S1xtRvrW6jXh-L6Yvx0jW7QRn4C7F6Cm5W7b1JRn76l05zW7VSqlc78tHdjW6WsBbC1YjGtTW7C5vPj7jMwzrW42ktnR8ZsQJDVcWbVf4Wpz-0W2Mlrll7P1X4ZW7P9Lcq2PzV2kW1Ngx1f51bgpsN70Q_69zBbpXW3Lqjg34D_6DDW5tcxwN56n5lgW6m1zgD3bGkNXN73Q0vR1-HShdjj2BV02)  
[Sydney, Australia – Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W38DwHL4R2SLJW1JSNjY9kQ-_C0/5/f18dQhb0S65P6_Jfb8N12NGM0lPJHZW1cW1xZ2F6VrfW3KS7h64JCW_xW3SNgP06SKmPKW1-s2HQ8xyQ5FW6ZltPs3Y8jq5W7NMHF08HkTpKW1tb_2l7kP08VW4PxRT52sqPsDW90js886WSRBdW5Gk7v44DlBxpW3hPwwD20rh7LW35jkmC5ZlzpBW309WBk1vbhfjW4Z7d387BvkSvN5crLp_MJzVqMSxrHGtzz0NW1s_pjj16t-NYW3TMvyx4-xSzSW4dX4rL3WN0pRW8bddP_7pSLnfW64khz440L4hPW8F0gtR5HVYnYW7Xg64r4yv98dW77DsVV6b2smqN17K_79xVZV6W1wW92Y1fJ730W28x_JK2bxlT0VjVBMz7-6KqWW32csTk9ll6WXVpLQvR1VtzBVW7lGZ0N4tzcGnW6GzpVx5Jgrm5W5BK2Fv4RD19yW1HTsPm4fVnfZVPVxR398hsVzW7qW1VH3c_LnTW5wHxDm68707gW6JvpLb84Z8q4W1z9zFW53GFkRW8X-kWL7Z5X41W3HjxK25DxT4-W6djBMj2hjv4_W3c9_DW1zPgy3W77YjRy9fMQqpW972t_78FzsStW9bxNnl8Xg3_hW7dGhnc7s69f3W6q8b4B7D2l__N2-cCM1rstsKf7b34T-03)  
[San Diego, CA – Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*N1gslnYQPJTdW5mZQZr50N4qv0/5/f18dQhb0S3j46v3gBLN12PbKtkQ39VW60Fmyr1D4vV4N4tVQy94_sHxW6Fnj1x35hmgmW6MwbbT92YcD9W1MBySn2DSFY4W3CGnLH7xWQTKVx7jHj47TqBfW7jTKLd1__6xkW8PzR9k8NfWKLW1LW30G7xFmTqW4nmNch1_0RCkW15nLmr2rtP3YW3MBV0W7c18zJW7TLHlW6j0ljSN5TLgLWYrhVCN7lZXgK35cz2VLX6y72Y6pCCW1kcStC714fRsN2zFF0F5259rW5MHRv71HkvTcW8qfSM-1v33s7W6Nf_3T7K5qjKW7ZWxHb2wXNrKN5V9mvHfdJpyW5Z9PkB2kPMrPMF6XCyrPxt8W97gh7Z4tX9XRW6qJNw78L-5rnW2Fb4Sr62ZxcFW8-qR6Y5YmL5BW4xD_cs5fbzVQW1dYWr462W-pvW58rGJS97x94FW4-Kj1l8PWtDjW6fs6NH3HGG1QV-cCvL5n_gmjW5Q7R-h6Jd6SzW3k-KTD4W_RCVW9dlnhp89c3L-W8qv1vz7-Lk2QW7WCW1s2k8JlgW22ycLs19bk6zW7hjkSN4l-m7WW1LcC-V4BScMpW4Gh6F06YVnLsW8hsyVJ7s8GnGW5SzD3t7k_y8ZN1NhPhgp-7Wzf2-_x0s03)

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For questions or more information contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com)

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**Create Accountability** - Drive Execution with Align, cloud-based software designed to scale up your Rockefeller Habits implementation. [*www.alignwithscalingup.com*](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W2DK7WR18yK3QW6S-ZQW9k6sB60/5/f18dQhb0Sjvc8YHr6CN81SjwlHyjJqW8rldNC8qCnQ4W3hHhcV2P7_nXVbxYmW8pCQ6vW50MRxX4swH2DVYS-MM3L_2KpW4LfPCT6nPlPpW2HVTVM3CcrgbW2Zxxwb1Y_63_W31rP001V-PH3W2fDrtT7lvZ53W1MkxTk1wsTgqV7d2M61L4xyjW6FKg-T2XsCWxW7t7kVg5hH2c3W7lYt775s7-x9W7z2NMJ7vRb8yN8GCm-jRFkK4W5G18Kh3y9KYQW3dgtKG18gX3FW3sfqHj5rNPm6VVd02p3vb67tW8FSbDW8LmWcFW5PsTcc5vGrKHW5M13L95y6qKbW5QZ4pg5DHKWzW3-VZ3g3Sppy_W6jbVfb35V73TW3-Ys2f66K6rfW3BvmcH3dth6qN30X5Y-ZtLyKW6wydXJ392k_lW53NYtc4PLwTVW7pJmfy1T2M3kW1cxb7G1LVfGDVmLW2J4r5l5jW85_wvV26mtQkW8BfLvF8X7DMPW8N200m4wLYGCW7l43Y36KVrWdN3QzSg8QN_TjW9hmPCK2XT6Ms0) - on your computer, tablet or phone. Click [here](https://hl.t.hubspotemail.net/e2t/c/*W8mH7Sz33XcPKW2rFxgw59mzC50/*W8_fw3J6Fz64hW5tkm6j57xxyw0/5/f18dQhb0Sjvm6BGNcfW8c_7ks4T_wDdW7fsVlg3MxYjYMscNf2XD6prW7cmS1s50MRxXW4r1XlX51t3thW96Ls8-9csYYjVqNSkk8Xm6scN2MTPSyKng6qW4KT7qZ32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1ZJff89dSlS6W35rgCl94-4T0W7sLfyr5DBw5FW7v70xc34mKvyW8mQMYT7NM5zGW74gyHN3X0g0yN6bp1cMbq5fxW4TKc2l8QxjV7W8dCkb12nQ-stW4sv0BH95ls9mW7mYkQW8qGx5BW8rmrgX3zJlyGW87ZhLW4DPFvJW9jSfpQ5w813hW7fKdBn5wvzWKW7g5Gkn36fb3dW7gscB84F2h_HW1p1DM94XXtD7W1p12bF64h9mCW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h77-W6VhMT-1nCrbgW6vbjZH1M1hssW3g4gcL3x7_2DW8rwPms4sR-TKW12HC0b99X4lDVcYJKQ7dJ18nW6B-fWv2ZRHfF0) to watch an introductory video.   
  
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**06/27/2019  
Gates’ Biggest Mistake; Best Article 2019; Jack Nicklaus Example; Reverse Bucket List**

Hello ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.  
  
"…it just all came back in how to play". Jack Nicklaus, miraculous Masters win in 1986

**Best Article of 2019, So Far --**Titled “Your Professional Decline Is Coming (Much) Sooner Than You Think: Here’s how to make the most of it,” this epic [*Atlantic* (July) article](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W6pfDDT2xZd4fW32lcH516-mkQ0/5/f18dQhb0S65L2jW0-sW12hl181y9MhYW474HWC4-t88PV_vdyl40KyFvW8n90y_5vRPHBW80kz5p5mSMmTW8H9cV24fM9ZvW6LPrw-8g958RN8cKsLq6Fb-lVxDXfX8hPBZ-W8Q1d6F7GjfX3W88LfNp7Vfl1SW3SRTQ94BsznYW6n_Wrh2qK6-MN2J8NKWzZS9hML0cqj7dxfzW73KsMj73Y9GQW4BfHx42TdBf9W1kxTpB2tHSWJN4M_zd1kZjCfW2fdm706mYcqtW13y5cG5TPM9ZW4-WWSw28qnfDW45wCCZ57mWnrW4qFYXY8dqMpGW7G9QtQ2ntthvW4vqc-q52hk0xW8FNy1s2kPm20Tj7-s6RQKsDW5dCk8m8r013CW1HrlMy4jYHNVW7rSJR91rQS2mW2MbwqC1pswkxN6lwkZZNQ2hhW5KC0FL265YHGW7q59H66kK2clW4FPT_z2RRY93W57CVJt8l2910W7WvKM21WvQkRW2QjMG041sVRwW5lLPzT3LYpLwW42DZyX30jg8pW3DyJ6y4ZS-L7W67tSKB3LDr0TW71B2JX8tqqHGW81RQlh5fPfb4W9lx3Fh5-Mzg5W870lJS4CCyWPN5mCdKjQ--Dhf57Lshm11) by the brilliant Arthur Brooks might be the most important article you read in 2019. Grab your favorite beverage this weekend and take 20 minutes to absorb his ideas as you navigate your own professional career. In short, innovate then mentor/coach/teach. More below, but first…

**Bill Gates Biggest Mistake --**Sitting at over $1 trillion in market cap the past few weeks, it’s impressive that Microsoft is leading its younger rivals – Amazon, Alphabet, Facebook, etc. And Microsoft would be even further ahead if Bill Gates hadn’t made one huge mistake, according to himself. This [CNN Business piece](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W30pTWK2DblgkW3tqVST2t956s0/5/f18dQhb0S9r29jqwWdW8Qn8nv1q1VZVVxwykk1hc1YcW1T-CDf3JTT6NW1m2Dkx99bXmGW5C9f5B4rJcwmW2mv8h143PqQzW6bjJfn43PxChW5mg6ly5RTKNJW5-QRxs5lNwm_W5B41rK5RWQYLW5D2Hyd5WRYVCW5HC2p45lhgkKW5zD8pY5D5x3DW5PYHcc333Tl8W8c8c485D5v8lVssBwr5v7WNqW5w5R8T6bsmX-W8sZ4WS67b7w6W7hYCG43N1GR9W49Y5tT7wVs9bW1lRb4_61mzVzW76tS5x5RlSdTW5xNCj88mGgznN313w_SGj_7jW5QB6WD8Np4DfW8tY8jQ3z7c5hVQc8yy3gN1y4W8zRPXW3J3QTZW8FqCsV114hqvW8yXfzs8xw8vVW5wNwy63D8vjFW3Vh8GC3tjQ1MW8f3sj93KpgcKW8dP26T3L1nq0VZ3HNT3LVmsHW77Vz4D3hQpM9N8csGDVD2JBLW74kBm33jPt8dW5G484V6bMz4nW4J35S42N6Y-bW89whbw9j7DFyW5jLjb960Jhy9W97M__L2Km5fJN93dF1V9XfwsD7s2GRBlhMd2YzXF03) details that mistake and what caused it – lessons for all of us (danger of distractions, wrong team, etc.).

**Mythical “Head of Marketing” --**The CEO is the default “head of marketing” and not understanding this can put your designated CMO at a huge disadvantage. Marketing guru [Seth Godin’s blog](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W85rr9B2yBKM8N3V6YkZjC77b0/5/f18dQhb0Sq5H8Y9Wm6W6KB8JF1k63-nW7t5xlN2P2FJLW6Blzl21Vq7GqVLDpF18BTdYvW3GtltV8pChf1V_tbCb8yXl2fW5xKnZM8qtJQKW3GCwVC8vytDnW65kDYh8yw4QxW3KzYjR8r4KQDW5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3Wdc2vW6Pkt_V62_rWzW4MBwXV4r1Pm7W1nqlgj2MtdtwW7cvxVf8q5qBxVVQf4X5vDhWYW3bb1N16SNdTfN799Z9kfgJR9W4sWHZp2vKgY5W2vSkcS5ynhmSN28CYW3ZMQm8W9bh05C5GPjlfW4t8YSg4SL55BW4WBpDN64dgjFW4Xz8n338C_rRW4n-ljg3j0DY8W4tWLR02CF0WPW5x77XN8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blW5G1g4B5L1tSqW19rc8k7prJj3W8fCsbZ2lf-nMW1vNYtR7j1np7W18CtzS5wPy7SW4v0rZH4Pxhj5N3DlwBbZRSyXf3V8kSg04) post last week is the finest explanation of this conundrum and what you must do about it – and he suggests a more accurate title might be “head of marketing operations.” All CEOs and CMOs please read Seth’s insightful thoughts on this important topic. Then sign up for his daily blog.

**Jack Nicklaus, The Bear --**Last week I shared the stage with golf legend Jack Nicklaus at the Bloomberg CEO Summit and then had the opportunity to chat one-on-one with “The Bear.” I want to come back to some powerful insights he shared, but first let me revert back to the Brooks article I referenced above which will provide important context.

**Professional Decline --**Notes Arthur Brooks in [*The Atlantic* article](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W6BZnMT7-1pYXW6g3cy-65p5cs0/5/f18dQhb0SfHv9dZy7bW6KB8JF1k63-nW7t5xlN2P2FJLW6BlznK1Nvw7TVLDpF18CSvhfW8CRzTs1q7zm2W8qZSjb8B-9dcW8Bv2S01rDgpsW63mCzb1mQflzN63mBwmW2ZlZN5BL5pfT8_8lW5_VqRk5ZBJ1YW8hGV1Y6Wslc3W5rGt8j5h0fXkV6k00c4CB5ysW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZW6Vn4Kk5_TVzsVvXGnx70fl6pW7PJ6bd2gM1cwW1THSXd5J10-tW5FHWx82GGqc9W2JDgVL1Z0czdW90DyF_2hBQwBW1MqhJK7ldyjxW608vBd1gG0hQW2g2Qvb87JMYGW7CMrGt78dyd7W1zrmc16wy5b5W7MBBYR7n7cm1W7XLMrd228zXKW7ML2Fn7LT_DyW1Ft1g07bl0FtW7PxTRn6WFF9rW752WJn7qPxx8W76sDNb7s2MWMW1T8pGG7tM576W3bwnqn3BVzG_MBWF_DcZLWRW86kZLj6-sdcCVsL4QP7NMbGcW8BZQ2x30Hpx6W11XXrs4DkYQ_N7LHlml4Qm8tW2d4gYw5XdBQHW7nySpf4nCtHnN3QzSrFQN_TjW36_np25r_Rvd0), “The data are shockingly clear that for most people, in most fields, professional decline starts earlier than almost anyone thinks.” Clearly this happens with professional sports figures, like Jack Nicklaus, who felt extremely lucky to win a major after age 40. What ultimately depresses people as they get older is the feeling of becoming irrelevant. So what’s happening that causes this decline and how to remain relevant?

**Fluid vs. Crystallized Intelligence (Two Best Paragraphs) --**Brooks explains, “A potential answer lies in the work of the British psychologist Raymond Cattell, who in the early 1940s introduced the concepts of fluid and crystallized intelligence. Cattell defined fluid intelligence as the ability to reason, analyze, and solve novel problems-what we commonly think of as raw intellectual horsepower. Innovators typically have an abundance of fluid intelligence. It is highest relatively early in adulthood and diminishes starting in one’s 30s and 40s. This is why tech entrepreneurs, for instance, do so well so early, and why older people have a much harder time innovating.

**Crystallized Intelligence --**Brooks continues, “Crystallized intelligence, in contrast, is the ability to use knowledge gained in the past. Think of it as possessing a vast library and understanding how to use it. It is the essence of wisdom. Because crystallized intelligence relies on an accumulating stock of knowledge, it tends to increase through one’s 40s, and does not diminish until very late in life.”  This is why non-fiction writers - especially historians - peak much later than novelists!

**Be Johann Sebastian Bach, not Charles Darwin --**So, what is the gist of the article? The key to remaining relevant is to pivot from doing to teaching. In Bach’s case, he spent the last 10 years of his life writing a book on how to create fugues - The Art of Fugue -- long after his ability to compose fugues had declined. In turn, Charles Darwin tried to continue to remain a relevant researcher and ended up deeply depressed the later years of his life. For Brooks, he’s taking his own advice and has resigned as President of the prestigious think-tank American Enterprise Institute just as this article was published -- and is going into teaching.

**Serve, Worship, Connect --**Which brings me back to Jack Nicklaus. For a brief moment in 1986 Jack’s body “remembered how to play golf” on the back 9 of the final round of the Masters. Coming from four strokes back and winning by one-stroke, it’s arguably the greatest comeback in the game of golf. But more importantly, Jack kept it all in perspective, pivoting to designing golf courses and then spending the bulk of his life “in service.” As Brooks suggests, we need a “reverse bucket list” as we age, taking things off our plate instead of putting more on. To that point, Nicklaus is auctioning off his famed Rolex watch which he’s worn for 50 years. Expected to fetch tens of millions of dollars, all the proceeds will be donated to the children’s hospital Jack and his wife have supported for years. And Jack was at the Bloomberg CEO Summit to give back to all of us - to teach us what it means to age gracefully in our unique profession. Thank you Brooks for a beautifully written article; thank you Nicklaus for your sage example; and thank you Nathan Gray, one of my sensei’s as co-founder of Geoversity, who pointed me to this important article.

**Watch 20-Minute Keynote Bloomberg CEO Summit --**And for those interested, [here’s a link to my keynote](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W9dtdb-5x3T4ZW4yrs7k471FF60/5/f18dQhb0S1Xm7z_YL7W11fGQL1g7rLKW3QsZy61y32xlN8JSdh4ND9jqW426q9R3CJ3DkN6xyNNndM-tCW29Q4Nv44L--1W2WvQ1k5fC_sxW167dN75pXT_dV11F_Y15gNBsN6KXTdJtBfcwN89dnd5N7M4mW8n-3hz1Xvs0zW1Q8Cs01wGWd2W6d690t11PgD5W1hDpT_4JbKYyN1qD0_ZdbzfyW7LvmHY4SxDLxW1PYtl77165bKN8zhnrLHwB0SMRGxyWYs2yVW19W3s45R4WRMV-_lp25vy79QW2hqN6b1TBPnsW1kv3st6B_NKsW4_Dmcf7ZVr6sVHFN2g96D8M1MHwldShs6C9W1RBSkg8f6sVPW4D1qwG45hqx5W3pLw641mxZJDW3xqb5_5sP0t8W1dtfnP244srNW8Tjmqb6PXgCKW6DG_Gd7xbkW5W4nqrMF6mwXbFW6k9LcM8CfmR2W6PZkd15405MlW6-f1Lq4P7MYwW6xW8598KhYbDW6HrJhB1_6CP6W4hxRyr6C-_25W50Ps2F70638BW4jDyYW3Ycn7cN4N_kcl4d0bkW81y-VV26l2RsW8Ds0518Ny6LFW4d6wgV4Hxd3VN8hdqYSRfWW6W4H0vG97pNz1VW3D6WRS3SdYrD111) at the Bloomberg event - some new material focused around the critical topic of talent.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23 (Sold Out), 2019; Jan 14 - 17; Jan 21 - 24, 2020](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W1M7JpR8pvtLqW7JZXnG8ZXBl80/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8q5JD41p1xBHN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW4ybKdr6SXGyJW2yCdMc42gSl0W6nmt1V2zNs8rW2WFXN44w_GPgW6P8vJJ6nH-ymW6VQb5_6bMT4HW5WZKf72TBx0GW3zrTBf3YrkH0W3T5D6m3Y7Yh8W4VBDmW5WJCYDW6bDpQk47Lz_JW4d4DdS7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-3pm5H-W4jnh0m6_8fBxW6W8sGV3ZNF59W1JpWBZ9c8by8W6bNR8873yKD2W70RWKW5nh8vN111).  
  
**EXITING:** Thinking about selling the business for $40 million or more? Want to get 25% to 200% more than you thought? Request the whitepaper from the Exit Strategies Summit at Harvard from Denise Richmond at (610) 299-6466 or email at [drichmond@stscapital.com](mailto:drichmond@stscapital.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W8YSJ523Q8cq6W3FFnpv3KzNT80/5/f18dQhb0Sjvk8YHtvCN81SjwlHyjJqW8q5JD41p1xBHW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzhW5Rpkcd3bqvNWW823cvs1GgGq8W1YYV5x72nt_yW6sxxZJ6Z8hChW84xvwk1gQkzyW226Jnd7VKYGTW1hnYmp1sksVyW6Yyz5183F9M9W7VVJqC86sxy3W7NY8fd7F1PwWW1rh-hw1Pd7xrW1-cGS01Y30P_W6FDJlt76lxVSW7DWLX07NTFlmW22VL1r6PCf0MW3G_1lT6l4V95N3Nz9PLcZLWRW86kZLj6-sdcCVsL4QP7NMbHCW881ZQg8mhg5wW6pcyP-6RM3YVW3tBT2986F8NFW6Hr1bw5yf8vgW9g7yNf7MZmzMW3wPByY3wqsnTf3GkqqY11)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*N3vDfCThJH1hW2qsl7T7ZzC6F0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5JD41p1xBHW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW4ybKdr6SXGyJW2yCdMc42gSl0W6nmt1V2zNs8rW2WFXN44w_GPgW6P8vJJ6nH-ymW6VQb5_6bMT4HW5WZKf72TBx0GW3zrTBf3YrkH0W3T5D6m3Y7Yh8W4VBDmW5WJCYDW6bDpQk47Lz_JW4d4DdS7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz3cC2CKW3rmwZS6qlTqqW43k4nR81MKPyW7rb1LQ9jDKgZW8z1p_g1MWhN-W1MKdbR5hSdpZ111)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W20f6cm4SgJNTW329RDw1sHGH20/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7t5xlN2P2FJLW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfmykzVW2x-ccw7d094fW6G7Fbl4DFfS3W6RSZWf87TLJhW3rFW_C8L1GsPW2pHz8T7dTKHXW4D4VDm977mR2W973Wp08L1NwjW4YfRBh5csxrHN2-ThgTQSWJZW423XXH87m_bgW5knHDh7yQ07RW50v8G-6P2tg6VRJg6Y2hT5sfW5cNv6Y8n4LYbW1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D749FZWVW94dwMG2XlKN-Vp9-728RlNjQW4YL26_1nZ4vPW87kX2M5V9WFRW3f5_rb7YbyhPf3rtNQ204)  
  
Anaheim, CA - Oct 17, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W8rHfF63RBb1QW2mWcYn2x7XrQ0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5JD41p1xBHW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lpCXPW52Cdf9929-P7W4pzDRk2mJp8jVyDQZq67Py7XW7kYdlw30ZSVfW1rd3L73DFFwzW88DsLC33vd8GW2W9Dy26rXcmSVC4QHm34QTGkN8PqM2wnS4VtN1LMz9nqvWqBW1KVSKF7jHKPZW1SH1pT3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzX-l8_Tb_4N8hNcWQJHPZ4W2VRTx66hmH2GW6b-80y4wjttvW36sLG21NsfDKK70Cdl3cm102)

[Oklahoma City, OK  – Jun 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W6hNBwQ3W6Mz4W5nVtwB96wpB80/5/f18dQhb0S1Wd7Bfz8CW12gLKy4V3404W2p03ZG2y0lnDW4lJBk482ft0BW5psjSC80CRbDW1s82XC96bXZ3W82mqPB7LKC97W6RhXMr6LXwz3W6M8y2x52TGTjW2yjTKx8vgfyPW4mSnNp6ZNMkMW55dPmp8sJV6yW7nytn26cfBhxW5HYdMf49f__8VDVqm-5QxBQlV90F6R5CWBYlW8VwlPW4fY2l5W5RhPy35TH9-6VG5p3q4SqC29W41bC5j66gtDvN1m__NL2y2mJW199Vxv7SpvsGW1bK7hB32V8lfW2yyjgY18ZDvcN7TPJ1cXzjs0VztlSr8zVWs6W8-lBHh2-Cg2yW57LVYL6Rr3NhW1-DYlx3DB9zDW4MSrKT15lkG1W1vYyPW163ggkW1W2bSK4WLWlFW5MQfdq2DsXKNW6FWRrP3TVmKRW2wQwrq4kQnJtW5k17dF2b0gGfW2d41VD21MDn2W3V9TD588bvWgW2VjqlG27Vk1vW5cZJxb3Q_VS_W7QHcKH4xLMnvW4cMpr57jDGMkW90W_QX1rqYJtW4-YxXt82cvq9W6H3Lr87TYr5BVr2TwX2xRVkMW7pJM7p7vcxTpVFVb7z1f_W77W377Frp8LvQm9W8Xjyz79f8yBNW2SbYV3918WqBW7VLv_C6Yp8GvW8n5RRH15x2mcW2_N-D45WxTK_111)[Milan, Italy - Jul 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W8405t057t8BhW2ZPbkG85VKZf0/5/f18dQhb0SfHt9dZyS6W6KB8JF1k63-nW7t5xlN2P2FJLW6Blzjq1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vyBtVW5vLSsz1qg6GCW8r59bD7tKxbkW5mG2qM7NqMGwW1V7YCZ1VpbfyVqBYh17JtTqnW8mnw907bjnYCW81ZVSF8FS_nkW1h4Khb8hvP3FW5lRCWm1M7k4-W1slWZl6DHVvxW6Gy31P1tmXX4W5-2t5m20WxqZW1D-L0g5lN3j7W54nKZ-7zM_LdW7QXQ8C8X5cR6W6G2lbz7NMdQNV4cNXy75WRL3W94n_Ww4nJ_FrW55b30Q84yHMMW3mFwNX57xtMwW5SgnYC91_kzxW4cc6w_3qg4j3W4qvwlB30rKgnW2sQyJD5L8DsZW76VjHV7TTGl0W7M9m9y7ThTzjVq3PqM2qjQvGW326YQ_8hsLr1W8s9dzq5gSHY5W6H7vwy5L7gN6VVR6H24q1tJTW93G66r1TSGdLW33FzxD1cqz_vW1ny5pj48msT5W7Tnqnh9gnG1KW8PsBk_6yWXtJW6QBk0v8GmZvvN66SGVpdSQk9V1_PYY8KFwMd111)[London, England – Jul 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W9dp7T_6v7x9MW5b2zhM48zzc10/5/f18dQhb0S82-9dZyjHW6KB8JF1k63-nW7t5xlN2P2FJLW6BlzlP1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLZ7N3N3QDWSHTB-W3J4F3X5v7vlbW5s8LB061LlCQW63KFFG5xKvWzW8rZZ4w3P_c8-W3Mq6hF8yWKq-W4VvZsW1GJpPvW5pqZgQ53bcS3W7vRMDr2R1yTSW1HCYgV4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3Tw-2KW6nyXCW49WVsfN7DLYSHSTpRfW7cvxVf8q5qBxVVQf4X5vDhWYW3bb1N16SNdTfN799Z9kfgJR9W4sWHZp2vKgY5W2vSkcS5ynhmSN28CYW3ZMQm8W9bh05C5GPjlfW4t8YSg4SL55BW4WBpDN64dgjFW4Xz8n338C_rRW4n-ljg3j0DY8W4tWLR02CF0WPW5x77XN8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blW5G0__v6LMRnTW1wlbN35cvZDSW70c9Ch8ynWlbW4LYVL85QBlGyW7D9Mpw3Jh6YrW29j-4C1WPqF4VpV_Z15ctCKQ111)[Canberra, ACT, Australia – Jul 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*N7RC5Kw6F1YbW2-rC8t1466VJ0/5/f18dQhb0S7wG2WK264W12PfV31NMG7-Vx3Wkm75Q_dwW5HhPlB23yv3wW9gB1my3XHVfXW2MydKZ5mpHRZW207Wph6mb7ZNN2yFkMZzkx2SW1gRM514NrjYmW8b2_sr5SMrFsW16GfPr3wmkwcW4yV_Rt88jg_rW4BB7y36-kn0MVbcrKk9d6pJfW28gpXx5ZkWZFN12PhPjfl1HJW7qPpZB4FhQcdW5hmY8t6PxNnpMhVSgbHMsRXW3ywLWZ7cbN_YW2TgJWl2H4q2FF1qtTlnd9WvVMcsqR51vhwBW4L8rqh72JTYcN4MR1NdyKCyhW2qf29c8Vzwq4W2Dn2Yh3fGBgYN7KXGN5JkBgqW5-Jg265zT7hFW4Tqr-321YYh_W22G7Fp5f11K5W3LG6m23MNN6kW7w2qXx14qp7rW6FgRCp7tzJyNW6Y5tWT4X6h_cW6FhHtb7b6lXLW7rGDVT66w15VW3YcfH23QJk-cW6d_5bB5XKKTyW7SYc_D4PQPxvW2NH89g3l9Q6_W1y6rRy2DQxrSW3LPx0T4rDjQmW77szjQ3QkJFgW7jLb2H21dYD2W4L65rF8bwRLPW6ZZ8VX7n5YrJW3pQlsT48ShB6W89hWCh4jpKnFW68bVfT1Z37RsN9bBjt1R3fgQW2pvLPm1tDMZFW6XN6Lj8JwHlNN5mRRZTFbwBQVf7Tzh3FCTtQW5Cw-QS7hNyycW8zsVjv8JN0WwW2gYxRG91w6pMW7n_7sB7QJmSGN6-gX70pn2K5W10kNf_7vN9RfW8V2FX-8rSg_WW2jjpGf92CWNdW8Drg232W5_6BW4bdPHV3ssq9QW6nb1G22gKFpsV4xRyB67R5Fj103)  
[Sydney, Australia – Jul 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W2ZkLPX7wjltzW4BgQ2w2K-C710/5/f18dQhb0ScLc7wyPfFV11vt37585yLW4JBx4C4-Kpn8W81Rk2f5H03MrW797-C7583xp9W1dnGXZ2JdK8TW86v12L5tHJP8W6QTDH64TDZwPW2Yzj5m79YxHsMzRXVZTnRMyV4T_R-6JwvHhW3T5L2z994MThW4dNsFX8Hk_RkW1SNBL03PGc4VVd53k-60cSbsW1lFH827l6YymW2KRRWf34yD37W6syplT5-fDP-W1tlnml1RhynGW199_Jl4GHwyyV6LFxX1Vsg9lVhvdP-63ZhrqV6FPCC2b-K1wW5BmRkQ6l84sSN6bLQNvfVvnpN7PMbjGx2j_JF8bzCS_K57lW8l9cGJ3sX39-W5SVs3B3kbxsPW8GGGJm4rzLR9W20Rw6v6sXD6nW4v8kqX3VPlyTW6qm8mn66TKY-W1wjyPS4_NXRQW3Z11K54Xz3dRW631BPk3j1d4MW5b_7xt46NB8yW68Qtbb7q8CtxW20mdb69g1vdTW3KQftn2NbrPZW1JHRNk1bTs8_VJWqMv65lLP_W6s19BS19XkhKN1h1FjLfGHW4W71bs0_347Rt4N3-LZh8Tz6XVW63RQyk4xF1nFVLbFDt7vZGVlVP7hWk5wKG1PW7Cf69d7nkkhRW7h_sTs1PXz1pW5-fM7-6KPcPjW7lScp02LRx-dW96ZmkG51kjpkVPSyrW7p6n2_W4P-h1y6gKjStW8_W5QT6-5LYFW7GLv-5714fpLN194TFFpjm-BW3Jp3Ch3B9yCgW3B7tGc7k04n5W121q5C874vptW4Fxrkp54MgsqW2jqmv72jfXNVW8Ggl045dFz6VW8rjW8j4VS_clW5hGX3L5PfZwhf2qdW9v04)  
[Auckland, New Zealand – Aug 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W1Nr0Fq6ccJVgW626s4t2KKmc40/5/f18dQhb0Sq5N8Y9-RWW6KB8JF1k63-nW7t5xlN2P2FJLW6BlzlY1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28vXzgZN3JsXVKV9mWjN1pNWLnNg_7cMZwJp0WyH1vW10-7Sx8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qMTRPT84Dk-X2W1Z-Xz32jt165W3NnV4F1nJpwvW26pdfj35ybhyW2w5R7N3P9D64W29Ts4T6Q248vVVygy62z3LQgW39sCsr6RMNtXVYN21H28C-1_W4WSCcj97QNk8W2775w662_CBHVWjbsT3j5L82W5xpmtd4p2JrPVZ4BN823bKNxW5DPSwD2zyFZ_VYttqd7q7-QcW6kl2SK7dr9qWW72YqDy3KNRNNW5CBjwL5hk1wxN5x0g9x215-pW1Jp46V4zMSVjW95glwy2vKvSDW5nxnnJ8BHk6SW1zdP1187Gc6SMNDyx-rTzpYLzrwLlJh2C103)  
[Sydney, Australia – Aug 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W5vnkJD6H_lrxW5gMzxn1Mw1Zn0/5/f18dQhb0S65P73DX60VWnyL731SSkKVCFbxk733XnNW2JV3pn3Srsy3N7W-zhcf-M69W3ZCLjl2RhsypW5pC9BX7LDQfzW4VHcTj75Qn9YW7fJR_P1wfWYHVL9ZVZ7Dr2H0W7LqgD_7hFLzLW86LTdF9964DNMTy3cDRMkb1W81yqFS6lZBqGW51syh01ZNF7VW20gNGg2bJHBlW2BgdG-68Hc_PW1twLJ651VfxSW2qwVjS79fZ2bW4SBTxt7dZvBVN2T0TT0m8qq4W355H6f68kSW6W7mSkpT1lf8dLW3jxgL-39DBj-W4gFGm31cT5g1W15KMlG2smP9kW17X7Wb43F-Q9W1bcmQ36yDkhxW32VjMY8VR49HF4_Rl12dNZgW5KHm6n52MmVQW5q4JS146N845W43HjNx1k52Z0W4bD3rj8l9G38N9d3nP7BqLw7W7lzWNk6WhSNWW88f6XK2Th-v9W7wQFz12GnHsnW6T3_qb83-ptGW5P-30_65plhzW861vC48KNgs6W2HxpsG27HcJ4W3_9LHB23rLskW5g2hlK7cVv-DW2JQtMy8Cn0r1W4nqjc_1Jm9StW4hWFcK96DpTSW8B5sck55vnr-W9h4CHL7zXGkkW8_fpZ04y64PbW5MZPy187wbxWW5vHC503T6cPBW9h9dct30WbtZ102)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W7kL3H93FlzYjW18Rb4V7Qg0n10/5/f18dQhb0S65P73p10-VWVPpC5L2cXjW5gm3G21tbcbJN5lvqy08LR6bW381Wn86N3JcvW992bx93RGZNmN9bNgHr80tBRVTjWGT8WjFNzN13J7Tq7gRScW4PQm5D3xP4rQW6K6cY79d7VLXVK_Q6y889BjhW6B7mWV7Ql4kXW35vL7d5Ynh1pW304Xv-1zFsvlW4RtBSY1sKFZjW1C_jJ-5td5-1Vj5ScG1bpnqGW6QgLmb5T06t7W1cFQyj8SjTdnW48FPvd2TZBW8VfZy6D4DZrsFW2-dFRP1TmGJ_W5VrZpH4y8CSYW31YS9f30K-B0W4Tk1088GFjgTW740GwW2wKJDrW79l-Dw5brFMXW8wd3cG5vm2JHW8XY4fj86qx46W7Bsrnw6rJK31Vlr0kn8cwhvfW91m_Yj3gGQ6mN8_9bCDykMNtW8x7vhp4lmYDhN5ybb507Bj8JW6FdzCV3lFHPtW84jT4P8qGllTW3KQVTm40K6z-W1ZWKNS7_WVfgW3_RS2L7TklkzW3-q1k57_qxYWW3ZSPtr7vZYLNW29Bs4K90hH_NW1wdqzL7ZlrhLW6bF0R86rh7NgW951M2X8pstthW4ZwjnT4C6bVgW9370MD3fn42yW8_3Kpt77wWYlW9dPyzm2XFh3-W5T_w1h8SCQV1f1fl9MS02)  
[Scottsdale, AZ – Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W4_zbxR5dwQ2GW11_lkJ79-nS80/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5JD41p1xBHW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW4ybKdr6SXGyJW2yCdMc42gSl0W6nmt1V2zNs8rW2WFXN44w_GPgW6P8vJJ6nH-ymW6VQb5_6bMT4HW5WZKf72TBx0GW3zrTBf3YrkH0W3T5D6m3Y7Yh8W4VBDmW5WJCYDW6bDpQk47Lz_JW4d4DdS7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-3pm5H-W4jnh0m6_8fBxW6W8sGV3ZNF59W1JpWBZ9c8by8W6bNR8873yKD2N70RWHqWQzMQ111)  
[Portland, OR – Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W4VLYbS9g1xPXW8W1Qn78wGW0t0/5/f18dQhb0SfHD9dZyS6W6KB8JF1k63-nW7t5xlN2P2FJLW6Blzjq1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV98JTVTxZkF8r4KyCVV9PmY1pNWLnMNg_7cXwWyJN5H1MNyZ0cVWW8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbSQ1mhW2DW3Vpxww96zRPSW6bT6L38RRjRDW5CktzD83KHrFW7J39qH2m8DqKVmmNw88rg9JSMMNBCZMMQxXW80gSRf97rB1bW8yfSYx4sbf6BW4wnzp56TN_gvMcFdXYW84ZZW97cPxT8phbmsW8m39x_6PRX-BVYTtFK27Cm_WW2zjSS83hmLGVW6QbfgW4v8MN-W2wmt7D29Tc2CW1kLknJ8l1V7PW3lL9KN93tYCqW22Y-_c5r1NtsW7wV0kK9b-yd9N8csGDVD2JBLW74kBm33jPt8dN5G484VkS9hcVd8rw02-XFdpVB3-zx9c2sSKW2B6dBt2hz14TW9lM2-P6v0M1MN7KP1whVMPVbVVrLq886c1Kjf5yXs_P04)  
[San Francisco, CA – Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*VRt4gH19kGl3W2TZ_DX8ffFnf0/5/f18dQhb0Sq5H6BHC8wW8c_7ks4T_wDdN1q0FV-f6xPTVsc_1L1SddPTW53DQ4N55p8swW1TxP_y8VCXgQW8Yztwf8-lddrN6MSzCJRcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x7D5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d9TW26Tvch625bx1W6Gj8TS6bVy-5N25hvjFHZ5KNW5D8zFF5m3W81W96dt4S4r1QxPW6Vx1P46b-vF0N67h1zcQC5z2VPC2cV7flv_3W6Tq8-Z3h6j43W8BLbv98nNYjsW3NMJgD95RvfVW6T7kcK5HhhhQW8BVjS37gCTC2N5w8sBdYgxD3N8lVN_0Ymtl2W6TfpT45FW8pSW6SF8wl3jw8x-VR5zLX5zT3YWVM0BYj27CB64W4Rj6Nh6BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVmQcpn1wlbN3W5cvZDS70c9ChW8ynWlb4LYVL8W5QBlGy7D9MpwW3Jh6Yr29j-4CN1WPqF4pV_Z9dPf2wm11)[Sydney, Australia – Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W1jB8LX8hsfcNN7-YxvY_sXVc0/5/f18dQhb0S65P73nCDvW12N-ql2wxPyhW19nbtb2K7Hk9MGZ6409ChHXW8C_gBw6h5z4bW57cBJB1VNcZWW7f-l2x5WbYRCW4QKskP2pbH2_N4p69-g5_fp6N15dkbwTdR0hN2jfbpWSq9tXW76fMjV9ft2SGW73np6h7qdwZQW7JrfTz2GDyzxN5szpQMT6_pKW83F6Zb3CtNbbW6pTyfC4KNwZsW6cBBWn2nJfxfW756Fdp4TjWwtW54zKqJ3r-qnlW3H2PV-2Hd_XrVnw65-3xM3JNW1lXcRY5Q7GWpN4YYbXcVhTdyW3TKW0y4JtflWW3B6p1H3QnYdkN54Tk5GsjPSjN7-j3QR5jpCyV3ST7F7nMLRTW7d1jFR1kMmr8W3lK5jw3pXfstV4Vbs52BwYfmW2DF6VT39VsRyW1bmDZY8-HyRvW7jgP7t1_cTvwW51zPPD5t9TXbW8xXPlD4BYJTQW7x6WBX1lMgXrN4Bg_Jr9wH7pW4cTqvd8KLd7-W13-GSt2-yqhZW6pZbfD8s7XFnN3j2R2L__Gz6W3m8H8b8sxRBYW6XmRwr1GhdPsW6ZYv5l5ZT9D4VBzks293g7X7W8SjXn345-sF-W4dT17f3-bmyJW6N0rw77g3kHqW8K9yp541r6LVf65wGyz04)[Woburn, MA – Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W8GKvxd8f26d5W3jQZLB7s_ySF0/5/f18dQhb0Sdr72RMZ5KV1xX053wwwn1N3fqLLlh_GSRN3XSS0P_R7sPW40MBbZ8CMTPLW4RSZ_8796TkjW5P2HVX4BFTJqW99gWtY8NVcNKVzkkCp8tR3bcVjrYft4LgSbyW6WW1_S95b9c9W6FzKd26P-8GVN1hf2-mSsMq7W5VDqzV53MbYXVhTwtV2hzkkVW16pqPs4XN06-W5NXtkr5Bs68DN4kYSqvBGNv-W1g7g1v8j7pKTW2G4csr2T1lYpW5BqFl41pdmHkN2pfL9LQCfgNVWRl1z5lbPLzN2PrRM__Shq0W6YNM3f63m-mXW6GDKw03kY0XSW2F6Wnh9l38mcW2Zmp0K3l9bSYV2YXmL6qrNPhW68HLZX85zzCzW4nmdSz1hp6HRW3fVcd02DYshYW6zSbgY2pc_5pVZqfzC5lBnqlW2xXlrl9lrQTjW1GH_Kn8k0scDW3QGdPj6StX8KVPWnwm6qpbTLW8Dtf2z8sRwcDW7Mz4DF3gGxvJW7GMSv28wyxC2W1nS1s617gVmNW7m6Jw-7NSRL2V4jBmb8Z6qtyW31JBDN1VsknVVwRMpd3Tr2YRW5Tqd6S3XxtRWVf9s6Z16vFx1W1bhd9r45NyL2W4t3TN67GmLThN7czHsqYy9lRW5VmJqc6b4KwdW2PBw5w2FKq6lW1BfkjZ1rhs1BW6zNsh349r8WWM-cc7QB_QVWW1b2KHW4XYM_WW1S9zrH6zjjb3W9k1RfN92l0QyW6XCF6C4zCCg7W96DxRN5RHtb9W8kyxKH1JH4J-N3b9nHB5Mrtbf1q-7Bv04)  
[Brisbane, Australia – Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W84V5072xSFhpW7q1fR28p3jgC0/5/f18dQhb0S65P6_rtqWW12gXyx1fpngsN474q--FpkrgW6XMJpl40kx1yW6FrcJf3g6krXW5lG9f91YwxRMW18Gm_h1rR5K8Vb4rkY73lblmW18FTm66dGJ1TW3QXVR217d8HwW24JBSR603P_kW98QNtD4Qw9PdN8sjNk5LfGsvW5yQV011VQCtQW7JclWz893J_fW6BnMFW3Hv45cW79FMb05Z5qCXN17m1WYLMgvDW2H8Shv10hXbcW6S0wgk4xSh8CW3p0gqm5MVnYkW407DDn47Xy0QW5VsNQL7rj1M3W79Ccpk58jzxsVh0Tt67M7npvW5c0GQh3LgTdMW92VSp25pcT8BW70YYgY6SB6BYW88WQ697L5HWGW3VsQD840P31nW5X1Xf16lP50KW277rk27DKFPkVvXdx28DHQv4VVwNm-5cyRWXW3pdjZZ4qqs9-W3KQxDs53Hnx5W1LLKp629tyM8W3f1Ggl2GMKmxW8bXlnf1ZvCRlW4LK7y25rjXwcW6fznLw5V_L4XN10S8P-DXsPyW135jvQ6lvbzYW1Q4wxn4zxTzJW8_mzM_7Sp-7cW4GxHr48GTlycN7r_5ff_HsYWVnvpWH9ccY4Td3TM4902)  
[Boca Raton, FL – Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W1sd36H4whj-VW9k6dn_40qcBX0/5/f18dQhb0S65P6XvnqxW12NyXR1y9MhYW474q_q1fQ6s4W2HflgR81pST5N55kxVQJ7FzGW6NqQH54cNfZxVhWqPP7xzpFTW4NLKjs1J1BxRLv0Jlb4QJLW7SNj6H8jM-CkN5KKSL1KdklLW5MPxGV8KXHGzVGVzqY24m9c_W3yLzS56b5ltDW5ppB8P6grs5cW61qtZT60VJYkW7Xws2H2mXShxVyWZGm18Rh4VVgTS1r4dwH-wN4Zj1qbtmWhzVMf4095K_mh4W3SvwQp1QrXkHVl5nB17MFNnTN4w3f6FpYR4SW4Z-_lx2sPn_YVt9s-w80Htt3W2Y3ZlF6vCmMcVkCZMx69sdysW2g0FTf3MxGBkN3Mpq97nZwcCW3CR-Tx4ZXmcXVRk1dv30nz7pW6hgLT-7kWRzhW1thyXd4B5Yv9W6yd0DD8xLzr-W44NCch7YhfNMW53Lf5t76cJqsVgnLP653J1KfW5YXqWM7H-6h3W1JkFsn6xqZ4FW94MrCN46jwh2W7q-5df1Kh_wQW5stkpB8H5KhWW8m59f-41hfqWW4Xr9Tr6QLpdcW2kGsTl6ZvPk-W43QWNX2CpmgcW4sCp8b91dMz9N46LKGyFqcyyf8y55nG11)  
[Costa Mesa, CA – Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W648HdF1w3N65W1jnmDG5K8Kf30/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nW7t5xlN2P2FJLW6Blzjq1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9b5NVTytvl8r4Px7W8y_Llv5vLFlQW66GK5y5F2BCdN3hNjCWWxDFNW5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3xPtL6W5rC5Q63lW-pSW5ThdHg3ryrXmN6H5Kp1MNBCZVMMQxX80gSRfW97rB1b8yfSYxW4sbf6B4wnzp5N6TN_gvcFdXYVW84ZZ97cPxTW8phbms8m39x_N6PRX-BYTtFKW27Cm_W2zjSS8W3hmLGV6QbfgWW4v8MN-2wmt7DW29Tc2C1kLknJW8l1V7P3lL9KNW93tYCq22Y-_cW5r1Nts7wTZy2W9jW9LL8csGDVVD2JBL74kBm3W3jPt8d5G484VMkS9btd8rw0N2-XFdpB3-zxW9c2sSK2B6dBtW2hz14T9lM2-PW6v0M1M7KP1whMVMPVbVrLq8W6d7hJp5wYXvC0)  
[Sydney, Australia – Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W8jc8jV5DrQGkW75b-kl3WMts00/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nW7t5xlN2P2FJLW6BlzlP1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVzqlN8m7nL8QKk4PW3J4F3X5v7vpMN1p88VPQB7HPVNdwr11nPklvW8y0sgY8zTGhkN3JsXVKV9mWjN1pNWLnNg_7dW3kMBpC3jfY_dW5Dz_gT8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mw29h2m5jR3W2N33B53_t0gLW32Gf2Q4dnWJcW69NG1w6PqY7hW3r-DY49dGZLlW3lpqBB7Bq11sW55T8N87w3wPSW1NC3Kc1F6KSLW6qlCYv4npzQWN4_g1nwvypFlW8ZNXp-4_q7hSW51FNnw1LFJThW4mb0KZ1Zv86MW91syQq1-t8msN8YkVBPllkqwVs3lN02SkDDYVv0Tll6mbxnRW8NYg6X6C1fNzW8ZQ3f75cg1QzW1J8qVp7ZjRCNW1BxxJm7ZdjLrW73R1h2224l1fW6pHKM0770mwhW1YYyGT48Z7qPW49FShz3cC2CKW3rmwZS6qlTqqW43k4nR81MKPyW7rb1LQ9jDKgZW8z1p_g1MWhN-W1MKdbM9cwm7v111)[Dallas, TX – Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W56kxGH6nFLWhW1yklHj2PFygr0/5/f18dQhb0S83c9ctxSbN81SjwlHyjJqW8q5JD41p1xBHW3hHh8w5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCwVxW5pqZkk30HSWzW558jwW5nrfmRW4h_dcD1Ww7fNW558_4h8V2RP6W2m59z_2gmPddV4CtBr2Rh7bdMt_FLGt_MqCW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP37RjV2W7NrMZs3pcyGGW2phdZl6V4thfW40G3RZ4FW991W7zLV652NnQ5KW4bQW_q6c3-bcW50ccL97CkNFCW4mKtPS4d-hrBW1N4y4d548wKtW6jYdY34jpH99W1Sy69h4kcwwDVvyTZG8-vDLKW4gfPrV2MVMNzW1RzwTy6F9BdXW1LGpzf8P5nVzW1TbF5T46p13rW1TwJc0575hSdW1TYxlS5tb4QNW3fBJpB53NYtcW4PLwTV7pzJGtW1T2M3k1cxb7GN1KVDtR42cYPW3nNLJp99tRJrW8SqR7J51p6F3W1rXrjr7RdNt1W34w0xT6YbZYFN1yf53YVL6QTK2PCHKb1m102)  
[Lancaster, PA – Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W8C8_7j3qW8-hW1YsgBR4tH4KB0/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nW7t5xlN2P2FJLW6BlzlP1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cV-tKKL5C42gxW5Dyz1j63dtgNW3LTmmn2JlWCvW3SLYcb49JfBwW3C8bwH3__H9dW4krb-l5k54j6W47Mp1R2HqwLmW5xF6285nLW-lW3hC-PB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGlplDyFlN1lRb4_1K8ctW4qCLjp3jxWlJW3VVkFJ4LG55JW3yZDCl4ybKdrW6SXGyJ2yCdMcW42gSl06nmt1VW2zNs8r2WFXN4W4w_GPg6P8vJJW6nH-ym6VQb5_W6bMT4H5WZKf7W2TBx0G3zrTBfW3YrkH03T5D6mW3Y7Yh84VBDmWW5WJCYD6bDpQkW47Lz_J4d4DdSW7k-2C-3m2qZ_N7y6mBsrX3l1W6Vzt2R4yR22DVXrN7Z6bnY_PW4HJ_Ys5mRgWyW6MLGTM8CM7DSW4Dc2Ng4pdvZ9W7Zwp793qNYctW91c-JL32rNqXW4Q-5SV4HzlXSf5fGYxV11)  
[Oklahoma City, OK – Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W2Q3qZd7pqVkBVjQZmC8HLzZc0/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqW8q5JD41p1xBHW3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRv07W1BqcjB6tG7DmW8TLlBm2hBQwBW1MqhJK7ldyjxW608vBd1gG0hQW2g2Qvb87JMYGW7CMrGt78dyd7W1zrmc16wy5b5W7MBBYR7n7cm1W7XLMrd228zXKW7ML2Fn7LT_DyW1Ft1g07bl0FtW7PxTRn6WFF9rW752WJn7qPxx8W76sDNb7s2MWMW1T8pGG7tM576W3bwBFy3yjrg7N1zW062zD-dgW1t0wsY7qb-8xW4-0p486VxtMHVl70JZ480YZlW8HB4wc7dqB0ZW1pmBQq5NGL2dW3cDVJx32Rr7JW92B3VQ6gVCkGw3xWwfqnVrdnWwYN02)  
[Sydney, Australia – Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W2Xt05P5BZxknN2J46xP9YcvT0/5/f18dQhb0S65P2WsLK0W12hl3Q4_4D5NW2pbmby5TM5nhN5pKTppn-TpCW3YNGZk38nFkpMl7KSpXMcN7W3LyBSm1h_dNcW5Sb_Ll3vYr-nW8NSRww3Z2Y4PN80Dkn-kMnTHW4wDM-14rHCjTVsGs8K3pLxt0W915s4_1BhX2sW3Fb0CZ7VtzNdW511cbJ8SZgw0V11hR25CVZZNW8WKrxD5S-CDNW3BF1226CmQy-W2lSQ8j48jgk6W7hsy_-47-1rcW4jlmLT8DyF-NW6-Xn_d4Q5XhZW5Wz3Jl92gfPdVvc49T3Pj0S0W7gPTMS76tzwKW2y51pP1KRBzYW2ZpBCn4X5DkzMMLjVcY6QjZW3LzxB616gvZzW4YLdHM95psb-W68xl4K4jC9BbW2VlK8x8f7sJ3W6G3xzG6Ptf18W40-w4j6D-dScW3TnQf725mHxKW3VYVSx6yjdcGW2TLJZW8DwQsGW3jmWSm988hNHW10FgzG7RX9kTW29YQHb1ZvkjvN3_RhsQQRd9VW37p5Wg3fF6Z5W6Qr0P18-G8JPW1GCRQw8jX3VtN3wh96dSFjjDW15Y04W6r0Gj3V-MrPF8XjDj9N5SJmHwpb-ZSW3tJ0rt15nDtfVV8SW38w4SJXN8f3p6QgKjxXd-zt0R03)  
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[Topgrading Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W5dVvpk5-GPblW3SrWBm87TzS50/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8q5JD41p1xBHN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkBStvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW4W9-ml5mKjF6N3lrYZ-z74JcVYSX-57m_B1RW5c8d-S378fdNW2_y26v7YVKV7W7zhX2941ystWVfmLcQ2-PQ3ZW37FsXV1KJ7z6W2BZCCg2TYP4TW5WNk_x6ZwLXnW2T3TMk6bjl3rN4Y5W8DRxFywW8pr7lp16fs4TVfgvwx7xD-MKN1psVWJFFL41VfCFBt49kJ93W6fVLYw1Q68w6W1MMh8v3gtF85W63K13Y60T-4TW3L4FdL8rTsg-W7mt3V-3pm5H-W4jnh0m6_8fBxW6W8sGV3ZNF59W1JpWBZ9c8by8W6bNR8873yKD2W70RWMc1cL-QS111)   
  
Did you miss previous insights? - [read here](https://hl.t.hubspotemail.net/e2t/c/*W2nf4Zj35ZR_FW6Fz5nX70yXWz0/*W4h_DDj1cWNWkW3n_FM344CrC10/5/f18dQhb0Sq5z8Y9_DzW6KB8JF1k63-nW7t5xlN2P2FJLW6Blzl21Nvw7TVM7Yn35ycclpW62lGFT8nDbbcW8vWWWq5_MRc-W8v2xKG8z_p8NW5y5wx85xCHp9VQJBKx5wdGSkW3Kr8b27Xm5GqN7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndqfP3FzPPPW3s1XjF51GcQdMz74JcYSX-5W7m_B1R5c8d-SW378fdN2_y26vW7YVKV77zhX29N41ystWfmLcQW2-PQ3Z37FsXVW1KJ7z62BZCCgW2TYP4T5WNk_xW6ZwLXn2T3TMkW6bjl3r4Y5W8DVRxFyw8pr7lpN16fs4TfgvwxW7xD-MK1psVWJMFFL41fCFBtW49kJ936fXB_KN11rnNb4VjhvW6MZR2V54GcH6N7K-c-gPt3ZFW1Ngx1c51bsdJW4xCC-f88D1ydW1RLPtL8ZhPLyW9l9BwS50CGG9W5Qs_Qp723QB2N71wShb1vbRVf6SPK0M03)   
    
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**07/12/2019  
Travel Warning; Global Warning; Core Competencies Riff; March 10 – 13, 2020 CEO Boot Camp**

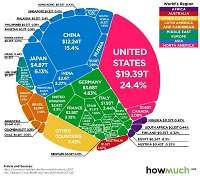
Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.  
 **Almost everything will work again if you unplug it for a few minutes, including you.** [Anne Lamott](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*V5H49p5cxYL7W63p_kH5yR-fq0/5/f18dQhb0S1Wd7BfGH_V11s212_V4zqW5jmBzS1NN3pdW6xGvhr4VJpVzN1_mG6QH-1fvW5wN4YT1Wl53GW8GdT6T51-tg8N9hgc-w6xX9vW3sPbTJ8NsYcVW5KgsF016FZvQW8Nkg5d6B6XVVW4nHjPL29mk7GW6FJg0p5tk8M2N48pP0_Hpq9DVDZy7D5nkDxLW1NcdXW5K9fYYW6HcXS01Y0gwqW48rTG77fcfVKW1q-mwv4_-4NmW1vymC767ygqtW2KZPGD32pzvpN6frbgMxDJxsW2Vv9VT408GFsW75C3531ssDYQW8kkhG3696FbYVL0zZz5yX5M-W5cfzwq3NSnKKVq3gRs5sK2p8W27CzFp4W97nTW1BwVfz2589s4W40f8g84l_2F5W4RW3xk492WjHW1CmjQt9bDTJpW2hvxmX2CgPRyW2GFHyW8zKpCCW1wPFB41B-YqxN6XG_wBT61M_W7qfjJG5ycMphW4BvkR-2bHGCPW3zHJtK7ybzmTW5G0mBZ4pqn7RW7zZ9rv2NJwfkVHMwm27wZ70BW7WFSSG3XhHq2W8LqZ_r678b5WW7SHSLq6KXn7gW79DQ-n2VyRwxW6Db23d8KsFSrW70NNS38ShNQ7W1qXFyR98QPdbW81ySjj9185B1W54DK-p8HX-7PVkD62K68lrbH111) from Tim Ferriss’s Blog

**Core Competencies: A Critical Understanding About Your Business --**Below I riff on this important aspect of your business strategy, but first…

**CEO Boot Camp March 10 – 13, 2020 --**We’ve added an additional [CEO Boot Camp](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*N6yn7ZbprMS-W7L769G2y28RG0/5/f18dQhb0Sjv54fpDYGW8c_7ks4T_wDdW1qg55n1q0C5dVscWqS1VbPj2W6kfX-L7s5Q5CW33FHrN8VmtQ4VKngbC5mZ50NW8HbRxP8j4S2gW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T634yv5N2yJF1WYT2jkW6P4lCX6hFc9LW69NG1w6Pr5q2W4MW8X34r1Pm7W1nq9w718dKPTW1VJryk5lX8fqW13bD4h6dkxBtW8g3p_95nnpvmW6f_mKp8VK-sGW5YKmfs4gRTF6W1yMCfn7qwrkjW6xPW5B56vHcDW7HLNSN2LnKLcW11FR3C3r6l5LW7v_JSt2qz-DqV4cns57MbrDDN4Q9VvQHdG2lW3px7f18TyKn_W1Hq53W8nDXSjW38Lk6122TNxnV9Mb5m4bPLhWVRb-Ys64RB37W1TD9yL714h8ZW1ny0Qn87HsL9W7Tsttp7vPS4bW4xxz9V1GldzQW1VbZHt25SqwfW6ml62F4Pv86fV5XX7W3blgVV102) hosted in Marathon, FL. The website includes a short video by CEOs who have participated.

**Never Use Airport USB Charging Ports – Or Cords Laying Around**This [*Forbes* article](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W4K5KL54BfQrqW2XNCNm958Pyr0/5/f18dQhb0S65P2p44bJVWn-C52_Vc8MN2LT_VbQymNtW85VcRC3zMVyvW1BGLFJ5lmRRJW1TBd_S3M90kJW1Wk7qv1HQC1kW69p1Dv8p6mnKW2274GK1b3RlFW2V6yW84pKZmPW8dZ1gy5twHZMW5RPQTw5JBqrDW1Z3bkL89WbyHW87DtVW3_TbGKW1JRLjh68n6qWW1_bZ7W834DqgW5QT0LL6gpTl_VhPQz-8_K3v0W1zTjMx3nVBw4W6cFB6K49jPgKF5bHWL2gjftW2LJJTz1jDqsTW6LFppV79CC1LW6-6lmv63R0GqN2WG6SGWqwCkW6r8shC5P6tLCW6tjH3h3wNz69W8pvsFj32RbL7W1cpBld4ccXsdW5PhV8k37l2YCW2-H1PL2r4BgRW4JRktd8H1T-TW4Y7p8C3n56WtW3Q05CP7pRnNJW66JTCH2Qxvv_W5pYVKm2PvZs2V7NkZ21dsZ4rW4tqtPG1LyrFtW93bKLt8GQfBcW6KwqRz7K9tJ5W56F38x5JPjfYW2NJ8Gg2X1Vb-W2CYMLL4qlsxGN6D7vxtjQ2JNW7Z3h367S9NP-W6Sqk9t4k4cd5W5ySytw3YPhQsW38H8pj6_k6lVW8SpXLT9j6B9dW3Kg0-D7QHVCvN8yFl95Bn-tfW7hZjpR8s7YXYf22VKfG02) details how hackers are targeting travelers using public USB charging stations. In addition, never use a charging cord or random USB storage device you may find laying around – chips hidden inside can hack your computer and steal your data. This intel courtesy of X-Force Threat Intelligence at IBM Security. Thank you, Matt Giltner (our team member Missy Giltner’s son), for sharing this important article/warning as we travel.

**Going Global – 75% of the Global Market Outside US**This year the global GDP is estimated to be $88 trillion, up from $34 trillion the end of 1999. This one chart cleverly shows the distribution of this GDP (from 2017 – latest actual numbers).

For businesses based in the US, please note that the US is less than a quarter of the global economy now (used to be 60+%). Thus, if you DON’T go global you’re missing out on 75% of the opportunities. And for firms in other countries, the opportunity is even larger! Plus, the best defense is offense – get in other markets before your competitors get in yours. Yes, there are barriers, but this is an advantage if you can figure it out. It’s why Scaling Up is in 16 languages with coaches on six continents. [Here’s a link](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W5cTjmP25TlCRN3YvhY2nTm-H0/5/f18dQhb0S4002RMFdXW12hB4t2_V4zzW5kRznN3d8F04W2MG40k1Fd1dYW3y_9Kt61nM1mW1qZgY05D2NN2W3Zx6B5305sNDW2pNJ284Rdxd2N2NV0sY3TbylW5nSkZZ91dHW0VzzR7p7v-2VSN3n_b1_sSNYhW754DJT8YYPVRW8PhLmn5J0w9_W1GThpW2m0VP-W34W1VV5KQK_mW22nlPH8ZVCbzW2mpxZl3MsLVBW2_3lSk1cmtjTW1Qd1B41m0GFFW6F1SJc37Z-P7Vt3brR14c6shW2jpKY13ST69VW6Pyyss4Xq1BlW5xPSGy49xnQnW1n_nYJ9lXts8W3c_C3p5Z1BmcW7Jm7jy8hJTVnW2Vby6k8gfYqQVyshWt5ZG724W56MZQn2hJ1Z_W42T1ZD9b2GjmW2zVkTy7P2_k7W2KQnFn72d8jbW7MpQF-8DvK0kW61wzbL4l8VL-W8gH6RQ8-3ddyW5y1lw4106q5wW3w5x5X6KkQtxW2NlqX37wQVsKW6hR2Wq8DzYDBW8fxK8n3qwKHmW3dP8zf4lGVQ9W6Lww5N85YFHtW7dlwVS31KPNcW97cd6J7VSypwW7q6jtt7KWWjCW4swbKX7vr5Xgf2DFN2t11) to that chart.

**5 Ways to Foster a Global Mindset --**The best way to go global is to find an existing customer doing business in other countries and see if you can support them there – this way you have immediate revenue to support your next overseas activities. And it’s helpful to foster a global mindset within your organization/culture. This July [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*VWK3lb7ykphbW331Tvb3sH3YM0/5/f18dQhb0S3__2Rwhz9V11Xjh4-ZZqfN608SGTFDS5kW5wjGBz3x86RKW3Bjpvt7fBdBcW83g1B97fz0DHW2q8NSP7y9jWCW3lsgM62-jLQWW2tqsVf2yz5WmW92mVfv3Z_kxJW4F2g-680_P1zW6Wcj4l30wZKdW5J3CHN786VX6N7SZbTt-yT_PW1yDPGw1JMT76W1R8Trz6BlTLxW4K275l27RCJGW6CFJDS5yYcL8N6Lyt6t7dgTqW8dtB6N6qGnVZW1S8TwX5H_zjQW5qNyM87tHjSKW756DSw6xVrypW962s_Q1qCCL7W7Y6d4R1ZrPMsW9knY1k6Ds3THW6gy0yS21QnXgW2-y8fg7PP5fpW4KclM031sBQ6W83cHDp6BPyzgW82BJRM3h3mDBW1w6wv441n7_4W5xgkfv8h3pJDW6T7_gd61m-G4W7_0Dv5280LPvW6vj9pX1qhY_wW6G74ph6HwtrlW7NF0xx57Znk4W7QRn9Q2gH7HWW2S996T33g6y8W3C80_c504G-wW26J-4h4SLLyfW3c8Xgt8Jfwh1VCwvh_873dqGW5x9D7l7dv9dnVG6cgc2qvB1KW2kRPBF7pyFxM103) details 5 ways to do this. Written by Nataly Kelly, VP of International Operations and Strategy at Hubspot, these are the two most important in my experience:

1. Brand your global initiatives i.e. let’s get “global ready” – make it a theme
2. Hire people with international expertise and exposure – and travel yourself

At our fall [ScaleUp Summit (Oct 15 – 17, Anaheim)](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*VbrVSs3nfypMW1PjnDC4zPlmW0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8q5Msg1pgPYYW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW5jPVDH47P0wCW403tVS3vbpkwW41_RkT5Yp3FFW2x_HxJ51LbP2W2vYVlx5jS0G-W4G9_rV6mY3t7W3v2t-b4s8YVBW2vY2XR64pSn5W6Hsvpf3LXQRhW4v1gHk4_cstPW2ydXzs3HDyYFW5PvTq42MLsz6W2Mydwk5TtBD-W2_4R3327_ctFN2PGKtHBWF_DVcZLWR86l3lKN6-sdcCsL4QPW7NMbGc8JMN-0W31GHfx1357SQW84s8_V8fRr2-V4Mgjh5QrRGMW6D1zMm2wTy-rW3msWwM1NwBMnF1MVsRjbPcrf8HkmBY03) we’ll be hosting a ScaleUpX talk by a firm that helps place international interns in companies. And for those of you in CEO organizations, take advantage of your global networks and attend their “universities” so you meet members from other countries. Thanks to Steve Hall for pointing me to this article and reminding all of us to “think global” – and hope your vacation travels take you to faraway places like Sitges, Pula, and Halifax, where I visited the last couple of weeks! All beautiful.

**Core Competencies --**Taking a line from [Wikipedia](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W3lyT4r2yKz6xW3j70k75NYXSz0/5/f18dQhb0SbTS6BHC8wW8c_7ks4T_wDdW1qg55n1q0C5dMscWgjXD6prW7cmS1s6bnWj5W5Dz8sp69NG0_W4vFpLQ98m3bVW3--R2r54WrVfW8WlFX42MDw3dW1CHfM74bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1Z67wfW8hTJV48lwVXYW8hS2967bj1-tW2zfymT5SLNtrW6HdqlT7nwG0RW2sN_QL3P9ZfjW55T8LR3jkgWjW8mGgzn313w_SVFNFc65KwMYLW3sfN7r5J-RZrVCdvt965lN51W36S9ft31zNLpW5jYFs63LqhDKW5kfRs-2-ZpXtW8f6rWt8FNTrCN3VkdqCHlb7kVGFM6K5D5x3zVZ4J1z5hXgcCW8DSYjN5qJ5FkW428tvl1BgLjvN6tbqQDPs031VgkKmy5qjj6wW3K5v6F2t0XPvW3sMvR076NpbPW8TbH5T8NlWCyW1VyQrZ8X8-wWW3PH3td81PzPCW8VVwj081k2V1W937_Fs3QzSg8VQN_Tj4JJmKRf3kz7hv04) “A **core competency** is a concept in management theory introduced by [C. K. Prahalad](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W2pPLN28pNRbVW1v44P69bLv9q0/5/f18dQhb0SbTJ6BHC8wW8c_7ks4T_wDdW1qg55n1q0C5dMsc_VKXD6prW7cmS1s6bnWj5W5Dz8sp69NG0_W4vFpLQ98m3bVW9f5vy78hny3xM6_5CLHpLfDW8Fdh1C8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM11X6sNW3nNg9h6Pr5q2W4MW8X34r1Pm7W1nq9vG2jt165W3NnV4F1nJpwvW26pdfj35ybhyW791mtR1rDV_nW3bSpZS8sk20KW2vlj6k8yGLgdW37tL_Y5rYTRnN3HwmRBXTrxFW60mHR75qPW1-W23hczS6TdHjbW5FVxQy4S7ZdRV8qMWb65jVr0VfgjBR1lth_YW6S0QWv8m_-nbW3lRbdx7q7-QcW6kl2Sx7dr9qWW72YqDy3KS8zQW5CBjwL5hk1wxW5yf4y65R34klW1nCrbg8RvtJnW2ffy9y2j313vW46gv2P6Pm8cSW29gwV-6CTqB0W4j4nFK4Pxhj5W3DlwBb5Qn1WJf3kz7hv04) and [Gary Hamel](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*N67hd8qwNZwbW1-NSGK28tGVz0/5/f18dQhb0SbTK6BHC8wW8c_7ks4T_wDdW1qg55n1q0C5dMscZ40XD6prW7cmS1s6bnWj5W5Dz8sp69NG0_W4vFpLQ98m3bVW6WRDTw54BPTtVHpR-m8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sN3nNcmBW6Pr5q24MW8X3W4r1Pm71nq9ttW2jt1653NnV4FW1nJpwv26pdfjW35ybhy791mtRW1rDV_n3bSpZSW8sk20K2vlj6kW8yGLgd37tL_YW5rYTRn3HwmRBVXTrxF60mHR7W5qPW1-23hczSW6TdHjb5FVxQyN4S7ZdR8qMWbN65jVr0fgjBRW1lth_Y6S0QWvW8m_-nb3lRbdxW7q7-Qc6kl2SxW7dr9qW72YqDyW3KS8zQ5CBjwLW5hk1wx5yf4y6W5R34kl1nCrbgW8RvtJn2ffy9yW2j313v46gv2PW6Pm8cS29gwV-W6CTqB04j4nFKW4Pxhj53DlwBbW6q9TJ039GZgM0).[[1]](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W7BZ7Gr2gPlh7W568Lct71t_Sf0/5/f18dQhb0Sq5B6BHC8wW8c_7ks4T_wDdW1qg55n1q0C5dVsd4G71SddPTW53DQ4N33FVCTW1W0s6730rr3SW8_gQtC8ZCH4KN7X-H63TGzhyW8tznXz5wdBz5W3clwB08mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3WdgXMW7dDxTN7mWsnXW7dzcsS51vDDWW56vHg52lmG-LW3_lZX35mZjcqW4Xy_Ds7zmWvCVRFkGq6CFyPCW7ldyjx608vBdW1fzKX225WbwfW6Ww5Qf22Tcw4W1bszm_2SBGppW6cJnCV618BzLW1gNRpK7vPKbfW1hqbx85ZWps3W758tqm7YsgtqW7PD0ln1lGZQ1W1kh3NQ1S72jWW1TbRFH1bMxC-W7WCqcM1vgMP6W84jY-H3bwBFyW3yjFvx8pClsPW7Pcm1l5lL4R0W19J38t2sxwH3VcZLWR86l3lKN6-sdcCsL4QPW7NMbG33wtPSFW2GD9PD48qf7tW4jsryw4Z-5HrVnYNBC4wy8C3N7G-hgdHmphMW3-Qf_1723QB2F71wShbb3R3f7tlq2x03) It can be defined as "a harmonized combination of multiple resources and skills that distinguish a firm in the marketplace" and therefore are the foundation of companies' competitiveness.”

Most companies only have one or two. What Hamel warned was confusing "what we're good at" for core competencies -- though the #1 brand promise often points to the core competency. Apple's core competency is design. Honda's is engines. FedEx’s is logistics. And you can discern a core competency often from a core product as well. [I found this article](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*MzRbv7zP7hjW9j7mNC2cpqsY0/5/f18dQhb0S1Wc2WsMkbW12h5rh2xb2CfW5jqXmd3jm7SlW6HbtLx2phgQfW6FRbf46FBNs5W9dppLp5D7YmXW114JC08SlT6_W10c46f8RNsLYW91nw033zlyrpW7gmL187stNtxW8YlzwM9kTRX_VHCWxq1mRQlLW3gqKkS5vWJHpW2K2JKk1XjzBHW2K8dNx6ZMyzNN7JbZhqJnbCfW9bs_076ZPg6PW5q64g48b-8CNW1MXn3F5gk_JxVbCZ2f5THS_MW1SHS4n6mLB5XW46Dyd08nMdPnW8KQKmH8qLvtTW1JnY381gtMZfW2L0dVC882HNKW2SbkT-2-b4-rW1kcK2p1qmBFlVL8Grw6nJx2wW3qDlT-56sl9FW3f-gVF80-nc5W61YzBr62pWFFN962KjRL0xS5W6TDHvp3tphnRW4WjWPT3N1t-fW3FxfdT6-678QW1snfG020Jy1rW8S_CRG2KH7cSW2c5WBL3QdN1KW5v9hYY4NBf_xW7zq1_h3WJ42LW4VbVvp81MSlmN6G47tzXVXnYW1JD_VH2hT_yBW7n4vdg6_P7tJW8184Gy7V8DZ7W9996kX8hMvRGW2WBTNZ8H4wbcN7_l6BShvN9Kf5j3RF011) to be helpful.

In the article it uses this additional definition "a core competency refers to a company's set of skills or experience in some activity, rather than physical or financial assets." When I was working with 3M, it was just two -- innovation (now they are calling it "science") and partnering with distribution partners.

The other thing that's critical is that an organization, like 3M, can decide it needs to become competent in a specific thing -- and as the literature states, this is something that takes years of prioritization, process improvement, and resource allocation i.e. you decide its critical and you invest time and attention. Toyota did this when it fully embraced Dr. Deming's methodologies and has been refining them ever since into what we call Lean. Back to 3M, they continue to refine what it means to do "science" right.

So, for growing firms is more "we need to become competent at something." I feel like that's what we've done with our online learning. Daniel Marcos’s team has continually refined "how" to deliver online education that is practical and useful -- the hybrid model -- and the results of their years of efforts are starting to show. [A major venture firm is rolling out our online MBD](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W7NPmnL8X3j8BW7PWhsF52NqML0/5/f18dQhb0S1Wd7r5Kx9TvQsj50YctFW3cGTjC2vzWqYW1w7n-H5T94kgW76nMky2QDp0jW7wXbxg6NY_TNN6CcS0Cf5gDpW39xjxp6Fc84CW98jY1L7rrnLnW8tgxmD57BklrW76QBvj6PSqYdV_BYws2HTHjsW91y95B1WRJ--W31chdz3FLH7hMjzD-fsKy0DW1hM0JT27rYm_W7y9t-460dScVW4_n5D680t6cMW7DN9s55Nk9R-W103n3Q583B8qN4fWdYJR8bWlW5hcmTN4DB4_HW6mlB5F2Y0CSVW5C7xN84_4JKkN3dSTgM13YcqW5z6Wmb24Ld64W5g71yR6zccGpVnyLpZ3BmS9BW6Nm18s2HzH6YW5Mhpyz1__wyPW3f3zvR8H8VRsW1hL0395cXGk1N11x_sn5K9qVW6_yDzr7yBBCCW34t-my1Rs8_NW6CyRF_8qqHvlW485JBT2h7LB6Vh8mk71XNDHYW6MPLhB8p20NvN3VXPVnlZ8PdW4dPbvP3hsrv_W8cpP-R9f2j6vW924vnG46Tx8LW7bMLjG3tvWlqVHYkHt4rZ1x3W5j1xJq3X6Vls0) to the 800 firms in their portfolio. Hilton, which was named the "Best Place to Work" this year (surprisingly) for their investment in education, has been using some of our online courses. London Business School switched from Coursera and went with our learning platform for their John Mullins' “cash” course. We knew we needed to gain a competency in online education two decades ago if we were going to make it convenient for firms all over the globe to access the top thought leaders.

What are your one or two core competencies? And what core competency do you need to continue to hone to give you a competitive advantage in the marketplace? Take time to explore this during your weekly “council” meeting.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W966lGj7jB1DQW5Yf7F141W97_0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8q5Msg1pgPYYN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW4ybH6g3zgD-tW41-hsS6JZ91YW3GQq7L3vFhdQW2Tz5Lj2Wrnq3W2TrF1Z6Mf9kYW3BWRw-47v_BsW6qk6Zn393bpRW6bNG5q47w-R_W5bM3Px6dc6hnW3z8SZ_3yWjYhW2Gr9K03JX2zSW611ypj7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc6W9bcGW7C739S7BlK9dW5LCt1X41T-2_W7z7XZ43__jTjW85lxCj5V9WFRW3f5_rb23Q9KHf2SX1M404) [(Sold Out)](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W30QL7f57XbssW64w1Gg3HdM5Y0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8q5Msg1pgPYYN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW4ybH6g3zgD-tW41-hsS6JZ91YW3GQq7L3vFhdQW2Tz5Lj2Wrnq3W2TrF1Z6Mf9kYW3BWRw-47v_BsW6qk6Zn393bpRW6bNG5q47w-R_W5bM3Px6dc6hnW3z8SZ_3yWjYhW2Gr9K03JX2zSW611ypj7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc6W9bcGW7C739S7BlK9dW5LCt1X41T-2_W7z7XZ43__jTjW85lxCj5V9XlMW3f5_rb4_k-ZBf2SX1M404)[; Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W68NJMp5vH4Y4W1CNxZY95X7WK0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8q5Msg1pgPYYN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW4ybH6g3zgD-tW41-hsS6JZ91YW3GQq7L3vFhdQW2Tz5Lj2Wrnq3W2TrF1Z6Mf9kYW3BWRw-47v_BsW6qk6Zn393bpRW6bNG5q47w-R_W5bM3Px6dc6hnW3z8SZ_3yWjYhW2Gr9K03JX2zSW611ypj7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc6W9bcGW7C739S7BlK9dW5LCt1X41T-2_W7z7XZ43__jTjW85lxCj5V9W_PW3f5_rb3fzgHgf2SX1M404).  
  
**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 Verne Harnish at [verne@scalingup.com](mailto:verne@scalingup.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W82krSm87kLMpW8Z0bSg4cGz600/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8q5Msg1pgPYYW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608vBd1fzKX2W25Wbwf6Ww5QfW22Tcw41bszm_W2SBGpp6cJnCVW618BzL1gNRpKW7vPKbf1hqbx8W5ZWps3758tqmW7Ysgtq7PD0lnW1lGZQ11kh3NQW1S72jW1TbRFHW1bMxC-7WCqcMW1vgMP684jY-HW3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxBrkVb2_nM6PxM8gW7C6ywX8LxpHcW6S8BwW4gtF3pW6FWn113_CXb6W28-4sT7K-R3zW3wPByY3wqslmf3xyvSs11)  for more information and to take their Authority Assessment

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*VxGd2H8SSPFlW8nzjsJ7Fl7wk0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8q5Msg1pgPYYW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW5jPVDH47P0wCW403tVS3vbpkwW41_RkT5Yp3FFW2x_HxJ51LbP2W2vYVlx5jS0G-W4G9_rV6mY3t7W3v2t-b4s8YVBW2vY2XR64pSn5W6Hsvpf3LXQRhW4v1gHk4_cstPW2ydXzs3HDyYFW5PvTq42MLsz6W2Mydwk5TtBD-W2_4R3327_ctFN2PGKtHBWF_DVcZLWR86l3lKN6-sdcCsL4QPW7NMbGc8JMN-0W31GHfx1357SQW84s8_V8fRr2-V4Mgjh5QrRGMW6D1zMm2wTy-rW3msWwM1NwBMqN1MVsRj1jHl_f7D5w_z03)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W9ltcZQ1y8bv8W8xs8ff8dNpF80/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7t5DYp2RwKXrW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfmykzVW2x-ccw7d094fW6G7Fbl4DFfS3W6RSZZc51lZhmVPTS8D1qJtXLVFGFvJ2y6jRlW9hCFph6NvYvDW4D2CpQ8ryvg2VFClQV5Dq2ccW7ZDHpM5CzZY6W8y0fXR1dFvycVQSQt75kpQsJW4rP6gp1JPvNwW1J1b9s4LJ1dJW2ygrsP8w-XYYW1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD48qf7tW4jsryw4Z-5HrVnYNBC4wy8C3N7G-hgdHmphMW3-Qf_1723QB2F71wShbwY8Pf66dPfv03)  
  
Anaheim, CA - Oct 17, 2019  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W8D63H52CQf9DW3tDT7n32y1tJ0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8q5Msg1pgPYYW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lpCXPW54bLcJ8mDJb4W8NTFt18klvwTW4JSXdc1XkxM-W6dvtct5gwQ2xW536M5F21P63bW57DxGN57mrhDVrf8ZF3HtVsTW3c23dV5gMbHxW5p1Xlx7sqzlhW7jTSbF4N1B1qW3D173J5Z511KW4mV3683qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM8g7C6ywXW8LxpHc6S8BwWW4gtF3p6FWn11W3_CXb628-4sTW7K-R3z3wPByYW3wqsnp5VfLs6111)

[Canberra, ACT, Australia - Jul 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*VyMghY66FWZmW2tdj_Y9hHXMb0/5/f18dQhb0S7wG1QyjWsVWnYfz60_ny2W2FcYd-1bpVygW6LlGmP5bRbyPW6BKVh22J9p6NW5Hb9h79fZ9fMW5QZjsk4lkrFWW2YNxMb9h8Yy-M8G7PXVtSB6W8NPh5B5CgJs9W777THY86swBGW7VSZVp4mtzKBW4wB3ZB3v4WtZW4r36JX3bvZtvW6-2zwP2_cb63N71mjx04D0GpW3pPmWv1TlYMKW3Jsmch7Mq8VQW71gXll1KVf_CW6VH_st7z-Kg_W4zJDZ445lr8sW78mml05KZtv0W2YLBfC1htrqhW36XJbb1fzSZSW2pyTbJ4QDKMMW2fvQGj5VSbg_TgLKF57D6nDW66GMjj8p8QT-W13lwql9lR0S5N3TZvv0ybDRfW6LMV3y1xK7sPW8n8gfl8368rkW8gJDHc2ZL1VRW4mGYyy2tVcvzW37wnSj8zFWWCN8RLjT2v4nx_W51-z692VdT1yW1_37Yh88cxZlW7GDt7B2BMdG-W8QbmzG8SPdtwW2L9PnV2bHHmkW5q5fqx4b_7gzW88mtF64669W6W92T0kz5mGhHnVJkDBt2KR966W3T-9bq5wRh2XW4jGh0T1nX09HW5F4xx51ghfKRVZZ1143GgXrMW2nTTtl2f8dYVW6TWl_750Tq7DVrywHV2m96PxW2g17xs3QTWl4W6fdmKy6kPmJNVqdZz984KK1gW5p64FV7wf5DjW8K_Z8X5Lzm21W5S5JPF6BwVhbW591Bsk4WdwdRW8_RJ8R8wdlGtW7K9tp16KSPpWW5PKTx946VZ4RW5l1t2-8VrXq5W5yChS88xpRrfW2WmG2w7JjRJSW8PR5Zw39ybwR121)  
[Sydney, Australia - Jul 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W3Y6Dz16C3PBqW54PCXC4G1cbC0/5/f18dQhb0ScLc7rm3bXV11S582lC7HzN6snYRYhVSdPW3H8x_M4N_LjYW60MClz7d-3nzW1NW8yz5Lnd2LW7zfBvD1n2V1wTHf952l_sb3W82LtD38whqB4W4Qgpxz8QBN_ZW2kgfRG8Mytj1W4yL9WD4yBlV7W6PrvwX1W00KgW8fYZ1y3d0vrhW47rQ5x776xqwW5TgFHk1fsRr1W2TtHLL5BrMTvN1jKTLxV-FndW4-KNYF1L0L4HW6YpvmH8rQH3ZW6Gv6Qy4JlWlfVCS7Yj3xxDqxW2TJ47R3xQ9T9W47CSZS4xNbRKW5VMQrV7BS290N7VLPjWlvmydVt2fbt4L1Y5DN8GtQbwTJylNW6fBbZx7Xp9rZW5hZHN222HVsNW86VmKy34RqgRW7QScmd3sY2S-VYVV172q11qzW2kzRSF5qyJQWW6-LwhF3QCyhdW8nnxRn4lMQYyW8vJVwM6qzc3vW1SPzZr61vyTwW7fj4x74nlvYqN22Qybz-JKlcW2c7Gfw3g0QnBW8LQHHg3fHTpTW4pRMkm2HFsZSW6q7QQ16QfwTLVdhvt23dGGYKW8G7hzz8fqWm0W2TG9sh3vf7DDW8Zx28R8VPWy7W1VxS905L7P5VW8KjHQp82QF9LW11G33v3KVCRzW4Lqgyz669kdrW78Gr0h4Rv1hvVvZGNd4vdX25W6hFbgm1mKgnLW5WwcvR9kJT-bN3XhcjmBmR5rW97H-HW7fWg9WW1D7KM65J75QhW7Xy_hW4zJ4ntVtMW7s4FRD9hW3ltC6l6pg-R3W4DvgLV8VqTbjW9k37Gq821DkyW6qgBxz6qgfWqW9kc24v91ys1HW1Vjq7f7J2KPT102)  
[Auckland, New Zealand - Aug 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W7mQZsl5LXFnVN7KyRn96nxF00/5/f18dQhb0S3j42dYTssVWnCwZ1tY52rN1wfNDzDQkhmW7Dnb8M1d4LDHW380N7j1cSwRbW7V-K_T6Ns537W55gtYl43F4--W12sxwL55JBn2V1ZkrC4bBLynW4pcg3P7ygsNXW1KDSPR7LvjpzW7g33cq3s6PZwW2Bdmqw3-HZ7WW2Gm5R-5FVz0WW4CLGsP6zL57ZW2FsLh-5zCGXKW55nkS67vq2pcW3G4_4Q8hm_tqW4dcRth1vv1VbW51jGZ45JvSQnVPXzH767gtcHW3KZn0D9bkYnWW5y_VsV5hYfVwVSr47Y5H1bygW8GCLG-4YQ6N-W2jvtF72fXCQyW3QtPLm19XV0MW1vysLL6c6CjfW7G9wRP4S3FGlW81Xg5n929ldpW5Tn4pt84-4wbW38Vbwp8nD0NSW8TK8636t_HMBW1CfV7D5g-HscW8VDNSM5HKWlqVwwTnS3VCH7NW22q1Vy1Kyh3HW7MZQHb7z-5r8W4bz1Nk761K10W5r31Pw4Q_320W8F9Z2W8hDZQ3W3zd80W1Yzk4kW4s8_Dp4vbnnfW3rSc3M27dFcSW18x-KJ8sHs9QW5JY8Mp2Qxt7WT2J0w8Rsskb103)  
[Sydney, Australia - Aug 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W9grLjJ2JwQ20W28vNmn3MV4mG0/5/f18dQhb0S65P7wjzHDW12h8CJ61Kyw3W2yc9jN3wLLxSN7hrwDRqhn80W6gG9n47FP7wgW7M6kZy8kLqb2W8r3MRH6ft5nQW5Xqdyl1wkHYgW4w1vZR2fj7rKW7m-vnB86Mt2gW4pJV0J9f5rbXW8Nf9215tv6bTW8M1-_K6r59MxW8LdLnV1qCRZZW4b8qHp22yggbVNTvKq69N7D1W4XNmj48f3MCGN5Wb6Y59dcFSW3T1bfd31YgbFW3LQY6P1l69hSW7zHKsd3W8PVsN1Z3QV5WrvM_W3khyL58-s0D5W3l-GL93vsGVvN3MlFczQCQ8MN4X66TdZ1RYLN5fr9yvXQgMSW7kw-sT4J_LfMW7MDjSQ7Ksn3vW5nfDdx4_2cdPVg52Ld1-QQvgW1ZdwqX7KzKV6N6NtXmZYBH4MW8dgt6Q7FCsQyW3W1HjV2gZsp8W4tYFMh8gLyZvW5s4zt16TMJKcW7T183d8gKB2JW9jbF5385nYS-W5MscNY3Z1j-0W6xW9Zm121cPtW7GR55j1mG-_cN4Qb__2zNpRvW5J1xMg8X09ySW26w2-V2BmbfsW2Y-2RP7GDQh9W8LltYp2jynVSW2Tp58D5NWV8wW1sf9vh8N8qKjW1vfMmJ967QlpW84YZHN2Kgm5nV2fZHf2pD9Rd103)  
[Melbourne, Australia - Aug 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*VmyBkh7Rmh91W3yVfkC47M-Kh0/*W3yT2Ht6wkYx-W5ChrMw9gSH8q0/5/f18dQhb0SfHv9dZy7bW6KB8JF1k63-nW7t5DYp7vB6FDW6BlznK1Nvw7TVLDpF18CSvhfW8BSwp561LyH0N1nP5KBRzbH6W8B-9dc8zTMKrW64JpkH5s867JW1rfXn08r4KPlVSbM8n8r4j7xW1kJSxY8rZZ4wN3P_c8-Z_vmlW8wxMJQ1q7sZfMRBf6vXwPZMW81gM8-7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7CVkL0N1qb0GRMNBCZVMMQxX80gSRfW97rB1b8xqV3RN5H-s6nR3QhsW8qlBbW5DJ6KDW4XrNN43jmFd0W26Gj3j98bympW7fd7g7957xdNMdDlVxR4Z9mW6NPSkv5CqqX7W99xl8W2w-98mW35VLPb5yLkMtN8nNYf989rF4V8rWGX6R1WSVW5r1Nts7wV0kKW9dZ4Lm8csGDVVD2JBL74kBm3W3jPt8d5G484VMkS8vyd8rw0W2-XMLN8tCLw-W8fGM1C2B63PcW1qkrpy981Y58W7bhr_c820qtRW1NwBMn1MVsRjV1bK5z4QD9hb103)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W7LdP6650r7JGW6bf3Dc6l0rN10/5/f18dQhb0S65P2WJLfhW12h8CS2_Vw1nW31f63C61DKQFW9lG39X2MH-mcW4PHGDF7Hwd2pW7vtsWG8L9kpdW4D_JQq3NmDncW5Xq6dj1bzJ_JW8zjhPl8wjJYWW2V6w3f8SqsqdW76hzk870d0vDW9g7RLH3Kfq55W6FXZpP7BQWPLW5wShS31P-XfQN4v9p2ZZx3KYW2tNZf23cY3PRW67_Y9W19smJqW1bpxZ15z3t3GVLzwnF1tbbcTW2wsX-04fYYmdMK_HYqdp-V3W14H0LT6GQY7fW5bKKQl1jzT8RW3QkMLH7m75-0W7kXxlJ5dQSCcW2GBLdb6z4F_QW5djfBf7X9LyGW5Bb5gn54ZfmwV7-83g1w4lTCW2rLGdf9cgH4cW3LJwl84sWrv_W8X-Jqs1t5nG-W3sgpL81ldQRCW3M4LHL1WtyvGVwHwkk84fnXNW3BPfJS4wdQ9VW2JdQyD7xt4-6W82Hn3868Vr_fW6s9qNq89SbxJN3NBn0fhynnvW15GybL4dBZl1W9hjSf92fPgjYW7B7DJy91fGgZW81PHJj3hjLkJW9jSVsJ3xPyPXW1tWJzW7QJ_fZW8J9YPm22pcm1W8M9m6p3b-rV8W2XlB3D4DBJw5W6y9lPw67q_xqW85LNBW1zjlt1W5Qg_R96tf6Bq0)  
[Scottsdale, AZ - Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W2pm3dT5lm95qVKPMCk7fQ23K0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8q5Msg1pgPYYW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW4ybH6g3zgD-tW41-hsS6JZ91YW3GQq7L3vFhdQW2Tz5Lj2Wrnq3W2TrF1Z6Mf9kYW3BWRw-47v_BsW6qk6Zn393bpRW6bNG5q47w-R_W5bM3Px6dc6hnW3z8SZ_3yWjYhW2Gr9K03JX2zSW611ypj7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc6W9bcGW7C739S7BlK9dW5LCt1X41T-2_W7z7XZ43__jTjW85lxCj5V9WFRW3f5_rb5sHHwTf3mxHPH04)  
[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W3LfH6Y8KGzrbN8PLxMcx9k950/5/f18dQhb0S65P2RhFmhW12P0962vHRgTW47cw7H5mHZ6wW6RkPzV61jcmdW6b5s743Z3LkFW85dPlP7vbt87W2GB2Yn4xJgBHW2vrCxt188CpYW2psKDK83jmZnW1lF8dD8tzvSxW96bZ5Q7G5P5WW1SMkPl3z8SDLW2SpZ3b2L1-pHN5t3ctT436Z9W13KYkg8bZY0WW1nnfB_8KSxd-W29xSYd606b6dN3BWp6njpvl-W2vXB768NqDpFVk2JsY2lSBYmW7Kx1H02Q86VcN274858wKgWlW4bftwl96lhyjN4tNQ5MGQrQzVlx4yp302dJfW3rGV8z4Q0z5rW7tMVr93FJs-mW3Nc1JY46VwgfN98t9SWJz9kDW5W7Xxq6fJxMZW6HdYpF746kFGW261Y7W8nHDc4W2t1lFr73tjH7W1nv44D7QbYJ_W1d3jBt5rrgYGW63vXrb2B0q4PW6HtNDJ594wdKW1KmF1W549K1GW39sdTK2p6g1fW7l3vg82ztgp9W8w0J777whwQ4W6NRfwv84_Zp0W7tvMtq6HRn4FV6Yx733rlxzNW5HWXKZ5yk61xW8yyWcB4jQ06TW5GFQcw4wvSL-W1cZx2r1rt8NSW20tb5d5NMM0W0)  
[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*Vx3gfv1j3hKKV_qxGT5zTdD00/5/f18dQhb0S1Xq2MzbyQV1vjk72W7m10VDKyKt1k8XRFW6H3nPz4NbDkBW4W8HLM3-L6J5W6NqCSj7vhsckV9DZ285-bFZ-W2rgDJW85jgD2W4BHBjS1JDMjmVBz3V16z255PW451xjm8L0XJVW5rPpbR1ypFrlW4_dpjD2qtQrqM6zdw6ZQd8MW1khJbr5rb2gCW4WKrL67JbpdNN5kLy4NdmrpGW7_2jJG4L3J1QW8CkqQ17Wz4HZW7Hd6PX3d9VPfN3Nd_ml2qvsgW2YzmbP64hWVqW1bqHMl3yGD_4MfVfGtxfxxSW8WYYTW317DG1N2D01P_sjZ20W7F-4vy6T5hCFW6DbcZB31Fb3kW1Qnwdl3Y1S1dW13qCVR24NYT2W577GBW7y09bbW6f9pwn59KjwnW3vrsN08lh933W7J8MFn54XzLPW3TrRsP3_N8yWW79CTgS5JwNfGW4RYcqM39F0C3W3ZGXR76St-SJW2MY1fM5hmNyvW1dFg1m2h4q-DW1WnMP118DBjQW4X6S-J92-kcNVx-rfp70nGBrW7C6CSL3hLFpqW6s3sQ57YXSfpf3JhCkl04)  
[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W8JGRdx3JHJw5W5gpfBp7TKXCk0/5/f18dQhb0S2C82p44bJW12Nnrm5VRxDzW1fDwtW5WbWq_W4kfKNC6KrxwwW343-2M5mbQqLW3JHpRw3PGPncW5pdlKl5lQ6lHN97t3sv6r0Z3W6VBTjY2Ccry0W1rklX9400xGPW4qDG9Y7BlJ31W8pQvBp3NpSgwW6yC21B8P0qQXW3WBc-w67Tk3NW343vjD6jTP-sW7K-_yg1zqQ4kW1y898B5rX3s2W23gJ7s6NyLSvW1TFr5N3dqk-pW6918Yg3Stcp-N1w3zDywgwj3W4N0Lhp3pcr5gW3yG_3p7GkjVyW6m17Qf9bFQlnW8PBVR21QMLNKVdpBK96x2596W5GntKW5JvPQMW66fcMn5sQfx3W6NhfK213dBzdW6XJlyC3hbHLkW45X6Lr7mD38pW18N4Rf68F1gFVBS-cH4l4vy0W1t6Px81cV-0mW1jWMZm8FzKQSW6f1-JN7JZYcSW3Vn41x2nVR35W4dQKww6tzgNcW3Y5zN75k2fHGW6jPqrc2dSZ9jW13hl494gC6yJVJ9t7n8sDS6nW8z9d2h6bxtQvW9hYxCV6sHb6kW6gl9wv5Bl-QFW2Slhrj744K2lN6lnYq7zp3pcVWlgJ24gQpgRW35JPQx8RpLVxW9h0BlX8fWB67W8Rbh684ttP_LW3SW4gW5pP3_Y111)  
[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W5Wlt5X2T1tFZVqjYGY4n6kkv0/5/f18dQhb0S2C82p44bJW12Nv434S4qxtW2lz1h454_-6tW3SC99l6QjNbKW5hN-b65-7JT4W6wQcbB4l6h5tW6T85gJ65k-2HW7JZ13Z118rt0VJThDN8vqtshW3vY3H85HMRTQW9fjs496n6f-sW93g6Sf2QbLTBW41bmGL57Q9rLW69qXxy6BN8h4N6bC5gkf2qn0W2DcLkT5T3VZwW2HGDPN8fbTd1W2Dphzb5qxtGKW2smGZy2vb00QN2v_d6dS84kcW6lDnpp6b32XLW3fHvk44yZ71vW5Gn7g_3-qlzfW7X5c0b5qSmLZW74YcMW8dT2lzW8wFwLB4s-SpkM7fK0YlYRhqW3Ydwm573kmTBN5m3XBFz1GHpW7GRBJ68PB8_6W3r3fkG6vSwQQN430cFWRTPrVW5Tyl1G3V4876W4qNBY-1w6TysVC3fbl4QkLR4W1_w3ZB1WRszZN8HMS2-jcmm5W5s0J5l3d2tPXW4cJXFJ7LmjTFW7SX__d3Xr0thW1KpzP58L3hnMVL5ZqZ85cPcrW3JcLbm2Xk4t_W8Wg0cH5wkQ9lW10C-s399cSk7N68cPyTCq5h-W7y7kP16_f_6LW9g_8vk7QT5cJW1Wy3vF8V9MddW7r-_Z08fNTbmW5-d5MX3d1nnZW1RFvnq5bw1QL111)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W2MtMY63tYrWXW3NRSdk2mHqpl0/5/f18dQhb0S65P2jXGsRN12h6gHBKn6lVp58QL4KGt_cW6HSYN_7lXqvpN6GXCk-LxqrVW5cY5kp3B68PyW2b8Z7Z6d4dDmW67Y6yp5rmf8KW84Mf4S3y7L3vW69SNrW6GNVw8N8xH3kxVCnc4W9lmJRw5JH40SW7Nw1NJ23Gk7gW7Y8tcl7SypTtW5yQLFh72Yx_VW1LXB2F2HZSxGW3JBWG83DFcXPN2z4qk-54Q5rW2PS58p5QhHTpW1kzxr31wsCBmW3hR01K2wpP42W6RlcSC5vPF0JW7VFpVr4mhHbnW7k0YJ28q6WfZW8QdgPS4y6WJSW8MBHBB7R3RcdN19QNLYwx5j7W5lGrdH69xK5fMQWkhjg8wqTN1TVpZYB2rB-N7NYC8z8ymcPW4Drf6J4tGFCFW4DCb8v98KYtYW86JRj666YjjQW3qVNsm99cBqZW67DgnQ3jxHVHW7d4Vr-34hvPkW1Zvb4P3zQ2-nW6dR53L7W_X04VqLKrB6fkR2sW44knDX5NWYMcW7dNFCy5LLcB8N68Z1qx-8FdqW7NwHF58g5vZwW4TykYZ4z1BFdW6W70FJ48TKNPW8Dzkth8npN8dW936f0T95fth1W8D9xTc5JKb8rW1Xr0S43LwyMlV34gCN9gsWNv103)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W63NThn4B843WW7FvQ-r6S-wXW0/5/f18dQhb0Sdr76SRhWHV11RcP2KH47sW3405_T4JH0JGW79y8nc3CQJ9gW2mWvwj83lK0TW6wLW2J51h2JfW94c9sL1rH2gKW8BbCT08ZwwXsW1dgHhv4Kh8XFW14Nr9Q4Wjd-WW6-DJKT4CzM_jW7t-JQt1J6VbRW76QB7n34n4w7W5x99f87cK3WRW2lJVl51kC7BvVhXxVK1Nd8pYW91rnTH5Xt5gYW4KZPzB5zH2sWVbxWmJ7sz9BDW265NZJ24zwh2V1C8Cx2sfCmjW7p5kWQ4pV_q5W7s7d6P8-GfcrW1qnLxl2BGH8hW3XF68V2YJ0F8W7y4nnX4g_8HsW3kyG_Q8ztgyRW46_FyM7KQtXPW8F0dgW3lgm_tW7h4rqH29f5JfW6NkFXD3ZRpmGN4N9PGmH_DXJW7rxXtl3kq_-MVFScMT35S1-0W8YV-RG27CtB9W2TPG0s3TlTyHW6lMtp24Z7X9JW6cQvsK8krx-qW7DGZY77YN4SJW3DW9zg1NH9NhW3tFggs29vG99W8SlVNz7Y6Fv4W1kXHVZ2R9JTHW2-q98t16SFN9W5RYR5J3t89GGVjrbQw5k_KQ0W8x7-NZ2gmyQCW1lY22N5kYyBjW83PDKY640pPlN7wJ9xqPGZZ4VQ5hv63RGc92W6c6Nbb2z3jn1W1FVXjT2q3pdkW1fKv276tDJB0W4gFTqP81TDdjVyhhfr6c0XkyW5013QT1d6qMrW7tp5l71HwyS0W8WcypB9d-xP3W6yNRTV7-4r3cW5J9X6g3L84vGW4GNgDj92P91YF1PRTCLX005f1ycgb-03)  
[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W3Ct-Gr37s7rvW3m0wPT5YZ-620/5/f18dQhb0S65P2WsqN3N12h8zzG1T0mW5jRBG430QRjDW8Fw7nJ5Y8klPW3ZTsnj57pw3LW9jTnxh3P7tm5W5HXt0h1bzVJcW31LJtd49gnz4W4Mzdk95VFLYzW8ly_1381HsL1W7B_Pn92fRxSDW5dwyzq81k_N8W64b8kL84NnjPW773TVv1lCpYdN5lm1Hd3j_kcW373Xt15vZV5lW41y22c8f-Tb2W5lZsfR4r0nLvW2nQZXY2JxFymW53fyRT8mYTlWW6llPLZ59CwF9VhfL9M6b_ylTW4HQ4TC8pczq5W5_Rc_M1-d45ZV2hbZW4smMJQW1DbmXF27XMqgW6Vk6vG3RP5YLW4J45yx931v4kW5JbvQx4-nbXhW1vl87D6fF5psW5cvXqn3KTN4fW3L7t_R9fJcpRW7Dk53f6wsnLnW1HByN38rtwcsW2N4lXZ5r_hj-W2pmcBr55Bx2lW7H28wH3MKpwhW5f-cPJ2Kt9h5MvlwbXl6clrW54066968R20BW5tmPxK3_W3MSN4R5mnQKCtJQW2d6bPz38nT5TW1PFVhW8yFvHhW8bPWzm5RhNPdVgXGBJ6TSwHSW96HZN577BmQYW4CfzQL2G0xLmdNkP-511)  
[Boca Raton, FL - Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W5SwFG-6VhzgHW8s8ZTM7PWnlQ0/5/f18dQhb0S65P7BfGH_N12NnwwGykDvN1lXv8H-zy93W90qKlF6sY8NxVNST8F5mm5BhW2bl1V96Qstq3W5Dz4L86yftmXN71tzFm6xRfLW1Lp9-z4x2sqhW26mtmq55HrlVW7hC8bQ8pkQM2W4Gw5Mp37V8hHW6h2HRG6x5K4ZW1T_mrb318MrSW2KRnJj7187_wW1F69jN12C_LKW1lY8Mb4BPcsRW23Db2L5qkLWjN19JWxmXDhk6W3yB01R8PGkq8ThxLZ1MQB8FW2Sz8Wx2FcSWpW7hpMl683V9rgW8dKVzM70Fkc-W2wL48n2sxbz-VnfZjD3pPFLPVxM3XT5fbj_bW4Pv6dM8VK1M-W6h8Twf3VDKw7VC5K4C8cFwmBW2B3K3-7jSFXMW5d27j9659QzcW193qzG5Y60zcW78yN8X8HSylQN47BqMfYmWjkW30YfVl3qRXGNW46D7vP5tl9H1N68whjGB0hbfW9j7pNY4xgQxMW4B_yX59gm8LyW7QPFxZ20JyblW6HqXsg28fD0vW8Lc1nj7YbJmlW3qZKNk1_NFbYW3QbGRw1LxJZ9W6nXjkc3vf3w9W8WznMT88PjCVW9j6FLf2sQP87W3j0Y3D91n3cwf4mZ1KC03)  
[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W1hTrM72Cfhc2W2gnxFn35PVvX0/5/f18dQhb0S2C82WsqN3VWVCXd2pgzX4W1wxyst4Vv7h0W8Fw11V1hpB0HW7R_ZXd1mhYFBW1SfYzZ64-CTLW5CQtlp8QS8PfW1TYKNp5PDSvpW2wqnBH95jrbVW3QQnQy4pL8FSW72HLX75B6BYGW9klKCq1FKtJSW6lhF9H5QxGM3W1GKctk59MVgSN3hY6R29-GXLW4z_2pz6rXg49W53mLh42xr13vW4DK2DG1g7Pm8VVZQfl7jbjHHN6rqwfwHDQ0FW50r_WP4QMcMTW5d1sMT8Jgps3W2B8fbP57j2jfW3qv9wm4vt3SfVPw7116V_QF8W1MKQm21Ll1HxW8q_TGg1PKy_ZN4bvRYWC_MZnW7416qh5vhDCLW1ZVhC48w1GN9W1t59rM2BrCblW1kfy403zc_-7W2t34744kP2C_W84vYFc5mQw-FW8yXQ6v2pK68_N49SVvBB--Z0W7W9pFC7kQvZxW3hsrV48NxbFLW92BzPS67qkGmW7BdHkS5HHY6gW8yrKGf5GhRcgW1zq0Bd5GfG6_W3mnGMV5b6VT3W2mM3F91tjlQHW3-Qbrg4Gr-C7W7dvxby8tFQ5tW31KSzX96Wy0_W8_cc_08hc4ChW5--g9Z6D-bvkW7vrxJK44lRJP111)  
[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W2bHVjT3_JZT8N8kYL_WPm8Zc0/5/f18dQhb0S2C87BfHj9W12NFz01g4j8SVLxW3H2qLCbMW2kZPdY4KQWlHW6GmpHX73zzDrW5C-SQk66Z8mXW7z1DwV4w281RW88M9XJ7l948jW7bNWkq8k-YjKW4ZjXtB5GyGt9W8km0wk2c4dFyW9dqkgg4bVLb9W6d2Hl15-n_5hW8ZmbCc342LL4W4TTc4B44_M-SMFbmb68dLwpV45BlY8nZ5t7W6rVlnQ5XNftbMNw1qFD-CkSW60Sw_x2Y3nhSW6QvWrv1mdNqXW1yG6nL36xRLBW3bB6qD3-5fYjW6bZNSd4Kl7xLW4vBbtp8B6yFTW3JjBZw4Q9pWlN6qLYNl7WYmwW1-XCLc2DDsPLW1hSG2D2C0L0fW6LM93B6x6Q6kW40wqdj6tMnttN7G2wq-zrhWzW3HPWF78kbg_NW281bGV8v_WdzW46tc0Y1H-mTCW6gQy6N3PWzfwW6xxLm57-DkqbW8zjw4R6GM_H1N6pdQ_97c2rXW5NpPXt7bDj7PW22T_Wm5NHGZNW7QPFxJ9gCfBkW3R8mVk6lNJTgW6mQqh66QZ9HRW66RP9H7_X3bJW3Q1zg37M7t_wW8Fv-4l838PFZW7M982w92GFXNW4-4Xmt8w1RLMW1C6JjN2kkVdgf1dhhSz03)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W1zCx055C3HbnW7l8PFh832KsH0/5/f18dQhb0S1Wd2WsqN3W12h8yH2pg_lFW38cwc45TSnJ2W4Gqcmy1D7SmRW7JxY_3529s0-W7fpXbz5MZR6WW7tYZjY2xgsWZW7Ht5YW1xjW-ZW8ZJMlN8CC035W5PZbsz4p0GJnW86VTnc5wXTCrW4hJ8vV1XdcrDW40JJ_1445FX9W1QYnVP1_XYLvW2JJj_z4Sj16YN3yvDVgqpgtLN2B7R_Rj41LgVLxLq-2sqmFZVVnBBl7Vt24tW390SHH62H8CGW2wjmwS6NtjG6W4frmVy4jhW5sW3g7rNy5sq2pLW3rkr325_4k4gSwJ11Kx6R8W2y5_mr1Nn3W_Vt3v3r1Sqf8nW2M3_Kk1JD-YgVSNQN25b_Df3W4pXL0x5XgSZVW2VHxmz3bn4KdW3wKMzs3b6p9yW83r02D1RxcWvW7Cn6yz4ZZrsfW6jP3m97T36ykN8_1MfJfCX8rW7616nY6BKw1TW3P3_6m3pnYHSW31fCQ53BMdnzV9Bn3h8qj_75W4rWr227Zz_FjW7wc29t6NsB06W8sQ3fn6v12zGW3VwKjx6cfp9gW3GpqsC4fNQTYW5zW09h2bgM2BW9l0Mr38LbnlTW9g32Bt6SZcnGW8-Bn3D4zC7TVW50vdQJ2ztqXZW9k86V24jl4WD102)  
[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W8sytxM59C4G3W5nNQYP4Q1Vmj0/5/f18dQhb0S2C82nRNKtW12Nnwx5YFT5KW2vM33G5qhf0fW42s5p23dhg9VW3Csw8879G9wsW8RM5D74mBz8ZW6z1K2Z305GkRW6h6yQS42zk4zW16gdQT8ZTGKGW7B1f2n4qKFFdW172f898bmb7JW8Kx_gg6yyYcjW2jZz7D6CkcwpW4DJhby6h2h4PN2SyXNKc5-vWW7LHFzq5PPR78W23gxKm2J6nHbW7bLmF54xTqRPW5Y2p5h5YgsjHW1h3KgD12F8NzW12xZ7P8F3mk4W6SvlxC3yvPd2W5Z3DC-5dxXDQW807kXC6yKPZKW2HlWZD6lnBHlW69xCzL5htGn9W1n7b9_5s2mT3W8PJkv03LkH51W3wJ0bP2vHFYGW6RqW813ppfXWW2pZr9C68nHh_W4rsSqZ4SlCbrW3Q3P612pzVZPW3X-6qc90RdhtW8kg-HT4Q65fXN4hSmXXPLS2TW7qMxNT35JmcSW3SkLMQ7rP3QXW2pNyh03YCjK5W48mkZ86_wBtqW6lHQS_8Bsf2yW4zSH7_595Wh9W684KFY1qgCBKW7GhgSm6sVkMyW8kL18s7vr0j7W9jwYQt6Ssr69W8GvFwX67tmyXW5fDV858N97lfW3kZyjj20CsYRN93rTH4N5q1Q102)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W3GfRLy1cw-zdW3Nn3GD2ygjCB0/5/f18dQhb0S4002dYTs8V11WXB2vPRMYW7cdnrl1gCdM9W6Cf3082Zkk_kW5szvlL244RZJW1pWq5t1KscrVVcGVW-23YFXFW21pcsm7FDm3tW73qfj647X6SvW8dZ1fl6JZVR3W4F2FF535h6PKW8qW58q6QrDb0W20_Brx2ZqPkxVBvLy67m3Wp9W77L_fx2LdZs6W6QPdWb3Rw8MbW5R4_wL2s64MjN5Qdlrqf33mPW2mgHn16jbWMXN5_JrB69pXZ8VXBLt_2W3r1wW1q1BYJ94SvyxVF1kQH8RhvfyW4NyLXb3G3PrWW50jQPC26J1YSN9kHcDtDXvqHW6CbXCL2d9XgkVWM7rf5Whw5QW7QzQtg4ZL6KrVvy27Z4k8J6_W3rWQhX9fLC1CW5y1DqT7x2LCcW56ZpTB2HdRKwW1jw32g3y744qW3NQT-P2VyNKwVPcpjj6q6YJJW1dGwTx8h4dgJW6pF55w425--wW8w7Xb732G6HlW300QC797kVS6W8bbd3V1jNlvKW7q5NS546Km6_W9bvl798Z7YzkW3vFJFL9132LQW2CrhF196_QTxN7hPrSQNxhVNW6KbmMm4HzlXl0)  
[Culver City, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*VBx7qd2m1PlsW8xVsWd5Ndyxk0/5/f18dQhb0S3j42nRNKtW12Nntx19G0KFW2LQfTF1tz1cyW8FvSKT3dYTtfW536_wB1nxZrRW5DRNmy8L9kpdW3MX1np6DhrPhW2q5Tzj5r1wMqN6vZd312Hc0zW5X4w9l4cw4h9W9d80-c6YLqQrW7CndRG6gBqNvW3KMFCg2d2lghN5dvS-Qs4HCDW3m3T-g3JvCvTW7Jf2Fr6rNn4DW4SJCLq1TRxP8N2pZF0mlsFzWW38QCLh4MGzyTW10j6WZ1nwfnmW6Q3-hF7jkKMPW33g56t33VC_YN1kw1rcyPKB0W1MXd545t9GjyW7qRF-z5K04n8W1CZTDR8y7tfMW4F0N9f90FRF_W1-w4pj1bNlN6V3m-dy8z7hSFW4y-wnx5BNz4nW2mnMFK9kfYJjVr3N8c1WB0Q5MKVMrgvPgGBN6Yy6ssDDH3LW1HX6zW8HM7F7W7kVd-Z3d2yv8W4JGH8b4szckhW4Y_NnN79ccbnN7zFXTvTNZ3WW2s1CTT6TFH9nW6q64N74ljpxNW6PWw6g2FYg2XW4lXmpm37vMGQW5LdGft5xGMG0W3mc4rZ7tkYx3W8_yChy2mWZYCW2pD-KQ4szdsZW4Wmxvc1MgySRW87Mjww7Cbwv7W3vpyYL6N_w8NW3bBVVh7Mdz1RW6HMPq61K7ct8W3jRgn96ybcBP0)  
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[Scaling Up Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W8fpcQV563qsdW3tRdW582F-y50/*W4J2Gj65psRbFW78Tr9083GZ8f0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8q5Msg1pgPYYN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkDNwts8ZW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RSZZcN51lZhmPTS8DN1qJtXLFGFvJW2y6jRl9hCFphW6NvYvD4D2CpQN8ryvg2FClQVW5Dq2cc7ZDHpMW5CzZY68y0fXRN1dFvycQSQt7W5kpQsJ4rP6gpW1JPvNw1J1b9sW4LJ1dJ2ygrsPW8w-XYY1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1WM5S7df9W83-nZS4mbg2sW8xZg6P3YJhFgW819Zk34mWhTyW66RL7P73yKD2W70RWJm1FdVnm111)  
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**07/19/2019  
Molly’s Game; Must Break Rules; Mktg the Moon; London and Shannon, Ireland**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.  
  
**New 2nd Wealthiest --**This week the world has a new [#2 wealthiest person](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W6D44hh7c4b3wW5x6x3F6DJvzT0/5/f18dQhb0Sq5N8Y9-RWW6KB8JF1k63-nN7t5B8stMxY1W6BlzlY1SrC8dVLDpF18C-3wMW1nP0598zmhwWW8mG53r8tzLySW62KDmp5xLM03W3Lrgrx61LHDLMRJ3Nx5fNKdVHdG63328F5yW1h4t_w57mD5lW9bTNXY954KlMW4P0Yt62d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KrJw82TKT0DW3Wgjvx3_YPCDW2-J-SL2z_tPYW41Q2SW3c-v1LN1nnQd3QHv4bW1v2sZ55mg0ggW1Cgvjc5jPVDHW47P0wC403tVSW3vbpkw6nBWj1W50XX8W4DKVxxW62Rgjf6GH2gJW2xRVpH3gvc86W5l_ymN3Rm1XrW3jm0tG5FCLKkW6xtd_j2pHQRmW3gmGn74LYQV3W62q43j3v0_fpW2zDvH02KJk_5W6s62v62MByZ6W3S_dHN3K1HrVW1jCFWn2PGKtHMBWF_DcZLWRW86kZLj6-sdcCVsL4QP7NMbGcW6DqhTx30Hpx6W12GBRF2g1910W4Crq4T4MmcQ_W21rs076vX81nN85WbXNyqgTHN3QzSg8QN_TjW4qMknn4lQrnH0), moving ahead of Bill Gates. Representing the power of brand, Bernard Arnualt saw the stock of his LVMH firm (Louis Vuitton, Moët Hennessy, etc.), the largest luxury goods firm in the world, soar. The Frenchman’s net worth of $107 billion is 3% of France’s economy! Lesson? With all markets becoming increasingly more crowded, it’s important you establish a solid (luxury?) brand in your industry so you can maintain strong margins and lower marketing costs. Do you have a strong brand? Enough hyper-focus on a niche? A good actual name to create brand?

**Youngest “Hero of Manufacturing” Available --**Gene Kirila, who transformed several industries and was named by Fortune magazine the youngest “Hero of Manufacturing” at the time he was recognized, is available. After suffering a health scare, he’s back in the game to assist anyone in the manufacturing world wanting to revolutionize their industry - he has this unique ability. And he’s one of my “students” who taught me more than I taught him. Feel free to email Gene directly [genekirila@trepsystems.com](mailto:genekirila@trepsystems.com). Welcome back Gene - the world needs your genius.

**Molly’s Game - Come Meet Molly!**Did you see the movie [*Molly’s Game* (link to movie trailer)](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W48wvC93BfLJDW49pS9Z1BlTyK0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqW8q5wRv4XrbTlW3hHh9c2P7_nXVcnTGj992gLmW4tV42X1nh0pZW4vgKM19926BGW7lPDJ36GT48KN5VHGnkRnK1wW3WqF_m8S3yR5VbY02S4s8d5QW6c6M6X6c-1nYN4sglY5XDnt2W64gq0k47zndXW2HT1D15bKvbPW3SQgn23_CV3gN3V_TcnxZ29gW41TlcR3Tx3JbW5ThdHg3s1XjFN51GcQzz74JcVYSX-57m_B1RW5c8d-S3785hjW1mj7978SrqcHV37ccW5wFkT9W7dSw0S25fXP1W7m8zmr87grKTW8nG2Tk2zY8T5N2BH77MXn67HW3sg1PD7xwq5jW3KrvY57mzkGmW15nQv98dg8jtW6-nrBw3SxCK5VFRdq53KrqfQW7cPPs349kJ93W6fXB_K11rnNbV4Vjhv6MZR2VW54GcH67K-c-gVQmm0H1Ngx1cW51bGqb26mg51N7sr7_NXn219W3-QlhB4F6_X1W51dHYZ88rpZfW723QB271wShbV10_wF6_wLBF103)? It’s based on the true story of Molly Bloom, an Olympic-class skier who ran the world's most exclusive high-stakes poker game for a decade before being arrested in the middle of the night by 17 FBI agents wielding automatic weapons. Her players included Hollywood royalty, sports stars, business titans and finally, unbeknownst to her, the Russian mob. Her only ally was her criminal defense lawyer Charlie Jaffey, who learned that there was much more to Molly than the tabloids led us to believe. The real Molly Bloom is keynoting the [ScaleUp Summit Oct 15 – 17, Anaheim](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W50vzFR33R6CtVJDyPW7bkzr60/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5wRv4XrbTlW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz6JHB0XW7VWQdt8xpcjyW8H51gL4l92p3W7YNp9Q8LvXVCW8v4j-W1MWhN-W1MKdfx4MbY49111) - her story is not to be missed! And enjoy the movie this weekend if you’ve not seen it.

**The Way of the SEAL --**Mark Divine was a CPA with an MBA from NYU’s Stern School of Business - then he became a Navy SEAL. Along the way he’s launched six multi-million-dollar businesses. Combining all this with 25 years of martial arts training and fifteen years of yoga training, he’s created a program to help anyone become an elite operator. He’s codified all this in his award-winning book [*The Way of the SEAL: Think Like an Elite Warrior to Lead and Succeed*](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*Vc4x825fb97tVzcchy3ZtkLC0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8q5wRv4XrbTlN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vSPFW1CS5ZT8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l5vYsBdW2hNgg52nj0KlW5csXwZ1pdR9WW3JW_kR7m8xwrW86P1lD37yTW9W5jg47V4WKp7cW5c1pW98pC_LMW50YWw487fcH9W6QMkmM1xks4NVcCM413zJFPJW6Q0clK24GB5ZW62L_Ct4TM2N0W1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1cW51bGqb26mg51N7sr7_NXn219W3-QlhB4F6_X1W51dHYZ88rpZfW723QB271wShbTFs-G47whHn103). Book club and SPro members will get a copy next week; then come hear Mark keynote our fall [ScaleUp Summit Oct 15 – 17](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W8vv0yr1s3SRFW8NmJVF7Z2s-V0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5wRv4XrbTlW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz6JHB0XW7VWQdt8xpcjyW8H51gL4l92p3W7YNp9Q8LvXVCW8v4j-W1MX6LdW1MKdbg68WZWf111).

**Think Offense, All the Time --**Maybe it’s because of some tough situations I’ve faced this year, but my favorite chapter in Mark’s book is Principle 8 “Think Offense, All the Time” -- and specifically read “Rules to Break Right Now” - there are 8 of them. As they say, you have to break a few eggs to make an omelet. In that same chapter is a section titled “Execute with Velocity and Agility.” Mark’s book provides an entertaining reminder of some core attributes of successful leaders of scaleups. It’s a quick read - enjoy! Then see you in Anaheim!

**Marketing the Moon, Apollo 11 50th Anniversary --**Saturday marks the 50th anniversary of landing the first person on the moon. [Here's a 6-minute mini-documentary](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W4t3sMy1j51jdW17Q25m7QDl8V0/5/f18dQhb0Sq5x8Y9YL6W6KB8JF1k63-nN7t5B8stMxY1W6Blzl21Qt2G2VLDpF18CSvhfW8DrSws3J4F4KW8B-9dc8yX6RjW3knCPR8wYBp1W5x62991p84vQW5vLZd98DsvL_W8tBlQ28mFFZSW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4RYYVxW3s1XjF51G8kwW8sW_Y53X0g0yN6bp1cMbq5fxW4TKc2l5vYsBdW2hNgg52nj0KlW5csXwZ1pdR9WW3JW_kR7m8xwrW86P1lD37yTW9W5jg47V4WKp7cW5c1pW98pC_LMW50YWw487fcH9W6QMkmM1xks4NVcCM413zJFPJW6Q0clK24GB5ZW62L_Ct4TM2N0W1bBvW33_9l9fW6hz0s82bzNQYW5ZZH9P1ywKMZW11VNzG8VSCYXW5w_X2W7mt3V-W82xrn13nnPWSW62g3st6J0qqkW7XDcHt3LKwqLW6TJlBg5V0WDvW73yKD270RWHxf5fZwzs11) by Retro Report and New York Times about the marketing aspects of Apollo that features marketing guru David Meerman Scott who co-authored the book Marketing the Moon (worth showing your children). It’s a preview of the PBS American Experience mini-series that David helped produce. The lesson? NASA, using video and images and wonderful writing, turned reluctant taxpayers into fans and these fans into supportive taxpayers.

**Fanocracy --**David’s new book Fanocracy: Turning Fans into Customers and Customers into Fans (releases Jan 2020) details how us mere mortal biz leaders can do the same as NASA. It means getting savvy using content. David will be keynoting our [ScaleUp Summit Oct 15 – 17, Anaheim](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*N7dQNlN5qkk1W42lNCK6X0KP70/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5wRv4XrbTlW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz6JHB0XW7VWQdt8xpcjyW8H51gL4l92p3W7YNp9Q8LvXVCW8v4j-W1MWKfCW1MKdcM7Hycp7111) and will open with a mid-market company example. So be one of the first to hear one of the two biggest marketing gurus share his lates ideas. And borrowing from David’s book title, the theme of the fall Summit is “Raging Fans.” The Tuesday evening event should not be missed!

**Verne In London and Shannon, Ireland --**Join me in [London 24th September](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*VYRHgC1WX9vbN5mcWM46dXJy0/5/f18dQhb0S1Wd7B0DTMN12LtWwDDG_0W55jzh04_DMygW25M36l8Y_RSGW4Zxddk43MyrJW6Xmbcy1KBkfwW68fpg04MTbNZW7GDkhv6b1WCPN2kyYXhr4skDW91jr9L8_jytrW5RVLKL67XW5_W79VlMs5487pyW3qrCYl3-hkCvN3r8xgd_Dc3mW3yrxfg4-P0zHW2vvz8n8bbKbGMwVF7rsYvwKW7q6Yn15bwKNdVCkMNW1hSqZVW3m2-2h1FQNhrW7yCc9b3kKp9YW2C2ZKG5y6W-CW6CGlFy4sr1fjVjrysb4Ll6gCW4wL4k64gJDT5N1ktbtHScYWMW7405_N3mYQvjW2GsYGY6nTZyzW3Hq32V2Jt95ZW8m002y3GPk_9W33s7xB2zh6G7VRPjnB6gfCVzW2Z8J7x4RS00gW8GXp6H6lLvKWW7VWGPK4JrtH5W1Wsfk71McYBnW5S3PbB7g7DTCW4l6fB57t_9BPW1Zwf_12KVF7HN59NyJPNrcxwW68Cm983f2TRHV9k5Lw9lvZ-BW8_m6QP9bc-MsVld7WF83hWDjW88mDdb5QcwjvN95m-l6JZrTVMgGh-nMkyj-103) for our ScaleUp Summit where I lead a half-day Scaling Up workshop followed by several well-known CEOs and biz thoughts leaders. Then I head to [Shannon, Ireland 26th September](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W50x_6t5LbTVbW5YLL156jRRYx0/5/f18dQhb0S65L7w3gbpVWprTp68KMzgW5gmnSY52rPm9W3r6RT46fsfhDW7Np-7Z1ZLVDhW4BNwZx1W42x7W4lf0ZB5xYGqyW4x3gnz52Sp1wVk07Zr7j2V3qW3w2SQT4d8Kk1W2jy6207CmPs1W2SK8BQ7-47j4W3zNkHw6l1p37W4pCTKm7g5xgJW6nwkJs1kL4q8W1wF1383Jlqg0L83G2ZWqvjVKQfy84Jmf4CVKLx2x2Fq12lW5q4sQh609sSFW2GQDpZ8lS6cjW5W5X7Q34dDBBW5svd5C2CPys5W5r_TlX8ndN7xW3sWYQS8_xZsYW7TG1m72GGXfGW7HJRxg7GtQVMVy8zgd1zkhzzW72-qWx8JCSG1W4s122q4Fqy--W3nlzL27cWV78W7MlLzM5qSvttW3582ZS6N-8mCW61hwcN3mSG4DW6qNDns32CSX_W152ykm779DK7W49NPMt8qjSXlW1MlCc46nMwZtW6145xF83SDcpN8x87Hdc9gdVW2dlBWz2wn5xWW6k3S2d46jZ6ZW7w7yjr7WCssGN6l-kd0pgPSvVgnPtQ1L7dk5W2DKFcR4GzlGmW4FtZ-c973vSMW8XkrVt4m219YW6jZK9Z8VpmY_W5CjLlJ82M_1YVhN_085B9js8103) for a one-day “Mastering the Rockefeller Habits 2.0” Scaling Up workshop.



**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*N3-GqTlPzVb_W5Gr5577JF9wv0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8q5wRv4XrbTlN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-82xrn1W3nnPWS62g3stW6J0qqk7XDcHtW3LKwqL6TJlBgW5V0WDv73yKD2W70RWJq5yXH9h111) [(Sold Out)](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W83L4bY8x6ywTW81zX-01hq3M20/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8q5wRv4XrbTlN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-82xrn1W3nnPWS62g3stW6J0qqk7XDcHtW3LKwqL6TJlBgW5V0WDv73D2q4W70RWLv6t_9-9111)[; Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W27fxXP3kWj7wW67Fp513xJhNc0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8q5wRv4XrbTlN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-82xrn1W3nnPWS62g3stW6J0qqk7XDcHtW3LKwqL6TJlBgW5V0WDv73BnwzW70RWGF7s1fgf111).  
  
**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 Verne Harnish at [verne@scalingup.com](mailto:verne@scalingup.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W68Bj8c18TB1DW6b5T_Q88L80S0/5/f18dQhb0Sjvk8YHtvCN81SjwlHyjJqW8q5wRv4XrbTlW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608MF66qQwlLW20_ZKC1bDLMfW7MH_JF7bpfr6W1zpStL1wlsmtW7s-jB06XnjFqW754-GT7c0FhhW1H2J7z83FM_3W7qd_Dk6zww-cW1Fvrhh7Tvj9bW2bSQZ67PJq4hW1bKTH71jjSkPW6zwHpb63d460W3bwBFy3yjrg7N1zW062zD-dgW1t0wsY7qb-8xW4-0p486VxBrkVb2_nM6LzXZ8W5M-WSW6KSJS8W6lqPPL4x572dW3n_XFc5NhGz5W8MqRxM36sLG2n1NsfDKB9f8tmH2S02)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W5bc-5V85SGGLN3Z9rkVptykV0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5wRv4XrbTlW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz6JHB0XW7VWQdt8xpcjyW8H51gL4l92p3W7YNp9Q8LvXVCW8v4j-W1MXybTW1MKd9H9b9xMD111)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*VNM2C56vhKzNW88WbHn86_Wh80/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nN7t5B8stMxY1W6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfmykzVW2x-ccw7d094fW6G7Fbl4DFfS3W6R8fWX1psTVBW95Q5Lw5w3kxYN7YsrfdRbb7LW3MQwdf2JMrKgW5WkLmV3ThMyCW3Tcc4v7mJ5fBVcFqrd3MjVy-VfyYhQ5tq-VhN4CYc7MXn5PDW1wG2Bn74dTzyW1JbWqf62S3SGW5t0RQm5brc74W1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D74bDYXGW8-6kRh8-HHG7VcgVDv85KZ3jW7cv9QZ4nfck5W23Ltcl5V9WFRW3f5_rb3QnLZFf3rtNQ204)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*M6bJzR1DftFW6sb3-z6KxzXs0/5/f18dQhb0S1Wd7B0DTMN12Lj4hDJDYfMQy6G2F7Fc7W4ctX5b8vXGPlVyZ02T89tcRcW4wBtxv3pchJNN2ZnXFD8CZ86W5Y8FH032YtMDN4G5VXjR9YHrW8Jv_v38DvfzmW4GjBF474l0ZfW2cG_892HH9FMW96XD4z8rqpjjW8gS_t63jkqDRVJVDxB4vnS81W19GbbY4MfQlYW4gX_7K3wCPt2W2-kxHP2KCjtVN6LdHddXFN_QW22Z13R3hBSTKW6FqzbS85l7dKW1TlmNP4qpQgTW5SWbhJ8sCgzDN1gJgyd5bHCwN78SldDX13XWW2FQjYD40KSKMV4nlyC68fyj4W5kVgNZ3-5KTCW2wkWL-2JlxGwW8pZrdy2vx9BfW36qr3y2p1J5HW8lf_Sm373sWsW1tC6D52BqDmSW8SfP0v3s3cG3W8-3QcF5-YMtCW2Qf8zn8TSNgmW8lbnBR6PTSZYW7Q6bzs8_fnPHVpXT9f2HVW0ZW8jNtHk6F61T5W7N0kRg7XCPzsW94MS4J9jWLqhW7W4WJJ8kQ5xmW87_Dqb45WWXpW4C5R3Y4vG6qnVQK7jf3tdj8TVBjlD21wN0VT103)  
[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*N6M8K1c4yswqV8xR1Q7V_MJJ0/5/f18dQhb0S65L6_HXFDW12hzl950m2-TW2r58px6rqSXGN8p9K74MQxh6W3R1xvH36SV53W6VVt5X6VjBh1W6YtZyy6TSpF3VjdQZf3f3LHqN74hVTsH4ZJ0W28mmrv1qN9mjW41h2Mg2c_gTtW7mZ0Fw8LQG4vW2zJQY26vCZY1W39v9d_5SjndJV6F1411kCs4CW6b4NKv5Lmm4MW4qMBPR5T5jR8W67PmM42v9X3zN2Fr0pQ16vD6W61Vf2l2sMRlvW1QQ1dc4ZXq7KW1kykyM2tvLM4VZDWqW838N4CN1R-QnKfpx67Vt7Ddv3r8SQYVdyYGl1-PY4BW8Y4zQY8V_BDjVXN0J51bsctRW1PMQg861sPFdW4GNDL-1w48l3W2QsFsK2CKqDQN8FlzgMz8V7QW55cr3p8LMpRNW7-RMNl4z1znDW297Br73d_gX4W6_kxzW8Y98BnW9bpM0w7-pL0jW8n7q6q7Yx2LpW8k1Xmb77WG4MW3RDlDC2clYrsW9gdt5f4-Cv8hW1hdTZf1G5JGfW7YYnBm7WB0VvW8r17b54k9DMMW3kXJCN8V3mY9W8kLs8H4zzwPVW4-fj114DBkySW49Hb0_2XCdvCW4HhY649h4xWJW21pR_Y7lMd6fW473h0J8m7wvD102)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W4KnZZ18BGtKZN7Rg-Zlp10sY0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5wRv4XrbTlW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppDNW6-_VqL83_RC8W4PtJz733l0GXVCl9jz67JLGzW61lz111Pz1VdN93c-48n_p1DVMKYdL6K8t1sW4cgH_61tKLkyW7BQjgk6s24VPW3nF0xb8QpfPsW35sTF94HZRrbW57hry07tVT_4W5qNNjn3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXZ85M-WSWW6KSJS86lqPPLW4x572d3n_XFcW5NhGz58MqRxMW36sLG21NsfDKKmtw2SjtG102)

[Sydney, Australia - Jul 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W6FcJxj4ddMsGW678J-41YcjKS0/5/f18dQhb0ScLc2MQydSV11qDx2qyg4PN1NR9rxhVSf-W3H5v2T1x9HPTW7LNP111qMPb5W5nvZT321JV1dW87d9Td5tKMylW62WY2-41zwH6VqqLqz4gD-GKW9clSFQ6nq3m2W84vGcY29Dz5-W4Cz0Qv9jYsKkW8wK2n61-RZ_QW2pQ62879l7zqW61XF-G1k_FCBW5ZGr7w7XJc6fW5WrvmG5vsCHPW35TK304dppSLW3ZmHRj8K1TkVW4KpCr13BPX-RW8SRc5w3LfSm0W5g7qjj4WJTzJW2H9y541w9PGvW13Ng0X344Nl_W6RclP_1W_SXwW5ksq168BKZqwN7YGj4kFRhtNW9fDklS7T5_0xW1bHYR93bjx_pW4sLG9t7Ls8RQW7Sx_SL1XMGpnW2KdR8F2_6Sf1N6-4WJgF987qW528PyS6VPwqLN6x-QV54rWjqN86mZk9c6HgxW7wr6kZ156DMhW2myrpP2NMGfKW25QlgB7QkV7KW81DmDj4-fTwhW2fB3nf4kr_LcW7DCwy-2RCvFkW6xs_PG4MPl46W7BRWLq3jHQzHW3yDC3h4Qz457W3CfCSZ54Zx4mW7v3XsW53-JxRW7Q_4G191lgl4W25jrhz5jwtf4W8VQFxD6qKsgCW6BlBx_23xLMzW6K-LCM8ltsV5W8gs6l067JvcdW5S329T3zn-spVQqQ_84X9WZGW6KLQN069bbxyW7mjTYn1VGHmrN3mPZvCs8jpdN6tBpMpgxmGyW3_9dCp54gqwdV3C9Zr9l5pdYW1Jw1JF3_2jmnW9f8rN_2k2cFgW7518jq6ZSpmsW8_lLN67ZJvhJN2hlzTjvMdkmW82QPHS5_jjQ0102)  
[Auckland, New Zealand - Aug 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W8jCCGF7xwQYNW22XxXy1qlmYh0/5/f18dQhb0Sq5N8Y9-RWW6KB8JF1k63-nN7t5B8stMxY1W6BlzlY1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28vXzgZN3JsXVKV9mWjN1pNWLnNg_7cMZwJp0WyH1vW10-7Sx8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qMTRPT84Dk-X2W1Z-Xz32jt165W3NnV4F1nJpwvW26pdfj35y0TzW5t940d7gskYNV8zWX-3jmVn8VW3dhG8p0rJfW1mjFQy4rPrCyN5yd6mRWDRFYVVFCVW3JrMnQW4wTYQR24HB4LW5vDKs61nYZklW4tvjHR4ZGtT_W97ktlg610-qCW2wj_HP5vDmSHVLXJzx7q7-QcW6kl2SK7dr9qWW72YqDy3KNRNNW5CBjwL5hk1wxN5x0g9x215-pW1Jp45p1sf3SNW40vTpz1C5FZnW5Q4n2h7VzGj0W1sQPN199snRRMNDyx-rTzpYT7mpZ8bWMhq103)  
[Canberra, ACT, Australia - Aug 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*VbznrN5DHh_BW3V56p86NH8Z30/5/f18dQhb0S8cB73FkvWW12Pvbj7318-wW23PzBF4RyzykW5GjyLQ29sXlQW42M9pt3cl_ZsW5WYCpX7m-FRcW5GNhfY8ZJ1-fW8YKC4L4MXZ2NW4Nd8r54vB0-MW9hh_ZD5Q4xgBW9182my2h3L39N8t8Z9fr9CPwW2cwwwN5GvbKjW2V3cqf1y781CW4tddMR2fy-5SW4f26ZK2vD-QMW38Wq2-6Fg7PxW6NPJcg6NsCP4W2b86vf8tslfSW34GY8S8j6XgvVjf0QD2sqDgWW7y2NSt47lmZqV46C7B4MfT1VW7RW6Kd2vSk47N4ldXkDB-60DW2wNX2n1bwSvZW4d-cMc5fjPgMW77b229745f2PW1xQjBq50jNknW6nzpKw5wv_jJW4tfb0v3vxmfDW2bQBhz6xfsSvW3Vw84x98y_0bW6vgZyV1X9TSVW6GR0yc3NWsfrW1Hz8T29fT8tgW6GGftL35kwggW4wjDLg2bjmGXW3BYp2b96YFbGW929F-m6JFNGsW4TfbD67l71WXW3q7x2g32Rf0zW5gqghZ21tv7yW3yxBC-4x7sFfW2SVNtr5q4TSSW5ny2-B2P6QSRW7-y0y46HG1nQW7H7hyB1gdv0sVQ4QB473v7PxW5qZKtt24lDDyW8J0LCv6NpRX0W6Tyyqt7nPQjxW3lh4sF6Th6RMN5rB1CLD-0_RW1rg8hL3Kb064W4zR0yy21vt1HW5mHGd489LQwnW8hqNJf1stvtgW4L5yTb97x0DtF3LhMFr9D5ZW4xv9K24Gk-3VW8LfTM789cJJHW8SkffR8fWzYVW6JJd9z4DxtjBW8Zj13X1rWZ0DW2BLNDY9h91QcdvQbzz02)  
[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W2PxM102gbxCxW2r7VT21TSTK10/*W4-z3w-8PK_lYW7VmlSg7SHGr80/5/f18dQhb0S2C87BfGH_W12NnvX2swQD8N4Q4-Z2LGTrgW9dVT1m6HsNMrW4STcdY3Tvp1lW1nBsBd6yBbjLW6xVZFR81bylGW44ZZd86X3H-9W4prh4715NHTlW79LW-d6W00k8W8727vh2g42qDW7ZkR6m7zPJzzW1pQx8_5GfCCJW5Bz6qL9dDM8SW5c2w522VxLcKN7zYkhXQCZZgW1DplkG2t77VZN5ZJdxlZnpLlW1khVHJ3SKzgtVv1wP91gJNNQW2lyVZK7WB5w7W7rTFyH29jCLPW74HD0t17PhKWW5BNwzv8nRx8tN2ZZpqQy-bgLW4jdKyt2XVxkJN3nrrbJDsyFRW2knFF03L_V12W4JRfg-8r01WzW4yPcB53HyRFGW59mjD16Gb8ypW6LvbVq53ZZgXW4f9p986hqB0qW1_LlYX4f-W2vW7SqG167dWCyVN16LrZDWB38mW8xcL6T24nM_wW5wfB0990l_zGW24Xsxf28gPRZW6XVWMM24fwcJW6jhnz74ccs_1W8yx7f-5G7ZqqVR6wcw3yzL3TW3kgrtk7WBylGN6nKBJX7HGvjW2mlmVf8W_r7fW2Np9Kh4z4xLkW92_YGS8MsSSDW6zg2876-SY0ZW4dHxWL8C_JrzW7QJ7l44b31ncW8PKNbm5QLhx40)  
[Sydney, Australia - Aug 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W8K5FhQ6PktJzW4YpWr_2lTBbK0/5/f18dQhb0S65P2k5LNLW12Pp_w2_V4ynVkjthK3wLRSJW8Kkxjp30dhvjW3R1rKd9kqy_GW3pf3-F86jg7dW3rlgvP7yN_Y3W5TZznm8bgt53W73llPg47DclwW5341Xd8JmZfGW76YczR6_5pvTW6_b2jr6VFxWMW42nKKX3MZW9gW92L7YB5ymSDrW8LdrNm2-tn8TW2L67gX5Xd98pVvdMPT7kDvqnN5B4y08tLgNYW1lDMrW4cydj1V8RP-k1DkYpLW5XnmCb1ppwwGW6FlgFy4N59DDW48NDyw3-whJQW7g3zrW9cJTjPN6H9ZfDRZkTWW6w5rBl5pjVn0W8GFZqY8q0xchVpM8jj1-l6BQW2PyWZK8scx2_N505rJLjQZ-lN4H3rkcSGypwW5SCcjh78TbBkW1Wj_3s8ZGNg5W4jCJDY62v3nPW6gmKXB3TVcGDW3PLMFX3DMZs8N28xw4QS1gG5W1Xt-827-zbqvW4qb4Db6LSB-lW3Lywr541m84NW1-LKcc6LYDSYW5ZskX_3RhlbNW7Ksj351J4CRyW1sRMzN3YPj63W4twM7w6FwsldW891dyz23rfsKW5Nfz9W42YtwJW7rpb3d4DBWMdW35GYkK8wt1t5W44LbGQ95h9sGW5fMGjK6D-CYhW5DNBJM5NXj1Y111)  
[Melbourne, Australia - Aug 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W89M7mc33GXWqW1LrRCS346MQX0/5/f18dQhb0SfHv9dZy7bW6KB8JF1k63-nN7t5B8stMxY1W6BlznK1Nvw7TVLDpF18CSvhfW8BSwp561LyH0N1nP5KBRzbH6W8B-9dc8zTMKrW64JpkH5s867JW1rfXn08r4KPlVSbM8n8r4j7xW1kJSxY8rZZ4wN3P_c8-Z_vmlW8wxMJQ1q7sZfMRBf6vXwPZMW81gM8-7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7CVkL0N1qb0GRMNBCZVMMQxX80gSRfW97rB1b8xr90NW5BRFjT8rS8QPW3d4tnz3MsswKW3lJrbp5zbwx1W1rVVZG4Z1T3_W6625nx61MRwKN1mt3_GMCNZ_W5C95My10bWpsW37x2F19bx9LxW3Gt9tp66xshWVfG57z6PP788W5r9sKb35VTQYW29qLbl7wV0kKW9dZ4Lm8csGDVVD2JBL74kBm3W3jPt8d5G484VMkS8vyd8rw0W2-Xw9y66LnLwW6PvlwD5_5mSdW6kyT8L6qZJ67N8RmTjw_kT5LMVMPVbVrLq8W72c_zR5q1g_20)  
[Grand Rapids MI - Aug 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W5McNsY3d8Z7wW4rH37b1vyBgD0/5/f18dQhb0S3j47Bf-yPVWW3VD73dgPHN2p05XThZzK7W7TwwJc1VHDgkW8vyw5F4GS_YGW2JMnst9bTSBcW7LNKfn3K0D36N8XKGswDz-PqW1S6vbf8Z9JsBW8g8FFN4sC8GMW67hMxG5yL2P1W2hk5LW5ShH9XW14s9113ncWC1W8HGxWl7wnQQSW5P11nl3CHT6hN6x2dzzk341_MlZHw9-Ys6FV66TQT51r1d4V-jlgd5f4yM_W7pvpXR4R_Pw0W2brlHM6zqWrjW1Hm_c63DPVB6W1Qyz5-2Q6nVlN32RlMlsrCb1W20rBnr45BcljW2l38CH4yfY-gW76PG0M5cqNftW5NR40w9kqwVXW1PLjcf7QprTNW1cWG044TNcKfW6khFks3dwxq-VyvJN04B6yGzN1rBtlGy_1Q2W47mxWj3frjNNW3BpybT74jmw7W1HflRZ5DqDrQW6PsBWX6fH2JvW79wQx94sTN5KW57sC6w6yk9_1W8LP3-L7fm6hJW3RvFPR50yjvCW6m9PDy5J0NqjW2n8dZJ77ZY3FW7pg6xv90fk7MW84GQVK8f9194N2Ft15gS5VP7W98_nNY2b-rX8W8pZKv83L_4jFW5txB3h1GzLWyW33Jthf91fj2bW5rLf-w2qHpC8W3g2ylk96Vk3DW1L5yHb4xzjGZW2JlF9j8yhj-ZW21Vfgy3mvBVwW7W6w5z5Yx3P1W5xc1gV9fjSMpf7TcVKs04)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W2T6bWN9lQk2kW2bJ-sj6GHDdc0/5/f18dQhb0S65P7B0mbNVWn-C61fC92gW4Nr1-k5TfyhxW8Gq-5l7Qw5YpW7-fYSV7-DM-GW1WlSwW8GtlzlW5JqbKk4vRHvxW6X58273TfqsjW31BFhf3rQGZyW7MR52t50YlJpW4rHqJQ4B6VvGW1G9MsL88t-DgW56tjXM2NnzXQW5G0cKK4hg2bjVxvNnZ2W__dmW3GbgFV2H7nYlW67JHkJ5hqddHW1yjJFn7NrqSlW78-Zss1Z5BXNW4_SYxH63QJw4W1d9wYn3jZjL6W1lQ7vy1Td9K2W7b66hc7Tg9ZfW26Gtxh7DstmVW3dZlZX1z7p3FW80RzHX5xhPKkW13t6rK3Rq3D4W1lRrDd509GNgW78T91X3wGnSVW86fvVq3KD8hyW4HCkyx2QkbbDW3pmlf65SpsfhW3RhWKY6bTJbNW4Wd3JD4Vl4BrW6mrrmt55GsVfW6fNDLZ7w4GmkW9kRLxb4BvPTPW6JMND14S0WG7W4Wk7sK7wJxGWW27NCbX6G93T_W871djr2GMSHsW79XJc88jPDCyW1QBxR9364jMQW84LsMz592H3QW6_xR5f5g7LCkVWlt0Z6JTG_cW4Zg0YL70kJnsW22-Qrm4tYM4KW12sSPb9d81vJW8ydr-17x6Q10W7kh-MY5DvzxcVlXdTY6G5T5l0)  
[Scottsdale, AZ - Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W6wKr8H6YzwWRN6r4G71JZZ_80/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q5wRv4XrbTlW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62hXdp2WL7X4W5gDYFt5-XzbPW2J4NTy3gfR9cW49zCmW4m-txRW5sYQ2l3Hl6F6W3zszw85-k2qyW6Pskdf3CwrlkW6JT_VL41L0QpW2Ll-582p9GdTW3dZ0PR41x_j7W2TrTvS3SZ-6tW3y-4wk7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-82xrn1W3nnPWS62g3stW6J0qqk7XDcHtW3LKwqL6TJlBgW5V0WDv73yKD2W70RWKL2d4rGy111)  
[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W6dVXGD3czZknW2QMzBb6WKHn30/5/f18dQhb0S65P6_rD8pW12NS3S4_B3bNN2F6h4yGh12hW3PHFKs32PbhyW6tvPMz7FKTYzW86sBDd8mB0YpW92QTPp4jZWHkW5p6pfT1pD8tpVTWRXT5KRqrRMDZv4hZv46mVyKFzF5QnhqfW4ZY-Dp6zXH06W8Yv93p1LrnDLW7sL5bp1PkmkjW8nH8jS7KmL-6W7VQ1Xs3f6bVmW1drvdL2-30g8N5Yrdb-h4DTWW54WYzs53Kg24W5gHTQT2CzDx-N4_sXXTvlDdcW1-WBsk1SnlQ-W2RkVV25RhwJHW83pn3v5_kHMJW41Y4275ZhhZqN2twqtv_2Dr3W3bKD2K8b5Qx-W8rrTm71PMgGMW6V6vQc7TRvM5W4nDp_55PBKHSW12bRY25vqXtgVP_FCr7qLWcpW6hxxd34Vl8XSW3CRNyS12Z9PJW31bxJm3QCd7GW12Y5xB6s7nbVW7lfTMk9f81VwN7_-zkYPCkzzW2xXCpj35tWxcW34yWNh7kBZnnW42n-8M8hpKfPW3P424r5y1gDSW7rS3j18WK-FXW2YDlWF8bV2Y0W7fCc7398cLSSW5dx51_5f7f4wVznycr6RsP-tW6WTdJH8SqVHhW8LNWLG7sKdQzW1Yz73v3QBWb4111)  
[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W2WqVqX2jKK7sW47fCN331k0-W0/5/f18dQhb0Sq5H6BHC8wW8c_7ks4T_wDdW1p8f024Xr82qVsc_1L1SddPTW53DQ4N55p8swW1TxP_y8VCXgQW8Yztwf8-lddrN6MSzCJRcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x7D5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d9TW26Tvch625bx1W6Gj8TS6bVy-5N25hvjFHZ5KNW5D8zFF5m3ZGGW96dt4S4r1QvYW2Mtdtw7cvxVfN8q5qBxVQf4XW5vDhTY98qT0jN8mpm27XmtdqW5FyNfD4RFfVKW2yXfPf1rdNGGW4ZjlgP6PbbvkW37Vf9L63KMdmW6QNJnC5HP6T9W2zz0K44wSNGxW4WJ1658lQwtvW4SvBdC63vckNVf5S9F3GS9GMW3Mqj0K63J6hsN8GclM4PNtBvW3-DmCx8csLSqW1035yc3bSmn0W8f36bl5G0__sVhPQ2k24RqJ8W3kTd228Cx3lKW4fcy9T90Cs1JW2b409Y3ZpF46W93hsSX4f28vsMVs7V_VmfVhf7z0Pmr02)  
[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W5Vr8w85vWGdlW5FmfXv7_bRqC0/5/f18dQhb0S2C82RMFfcVWnLVh5VRxBbW1cgnCD5WbWt5W7t5rf230-msJW2xSKdQ8NR1RjW76m8hJ4cgFKVW5kxCRd27lNnPW7DHwSy4MZG5GW6LXbXY4bJ36vW42-_j65sRbvbVwLWS877bzXKW9fT0M78_6frHW95c_tc8zmgHhW6c8CYC6z6nmKW7w1rK-8tJVPdW2m206g4RTsz0VYVTXm4NQ05cW1X8HyT2Jk4_YMXJ6n0HQq1XN2z_YtMsklZFW5yYM033BTdRWVCcdVq7b6HmHW2nT5164Y1wQ8W4ClHr281r0bkW1s-rz0289c7qW4vJthz3dwvPkW3T5FP-5Ll7QqW1n_hCn3bsyWVW6xm3lh7swzLKW5n6ZzW8h5ytSW72CsrD34jnh5W8LYyWb64SV1xW2lXfyk7xnr6hN2Gkq3m6j8SkW8FfHb_86cqH7W35bfZ96c3y-2W6lbJ0J7HkJgsW9dRj8b5jHJhtW5Bw8Yc3VG9rkW42TTQj7JDPTHW8F1JyD2xTCvRN5zQypXlKm65W4yj5FZ7LxwwqW92wZhT4mcNHtW3YK_Jb8xHKX9Vq48QN3CtHCTW3MQJ6z4dNvv6W7BhtJ_6_PXhMW9j3lhv8yDG6tW6gv_K61_KNhgW9k5CYr6NQtxSN8F4Sx1fV08yf4GWz9Y03)  
[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*VH3qyT1YgVYYVR_-5L3hZ_S70/5/f18dQhb0S2C873F0FpVWVbqD5VRmq9N1vb8_n8WYbVW2PnjnG2RQpltW30vYPS3dRVLGW4T08DD5M1CYVW5J2nGv6b6DyjW2fjwjK4nXKBMW73VGTX54YnvQW9k7Grc3PmRbbW4x90LN6VyFcHW1XBH7w8H77CjW3FctXj6gyzmZN6NTJgBqj1gCW40ct-p5wjgB6W61qK-R76ZBXbVYVZDM5hJ8WyW1RvrrH2MChFyW2-cbWx5F7yY8W8dYgBw3nCMQKVf_y7j1HbSFLN204bK-kPLBGW4Sfstw8mxRkQW6GVP1C4hlvz6N2D81KkzTQgkVWp6FB1qJpDMVgpLGG3ZCMhMW7CCJWz8L9XN3W61DWRB69HS4KW77p3182-QTLtW8fg-bF7FYy0pW46lqyD5F_YwvW4LPW3P7SrvqtW4Sgmzf2dxPRsW1wMxD-4kH0hGW6gSck-8wmr2fW22c0DB5-GCg4W8P-cJg93DC63W6yDfL98l-W1CW42TyTV6844PYW7WYzMV8kjyZGW160xzv4Tgpj9W96d3Pb36HRDBW6LKYtG85LyZMW58rn5h6cgcH9N2Wn4KtjhpLGW55bHqq8-HCtJW6_Sx1c4sJnSkW6T5w427slZJ5W6pNL6r4z0_lrW8D8dx73RSNFyN8bHT04gYMQXf7wMg6-03)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W71cyym8M0YMRN3bryM5VwpQZ0/5/f18dQhb0S65P6XvxSmN12hcpfG1HhcW19jRzM1vs_ylW6SPQnY4L_d7qW4F6SXL8LKbD_N1_Yj_hYJRzBW7ZlzTT3XkQqmW4vWP628k_fpkW4QPR1T3738NDW2lXGwJ7H2plRW6WPX6H1rbcZXW32nrtS4WJMm5W2C95lm7RD6WdW3cf8CX1pyB3ZW7plc_b2HyPYdN3VJCsN-lt5QW78XR6x8DHSPwW6tLLkg2_WN7nW2jnD8k2X_j-yN2Hyzsd53X8HW69GJ0s1vN6nPW1tKTWg6mxyF9W6zF-xq3PVQV4W1MTc1H74VS_4W8-Scyz8tPRYSW32wfHz97QcRQW3dGypx5SST2GN3pJy3Zf268gW1NMqQp57djkyW3MLdgW4bRynhW1JSN0D5YRd8kW72bFJ64bkWlYW2ZcGgv3Ys4pWW8D3VS73ctXF7W7y8k2K5hGHBPW6nZn354k-YcJW3YR0dH7VLqp7W1gcGtW86SkN9W5t7z_D7Q7MCfW7r3j2q41gnd-W5TVQKs5hK4NjW6XW2Vm8nwmGfW6Htc6W1LyzH2W6wV4S53jS3tXW1bJb2R72FfXXW1wLZqF4fSmlBW8_7W098LjpYpW2ZGhrk8gVtJlW8Zlq9Q4ZJfHLW2l5cRb2yNLP4W8_tQ877hRHbJ102)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*N8mGn8Jb1TrMW1nvGmG7Dp_N50/5/f18dQhb0Sdr77wjVyqV1xvxt3wwwK_W3dY2Jz4RCWkyW8r6Zp056G8w5W3_TQyd7X1X16W7mPDW53YBYr-W3TTvjl2xNnT6W4zR9St4-rkwCV8fZ696flcz8W2WkXll91C2HQN13sBKVBbGFfW7ZB7j57VlNGBW955wGg7k4B2vW8g7NHr3gvXC_W46klFF6x2ft4N3wXqDgFZW7CN6-ZHHMVBDdMW27xygw7c0vpYW7LdqSC79-nR8W48krBM4ch8cvN5TGGp4kcb1PW3jlSZW3MbnNxN52pNTYzBS4mMfcmRth3cC9W7RHvWk3xb8-xW7B318S8_DNZ2W1xSVwj8-MwhfW1WCZKD8NyxNMN8TG1FFPMCG1Vq-_zP4jHY8lW4g-nCX5DdzcbW5b-Lln4V7yq7VnVf9t2b-6jcMhj_4RFR-7LW5Dw02w6tB_J8W44LSxM4h0_qwW7H83GD8zyFfZN7PN84h5pgxSW7PrPpW2FD2LSW5wdd7T1yhwDFW234gHv8Pn9hCW92N2c-3TLNS4W17KSnW68z-tvN5-S-kKSLN7ZW4W4rXX3X2B_0VFj0v34TnKjVW6d4ZnP5VzZb0W8MDXbR3MJXnbW1TmFbv2CT9sHW3hPZHZ5KLLDXW1Yxv1M84gxnWW1KmNPr7hJYYDW6fv3257DDm1xN8s0797ZWqf5W6gHsMD8KrkXKW2-L6GJ8Bt82zW7qkJdW2T72b4W2lsLGM6bhcNyVpjgcJ70PnB0N96WvL5rDNHcW2WmJcP9l-MlXW8h7_sG4GyHryW2ZfYHz1dmPBLW73p37G1FQqCC0)  
[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W1nv8s84k-4TkW5fn1dv2-JmJP0/5/f18dQhb0S65P6SyJVPW12gXyx1fpngsN474q--FVVPlW1pYW845Zz0dTW8h9GT61nthchW92-KlC7wYS9YW6zfX8d6PsXD-N1fKMwbM9pZGW37GnxH5pr8R5W8JtzcT29DsxgW7ylPp58x-XJlW1Rj0ST61kZtlW3XwXZ-8JVycvW2bxXG03yRkpQN45wSqr4LS1tW5XNykK6szGzkW71m7bW31Rm2BW5wQFMY5VjnTrN5LcTwjN6wTjW615YQF6hGY6kW55T5VH3740hFN4Q9g8T5fn1BW2HkBmW45QlfGW4GlFBj422G1TN2WP8PWvCLtsW8d5RH66G53fXN5n4YD1htXnCW8M2v6y94YsPwW1yW5lm4ht76zW110Skc8VLc45W1zK7Kx5hKJgDW4ttwq63Wjx73W3bxG677vl7VsW4SSTzV61TcKvW7xQLd32Qj6gbW4r6Mn33Yxlg_W8snySs6VB9d8W76yQBx7Nsrt0VSqxm73WkgSSW4hdC8c5DtvqYW3jJfg575x2fBN1Pls_jRVYqZW4lywnR5-ngnmW9frcht6qBdFcW5yNprY84Dy14W95fY4T42Qp0FW8DDKY12NCY8HW7hP60M5632J8f56dWZz04)  
[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W2_clcq9761dCW5dm1mn2-qW9r0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8q5wRv4XrbTlN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l5vYsBdW2hNgg52nj0KlW5csXwZ1pdR9WW3JW_kR7m8xwrW86P1lD37yTW9W5jg47V4WKp7cW5c1pW98pC_LMW50YWw487fcH9W6QMkmM1xks4NVcCM413zJFPJW6Q0clK24GB5ZW62L_Ct4TM2N0W1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h77-W2bK_v01ny5pjW48NXwK4dmzDDW5xPs5q7XWJTyW3G6Frm5JGnMKW8HC7lw4JWmf9MdSQk91_P-Kf34_54G11)  
[Boca Raton, FL - Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W7mMmvP5f8VmfN7g7mKqCfjJf0/5/f18dQhb0S65P6_rDSLW12Nnvf50kkM1W19QLV41tbdFfW42YzWX3B1N3GW3b39Xf1JcbP8W7xjk571czW4GW5Nsnbp6GdQzHN7-Hxr9FXhSWVBCsnX8KJyg3W1XMRqD1_sSMwW5g2-YG4g9JSkW8_mNrC181gdTW49Mw8B7rX4rtW1xQnQs4T2G2QW8x29tR5SKZjxVgt5fY9033-6W11Zbz15H7Lt7W2g6zx_7y4F97W1Gp7Zt47kkZqW1YPJ8d6H6Q93W1FXhM553ybPTW5LnRRY3BHl2NW3m6XLP7KLq3zW1H4b8f3GLg46W5HmnrR1DkRJrVBBPvS4LYWNlN3wPrV93mkhSW72_PxR3HS5QFW5P4DXt59q3b-W7MnHz74SsTS7W3tRxkr6vlDszW2Zg0Y181GyHWW8WGFqz4GmpPpW6dJ4KT6mv-hQW5SGwCf3FfMhLW7l1dyL37sDm3W2SwH063Njv1hW1J4_467x7hRZW6c6py69jf_QVVPv3NM2tVKKFN3_XmngVNl4cW6Jy1Mk2JSRx9W60NRFv4kRpyGW3Rc2FQ6qzyRGW3vBfl14H9CDDW7gJSL843NKjwW5-QSK37rD7SGW8S9sSX6--Nr4W5F-zMN3wm-R5dhd2Nq11)  
[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W6h0rKH394nszW1V_R_q5CY4Pm0/5/f18dQhb0S2C873nK89MWVffcCQ_j0VnmTpK4N05cfN4lv29cp2S_6W6gv7c36DJxpJN5Bv8tZYK1SNW7-4hbZ8G2x0YW167GnR1xP51jVDGHYj1MzBjYW1HMkMK33mBN4W15HGL6172brlW8vrlmf7dzjDqW9lYqK51zb_p-N2-MtmmTwPRtW30DL-j5G7z8jW4Hz1HJ2lZM_QW7t1r_j22wyRHW53NmJ82-nl1FN28W3yJxgztqMP_1DllFqvbW2Pd_4x3cMsvJW4NhjHx84tf5tN7-Jc0lYtJQrW3tbHb_4vHyVmW7Ncmpm2cvg8KW7RvnpW19Gc7yN4msFGPrWvHPW1bscty5BXpz-W7JNMct7YbHyMW4qb41Z9hmw57W1_cLWx1rlsfrW2gznXJ4Y2zlsW4ZK_C63qddmNW7SZrF97FgnCdW77c1qK8_dQR7W6D50VS8DT2vJN7q8KD6R7C76N6gF_GkdmwhFW1ZflKB698hN9W8Qly4y4ncnLRW1JkS2s7X5HL7W8FP1c34CP-mnW6BMzNf6fVR97W3N24Qz93Dwr2W50bPP58JdSwGW4YNl5X2k20v1W6WT-1x5jy2r2W978Lh56KjyjBW21kcHZ7B-Pj_W2JGNkW8H5Nh8f5-zvJw02)  
[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W6mlv043pP8MsW3xB88D33j2Cs0/5/f18dQhb0S2C87B0H3zW12N-pd4_BbfNW4KDwTc2Ync6yVHlDnb5X_t4YW6fLvnL7_tm8TW6-QxGp2NT9s_W6ZM2Hw3b1jxzW4m0TM18F3LRHVB22qW3-7p5QW8FMP_M4l2D_nW8Qg_0w78DTsPW8XRYFc981zrrW6_gdQN5F3DXHVY8qxz2fXfwzW6vl-602Jp_t1N8Pkdg6J93TsW1SNmg24xnZQQW12nbhv827d6KW2zDm4y2J2gfkW1CVnM52ZxyKsW7_8pzd4bD197W7bkPY17MVCkVV-_FBb3_VWsMN8r8g7m2XHYxW3ggWWg4b5fwzN4-Mv0M6dMWvVYfgqn1h7kmJW1-D4F75dL-mNW3F4zh08yCX5cW4zBH732L-CYNW1BJ4d0325BRVW6FC3Bd96vtmMW4_fQzF6m6PmXW961zFk4WS5H_VfHfPT6DMQBpW6CnKlw18-tWNW7Gb3kf4T_rymW3zQm6x3VY1xsVvlMnx5CXhc0W7LjQhN2JvSZpN6v8qBbhkhQfW62XYJF1BQDk8W1wc8LZ6k0Bx6W8rFhY85ghLpZW5RRDvQ1wwy8XW2hwZNX8D9VYNW7nqLpX51ZrmGW8pvYTZ5SbyhhW832xYG8WtnQyW37SXys35JDbrf5gVWYG11)  
[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W1GNHkL7Mw5GzW3lcbHt5FtDGJ0/5/f18dQhb0S2C87B0mbNN12NrgZG1S_lVm_Mpg2YqGZ-W8Gr2fR3kGfyQW7fKj_D7bvSr8W6zW_HC7ZS75vW7tj3k98H8nf1W2fNLTP21FswdN6V09JKST1jvVD-1WP2Snqm-W2d5nrv17xwv7VLsQ025bPTMgW1s12pH39lTXnW3m7rWB2V2GCKW1x5-HF1s-7zCW34bCL031jMCtW12xrP_3G1shKW2J27Jx24NRv4W3FFtX62F5jRZW3xwzQY8j46NCW7Dz02Q2Fs3YSN1mF1yN-fhKdW5FpsJm35bfBYVTyXP67PgMGMW8Rx0RX8XKv48W5lBQ8D2Gw0DsW6P4_dZ8YYHH8W2xXMGz3N4TTLW3xQ9ZS2szRFWW1ntzwH3lW513N19RhnSk_Jm6W2_941K1cw6n2W6KC6K24l5LbKW8WfjFm5H9QZpW4224rh6SCBwgW14zntr2VYbgcW6J9xy82Wq0--W2ZkZtw2PLSXSW5-3tvY4yHvL-W785gYQ13Vb8xW6NXsLb3g5dHtW6wHCKg7t4sWgW6hLhGp7_90ZkW3WjpX_7dXVkCW24d66p471GQCW8_91D74-9Zw1W89tgSB26G2GbW4G2V4N26VRFtW42-ygv89ZbFTW7M1SNL1QXVrGW8VHtKz5wYXvC0)  
[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*N1yrTVnDPD9xW6kSqWQ8MCrb30/5/f18dQhb0S3j47B0H3zN12P2FqF2DhNW4M3Zxp2Ync6yV_dLj55XQ_xlW8Clqh18Jr-RnW44v2PL7JQ5qbW8MNqlT4j14yWW83Ppbm84BgnnW6sRQrD4qYbvsW5r-b8l5nStTgW15HhVv4rHhpSW4XnfS_6_ZMbBW6Yc7p35Z5KZ6VN16B04l2phHW2By48L66kff2W4zJW7c4b-X0jVMpD3J6F4yG2W1l4X7B19fLh3W4pFSql2BLLc8W1f9cqP26h_DlW308kDW3t4xT9W3HFn1s3Y6ZnRW7-fbs-6s1gTlMGR_J2HFwf3W71GT2s9gHTxKW415lh31qS7DRW1cFQ7z4Snq4JN1NNjSls78TWW8KJQ1K4YHjyzV1b4yt1WJN-9W3M7_ZD1NrL8RW4SrFNQ391p92V2mkmH93Wvd2W14Dl2M2Mxq5YW6Tc_PG4DPVg4N6mLj9XzkBFTW87vM7x12l6DDW6yvLl-1Dxj9rW6Fx_Xp5gqNLSW3Crwq_5wB_kpW43zYcG8rbmcQW76KHlY4R6qWhW8cMwrc45Vbw7W2ZfJKK3H0NyqVZjvKX8NPQN5VhBPMN6P4ctkW9l6nV-8Xg8bNW5yk6Ln9bPfChVyWBtf6lX_yZW6Mx0ZL5P3bN-W5FXpB58F66hRf5QLhx404)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W73LGfx2dQFcwW1lcc6h49slYD0/5/f18dQhb0S1Wd73p10HW12PfVt5Vbr3LVl7Sgn5Vf0vVW3SV96H7l0nmKW6QSHl-3_Pl8fW4sGRRV7HhdhlW8MSyfQ8zvfsvW6TQK-C8DWk3dW3zz8ts6S3mfsW6N0RfS7m-K1VVrqSLT6ZSLhWVWL9BL5dN7RhW6XcBb_4NDKwZW4bTtmh99KFr2VtbJ5-5H5_NnW8YXVL02vsLm2W4JlTdQ6sSMLyN5W5nDQCts1wN2qnpcYpYdLFW1fD2XD2L0nc6W2Y4RCj3rDM1nW2QDNTL5-BbTGW8mhwDv8-GsD6W2SB39S3FW5y6W8r2P_788QZPHW7YWGj792jGY5W1gCGCP19gBhzW4SfBsg52xZ7PW3d8HqS81fngZW3kkCjP5zDccvW3h5Bd37hKTqjW88DSBC1n_Q08W4V6pBs5nzmGsN3J2mRwhMt1ZW1DGGtZ75hq4CW6KftMk8FhZ6yW78vwSb8Xh-5pW8lzVFB4kp5pPW3wf3RV6j299CV7zb0f5xCRK4W3-xrR-8VFgvLW1KXN5C3G0V64W3n8dlx23W0w5W5_v17-5-gg0lW77X2HV2jjxt0W70Tq3H8K9kdQW5yKHDC4218QlW8_7WDD8t5wXjW995bvq9h65VfW8sTtKK9gH6YbW38RNS32RZMFNW70gGK15LPbwK0)  
[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W66McW553QjQbW5NdfyB6TVwYs0/5/f18dQhb0S2C86_rZq8W12NyXR1y9-Z6W4_p70x4_c5f8N7SDV3xRY8ZQW5wRYjz7_q2tNW89MVPl5J5f71W59T1Qh7F0NpPV9jHqB1ccYlqVy52CJ51hXVjW4bld3q46WC00W12SbNt99Jg5cW4qqjN45BKzB5W1ScQWS6BCb6DW8y_mf64y2nsMW5YrSCz8c1-bdVcrQ4m1mfSRfW8dzB7C5WNGd_W65TzPv8G747FW2pmWFj26kF-RW1vgvj82FK2rwW6l8lmV2RgSynW62tPxp3VcncRW2rKGRH3xVFfBW3b15rT5Nr7qYW44rWsF2x1gDLN2mPBQ24ZBK4W92SJtk2TRC6nW2pt22P725ct9W6SK9xY5bG66jW6HXcWm4kbBvfW11ZTZ93WvHczW2CpBL269Jw-zW9gl2W182B-62N7-LkjgN_lq1W3p500b4wdQ29W4hKQSj53C5CsW28jf-M6GW1rMW8pP7w54T_NgjW6wQH2G7rknrHW4DT6738qY0mzW6193tN8mhMfDW5-zf846YlL_ZW2Gf_2N68CC44W412BhJ3xr58hW7j8_7G51Qqp0W6K2VrN8s4TftW43Z_WQ3PFFVRN4HjCYk-gygLW4pLJq37JHnCrW94YYzF2v23Cw111)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W9d-JP34czC2NW93c8tZ95PYtZ0/5/f18dQhb0S4006SyJVvV12kpc2vPRMWMLwTWXGhgkyW7_9khB1vpcj1W6ZBGbY6nv4L-W3Qzcxl1K5tJcW2yMCVG2xgpmcVNvq-X7n5ZdJW5fMRF23jsD3lW94QS795_c7FSW8Zn9W81hK-f0W2Lx-zB6Rl5KzVQbdh92GTxWtW37CCNh4WVj7zN450cjP-vz4jW1ZhMxl3_GbfGN5Tcsxc86SqPN6_89-Q1lY64W451Jng1Sjs4wN7n7WPgzdHKDW54shj046w5JRW3n1vMl7c3zKxW32bQ6b8FMMKZW4Mz2h01p607lW1b2BZg76XKQqW95GGGp1RwZc6W2LpkfH8nYVn5W71b6WJ1jbBttV71X0y93xp2GW2Rh38b2Qdn2JW8J9h7J8l7HWfW374M1K7yZ0zLW6Rp-gs4jqwXLW2yVSK36ftk7nN7VBDymBLbFFN3CYlWZRM1pdW88148l4N15G5W4H-L8T1mpq9jW5-pV4p3Y52DGW32Y15v2WbB0kW101FW66sl_NjN2gGcCssC3NJW4C4PXB5N_6pVW82F0HL1sTbN9W7VnC_p6vS9VNW91Gg6W56yJX2N32LPFWy-Gsm111)  
[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W688SHD1W3YX9V4j3kN3JMsLY0/5/f18dQhb0S3j42f8FSQVWn-wV1c7KDkN2qGrHMhRVJlW41-0Tw6rz4WlW2PqC8T6_kcRPW5B6Qhs3PWrdpW6YTLcW4dgPQ7W6Cyz6y8F9jfYW7Wfv5M6H94SVW4VzRZZ3_HkmDW4YynBR9339MfW5fG7437zCWp_W2MzBV-5_rn0KW40zWvZ1LDp_9W82pXT22d5QFtW1vMGJ8772tRsVll2fl1Dt6mPN2K-fF22f1lcW1DkNpP1l2knnW7yMwqN1fLyvxW7Bqv6r53tSfkW1_JB4v538v5gW54S_xf7Gnq1FW5kLPqX4X5mTjW4lsF-q3hJ2bNW1w3pRz97gK_qN6YLSlBngwmrN5QgMRxWm_56W6lY-QK5z_xmyW471jyH93zFtFVj3fkf8cPW02W5ZxrRs44W_sMW3kPQxW7d8d2XW4jnLVl1X3gyHW2sjHm94ld_m-W1_QHmm49JzR0W3YJxNW6TDZWZW4y0xxp23n8zbW8clR3d2XMK7mVZxGFY8J6-zjN8Y6048gh9WcW4PKqzC2tFhnNW5BDZcC2Qd--MW3lrRGv87S00XW8KMMYr13WRQDN4R0ndYMBfqCVjmw4m1GtfsFW1J_t2F919LzhW66D3Jb239K0xW4Bx7mR8RS4PcW6mvrfG9m50-3W3g_q3K8_W2zkVcJt8-6xBl9P103)  
[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W7CyT_Y3Fd7VlVpYSKn9lQ9v30/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8q5wRv4XrbTlW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCDvZ55FfHLW8Sz_hh7t4lfzW8X4NMh8V2SqwN4LKNm7rNDNGW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZFZY8tVzqBW87-FCY7P1-wWN33FK-yqPkxDVnjZC81HM0fTW4yyzyp4PzzS6W13Q-8w2RrNpmW7pQ-GF5mcb7tW6Ws9L56h5kptN1fqJV-skkNWW14XWVM7q7_GgVHNY6N6VqrrnW4jmkmh30HlN4Vpdxf_75qkCBW4gVwPR49k878N2MnxQ8qlP33W2p8_TT7-l41LW46p5q03ygvH8W8c3mpg8hdNDGW7ykhcr2XsQW8Vc0kQy5qdN3FW7h--dc7Ckmw6W3vVzcB3xm-ZxW59qN8G3-v_JKN6L0TwZ7m3HjMZpcmq9ZLf4f8MtbNK11)  
[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W8k42Mn84jjk7W4NYJtf85SZ3-0/5/f18dQhb0S65P6v3C7zN12gWlslMFxBW4M7jSz2lPwbHW1G_-Mm1_SGlkW3V05sy7fdZbTW55nqML8wSwCvW6y2tqS5Qbb6KW6vb7Q-41kKCjW5WfrQS4Z7zNlW7NNngJ7NL0YYW3-bMQ589Mx17W1PFY_n93hQWgW7fx-hw5gxbsTW3B882g944xQMVP_HGx5nkqwsW2zmJRw3Bs2xHW8bP9T62lR75kW3PLf8r7NppT3W19rg-v19NdkrN2nGp3qjW-M5VwMxgD5-GJnhV6x-7G5F8jnpW3-TTnx82_s_5VvNGGr3fvrnyW4rytP73cTmlNW2l17wn2Rvq8tW1nPFQr52bwvXW509GNM4-CVg6W5st8FY8XjgVpN4ZW5Ssg4S2PW6-B1ln2RLh1nN5dKZBznCPXZW33VYKM699sw_VbcNvX1FGyx3W6PhbDm8BF58gW1sWQvm9hZDyjW483DmZ7V48DGW706Ny04p_c35VPWhy158S02WW11-Jdp67g0JmN8b574XSTz_pW7htN0Y27R4d8W47MdyV3gVzCfW3SS1sy7RG6y1W5bH-PX8P22KNW54Bpj_8ky3YpW8C8V9R2kNMWqW25bQmV22YqTDW8QvPb_6zgLJJW6JMwg065rbmXW5xsm9f8QWLjSf5_C12004)  
[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W5vzdBF1HgWkjW76xpLT1GLPkQ0/5/f18dQhb0S3j46_rDSLW12Nnw04_zZD3W1b188C52lV-YW5HCypK6fsfg7W7Fv-H_6VlwTmW9bRPPR5Nsr5nW3-Mf5N1hTBdGW3yGKzm4_p6LZW3RZwvM4vqgFfW62_Kht7THZGgW93PRSr4HvhfWW938cCm6BzvRCW2HR8Fy2vHVywW6CJgxb61TMSJW8QVHf15SP-TYW4zZYnK6SjwhQN4L6Mnv_jVGxMgR6dW5DKJfW2L0FRr4359wxN2GdFVrMhXnyVK2_nB199J3fW8y37Vm6F1jq1VrZR9m5n-LRXW6NFPJY27G5lpW85Pb3j2wdXYsW4S3wlW1nXNXQW6n9J1y4P-LNQW5ztH_N57dhNkW3NbDDr7Wm-qqW96LnWW6XQZvNVZrC418dN202W2McLfv2_5Fz-W7xrBf-4bT5R2W5Dzshx80N7WmN4hzhM8qGqQtW3B7RSw7RQ1FFW7yQqmy7tlPy0W4hy2726BD9qxW54rfqL3sMbhGN3zlbVmZF6QhVyDnKY6BvWjVW6Nc8cs2DQ7P9W3JSKlc2KxGS2W8bS0yg3fDw7PW8GSC6N7gbChSVdR7ds4G2V5-W6TpQRs8M9d7SW2WSQxm3fPRdLW9m0Slk2RdQgPV_8Mtt7k_21vf5wYXvC04)  
[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W93rsMf6ssthgW47rH6S5tr7t80/*W7x2Rfs39SKdgW80LcX29f9LbF0/5/f18dQhb0S3j47B0H3zW12NSqS4-Kz4LW2phwF12Ync6yVHlDm-2-WtG9W3VtnYf6QKTRYW8r0tVk7wHPfGW6ZJPDs6W-PLYW8L4HpC3FnW0jW1gX4YN7dPcV7W9fkssr291tHNW8fs57D4-84G6W8NWgGf7LSD12W92V3df3Qz7n6W3MRJTl5xbj2NW56QXNW5vMnTdW4Q4-0N5xjCMmW2-QxLC2b7L9JW7Jx4PS8SCWVhW5RfqPs1l5MXCW6wwZ_07KrdbWW7fXVql3KGRbsW3SwzkD3hl8klW5bgdd98FH97wW34QqBQ2x-S67W6ClrNc5T9XJDW80mz-L2JvmyQW7j_fv11d2NPYW5qjKj-4XdCDjVyRYd05ydkpsVzt_cp1WHZ6fW3M4HlB1bkkZ_W4SzbN33sNVVLW1crr_247Ff23W5xMXZq3fZ79WW6ptwZM1BcMbVW5MC8Mb8qHmwpW86g8qP8rDlKzW74yPBP3G0gztW6FzGVJ5n555BW3CrKHp65d2QZN3bY9BVgFVlpW4s5jBZ6w5PFqW82h6Fg6hKNCLW7pKY6Z7HLGMGW98g25h4xLv83W4Ltcz16zQ0nXW3vHqxB5N-QLFW4n0Jkp5KxzkgW978lCl4sDdy7W5RZf1Y6Nq8YxW6NK5Nf4h1cjXf5QLhx404)

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**07/26/2019  
Who’s #1; Pay Daily; Most Profitable; Publicity for Your Firm**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**A fair day’s wage for a fair day’s work.**                                                        Ageless wisdom

**Fun 2-Minutes --**Enjoy this [2-minute sizzle reel](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W3lcR1b2KpCYcW2FbyBz6cXM2q0/5/f18dQhb0Sq5H8Y9Wm6W6KB8JF1k63-nW7t5xsH2QxyNGW6Blzl21Vq7GqVLDpF18CSpXHW65jQnk8tzLxmMRJzj9ZwgRCN5G1yGdTGv57W64JwpN10twRhW3ghhLw8z_pgLN3lRc_Lv1ndBW1HltsQ2VtC3zN7t5r0hvg5T_W7yN1jN1Twy0hW7y2w-41vY--5W31mwV530n7pMW55WhfC567bYVW5lKvt_5420y5MJVPYMVBf2vW32p-C34cMfVrW3Kqlz72KFZxKW3Z7l2l5B7Hs7W2_1rp53ZQ23FW8vr5Ss62nR24N5jf8CDZx0t8V-5Gqn5mbvF2W5QwCHF3N3vxjW30s1Hh8yyfnsVJDS7B8pFWkgW2-zdXs2_ZhlzW8MKyB03vzp7RW428cvM3djTd1W106WL43rjnf0N5jZ9YTHHqQ7W2YGP9M3QRB0dW2_WXzG227WNMN1pFB0lrX3l1W6Vzt2R4yR22DVXrN7Z6bnY_nW1ys95q61lPZvW24Zdgf810lkKN7BdWdDb5yJVW3-36rc980-z5W6YwJMZ2cGk6CW5V9WFR3f5_rbW5gMdyX3Z5qSF0) from the last Summit - and yes, the young man in the video is my 11- year-old son Quinn. See you in Anaheim for the next Summit.

**It's About TIME: How Businesses Can Save the World (One Worker at a Time) --**Are you scaling your business on the backs of your employees’ cash? [This is the first book](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*VWRgLF46_t25W6sPwxH724vJt0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8r4N7s1pNv6FN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vM96W53CdC28Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zm17P1-wWN33FK-yqPkxDVnjZC81FTSKbW2qvkhJ4R299NW7wznyH8Vb61JW82QdGl6X71mRW6dkdF96X-WF6W1gyxtT85gb2qW1FjYrM1gGVkGW4bFg1S6wPnLGW8SBFVD54C2lhW2SDYQ93r4cG-W7x3tFP1R_FZ8W59WF4y1xWjx2W2p8_TT7_F2MnW7dr9qW72YqDyW3KNRNN5CBjwLW5hk1wx5yf4y6W5R34kl1ny5pjW8RgnrD658PqFW2VC4T-8PhcgwN8C_F7yz2TZFW4ByRd71cRMbvMtJCL43_BWDf8KdXHh11) published by Conscious Capitalism and authored by Safwan Shah. Founder and CEO of PayActiv, [this 21-minute keynote](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W2-lwNk1n-mTNW4SNzkx7gy5Zj0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqW8r4N7s1pNv6FW3hHh9c2P7_nXVcnTGj992gLmW4tV42X1nh0pZW4vgKM19926BGW7lPDJ36GK4jqW4WKGVn5Dz9BwW3WqF_m8S3yR5VbY02S4s8d5QW6c6M6X6c-1nYN4sglY5XDnt2W64gq0k47zndXW2HT1D15bKvbPW3SQgn23_CV3gN3V_TcnxZ29gW41TlcR3Tx3JbW5Tc3X-3s1XjFW51FZ8Z6BgDtPW8gjY6L8WBKbVW56sy_82NhXFJVnbDyj1fCHsZW7r2QkQ56MsMFW83FwCW3r30rcW11Nq3M4fdjPXW53ftQ46YhvPkW5MdNq475vXYlW7vnSTb841zHbN2LBNNWtLhjrW1BQqFX83x_41W7vVzXr7wbCXxW1CWgF982d9LRV6rT3B4lBZ6FW75Pqgz73QsnmW1d5pgb4NB8Q8W6DzwRS1Z2rjmN32VWQh10N9FW5xftx31Zrp_-W5SG0M51scsWwW25z5TL64f4SKW1bwyVm8-FfJFMNDyx-rTzpYV1NdXm2FNcxn103) details why business owners need to think seriously about the frequency with which they pay employees, particularly frontline workers. It used to be that workers were paid daily, so why aren’t they today? Seems fair and would eliminate the payday loan industry. And if you’re not paying daily, then you have to consider that you’re scaling your business using cash due employees! Safwan’s firm allows companies to do just this - pay workers daily, critical for those employing lower paid frontline people. Please consider it.

**It’s About Time for Canada (and all countries) to Focus on Scaleups --**Reinforcing the importance of scaleups - the unsung heroes of economies - this [*IT World Canada* article](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W1hDvB82PZF2LW5kd1_l8VGXCv0/5/f18dQhb0SfHw9dK6q-N81SjwlHyjJqW8r4N7s1pNv6FW3hHh9p5zh-NRVnQ9Qq8--HBkW8ZPPL88WxQlvW5ld3Tl31XdVWW8Wm1rf54RRy5W4cymlm2N2CySW1Syk4k7MbdkzW24D_888xW5wyW7ZKvbD6RXswjW1mbWpd7dfwDBW6bW0SL6Rykh3W24X7DV8y22tsW2z8MFv8rKk2pW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJV-zgZ347YlYyW4bfcHb47Xx4zW3C8dd25-GNDdW3VKVtL6nGl8CW2r5Kr42HT8mrN6kPFbpyMsf-W1VJryk5lX8fqW13bD4h6dkdC2W2cgl6q2tcltJW2sdbbM2sBQPdW7pJWQG7p8jmPW2tgkbn1GMXDCW4zWw6f6wXWLwW2bt0VC3qzjn4W8WHhYn9fxqr8N7vBQDGmRgtyW4z91QT6XvD-XW1WfCqk3p14Q2Mn39qRJS9D1W2tMPlY8nDXWKW4P4_pB4M1133W4H_8kn55CTvkW23_QGB2dNt11W7GfrVl4QDcJ_W1vsWsJ44chlVW97KvvG5_59K9W59ykwM3n0TZ6W6w7TtB5RNfjNMVMPVbVrLq8W52_W2g5n2LtT0) highlights how Canada, like most countries, doesn’t need more startups. What it needs are more scaleups - a message we’re shouting from the rooftops in the countries in which we operate. Thank you to Scaling Up Certified coach Rob Nankervis for sharing.

**Publicity for Your Firm? --**The “scaleup” message is important to all your communities. As such, one angle you might take, in garnering some local or industry publicity, is to talk to the publication editors about the importance of featuring scaleups - and that you’re a viable example if they are looking for one. And if they need an outside expert to validate this important economic fact, I’m happy to help add some color commentary to the piece in support of your firm and scaleups in general. The article above can be a useful starting point in your conversation with the editors.

**Global 500 List - Fun Facts**For the first time China has more companies on the list than the US - 129 vs. 121. With a total revenue of $32.7 trillion (roughly 40% of global economy) and combined profits of $2.15 trillion the average profitability of the Global 500 was 6.57% in 2018. And employing just 69.3 million people, less than 1% of the global population, the average revenue per employee is a whopping $471,861. Hail the [*Fortune* Global 500](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W759bt166RQLhW4r-FYN41JS_V0/5/f18dQhb0Sjvc8Y9YsWW6KB8JF1k63-nW7t5xsH2QxyNGW6BlzkR5zh-NRVnQ9Qq8_23P3W2KBDLR8-y10rW8_1TGW5n9_H8MtMvKkrNDNGW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZF-x1ZY5-PW6t5Z8C6G2lbzN7NMdQN4cNXyW75WRHJ54h0xRW5hHfMR8cSrX6W1WnB5F2cQlkgW4mZY_J1MgLQHW1yBNWG6q2GDqW2GqfbL4m5t-zN556Qs6kGKjrW129f0z6j0hG5W4yHBJM8g007qVKqj303cxWs-N4cjjqxsMDsqW1j-1TZ7q2ww4W5gSHY56HsPSbW3Cdk0d3wv7SmW6xYSRB2PjBM4W2FGwQ77rbf66W1gzy3B7gYszfW3z-Hql7LC_B0W81Gnfb3x146BW6fKSr128-BFpW4lP7NV3pxWL3McTSRKcSycYf1RydcL02) for their amazing productivity.

**Walmart, Aramco, Walmart, Apple --**Walmart took top honors, again, for both revenue ($514 billion) and number of employees (2.2 million). In turn, Saudi Aramco beat out Apple for most profit -- $110 billion vs. just $59 billion! Where Apple continues to crush the entire list is not revenue, but profit/employee -- $451k -- just under the average revenue/employee for the entire list. Conclusions for us mere mortals? Profit should be 3x - 5x your industry, so pick a firm or two off the list and compares numbers. Second, brand and process matter - which is why these firms have pricing power and can drive 3x the revenue/employee of mid-market firms.

**…And Only 14 Female CEOs --**This is up from 12 last year and will go to 15 in September when Julie Sweet [takes the helm](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W63zr8f66xVzqW3HjXG26Pf5TY0/5/f18dQhb0S4JY2k5LNLW12PpZV2qyg3WW1ts9Yk733K7MW5ynFj73b4-43W8Bdbh-2MDTLWW4Sn1ZM1LGC1VW4Gw3L_2SqMPJW5K0YhP7dpY4fW42tBnk5L_rJhW5nGN5l4Pbcr8W886dQK4D4jZ7W31KDRj4v6Gm0N5S0qt3RWLsbW65w4yV8SZkvmW59dRkK47BgtbW33MHQ73HDt7SW1D9Gw254Jr64W2V2Jgm3cF-7hW1ltq4n7N9FfsW5j7_3M78qJNgW2KxNQf6QRltHW4RsGLk7pLZ0HW3DX2Mv4MDSTjVcZnnY2H5GykVPqVby4WHVzdW3xwzZd1Nd69sMcSM35PmXXYW2b-Ksr53C_g8W2nDQd_5_36DRW2CRbJj475-K9W4nDdV81yd9mQW5wfHyv49qMGtW3tyF1h55TR3KW8K-lhX12w4l6N7y2T7yv6v_cW6rpT8p1WcqzqW1FD1l_6Y6_yQW49Lnvn4B08C3W27m9w38KYrq3W5-Qst333BsP7W6YTFXS6FkJ8JW1sFL7Q3VWdxrW82rRDx2_0DTwW58KqKY3b_fBtW2vLXcG7hNP2YW4ckH545xXGnKW89Y58m6xTH1HW7_7Zf53-S1VYW5rHzkm2x78MRW2Rt4-n3L17MMW8mJyvV5RclPYW4y85JL91b6D5W17xDQM81MkLXW2WtLpn6n7gMJF1XLN6BJlwFf4F7G-n03) at Accenture.

**50 Most Valuable Sports Teams – More Fun Facts**[*Forbes* released their list](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W94tzRT299gs3W5d38Tv8XD2bP0/5/f18dQhb0S4JY6_rDdyW12NrjB4_4zbjW4NNj2g2vscDdW6RKnyT75WWgPW92dPDN5Pb9pkW7vljjS3hjZRpW81ZpTQ7Yv1vhW2FnSdG4Jj3P9VKJ8dp1bQxzfVjPlgq4lH_qxW5fJ8jn7jrg-pW8sK6Mr7PZQv0W3YnZhH2zn7jnW8Fg3TN7VPbKzW47wd2B1F0WLxW2H3k3-5nz5RnV3Pf0_5XSGS_W4_KSbk7HYY_RW3j0lbP5GhXHdN1SScpxJ4nf4W5XWTwl2PFDB6N4NTR7bGz26nW4szZjY5thxzWW793zKl2T09VNW3-3Zg51KTNhhW6p93Bj2tdrd-VcqxGJ54FVvnW45qSNL6rwHN7V9QwrR11rvp9W8GbKyQ5_Ql_2W81xJjL8WDQ8bVKJ9Xt1GJnVPW6LgkxQ20bXJkW59CHZl5sx-K5W775GmG5tGWlTW2mzjh06MtqdyW7ZlrnZ7pY9VyW1nbTFv4Wg2LRW2TtrzD6BT5ySW35jJ4G7Lf-rNW6BP2Cz8J2fgYW7tmxjf6B15fgW5LNnhJ8X5j5lW1kp_v68ThnB0W39lbqw6-BmSyW815dwz2R-VM2W7yGVrj2v8WcSW8tzCZ15JFTTmVSTfRc7LRQN5W5p_3d67F9kqyW8VRq4R591HYQW6kkg_Q60sTh7111) with the Dallas Cowboys, New York Yankees, Real Madrid, FC Barcelona (yea!) and New York Knicks comprising the top five. In general, sports teams have been a great performing asset class. Why? Because they are “shows” people want to watch real time, so no one is skipping through commercials - and the merchandising potential.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W6nXmw488G3vnW8Txpry28z9k30/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8r4N7s1pNv6FN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6185LcNnVW2hLCYM8hz0YsW806yj370ml3sW3qzH0V5KXvwzW8cK0pF2lHzpPW56JN5M1kZrVnW327dD25X-7HLW3vPWyk4-Wz0-N3bB6MB516TGW5XKdLl65L4WrW53D6lL4Qrpm-W76x3VN457hYhW30tpZz4fNkwtW6rmnyx2Khpz-W55RkMR4b2m-5W5DhqH73kYc04W4p7yDT2zQtprW36_zyt23N6GJW8qBX9P1Fj05rW7gYszf3z-HqlW7LC_B081GnfbW3x146B6fKSr1W28-BFp4lP7NVN3pxWL3cTSRKVcSj_k3zJVKN102) [(Sold Out)](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W71W4mt62_DY5Vj0sZ67zj55-0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8r4N7s1pNv6FN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6185LcNnVW2hLCYM8hz0YsW806yj370ml3sW3qzH0V5KXvwzW8cK0pF2lHzpPW56JN5M1kZrVnW327dD25X-7HLW3vPWyk4-Wz0-N3bB6MB516TGW5XKdLl65L4WrW53D6lL4Qrpm-W76x3VN457hYhW30tpZz4fNkwtW6rmnyx2Khpz-W55RkMR4b2m-5W5DhqH73kYc04W4p7yDT2zQtprW36_zyt23N6GJW8qBX9P1Fj05rW7gYszf3z-HqlW7LC_B081GnfbW3x146B6fKSr1W28-BFp4lP7NVW3pxWL32z7R2zMcSyDx37xn1102)[; Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W3LCm_h3gMLngVJFx2X7F8ndy0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8r4N7s1pNv6FN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6185LcNnVW2hLCYM8hz0YsW806yj370ml3sW3qzH0V5KXvwzW8cK0pF2lHzpPW56JN5M1kZrVnW327dD25X-7HLW3vPWyk4-Wz0-N3bB6MB516TGW5XKdLl65L4WrW53D6lL4Qrpm-W76x3VN457hYhW30tpZz4fNkwtW6rmnyx2Khpz-W55RkMR4b2m-5W5DhqH73kYc04W4p7yDT2zQtprW36_zyt23N6GJW8qBX9P1Fj05rW7gYszf3z-HqlW7LC_B081GnfbW3x146B6fKSr1W28-BFp4lP7NVW3pxWL31p0kYFVcStpv5XgG-y102).  
  
**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 Verne Harnish at [verne@scalingup.com](mailto:verne@scalingup.com)

**WRITE AND PUBLISH A BOOK** to Grow Your Business and be THE Authority in your space. My publisher and friend Adam Witty at ForbesBooks has streamlined the process. [forbesbooks.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W4VP6Zg8mMjbSW6K-kl52MctKR0/5/f18dQhb0Sjvk8YHtvCN81SjwlHyjJqW8r4N7s1pNv6FW3hHhbJ2P7_nXVbxYmW3V566JW6b-s4196-HHYW7nwMJH7dfwDBN5CRk-9cNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9fYTpn4yc3CKW3sSDqD5kmcLGW2Jb9Nw4L48wKW3H65B24ryGnfW47wRg23lvk6GW2N8Ygc3DWb9rW6nC1jm6tSJDYW3bRf3J5nC42NW6LDVnM4sckr8W6SZ7wj6bVrGsW2p02k34Vh8SmW6SV-wX4rhyxJW5CsZpd2xG16DW4wYLWN3w-wB2W6p0MKL5BVsMjN11rnNb4VjhvW6MZR2V54GcH6W7K-c-g2pZZ7FW5hfQL48pMDxbW40JMw92kCjRdVMnZhX6w717zW8CKDYH8_TwNRW8Wz-ZC4Pxhj5W3DlwBb5X3YWHf3fD2h604)  for more information and to take their Authority Assessment **EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W3MFqWr8ZyMJWW7yHl6S4mRLS30/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8r4N7s1pNv6FW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtxBV9hXM08hz0YsW806yj370ml3sW3qzH0V5KXvwzW8cK0pF2lHzpPW56JN5M1kZrVnW327dD25X-7HLW3vPWyk4-Wz0-N3bB6MB516TGW5XKdLl65L4WrW53D6lL4Qrpm-W76x3VN457hYhW30tpZz4fNkwtW6rmnyx2Khpz-W55RkMR4b2m-5W5DhDW46s16_2W8Ph58-59BvcjW6f_79H45yhlBW7x2F0d3rLRkFW1ny5pj8RgnrDW658PqF2VC4T-W8Phcgw8C_F7yVz2TZF4ByRd7N1cRMbvtJCL4V3_BWW9gNZnG111)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W68Cx4Q844s49W4xfPD_29zmmw0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7t5xsH2QxyNGW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1xHQHQVL6_2m52YlfxW3_8mpl9fgwMTW4fd6Gl49rQL5N4Qvq-m7wb6BW1Txpql5pM1GnW2Qqds353ClmmW4C59PJ1fm1X0N3pdw0Cn44-_W52yVCB5MGBywN1CcJJGwwSyCVqNYkK77lZ53W2MK0Xf7JYp2xW758Vgb1yZ_nVW1G63Vf7p3C-_W3MYNWg75SM89W73R1h2224l1fW6pHKM0770mwhW1YYGkB4mT1-LW5qdN3F7hH_Z9W5Hrq5d25jzX5W71SwVV6lJDMWW2l6JCf931GWQW4Zg3V21WPqF4VpV_-X6pS3p1111)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W4qdmYx6QhWsDW4DBWZp8XJ44M0/5/f18dQhb0Sq5J8YHrnRN81SjwlHyjJqW8r4N7s1pNv6FW3hHhbG5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZjmWW6B3WNr55p8swW30JDpD4fZl_JW4cj9L62Mn1sBW32lPx_7wzhTyW2Pj3sj7sD5f3W2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3yd14qL52W7JCxGl81bhDKW7N_KqM11GtpLW520N2H7v70tSW2Hy8mb9dGZLlW1hWpXB7Vbg3fVRFkK45G18KhW3y9KYQ3dgtM7N2_yKRQGKhcTW3mMPV63LtDwmW8ssg3b8KdkNCW8n1dWR62p3nVW37xJtL8xVJbYN8Lm39qGntL6W3zD7Td8kLdDZW36xLQF43F4CMW3pfZwM8hMH-YW3WmX6z42QT9jW3z0Sl98m4vYfVXwP9M6wydXJMQBghxrPpMvMrJh2DR6wHDW6b-mP66cfByrN5DmGG3P9GRKW8j1W0C6t23q3W8xmZh98Hp7zWW1P012J7Qqm8cW13wdjq6TYh4dW6ml62F4Pv86fV5XTkB8--Zrw102)  
[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W9jG_9l7VxFj3W7n7QFS4dWHwC0/5/f18dQhb0S65N1Qg1MfMWphr6DQn_4W2nVF_Q1tr8p_W8_hBS53BfyhfW2dL17y5P-rHMW4dKZ-v8wCbyKW4D_rh05MPj80W6hKt0g1ySTgXW596pBC1_c5J6W3wHb5p7zX-vbW8pB7d14qfswpW4FbZm13v9SlpW4nwrvs1nkv4yW1Jcd8T8RsXsBW2LMKSG3WtYwqN67CLPMYqJJzMLWv3qc64cFW5RMPL21l9PRNF1b-8qpxnJ3W4kFhsd2YZNHwW8QTSz_1sW5mdW2HrH6j4f77B2VVZ90c3MSLKlW3X3F8F5q44WyV5NxY_3RQZsTN7jFPM8T2VxhVk5czh9106RMW2RVTsN6Gm12-W9dKWtF8nGbd6MgPDKwrtLzJW1-d9Tj75JJ2NW42k20g50BC0tW3FhrZr3qmhGhW1r8H7l8B5LWNW5wNxKX8l-DR3W7W47DH4kPHymW5J9Fz33gb-q8N4pfNhCBvKBtN53DxrpzMVnBW873H4D3MfzQdW41r1nl2yfjNQW3j5mYM1h2qDVW3D_h2P8Sj_GMW1Wy9tD3Gtp1TW8PyhgB4svXLfW742GZ96rbLTLW2175jm4bS-n7W2Cpl2F8MX3MhW5xr5ZC6nTxymW87nLng4nRmwzf2Zdvfc02)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*V-KmJ533s-X3W35c4Rr2QP17C0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8r4N7s1pNv6FW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF5RW1YjLXb4nh-SmW3X0g0y6bp1cMVbq5fx4TKc2lVQs85w1ddFFfW74B11B3MPbdtW4rCgfG8JZlzYW3szwFy3785jvW3s_sgJ5jRvvbN8KbytwS7LY5VGkqCT26jCZZW3gVHjT95lMXVW7bTHWD1qR9FpW6p4S1V8qCbgJVXvRwZ2BZxdKW5s_8cw1bBvW3W3_RdW07dr9qWW72YqDy3KNRNNW5CBjwL5hk1wxW5yf8T02w8xKKW5bN28m77YYm3W666xR-6HdMBqW740JGC3bjmtSW4kYMQ98GBkGJN6Q3Qs6rLh9QVrHScN5wFSkr102)

[Sydney, Australia - Jul 30, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*F2XH1vrd0LkW1HcT4F2VNfQr0/5/f18dQhb0ScLc2N39hbV11vt3758dxRW71lvfb2wltpjW7_RyxS6BS7YFW2F14Qv32ZRpyW4TKblc2JKXNWW4xxYRD7Pl6kJW5D1DMG4KwG0SN225WJghp4b1VqcrTY5B6PyXW6Lw5kd8gnq60W7h3NFb4FYWhHW2NkmSw8SRWnFW11BhRH5B0GBCW7f82RJ6yYchWW8bhFvJ1F9m-jW8v-MNc2FdGJrN6n_DPZCQ9prW3HLGzt7-bM2-W5HLlsJ2MMPZnW5LRSqh1b2K5yW19QZTt61XNhWW1WYkm31gFbpRW4JwfyK1WgCvwW7Tz5fQ5dpCkRW7FDY9n1K7dJSN5-ZrZxDf4vhVWDPmt6YTM5pW1-ZBV68-Ph2jN84cJjYVcCZ2W4F_6SW5bVR7dW67HPZL6l162KW6Shsjf5vZkq-W394FpF4CnmGpW7y54x67h0DQTW2z7lxB37DYrVW5B1dMP8TFVs_N1XJ7cKPCkK1W5SCsT65gZwqTW25h2Nx6vWkfFW980YBv6sgZBsW1qlRV52bzxTZW1CKTgH2lVvQHW8kmXG_6BjnB0W7jW2DW7qR-NRW2DtHvJ2RfXTWW6Nz2GM733tzBW1nqmtR4jBpr0W3CzkCT89p5t7W7mkQcs8YTD9WW6R4vpW7TRhn2W67xFHY2KcKGQW1sP3ch5w8mjnW6ct6L45nVzzGW3rC3BY3xQW3DW3JYnnm619BZ0W7C3-6P8bx8R4VlnPkh7KZX9RW4Nf-1n64dqxbW34V9cC9hJr9kVF2wcM5SJ_gwW89C0nF7SszXKW8Ln6rS5yGDzTW5MMTgt6-mplZW8_hpg52xrvVVW7jqnCL97DY0VM4kMjFpN0n2f77hHzH03)  
[Auckland, New Zealand - Aug 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W9kCWvX57pRW4W7HRD312RZv1L0/5/f18dQhb0Sq5N8Y9-RWW6KB8JF1k63-nW7t5xsH2QxyNGW6BlzlY1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28vXzgZN3JsXVKV9mWjN1pNWLnNg_7cMZwJp0WyH1vW10-7Sx8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qMTRPTj4Dk-X2W1Z_4kg8C8_ZyW55T8N87w3wPSW1NC3Kc1F6KTtW1vP3CS50pTQRW1HVprz1TM11TW4cdTh04m68Y9W491lMb7JMt77W1zNy-H8Y_zM_N4nGQljjJ-8lW1PjzY648TRyPW1yh5bC20RNyPW6p8-G_48TDbJW1-9dgw21pY71W6rB4mb49ysMjVrNDlh7ZjRCNMpPFYrcWbVfN4Wpz-0q3t6vW7P1X4Z7P9LcqW2PBd0j1Ngx1cW51bv_F8WTWfKW6bHT5W1RLBdRW7L_BLd7qsG5nVHthrh9l3Q8mW4L1Mmr4JXQH_TkhGG3gB3Jz103)  
[Canberra, ACT, Australia - Aug 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W7X43wX8qgbrxW74Vtlt1qQPD10/5/f18dQhb0S8cB2WK264V1xNCp4TQbfRN45CBMRj6kvgN40g1dGnvflQW4gKmLr3lM51kVW-Xyd2JdJSLW8WY0Qs4tX6bwMWz-q-3XrhxN3t91Vz7Mf7cW4QKzvW8FrKzLW6K6p314CLqNfW5jPVDM9lCCtSW1hsyZl1zLWmqVmczbd6t5QQnW5r2Wz07zLs9HW2slLqt1b0_VRW3gCB0r8jmkvQW7sqD6n77b3nBN5BkG-55NQ1zN67wgXvZrlBzW5WsmRS52yBhsW52T-lC40CVdDW1GlK1y4RM-NdW76S6Fh6rjxjWN40hzKJ-mKV0W7gjw7K7KrG9yW7g2vJP7kQZVHW7sTGY68Hf3ZTW14mtfJ2-VZBDW6xlvSb47QD0MW3y-dLB2KQqW7W7Dcgg74ddHckW16wbkm60SjvDW4MnbMw5b241JW1JCZDH7XX96PW3VSXfz6ztpbvW5G6jQj3_pb-JW6tH6048GG1FTW7RDBKb1hnxvBN3tnnzNX_b8YW2xG7Sf17XbxHW2Cgfr43mjMNsW112--s12x9vPW1l4kMr7lJLb0N44sqLgy9hRxW5C5dZM84F_9mW3Htblk39S28kW8wX0ZY5tvqKQW90kXN52JnPBYN35NM5T7bqlyW3kKyvb784ZvTW7YDvNk4WvWbgVr-gc45MRvmQW31Vs3N3dpJ-FW2bHYQG5MqHCXW2t53hZ68jyS2W7y7vRd3L-xcrVZX2Hk8bWckpW6DgscX1pqnfLW1zcjKl1dTkXLW59zJFr7RFTCVW4GqXpG8SqnCwW1L-7xc6XDfPLW4BCLFv9bNtC9W26lFTh7R8sRWTs-L22K49lWW28Kd3K1YBPF40)  
[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W5bpX3R7-WmMyN2-dLl38M-hn0/5/f18dQhb0S8379dZyGFW6KB8JF1k63-nW7t5xsH2QxyNGW6Blzm-1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yLpxXW2J55sy6RwYRXW25G10S6RgjsvW2ByL8_5tr6BhW7b_jCf7m1NlfW7d75MS7ngq1LW7d7k5d5vwjwRVQZkfR3N8l9cW3TBp5B1xqKsXW1xc38D7d0brGW7lPpqy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3Vc_Yd6sZf_YW7JCxGl81bhDKW7N_KqM11GtpyW4W6B1Y7v70xcW7N0d6y4W9-mlVHMHFX7wqyqKW7Xty_p2_1rp5W3ZQ23F8vr5SsW62nR245jf8CDMZx0t8-5GqnW5mbvF25QwCHFW3N3vxj30s1HhN8yyfnsJDS7BW8pFWkg2-zdXsW2_Zhlz8MKyB0W3vzp7R428cvMW3djTd1106WL4W3rjnf05jZ9YTVHHqQ72YGP9MW3QRB0d2_WXzGW227WNM5qHHnKVrX3l16Vzt2RN4yR22DXrN7ZW6bnY_P2Y0bfbW5mRgWy94J6D7W7M6p6r67l2lCW4p7QXr8_2MwtW4YBV-v2hP6lVN5ht5j7dSQk9M1_P-2NjJmz111)  
[Sydney, Australia - Aug 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W7p7sFk9hWHKrW6VtydX87z7mw0/5/f18dQhb0S65P1Qg1MfVWphpb1hzW_LV3ldd95TKH72W6m8J5x1ycm5wW5Dlwsp1jh7y4W26mVjQ5NFgR7W8tHSJB3m_24nW4QBB0k4DCh5CVMgXLy4DClSnW36N--C1f6DNMVm_z9576SbBJW9c5NTV380VHJW93Jzpc4y3x1SW6GQv_y869xJ3W2048c06LH5Q4W3DGMCW2s6cGWW5SS3_L1nFBNqW3BwYbC79fwCzW7VMKD25lwqjdF3CVhdfJ5BmVRmcFb8hx3_FW4j9FGh7hTL-mW52RZs-2GM_M3W5X454y6D2R0RN89WYz_SMQJQW7_cgP84WTcXdVT6MPM7LqPT6W1bfftW2-xyMBVl3B293_fckmW2DR5Dl2nsLnWW5wdXlL4jGLm1W2-6qsj76Mv_FW7L4vX-8TN9XKW1_bPBY5pnBzZW6TmQkB6GxgF5VwNWgk2k5MPlW819N525BvdNCW8Shk7s99_9ZPW3VKBsh7tr8n6N5q2X3kh0gQBW2dBlXc3Wz6clW8vy6w08z6DyLW1r1Zhb6XHk0hW42r_2633p2XnW6GStWC5wTjqPN3X_1qT3wRKHW4RbW8r5wjdt1VLpwkJ7yrfl6W9g44Ns3345c7W9gM7r943nhksW5pgJG63sJNLXW7S0szb2JSNrrf1G5Ch411)  
[Melbourne, Australia - Aug 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W3ys40W7GNT-0W4zvGJR2wkZxf0/5/f18dQhb0S65P6_rtqCV1xMzq4_B4C9W79dfx42vCvxZW3_JLNg3VzgvPW1GsyWt7n-HPfW7XZhWK6SmYCrVcBG1F12bW_1W2mVG0Z4zFrBkVgk3cv5WTD9qW6K9yLt4yFHPgW2gqM287VKNhTW67TxHG1n8z_qW1z9qk38zyf_XW74K-n-4Z6c_ZW7KxvQQ4LP-l0W6526Q38BfRdFW68y1Dg1T3M8mVBN_d83yc36tW2snQvM989wTXV7dtfz5Td-fsW4ljn_Y5t9nvMVBFmfC2pm7mXW1pwYCD6Qc4W3W7nWcr858fxPSN5H7K2FGy3VpW3pTFRX43gnW3W1zLY6V9hyCY9N27ryyY6_x7VW7LTwtN1QjQqxVG5Yn24lc1l2W2m41PL35qzMXVlHHgJ7Yj67tW3z-G375p3SHJW441zw44LVK0LVpgDnP3CBHTtW5Lh0DG2yQy74W13h0t45sxMQ5W205NdF3jYJ-JW3l7jCg6sSZrrW4Sp1Mj4W6KPcW1Q4G493dRqH2W30xh6g2kXptHW1gCl3x7ZcfPpW7zzYgH2GPjChW7jy5Bm7L4TzKW1q7nXQ2bRK4cW4Gz8jd85wws3W8L4Fb01wcyqqW4zGFL75KCNd_102)  
[Grand Rapids MI - Aug 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W7lXn3_1bw-wQW87bfNv3mhyRC0/5/f18dQhb0S4HN2p44bJVWzQzK7-FFkrW4V6lS23xxL7ZN8gcFYDLFr4zW6QnjTk7HMyHXW4T1QSN7xTvRwW5J0KLP6JvVKBW4MgTVk8NvFC-W8wfh9M18NPm5VzCxZ12YsNrqW2XCj8G8SdtQsW92jjqj26p_ylW8GckPM90NspMW8v2s_g1J24D6W4MRyhR6F4Ct8W8jyrMz5V72fQW3cXSfp2sXM_DN3Fl0kyCvkHyV532_S4P244PW5z_cds2cWBprW2gFMjJ3CH2J4W3jS-Vs839ZH3W4Cr7G26K0VKlW2gmNXF7dXHVbW7D8brT2HFCbrW9gJBwv30xHcVW8ywTxj8yNw9BW2CFnpv7Kj8rrN2bxh6dJhFJNW37SkzB8TGDnJW6wQ37n2t-tYPVwg4022963c3W1bkhmB2QD2WsW61Dlhg5zCMMcW3jRVRB6-pgNmW3YGZPN4wsD18W8PL2Nl72pGmNN6N77TMBW_82W4lSWjx5HBqwtW171S6S7dFpNjW6tQjfX48DwcrW7rD_HY240RT9W4Xm0xW7WDHV2W22kJZQ6nn4Y7W43Y_wy5pQ6k2W8Q21lj2Xhgp7W4w1svj68jJPJVQRpn86ypZrcW40C6z35RqkKLW6sjcb05cpHq1W1Zn5Z08yxqnWW1cTmbl6y_tKqW8GyhDr6TbHSDW4F22cm2htth0W8rvb_N6pG547VpZc-33nw1ctW7D6vj04TdJXPf1S1Jy311)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*N40S0b2hWLHcM9N6CCdTTgy0/5/f18dQhb0S65P2dYBPNMWnBwJWSL8NW2lDnWM5q7RkfN8kcWFVnfvqpW1WrLBx797qVhW5wp-Mq8swxngW8L9-sB48N_zjW18cPhc2jyVrdVM8y-w2kPzSQW2ychJz6gnT1MW1dnnGb129l2wW7rQ8Wp8fysJZW8Ptfzl796h_0W3-DhK73WHDrGW6ns_7c306bDHW1gWWW427vSgMW3H9QMW3SfdJTN4QsTByj9d4MW7jXP2s1cFMQrVq0Kxk4-W2jPW7cg2VL1DV4QYVpPplt5P7KLlW7LJJyt6r4wlKV67LGc8hWwrTW5FdcQB6dPt84W1vdBrf65yGKpW8SQpc15bQhg4W8dbxMY4WpWLhW8v__sp5Fdj8MW6GmrJC4pwzXlW1fbf8w4K48HFW2PRcmJ8RDCBrW4g3Z3g7tF6-lW3VMSq83mb_ZWW918sql6HxBJBW21sQzb8D5gyBN6zyQq4y9fjTV7FF2t21rq1qW7d7lhD6DWSsqVSq0vk4G0B0MW3ftZhl4GT7_1W6ZsrzR8Kj88PW4wyk1v46hPrJW21WMtD1v6_pJW7yhd0J6nNNMVN3xx3Kt2WYRdN4_ThN9bKt8_W8wnQMY8twh8bN6r6WB_wPJMwW4y773B4fNnQmW2lf4wt4mjkG_W1L7xln3W6NMcf2R_Gvn11)  
[Scottsdale, AZ - Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W2wkJD67lcCmtW1w6KfC4R1Dp-0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8r4N7s1pNv6FW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dz6FW6G2lbz7NMdQNV4cNXy75WRHJW54h0xR5hHfMRW8cSrX61WnB5FW2cQlkg4mZY_JW1MgLQH1yBNWGW6q2GDq2GqfbLW4m5t-z556Qs6VkGKjr129f0zW6j0hG54yHBJMN8g007qKqj30W3cxWs-4cjjqxVsMDsq1j-1TZW7q2ww45gSHY5W6HsRf23Cdk0dW3wv7Sm6xYSRBW2PjBM42FGwQ7W7qzNMr4J35S4W2N6Y_S5GgrbVW2XRKCT5nHp9LW5Lk_kJ335R74W5hP_6-98TT2KMmRw0WdXyXbT1z5C4BmS5K103)  
[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W79ytDD7Vd868W5Hnm_h2PDrcN0/5/f18dQhb0SfHD9dZyS6W6KB8JF1k63-nW7t5xsH2QxyNGW6Blzjq1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV98JTVTxZkF8r4KyCVV9PmY1pNWLnMNg_7cXwWvVW6kL0bB6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdW2m5jR32N33B5W3_t0gL32Gf2QW4dnWJc69NG1wW6PqSg98mQMWvW5Tptnt4rmbFdW65HGw35K_zXKW3lj2tv3blhRkN3XMy1rJDXjTW11ZFpR3Q_kgYW5kVwdY8mJM-KW8BtbDR350M41N8Cl8ncGlwjtW8BygQB3wyXkjVMcz3f5rNL9pW5jMNHY5g_0dsW3dlLLp42PyzJW8zxd1Q41WfPlW5vKsJl3TYw--N2-0JP2x_QkyW7KvtFH37P0d4W15hnZl2Z_zljN5tj3xpxYmNLN4rY2G6KdzRlW8j1W0C6t23q3W8xmZh98Hp7zWW1P012J7Qqm8cW13wdjq6TYh4dW6ml62F4Pv86fV5Y1F43pdXnp102)  
[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*VsvL2N1vMmlzW1sVWm54y3L7s0/5/f18dQhb0Sq5H6BHC8wW8c_7ks4T_wDdW63BmnP3MxT5nVsc_1L1SddPTW53DQ4N55p8swW1TxP_y8VCXgQW8Yztwf8-lddrN6MSzCJRcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x7D5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d9TW26Tvch625bx1W6Gj8TS6bVy-5N25hvjFHZ5KNW5D8zFF5m3ZGGW96dt4S4r1QvYW2MtBpX55T8N8W7w3wPS1NC3KcW1F6KTt1vP3CSW50pTQR1HVprzW1TM11T4cdTh0W4m68Y9491lMbW7JMt771zNy-HW8Y_zM_4nGQljVjJ-8l1PjzY6W48TRyP1yh5bCW20RNyP6p8-G_W48TDbJ1-9dgwW21pY716rB4mbN49ysMjrNDlhN7ZjRCNpPD4VVcWbVf4Wpz-0Vq3t6v7P1X4ZW7P9Lcq2Pz-GKW1Ngx1c51bv_FW8WTWfK6bHT5WW1RLBdR7L_BLdN7qsG5nHthrhW9l3Q8m4L1MmrN4JXQH_1TPsff7YZSJq03)  
[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W7yKqY75jMXJ1W1kpRz216NZCd0/5/f18dQhb0S4JY1QwldtVWn-wL2qhscFW1h4Qvk2qLyh6W41Wy2c5LQtVNN8f3PZfJC50-W51WsTZ4Fs15xW4mBG2h7YMh4NV9Txpv3hwSQTW1D93kK5NLJTQW1Fcf6W4SNwf2W863MVR15XKhnW867HdG8MSzrfW8LTNKZ92FlPqW8H-cly6QMwbQW2JkgvK7wmQmYW6yg6Xl4fjFrMW37ZQp45VVLP5MDvBHRLMWfqW1kK7TQ1hdWQ6W8gw8bN4_sQ5JW5CxD6R2HlKY-MCKz6MpWJg0W7b4Rt52x2zk9V-mxyW2CX30SW6bm-8V3StDgZVQjlf2402-WYW1DgBgZ4K_DnKW2CZV5v1qcrMWW2NLxCF2csZ3NW7X9PC-7lJm17N263rk5fx_n0W4_CWDy9gGpsVW4dRfhc76VjQPW1BFx_D6pGb7wW59tv784fQvxKMykwmCKYtWLW7NWf-k6l0whQW20s7yz8wHdYSN6Q7K8rMjFLXW3DZ80h74zkjBW83s-gN8NksZnW4w8PsW8MvCc-W840nKY37s4Y_W1FWzdK8Fd2g3W9lPwN93LH3DpW6zPkQ63my0nPVCBD-B2CHm9QW6SmJtp4-cFSTW9f6tcH7x12MFW5fzy8Q4F4nMxN7R2c0D-0JXrVrmmNw2WbbptW1rR3FR6rgB4d0)  
[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W55YXf-8X0580W7gY5kJ8VBqs-0/5/f18dQhb0SmhT9ctzqxN81SjwlHyjJqW8r4N7s1pNv6FW3hHh955zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558-qhW55FfHL8Tt-3wW6bwKbf51RWPgVQsxvS6NN2w-W7lK3pR7dXMP_W4L1Fzb41G_98W3M6VqD3BY4_0W5Q4Ppb3rvM27W31SZHL9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6pBW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffrW24ZFZY8vDw_1W86zWgl6b-vF0N67h1zcQC5z2VPC2cV3hLJqnN4R-FvFg-W2vW5F2Nh68mhQHQW6Pt7Yt4t8Cf6W37wzmM4sVQs0W2w653G6QsngCW3dGknj2ykl9JW8pg5HQ3HsWBXN8l3SmsR4Fb2W5Jftct6R9VRMW5J1vVP3JZSpvV-LglT33PCZlW4Rj6Nh6C9XtJMPs031gkKmyW5q2-Ym3K5v6FW2t0XPv3rNdVKVb2_nM6LzXYgW6jjJhq98X8J3W28CG0Y7tkl3cN1-lHl_gV8cpW6phhZg6gVCkGw3xWwfqk6Lf6Mm7HJ02)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W880KFW8SpQ18N7Z-Dp4z36nK0/5/f18dQhb0S65P1Qg1MfVWp1p94_B2vLW4_mG-55kBvx5W40Ntyr3d5qXTW7BwbMs66PS7NW87ZFHw87TLwTW4D_zW75xYb92W608zdL8j72mBVMRKK-6-xYZwW19SS5g2y9hBCW8pz-S98pgk2JW70rNSl3ty71yW64zwJX1FpCzCN98Qhknf14SxVSsLRt4h4y0xW687X7h8lV8bbN99Y9JsXgmhDW3yHYhN2syMD3W4Sg4wZ1hwnF7N7jMVJ0x6YCRW1SLzw28RMhqbW50X9nX5Fp1GwW4gvt7R49STNVN1NSHS2Zf8XqW4r36cH2lLWPPW3mkJwY15Bqy1W475LvK5ST0sBN3q4LxW190bhW3CBS2L1DSXJ4W7dxWhK1kydW5W4l22HT9lHgyyW1d8Z3L7STvnLW5LWXT32-PvhJW4wpt765tK8cLW3fgQp_49JqRTW8BvTFp89j6SnW8706qd7cpPH2W7_rhXX2VgMfwW8M9JnV7hdJbgVgqPTg4dDxKCW7csgnm6ff9_WW6T6-J58Kf-RhW44x_Pf66pqD2V_YvYh7jDLKKW8GFCWY4RJStDW7mPRyG24Yb_gW70j9WW9bW_nQW432bDy6pxT3JW2jdZPG8kDfBTW169vgG7f_XS4W2GQW8J2Rz2pF111)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W75Nzqd2FPClBW4mbC7D70Y6tN0/5/f18dQhb0Sdr76_HXFkV1x-SL4V2XY2N1MR-_bj78rxW8qJrDZ2GXjqyW2HpMKv3SYTj1W8d4QM23wh1VZW4xCn7Z7qRvK6W45WMhf4-ktHTW8LkqM77FTHd3N5p2W1gJknXRW4fQjXz3wmwHNW8Wnvxg1-tjkTW8Fb7rq6_9SYnW3cMMqJ1dSC8gW40B-307pm31bW7ZJ6YC5z5yplW43hB7y8gfWN8N8BQ3Yq2nlZCVC8rPx1fzZyRW2QWB123_yXyqMXVcHzdCXKYW3yYpg02HtJTrW7zw5PC1kRgQ5MY2YF-R1RDvW5fT3Vj7CfNmdW3d2Rff3-ShhxW5zhvgN9h1WfrW5jJgj82qW-zJW186lRG6nsXwDW2pPdVf2VKWXDW1_V32W1RywlQW6VzvgF7zCdxPW41RcvJ4Y3L7qW7QHCJM2F7vk4W1VpzJb91t9zFW3TqNFR4fhmm5W1XQzBX6lr-8KW1hYvVY2y5Yk6W6lHGTn2cK3P_W7RjjR153l8xNW4Rddrl342dJLW56YsYp6n75fxW4D4GZ-4VN8ZBVCtf6q1mHw1yW2_rScR1Mc_-hW11G4XB4mHGZzW5LbtdW429x_TW34zBPt6hbkyPVQxlRv89RG1XW6QJfXY4bcRDLW1nv4VC4Zw5gdW47rBnv4fN8P5W68r8W_6wz5rzW6D-lXb8TQ1rNW3mv3rG6QRBLTW2ngQHN4y19JGW5FD5py6vghj7VNSy9-8KYKXtW8s1k7999dJjgW85lx4d5g30nBW9l4j6f3t3j3HW4rDyq5862zw6W6JdwWG3Lyp7Hf1TFJDK04)  
[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*N3nzvXzJPvv3W4MnG8G6VLlqk0/5/f18dQhb0S65P7zN009W12NKJt1xBmmxW4QLZbb6DWhFhVgd1xg3MC53GVRB2m44yTGLVW1WtFFh8M1hGpW2zzgP47n4bBTW8Brhrn1h2hJSW1r0vxq61hjKNW6KmDm12d-tcyW6HF0mW8XbHq1W65Y3023RwR_cW1ZsYfZ3qWjlpVWBpVC62K0HMVgsXP21fRVj1W4PMDg18DBRFKW1tKBjq4cqwByN8lpyHjWWSMKW49814s4_2b8NW5kkkPP3Fxs5wW4tGwKT2pY0_nW8pYy-g1m_Nl7W17MSyX5q8PSJW9hjY92499pLPW3Rw5d13yCZpqW3z6lg-1f3Rj3W3xsZGm8ZxsRsW53wP7x7GjWBzW13yvdq7NJjpnW3WsjXs5hHL9RW47PtHX2SgNPPW8w_L3S6w-qvlW6CGd4D26YJyNVcl5cm37nC8kW67nKkT8p4GZ5W5LK09B9gWzfvW2tC4gh9bkfTRW2dCzCC7WBFrYVdfWv93JLWSLN6DrPMc3lDV6W2RdTB36qDnZHW5H2X018bpKksW2Ztbzl2YPWdFW6RHR0717KRwfW3vf6Cy51-LqmW8kQ94G4Zc2t7W81HvvN8zngTNW6F8jXN77QyC5f5g74-j04)  
[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W8SfGBm2q_DljW1x8_sM4TM-Zt0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8r4N7s1pNv6FN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zm17P1-wWN33FK-yqPkxDVnjZC81FTSKbW2qvkhJ4R299NW7wznyH8Vb61JW82QdGl6X71mRW6dkdF96X-WF6W1gyxtT85gb2qW1FjYrM1gGVkGW4bFg1S6wPnLGW8SBFVD54C2lhW2SDYQ93r4cG-W7x3tFP1R_FZ8W59WF4y1xWjx2W2p8_TT7_F2MnW7dr9qW72YqDyW3KNRNN5CBjwLW5hk1wx5x0FC8V10N9F5xftx3W1Zrp_-5SG0M5W1scsWw25z5TLW64f4SK1bwyVmN8-FfJFNDyx-DrTzpY-RStf8lrPtb03)  
[Boca Raton, FL - Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*VfVrGx8wCCflW6JfBWx1v-FJY0/5/f18dQhb0S65P6_rVWdW12NyXR1y9MhYN474q--G7lNTW2RzfC-62Mp5yW3FLQk87Kdt0bW3Z-MQ41KhStLW93zDyX4QsFyNN4JPyD0y3myrW26Vq-P1sr-gbVC_dr57hC88rW87Fty74B5S14W930G9t6FgNtRW7Qq3Yq1wkHBqVkk2M28QRyrMN89-GxHglrJPW8HzTGz4dC8SQW4htysH26dfvYW8s5fzG1zpV3fW82bslb4x1Hg-W53jN0y6fFScRVN-jPw1r5rLKW26GNWG3H0zdmW4-TqGs2mXWyNW1vPBfw7bcDK7N8mXp48b6w_TW4008ZL4KDWKPW1nT9tM9hyCYqW1lXsgm3ym2T0W3Nrf8g8D2ffJW3k3ZWH3_rJz6W61TbDl7yl9wcW3P6j7t7-Sy35VbsLXX6xp1CRN8nF06fF68VSW96XSG04DC1SPN7vTK5Fw2YDDW7RG6xL91TZ_xW8nxQp51HYZ38W3BQ6CX2CLDVJW3dr7xt6D2jqqW1cYldN7bFCS1W2LzDth3Twy2hW8NpXtk7gSjXYW5mL19V3SXCYLW6qHj3m4sDd--W4BD57C4x76D8W9fDLPy7lwb7nW6_S8BX1cXT9dW81hjR37nKS_Lf5yXs_P04)  
[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W3r8h4J17XTk1W5JjJFn76Rbc70/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nW7t5xsH2QxyNGW6Blzjq1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMN67jHclQB1vzW5qjXMj8r4KL-W5x5WLl3N1wNRN8p5ML4V86B5W3J5rGD5vLZ2rW5wMMRR61pgc2W1nP0c85vLFlQW66GK5y5G1ZWKN3cS2nlXxLrlW5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3xPtL6W5rC5Q63lW-pSW5Tc3X-3ryrXmW6HVtkJ2l6P3kW7zLV652NnQ5KW4bQW_q6c41GlN8Q4nBBrN_sFMyJJjry9F2rW1Bszbm1wj1pjVr_WvT6G0SsqW90rFW47ps063W8SQ8gx4m6jv-W7BlZs_92K5-TW1Z09mD1tgdYYW8NFDTt91KhtmW7z_8dr4b-X2CW1vcTtR2XglZFVr_Fbf5tb4Q9MqcyFzfTlLHV1KsVD1Kdy7KW8g0Jpl8Z3S_lW2ZFhbs2GD9D7W49W22V6HWQJhN5SlVzFnbHY7W7Y6dNH8-X26TW4wXxFw4rjcNBW2pglVT6vc-Z6W2lZY_H5JQG0x0)  
[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W120M5w1t8rt1W7djXsd2FTCKZ0/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nW7t5xsH2QxyNGW6Blzjq1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9b5NVTytvl8r4Px7W8y_Llv5vLFlQW66GK5y5F2BCdN3hNjCWWxDFNW5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3xPtL6W5rC5Q63lW-pSW5Tc3X-3ryrXmW6HVtkJ2l6P3kW7zLV652NnQ5KW4bQW_q6c41GlN8Q4nBBrN_sFMyJJjry9F2rW1Bszbm1wj1pjVr_WvT6G0SsqW90rFW47ps063W8SQ8gx4m6jv-W7BlZs_92K5-TW1Z09mD1tgdYYW8NFDTt91KhtmW7z_8dr4b-X2CW1vcTtR2XglZFVr_Fbf5tb4Q9MqcyFzfTlLHV1KsVD1Kdy7KW8g0Jpl8Z3S_lW2ZFhbs2GD9D7W49W22V6HWQJhN5SlVzFnbHY7W7Y6dNH8-X26TW4wXxFw4rjcNBW2pglVT6vc-Z6W1z-zk15JQG0x0)  
[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W2PJZnx7V_ym7W1XJQ-Y4H1x020/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nW7t5xsH2QxyNGW6BlzlP1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVzqlN8m7nL8QKk4PW3J4F3X5v7vpMN1p88VPQB7HPVNdwr11nPklvW8y0sgY8zTGhkN3JsXVKV9mWjN1pNWLnNg_7dW3kMBpC3jfY_dW5Dz_gT8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mw29h2m5jR3W2N33B53_t0gLW32Gf2Q4dnWJcW69NG1w6PqY7hW3r-DY49dGZLlW3lpqBB7BqjwpVRFkK45G18KhW3y9KYQ3dgtM7N2_yKRQGKhcTW3mMPV63LtDwmW8ssg3b8KdkNCW8n1dWR62p3nVW37xJtL8xVJbYN8Lm39qGntL6W3zD7Td8kLdDZW36xLQF43F4CMW3pfZwM8hMH-YW3WmX6z42QT9jW3z0Sl98m4vYfVXwP9M6wydXJMQBp7jrPpMvMrJh2DR6wHDW6b-mP66cfByrW5D6xdw3xxDzQVJhyBv8qGn6SW32fSr73Gt8nWW66VjGQ5rRVWXW1lY8nZ9k27WYM4ZDML2LMBkV1B80q32-gXl103)  
[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W51SJP11GWWCgW7wSzbQ2_2DVD0/5/f18dQhb0S4JY6_rDdyW12NJjC1j3C6TW4JRb_x1t9H4TW4bPNw14PNfd8W7-25Mt66PS7NW8LjP618RqZswW8_Slx04jVnnBW7bhtFP7JkWVjMrxYSZFWGWNW1fcxW26sRRbxW93gz8W8NqZRbW8YWz638L9PdgW27c5KK737VWDVrBQjf6_5qknW2HnzN-3kp5kKVh37vn1C18hDW1s-Tyz858WSYW60KzpZ48YXR8W2FRpZF7GfzjKVQ_vZK882ySFW17-mcy30vwr8W8hMXK28cmM7QMRFKSPKKHSKW1yJtrM1kMqWCW6R-XVC6TKSykW3rKJVv76fcXRW58sS8D7mX1s7W1Yt1yd7Xch1wW8dh2YH7dkN-bVgc0dZ4CZhLDW6z1b478wsTnnVYl8ph5D5XnPW67_Pc31ZWL5pW6jLbkL6FVkJ0VKdcDJ35Fj3ZW5CRyZY64JKCMW6Ms0N_5HKKDSW5lvjVV5v71JRW7z0Yz23WkVC5W8ysSBH3FWjyPW8s6z7q7dfNrSW6xpZGq7-T4-ZW5yh7Dk9lvdjtN3KybB2ytsQ7W6JPPXs4WpcT7W4r6HF09kwJDdW6sb51f81Dd5fW8xnM3t8XhmQ2W92W-K94swq87W8kNdzS1Z2Qr0W2zkgLr4_D_nzf5_C12004)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W468cgR4j8JRGW2nTDv92k-02Y0/5/f18dQhb0S83c9ctxSbN81SjwlHyjJqW8r4N7s1pNv6FW3hHh8w5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCwVxW5pqZkk30HSWzW558jwW5nrfmRW4h_dcD1Ww7fNW558_4h8V2RP6W2m59z_2gmPddV4CtBr2Rh7bdMt_FLGt_MqCW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP37RjV2W7NrMZs3pcyGGW2phdZl6V4thfW40G3RZ4Hfz6FW5RlSdT5xNCj8W8mGgzn313G0SN8c4NgbXxxqsW15pnCT12njbQW38X6nK30BFj_VV_nrm3YXR69W8DPVpB5tN5kxW8lvrGG8KdbxkW5QC22B8KkQGVW3V_YfD2YxtQ6W8d8lRl8Kk6xYW5PTT348pZpxSW2-rL2n5PyM1cVV_ghM1BgLhjMRx4-HwKJnCV3qXS-3nv6jDW7bW3kL8y1Sb1W5T3r6s5hfQL4W8pMDxb40JMw9N2kCjRdMnZhXW6w717z8CKDYHW8_TwNR8Wz-ZCW4Pxhj53DlwBbW5R6Nhx5XFY1F0)  
[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*Vf1xsX6lZls8W358RCH5CqPzM0/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nW7t5xsH2QxyNGW6BlzlP1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cV-tKKL5C42gxW5Dyz1j63dtgNW3LTmmn2JlWCvW3SLYcb49JfBwW3C8bwH3__H9dW4krb-l5k54j6W47Mp1R2HqwLmW5xF6285nLW-lW3hC-PB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGlplDyBnN1lRb4_1K8dGW7yq72w2hLCYMW8hz0Ys806yj3W70ml3s3qzH0VW5KXvwz8cK0pFW2lHzpP56JN5MW1kZrVn327dD2W5X-7HL3vPWykW4-Wz0-3bB6MBV516TG5XKdLlW65L4Wr53D6lLW4Qrpm-76x3VNW457hYh30tpZzW4fNkwt6rmnyxW2Khpz-55RkMRW4b2m-55DhDTWW6BXj_P8Ph58-W59Bvcj6f_79HW45yhlB7x2vZcW5NMy5212qclBW4YN_Xt2V7bJQW3_n2N24PXxrQW6qzS_f8DWyDyW7-2PxL4f28vsMVs7V_VmhSRf2RKNV302)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W69GkY-1fN97jW3TcwRH2-Gxvs0/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqW8r4N7s1pNv6FW3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRtXpW1BqcjB6tpQtsW3zDkf22z_scnW6x2RKS5-lMJcW5tkYJG2CJn6sW3R3Dn_3RrGNrW2FCLn74rV9GfW5Db9xr2FJhRYW62X6Rt2WpLtyW5whr7J2D4C4WW2MCWRX6ZxBB5W4G6fhQ6NxrJ7W3z7ySc44rsjmW4n5F9m2ByZQZW2MGRjS2pxqQDW5Y9pc22FwnXCW82G-SF2FMsQKW1NFfl48P4pWxW8R9kfx3NGSVWN67h77-4x5n_W2L5Ghq8kprqhW2ScK2D5LccSVW8cs-7d7RXgn6W184hkK9c3Np5N2tF1W8ZpcmqV9ZLf05yzG1D111)  
[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W17hNvt1MwBTQVndFX25vKPVc0/5/f18dQhb0S4JY2WJLfhVWVR735VRmhZVjkbNz6sjSrBW6RyJn53yNt5hW5Hm-fr2RxvZwW2PnhgQ7M7SlKW8r1nP26XdL23N5rdKSY3Xr86N7DqtzkhCwqxW4_nZWM1lXnYVW4pL8FS72lsBDW4wwjYN8Zn9twW8ZnBBC584k4FW7Q8snm5wSfNsW3SxhbX3mVFj2VGrP5v5Qvr5dN8jm3yXY5678W5jcYJc7zHssWW2G6XRD5hWd0MW2FvR8p1-96qSW5YfBNj8wv47wW2SV9wB1VMHfZW1W6KTC5FllqSN8rG-bjHV1-2W5bVNjw1L9Qs9W7yW2mm1lQbSvW28qsf64gzQZtVcLH016V_zRMW3wvN193jMDGcW20SMrz3yzGcdW7LPSPm2gMXcFVzjGWX7BsN4dVGtxkX7dX6nYVs9Y8k4fyg07W98nxDd5kw8V_W6KtZK55vFl2hW8RMFGw8-n9Q3W7J0MqW3TrrjcW4kLS3f3YLDp9Vf2XYP8Sp8nnW4tHyMZ4y6Cy9W2sGYfv34_Zy4W7wh5bL7QvSlCW5cnLtn5-h8lHW3ZV7GK43YxtnW3fKqHt83sTd6W7nDYc3198cyfW3BZ5Pf10Gpd3W7fxBvp9f8Z0CW8mzJ6X8C_CwyW2kqgPv3Y__fpW5RYqL221T81CN2dG0tXRxXrBf6J4pCx04)  
[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W2dmRhc4tVsqPW8fRJ4g54JrGj0/5/f18dQhb0S65P6_rVWdW12NyXR1fpngsN474q--G7lz-W5nl-qr30p74mW6tYm5V1QGyxXW1pWFzj62X_LHW7xR3sM8bcGdgW8ccb7n5YDB6ZN5p2W1zJczZZW47X7bs5g36Q_W40ZPVP7V-5VyW2WGsPt2Wb_W0W5vmKm28-SjtfW74KWVl7hwT4YW7HzRb96tQ70TN6dZRgX-SN3GW2XVSJz7sLVNSW4_qctn3BzCTJW63D-8l71VW65W2ryfQK75l5mWN1qMsj889X2KW5BL_k21CS69LN7_m-HRGnFPHW8PB2yn5BSzs-W4R-71y667kY8W51fdbg81-_NhV1r_0M5BVvsXW2vB0Lq4vw06kN42ldK_D5LkjW4v12Ds5kBLG8W3zcLDZ1GwTHSW7dN0j-7f6VhWW5Grk0V8dbXvdW7vnQP56mhR2sW5ty7Nt5z0yzfW5GKL9G4Rq_nwW686bqn4Q_Yl8W1YRbtv7XRZQzVdfWpL6D-5MFW3jF1vS4LkNb_W1-S9hz5LbvtcW3_-1b54Kjr_TN2mLBHfm3yTVW5_3bsg8-lD-KW9d9XkD5m00W8W28mqlh4BdkBzW6-mwnZ5TH1CnN30vwq-6N3g8f1y-VBb03)  
[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W2gkXBY4TRxxHW6hSzqf8Nf2Xq0/*W365tQ-36L4WWW2xVRYs2QLbCN0/5/f18dQhb0S83d9dZy2sW6KB8JF1k63-nW7t5xsH2QxyNGW6Blzm-1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVv8rW8qBGv_5x61SnW5s8LB061LlCQW63KFFG5xKvWzW8rZZ4w3P_c8-VZvB945_VQdTVXwPZM5vLFlQW66GK5y5FyL-RVY0kvt5zC6Y_W1sdG-_4XGXPfW62V7VM8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3xR5DhW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7F5XGMW6WCjjd32SxY-W2Vv3cs1G8MxxW1Bb4rM6DrYfbMlQZD3w-RbXW1W_GHS7kwc3NW49SVvm8-hkwQW6f2Bdj8ZLLXBW50db2z4hNSFCW6rkHTy52GKtkW7prQ3N7jYShNW7k2dk61F8SQLW21pv184hgkfKW20Z6W97rWdj8W1Xt_hg67zQlkVhvnG93Sf-3-N1zW062zD-dgW1t0wsY7qb-8xW4-0p486VxtNgVn5zc7480YZYW3fwwJr8YLX4hW4kcj1T5BycKFN3WKnQXwNlr_W3rt7vM3bGkNXN73Q0vR1-NlCf3FRJbk02)  
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**08/02/2019**

**Soul Dies; “Warbers”; Best Biz Dev; Want Industry Attention?**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**Soul of a ScaleUp - 3 Keys --**This July [HBR article](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W2cZXxt33sqFFW4g79_r1bJ7Yt0/5/f18dQhb0SbTN8YHrnRN81SjwlHyjJqW8r53ZW1pNd3RW3hHhdN2P7_nXVcnTGj97t68pW4vFpLQ97QLGjW5wW0NW97z1HfW6Rx12_25WZV3W6R2Z371n3lKXW6RgjtC61SSZmW7mG7sD51vX4yW6HSmjJ7YCxrCW2z90017cVJfVW1nxjQn3vgcQ3W2TKT0D3WgjvxW1Hpnn28lwVXYW8hS2967bj1-tW2z9nGY7NrMZsW3ndfYD5DFWr2W5mKjF63m2hThW53X_Zp52YlfxW3_8mpl9fgwMTW4fdlcZ5nr7DZW3nWRr81jF9zQW2qQxD-2g3kJGN5Mmx1gq1Ry7VqPKG22tbZpWMK3QJkpdHFDW1DWRwD2qRg0cW77phBz6fX9vHW1hK4bK53mYg8N8W24k_qhsCpW4jzdKK1VZmMtW7nBLRj13L4VZW3MYtL84GshG-N45Ly2MkwRPgW8mCX4C1HnwhlW2RyhkD7MVntXVP9GRK8rY3PjW8Tg_Hf6B8lzGW81HDFW4dKy_GW2DrP7H4b1wYlW7ZLb3X5c_2fFN3QzSg8QN_TjW6m0nq23rtNQ20) by Harvard Prof Ranjay Gulati, though titled for startups, captures perfectly the three things his research found drive the “soul” of an organization:

1. Business Intent - how do you plan “to make history” (great question)
2. Customer Connection - Nike’s Ekins gathered customer insights and fed back to HQ
3. Employee Experience - less about “fun” and more about giving “voice” and “choice”

Though these might not seem novel, I really like how Gulati frames each in the article – using plain language (like voice and choice) and examples. It’s worth 2-minutes to read and then ask “are we doing these three simple things” in our company?

**How the Organization’s Soul Dies --**Gulati goes on to detail how a vibrant soul ends up dying inside the organization.  He acknowledges that as companies scale they need to add discipline and systems.  However, if not done carefully…

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| --- |
| …there is a danger that added bureaucracy and “new blood” will cause workers to feel stifled, customers to feel disconnected, and an organization’s entrepreneurial flair to disappear. I interviewed several seasoned “growth stage” CEOs who’d been brought in to replace the founders of companies and who, despite the best of intentions, quickly squelched the spirit of those enterprises. |

Gulati concludes by sharing how to “Preserve the Soul” with concrete ways Warby Parker (using “Warbers”) and Netflix did just this.  It’s a well written article worth the time to read.  Thank you to Susan Packard, founder of HGTV and author of Fully Human (keynoted our last Summit), for alerting me to this article.

**Customers, not Technologies, Disrupt Markets --**I’m jumping up and down -- I love when a book/article discerns a key insight different from the norm. In this [HBR article](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W1yxyrV7lYwJpW6zvS9D4n-24l0/5/f18dQhb0S3_Z2dYTs8TvNJw53xl2DW53mjsW2vCFY2W1_Xh2C52qvBsW1yzHV-1mCvQlN3T3tNPg5DCQN22BpWYwLxHMW53DVQF8v0YfsV9nNPZ6M-Q23W8kMJlf4fQb9RW5S7mpQ8xxFTfW8mYbYk2qGG6fW7BVctb5WSzBwW3pjrH89b9Zd2N8qKxxFtXySjW1mMDqW8xCR1vW54QYcl7cyszbF71tyX0V1LFW5ny0m_33qB9xW2cK69l8X8nCnW50Y6hs2r9BFMN1WJcF4BQNrwW4PNk6Y2Rc69xW5DCyrl7c99YQW2-llY75FS3TMVvWxJy3tLdNHW56QpDZ851Z7mW5C4slx4tF0RpW1Bnw1w8T1GlzW5-qX-G555z98W6Y93f97dcZn9W96_Ryf7fRFL7W7F3J0Z6JPzN0W4-N4dy6VzJy3W5Ks39j3Ky9q9W3mf5c41JbcF4W64Cb4l2zjL18W1QvDyT6DBpRsW9gGjMP93bDdPW3MFTfW60Y0lYW8lR97H1kWhsyN4_t4Crb9-BzW68gKjX92kPGgW95cGs55jGllGW6-5Y5X2cmLNcW7HG81N2D_MrqW10WL9C7NMX0_f6VY2P211), Thales S. Teixeira, author of Unlocking the Customer Value Chain, shares a fantastic insight:

|  |
| --- |
| Disruptive startups enter markets not by stealing customers from incumbents, **but by stealing a select few customer activities** (emphasis added). And the activities disruptors choose to take away from incumbents are precisely the ones that customers are not satisfied with. |

Please read that paragraph again and again – it’s at the “activity” level (where Michael Porter says differentiation happens) that disruption occurs. Find out what activities within an industry/service are driving customers crazy and fix those!!! Please read this article for the extensive list of examples. Thank you, Steve Hall, for sharing.

**9 Best Biz Dev Books --**This is a little dated (May 2019), but I like both [Benzinga’s list of top business development books](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W2_RL5n1kmhF9W8CPD3X3xQ0zZ0/5/f18dQhb0Sq5C8Y9Wm6W6KB8JF1k63-nW7t5LDZ2Qxs7FW6Blzl21Vq7GqVLDpF18CSvhfW8B-3rj36vS-NW1sMN1f8tB-KvW8t31dK1s5mkfW8r4n2c8CZMyjW63lffJ8m81QVW8v2Z0Q3NqdtJW5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3Wdc2vW6Pkt_V62_rWzW4MW8X34r1D8rW3_5Vyx1tzckSW1txG9N6GsfdKW8XNh8_7JM8gYW2XrjcP46zMcKN5dxhWkn4nH2W8-jcZK4hdMQVW1H4B-G1L7q5lVwJx9R2WcvRqW1v_Dz46yBSsWMq6f-kzctzXW6mpwyC5dM8hDW1yf_nz7vS-1TW1J5xP27V6fjrW7tS6M71t29wwW4gVYWJ5HFsHjW9gHVjT73QsnmW1d5pgb5m7WT6W6DzwRS1Z2rjmMJFM8Ysk4dRW3BBjYv7sYZhjN9m5F1pXmYlFW6YlFY47QS0_sW1QfFJy6NSwT9N3pxWL3cTSRKVcSjnS1RVzf3102) and how this online publication summarizes each below the list. And several are industry focused – biz dev for law firms, biz dev for professional service firms, etc.

**Most Interesting Obscure/Insightful “Fact” for the Weekend --**Things are not always as they appear. Why do most Egyptian sculptures have broken noses? Seems they were damaged on purpose. Sculptures were not art; they were representative of a specific person/tribe. What every part was damaged indicated what power they wanted to take from that person’s spirit i.e. grave robbers would break off the nose of the sculpture (representing breath) to “kill” the spirit so it wouldn’t haunt them. If the left arm was broken off, that prevented the spirit from giving; and if the right hand was broken off that prevented the spirit from receiving alms. [This article](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W1WX3Kb1f5DlrW4V6XnP8GHTmH0/5/f18dQhb0S65P2jVZsRVM_g8v4-Z-WRN8h8XnbFjdMmN1_Zh0sq14BFVPgK0J30X-3MW2cBCmF4r60XgW339YTP2T0t8vW5Zn5YW2qpPndW73X0Tx23ytQMW4MYv9j2dSzXqN7q-VT8WF5fdW2V24RK8h9--7W941_XJ3bS9JcW7JDl9V1n5xxTN5Zb3v3dYJZcW24-KWZ244bcTW4-wsrB2N5yn5W2qF8GT3zj2ZhTPL-B3BwL28W7jVmKc77q8vzW7RP8Gw6nzr6zN4YkpVn23RldW1xsZR45V8D8JW6WBYMM1F2GYnW7sYVXv71fWpxW2HcF8f3h4sqvW2jnN1h17lZhjW4JTkTT41xvZtW3qD_CP1ksKgSW4w50fJ2qM1XGW4hPzTG8DRHx_Vv-79W3mf85WW5JbQYl5XZ78zW4cB4Z073GzDpW3XjfYY4P7_6xW3WFv7z6bB1Z0W7PnRhL1hwV-qW6Vrxcq6DFBpsW5jlwHW8mr2tWW59tCGW2KCjRXW3HcVCt8hyWBqW793wsc1MXhQWW3N1RN93LyYr_W2WqxDN89GzD3W8Z11n77dc6F7W8sqXnb8Gt_vRN4LflzlXQRPgW2k0GcP5p8GXg103) provides more details, but now you know!!

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**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W3KJr6r86ZMghW7RFD3c1XrR4X0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r53ZW1pNd3RN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62Y1fC2BmtmSW4kl-Ps5CKg2nW6b58h55J3-TrW3Td7Ry62_lyGW6vdBh245DwZRW3T25yB3dWBDZW6v1Ljn6bh3rPW6dxBpQ3Rm1LzW53148N485wzKW6bfnXG6bRjXsW5HwW9s5tqwztW4JDdvh7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc129M4mW7bpR7y6JXwRsW7WF7nF6RfCGpW4G1rtz6w3jh8MXVpzpVMPVbVVrLq85xntnnf2SX1M404) [(Sold Out)](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W4GsfcC66wH2wVl8XBS2qPWwH0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r53ZW1pNd3RN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62Y1fC2BmtmSW4kl-Ps5CKg2nW6b58h55J3-TrW3Td7Ry62_lyGW6vdBh245DwZRW3T25yB3dWBDZW6v1Ljn6bh3rPW6dxBpQ3Rm1LzW53148N485wzKW6bfnXG6bRjXsW5HwW9s5tqwztW4JDdvh7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc129M4mW7bpR7y6JXwRsW7WF7nF6RfCGpW4G1rtz6w3jh8MXVpzpVMPVcVVrLq81r4m-tf2SX1M404)[; Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W66gsCC3JsGJCVl8_-07-xzrD0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r53ZW1pNd3RN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW62Y1fC2BmtmSW4kl-Ps5CKg2nW6b58h55J3-TrW3Td7Ry62_lyGW6vdBh245DwZRW3T25yB3dWBDZW6v1Ljn6bh3rPW6dxBpQ3Rm1LzW53148N485wzKW6bfnXG6bRjXsW5HwW9s5tqwztW4JDdvh7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc129M4mW7bpR7y6JXwRsW7WF7nF6RfCGpW4G1rtz6w3jh8MXVpzpVN060VVrLq8929cngf2SX1M404).

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W1lLlWz4gy0sGW1YndHm8sMcYp0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r53ZW1pNd3RW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62Y1fC2BmtmSW4kl-Ps5CKg2nW6b58h55J3-TrW3Td7Ry62_lyGW6vdBh245DwZRW3T25yB3dWBDZW6v1Ljn6bh3rPW6dxBpQ3Rm1LzW53148N485wzKW6bfnXG6bRjXsW5HwW9s5tqwztW4JDdvh7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T2DQx24W48Ty6r40g5FpW4krf4p8LnYJJW3w1KX-1DNxQCN7fj2hGcYJKQW7dJ18n3R6sbgf3hBBPj04)  
  
Anaheim, CA - Oct 15-16, 2019  
  
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[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W2W7c828M9L_sW7Rhlnp8SC4yR0/5/f18dQhb0S65N2RMFfcMWnxHfJzPsnW1kY5VQ6Bk1WvN1q8w8rLwGWgW1vY_5r1W-YcyW8fy23Z91NHr9W190KFJ1qZ05YW7JvZTc21xx4FV6gYgc8hqtRnW4gDhtz6lpHc0W28VfKg77JjmqW64NbNr9h36bDW180trV6x1lbwVtrfSd6QK41dW4Xkrf92J8HSYW2-3_Jr1Rvt8dMSRfygb6Ck1N5dMW9lDK39rF4J-xKpxrvdW2tnLqz1lyBQSW4xL-l58gj8H8W1k5GJP2PchVlVWrQtf64130gW185d9D1w7kcfVgb3dC28JWBBW5hdrNY3K6dZ0VKCFP_84K8DyVPnRpp12dJTXW8lmb2J7kNtdcV6hlDH4VQ-pMW8GLm5W8QmFj-W43y-7n6dcGSZN7GmZYTrhR2vW80N7WN7fdZyQW2_fDz46bdv74W3zjdN74SNcJBW8YMcXL5DZW3mW29TZ3g21kh1BW7PwmJS3Df1_hW33NbRf6HFP-pW8ndHld803JNwW8pK7qy4zBM-sW2Z92L56D32Q7W4jQnw07krtcnW72W9Ks8t9sPGW8CPbS96r46ngW41WpFf7vgsqQW9k2WMD8W_XTLW2QXDJ_93d5btN7Kfc2ZKjXg8W4ZNSg-67vc2M0)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W3kv8B_2XRLCdW1PG1zH2qZvKt0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r53ZW1pNd3RW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppDNW3Gjvj-2qj_pPW50hbPL7Vv3mHW666G_S2sYck1VDdry04dP431V7Hl-j61sFJRW8c6j5F2FsJ3SW7BVtvw7W3MfgW18XJls1zMq2jW709_T31vBMk-W7C9txT3Fk5jcW6zMbXd4cXMk2VK8K7z3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM6P6W6Bg2W8GDvjc1-YMlWW5KMbC_7GJCJNW5KzHyv90gbJKN5_2vcYZpcmqM9ZLdZZtYnl111)

[Canberra, ACT, Australia - Aug 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W31gJ7K4JC5PwN8LNXTbP31qZ0/5/f18dQhb0S8cB7Bf-yPW12P3JB4PTd_KW5TkT4075SGj_W7KCp7M2p6wMWW3pdD-l1nBF3lW5lSMyV8NfDnpW8R_7yC7SnjKWW3w-6-z2cjMGlW6YKQFV6YcbBJV8pxH78RZd7bW4rJvT-8cSXbnW2DddWm9dsg4BW1KWf0732sY-qVP4VMG1gVX9mW4JXSTz5yw7dvW5tKFkP4cyKfFW8lps6f8dL1MrN7Cddzzq90-RN2Th0Fqbm9Q-VQtvLP909KHyW4PhbvQ7J-_SMW8V8jNF1LhQvJW1pm6KD4J9MCfW6gKfwm30kPYWW4nJQlH1_QNqPN5KRLWmlx7cSW2wBkcR9gHS4sW1-DzPY72DCzbN1bpxtYtjn8FVhK-5b3g1N-RW2bTqp-6lmtYfW8L8p8P1lrCFnW2pcVF74jyfnHW7Qq_C45whVfCW1q4Bpn7RY7CQW7sHgHm7rJwJgW7drdfP3Vp54tVP1VFB8tM9rcW5BB31r3zgYwNW22s7Nt7H_82yW8wNXbk2kg7D6W4n_PmX1y__zsW2L71p419PMFLW5JNGGX1jh4njVhbM-N4Rqr0tW33QnCV8W4n4TW1Cr4386LVhpmW405Gtp2rt-1LW4skspR25Lh7hW40nYS58RyPGvW6cW1Mj2RbJ2sW3hSyKl6PPyPgW89HJzF14DdTwN50-k08_YXzNW1-chsL6mhZDHN1PZhl-lY66sW1mX6rS5G1HV9W2BB8kS5GPJ4TW1NQP241Sm67GW7Nz_FS4HCskPV7q9hD7wMdcJW64VGx194bLszW8Slh6S8CLRxwW5-ty786ZTGSmW3Tr9Wq9bQ_FQW8df2H_79P7TfV773Ws3pWsHs103)  
[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W53KtZD65vWqlN29tTsdGL8Zx0/5/f18dQhb0S2C87BfGH_W12Nnww2_V4zqW5jmBzS1NMW_QN4k7309nQvgfW2M0tKg7_jGXJW1P8s_B4lpKpgW5f_RPr7g7PhTW6vxg2q8vhv-nW815Q2_19nnjLVj12h66pK3SRW15Gt5J8S5Q88W1K4wvr5R44NXW5dkZKg1Zh6VVN2gLnCrqRvzSW6mMckZ2-dg7wW2GS1fl2nxbHHW4RgCW48rZzKYW4LgMpn1Kj3FhW78_hKZ5134hTMzmbT4LBdBgW5hwNct3jqRg5W6GXf1p7j9DMRW1dmwd61xWTcyN2-y1KknWSwmW17MlGg1NNB1fW5wFwv07hNp5hW8F91Zm67XXxQVQz9Vt8bwCX4W73LyfJ4fyC4HW3mCVBg6md_4RW60NVrM3YPdJgW2hpl848cfRmRW2jZ5tj5W6L92W6lh6ty8mlVC0W4MdXSY6GNnRfW6J0ywz4g4xPgW4fTzTG5BDsXpW7VfSKL917zb1VvJHLW2SZGZDW1PxN0J8xSWsCW15_56g5gtKlMW33jf7s3mgrCkW5yGX3V85VhDWW7FPypw85vJj9W62wpLb7Nkg9FW4DzbjS4qDDxJW9jXckp5nq1JfW41x5XT34dqSNW6-jQ0S8kvtGHW8V8RgB5nnw3-W2bQ9h-3X4QjQd-VYtP11)  
[Sydney, Australia - Aug 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W7MfTvz5tpP1MW8Jv3th7LZ_vS0/5/f18dQhb0S65P6_rD8pN12NPdTG1FMrW5jspJB1xppp2W87d8G78ff47pVvsqHH2zSgvkW8pGhg34bP96CW6-d-fr706zfYW69-rMl5Zn10TW2Nr2wx8JrNkKW3GDrxD4gHMGTW8dYFVS4dNjH0W3fB8PN3SZ33mVXL_Qg37P5zBW1-xGtq19XMmDW8nKQC91mrxjtW85bt5q4rm-6KW33YD-d24YCLlW5YpGXW8kVr9VW5RgfK42FdNc7VsYdjC868CtSW84gwmN95ngqJW8xf01v8KvS3xW1QTh_X7M-Q9wW7pwYrg7ljcHWW7223yL80_RYHN8fqhYl1K78YW6h1yBv8JF-NkW6tf8Tv2lSVJyN6Q9VYH6fSPTW4Rzl7Q6rnXklW4W3YMC2xGbk1W3cPp2G4gcSy6VknMtB5sxCjwW616jBY19RRcNW9bTrgD6SzwGdW6jKVQT6m_2YXW22XRlj2_djGkW3Mm9-51k-V7CW59SQbG3Wzd9PW74LRVx4slSTHW67kQpd33Z_PyW6HF-Y58WXZ_1W8HJdvg8DLpR1W47q19k7JwsQJW801WjN40V-8KVVJFtt4M_lX4W7P0xCS5H2FZBW2cS14l8YkPyCW1tG9QT8_jdj7W5dFKty32_B1-W5Lwsh78HRY-QN6w76fv74Q-y111)  
[Melbourne, Australia - Aug 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W1WDB5D4b0XRlW3L4ZQ11QSk620/5/f18dQhb0S65P6tQ-Q7W12gM6K4qgqXdVDMWyY2vhjl9N8FSk0pRw3mnW4KXL1W5-1JglW964flT6SmJPmW1T_gbZ8jkssGVpPFc72mFm4QW3XgW4n9cmCh9VMd5gk3Yt4hPW2dj2DX8sGdT2W9l4hXF1WLJpWW6vjQgk3tRYTGW5FPBhg60HbgKW6nCM5d5yPqV2W5lRvn58lT3H5N5fbDtPBPppkW2qpHPb1vQdfnVD39mN6F07ysN5PFD69DY7klW2pJ-wK8TFtg0W1WHLS32JBRHNW8dkd8x3NRMbnW102F295_97mVN50tzwhf7DZFW2KzznK3q_gZWW4L2tKQ2qQWStW1DS3zS5Xy880W5LmhFy5bWJR-W6TbHxR50kd9QW5jPy7L6xfNvzW2BbqqV41ZVbBW5wGGwL6l_1PmW4WjVps6GjSmWW13XYDh6Yz1QcW7-ZyyD4w-8W5W3L9qr13RHRn3W3cwmkD8JjDxMW7_2Yxv52-93pW3RCpkL5PBZLfN8WjKvdp1YBTW8YWVzv7scWfjW969nNT27CkLlW7sg7RV4Q_6RlW8mw9T87lgkbkW5RXHL_3vf428W96pVNt8CK_tfW81QxZL7LVjphW5Gwn3Q1hdTQ5V3bZ5M83dczj103)  
[Grand Rapids MI - Aug 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W2Nw9QS76Lx-JW4bbFd-6b27nN0/5/f18dQhb0S3j473FkBlVM_mPw2qYcflN4N31v9FfSGKW6RHbvt5_WHscW3Crc5s1H9QBfW90Myy17T_s1qW5pDlws4lNS_bN8w6vdBnsC3BW6yxL4f55bh1yVC25gN6VTYqSW91g0jB2j2HjyW8NhLTj6kfY8ZW8y6ZBz9jvJXPW3j5q2s1nh518VN_Jd46DZ58mW8VDCgb3f3MjlW3cVVVR2qVs_kN60Zwb29krjxW1PMjR-7yl23qW5LGMfl3dFf9wV71B616M2mymW6QQqhl2DgJHHV870g67rP-1PN3G3Flz81M0lW1330HK3xrv81VPb-684y0C1jW76NR2f77_XrqW13WYJF4w0hW0W8hXN4T35nv5RM86R49PQHrnW4l6nM-83djV6W2nJ1cF7TXcyzW4CTgLV6Gmck7VM0VJF8T_jsmW4Mk80R7DgF5WVJ5t0V36Yg8nW8KfBNh7sSNlsW2lTVs86-vXNQMj-ffNwgFKVW6sTKvk81YszLW5Nq_dX964HYmW2TYCHN3BtlzNW6RqTrc4txMZTW21p89C1YrbXNW5Qv5tS3GxvfrVSCgGW1DFP--W78rTgr18PB3mW8nhJtt3G49-JW6hlvPs4pmMQfW5P33Km4-7Wl1W3z0W_V4yKLwqW8QQs4685-F5SW3PJWwn4z6KmTW93RDJw4vHlXBW96pZfy6-bn5DW4F3CwB2D_S0QW53zyG-4FXNfYf1RlHgR03)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W3mqcqW5x9CdFW50K_y825y1Xb0/5/f18dQhb0S65P6_rD8pW12NPg63dV7_DW5jsrQn61DGFYW6PHW2S71sFZ_VW8GQF1Q0vHCW86-Fx343WRh_W8NnzTy2jnDHBN25mQ74LXmK9W1KBWSH6QWQrFW3HqS_46QW5BbW8Q1fVD6PbCgvW5yWS852kKRBnW1LqmSc7W18JsW6cDxMc6-1qK2W6h29x31BK6nDW4fgGz176xMXRW33WXfv4QsTvQVjGT643QJC70W2rfTqT15ztV-VCHhPd5fxHYgW47ttJ62tjGqRW7-wfWb3TwKzKW2MWhwx4Rhrs6N16r52sZdCwlMtDgXhkX26nW8JCtp18hlLN_W1hcsq38gf_1zW7gG5d84gCwzsW3Jw0DX99mVlXW83sL7q5W9SrtN8bStCcKkGJbW8PvzP98YpyQbW818ZVZ2JQqpqW8w5z3J8Dgx8MW2hFL6g3bw4VtW6m1Fcc8WYPV8N7r5_9RBvYNgW6bqryZ2cLhGlW2bcVjP6plQTMW67YFfM6YwmbxW5P9XJC3FGcX4W3TR1YD6y50lwW7x8DL_4VXJn9N5CLt6JvvBBJW4wDvlx4yjKnvV_FYFn82yLHPW5Pcsdd6WQ05HW9f2Ltc8HXcQxW979v8Q5fht6BW43_kLj7zqVF0W2XqvfL4VK00lW8GTwmg28kxyw102)  
[Scottsdale, AZ - Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W5fSJgk7TjT9VW8r73ht66XKMX0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r53ZW1pNd3RW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW62Y1fC2BmtmSW4kl-Ps5CKg2nW6b58h55J3-TrW3Td7Ry62_lyGW6vdBh245DwZRW3T25yB3dWBDZW6v1Ljn6bh3rPW6dxBpQ3Rm1LzW53148N485wzKW6bfnXG6bRjXsW5HwW9s5tqwztW4JDdvh7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc129M4mW7bpR7y6JXwRsW7WF7nF6RfCGpW4G1rtz6w3jh8MXVpzpVMPVbVVrLq85bRtjlf3mxHPH04)  
[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W1m_nLg8HxJt1W97phr_5vHdPK0/5/f18dQhb0S65P2dYBPNMWnFjSF2JvbW1l6sP42rZBXfW3PY7zT1PDyD4W47cMV041K3R2W5Dz8kG8DgvqhW4cp7gn9hhl02W76lnFq2z9KQMVnLLWB31yMXKN30DP5H-ZMyrW8fHVZJ22Q535W8N4VCQ65P8hhW8DSc3F4qnV44W5-mBpy2vMcVxW6NHmRh4xHtBnN33dJ0KQr5Z6W5S-pXp63V6rWW2yD17g4LH7K4W2c313d6PQ-1vW65Rg9-7bYw32N1JVkMpTxgTbW51VyYx1P4d9BW6lttRx1njH55W8rbBhn47RgL2W4h7X8R1xR467N5hJc004kBVgW2LlZWn2T9ZF0N4p9qb7lGtmCW5LNqsj2QqmGLW7l78T47tXHF5W1DHPyy6lt7NHW6d6vkW5qmW9VW2fRz_J4DfHcfW8D46y04tw2fVW4wKjmn6H0M8RW83K67c8GcLT_W6FYzjX47GJ68W3-_djp6xYdHHVpyBwh6QlS_cW40jQVL5-BhVJW8H8pyw8vkRJyW6mqBd910Cf9RW6tKh0n14spRJW56WlbC2B8NvJW596G1132xSWQW5f_G9J3sYBHlW52ZL151MzYK0W9l3MwY5SHgdVN6Zq4v1yFNvHW7f8Qlh8s9HYf102)  
[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W6kk8NR86N8YNW2dC9d34RxRDB0/5/f18dQhb0Sq5C6BHC8wW8c_7ks4T_wDdW65364z3LjdMPVsc_1L1SddPTW53DQ4N55p8swW1TxP_y8VCXgQW8Yztwf8-lddrN6MSzCJRcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x7D5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d9TW26Tvch625bx1W6Gj8TS6bVy-5N25hvjFHZ5KNW5D8zFF5m3ZGGW96dt4S4r1QvYW2Mtdtw7cvxVfN8q5qBxVQf4XN5vDhTY_dLHDVM8H-z2DSQf6W6Nk5Wv27tf5jVZfQnS4XQRMxN5G2J6F_sZSbN1s5nRKf6R4zW2ykYG84xt7Q-W6R1D7X97sKYkW38TPbY945zFyW2Dx8PQ4sVSYgV_f2Xn5Cy7m0W5C53S55BkK_nN8GclM4PNtBvW3CVWzH8csLSqW1036f73bSmn0W8f36bl5G0__sVhPQ2k4r5l5jW1hXvjR24rtQ1W6HH_cx29K5vdW4nHZlf1MwTqDW5wqNjX8kbdhMW4Pxhj53DlwBbVVqkYB3JhCkl0)  
[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W5p-nmG4mxL6PW9b3b1x4LMtmG0/5/f18dQhb0S2C873nK89W12gM342pgJBvW1w8GCh2nzWgnN7mJgGQ4xs70W3CSzF57LDsg-W6TW5By7xkp8jW7y2r3h9ldFfDW5PJtTX4Ys78wW1CL9Hc30mTBSW15h3MW2ZjdwBW91hR922g3-l3W5_lf4B8VB29SW8y5TXJ2B-mjNW8RFCd65KT44vW6wWzNq4scc9_N4KSF_pnVWysW34-wSK2-3P3YW3J2b0d4T-G9lW3XHVLF51QRqwN1ynwypddsC2W4r3_vW8TC8BrW1b_Sqm35TCjsN7-D-f06x-4XW60rLH-6X_4mxVr2fvT8bg5qwW1d0bxj4QWj1bW481Kh02zJpXGW20jtPK61QDfFF4m4NnfCxd3W5h2K4g3NjqCDW2V5M6H6Np5HxW65n87X1VCS9hN3BLlxs4vW4GW8HgtlX4QjYgJW3jvKvr4znMmwW5bX57T1_TyjFW3Y3YxW3ZyDHnW8Gt_jy66r9H5W8BJXNh3jWWgBW6SJdfR78lDd2W8w9hgd8mtwHgW1mFVSx7Gq5lWN5WN2mwPm9JYW2LjryN42XYSQW6hB2CK7y-1s2W8YJ8q86Bdzg-W26XPnn7s_56TW2dh83_8RYd9XW21QDrh8V8YW7W5R4Fs49gGPZwW4Fz78f93lr9mW5NZTxd56YGGDf5xhwtL02)  
[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*N3khK4YB1ldkW7V8cXM4kh45D0/5/f18dQhb0S2C87BfGH_W12Nv392qyqyqW1bgG1W1wjgh6W7wGDp_2HXbYDW41qDLp2lvyFKVHjnl34nl09jW4H8qv37bbJhvW7GwnCL3ryLwXN1HHpJpGrcYyW8PGgKn6lpSgrW87QRtW8NjZ-WW1FNMxs4v3kMXW7BV0NG5v-TTXW5_wFQx380KlrW7Q4DGz5HJjLWMbjBXzXDP70N35Xb5GJDQ4yVp6yfj6060Z0Vzn3LK5nglLTW25D9mL1Q-gCrW6MtCTy7VNsDwMWFGVBBZqb6W6d5znM3F5jwXW5vHZP42CPFG4W2F_Rb_1lt_sHW3wT65F8fdfKHN53rGZHQzxBgW2KwFn98M32g5W7x-RCY7Y9YBVW6s1jDx4dJtyZW6Y3G1Q1MStzbW82-5py2VNsFwW5vcnwJ6m9spxN1Z664FD4s-pW17nGnZ5bqHtgW42kW-78cNFHpW8m87bh7vypmtW4YTXCD3yVqzYW8gkdQt4fKFw1W4VnNMP57YKkjW8CcdYb9fKDwhW654m744cs7HMW8h94kc29PQNxW6WKgFB7hlXRbW8S1qvZ5P8S8lW2zmYph4-SdmVW58vCkh7yZHHtW2Xl_Gt2h3zKcW6_dsxL3tqS-QW9773xm1Lxy09W6qK8hy3RPrSDN3wQNgT2rBV0dMM0Y-03)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*N2SJjc-MGsXfW9hjSb926_LTs0/5/f18dQhb0S65P6SyJVPW12gPy72vPyltW6Lmp2b75Dy86W7LBFYH4KGB0qW2ytSmt5ml6XJW3Ykd5X6YB4y8W189jH34_m2TdW23R73-55jSM5VmSlhP7QYd8qW93Nbww7ygs3JW1-wDtQ82vj3yW919cxg65BrZtW2LzK8h7BmNWPW8Xnv5L4cNs5zW28vlNY4dq2hJW54Lhxf3XymSGN2wb7q1hRNR-W5xZwm12-17sNW8qSVpW4jmyN0MnW6tPKWyznW1dJr76570Fn1W56r59S7C6V4CW76bYHX7wVyHHN1pcl4m14SXkW2QrX9M506FhnVL35Dj1pSpBGW3vC-9R48ssYSVtHb6s9kQZ9QW1f5Qq76LjFqGW6Szxmy6P8vgwW4xKBWN1hSrSvW8VVjKg6gvBcyW38shy21JrVP_W7t9PxZ8V2CgFW3SK8BZ5dQPtsW41tHQG20mhtRW2V7Wv23QLRVsW36pc9X5tpt5tW1MBcCq6mv1J0N55hCtRQvHkdW7S6fKz3KTXqFV4Kcl35MQjqyW38nHWK989Y73W9fy6f01DM4PSW8MFB7G3RDCbdW8tzlMj8Lz74rW8SMCYD27pp6BW4BBt_T7jKxk6N5M0cg2Fm5fMW5Cr-7-1pp4KHf61zzyb04)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W59QzKj1P9sXhW950X9K8c--B70/5/f18dQhb0Sdr77Bf-yvV1xZQQ3wwwK_W3dYzNK3yY1S_W646_4s7crLP7W6RG2j620vV-0W5mxkqT3gP-8VW8N1p-t9hdCl6W5bFlbx8bw6YWW8CqnZw4-pF9zW73kmll55jvb9VhfTfW3wmwHJW9b5vZh5Q9jHYW4s_fWj3dNn9mW7B0q8L4_X2GxW3dP4yK5rzDWSW6C9K-N643_ZpW6BbxmJ4PTp62W31-Sfz96P5-MW7fKQGY4X6s3cVCwmFG1FqlPgW73jYzW13S9ZRW4-tSWJ4blgqNW6xsLHN3KXt1VW85YWVX79hYxtW3NHNHC8RqvzCW7LzTYJ2R4F01W5XQ2Qr8Cxgm4VTrvDx4-vTclW5hsbZt7Q8cHFW5xRhyz3MCk-QW6zDxmm4KNdRwVZSfY14yhvl7W6fNddN5gQYpQW5jD-bF53wS-jV6mPGX6Km1D5W97fRL_2f-nCHW22YV9J9888Z3W5mJQfZ3_4KSCW2XbqzH4ymHknN5MgGDpCFN14N7Hyr3XZPc3jN6sKTG1_RbS4VNsq4v8z1r-JV8jSnH7GxxRfW5tMyWT1R574XMM8Cz1M6332VtYrq86x1H10W7s0gxb5GGTQ2W24B_SL8BTDvTW28br0c5r4pQLW4ml1DJ2DxYC4W29Bjjc8qjPdxW6fFbnZ4HDMJbW5nS92n8r3JynW6lD7Y78RBSFgW50FYvL3m_71JW3n_S_N792DJ1N3BkSB68R6fMW995xhS4Gbb5NN3qd7BnVYxCTW9c3g4X7zHc7tW7hhf6T6_lH3kW92P90M192ngwW62SdQg1CRV5q0)  
[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W7VSmFM9hTxsRW5WFJhV7vG7W10/5/f18dQhb0S65P2jVZsxW12hc0N2vPyltW6Lmp2S4SRPJ9W2HTV--52CvY0VnrbP21mzQrzW3Pr6h_6SmJc1W75k4Tx8mC8NRVnkZj66MS7LCW4CFRkQ4QWrfcW47X6Yd8dVvn7W4-jsKJ6qLPrrW7msDLq336T2hW3KcG2P3rB3PxVh7FRK7hx3kqN2CBLmVDGltjW8MSjCp3-tF7TW4Q04tK72TPt8W5gg_n_4mr659W1HzKNm8hrdsNW3NPzlK1K17JMW5ZnLMJ6XZcmnW4L4X5M7Td1JwW7y8-_02YnW0rW6zWMLc5BjBPQW4--FWK8V_FWZW8K-6TR1pPVmZVzPpGl97N5fGW7pyDLG7_Q9ThW2KqFvl7NZ5S2W69GyHP7qj-g7VvR9B85Qd4TKW38hk0M1zFBQMW53GFG213QX9hW578j_V7WlJxDW45WVgS8h-tdfW2BzYfJ6LMPvqW9bRSdJ4RznGyW34qBG21pjx4JW7J_MV61BFCxzW1JV1sf2rccpTVPKdz_3YYLKhN2884LxRWlPKVdJy0t6cfG3mW5l1XMY8kxfbrW8-9Zjp4dNMbyW8QtzQL5K-B_kN2l7_zjY7wL4VKvtcy2JcjX8f58cssM04)  
[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*VvW52n7LftCtW5YMKbt1YSTRj0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8r53ZW1pNd3RN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l5wvNQZVYm2JW7Yj29GW3MCgpw628VgTW4249HY63PKwwW5tNwqf7dK_XLW73nbZV632yjXW3zwwGC7fW7lNW64Vt_769YsXBW5WkKFp1wT_h7W7fj9v962PdprW634-pR41RPXQN37v9zf2gFTFW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h77-W2bK_v01nCrbgN48K-7YKhGX_W89pS5L3ybYF7W8CNG139d_23DW7b5qtp3LtLmVW3y19vM3wMXFCT-XN17w1-t2103)  
[Niagara-On-the-Lake, Ontario – Sept. 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*N5_Q_fpQfhTrW4t_n5267QP6L0/5/f18dQhb0S3-Q6_HXFXW12KfDX1wcr50W73ldx0547qcdN8rw69pnNRq5W52hYL13_Gy9ZW4zwD9V8KqZzgW4nKdr748RrgsW4gJ-w68bdMXsW6HK6qc8yl9_wVD36Cm6MJRqRW6YshpJ86-xTYW3PZmMw2hyhSlW6xS-1y1kZ-yxW94PXt06Gd8ZGW7pGcBJ7Cjf7gM9dJYkLTNKlW4SLCJG79GdWRW53lYZ18lHChgW2G6sy34fgnCHW1t3pgH1m1rVvVBGZmz1yn7cSN2xlnh-8bTr7W6nV8fS1s9ZPYN7tCNQ7L9K8FW2Z942C7KMTjnN8cz7-RGH-MbW6MBqk_2qwBs6N4Z48RMMwYBFW1Cq0Tv23LG4JW2PFZZk550F-4W8GBTsb7BfdlmW8mYJB77hdJW3W5VK0TL3T0bqmW69NP7613BLW6W8Ll-Tp6r-F3KN6J6PG3gr08nW4B3g1628J2LYW8Mw1RD4xs3t7W5XjH3w2gKctBVCPLNr3xdDq6W99CK25494yTwW5C9wgW80rvcYW7gCbRb6Sqhd6W5Dgvgg90b0pPM-pZqp_Rz8fN5GV51gpKCXCW8PHCPg83yzJgW3YXRfk7n6b2LW8DBBxT7QncCwW44CVkf9k6DHSW6YVnFF8l4BvyW7Rl3xJ59HQ0kf4PcKxt02)  
[Boca Raton, FL - Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W7DHqvT8yxYvdN8DnLBR933mM0/5/f18dQhb0S65P6_rZq8W12NqXr4yHbBLW79fRXK4rCWJxW80pLTM6D16tjW6BkPXN8zlcDFW3Y0w348XcCCmW3S8-NQ7GY8DQW2xgmJS6lN8YQW15jF2J4N177NW6gMssD29mYxnW4clb-36XpTyXW6TlYjk3R62pJW3DP4DH8T5cQ3W145nKG3fTCpwW5lSqwd4JrtLWW11qKnW7zXZmZW5vwHlV50rTGCVDDHG71l4qLvVv8W4b73xlznVbfj1b4-vv7ZN5K35J7M9-qqW5Ks1b5938_r7W4Yy4G85ZGWfxW7_1btK5YKTCpN7znV_FmFg7DW506sPY4Dn0KdN8fk5YjSgFbnVyJGMs8j5m0yW8pPGSx5wYtNKN562tg67L3LGW307ds-4Qn8yrW6TBpdp7-dKjyW7LGX_Q3VZJcyW6PcxRk788z7ZW3f8BxL4kBv1rW2B__V97Q7DXHW8WfvYv10JthLW3R8fbF3ztH1VW2mqKbW8NKrbwW81n9th2HksmxVgxF6J6xLCGJW4NV_XQ2N7h37W4BxVvJ7tdn9CW2YdKz11GnN0wW2T_f555RbNZLW4Dl6rZ7HNZm9W5yFLdw9lmcJXW8sFs2Q3pWwBLW2FYT4-9hbl4Wf2W0tXL02)  
[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W5cN0kc70bryQN2mNbsp7Zmh70/5/f18dQhb0S2C82RwkM_VWnxHF19G0MXW4_v68b6826y-W47fQph4SJbCzW1Xc-wK1Rvd7FW5Dl9dk1pV03NW6-ylHt4lTF20W6fMVkK648mY2VnBrsB6RSz-RW6Rx-rl6dj5K0W24lxF28pML6qW93Ncc-1_MkvhW6CtPnK6v7prfW3Lm2rz3BDS9NW8njq_k8b6KJHVXVm0K8hcqFNV9ggVg2_Bb_qW30msml2ZkcWWW7vfzrh7m1RWCW1cD52x5Nn_9MN8lmFgRHSn6CW23Y99F10qWfxW5-gZyN4Tj-pvW2RXtr192SDfkW2s50Pf4yKZPCW3JsP9G3kLWwwW6jM35F1pHGMJW86_tZZ6CBzD6N3b1FLCTW7QXW6Hy6t53zQ4wsVH2w0P7fD30kW2hcdNh5R_D8YW8s8hBg2cTy0FV-JRg98HKySxW5yRdkJ1ZtSm1W7C1xmW3Yp-NtW5vLwjW5_qxRGW8Q3w3k9995PGW4DLTdh3sQ6h8W37vbfZ6x8l35W8DCccr3kPXP2W8KMQ7C5J8cnKW903Qm74dL9CDN91SVmVjhR13W47vSxk83KNmzW7RdLwS81prc9W2jpkjG8tJ66bW9m5dDb1CqCDpW93jDkj7tlcL-W3s1Dk_7Vhxspf5yXs_P04)  
[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W323lzR56dHR3W8TR4h452zpHc0/5/f18dQhb0S2C82nRNKtVWn-xY2nhdYpVLN__w681Xl4W1kTpgQ3zJszQM-WSml_bb_CW1rbwQ56wCPkfW7wWFPb5c9MJmW6bvzRP1w2RsLW4MHX0j176trdW2g6gNj40R01hW8d-GMN6Y5pZhW8q2Pq365HFq9VYNG0T4hY6n7W2B2JC11y233sN6vq7bk-wlGzW4F8Zcg1PVcrmN4_XBZQDG_K3W3tKww22G3BmjW1y89Jb6S8vkbN1NNzYrFN_PjW2CfhjN2YpZzvW1Gs4C_26D8jwW1yJ7Z952MS3lW65yGPy8_6XcmW3pM8lK4W9vJYVsF0tz5_XLWbW2LcTbH2r36s4W8Sd8cN5VbNsjW2cpls57TQ6c3W87RKGH2BXllBW2vj7Pk7rf0PCVvcpPH92TnnlW4kYmrQ8pNhNmW85nKY090Pd1kW42LZYS79_KNQW5WWldb6spyh6W6v2_pQ1WYvjmVcjYx025Rx9-W59BVz-4j6VxhW5Zd1V-3Gdt2CW65ckzP6Snqd_W82pqlj86VxCGW7dLs-08K_20wW882NGD1c6lzQW7jqgh555Fx59W4FzTtg6XTGksW8Q_jCr9k2K1SW7xkD_592P8SDW4H31Xx5gqdRfN5V6NpKB4tRSf8-B6zR03)  
[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W2sh7kV6Z6rQfW24fdhg8pQXgf0/5/f18dQhb0S2C87B0mbNN12NntdF2sS0W2ycphl52rPkZW4nvTrN1FP0NpVdHg2W2BB6CtW8KNdWN5DyZMVW7L5J8Z2_Hx6JW4PxzrZ4PhfWHW63p2Lg8P81M8W8l62d_8yzl13W8SdrGh58kH2rW6pP6rn3MnKkwW7s2Wc837n1pLW2B59rg1RRThZW2L91lS93pQLMW3254Ys2ytq3YVbbgx726d8gHW6090RC34RbSQVH89nK1WHKbgW5h6zGs5ZZvsQW1g909K6c5Rd9W5h9V6w7cqcC1W78rpKl6DC9GRN2qfJzn2r2tKW7G-YmF7CGbY6W1vLWmB1KjxHKW7JW2rj5sYyDPW5XHRhK8KBcygW66zNCh1NmT61W1frYRZ5NpyjJW6RDV7r46BzK9W6lhm1k7l84P1W1Npsxc1szqjSW3_vPF25_15dTW3K-r588kBVkMW6k6KK74kmZhZW5QYPks3_PctwN7L8LLwBw24JW8DjXlB67qPLQW34k__W8MRHw8W2TT2TY14yLC7W5Z-k4X7JV4-mW6RpFYD3Vb-0rW917vfj1gPm6CW22KKxL7MN-gkW4DPwrh4yCxkJW8Jssm52s4MBkW8jLQtL89zBFvW7vpNB73JxqC3W7rL8BK6F2rswf4F2w3302)  
[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W7Y2cg29bWgC0N45NbLF2xgy50/5/f18dQhb0S3j42MzdMDMWnZ98F2zs3W5jmrJj1g64_sVZ5RSc1MSqtqW6BPpln8y__RDW7rL_Z43NBPhhVxH-TB46GLNHW3nqHHj4fKZS8W3Qx9G78XLB90W7kT_QV6QZ0HMW8dVvlm2B8xWbW6KLT9C3MVlKyW33r9tm2sT7r4W8pb0s44-nkglW621sMh8b0lWMW1RZhJZ5fp__bW7Dkn284YW6FCW5pBFTd5lr-xmW2nQZ273qNfCqV9NDNT5gj-gDW3jTq_G4tw2ShW4fKKLj2vxKyzVjFxw11mkyn2W8M5YFB2r47w2W6RsJHq3gYR2sW1ch9ml10nSFhW4SrN-_55DYYCW6rBx2S49DKGLW2xgryV7ZM-CjW24jLds2cd1w1W4CKyn91_4BGWW5MXyL733S0kLW81-6Qj269l9lW71JRnq82VR-7W3sYn8092zzj7W5G8MlT9bbv3-W7q14fr4wvDKRW27jgsq6frPVQN2p7xM6dYkWsW29hSrZ7hhTnmW3HVw6w4LSbq7N6g0g_cNR3KbW4gjg1s34W4C_W4nylYK2j0bVlW35N--G7gHbVsW55Jl136vSgQRW6_Rgvr9c8DdnW9d6mCc9gNYJXW9lCT4q1KLqvDW895-gt3gdmg9W492XNR8nsHjk102)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*V2fdvW94Tfp_W48rGSL3B0ZD50/5/f18dQhb0S1Wd2WJLfhW12h8y72qzX-6N6869ZbhZz11VXLcRF6Ht26YW6JgjSq7XKKBrW4T8rqh5M8tLpW6TSDZL8RpyF5N4vBwlPSW0z8VbdjKz15NhP1W73kmgv6Dr0drW864t0m926Nd0W5r_byQ21WPKGW5CNS886qZ-gZW6JWc0c6975CTW6pZF9x3dGPmTW4h8RmH7PRCRSN68PCQ6WsTMDW2Y5Q-H2-YGwwW5XGdBl1k2jGKVBZS043QmwR-VMxF3z1XR2lZW18ft2G1-QjjSW85s6Ps19vQHnW5fdxkJ2-Ym4fN55JhGwVFqm1W1-gW8P7clV4pW3ZCkmx7CCS7xN5qHyZljfDtsW5g9fgt6xF4GCW5RWWkf8CRP8jW45sLds37jw3-W625LJg7l9YpfW6l32mz2MWbCYW22tfhc23Tf_TW40tGt38HH0DCW8BFx0K4g4z92W6xHPhH4Mc9FVW1KSHY31Xy45MW4mfyz457Xh5pW6s_9932JJpV0W6bkW5W7DQvv8W1h641p3Z4yJ2W5snwbb3NbQzyW7_vD9T6S2WzGW9jSxMx85237lW5Jyd5j42MMkNW1RB-tX7GPM5NW5y8N-P7pPWPFW4B40Qw8Dx5mRW7Khr755-fPKrW6QPTjv3Nc24zf73gpyR11)  
[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W1MW_m92SMbyTW1j6nrT1pmn_T0/5/f18dQhb0S2C86_rDSLW12Nnw068KrMkW1dG92X45vsSQW1q8CD11fqY4JVNsVfP1X7L22W8Ln7Jn5BDntDW1WnBjC88V5zzW1zY4VX4Pwc2QW5gGT8975gkl8W1gCLbm51S327W4Yr3lX1K2lffW8Z03cy6b-vMDW2zs9lR309lRfW53h_h14_sxfLW8W1nVl8bbhs-N3BJ46cgPk2lW82vNQH11xp5lW2HFp0d5cnCtlW4SxcfK8KsLQvN5kl0j78rX0_W6gBQ5W3mTPbhW2WvrS7681t1VW4VMhp47qZQ5TF5_JNPmdmcyW62CY3233jc6xN3-X2BKzDlxjW2fXRkQ81lyHjVckY974nzT0mW2KMdlH7ZLxwDW3x9ynk7zWj30W3-GTW03ZztfdN7TvncXPQLwGN7G2GTmLHTf0W7Qnl_L7-QgpSW2C2bh66T8j9cW2P3Mzk79V51QW8wCPvt5gkHh2W58_x5C2GqwLfW5cV6__5B60KyW6kdplF3qV_N-W3SPzym3t18w5W4gQ81k9cpSVMW1wyYVD7Zm9pBW7sTnhr6SDLmvW7GY1zX8pB-mVVy_Fjh9gYhshW8Dx17w8ZghySW5JgRCB9knml3W3cg20p29QqBYW1tmbB044vVq0f2X2r0403)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W3B9Wdp8p16cCW3thWVP4kC-XY0/5/f18dQhb0S4001QgjpYTytQR4_BbfSVLFD5z4-t89VW3ZSQPk1H3RdWW3jVQvb62gP9JW25H1kM835PKKW99pg0T2T0tb2W1tYfz21KbNqQW2jQGtT1bv43GW8Jvbyv73L3Y2W6LFmMD5M3HDmW8FZ5qr71ZJ3YV4fBpJ40C8NnMCBXmbQwjjNW8jq-_P4MzyjTLVGBbsjFF_Vk_n2p4zr20fVHrcSw4yVJCWW3QlNtM1pNw7FVGWxqD2rVNbCW8TV7QR13xk_kW2pY55q6wq3MNVpx_j31QKTnxW45zxpq5FqpspVr71Nt4H9dQmW12HG5J2GVL4xW7hM_3g8Zkk_YW6GYD1233FQtGW2Lvy8s1yKmhCW6sBYNC7n39tNW8-JXRc5xR59QW9dzvqc52r0mqN7_t84yX06nDW871g663KFgSXV_nsBh8_clS7W5TqcJF62SmMTW1RMPmB5HbB05W8JXmm53r6zqbW1F-l2p5_5BqtW3mk6js8zDY2XW5HVk7h3bP5k2W2bSRlX2RxlW5W5cWb4H18pqR7W44m55B81f77fW4-1vl38sjVSlW9gFW2H7Bj5KnW2G-XgL1BW17sf4HzlXl04)  
[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W6slNZD1xs1nGW7zQdTV1CsSPH0/5/f18dQhb0S3j46_JdBzW12NW9r5VRrwjW54tHm07D1_hkW91NQ-t8wW85DW7Cy_CM3jp8BpW4kgyZT3vBrv4W447QWZ8fhz1DW5WY2mN4QytNFW7SffGj8hG40xW5VqRKV48hSr7W15HhVv8dVmN-W59bdZS6VXG_ZN1t8VykRWqFrW8jYrbX4zZXtsW5gZyjP36n824V5n3BB336FT8W3fMPms5T0SYXW7HpcpG3Gxz2WW363Dcw8rRkfzW1Q_6g11FCpQRVDvns88TzCRfW12fB3j31nl4MW1PXxkx4RzSGjW1lgkhn51KmcxW6kwDpd7VD6VxV3yVMq1gY1HpW5l-lM88g1yJlW53rKM93qPWlgW2L0gg04fGJFfTST3_5gMFbvW3DxKkg3Q3y04W9b2WlQ8zvw_XN9l1fRFh9vWgW6M4b3V1HrfwLW7mYhyy6g6LN2W18Swyy7L1t4bW7z0Tw38D8nfMN5bR8vjyxs3sW8BGrm62cPVT-W77J-PG8N3WBjW8zPPvV6tbNTsVJThMX3gr1PGW4lFMkp25W4bVW4rYG9J7gn81yW8SqjGV3yT2PlW3LT-034cqZqDVdmWd98mvJhZW933HHy8wSTfXW2kh8Xj4FwYHgW6_j3T68rHNkSW6g_VhM6g7fCZW1MlTTL7n41gPW93qf2y9bY8ym102)  
[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*VQWFJy5VQ-nJW8y8nFq186RJg0/5/f18dQhb0S65P6_rVWdW12NqXr53x9CzN47BsLtks6wVN2RN40j6bf6dVnB0np1wKwrVW268F-56NCpJNW3c46Vx2T0t8vW5Zn5YW4NzZxTW8cbD3l4f0nYTW6RqjlF6WtLZKW5pGGLp8hJ_cgW3HT-d33Xj-RlW304n4N5g-_kYW7xY9S17c0wjqV3jGzj50Vv7KW6BxTvp7MsT-_W5SQ2ky5jPrbGVJJS3C53516-VywT1K48_y3_W2v-v282nrRPzW26NTY883qlLHW8CTqWz4sM_XhW8Bh4tH5P6tRBW5JWQv91gLFYlW1cH14k57gtpZW6RvZzW5Gh6ryW3nkXqj7RdKCSVk_SmZ6F_CzYW5hsm7q4_D9GHW3k3Vd15qHrhJW5cGfFx6gPDsqW8-hCFb7yk10cW7RFcfN8CtYfkW2FFqdM5fLkljW8QrZs06jvQnXW56TtRH6HKXhtW6F7xx1235XpmV_49Jy1zjZ35W8Jl_Xx2y50NsW7_vJ9c4t97WrW7jJj1-5wkhXHF5z7m-xW0bJVdSCCh1n1xPpW6vPNmf7VW9BSW6_Sqd_2NHQ02W3m_ZX_4C6618W1Jf0Pc5Qm9qWW19JxD193mFzBf8W3sLB02)  
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[Scaling Up Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W4C4tQn40QMk6W6kQjH27LHKwg0/*W4WJ6fq6xdSwcW2mMGtJ5hn2cn0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqW8r53ZW1pNd3RN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkDNwts8ZW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36R8njgW2Hdwjb6n_q93VFl1gD5WYNgtW5PCkBj2V9N0FVc16wn4VZ4xqW1dCtJZ51BSd_W4V9gN05wvDpLW5WZlbp8ffm_HW36ZBMl5jqvyGW2yHdVH96z-CJW4VJGLW6QSzT1W5Cylzl8mSC8qW5brc741VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1SP4r7K6jW7-75L13_T26dW26mvdF5-hlx7W2601KN8GqxrhW2C_x6R1WPqF4VpV_Zd4L795y111)  
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**08/09/2019  
Email Mistake; Saban’s Advice; Walmart’s Response; AMC’s Record Results**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| **Mediocre people don’t like high-achievers - & high-achievers don’t like mediocre people.** | |
|  | Coach Nick Saban |

**$2.99 Kindle Version - Steve Mariotti**Favor?  If you’ve received at least $2.99 of value from my insights; if you think youth entrepreneurship education is worthy; and if you believe school teachers are important - please support my dear friend Steve Mariotti’s new book [*Goodbye Homeboy: How My Students Drove Me Crazy and Inspired a Movement*](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W4qCd634VHtssW6x7c4G5m2K7g0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8r51cM7gbCdTN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vCjZW2sxPQZ8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zm17R0x14N33FK-yqPkxDVnjZC81Gb2PNV6r6LZ48Zf6fW6xBmhh6XPLkjW8gVz5-7pz4b4W4mmtCR6w6Gb0W1LlkZd7z1gJqN2TdvTYyv9_yVkRM9n7DjsJnW1Y_XwM2TZRM6Vjlq4g2KBG-JW6kXC9H7wpY8YN4fcb4zqj9SJN7ZjRCNrBrqyW4Pw1Vk2sbPxnW1m9YXB3W18PhW3W4TCK64g0dKW6mkh802cyH2GW7ThCzF84V6pjW66GnYx7_KjHVW5cnNwt4FFzFjW7YvNgZ5f-0dsN3QzSg8QN_TjW6_Zbm92NZYLK0). Steve founded NFTE, teaching entrepreneurship around the world to inner city youth. It’s a fun story and worth $2.99 to support Steve!  Please purchase or gift to someone - maybe a school teacher - thank you.

**Happiness vs. Engagement --**It’s a critical distinction and one Santiago Jaramillo, founder of Emplify (a SaaS tool for measuring and managing employee engagement), details in his book [*Agile Engagement: How to Drive Lasting Results by Cultivating a Flexible, Responsive, and Collaborative Culture*](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W294kGZ8-KLBFW81CDJ23DgF6r0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8r51cM7gbCdTN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vSSXW7nZst48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zm17R0x14N33FK-yqPkxDVnjZC81Gb2PNV6r6LZ48Zf6fW6xBmhh6XPLkjW8gVz5-7pz4b4W4mmtCR6w6Gb0W1LlkZd7z1gJqN2TdvTYyv9_yVkRM9n7DjsJnW1Y_XwM2TZRM6Vjlq4g2KBG-JW6kXC9H7wpY8YN4fcb4zqj9SJN7ZjRCNrBrqyW4Pw1Vk2sbPxnW1m9YXB3W18PhW3W4TCK64g0dKW6mkh802cyH2GW7ThCzF84V6pjW66GnYx7_KjHVW5cnNwt4FFzFjW7YvNgZ5f-0dsN3QzSg8QN_TjV2lWQL2NZYLK0). Go right to Chapter 2 and understand that happy employees aren’t necessarily engaged and acting in the best interests of the organization. SPro and book club members will receive a copy of Santiago’s book - then come hear him and a dozen more biz thought leaders keynote our fall [ScaleUp Summit in Anaheim Oct 15 - 16](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W4TtvyC5y_LXKW2bx7cR8RsYYB0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r51cM7gbCdTW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDDxW3K3XXL2lSbyQW2V7v3G394_V3W3bMLXY6VyK7gW263MJs1KjQ0tW5vJ6Sw7cMP6FW4sG-WK2JzdR1W1f47l91cmVrcW6QlVYK8qm6nqN1xN25Z31VSGW3TdrSC36gZZWW96pj2Y2TrJ5xW5W-HLq6SSJNcW4LNMtx13-Zv8W72zrXT712jq5W7cn4Yg5Ly614W5PYGZc7l42djW2nRzM357_lWnW4nFH3m2VnswMW1tj0zF80DGm8W7BGBvm2_zJQVN87mDnDNDyx-DrTzpYRsqmf21dMXv03).

**Walmart CEO’s Instagram Post --**It’s instructive to see how biz leaders respond in a crisis. Here’s [*Yahoo Finances’* post](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W9cQ59B2w8gCjW7NBdcr5VB2_F0/5/f18dQhb0S2z-2RwkMJMX3G9vFJ4lyN1wq0-NFhWvNW7gjYNP8zfKLbVDMHZ37SQvtZW3vmMNz7tlQCXW1WVBN54MQBj7W912pXK8PTXYyW2Fq_ZG4G4S0TW5PtlhZ2bSX2nW3P4Lsl3QbzjJN8t-91GtfNkdN5WhyyGYWsfRW8kqMxj5hLcLcW2xjGdM5xRdm1N2Qxk8zyptq4W5ltvxx4KRjQgW6hxKMt5FlVX0W53tMG410TTTwN2XVwwSDTVy8W23VhjF3pScQZW41R6kc3_SvfvW57xSs191wZmZW4h8c2m6yJh-qW4PP_Mn5H4XnPW5mn7Nw5G1WrTW22y7W_4_3x4NW6TcH2t3bX8V2N5KD5g0Ybdm-N69XMXl9qv52W3hhxsD15wtrjW7TbzFs6CZmcXW5H3CPk7lkJm8W6L1q6q3CJVp0W334f2l6189DwW70w2zn3Z2GTFW89WJ3M7pGpmcVgvdcX5sYrLxW6wN0m83Z08jJW31br2n1YnSQvW4zsZWq2Md7d8W93qqXn374vmNW29Jd1Z1J0CLvVCKM5l9jlMszW6Z54Yt94fqSbW4pJgNd4GJFYFW5RbRBn9kB81kW7kJWDC2gjpCVW86Lwxv5MS4hpW5_x8mk5BW0v-0) highlighting Walmart CEO Doug McMillon’s response to the shootings at their El Paso store. He notes “we’re a learning organization” and he promises to be “thoughtful and deliberate” in their decisions arising from this tragic act of violence.

**Was Email a Mistake? - A Case for the Daily Huddle**This [*New Yorker* magazine article](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W2RRLlt8P6Yj6W9j5jDN4Gt6N90/5/f18dQhb0S1Wd6XvPVTW12h5pm53x6PRW69QwX71gRL2SW1-dfrm38131kN3hSgVyHTF8LW2HDJVD8r8j06N7RNGYRMMLHKW55_srC5ps_j5W9l7NxX3PXQFSW5wT-876CF1nlW9g7Lwr55WGwpVXTvQf7KFwB0W5h-yW87yqV1lN2HPhX4lN-ZjW22DjZm8zggXgW2NtYsC5xbnCGW2dFGt33LWhFtW2t9-Ps6S1z4rW3LttVv7K4cZ0W3y0Y5W2JH6FdW7hvcR_69QnwlW7M3DCV4m2vW6W4556MY5Kx5JlVDLy1s2Q03T1W2qrYBB2Zf4CKW26Tcjw1vGCCWW5F2S-Z1WMc6pW4HMbND8sK6nxW4VQ2tw5rqCr2W6TfMkj23nShnN5Hh9dGz_Q_tW88jxnq7zClwmW4X3ynC16ltzHW8lH8DH64lJ49VnVVjM7v8Qh4W3k0prw2ZlX7RW36qh8s3w14Y2W7yZph22fxltSW84zlYJ2TG5PjVlZxYp8N-xCjW7MkGGB70TLffW8gr_QG51jVD6W8NldfD8tsXTVW5C3W3W96gHX3W44qTxp7XVvcZW774GJD7KRV6-W4VpTtW43HFvS102) by past Summit keynoter Cal Newport traces the history of asynchronous communication starting with the “tubes” at CIA headquarters. In short, what organizations are discovering is that email is a terrible way to address challenges and solve problems. Notes Cal:

|  |
| --- |
| Recently, the founder and C.E.O. of a publicly traded technology company told me that he spends at most two or three hours a week sending and receiving e-mails; he has replaced most of his asynchronous messaging with a “regular rhythm” of meetings, which allows him to efficiently address issues in real time. “If you keep needing to send me urgent messages, then my assumption is that there’s something broken about the way you’re doing business,” he said. |

Cal goes on to describe how Silicon Valley discovered the power of a daily huddle:

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| The idea that a quarter of an hour of structured synchrony is enough time to enable a full day of work might sound preposterous, but, for more than twelve million software developers, it seems to be working. |

Bingo! The Scaling Up daily huddle brings the power of this synchronous communication to the entire organization - something our competitors dismiss as too difficult to implement, thus allowing organizations to leave massive amounts of money and time on the table. A regular “meeting rhythm” has been at the heart of our performance platform from the beginning and will be forever - humans were designed to talk.

**No Bad Industries; Just Bad Leadership --**In an industry which saw revenue drop almost 4% this past quarter, AMC Theatres, based out of Kansas City, saw revenue jump over 4%, profits 122%, and record-setting attendance according to this [*Forbes* article](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W2xL2Y488PmcTW4Mq5Kb34wMnd0/5/f18dQhb0S3j47wjVDTVM_02X5VRmvcW2z8R-27HDbX_N1RT3BMn-S32W3PvTQ67bxy7gW4s9dwH1sQ4LvW6SkZhj6Ztlf7W8hdFNp4NkC5KW50zsw24H3PYhW2kKdrC4mHrzVW789MX58pl1XxW9f9pkG3nl_7JW4Fbz4v5MVfrLW6HQ5D169RRpCW810X6z1Bp8W7THsFK1_qZBYW17QMc64l25YBW2b6qmz3xYhNTW58fC024bb-WlW5qk8JF8zGtC6W67XlfG8f3TSlMj902xjpM0DW2Qk4Ts8gBp5FW1ShVBL1y7YvJN7K0HGmDHDZdW65-slJ1j2Bk-W6x-f031kJTy8W6hhppj7t_q0jW7rYh3r5VTnhhW2zmF0B9hy9dyW1Lgn0V3mMcFdW1XMDnH974t6CW5bQKRD4PbZhnW5B4nlJ26lhF9W8lt6DT6RxR34W66H9PL7HkQtKW6j0sWy3KKzS_W99kd856Zy08GN1jVBfDgrB6zW41D4VJ4wwQRFW7blp_g2lWLsJW5gKqV12fN0pyW6K-81B1cpqd7W73Rfls1mqkdlN3pqpVtqBqZHW8HyPMb6D30DZW61TPYT8f_ny4VkRP8q4nwK7nW3s9xHY9lZxTfW96KyPr88CNbSVTLCNg9c5rcqW8FvzYD8yypzLW18KPmk5wLlQCW8C22L_7YY5pV102). Not surprising to me given I spent over $150 last night taking my three sons to the movies (dine-in) to celebrate my youngest son’s 12th birthday. And because I’m a member of AMC’s loyalty program, I don’t even think to go to any other theatre. Lesson? There are no bad industries; just bad leadership. Hope you’re leading your industry or give us a call!

**Nick Saban on “A” Players --**The famed college football coach Nick Saban, in this [1-minute Facebook post](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W5qJJVK1Rr5k0W4QbPdN8XB6Mb0/5/f18dQhb0SfHq9dZxZKW6KB8JF1k63-nW7t5F2X59hM3YW6Dk5Sx1SrC8dVLDpF18CSvhfW8CZ6Vx65QrhNW3Q27KL8tBFN-W5C4H1m5D35yhN5z5XbF_62L2MTys4w_tbSbVWxqnQ5J0bDfW5G1TzL7-k1WzN3hNjynWxqsjW5G97mZ64Sv8rW8n0cz68r744qW8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbSQ1mhW2DW3xR5Dh625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndqfP3FzPPPW3s1XjF51GcRpMzV2fGYSX-5W7m_B1R5c8d-SW3785hQ7mTX45W4TKB2963J_WyN4XXNK9c-MgvVDQplM3PG8D6VTxjBW4s0pPrW27nq_h2D1F4fW4wvhMd7hJ6W4VW7xsl1lsXsLVNWjjn28t8n-VQBTvt4Y9X7hW377QQJ4tpPM_W3KtX7W64yCxPW7wTY465L6lDNMSKtwXcZLWRW86l3lK6-sdcCVsL4QP7NMbGqW5SNf3b7mtWScW4yVv5085p5dJW4mvwRk656cPZW8wjpGZ8Wnn2TW5LgdLX8-RKZ8W4Pxhj53DlwBbW8L3k-N5l49-H0), makes a great case for having all A Players on your team. His advice includes the quote above. Thank you, John DiJulius, customer service guru, for sharing this link with me when my sons and I visited his family this week outside of Cleveland.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*VqcczS6T3l2fN5Nq4qKLpcJW0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r51cM7gbCdTN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0ZwjW6G2lbz7NMdQNV4cNXy75WRHJW7s5-V14JG-D_W5Kj0ff6jc1NkW6pwtYC4p_ZTMW4b8VH83qDC5HW1FgQbv54q5SvW8XkykQ5p638rW2v7Tht2qLMTqW4fCknW7wzXhVN33wGS144QQfW7Hvlb06gxtldW8VJ7K45MSwdDW2qTZ8_4lBZ6FW76L2W_8csGDVVD2JBL7n5ZnyW3jPt8d5G484VVmDXSq4QDgwJVWWhq98Nhl6KW5MMvyV2-zzyKW6K6pK-5Rcj5kW5_6_876XDm-BN1yf53YVL6QTS2w-2Fkc5V102) [(Sold Out)](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W4cj5HN7RQThpN99kjw7rhGlf0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r51cM7gbCdTN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0ZwjW6G2lbz7NMdQNV4cNXy75WRHJW7s5-V14JG-D_W5Kj0ff6jc1NkW6pwtYC4p_ZTMW4b8VH83qDC5HW1FgQbv54q5SvW8XkykQ5p638rW2v7Tht2qLMTqW4fCknW7wzXhVN33wGS144QQfW7Hvlb06gxtldW8VJ7K45MSwdDW2qTZ8_4lBZ6FW76L2W_8csGDVVD2JBL7n5ZnyW3jPt8d5G484VVmDXSq4QDgwJVWWhq98Nhl6KW5MMvyV2-zzyKW6K6pK-5Rcj5kW5_6_876XDm-BN1yf53YZHcRdSh7X1t7FDQ102)[; Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W56rjkh5CVLFSW3CkfF872q9_T0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r51cM7gbCdTN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0ZwjW6G2lbz7NMdQNV4cNXy75WRHJW7s5-V14JG-D_W5Kj0ff6jc1NkW6pwtYC4p_ZTMW4b8VH83qDC5HW1FgQbv54q5SvW8XkykQ5p638rW2v7Tht2qLMTqW4fCknW7wzXhVN33wGS144QQfW7Hvlb06gxtldW8VJ7K45MSwdDW2qTZ8_4lBZ6FW76L2W_8csGDVVD2JBL7n5ZnyW3jPt8d5G484VVmDXSq4QDgwJVWWhq98Nhl6KW5MMvyV2-zzyKW6K6pK-5Rcj5kW5_6_876XDm-BN1yf53YXJHk2Sb-y4_2jTf102).

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W2P6RsL9jn-byW41lxhT3ZmKtb0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r51cM7gbCdTW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDDxW3K3XXL2lSbyQW2V7v3G394_V3W3bMLXY6VyK7gW263MJs1KjQ0tW5vJ6Sw7cMP6FW4sG-WK2JzdR1W1f47l91cmVrcW6QlVYK8qm6nqN1xN25Z31VSGW3TdrSC36gZZWW96pj2Y2TrJ5xW5W-HLq6SSJNcW4LNMtx13-Zv8W72zrXT712jq5W7cn4Yg5Ly614W5PYGZc7l42djW2nRzM357_lWnW4nFH3m2VnswMW1tj0zF80DGm8W7BGBvm2_zJQVN87mDnDNDyx-MtS5X61J5N_dns9g803)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W46xD0S44HrtwW1b2M0_81cwJ00/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7t5F2X59hM3YW6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1xHQHQW62nGyh7d094fW6G7Fbl4DFfS3W6R8jkZ63y8_hN1pqJzzR5qqlN7fppjbGpJp7W1dVr-k8JZwj1W1n8Q4v8yfwT6W86-35r86B_P6W7YqKhB1cmRbFVYN7Y96p4W-yN7xP0pj1_b3ZW2xZDC_6QG6qDW6pdYgY5vzxH1W3Mw0HN1bBvW3W4KJW2K8Tx79hN22TNxn9Mb5mN4bPLhWRb-YsW64RB371zLZhlN3xxDzVJgKC2W8fGcD16l-LhgW1RLCFL97bNqNW8Xlh1y3xz7xLW62v3cG3pxWL3McTSRKcSm7_f8GZ6SZ02)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W8-nHSv2WVFxTW3m4dCk8MyT4s0/5/f18dQhb0S1Wd28_Ns4VVS_p41fpj5lW33V0932yGzBrW1QG1053bbr7BW1Bm_Rs1dB5yYW6nTSRK82hG6JW4h0w5b1q_z3_W73vvTc47RQb7W4P6ybL1QxKYLW4-f7_611yLNnW6prWFY3QV8PyW3G_KzD47zwg9W3dKMG227H5gPW1s-_n-6wMC4kW8l-MnZ8H4RRkW1RT_V-3vHyHpN5y-QTm_sNRTW8Tf_TP1l9X0KW2bC5t81j42zPW1_gpCL71Mf7-W5mvLpM3ZPJs2W6L8nQG4HYlsPW9dLh1w74Pc1sW2-2yxp5M6syNW1qBG3Q2ZVjkpW7kwh4W5WZdwXW3z34Lq6LCWmZN97b2CGqvgR4W6RFYNn1_JTnNW2dHxR547ws03W7GDMWr3n1qDJW3bkTQ81FsqVSW6KLjN73mfc1QW2S3ksp7J1rbPW4gfkf_7T2LQhW8_tYQK22bWR6W4z3nSv7XcrR-W9kT1XX8RK5mlW65WnV347hPrGW3PBtjk4vLcvbV63JDb2W70VxW46q4bG8DDfdLW8DF3tW8jX4XCW3vqs4-6XFy09W8Xf_dZ7LNh2XW4RGLcT87QSJKW3KW5C74dVPV60)[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W5TGSt147xq_DW3Rc9KK16cFBQ0/5/f18dQhb0S65L2d-zsMVWnwPj1t3qbLW2qYXh34KGv17W4Q6c9w5mBWFRW5gn0rs6h0WTYW8-_kJ_564MXXW8Mty_b3NMLLxW1R9qH72m1Nk2W1JhXRH2tSx07W5T0b9c1QpP7ZN2dQSy2TVYKcW7c_p6Z5XcZCWW2GK3XN5szzdRW7LpYHw3nRFFGN4fm5dzHplW5N1kdlK5qgwFsVxlBS04hDDYsN7HDtB6LxchCW1tbW4v4smP9LW1gm2qj1RZ14xW6wxhQm2CtwJlN8h9MDQ9p5kjVbMnDc36ZNmvVW01fL8BRwzVW8YKF4F643mFkN4VmnMgrJYz_W85DNHm5-0ThzW47T3QK1h06k4W3RgMZF9hb3jtW4v1gPz975MWsW5MFWF63G-CGvW43YjPG7MkB7fW4lCNgs3Y5fKLW8s6l7g6WL1SGW7YSJZT6qHfTfVZwvCY5tgL5-W21dYpn90tH0mW6HBVKp3qR1kzW7_2ml31GTlRLW3WhpV_3vw_-LW6Fhd4V9kgJZDW39-mT125XWFnW1Ly4HP4Y2kptN3004L53SkJqW2mlrlG761RdPW7xgVBY89g091N5QNSThwK791W7KQT3p927_jwW4V-DRc78kclnN6kNgPtr447YW7gN1xF67vc2M0)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W5v74Cd2sqymTW4H8TTq2ydWbT0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r51cM7gbCdTW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75Rk01W94q7cq6VKJl2W1hC_8g5lppH7W7thqLq5gFnP0W2lXLVg3ZD2XNW12g2fF5RNKgTW5T505r5l8tdCN6XnB5XKK1H7W8SN54B53MlXpW9d-gws2rjq5zW3qDLg559gLhSN8h6Ry-HBXjKVH1X5D5mnHlLW14HBcV53GQ-KW33pgHz8nDXS8W2sJWHQ79PS8yW73R1h2224mr5W6pHKM0770mwhW1YYGkB4rNt4BW5qv4fv7jjd5kW87Ls0J4DWBQmW3y5wNy4Zt65XW2khhGS7bptwhW3lGDkM1NwBMnF1MVsRj2CQ0f3nd-yl03)

[Canberra, ACT, Australia - Aug 13, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*N62V311dc8Q_W1s3Wx12S3b2B0/5/f18dQhb0S8cB73FkvWW12Pvbj72_zf8W2Z8bMd3yXbXkN63WnJJxDYc9W6PK26Y141SWyVCj8n75mt_xQW3TW55W7QpNTyVbdmzz8qhYFdW2CfY7M3snv_NVbGHzT6HSRZXW5xjcMx4zBBL1W2W-Pf99m5r4zW2r420m2BNQVrW35VzzP1gY6F6W31kmXw2ZpdSqVzFJy35M7NGcW1r1TLv1GhkMRW1XlL6J3Tg17KW1MR8Fn21B89QW8dhmJv8dtLmCW1vl3Xr1thgWGW5J5SV02LnjJ7W4cTHp45x5xc2W1p2_xv54bB8FW6-w0Md77nLQ5W7rP48d5DsjMDN4HPVDSJh7SJW7vpJrl7k1X5MTk6rV1LJ3BtN59rmdl1S54yW6bTjm04SPtq0W289MNx7NjLwsW1C8fGy39lq4HN684TSJw9N9HW6hf4gb80Wdk9W2wr8JM66q6r1W24j21r99C0WSW8w1pBj3fSyPCW7mD7L73-JCj2W81TT9D3FBxK_W8_vJL3258wtTW2MwZP62FV5MDW3tZjJt2h3sg5W5FhCB675Pl3MW72jc901dYy9PN1XYWNdc0BnWVvS2jV8PJpx-W9dwXFH6l5Ml7W2nXV1n8PD86rW2YN5sk13DkqWW20bRtY38V5z7W7D5kGt6Sk2yKW4yyYSH2S3s5YW7wctLZ69kpX3W2TZ1vx5RX8K8W5fQsWY6yR2K0W492VVB6Pz4KGW8khp4W52vvBkW92KhjV8wXwlrVn4PPl92-yHMW9gL17h5CDtmjW7BWSKn9dbc41W9lVLnZ91C8VHW5QcGzY4B4cTPW8pZVxS41jRV0W2B55BG7CCy18121)  
[Brisbane, Australia - Aug. 21 & 22, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W8m4ljG16Pf9PW2GgqmL5jKK1r0/5/f18dQhb0S2C873FkBlVWVpnD2_VhSxW2yc7Z05WLRPBW5H6S6T1vYmJ3VS5kcQ3bKh7rW4T07YZ3GWrqFW7vW-Jg86-wXvW3gyB4G863KlgW8Pbhv163jx76W7ZdH696YmYwSW92kJL94mBSHXN70BwfnRZ48BW7Tz5ZT2SFfqYVYvJpB2__nTMW80VS3s8brW6tW8svCKr62QJ3fW1_YvrN2ht_CnN7GpsLTLGqg4W2lBjLg34T6pgN1fdn_crMYSVW7_GSy06RCZbZW7CcRxH4HPW2zV3cfhP25yfdDVGMBDC5-4gCqW3Y5RBL1D1H-gW2vpMDx1CgwPfW1qcF3-9kRvl7N5KPZv9gRkxsN3hqwnJjKmW0VCGMnG5vxW6fW29wjhr7HfQ0CW7mQ4cz82knvJW6tHKXM8Kx3t7W3TwHPr3cdFLWW185PFF85qVNqW86PMf49bJ14zN6lll3JsFcqHW8KC5nT6msnsgW70f17P4lyVhXW4YxtPX4jpX-cW8KTyjt4w1kWVN6pydTXJcHm-N3nryr7v_nMpW3WGnm_8HG2f5W726Sn52G2b6pW3qspjn8fX30cW5dB5Z15ffrywW7R41h04DBPZyW2bTBpC3m0gh8W8Qjs8t7JzGVHW1HqR5m1p5kTBf5ZDtxR04)  
[Sydney, Australia - Aug 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W20D2Yv7YT6q9W14cMfr5hFyvS0/5/f18dQhb0S65P7Bf-DYW12NBpm2_VhSHW1gCPRY6Cc1r_W8x_Xc64V8RK8W6w3VFy2rTHpLW2PMhvG56PYy3W4ysFr991BGk4VM4c6V1tSYKfW5n-G7T2ckSfcW1LHynX7dp867W4w8xX56XkR_NW9k6v5Q41T07yW87p7q36wQhPgW2pT2bz61FH8MW6Kprfs73FcCzW1DSCJC7BQF9fW3_TWlw6bzh_rM9Yzs2lQBfMW8W1VQz7q6TtpW6Vb6MX2L9KVCW7Nq7yT5ZVySlN4hW-xn3093fW4j80m-7SyyMbW4JFLBs1TYz-dW3RlSzH3JkhYDW8YG45z8xw9fjW5drlc638mYY1W67SNT55V8334W6mWjsz56f3N2W60fVN95XgPhJW190-G84tLWcTN3YpJlbVTm03W5TpJQJ1YTFC8W90TmMG61Dt3RW6g9pkM63l1RHW94Ym0T7XJflLW5rKmL55g-rZ7W9jqfwR2l8_3gW6-LDGP4gnJ8GN8hwhS6XqJrMW1jS4L724bX7NW4vyWPJ4g5fd0W7ZjBQX6ZQ0KxW4hh2kr3FYhd8W4HnrFn5yXmZJVCzt4Q65XZ63W6JfLNH9kBm9gW22Zl_t8WN1sWW9ccfGt1MsDt4W2gMC469g6mwdN5tJ2QRY6nkvW9h9bKD3D77RJ102)  
[Melbourne, Australia - Aug 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W7W75z530Rf12N8r-Hpp6mf7l0/5/f18dQhb0S65P73nK89VWVbsv2_3w3fW2Fr6L65rwWRcW64mnt36c3rFfW1fwgtB6dBW7jW96Hcp385dMXsW6yygH53FBmYPW2XNQvC2cjWxfW2fwM5b33zFbxW8mvdlX6WRH7gW8QMyF17xN04VW7swlZb5G1PH5W2RBvKm315hhCW33gR3R8bH6cgW3TmB216j8JYfW5D28Dj5hl1XFW3JCM5r1hXMHYW5-HjrR2rfW0LVm2CNk4fHXL6W1yZ1R75rHQsgML74Y0zvpQTW6HMGm54s4NsdW7FGrQd5rLjhzW1vM_j77RRmm-F8l3wrH4p3cW3YGSq63s6wVCW72Bqxs2qNb8WVJjD7g8StpbTW5_RtJh6f10SXN3zT5F09s7_vW6myxTM4J-LbXW1Hgv0n4FrGt2W59T9hB7WF9dvW5g59c64yhD-pW4k1X1B7K9FQFW7jd7dY1k1pb8W9bKyzk6Yn3WNW48fgWx6BSS87W1KGr7F2g1mMDW4XSj178CKCS0W6S5M024k_439W98y-cQ8DSDVXW1sPJyb18h2KSVjqLf_1B2-1kW3N1L9n6-mCQDW4ByRjV6j1lSlW8Sqsvk5fdcd7W7Kj12h8LY1-pW2yWpx_5sDWTYW241BW75yXs_P0)  
[Grand Rapids MI - Aug 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W1Kcs2x5DyTTzW3FcWq-3n15460/5/f18dQhb0S3gX2RMFfcVMHz7w6C9Rf4W1fL-lD5W97rkW5pDnGC2TGgNtW1xyBcH4SR4tMW4WR9Kh1WdqRsW5ptvB01l-chVN2nTZRX_Zf8NW7TX5Q741MD67W73YrV882wSMNW6X6YMh5KMQTBW51XZjp92FSZJMrGGXtw8CprW6XLGzW802ZxQW3Khyc72LdzzhW450jXg326G9QW51CNW13GKG5rN2Dt4VqZbqz4W51tXPn97yC_ZW4K16_b8lbVKtN3H1DY3_nvP0W8DstWs2zprMPW7zJxr95k8gKxVhBcBv3RlyK6W7bTQzq3V4FhXW6tBcW91yZ7tcW2mwqhq64_D7VN7lk2g0M8j5YW3BY3Tf6kXryDW1CCsqL3J6pczN78xhLhKtK7lW1DFXKZ1Qzy__W3dZHCs3DpFlRW27S6gG3tmfxfW50ccdT5D_-7bW6SlG_V7bjkp8W7nV4ty2gSHwlW2wTpJK7qPL9LW1V4bDX15HgYFN5NPvF9P5v_TVgmzB-26hx0wW1nDPTt4wfmDjW6tHbp_7Wjd87W5c1jw02X3FPFW2tK6M66zVky6W2PX3gg2t6rnmN6GQJ1R-DWfWW44RWNQ6hjZLxW80LyRh7YQ4QQW7z8fsh91b30RW4vNVsH96L1NCW49RkgT998r1_W5y5KhJ3wq6QcW2Nl9pb9d813hW8GtnnP8QjPRmW92BstB8nYlX7VLfNp-29gsCw111)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*N33S1MyTXwWfV4KGtk2SWp4L0/5/f18dQhb0S65P6Syrd5VWVgJ71QbpPwVFM0MW1gBHGSW2PQGg94YjzYJW8JFHTy2vk415W5MdJJd83GhMGW6TKYp_3kF8pHW6kfLyT74vbmxW5lmQg037wWrNW1kYtT34fXVC_W9cGmNb4gPWCRW93hMbn35BKssW4Q5RJS3W2lJQN43yVnSKbZmsW8VY1d-2gTwZjW4VrDxQ76S1PYW2YDNrT2PnYwqW6yHytH7lLlkRW5r7b7K1cfNfTW6h_flW8_13MhW1f73bD1gkS5-W7Rz8P03S54NgN80x1jlCq6rgW1gs3J16zmvQcW7yZwnf20X2P5W9dsnp57RGsmbW6mDBJz5HYP3KW6wcm011RgFFPW4Xrrwz2N_k6TVjVQ0g8kmRZtN2FdxpTdQJ_1W5BvwLs2rLTGlN3rcB-y3BybBW14CMg67Xt6yDW9gD_rH3W5sDfW2dMF4P8MMNLmW4tyyDZ6HL3SjVzrCLt6-j-nkW64Sdyz3TxhCsW3nrf132TYZYlW3JB2884QV5syW62XfCY5H2YFwW3gSJQ24gGs7TW6Pk3Mp8CfzPSN2D310KBnRGBVqRyXl6FsCvGVWBl4Z8XdrT1W915_sX2pzg7GW8wKSgP7jwqNmW3T_8Zf8fDh85W6c1jzt312FhXW9fsZf06B8N4-0)  
[Scottsdale, AZ - Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W7l9R1r8jYQ0cW40l6Sz7XbR9h0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r51cM7gbCdTW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDDxW3K3XXL2lSbyQW2V7v3G394_V3W3bMLXY6VyK7gW263MJs1KjQ0tW5vJ6Sw7cMP6FW4sG-WK2JzdR1W1f47l91cmVrcW6QlVYK8qm6nqN1xN25Z31VSGW3TdrSC36gZZWW96pj2Y2TrJ5xW5W-HLq6SSJNcW4LNMtx9gHVjTW73Qsnm1d5pgbW5m7WT66DzwRSN1Z2rjmLfs9mVd8y6q1QP8rtW87vfZB28p67DW5_5g2f436YzyW2khJj22B9z0rW4v6T_136sLG2w1NsfDK4DSf7JypDV02)  
[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W41jY4-1Z9krjDBmgmr7Bmp0/5/f18dQhb0S65P7B0mbNW12Nnwh2y8MLHW2y4MtY2KkL1VN22djJ3QRjkWW1qvTSY8h1kxzW2bl9dB8LrqKYW6-gsSz85jXX9W2Nd7J551k5nLW2qlzXq5mcm39VWdS5J1qrDqcW4yBY114p_PFXW4-7tNy3vwLM9W7bWmVz6h2m7MW2h_BDX3CGCvKW8CRxB48s6vNWW6MXjNp6rNM0PW4KCNWQ3LKMH1N2LZkXLgl8pPW5kqDVq2qNdCFW5rhdbK7XYBSMW1kGCVH5TQJwzW4ChdHx85my7_W5Csyjq1njVjKW41h0688SbdbpW70CM1d2ZBt6gN2plJrvbMnkHW2yg8-l4kV80dN16gGxh8S1QyW8DJZMD3bP_RbW37FB9d5wGZT9W32c_w891jDRHW8zPmQh67tr8PW229GFm7Q4BPTVBjxmJ2TnMpVW3-K70N81yv7jW58jWHh13sSyhW8W_mBT7gK9sLW89pCLP9147h1W8CXw3Q11FvWBW80TKQG44z8FvVRqj1k76CymVW2MrWN86RpFYDW3WTdLr4ByPR-W1Pq09b23JmGDW7SsP2t4B5GRwW9f_JZp9k1tXvW2ZQQ-S8Lhql3W5y5vmZ9719myW6pP8Jn8_-nrXW6clMcj7TQP7Y111)  
[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*N4y30D29byfGW5DFFTM94Wkd90/5/f18dQhb0S1Xq2dYTs8W12d-3l31WGT6W2wtXD-5Wc04sW5F3fRD8bHs-mW62d8X26xdBJYW4cJYGN1Yzzd_W8KJlHw1fbK9vVFzzjF23yStkW93vtRF4ldBf4W8GHxBy7JqmxbW15sNm44pG_PQW4bmrjl5H-DZpVhXN9p2qwVC4W49fFzS6JbW9CW83G4B_80k0BcV9sl7T3BqN9rN4_-3SL6Y_frW629FBx6wHBKYW209lGT4lxrc6W5Gzhpq3_k-5_MQ71_SqJXkFN2cP6S6rQzq_W5BBdQT5H_6SJW15HsKS65DQJ5VFl8Fr5XbSj7N3B3PwgYZggDW62bk1G1mDkVCW1-nFy85Q8fS4W7vgtsb90_kWyW1WQnLd6zdCCkW1LBptT6lv_w9N1zxJk2WQcrZVVHL9s6G131QW7RSKLc3WPNZbW7MHVvg6lNT0LW2LYqbR5DB3tRW7Cj4Wg9gjJMlW54jbCk7_g82XW7jzH4N4b__npW81hfRb55rhJWW7RGSHN6TWF57W6RqCWg5gWdqGW2kWTlc93fRyGW8StBBQ8YKsSrVl42S_7HS8mrf7svnpZ02)  
[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W3VLN0R7Fvvr6W2b76KW1W1kcT0/5/f18dQhb0S2C87Bf-DYVWp9pQ5VRxDBW1fDjd_7WsnFfN3Lp--fMts2fN62s_jKNJNgkN75z153Yt9l4W8r0cw88M20fdN3WZ8Vc_jLvQVnZyfX5WhsR1VzZRRJ7CgyS-W8VlqTh8PwT-yW6RjPKh4kf1N9W4F-z5T12YM2kW3PYZJ464hNg_W1Kq8XB3f-4w_VC1cz14WrmdrN2849h66bbl4W1SSCg_5jCY64W2lF65w2wCcYSN2PxzRLVYrPWW2VchPH19s8gpVjdgkP795YPFW7GB9zj5jrW4fW64jbyn3MBjrvW7D4_SK63SB8jN91pw1BgdcylW1dd4fG7fyzHbVH8KL88TXl2QW3KpDdd3BsBWrW2cSCrr8GwKLNW42xpnT2svFsqW9bbLtd5fcTM0W2zfdNJ7SQ7bhVzGysf7MbRGSW7J13YQ2tRhV5W6bVmDl83YS17W7cf1178HxJ3SW60WXWy88X3dCW1qYH6x9bKfrpW4lfqhv45RF-MW8Dzr9H4xkw1NW46pSPh28gXx2W1Fhl6-6xmshyW9d2b3G68YD40W10tnnV7xXjdKW8JC63n4WsyGNW9cWQNx2cB9zhW9h5qMP988srzW3WDydN28mKQ3W9bCk0V1LW2vcW8rSnDk5hGRm9W784bpf2jvXN8f1K5-js03)  
[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W93TSMT3J45N5W2Jy-r_22tGb30/5/f18dQhb0S4JY7wjVDzVWVN0z2XY66kW2GLNPN1gwnpYW84rvFy8JNpSGW7b8zMf2rM0QGW2QdPSy3TjfBsW8N4vHf91GPWlN2d1SKk8MC66W5Qg6NN1x6t91N90D_R3bLgrSW8fT6Fs24W3rVW2jytQ17PkrfnW39SQYS5Jc8blW8-mZr427-TnKW6zvRM_4nSSGtW4W3b2j6xC9TpVLY7hH1kQRZsVHPwz-30zZkvW2-dTf-8cRJghW2RnsmW8Y91W2W3B84vj514j1CW1wcwZT67zG5QW644XqN1_kD7WW3TzVtJ28kGZ9W4cg4J72bpS7SW5-YgcG6g0YT_N7g2c2ymVKknN53kmNNRbFmLW71Wf_p5rBDhwW3sQcHH1MjwGcW5zCZx57K5BhjW83HJry4WF94xW8fK9mn8K4JxSW39M3P24Q7N32W4g-6xw4kbhV_N9jDx_t_33SPW511l6L28HmGBN6-rYf97Mb3HW4Cmw6H1B5PSmW90s33S9cc6zLW49gDzC2D6VkzW296vXr21BPr3VD3vYB5tBzbhW3bMjp_7hwwrDN4fHkkY2wT6RW4NF1GD3YG7nNW5DQCLS7C1BzKW5dW4pv1_n66YW9h6H9m8Ddnn3W6B7VSN6zCc_VW3L1X6X7x9-ppW6DgqJx69sMyY0)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W2WHsdL4DDWfsN6yj3L6x8Yc40/5/f18dQhb0S65P73p10HW12PfWt503Xb1W4-w_tg7gpJXLW6Rkrjx3M4r3jVPNKx_42clbKW985wXl8TDmpJW3CK_mN4QJ0fjW7JC_wP8cFKXTN50vxCjByXpjW1MD6Bj3KJqSkW6ZDGsw6-r05fW6TKCqw5-_5CYW9cM5-w6h2m8TW6_xrRr1QqFvCW5yvZ0W7B0Cg3W2rGy8w2YCHLPW5YkC3j7kqVG7W5xdcTf5gcmlHW3rHz0P1rVXN4W8whC537MmglqW1X_WJx7mgTrCW518Hlg6d4JtZW22dPrx7Cm8gSN4K42FlxVDysF6NkBR3wm3NW5T_Qv44bxHXlN5lhd_yjqCRFN8G91fDY0nR2VCbw8l6yfrg4W55BZ2j7ccl0qW3lZkFm3zQ6H0VjPDBQ39q9zZV2m1S929kN6yW6Mkfnr2pxy9CW7PvD4k7jdBfBW91Zf4H6zBwd5W40sBsj63nZ9tW6rJ5kN6GwMMRW85JFXC1BzmVVW7Lzy3C683SLsW3wRPRr7t2FgCW9ffXHV3c9p4yW5LTKyS8qYKNzW6hJhW56r3KkJW4B77s_2bwT09W7kTN_12bl2-lW8NtCsh5HStdmVgSyy53wlV7NN1HVpDyrkTLyW88CFrL5LH3XBVqNqQS7Kct36f67vc2M04)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W7pTyC84xxFzdW6KKZJ53fYSxF0/5/f18dQhb0Sdr77Bf-yvV1xZQQ3wwwK_W3fjJQY75SG7DW2S3x7L53P7qnW3pZH9M5RytgYW2FPDfD1Fn1qLW92Lk0k4rhR7JN7dkSZ1k0gyPW55bh5v9hfBBWW83CqxS4Hk05fW94RsPm89tsBDN6qtzMVSQQy1W99Bkq451zCrXVz2hp87mlHDvW5sZ6kZ5lqJPHVl8bNS8dj1J9W4rZjFH4mFyhHW22vKmF403L9wN3N0J36508NGN7P8N4NWdfLlN65xGt1gc3FbW6VG3RQ79LkN8W2fqCc_1dR1wzW80p0VT3FV95-VpHmXV6GXcRzW713wQl54sG_rW8KBbbB5fKyxmW1j4bP73WR8rZW4ndmXt7d1S6MW3-F4MP6tXWNpW15tcLF2ydslVW1grF7M3zRfk3W4Ps0nY3SlSCjW6bs8q74VfDN2W436X__7drmw1W2kjbCF15rBKgW2t7g-y2KCXCJW45_F3x2hGGbWW6hJ4RW4k7sdZW2vsgGz2bF0cQW2F9t1k4qDxZ-W1QNkQr1BVn0PN7F2xh98LtPtW5nV54m6h41TFVlb0Sr7WMmxhW6t2M048TLmx-W28Nv7s4kn5lNW34C9RJ71-DRBW60xJ4B9ddvlfW6S4m9k1b8F9rW5Fpplz3Q-js_N98dT_CJKGPXW1QwKnf5bQZ0MW7Hrvw47HGlMcW4s6XYp6NrWG_W6_wsD12ThjtxW7XJX262gLqD7W6Pt5FG8prDGLW8prD6r6_sZwQW22mLdm9f8-NqW9cLM3381cx4hN6_SRP870TSBW82zLBf1tlpF2102)  
[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W2zqzkY24kbyCN5g-WVS1MJT20/5/f18dQhb0S64C2dYTssVM38W92q2yyCW5XJVbX5Q4yKDW3_kJlf2-xtkjVF1MHC2cLYY7W7m9hp93CL5lwW8cdLCy5QSVZzVPkP6Z1sQJ8xW3qp9Gr47qlrdW96L01g6TXL09W4s94823-bwqnW34ppPR4MZcYNW21d_jd1cPcN7N1kC69ZkcdRlW1pKZwM4CSKYRW2S1NCV78_5X0W3Gxk4y13g824W2FbYNW26YTn4W5Z-cCM2xHHksW30rLKv1RTB1yW5T-z5-7vhy14W4KmPCr8mmnzQW3LKhz36L8n5RW199g0G5MtHmsN4_lPqn3rZpbN2kWnnJSlSmNW2ngSfW4DjB3DN6mymXVwFMJdW1vxhNp2ycPKpW35XVmf7_Rp5pVykJC98p-C8RW6Dm3gk4jqyKYW5391cL2B0n1sW4R9TcG4hxvPxW4fCkQr31bnnFW1S0SX155lSKkW7Gn8kS5wCMwMW8qFzL37j-9MfW85CPZB5wrgXJW6CtyGw2TCjL0W4BBTvl9hY4wJVxs-1K1VjF02V_7jHs95PfWKW4tc9FW242qrSW1Ldhy_3vQ1bKW1VFt0Q65Yg7YW2vncS05CwhY_W4ybhDR5g74-j0)  
[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*N2Hw3_qC3M2KW2WD-J89b7DyQ0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8r51cM7gbCdTN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zm17R0x14N33FK-yqPkxDVnjZC81Gb2PNV6r6LZ48Zf6fW6xBmhh6XPLkjW8gVz5-7pz4b4W4mmtCR6w6Gb0W1LlkZd7z1gJqN2TdvTYyv9_yVkRM9n7DjsJnW1Y_XwM2TZRM6Vjlq4g2KBG-JW6kXC9H7wpY8YN4fcb4zqj9SJN7ZjRCNrBrqyW4Pw1Vk2sbPxnW1m9YXB3W18PhW3W4TCK1qxk9sVsk4dR3BBl-VW6VW5xB4jPdm-W2B65JX88dqFgW4Fz-6t56n86QW8YhbsT6gVCkGw3xWwfqdyHf4TNw_h02)  
[Niagara-On-the-Lake, Ontario – Sept. 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*N5S1yjwC5Tw0W5bzFPv1gPznx0/5/f18dQhb0S4007Bf-DYVN02k72_Vch7W2_-1Wq7CH0CtN59gq57pdc0xN3CQrWXpSdD1W3z9TcP6457DVW4qWl7d6Ysj1kN7clBF7MpVF5W2XDynB8vmbs4N7ZdH8yR1hDDW93hDVX4Cv7h0W8lGSZX7QYQYcW943Mtp23WxbBW7yRPPN5z-mqzW48mqws7rX0wpW2m5m804WJj9hW3QsRLh5gntPYW1TcpZ73dDVksW1fR-3K2b_0_zN6wtF5dlN_lSV8bW9H1hM0vvN2qTrj-lqrwdVmTFn659tHJlW40Jz0x7yxptvW7DcGrQ5FvKrMW8LT4yT56pKXfW2DldlL59mq3mVGH4lT7NXtsNW6cs-BJ74P6VsW5lh4vk2sRBG0W4GSxlZ7kVQV0N8QnBZRM2fqxW1bzLbZ8D6k-1W1qkysl713WSsW90BB1994sc5kW7vt6x16ZDvjJW5PGFdq85Nl1FW4g7hZf4PZJy4W8F7b3P89q39CW3J_5BJ20FwntW73P_9C2RW9wWW8kdbYt8sFgjWW9fcnr76m-d3ZW4c4MXz6SPzzfW81Fq-K1BNbRKM84sDcjqByVW5wDfxr936KtMW9lBVg69j4j4KW9b6sgv8L5BqGW5dVPZy1Lz1qLW3v36r55l20xQW784v-K2jKtHVf6dRF2R03)  
[Boca Raton, FL - Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W7c_1TN2D1MsRW64xtdD12HZvv0/5/f18dQhb0S64C6XvSK8N11T3LBc7MmLW1KkjPr12JSk4W63Y-sC7QkZ_NW3svYpt2MyjwnW5GjF4-2S6xvhVqDk0C45DB3qW4G528s2JQn6gW8JFC9c3v3wc2W3-WNmj8QpcJVW5KNj327BWZgdN12rmj9-Fv9RW5XZkvy6ytbCbW47_k0H380LMyN26zhYNq8LvPW8qDpPd5TKJWgMYfjpdD_Zl6V358MN8FV_DnV9psCj61pD-fW8Cm73b8zJFHvN5jVpRhQzwvNW6xqpGv60fqR1W7vfwsb4Kl6QwW8mLkKg7tnvQxW45bzv02nk3wpW2t2cFC33n3JbW1dtxBf7dKClJW2JgPt51YmmrfW6b6W77890DVbW6Q3ccn5jQVknW50P_MH37pJXyW7H57cX6ZRb3WW7KJdzB3mvj7CMXMB_vHctZ5W2p4lt777NjzkN1Hp7Kl-l1G5W60lf_J3J_TbxW3YZpnk48DjlHW89S9Fh8-Jf6bW4wSmSz4X5XMVW53Y8pV7DJHV9W7JF99n2478cfW5d8vpB45-MY5W47WgB83Nb--0W8X0NkN9h2VTZW47k4Xd9j4XVSW8Nk0rM22qqLRW7jq4CY1CqYrmW3mQy_M2f-0g2f5yXs_P04)  
[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W6DJ7Hw1RhdjvW42kv3l30D3pq0/5/f18dQhb0S2C82fbcMnVWnF6w4MVwHRN2M2sLj439RxW3F1r7z1t9zG3N2ZwgpQq1HQsW4-HCPX8KYjlhW3hwzxd6VLGrqW3WZdtq2W1BmXW4LrHhc1SJ4FDVdcd8-81Q91hW71Nm1_5wf7WLW9k_qlv3bct9mW5wjL2Z4hwwslN3QDX70WXTfxW1-7LHk22yKTPW74XmPx1vfyBBW4WHc5l1wPcwmW5CsGB62Y7YTzW1mF7VK3GxrvRW1fBFxx5BwSW6W8mc0JF2Jqyg4W10BNvf6CHYj2W5XvY_v65dhLCV_gTb468hsv7W1dylXv7zbJjCW1RGr8-20knx9W62Db3H5nt0gMVfWrM65hqrZwV15zzw6P7LTDW6h3QPS65kV_wW1k5lSz6G4z7hW5cdXvf6XNJcRW737yF35MwC9NV6RvxV11YgYMW8jRL_37H8YKjW2H8kB-28gqMvW8sv7-l3J-gnGW40S-k77n5dXBW7Y1DwQ6WcqWtW2b8-Px6_HYq8W4Fv3sR8WQ07tW6ygs8S3T6HywW32cCVf4fGTDkW1LdCH_8P28m7W4rxx1m7M3t3mW8MC_hN9bQMKmW1LDXpp5SJ8dhW9jCvzz5PssBYW6YVPRc6hJhK2W5FYdH748R8bgf5JQG0x04)  
[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W2LvmF15JxCNGW5d7DJZ5JZbWk0/5/f18dQhb0S2C82RwGk6MWnCy925H5-W3LnqrY2nnZDsW1X0Ndt76JlymW7KrdN74-BsRCW4cT_2g2JV3yXW86DckD5yrxcRN838TyD9yLR0W3-CQS174hbWHW5-rLV94ZpZnwW8fWdfl9gmhfwW95JlSR5NZh-MW7w6q0R5HKQ9hW1Wm8NL8jxqnCN3KZCbs1fmNPW1C0XSW1ymBDhMw4vs0ZsbZQW1HNmY851V_QXW1SS0cT7rKfCpN53q9x4H3bp4W1CRfVK3-VVQnW6vvwF38nbZtMW11PJHR49yjF7TwfpY40TgkLW4bxBlW55sJcQVjmgV87M90W-MJy6F3x8bmyW8LX5Dk5PhQzZW93MVW260b_XyW3YVFq77xVZNMW3x4qJ63-vWg3W349JSX4kNKMRW1R_kS76vTZwLW3rhjM65NGRbYW3VvmT_2BRl4bW7-hDjG8xv9lWN6_kc9m_MRXGW8CMfTK13GkF5VRYnFH7_pLy-W7T0l-G6R9L8DN40XSN9FZG71W2VzpPJ1mSLdBW3YsRR58BjJcSN2mfTKsD1pJZW3rHSMH97L-bgW8XnQsZ7ngw7mW1KLFWR8yGMFvW8hGCMh4vDFxlW96t0Ls6zn86LW6DySwd7CKyjy102)  
[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*N3HxSQYqPLNwW2jVn5y8nj5Gj0/5/f18dQhb0S2C87B0H7KN12NBm4F2vdVN1fKV9hLPkx2N5FfYnQ8VkwqW4mkVls7Pbf5nW3PJRXp3GCQtvW1r_t1w3FRGqpW5q03gJ5PBZRDW4_wq2T9l7KKmW2fzd8S8RrXV1W8dGTPY9jjF6mW3szndR8rlsmHW3Smttc4y_j3fW1jxl0N6m-jwrW5vDJxj61p2R4W2pg-ZW2rSZ4MN1RxmH4l7NBxW8xSLJH4NMGMsW2JdXPT2qgt-yW5yKhp15l49LbN1q2vlxLCNbCW8XKWzJ6y5cpMW6ds8644-GNH0W9fkmfq8WprqzW1j9Hjq75hSW_W4WGcY24myFmmW1twYTH2hNlk2VBzxnv6QsD_-W3y-MFD3Cv1xNW6fV0kN2Ff3fyW2nFqKb7W6tdTW2WcQQK6HLsB5W16m_5p4MPJkBW7Slnx51hmqXlW2gLGHC6k7_N_W4g7h3y2Xcb9jV4MkwB11QfwcW5-_JyS48lDwMW6HPDn73G7KBHW66-NDZ21ThbdW4pMrtd45zBVpW4pFvgy3RxB8BW7_yb-q948HwSW8qQlSR4p1hygW6Tllsm4tHt3qW8yyXyL89Q60cW7KZR4R8hGxBJW85Rr5p7JY1r1W6r0F7D22c2q2W1CmShJ61Hdyxf5GS5wl04)  
[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W6lWt883W6TGbVcbndy5ygzk_0/5/f18dQhb0S3j473p10HN12PfV9FhX-rVrV9tL5Td7WmW3Mzm6N1cJS65W7_bLGl1Rs-DqW6WWHQp5wKX2yW8MlYgY2drMl8W29SsML75xkxfVjPGct2WFPbgW7JqHYm6RJ0StW3wmkHH5PclcyW1zS9Dc26SSB6W1RnRSB4v9CsmW1L85P252Dx_RW6ySGMK3Bn3j5W34Kprq1F9lWTW2nl-7m4RydxgMH09cc34WK5W305B8K1k6v4LW1wxkym5TQqQLW5vQRp67qY5QDW4ffy4d8LSyXQW2mjq-Z7f_G6YW2dWRXg52P71fV3tsND3D87RzW2yDFLH8g4G--W4L8SBh4m9LRLVcZcWQ3BJhxVVQY3hT6w5WcvW1ztf6Y7QPjlSW4y47L515M9wKW2J6QQV5VTQXtN1P55p-TFK3xW8ZPswG8M5hBWN6KwlTYKB8m3W5vhLY315rVWDW3L88XJ3DN9bhW2g101B2VBN3xW78dQ3j6KN5fLW7szj9h1j2gMzN6jgFpjQNtytW8bRdN07zcNFlW90QlG25wmtMDW92cXrs4s721FW5xbdJw8K3X7JW2X5Hrb5DlNDFW6PZ0_N96WpKXW4zyHqT7jknr1W8kLNgN7rThWmW8syZGp7W58jlW9fcwPT80tWly102)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*MjyDydd9Z-zW94vPfN1zt4dJ0/5/f18dQhb0S1Wd7Bf-DYVWp9pQ5VSmw7W67F9HR2rj7cpN59gq7cMts2fW7d76gD5thC_kW5gKDmW7ff-NnW8W2S0t4wPYcSW7clBPc6V17hLW8NR8Yx31MYRcW3tm4JC90Vz1bW8XkPWc1YKmPLW5SrCwF57BfbgW2c_6MS81yGHSN88PZwGccs5-W36n5n-4d0RF_W83z6PD4qRS3lW3FRBl27pzCPTW3PNG9r6CpQKnW4HHT4t54q1JTW1kkfJB4-DFjPW1SvCcR6NpH2HW4pmZQB8tbtmWW7W5RmH9b8qH2W4_TX3Q8W5LMQTn_KC8mxGN3W8TDTkK8h__jRW711dnw31YFMkW1vY4CG7knyLWW5RsM495RVXl8VV8kRf5mm0yKW7vtSj87qH5bCW1WXjYX5MW93fW5RmCbn5c1BL9W3tnjq27M7YKLW21ZN2m394LDdW5dkCWr44jbhyVsZ91t1ktjkHN99TVZMwWxhvW6h8gzP4D_SVqW7f-6QM5hc9Y9N5vGQj7_L3xZW4NpJ6b4rmRl4W8YmCf_6FPdRJW3Y2QtL2kdl5bW5hsPjY5lHJMMW3jM54G3qK88wW8Vfv7y7Hbmm9W59_29D4G3pwCW4kPvrB6w4_C3N568WDlQfxGQW20CC4L5_9D5Tf5VHnxs04)  
[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W4JtDCX2PkzSnW5wVPH-386Fxd0/5/f18dQhb0S2C82fbcMnVWnSl-2H381WN30jhss81Q73W7g2h_h47sMlLW1_7Yw06Mht1lW55HRHK1HvJ5MW5mZW3w7XF8_nW66GQbz5R1HS8V5Mq3R7mfb0LV-MM8G8mY6CqW4YpnM92Pb7dQW5tZJfm5CBwtlW7C4CkS7V6wwvW64lkSD6-1qNsW380GWY44w3H4W7HZ4yT1FZTl9N67Ln4DSDntnW8gKfMk19h2RJW4dK2q02SYgbhW4S0qKq5gH-FgW3WQ5Fc3c3fxNW7_-LcL4qk4cPW8zvmzm4Z-QLcW82dsCc4HQj6FW3S0v-W8LwJBpW4vK6XM19r88hW3qBn1K4Mj2YVMGj-2kQXjwSW5jwj6Y1K6fVbW7kDL6l9hyw7MW13sT1Y1Csw5nVdKS9C5J_PCQW6rvy3z4lxVkGW6X7CV57yxv9yW1K_fLX3fV8GmW1h9Mdk2DCyxTW1JHfqZ7NGHl7W8W1vyh7PHbtKW5KlGSX1RwyvGW57Yb1f2h7wswW7LQpdX86TjV8W39yGqg8RWW39W8D-ZtM4nGDTzW6rGQKR92Shh3W3PZkRD7htg_1W8rN_YW6TWL0FW8YnGjz4HxHM7W8VqFQb49z7RpN4FyKYVvBLcKW37lQG-9cgK17f7BvPk302)  
[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W8Z-_B15r039VW1vMvlB4Nch0n0/5/f18dQhb0S3j42RwkM_MWnxJxF2zvrW1fDqYs4-p_b4W5nF1Kb8bFK4wW4_DtvP8Ct7X9W8WfCHJ3N4X3jW6YGWpC1HQmbvW3bz_nG2ZFzKTW4MMG0437Fxt-W7ZRG4V84gTGHW5KSQ-X6t9cgrW4xFJjx6Vl2gsW3Rp9Z-2Ht88dN8jM0LXQb7nyW5zJrxC12fZHYW1ffdBk1tggRkVXrhr62FgbgQW2xprx_4plb3BW2VgNlD5jFT1mW4PqXL234WKZcW2LHRbh3K9g90W80h5Ty2wBkBFVCnlxM2QgnPwW7FMrFv5pJr_TW2jLPWM97kLgPN8h-C5mSNpnRN1wsLmRWDQb3N55wPDcPXSyDW5VZK6x97p11GVkYbsy4nc4LdN4vwTmDDRzpdW3F9MJy6RfZcFW7ZyzYt8cdxqjW8ldn8P4LwhvxW12XlsV3FGBqvW372DJ92GKTHFW98-l938fFh3jW40MKmf1ZvHkQW71XRQN7GcgJTW7_NpLL6KwT7mW7QBY3L3w6dwSW4h9T589lJhSdW6qJFFD3WScfkW8mcXr64sLQZDW72RNcM2kVw0QW1r_ThG6Y6hM3W9kBNBq4BRKVfW4zBP1f8ryJbYW2CY_8P8yyYmwW5Dw8H52dy45NT6SQl3HztPW103)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W1jMSDq1l-pXPW4L7GZC8nzXSZ0/5/f18dQhb0S4006_rVWdV11vrZ2KwM_pVLFD5q4_b-_hW2RMDsf3kV-22W3Vdx7k2NpRx7W4bKl4p6N5XXwW28vxlz32_2K0VbGFjd7bfbH4VSL1H06GgtL9W7hGG6W4tT8nGW94X_K52wqV16W7w2Yyn5LZbVQN2Vm5_qXdqHTW8rQK_y1Pbdt6W6hB6cG2xpHz5W4TB3CY7hgsddN4HH8K8Dw2PkM57MyghkB-4W2xT05T7s-0ngW7kkWpb6mrCl5W1wYCvy2TbXnzW6Sb-Lx7dvfRPW2_0Tv41PS93VW6T5_0_4KJ1HqW7kF-Tp3DJq30W7D3rnp60Qqn6W2srdhH8KF9cRW3LVQRf52Gl1JW1HrGHK1_R0DnW3jtqwj98B9VnW5x8R-t8H1W8TW8whhJh8PKZxPW5C1Zt015Fp8HW6BXqdm5G99bvVbYB0b38Zp81W40nTD_1X1Y5dW8wzwj15lrGHtW72qHWC4dmsg6N3K2V3wzH7zzW5nnppm6bcF4TW84z7PY2vtmCdW7WRQVJ5HYxXWW70sx3k5fTWvQW1KVv1Y98czJjW8DBfgF51-LN1W99q_PW1GHz5gW8sMGcZ2QHBk1111)  
[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W2P7SBk4q4mygN5wXZ5brYwDQ0/5/f18dQhb0S3j46_rY5lW12NWbq2nhyPFW7lm9JT2KkQfxW2Q1ZP-8ckfB7W5NzlZB6DSXlGW21fRMV1kW2WrW92rZhy13jHDqW5NC5CS3RTCsCW359pxJ23pH6qW6Pj0gL7V3gNNN166y8M_7g12W9k4Qlq61dXXXW3XQkSh5GhZlHW1Wt1Vx62rMjGW7VPffb4RSn78W5xG5Fv7s8q1KW5kKqRQ5gh53ZVrsWYn2JcW1bW5ZZrn62rkh7-N7c4-7TjS2MkW7d-rZr3TlL6yN2HH1nvDWB7RV80V4k3fJFs9W535nwj7T5VsbW114NRT2dWQwzN8T5CLy1MrkvW87F6s18lDcfTN19f_lx91PvSW1PBYCK2F5Z_lW16sVZ99kQ-13W1Ln9VD4pG-XfW4RGgM0178WTmVqrlMC5B2gKBVgxVnh1_lwJfW8G-JC37T2v4dW3HKqp77XVgfMW7r2bkB1qyvFkW7-cXLM6DH0xvN8HnPx6z3YqDW59fL9Z5MQN23W4LZ0h72Y_n0RW1mtXq75nV-Q2W1F_gWR4ZdDwVW49Llbl2dbHFQW6BfYnL8CgkYYW7gZhTN5ZKtZwW8Qh2RS400vNTW3W-y634ZqjjQW6J_yHD8BtsYQW5SbzRB6RXR49W4C4kpc8f7mjKW2Wh6543Y5kh7f6NmKWK11)  
[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W6CrZkS6-txNzV5jRzn37dmrF0/5/f18dQhb0S1V27wjVDzW11Sqnf30qpjxW7g-qyV3Ql4nTN7L8B2drbydWW6w3VC91cVbNBW2QdXS-7gfcdKW1TNYtk87hvTpN5dQ4CV9vtWdW1kMW2S4GzJNXW1gVvmF8_TpT-W7h5ncf3ztVXyW8MTl8w5Hdc_SW4hj62m6SQS9SW64RJGh3sk19NW6dfjVk5gqDKnW2mm9Vj6BzKNzW7lMnNh6djzQBW5F1RQ63_zs4XW4Wq9DV7nk2xjVgSfb65Bxmk3W7CJc366gvmBLV8vYzC95Vt4RW88lQ2C8C__KkW5wSmqb1ZwtFgN8GZztmQsgsXVsWLyb9d4D0kW8K9BrH3W2cCwW5VjTK014r4kJW8wc7pF2rx-CWW5BNLq32QYWl0VNbXDB8BZDK6W86gxFX5D1qvpW7PwQTj6MTrmpW1V984K6VJ9h4W8qXvf23h0KVrW4cJPGd6rtxWbW1qVN6-1PqDpnW6fhwn48qN3JlVz-Grw11PfCrW2-b9cR3qZNNSW436Jq06fqL1hW47lX9C7W8hNQW5tkwrs8YN16jW6sdPJQ2PWBfxW5GfG0t7zXJ_nW3rWHh37TsPYpW3hTbqD8DmmdfW7qYlBy5M_ZlMW4vCb8j42vyMGW9bVkRw7j9CrwW8rtxRV2kg7mpN7RB--DrwXHrf3y97h111)  
[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W1qy2kM3h4NkcW4Qjfd-4j4q3R0/5/f18dQhb0S65P6_rVWdW12NqXr2vPyltW6Lmp2b75ZXFlW3XbLmh1BGHNdW1dTks161n2l5W5DFzlN3pK0ZRW1tmdlv97Vv50W4MBvzH55pxxVW1tFMtW4hL8m2W873Vzj3PJbqGW8GfqcG7BhWxxW1M4J053n73M2N1nWsyNNJ_LhW3gckHC1pLLZYV9hPN12-WvRNN7sxrvM8f9t0W7qMXLC5VP0S5W5rnrHB1HSZ6YW1Lshyj4_KqVFW1w-QvS38SV0VVFdghR2rqGPdW7WdvgC8hZX2kW66Kg4T8ch4ljW4TnFpg2wjJqHW3P5x7B46qbHkW2SV2Xt4J3SRmN7g7VGZQdtB5W2k9nP_1rjhftW7cf28T43rdB9W8wN7CX6yDWvcW3Xc8ps3-rPQNW4xlBY65D8ccxVYmZwN6hR2-zW380q2c7S9DVyW6JqFyT35WfTZN1BP5ckxZPqtW3N77t75J6M-rW6qGdPq3syYmrN144N6p2mhgGW1p39JM2nZckRW61gFYf86wKbWW82PX3X1vL1ScW5sxGt94-j6m_W6-mflL1Jf3sgW7-21tp9bPjMcW6h4X167sdrGVVJJrTT1kk5nqW70v7L41n683g103)  
[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W3_BP373vNcJfW4tJYp88WjDV60/5/f18dQhb0S65P7B0H7KN12NBm4G1WQfW5jRqlz30R51GW5pzSPn2YRSL6W8KGF_S3ZYsgfW1TC7LT5FD_VrW4nqPkj2drBV7W4qp6Tw4LxZZsN8vkl93MxngwV2MGG78GsCqGW7hJj_25g36x-W4prfrr47p-dmW5RXyPW64h5P2W6Pklgr6tTgXzW3ctkrd1DF-0DW61swzX5Vd95FW7fLKls5ktTMsW5VdVs35TQz8sW4M-3WN2GDvLJW1NhYNx10y1sjW2YR3g62LTkV6VJ7YW841G_hGW5ZdQHw8tdGVqW75hL745fxJ7JW1gbSBf4HTHXFW67rqmr1f7YQxW8k-Fr64Q5YxLN4p81Gxxdl10W1kDDp_1DR0H0VJj4jC6b5zl1W2THbTZ6rZ9t0V9s5fb6p85B7W4Kd2qV14FqTjW4Dp1h95XY9rrW8DDd0z6ZBXlPW1LXV2G4kG3_gW6HR4dX6Tn88yW7lkG6n7Vvbv5N98t6D4__FxQW7L3WJk5zvgLxW3wQRLN7Z-zt6W6T_YZw39XYJZW5NGbPc7vFXNwW81L82h8NpytJMgQt2l87RBwW5jM_dp5pClWXW4GQM589hptdJW2cKwdQ17WHTQW9l2bZs38T-dWW4Cxdz35Dxw1sN4t0pBC1Htm1dMMSWd03)  
[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*N82MBgx_llK_W43g46f6f6N8d0/5/f18dQhb0S3j42RwFJYVWnyL81j3jMqW2wrMms2Z67_ZN5B4lVJjN2fbW3NMJq094J9H3W4nwtHm2JVgPsW6XL7WF1JPNCWW1JR-V92rVHTdVTsfMb53gmwwW59yKqS85PMTRW4r9x5s4gSyqhW4FB0Y443_ykvW3dPHNn6RVL2GN1HR2KtHdbhGW8SZsjN6py9k_W48-sgs7dZFNcW5ZM9947lLHCSW7jGpVd2ksLHKN2FqRCW75lBPW4NW1Vv5lrTPsW3Nv42839myRwW3ccRtr8zNZfMW3q2k0W49H9vcTMzd-3T-9YnW49qFp254-2SyV8t4Tz7R65ZKW2_SvxM1KgZbVW1L4ck47BbhNmVM0qVW1wyJMNW16GrLM32Dlf2W5B6rcy3lprfVW37jsKY7LygsKW6khH-D6j3ftlW4Bz0Bp7my2YhW1ZLGGH4C7zN-W7HtPDb8dJmqRW6GRtgN57d5X2W6Fby071GKq5mN60N3RvyqRd5W1-05DJ6nBt_BVVkTwH7vlsKVW5pTv0Y4NX2g9W3RPwtD8BjM4NN3xNKdKkw9SnN6847FmZwFVlW91dHX99585RdW2Yk50l4GwYHGW4FzS0R4FvmRCW8g1XB92RMQgDW7GBZjh4DmL4V111)  
[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4pXHn661pTbCW7FlD131PY7p90/*W7jjXpF566_xXW55bNdR2MF-Lf0/5/f18dQhb0S3j42fbcMnVWnSlH1QHtsZN1x7rRgmSyT0W3DV24-1B5c8DN5hM_bTq1Dh_W4_GTkX6Rq1n2W3HNrJh91cy8nW1w8gG88XLB6vW66xK2y6BHw3nW70thCk5NBT2BW8fHVZQ22LGV9W2jVr0w3r4DsMW5NXsbF3gYNwhW8WVY7l5NwylfW6LNY8H4scbhSN1bhM4PbbJSdW1yvlSC2ssyqvW1nx6w62Fz1RFV_4zWc2b_fzHN47tsdW2hfH1W6zr8s-2B4yRlW6Qw4zD10L2wCW7TdT241XnG0SW32W1s-5qFxfSN99lG8nybmfnW2rtVfr75C4f2W5brnGQ8xJmL5W1DCdy_4f7nhWW6VLD5P2vlGQXW2pvYjx7ckVX3W8HGNgm3-G1VlW5mMjBr7Pt2SZW6tgsyy7ybBgdW3JK0-h6h2cPCW18Cr0Z5MLGVmW7T_jPz3kwLZxW8J1t3k6GB03fW7ysDBv5cH1zQW81rJPW7Lclk4W3qzqBS27cHLcW4lBdnK6Flfd9W7VZ3932yFJK6W3g4HC47VCXYSW3wfQSK3PQY8hV3Wf5K1bGS39W1nSflw6NzZ83W1smNB97hrWWTW4W2s938NnL5JN1L55NMrr04zW2kgXt17_wsQSVJlxjc15Bskp111)

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**08/22/2019**

**Ben Horowitz; Tim Ferriss; Significant BRT Statement; Two Webinars**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**Leading Two Webinars Next Week --**Aug 27 2pm – 3pm ET I’ll be with Emplify’s founder/CEO Santiago Jaramillo (keynoting our Summit) to discuss [5 strategies for employee engagement](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W5TDcbT2DY4STW4bMsBd1ptSz80/5/f18dQhb0S3j17zPfl1W12gXXF5hdQcpW1fdgR258NhvtW38p5C03QSdwxW5vd9HD2Qjkn3W7v8q477gmW5BN8ZsyzzQRzD7MfYLk6CDS-dMQ0212BFxXjW1sHcvB88QL_1W74NNT77SWhp1W7Hv2md8gzfY0W4yn32r6JgvTxW4yc6Ty7-rgVdN1rm9BHxvyj2W3Qsvst54FjxMM-DByXbGcSjN4gwTD2QrkT8W6cB60d8mkjr_KN3cy0JZxW1H-TkY4nzHJRW5V0p3359gp7KVH0R9z2DCcs0W8jqqnH44xLK-N6N4YfbLndrJW4llRBC2YrHgZW2Bmmvb35CjkDW3wXntv3QFPtlN4dxGV-cWsYfN4kg1vBNy8bFW8Sny5x6JgjbrW2TSkl55_q93jW4b6c7n7P3YwHW2zxJ0l5wmLkJVTN7Wy7KzS88W74JWHz26tYh0W5pmfpf5mSbXzW1XQQQJ4grp6VVV2jY26W5cMHW50_LZs6NkTdvVhDKCY5LbbS7W4g2fNm2dKGq3Vxx4zC4qFd6QW8ZxhWN4lxdXsW1Yknq23skM-TW6qr6qL7snJQJW17WSlr8SccCVV-rhRs5hL3ZsV2bCpj1x2RXP103). Aug 28, 1pm ET, I’ll share the [top 3 Barriers to Scaling Up](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W7xTFjN7r5z50W7pgFwj1RQt870/5/f18dQhb0Sjv98XJ8hgN81SjwlHyjJqW8r4_Rv1qw9KqN3hHhdQXL0jYVnQ9Qq8ZQc51W549yP28ZVgp-N4bX_Q-skNM1W33Z_gR2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W7xzWXH8QKpyrW4sj3hV2BcyM9W1mGWnD425xNmW6-mfnY4F28C9W7c--4q6Q8T9jW4Ym6Ky3zR07QW8RF2Ky64HVggW2JtDmC3zCXPJW3ggfG06-3Kj5W2pjPFD4KKZdbW1KrDn25bQHWgW8d6ps53KKh69VP3lCk64H_F9W5c9mNx3MfPJlN6SSJNccb0gHW3d0zvx4p7yDTW2zQtzX36_zytW23N6GJ8qC4hcW8tzmRx2GD9PDW479Qb68BcfHrMKKYV0NndwtW8msGj36RpPrSW5rY9nX7d6-zKMmRw0WdXyXbTB7z93q4Tss103).

**VC Ben Horowitz’s New Book --**Following on his huge bestseller The Hard Thing About Hard Things (hope you read) venture capitalist Ben Horowitz of Andreessen Horowitz fame and co-founder of LoudCloud, which he took public, has a new book coming out this fall called [***What You Do Is Who You Are: How to Create Your Business Culture Hardcover***](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*VLbjxx6RfLP-W1r03Mn56JDRJ0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8r4_Rv1qw9KqN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vMcWW832z4w8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l8RmHG4W74gS5d7fFXPJW6Pylg142tyCFW5PPwv18dJCyVW7dz9hZ7ZrW7-W2gWzfV41PLknW1mJpnJ7g7wl9Vbn0sg2y7r9dN8JZxLLdYwCYW7gpTt85CGYd6W24F0QB744P4TW7mJ6Yf5vMDkQW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW519Y7W6HX7ThW6S6lbN3BxgDrW8DrDHD4H15h9W3PngW28J7P6VN6Q3Qs6rLh9QVrHZGj7f8Ynk102)**.** Reserve your copy now. And we’re thrilled that Ben is keynoting our upcoming ScaleUp Summit along with a dozen other top biz thought leaders and authors - [Oct 15 - 17, Anaheim](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W8NTq5N4WH43kW278zNT1fmNjl0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r4_Rv1qw9KqW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6VFT5t6sDh4QW6t-qW942pYGGW5J9klm66MsH6W4psmTk47XwylW6GXp_V2X05PkW3lLfFX2HJR4KW6v53P22nV3ZkW2-zr8f6SyB86W4LhX_k48nxYmW3LZ2Wh2TrtqMW6s46ZX6w-D42W62flMN7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T4ZS6qqW8QjRtz3PH7KJW4FbfVQ4dQ3bzW8JBGyG6ZvtwwW8K_dxl4Pxhj5W3DlwBb4GShr6f3hBBPj04). A chance for your team to meet a thousand other leaders of scaleups and immerse yourself in the latest executive education powering the top scaleups in the world. Outlearn your competition.

**This from Tim Ferriss - “Email policy I’m still using and benefiting from” --**I remain a huge fan of Tim’s “5 Bullet Friday” blog. This is from his blog last Friday and aligns with a preference I’ve expressed within our own firm:

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| --- |
| [**Five.sentenc.es**](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W1YWTg_8nD916W31k02-98FFG90/5/f18dQhb0S8369dZyjHW6KB8JF1k63-nW7t5Bgp2S0mqRW6Dk5S-1Qt2G2VLDpF18C-gNvW8x14cS5tg6jyW3H5MtP8q5FTlV1XYws7nxd_7W62lNwB9754kwW8wY4m725fsf3W6PZhLL7dd4mZVY5R_h8wN_QrN98kGx_fp0ymN3JN5s5bb5gNW635XFN61VCstW62HM1j2619g6W6J04Vw6PVKcrW6N3nBL8xGZPkW6bN1mw5tjgSCW5PJ0kc8wXNtZW2mzcnK4rDgrjN2HCrMJZTlT_W4DqHqz6dgmw3W4x_yYf3xPtL6W5rC5Q681M1-pW2ns9GJ2MDw1WW3Z78Xg1tzckSW1txG9N6GsfdKW8XNh8_7JrD6cW8XyZFp8ZRLFmW1Hnppn6lf7LLW46SBqx7zwJR7W1G5t8m57NRc3W1YtG_C1GJKKhW1WYFhM7n-q29W2PhSV48XNFH4W1NBsjX2Tj1m6W49mbPw8Q6x2VN8-ZPDFmR72_W4ftDjC7tVcgZW1CVjB35HFsHjW13-Zv872zrXTW712jq57cn4YgW5Ly6145PYGZcW8w9r-42nRzM3W57_jyk35ZGg4W5NJ9dG5_5fBmW1rV6tM7LL1mDW5_6-_Q1MkHhHW36sLG21NsfDKSp6f79lDQQ102)**.** “Five.sentenc.es is a personal policy that all email responses regardless of recipient or subject will be five sentences or less. It’s that simple.” Here is an example text to place in your signature: “Q: Why is this email five sentences or less? A: [http://five.sentenc.es](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W9bmyKj8Q_lvnW8JknJq6D9WzX0/5/f18dQhb0S8369dZyjHW6KB8JF1k63-nW7t5Bgp2S0mqRW6Dk5S-1Qt2G2VLDpF18C-gNvW8x14cS5tg6jyW3H5MtP8q5FTlV1XYws7nxd_7W62lNwB9754kwW8wY4m725fsf3W6PZcQ051DdrLVYg30P2xJdTyN98kGx_fp0ymN3JN5s5bb5gNW635XFN61VCstW62HM1j2619g6W6J04Vw6PVKcrW6N3nBL8xGZPkW6bN1mw5tjgSCW5PJ0kc8wXNtZW2mzcnK4rDgrjN2HCrMJZTlT_W4DqHqz6dgmw3W4x_yYf3xPtL6W5rC5Q681M1-pW2ns9GJ2MDw1WW3Z78Xg1tzckSW1txG9N6GsfdKW8XNh8_7JrD6cW8XyZFp8ZRLFmW1Hnppn6lf7LLW46SBqx7zwJR7W1G5t8m57NRc3W1YtG_C1GJKKhW1WYFhM7n-q29W2PhSV48XNFH4W1NBsjX2Tj1m6W49mbPw8Q6x2VN8-ZPDFmR72_W4ftDjC7tVcgZW1CVjB35HFsHjW13-Zv872zrXTW712jq57cn4YgW5Ly6145PYGZcW8w9r-42nRzM3W57_jyk35ZGg4W5NJ9dG5_5fBmW1rV6tM7LL1mDW5_6-_Q1MkHhHW36sLG21NsfDKSl2T5L5QXr102).” I discovered this ages ago in [a guest post](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W2mQncD1LlL6rW3WrXk9265xXx0/5/f18dQhb0S65P2S0ghzVWnCxS1PNRW_W7nkmWc45CMzFW1pB87-19z--YW8xNCSW4DL2c7W2Qw4Jr5nsVvpW5J1t452WM8gYW4TMGdT8tV1l_W1yddqR3w9gL2N7ycBZVj-NvkW48J3CG92k00HW7zPXd25yvM0VW5RYzR983MnfZW4yMKdl7-mp0FW4gC4WM54bk1MVfK_1y16tGNBW3NKmzC7qG9f5W2G5Tjl4TbVWSW4SQSRP1-GVynW56PtrB7kYFvyW13CbT01jpk5pW23lcq3498XmHN2FCFGc-dGX_W5GYcnq21b3cvW3T7Fz56Q0tLhW9hTB5X6bKPdGVG6NBp2mcDGkVcgyf-8_p3rbV-M3ZB8z_cJ5W6tZ-cs3cw76_W1cxnJw5vnRBnW6t2KMR2smJJCW48hjzL39H_bkW1rRB2F6SjZ17VfTJy469ljX0W6vTySD4QgcXGW8CY0_Q2BpvNQW7lv31h5TbzkfW8THR2d4SQW41W45JKlz7vfw_WVsSK9J84-Z5lN13xJ9Ll9WhxW3JlR0T4NxnwhN4KDPNbq6tnbW8Pk2zr4t53LVN1dmvYT5h_WvW3QqXj095QdJcW1QMzfq6k0sRJN8z0Sr6M_hPsW5S4F3S7ZjKKMW28F7XR9gwmQpW2_ys9z4vY1KYW7y_cN76CtfdNW9010pB1Bmr2WN96ypn4bl2YLW1_gxW768RYNVN3CBVYGyZQdjW90G6HT86wlZgW7DVyM52ykHyxW4jPPlY6TlXmXW67d5BX4GhkWGW4vG5jk6h6twMW9ksNLg4zxShfN8tlmWqQqz2SW8QJCyQ8RqqSx102) from [Leo Babauta](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W7V8vXx1z75DKN99X3vPyFy_m0/5/f18dQhb0S8369dZyjHW6KB8JF1k63-nW7t5Bgp2S0mqRW6Dk5S-1Qt2G2VLDpF18C-gNvW8x14cS5tg6jyW3H5MtP8q5FTlV1XYws7nxd_7W62lNwB9754kwW8wY4m725fsf3N6PZxKfZ00RfVY6d8_96sxZ-N98kGx_fn_6qW3LLNX43LVQCFN96qMZRb9SHvN626R_mdksD8W6J04Vw6PVKcrW6N3nBL8xGZPkW6bN1mw5tjgSCW5PJ0kc8wXNtZW2mzcnK4rDgrjN2HCrMJZTlT_W4DqHqz6dgmw3W4x_yYf3xPtL6W5rC5Q681M1-pW2ns9GJ2MDw1WW3Z78Xg1tzckSW1txG9N6GsfdKW8XNh8_7JrD6cW8XyZFp8ZRLFmW1Hnppn6lf7LLW46SBqx7zwJR7W1G5t8m57NRc3W1YtG_C1GJKKhW1WYFhM7n-q29W2PhSV48XNFH4W1NBsjX2Tj1m6W49mbPw8Q6x2VN8-ZPDFmR72_W4ftDjC7tVcgZW1CVjB35HFsHjW13-Zv872zrXTW712jq57cn4YgW5Ly6145PYGZcW8w9r-42nRzM3W57_jyk35ZGg4W5NJ9dG5_5fBmW1rV6tM7LL1mDW5_6-_Q1MkHhHW36sLG21NsfDKSq1s7ZjR77102). As he wrote, “I limit myself to five sentences for each reply (at the maximum - many replies are even shorter). That forces me to be concise, to choose only the essentials of what I want to say, and limits the time I spend replying to email. Keep them short, but powerful.” |

**One Topic Per Email and Subject Line Matches --**In addition, I prefer just one-topic per email with a Subject line that matches the message. This way you can easily forward/connect people that need to help address the email. And if sent an email with more than one topic/request, reply to each separately, changing the subject line to reflect the specific topic.

**Significant Business Roundtable Announcement --**It’s been all over the biz news this week - 181 CEOs, members of the Business Roundtable, signed a joint statement saying that corporations should no longer value shareholder profit above all. This [Fortune article](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W2bHZX05KVQRSVKPb5F6RyH1Y0/5/f18dQhb0S65L6_cXM_W12hNyF2FDmSVW54vTvf7n162QN3jLl8-m1T1VW2FFQ998-mTLHW6YRgqm92k03SN18hcYdd-BXzVJPm6F52hhTYW7dP2sx2qXh0cW8tl5Fx904ktfW8f2Tdm5wb6vdW3l3jLH7gjZ6YW34Qv0H7WJPdWN69NdMnJ-pwwW54WQM56k2TWlN34JzjxCm0F7N3ZD7x9gBs-sW7nLXSY8KNXVPN4XNHB_2tSTYVbgTBD6QhKxvW6WZ35X4NM9CjW7rF-Zw4M62KQW146dg-8PB5CBW8mkR2y42hYWHW1lDGX96rNqpxN9kd6R32zyZ3N6mj5VmtTr5sW6z492K7z6m5nW3ZTZQL5sJVmMN7w6R2Rb3l26W26G4cv61RvywW3dmWrL2pcnL0W3FDr1355C2vTW8qTFQH5Hx0H8W5fMq8B1-Rsl6W6j3HWj5jYW7qW8FQCcX3hZjShVqjy-Y7Y63bbW2wgPh51sdcZKW1rjdk05ngxYpW5TW-vz1N5h_RW4XHfkH5d0YvrW5fxZpX8XbL-tW1vTYsn45ZF2NW46VchR4rdxzNN4tTGMNDTnFqW61Qlj59gVBQQ102) details the 300-word statement by some of the world’s top CEOs. In essence, corporations should balance the needs of customers, employees, suppliers, and communities with that of shareholders. Duh!

**Harvard’s Dr. John Kotter Discovered This 30 Year Ago --**Balancing the needs of employees, customers, and shareholders has been at the center of Scaling Up/Rockefeller Habits from the beginning. And this was based on the landmark research done by my friend Dr. John Kotter at Harvard. In an 11-year study of 200 blue chip firms spanning 22 industries, he found that companies which equally balanced the needs of these three stakeholders wildly outperformed (by over 700%) those firms that put “customers first” or “employees first” or “shareholders first.” This was documented in Dr. Kotter’s classic book [**Corporate Culture and Performance**](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W1LkSdp3-NVR4W2rt_ry8sTNVG0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8r4_Rv1qw9KqN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vztpW6yP2JR8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l8RmHG4W74gS5d7fFXPJW6Pylg142tyCFW5PPwv18dJCyVW7dz9hZ7ZrW7-W2gWzfV41PLknW1mJpnJ7g7wl9Vbn0sg2y7r9dN8JZxLLdYwCYW7gpTt85CGYd6W24F0QB744P4TW7mJ6Yf5vMDkQW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW519Y7W6HX7ThW6S6lbN3BxgDrW8DrDHD4H15h9W3PngW28J7P6VN6Q3Qs6rLh9QVrHFRg5gSvZB102) published in 1992. I had just launched the MIT “Birthing of Giants” program and I put his research at the epi-center of our teachings. It seems practical ideas take decades to enter the mainstream - happy large corporations are finally catching up!

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Aug 20 - 23, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W4CVk_d1mVlsNW60_Hgg1bSBJg0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r4_Rv1qw9KqN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW6VFT5t6sDh4QW6t-qW942pYGGW5J9klm66MsH6W4psmTk47XwylW6GXp_V2X05PkW3lLfFX2HJR4KW6v53P22nV3ZkW2-zr8f6SyB86W4LhX_k48nxYmW3LZ2Wh2TrtqMW6s46ZX6w-D42W62flMN7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc139FQMW77XJg35SyH7FW93LYKC7z5q0PW6J3LMj93P1fGN6PGbD4rVprCW56gBW-993dkTf2SX1M404) [(Sold Out)](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*N5lvfFdy5gnyW6vzjtH2Rwx3f0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r4_Rv1qw9KqN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW6VFT5t6sDh4QW6t-qW942pYGGW5J9klm66MsH6W4psmTk47XwylW6GXp_V2X05PkW3lLfFX2HJR4KW6v53P22nV3ZkW2-zr8f6SyB86W4LhX_k48nxYmW3LZ2Wh2TrtqMW6s46ZX6w-D42W62flMN7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc139FQMW77XJg35SyH7FW93LYKC7z5q0PW6J3LMj93P1fGN6PGbD4rVCHqW56gBW-2LvW0Xf2SX1M404)[; Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W6_cYKn8YPy27N6xlyL-GDTzW0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8r4_Rv1qw9KqN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW6VFT5t6sDh4QW6t-qW942pYGGW5J9klm66MsH6W4psmTk47XwylW6GXp_V2X05PkW3lLfFX2HJR4KW6v53P22nV3ZkW2-zr8f6SyB86W4LhX_k48nxYmW3LZ2Wh2TrtqMW6s46ZX6w-D42W62flMN7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc139FQMW77XJg35SyH7FW93LYKC7z5q0PW6J3LMj93P1fGN6PGbD4rVw30W56gBW-5GjmwMf2SX1M404).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W82tBN01D_X7fW48BtJG4lLxv_0/5/f18dQhb0S9r696GrTMN81SjwlHyjJqW8r4_Rv1qw9KqW3hHhcS5zjpfsVnQ9Qq8-2txqN2N2xVWH59YcW1BXtSD52Xz4GW8Yztwf8-_mZwW4Myr9C2JjQbXW2yG_DG7d0gNcW8xPzP_7b_l6DW4swFGm5tr7FNW24WXzX5TncjTW2zHXtm3SLYcbW47YlYy4bf62WW2Pnw1_1Q4661W2Hk-6d15sm_kW5F_2Jd3YkcRPW5w7V294fVLHCW68Mblp49JfBwW3C8bwH6lt4hVW62z31h62q4X8W3sr-ng49MBpjW3ryh2x68S_CdW3V-d3d62V7xpW1sPTFh1bX24FW3sHxjb30XKyqW69L7zr39Hw7kW6NyrvS2jyn_RW5H-6hp40l7jnW3S2-q-1GgGq8W1YYV5x72nt_yW6sxxZJ86nmvrW7XSSLJ7WyV7bW6KM9x62SBTW_W7LXZvB2bLpclW22-v1481vXbdW1rw_qM1HmS3gW1llX2m7WC_nJW19stwf1tj85KW84lf3L71cDL7W24btGD6yxsVSW65NsXg7XBgDVW7Yy1Ph7HJl3vW3G_1lT6l4V95MSKtwXcZLWRW86l3lK6-sdcCVsL4QP7NMbGqW22BfGb7mtWScW139FQM77XJg3W5SyH7F93LYKCW7z5q0P6J3LMjW93P1fG6PGbD4VrVprC56gBW-W78NhPb7swV9q0)

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*VS3Qpt7TZZvwW1NvkfL79-2WG0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r4_Rv1qw9KqW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6VFT5t6sDh4QW6t-qW942pYGGW5J9klm66MsH6W4psmTk47XwylW6GXp_V2X05PkW3lLfFX2HJR4KW6v53P22nV3ZkW2-zr8f6SyB86W4LhX_k48nxYmW3LZ2Wh2TrtqMW6s46ZX6w-D42W62flMN7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T4ZS6qqW8QjRtz3PH7KJW4FbfVQ4dQ3bzW8JBGyG6ZvtwwW8K_dxl4Pxl5QW3DlwBb7BvFFJf3hBBPj04)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*V3fcrN3P2-0HW810DYB6F-Wdp0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7t5Bgp2S0mqRW6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf1xHQHQW2x-ccw7d094fW6G7Fbl4DFfS3W6RT5Lc9jGqcRW87yWTy7d6Zk-W5sSvz21J_5_-N4stXhmcp6d9VGcV9w3LLGfsW7cyzZx3LygMJW5DqjLB50m25cW5PhfDL1qQWb_W3Sd5bX8L6QyRW6-3GbN2gNF7rW3zVC3c6nTZwmW25DLVZ8n4LYbW1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD479Qb6N8BcfHrKKYV0VNndwt8msGj3W6RpPrS5rY9nXN7d6-zKmRw0WMdXyXb1VgM0f3SWX2003)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W53-B4j3-Z7ghW9f4CdK6lmSZR0/5/f18dQhb0S1Wd28_Ns4VVS_p42xN7D6W69KyNM2yGzDQW3TQbDC3lS_hdW17R_F51J15fJW7vWmFk5FQvFWN6mXKhHxdkxVW8gfVRT1l2bg-W35Ybkb4QxksZW6zpsS38SpV46W5QSvwx2YNzykW2Qd12k4L7Jy8W6tkyjP69_7hGW69hWs97Wcw78W3ZDmCg4k4T10N4TLs3c6mgFqW4_lW_-11PhNRW5qVLWR1Mgc_7W34TJCY14hr_GW73-4Sx658Yg4MvwpnYS-RD4VZBQHW4J797PVNhdjZ6JzKFPN6llWbJYJ6BlW1N8RJn6slV_YW58fTnf5bMn9wW31F_y_4Z81kqW6b1gNq3csSRrW2TfRH_594HM5W68cZBc7563-5W4yy4NR20mfc-W8V7z1s8Q2S59W1j4Hv5611rZFW1tbM423bL8HSW54DVF_13J_YnVQD6gz7_FkBpW6_yM_Y4plZnbW3MxjxY9c4XT0Mm-lZsXDQw6W1Nx-x58YXsCVW2wLMnQ2QBTsFV7vWmF71VXHPW8WSfBM4bQc1yVfjJhW44mPH7W43_rQv7js34hVJXCnR1N9n2SW4H54gw1BKxmT103)  
[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*V5g8wM2YSZCRW13g3Tr4_5GYP0/5/f18dQhb0S65N2jVJq1VWVCXC1j3t8TW79gfrK8jFgyZN3DtFtq-SNjVW5FGsG82SjJsYW7VPDsN7Z3Dr3W6k9WqH6TvWcMW2Vwck63jplVnW91sFQZ1D96bKW245dtv85z7q7W8tkcXW8nKcJRN4H2z6SX2wFFW7tjlFp7YMgPQW7w2nNH8bH2jjW44bWvR1q4RRfW3p2lPk40XtsqW2QMhNC3QtdT2W2Y3QGF2w33K5V11mkv5llgVFW1fCcM41xxv0BW1kYmp-4bBRzpW7DC-f23b8g9rN5svd3d8B_XvW2L69hC6xplLGW1s7xBJ1zXNvVW3YZ0mj4TdVVMW7C0L2S7FtQgTMQZD8sQ1jB1W6rCW9m4zGw8lW8Z-QsZ6q4f2gW5TV2T155GnhcW2n5gGc85lQCcW1V27TF6yQN3gW5sk8QQ7Q5rR3W8HZRsK205TjHVlXp7V5LwLg8W5DbCS027P56yW2hNSqP8JVf8XW627-hR1yQX6JW7Z0SCl6xRrhjW6hRMjd2fk6HXW3zH2Jt62vHfZW9447_G6J8fNtMDPN76wYxP-N6npnvBK0xKVW7VQPxL5f7bqvW6X_11y14YQMlW9kDSRn51pFfVW8619-V5pzTD_VZc1dZ2X9LvPf67vc2M04)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W64L0QS32FC_PW1KGfNz9cpQhR0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r4_Rv1qw9KqW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lpCVqW6JCJRn3v9DJtW70zhvn3C_t_SW3pBr4G2v92lHW6sZYwC94TZMCW7KW8Vp1lLQHQW1NkpqY6jHS_1W89B3ll5Td32PW70XY3p5yMQC7W7gZzJp4547fFW6wXQhz53BCJvW7KWrfP7j6HPVW6zGWj83qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM4q4BlzK5W7sf6b34kbVDPW5FN17X8zbcYZW9kxH6s5NHxKsN3SW4rRtJCL4V3_BVP7xwVDC111)

[Sydney, Australia - Aug 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W2VTFy53LxFfnW6Rng5L936-fJ0/5/f18dQhb0S65P73p10-VWVGq54-Kz51W5jR0Vv2xblYrW5nsZWt5TL30vW7t9lMD4jjQfJW8Rmrmm4ypsbvW1Lxk4m73GnFMW4qFnCV1gNW__W59bYq-3xRH50W4lDb6h1b8hwRN7Z_zyN6q6myW3CfnVD4Hxf-0W3Dkql_7nWRhmN5mqrHwNhXRCW1rLzcN7csHglMbj2sNgbsKxW45vR0W2H9b0MW7DnYjB1k8PpzW7jF_pC20F0JQW5jw50D8YYgVTW6GpKZD5Fj4mFW475VXP32rS1lW1Tb8hh7bkHCJW34RQms5wDpvsW3R5zPP6spVc8W29yZds6PxbMNW93RSLP6b2C16N8ZJ3Y3_WWBKN2L34BMVGcGyW5w0dmT7pzv46W3zvB1v97p4JPW7ltBQJ90XhSdW6wHF_w3dMzKhW18KdFq22jZDdW6hhxCL4dGTWTV-zC8V6n8dXsW5xvcXf87XBXBW6tHv2n8v9fF1W4H5mp45_d65HW56JbNG5_s7q5W3jz7yJ36qhgWW433kzb85ggTPW83nLhd6f1_gBW3qJVLJ43zC6kW3K04GV3ZBCSDW66jbn043dTLgW8GC_NY8VpNgnW83KK5_92CZ6VW5fw3GC8Tq10cW2hycHS4nKLYBW9m48Cq8z1YWbW1D85VC31Mx0rf7WTBdy11)  
[Melbourne, Australia - Aug 28, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W9dbn-N41J0XDW4T-Tz78Zzdp90/5/f18dQhb0S65P2WsMkbW12hc3D5Z7kJmW1HxQPV3yXYb5W3S_W6G4MHmfQW3Rx70R6FhR3RN3SZY-TJpd16W7fP3hr55g69kW8JG4Wg2dcF6dW4PqfGq53RgCgW2dJGC66XSpYXW4qwpTN2WmmJSW7HZY2Z4XY12qW4YgsZB2kwh3xW7LnXQm2wrSGlW60Wy9F7Bss9CVm1WNn1mMRhrW583k4X7_b5NgW5hmtWk2dGbclVbXvLp559dTqW3BSZt797hlNJW5lldsw46MbBgW5krQvP8zqbJmW3K2rw28pVhkGW5089kJ4gcrVYW256qF73-b-SzN1fm_t_gxXPGW7CJx4J556W5TW222Pk055HY9jW3ZRV4Z2f87DqN6PRJ5kQs8tqW1WdNgp2fhWrvW1yCrcP7VnCDLVwSxH-52mQkWW3LXpxr2bnZFmW7KLBgH7n_2NHN6gz5ftg8hrkW239yvy6rRKjhW1BJqwt4l-t7VW2rrQl853JXYXW3_fTZC3qlPQwW3mXycP22VWZwW4DVPcv1Br22TW7hfncb32h1qzVKxBms22SbjRW4FPc1P9f1TXKW9lXVp68dckB8W4mMc5N9ccBx3W7BLL1p7hMy7tW8w40pL3RwgdkV31Yzx7fRbvd103)  
[Grand Rapids MI - Aug 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W41hSNY4cWKP8W6WywTh6zRH0C0/5/f18dQhb0S3j42WJLfBMM_4G2qyFsFN4J5YtQDFqy4W5FlCnr31ZwH4W64zy-f6vl_ssW4XzjrD5DH3DNW5DtxRm48NcR4W1rZrkS3r9_4RW6QFHlK93rgnFN7qVwVSPl0X5W4xD14H8s_ypXW3Bhrxr9k6VXjW997dk73j69twW6DFy231x5RgxW2_SCl97B-5FRVbwH3b1vHN_HW5zh06H2CF4cxW3fVDSg1trKmhW1gslYQ5vnGfZW7CX2PZ505xBVW51BnPk6F3ZgxW8CsSt-1k3P0jW8qY4W612r4hGW1PgczX5ZVtkbW8SBCZB67lwg6W4w4q9L683M6RTSq265bP5SHW19m7b35SYxYWVrT4zW8hbP9FVVKnbS1pDKCQN1qyG8k1v55kW3lRv_J2t2L_MW7LKF656R5CDBW5xmkCP6n_yNjW5Vp7bv60FsfJW1CwXN-6pMGM2W7v0swr1h_pvjW2L5w732bFHV1W15qdNH4wnQkTW71q2dl8-bDclW8b4bWv2n8t-JW32l0rX1j3wyRW6ShJSZ46kwG3W8PxJDt5PtpchW27z-Q16MmL0KW13JHZD8LlH8BW6sphfm59r40VW4xyTFV45g93zW7SYDM25q-nK9W6FncfW1Qfg_1W4HC3w12jPvv8W6Yny4f970r8VW7-3rHm6-m1jLW2k28X64dQDNrW8C8_S85dl3wjW4FSDZq80Hz4yW5rvFlr7zb6_c102)[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W75lY5r8R1Y2rW3V0Nv86YyQ8q0/5/f18dQhb0S65P6_rD8pW12NPg63dVkBZW2Gdjtc1g614ZW8L2r7d11ylSsW4XBtJC1kVhXlW44Lsh-93fL3rW6TH7gf6r40NvW6kXZzK5MHTk2W8B00s87xQNBsW624fK-6kTrqRW4fMCXl8Q1fVDW95KDfr5NdxXMW27Rh6g27dYsSW3D_x-87zCdLlW7fPCZF6F4CrVW5lhQyW1KPDxwW5gW4Vg7FQx8kN3W8yS7tHQK_W6LxQz12F56c7VGqvqq2-VpBSW5l5H9y2T1jwBW5B-bV76m-PCPW6mxtlf6LGcxrVJx-dv70VFw6W1XmxR21DSKDYVj5vhV3Lnhq5W7J7N-f8w_XGcMHQDTSlJMjhW5Z4qlY48tDQKW7CqBrm4nkSPjW2bzjTt3xqcLXVK46zm45r7wWW1FSQZD3My_ZdN3FNbYCfyD4JW6DT9_w4KyKs-W2pQ_7C48xDfZW2ybG7_21TLbzW1-CqTV84Sk7MW89MsZt7M9fRtW2zlv4J5_s7fDW6G4RwH1Cg3l6W7Y3H446SqXYPW4P7NGW63bw78W3qw9by4mYCHFW30skW680djsJW96krjx6bZ4WHW4FytL04sJ8nTW7H452_9jY0kBW66LFrV8G6wCwW2jqxGy4F4GMjW9k6v8m8FPCYfW1BqlHm1zS4jhf7jB7Xr11)  
[Scottsdale, AZ - Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W4xXMmF2S6NmNW9fj5T96Lsr_V0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r4_Rv1qw9KqW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6VFT5t6sDh4QW6t-qW942pYGGW5J9klm66MsH6W4psmTk47XwylW6GXp_V2X05PkW3lLfFX2HJR4KW6v53P22nV3ZkW2-zr8f6SyB86W4LhX_k48nxYmW3LZ2Wh2TrtqMW6s46ZX6w-D42W62flMN7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc139FQMW77XJg35SyH7FW93LYKC7z5q0PW6J3LMj93P1fGN6PGbD4rVprCW56gBW-8Zgqrpf3mxHPH04)  
[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W6Xwj5S2jskwzW6JCWKB7Qwd7d0/5/f18dQhb0S65P6tQ-5wN12PbKvG1T09W79_Q_Y61rRsSW8hDK8W2ZSBxbW7NQHlT7J7h8bW8tnH1D6TVmlJW9gW_Tn9k9hm8VxWrkp8_vKz1W38Wy_T6bh0ycW7tfsS45W45hjW3tXXcG8Xdv7RW74zww38rMTBvW8gKY461_V3-bW2yz6BK7g4B_KW1wWnPq1xt9GrVVnw912HbWWQVl4XG34B06RRN1brVbGLP08-VJ379t1dGKCtN3zzgJdHRkX_W18g-Y62z50xnVJ4GL_6GZ9-2W3JMh4X4cV4P5N5db_dy6s6PPW7XPLsW3Sj5c6N58rrkqf630FW2VlJqR7HpKvsVTyZ1N29Z0nWW655WFm4F5YhGW39d3HQ5BsqY3W2wWJf1579rv4W5cdZRj91h7X3W8sYfgc4Xb1n8W5HXwyr5g372xW5VFhGr3J4KngW5gTXSJ6xSLV5W3jp0sL6WRqqqW106Xy25Y8J-lW7XvMp9810gfWW8k7-nV89B2d_W4t7RRP84W454W7MC_1y59pr5ZN2f_j9zzX7lhN4dnXTm5HwB-W3n86PK1Y0GhJW4lJPJH9h0qPDW7TLkPL6TQPYFW9fH1gn6qGgvBW8Zf1n13hg29KN6X8VdcQCQdHf5BW0v-04)  
[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*V9bZFF86j0X0W8pp3L247XF9F0/5/f18dQhb0Sq5C6BHC8wW8c_7ks4T_wDdW64Jv-g7dL2MvVsc_1L1SddPTW53DQ4N55p8swW1TxP_y8VCXgQW8Yztwf8-lddrN6MSzCJRcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x7D5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d9TW26Tvch625bx1W6Gj8TS6bVy-5N25hvjFHZ5KNW5D8zFF5m3ZGGW96dt4S4r1QvYW2Mtdtw7cvxVfN8q5qBxVQf4XW5vDhWY6Sf-GfW9c9nLN9c0v3fVRCHfR8xr3clV_dF3Q4-75BTW7hbp3g5HvLsyW1lRHK74VmgZGW3G-9zl9b1G6gM89PhRbGrl8W6SM3gN2321G_W4Z41ZW5wLHdnW34gqd_5HvPblW28t5NK5DWt6cN8GclM4PNtBvW3CVWzH8csLSqW1036f73bSmn0W8f36bl5G0__sVhPQ2k4r5l5jW2tXz8S94c7v2W6yWLys6_G3q-W6PZfQ991lN98W3vLKJP4mvDjyW2pglVT6vc-Z6W3JfypQ3JhCkl0)  
[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W6xvGd02KSLlcW1ZjfMf65xbGL0/5/f18dQhb0S2C86v3gBLW12PbJ72qybg_W1fDjd_3QlgbDW5ynv5M30dhm2W63Bs5g3db75XW8SnQpc8KxQ0lW6YF2xy6p-dP7W6Jr9zd5KK693W146zNZ7PQ5CwW48xWNr2wN_CBW5x2Wzn4zBJlqW5RJC4T4DxTMBW6VXLHJ4j2pZnW40wgd48Df1PxW6FDTCP6kGpcrN22vV2hY_r82W30qLdK2MFtBnW2fmGKz3nz55JW3HrsN94J6cGzW1GH-Lj1XHltRVPHB7c30rz7KW1XG1yP60rqk_W6hQ4Qd1CTNrqW3zltx74tDJwJW44PYqM56jNkBW1vV9Lv5KYWCKW7ZjWBN2GQZVzN2tbjPdwkQ7zW553WJQ8NQKwzN2Z3K-Q34g0KW9d5LjS8n8KTtW2j1q8h4BTFp_W2pgwdJ6qDlkNW3tJ2kv2t6kD1W6XTFXD5TbkH0VCXYB38N68DvW1t0Wvk57s6HXW2dDqly4k26dNVFZGgn6cv4N5VvWY054lgVLWW7fnsxW8DxK0NW5L_GSp6SzRRVW6D9wrJ1P_BDHW74N0Pm7McVQwW3TV10F3tGFZpW1LVWJc1p_MHtW8Gd6C98pxcHkW4WkLTL66_2qtW9l3q1m9j5yHSW8HY-jV87-spgW9kDxMk95sfG8W82v9p81TD243f5khncY11)  
[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*N6F18jw5b9yJW1LYbbS98TYqW0/5/f18dQhb0S2C86_YdR9W12Nv3S4TbJS7W2lz0Q0512R-NW1JxLNp1_BXtpW4-Pf3X83CpP4W7KGS2S41ZQy_W3N8WPV4xwgqwW4LM2VG5tn_54W5YXkrd3fkBdRW505G6Y4TvflMW6YR8W54x7Q4wW2Lv5_W8ft32SW8Qq1N13WzbWcW6KqB011Lk8qKW1wLrtC4r-8lrW1hnZbn1SbnVGW4RV9J94xQkspN5T1SyNsT4dsW1txWqj3yNYwFW1nDjgp4TFyy7W9kfJpJ5wq0P_W458Hd12DczzMN5qj3K_5Dr_HW6v0V_H3TW4-dW92jVg374QbpjW1v0W-P2K8LZLW6rwD9T5xsFmtW2Q5Qgb6n2XsJW2HkWSn4Y6zXjW3dlKXk7PJVT0W1TvGrC1MGZn4W8XbBTJ3kV8YvVjrLK67_ZlR7W7PG8NR3H5H_vW6LV4vp46lH2lW4bn5W72995HYW1wRm_H2CMM6cW7zz8hR4BlcHsW1Vpnyl4tRzPDW1tkPZ87FTnzsW6K8tDt3w-bYrW4D0xL_3h6PYQW1VJGv61tGBsfW8qtwnw848l1pW6TdpmM5Dhv6bMQzGDQZXR0zW1LpNhp3XsLCQW89dkfv4Gz1Q4W9gpLcZ9h7t-LW3bFG0C96DzrnN2gjb4tKY3gSW7QDVHg9k7GyYf7Cnfjf02)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W25v9Wm6w3J08W3DDDYq8cr7Kx0/5/f18dQhb0S65P1QwGJTMWpfRjlMD7kW1d0r4_1l2XVwW5lhzFK2lHDw1N50VDq4mr4WhW47DFg73csFf1W4BXTNH2XqMy7W2ttXTJ9fbXlfW81qdvP8HgRBbW27nFfy5qxBtFW8yF4nM76GxjKW5B6C673vWVl-W3g4LYh3NY9dhW5-Ww8w1-srzxW68DK5h3VzjNSVnYCln8k1J9KW93pxz46hsgVFW3TMnJY2Hr1DgVlfD4S5GD5rTW4rT_mF1q5zyMW2pmNlR58fH0HW5dFRkw12PtbJN7770sB3b0NqV3dQBW1T9q4rW49vQTC82l22jMTK0p0G4LXTW8dT0ym5bz2fVW8xzK5y1FKknDW7Fpzx14zdkKnN3yBCdB6pV_8W4v6_HZ4ySJGfW3sx0L23bSZ-2W6tHWL-5JGPMKW6TqhQ02Db1N7W1pBwbG8FL8BgW2NTBck2xQDM3V_qS5f27lPkqW57VrZq7nB-h7W9b_5B01C1-9BW7GhtV24gyKfXW54TYMw2tw-wgW22sJPZ87DDPnW5LdyPD6CyZpwW3SFh354V2y7jW6tdLd3197Q4YW3rQSFB39sZPTW86Mjyz9k63wgW9bYqBL92V8KQW6rfBqr9hTQ2KW8_m3vL5fXjyjW6p65vt9fcJFfdVc34502)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W2hqgsl659b4BW2vL_Hk6WQ9t00/5/f18dQhb0Sdr72S1Y52V11_Vm2Stn1RW2GB9kJ59MV4MN486gXcpXnxbW4y079S7r2y03VqwVsZ4ldtDLW8Hcb3g2l8B1JVzRmbH2kPKdXW1KYxMV4Lc3cwW4Qm84G3LfxgcW8tF8zw5QbVz7N5vc0-QBnBvPW87Tc0z8tr7v-W6dlDQK96l7jSW7srrcm1MQqntVM4RfP5B923KW1crl5n2YNj_hW2p-Mdc3xBNxlW4Km1_8421-wMW81HQGv3XvrVtV5bxcd5WMLW7W53BBRr3SvwhpN7q3LxLG9MghN3Ftjyjkt180W28J86d781ZkBM-07RCymMTfW2bnHbD89zD9BW8bvq087Wfn29W29D3Fq35-hYsW1w0lHX999d_lW45dcZP3w5qJKW56wSNG25Y03TW2G2ZHT88bnZbW2-w3pk3k81BSW1M-N7C8_P7L2W6wkRcZ597J8SW6Nqrsh3KBszkW5BMMp33hsv_gN277n--KZSPkW8yXFmL7tC1F7W74y-z16gljMLVJ84Mm3NFpdZMwjHKNQXJHpN3pBVHj83PBpW15Gp6K77RldTW1_M1pj54FdTWW4qPzkR6F1qPFW98PkQy5nQH1WW1zYX7F2LvbznW6yd6Kg3dySqHW5GBd-l7QpdV-W6DVpF28m2TrsV-W6qx8N72ynW7MM57j8xMgsBW6RWkF77s8zNlVNmxzL7s2tZ0N5srhJHFLbbqW54KGLR59pJD5W5Zv6J95vsv6lW9m1P9x9c7vZXW81NlvY6-QvdkW9j6N-k7rkZYQW6Lkkb93czN7Xf66KnWg21)  
[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W51Jqt75NXVFVVTB6NK2q4ynL0/5/f18dQhb0SfHn9dZyjHW6KB8JF1k63-nW7t5Bgp2S0mqRW6Dk5TK1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cW5J0Rhj5G2WH2VZ12S88mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qHN2m8DqKmmJhCW8rgk435rkYxhVMMQxX80gSRfW97rB1b8yg0K1W97kXjg4sYjlNVSbbJJ396P3jW6L-wZx8sQPlNVQzH3p2zW6llN5GNRZhRT3yBW5G0k2_3JvqfWW1p7XYy4sVRl2W5BkYjn65JLVsW6NdxRZ946bwwW991Dtl4Ts_-bW6QhxTb8qvy49W5v-TtR7wTY46N5J7PqGSKtwXVcZLWR86l3lKN6-sdcCsL4QPW7NMbGq4HDMZgW7mtWSc139FQMW77XJg35SyH7FW93LYKC7z5q0PW6J3LMj93P1fGN6PGbD4rVprCN56gBW-gMxs-f5g74-j04)  
[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W65pysr4W5j_rN78kjWGjKThN0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8r4_Rv1qw9KqN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l8RmHG4W74gS5d7fFXPJW6Pylg142tyCFW5PPwv18dJCyVW7dz9hZ7ZrW7-W2gWzfV41PLknW1mJpnJ7g7wl9Vbn0sg2y7r9dN8JZxLLdYwCYW7gpTt85CGYd6W24F0QB744P4TW7mJ6Yf5vMDkQW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h77-W2bK_v01nCrbgN48MGhnzl6zlW4z3L218cF7Z_W294TsX8054hBW8hLB6B8sp2ZMW1NwBMn1MVsRjTKZ6D2xJG_T103)  
[Niagara-On-the-Lake, Ontario – Sept. 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*VtPm1H3XG72cW3v-CLy3fYvmr0/5/f18dQhb0S3-Q1QyjWMVWfKWF35LydrW52-6VK33QCyVW41Mvfm1n49MqW3Trj012tthszW3fdCQ99gySy9W9bKBRK5xXHd6W4VqF1_9db_zTW5zxD3s4QkmTWN1V6KZWGZmGGW2TRcfm85SZjpW6KZ47J8kklWTW9h64nX3Wty7-W8k0wKB5y_TN4W46nGX96xxT6QW1bh89Q4NQWpJW2YmRGd2QTQ8kW2Fj5bF6LmHtZW4_T6C877Yv5dVYDmYC19gn_dW7m4wBc1R971QN3KhBVGCjCBhW1y7rbw2nwx_KW5wdVvz86RDswW33hnVy8TwdWLW7WZq_27nQD5wN5Pfl63mR7p6VrZfHK8mv2mDF7bNRkgdrtYW2z5Xl61LqFf7W9kFZZb51lgRgW7Xf-jg4btZBFW4Sf2SL906wMXVHQs-r4nLWgXW3FRdMG5CQd-GW7L1wXd8j1dm6W4sJWlW4cLJwLW7Wqv1z8_gQSVW4B9H6c6BsQ2tW7pwc5b7M0H61N3G221_7nMCfW5FYCpV9dh2NMW2zt82n7wXwsVVT6dDJ6h4q7nW5XvZWW6BkHPXW4K2jq419RsDJW4rrsD54ny3nCW8tm5pt3tDC2QW2ksNbL8N1TFWW46YTLF2X9WjZW8Jd1X949ymM4N8y04H3qGk2Gf3-twqs03)  
[Boca Raton, FL - Oct 1, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W1KRych6c6B_wW6m67Vw3nJQDh0/5/f18dQhb0SfHF9dZy7bW6KB8JF1k63-nW7t5Bgp2S0mqRW6Dk5VW1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbDmDVT8FzQ8l2x3-W8sZj8R8w2cNlVT8V5v8zTrPzW3Px1hK8CTxCtMY0SLRZwJzsW7ZkG8C7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1bxXFGW55nSC91VJH71W4c2Rr971B_trW1x4lQB6G8-RxW9dGZLl1VtzrmW25zTyY30T_rPW2Vv3cs1G8MxxW1Bb4rM596J76VBv-WJ20scP5W7xQmTJ4gwvtvN8QXKvZpRBvJW1v1b7l7k21x8W8W1vrm4jXr-MW1Cpr2b1Yw6ZPW1CVvxx1CWxRsW47VC2b1VvK8PW20F9v07vRF_BN7mWnlzq6NplW2RSbWd6tFmNvVhvnG93T0h5gW74kGSB4M1133W4H_8kH55CTvkW23_QGB2dNs_SVMh2z831GHfxW12hPX7996SZsN79xf_6bSwlbW6NXlh56p86tQW1ntqJy48Q4KlM4ZDML2LMBkM1jrHNqT1lC103)  
[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W93fW8s1M4tG3W4jdpDg99rCy30/5/f18dQhb0S2C82RwkM_VWnxFv2pgJB6W331Fq64S0Z6TMXF83DrVvMZW2npG7H5ZjSDyW8kKbc17t-bZnW4C9vX24Hb5SpW3qXqDX97j5KpW7RSbzn2k95GWW6yQ78D5Vdb09W8fr1wP4YLkSpW7KfK111hcl5JW3FC-C97qlWRvW6BZ2NL1PcWVwW3KGTLF7BX2_PW8FHlq_7gxC6YW6wcVHp3wY_mpW5ydy4J8n-hbHW19_FML7k9zR9W95r8202mHRvTN1trh-827m82W7wTmB57g005kN5dNNY6NsgcnW6BCvb91MGtlWW4j8zl72YkqxTN7bh8R-k454DN8nnY6rR2GcvW7q1bsq3xD4bzW4sNqDZ6K98LBN3TvP8XWnb22W320KxQ1N226XW82nDHk6n8YnvW7r-9Cx2qp214W1wz_DN6gNT5sW4LWTwx9bgMZ6W7HDBkR6mw1MLN2hY676wjlm3W3-t4xY6FCG67W6R3NVs6PwQvnW54btgm86k_ZXW5KnmvQ55C7JTVJcLfP13V9QKVbKcJk4xmCFmN3tLzwq5mLdyW8P-02b8rx2xQW6vZXJS4R8__fW7VJ5974FFwsmW5QJDB098nNPsW9b6m732VDb23W1Z2nwK5dK8Ybf1n9tTj03)  
[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W7FPWN03wx2kWW67NRQD6Y6Jwr0/5/f18dQhb0S2C82RwkM_VWnxHF19G44lVDTmwf2Y-n7QN5ppgv6rVCnDW2npt8t2wyJqTW42Nfl43Q3BFkW86v4gh9kFzMpW4gvtLw6RZlgfW62p-4X9lngDnN1SLw-Nk6z5kW4pcg3P7yV5Q3W3LcDtC9bXmVjW82T6vj1F-9BdN96n-wyWfcGHW45jwv_8jQ_LsN2mBRHMNNTVpW3GzCfT4trjdHVpgMPK1HNPrzW5VWYBJ79JWWvW8hZ8gS67Pt5gW5qnZPR3NBvclW2zSK334959y5M-TY9nRGXtTW83dPX172L5RZW4sbSgt81c3MmW7XcRth2XYb7rW2-0dXF3H2J1TW4LNrdV3BnLTmW2GdLml1gZZm3W30gmX31V33YCW86WNhq1VFBP_W6YgkKW7QwcT3W6l_Pr71Gq23BW3ThqNr5Dz_1mW6mnLLn84XWx9W6tD8fl8v9fDZW4njCXr2TXctjVs7dYf6m9Pb4W3Z42Tq6qXnD9W3CTQ804ncjqyW1zbjFC6f24RVW1KfPRH7hpjcVW3m93xT8MPLVpW33mxK-3NgxMWW4yz9BR4w3JnkW2fhWhp3GfHWBW8twbdD8ZnZSXW7M3-St1sXzVtW4H3d_s6VdR5KVbsX017_66n-f8NgQz102)  
[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W2cvvz370pSZwW3fsXq932_mv50/5/f18dQhb0S2C82nRNKtW12Nnwx1g4XH0W52SDPP34jS-KW6MTpxS3B04GsW10579V5hN3f4W48S3Kh83hWmrW9lx03p4DDL7xW8x-ncf8GHtdtW67ybmW4DD5qcW5dC7Tg61bdJCW15HGKV2g45B5W7GPNg_7dvZsWW7G_P7Q6CtnllW6PZfxV1M1nTNW1lnkQ-3TmvZVVWnpXJ5CVZZJW8QNZfs2ZlDSKW19qr8K5gbGkYW5lYCN-3BFCTvW6W68S-5njnJbV-RbNd5jnrg9V2hfK63Bb2dqW7wTvb64t-ny5W3080Q14T85ZYW76CrLM4160v2W6q8j7D5gVtMgW5Lf8Fy3CwsQnW7WGXkz1v_mT1W4YDDgM2dq6k7W2CYFb04q4VQbVYS-ZH5dpChtW8BC8cV26JyN1W42VTTL1LRnS9W5b-nJK6DHbNLW3mrtsj5Z1qcMW1P52Yb2hRmRQW36ln5t7tjRyRW3w31F-8-48tpW73jQgT7WC3rhW1_0rqc8f7yBtW7VPD_N8-fQKfW6RPTHc1W44y8W7M-Q1-6BlgM6W8G75ww7qykqfW8P22KS47Wg-1W8S4WlS8X82grW88vqM72cZFL_W2hjLvl977Rc_W9l18Tm2jh3csW1g8PfS6lyJ6bW4GLT3K5mf1Lv103)  
[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W9c_tnT67Nt7NW8dDWcK6tDsGT0/5/f18dQhb0S3j42p44bJVWn-C52_V4zzW5jmBzb6Cc1skW5FMGwV3zMVcPW1_Yy414TZ8mhW3Lz6f07gnq4fW8K1hdk6J3Vy9W1K-gch8R80rKW8wm_YF4NrmyMW369PwT2fw7r8W8_jFq-76GxjKW6_f8jg2bSxYGW1Z_xPd6QPqPrW2M80xg7jY9GqW48hWKW1JXrx0W3lzK1Y7-Kx-TW2xk9RT5r77dnW1v8j0X8R7S0gVCF13g5DGnppN5l3-72JSfG2VZTYvT2Sn3yDW6GN17x7hpYSTVFPQgY7Mmf6DW4xXRTq3JYt6RN94VCXF8FGxwW20dH2N7zSjJ0W1JxPNH7Sm0bGN1QfCsTx9dP0VQ9c3y1MS_BzW9j9D8W3pH1WNW6PJFFX2gWhRsW5cqqN_5x85gJW6Xt99485MJfYN7Rz-m7HT7JQW8FrQlk63LXmLW583VgB4LHFk9W2cp97s6Th4frW50VNpq93NpvhN2fRJNjtc70hW6LM1Dg14BzJNW76v76h7s5f4TW2zv4HB4xmN19Vnxxkt7J368qW56FXFt7wdBhWW37Q7xw70VVhCVw-0fN8L9Kv2W9j2qmg97fKrKW8tzsQB9f2KzwVyP2T39hwSd9W4sDDZS1xkBcqW1Y9qR-9cf1Xdf6MXwx_02)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W1JKCqt4wz9VzW58Gq4X1-5VlF0/5/f18dQhb0S1Wd73FkvWW12Pt6k1MNf_kW1ynSw-8b5rBhN6tY4RgChhWlVS3Sf47DcS8JW7wsNTZ8rgzRRW9fXnYh9k8MB4W2ck6t686zf5MVH1g_T3s_wx2W6R08BW87vN5cW72DnbZ7wPBg7W2WmgX63d6bj2W7XBhGj6QNMm5VWs4n335yLCmW8BBXqV7VYKjRW5P444t1GnkK5W8yVSNP7mFBxJW7lLN3p2RzsZCW1NM05F11pVPDN5qRDB5sTf1PVHRdwp4gtn5GW3hrT4T1hThtQW2721vJ6NQTrhW5MBSHm4L4snTW2HW5vC8Xb-zBW8Fcvf37PJX0LW7kLS4l5TmBGKW1q8sJm5_pRHsVVSy022yDKnmW4Rw3RT1BBXMNW3-sR5y38_VvVW1gF8kJ115K49W2gDWkN7XTKshN8MfDTX5N_L_W3jPVn913GDl1VNqs0h3CQy_dW65ycr_5Q0cFpW1VZn2T4fjFY5W1cS5qb78P8_yW6w_wZJ4Byt8vW972SNT7zPD_2W8GVqtL3yT_KkW8rszQv5LVl-wW6LVqMB29hwGMVPqYwN1gbH_jW3w4T684sysqKW4Zw4sf6r7qMzW6WhJ8Z6WTkT6W8_6YVy9kPYYcW2lgZHX1W316dW22542q9cgTCSf37Bqx902)  
[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W4_58kl1LY66PW1gJtYJ6jjCsz0/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nW7t5Bgp2S0mqRW6Dk5S-1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cV-tKKL5C42gxW5Dyz1j63dtgNW3LTmmn2JlWCvW3SLYcb49JfBwW3C8bwH3__H9dW4krb-l5k54j6W47Mp1R2HqwLmW5xF6285nLW-lW3hC-PB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGlplDyFlN1lRb4_1K8ctW4qCLjp3jxWlJW3VVkFJ4LG55JW3yZDCl6VFT5tW6sDh4Q6t-qW9W42pYGG5J9klmW66MsH64psmTkW47Xwyl6GXp_VW2X05Pk3lLfFXW2HJR4K6v53P2W2nV3Zk2-zr8fW6SyB864LhX_kW48nxYm3LZ2WhW2TrtqM6s46ZXW6w-D4262flMNW7k-2C-3m2qZ_N1JqZ1RrX3l1W6VzHhF4yR22DVXrN7Z6bnY_PW4HJ_Ys5mSYQ1W24nkFJ4YLwLtW2j1lt28Pn0t3W5N5mDP41214RW8RqL2m4dbxrwMVMPVbVrLq8W3vdXj35yXs_P0)  
[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W1BZ9sD858HtMW4Mbpcn2MQ-k10/5/f18dQhb0S3j42p44bJVWn-C52_V4zzW5jmBzS3Ql2_HN40rYQ7nQlcFN6CFLz_QySG7N5D57w3Yfm82W6TJ8y16mj-1JW5x94zy8RNbNvW8YLj0f2K6RJhN53RgrYfZbsyW6Kf2Gp5PXz-fW63dByV8Zb6sXW63wJS94jhWxLW3VYP2F2_NGbrW6DLy1D31lT32VtN1SB2jtc26W3c-s_l2nPK41V53XDl7B2sKxW1kxNl75F_qB-W2tZHVW6BWm68W1kFshY4m7J1WW1HL43G2TDKvwW50j1pz1jGYqyW7PT6Yw2_03qXW1tSn-C2BFmjNW8D-sv_7V7sckW5gVVTF2t7L2JW233T2x11KXKRW2vlSV-2vZ6cQVz93xc3gYCYyW3M9G3J1Dy7RdW4Nf_FP40ZXXZW1d-r6-4n8bWZW3cts-n3QnrW6W3R6JMG7Q3L5XW8XGWrv8J6BxfVlHfkZ2CB656N6FlXdf7CvL_W83N5B1337YtsW6dwCQG47cfBdW1sK89M3rby8NW2pVYxz96L8MlW4nGJQz6XGQHzW81Ftwp8kH3xkD53c6vB2RLW3d2Shh3f2MQSW8fRVH88tbMwfW8990Ly3vpKtDW8rq5QX4G8L9SW5c83PL1dHSmrW774XmW2kdZ8lf6PfH8M03)  
[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W6NbGD182tVhFN1Pkz3HkgXHJ0/*Mv11cWy94pqMTXDrqzF86B0/5/f18dQhb0S1V33lnC8jTCmc2124y96N30NcQRv9jZCW8rr84Z8bH7ZxW7YM01Z7RkGBvW7JJJf02NC_RmW6QhFW02CCcczMWkxS9tx_y2W3vsThj17crq8W7-rvPG3KZSnJVfXWYh25gmwsW7R8lrS54CbwVW4PVTG36Nhy_rW5dxvpK6dv7jZW5pFHN38NH7LMW1tQshy4nWvT2W2K7mK22LpCj7W4Jjqb04PsjDrW8pBGsB3wx24XW1ms55T2hcrv4W3xQHSv16zmlwV7XbQ184sq17W77gP_-456JtCVC8FVg3c2XfvW7PTvKV4NM3NsW76CPd_4PZgsxW2Jp-Hv2WxDFQW5DwPjQ3mWKyPW4gm-Ls6kGQKDW30lwFv1y9YHyW3hqVpW2dHrZKW3pFW4-2NM0thW7ynlsN8gfmlWW1_5C7y68n9tBW2wqj4n2l0FwWW47rjWD9j52MsN90jz664Srm7W7krftS4vY25YVW2sT44X6D-LW6wjnsv7ppNPRW1qRYKn3XbfB9Vrm39c7sp0KlV1pP6X1tQGTQW5vKnBT7CzW6gVx6D4z51y6C1W5vkxJN8PdtYPW2RLgNg81QXSlW7B_67l3GylKxW8KJ0GW2tCtCcW681NYg7X-Bn0N5PdmQvnMWm-W3NVqWs47-MtCW29f_RH7zrKwMW2w9PPP9bf95KW3WqMkr35gv1gW1JT-X726WC9MN1pLYvX3slSGV2PcNH1LG-vtW6_5Cns5Nc_vhW7Sl6KG9hDL_DW91l0mY98QG-mW70kKGd5RHCrcW3crLd34FTltGW3kLZKP6tkn0gf2jRMpn02)  
[Hartford, CT - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W6NbGD182tVhFN1Pkz3HkgXHJ0/*W6Nb4cY9kQ_zCW4mbvLm68h6Gl0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqW8r4_Rv3LjCsKW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rkcx4Dl4vzW3sxGC-7MqlmWW8QKpyr4sj3hVW2BcyM91mGWmCVbDvtB63-LkrVNLmFX8f2lGRVNt_Z73SmYfCW7cm22f2Hp74_W7Yc3C_2VTrknN1wndBwfb1hwW9jYDbp623sRpW2BBp3c8rfp1dW86h1x58nZSmcW7Zb4l92--BwQW5jFkX-4rBY4TW86Sd406SSJNcN4L1PT6CkSYMW72zrXT712jq5W7cn4Yg5Ly614W5PYGZc1vhcwvW2nRzM357031hW4dMBMW5M9C70W5_5dN06gkbccW4x2FL_5_6YX1W81K3xF36sLG2w1NsfDKgPFf85zVGG02)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*V_Db4-8Jty1cW2XqVjX2-jl-60/5/f18dQhb0S4002dYTs8V11WXB2KwGkSN1wfNDzGh33-W4CPDNZ7NZ2XNW6jptkN4SgMy_W1W2XKp3qS4RGW55sHPL5nYrn0N2p87qt9Txr1W23q2t01gnxN1W4Zp_3C4pV7MGW3cDBNt7cdcZ_W8bzMyH516fkzW1DKgCM2q_C9MW3Tpkmg6G9F_zN4YdvzKFgr_MW47HVhy3C6z8kW2lrVlW31QBkXW8XNM0B5FF9MLN21MQBQhZ1sWW4F0wcb6hTNB_W6jzbVX1dRblGW2ynVjK6jbkh0W3Bq1gW4KKBf4W3RGl5s7TSqnxW2-0J9T58JnbdW1KCcP13vn15VW7rjTfz31xdnWW4Sc-jv32VV5BW3ml-V45j05jKN1LWD98NYZLLN6NZHgWPYNFZW7Yp-d54nc8SYV_FCPJ7vX6sXW6HRz_c1SJvngW1DgglN3k6PLtW2rDZ6j1XLMTjW2lT4MX6g1n81W3XJz0661kZPTW6LBxSg22JPQ0W3nz9_51_S8mBW89n-ZK5vt43MW8SqZcD20-_1kW8Sdjfs78GBLpW7THfVD8Xq29MW8VjpsY80f-qdW4wFCmC8X8mlBW4pCWzG2Mrx91f4HzlXl04)  
[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*Vk5z5N3_VDflW5QL4yb29bdqt0/5/f18dQhb0S3j42WJLfhVWVCWf5VRxDzW1gB6-S3wyH-bN8HtmjwnQlcFN7N21c4qNpQ-W2Pfx4r66Z8mXW5MJCB97S5v8fW55jn-26GlCsHW5-RY5l21R1WyW164BZC2wNS7tVz4t9g8Q-QTLW65fLy_5RRlMlW9bR13h667dCCW3N4F094BSGtvW2TNy2H7yRQHDVx6H1w8g6rJBW1Fnf3W2znVYpW5lmMmY1gfF2xW6wW53l78P-76W4dyhG-15NKzXW4SxqR0468jhxW1-gn3C2wtGd5N8f3QK18b639VRqdZj6Fly2pW35phQW8ZKT4YW3D_5XF9bTBBdW4S421X1S5WR9W17-xx62fWFSRW6kSTbW6Q9VLRW4KL-Qy4Pn6HVVJTL8y46Zx-cW9fRrdD8Zw2zyF4bf9Jlw7f_W6vr5S34BbzDMW85Nx6v5SpJXhV58M2X8B2b3WW6Gk68-4PcMFGW5WQhxc7dKbSSW2TznCy4bns09W8TJlg02kCw_RW75v_y77_xf6fW1JfnvL7GJJM-W7jbrmJ3LM6BFW9bXPgX6MvNbPW7-RGjP56y2rtW3lQVDM8GScW4TdZY74BkShMW86Lt6G9m00n_W8Y-sGt8LQv-SW3t_KyX2TVmTkW9fRSmr4yBtDdN4TN127t3hG2W4FC68S5Ys4F5102)  
[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*VVpXLT2_xkNXW8PzypF2sL6vt0/5/f18dQhb0S1Wb7BfGH_W12Nv394V2XWTW8P4Mdv54_Y3VW5lXn6D416nKLW4_FZFg1YM7MVW7qY4185H1hnvW4kh5ZS8Jg-l4W5H0htf5QFk7YW2g2j4C9hcSw7N7gWpyXkd4-5W7BnnYl29T_1tW4Wj7Vk4d9RpJVqQtnj8z6dSwW3NVz-z4__GCKW6pYXqR1HhNJTW2ftQY325Z4L6W67tV3H63SzCXV-S_zk1tt1S1Mwx7wr90lJxVBHNZw5h9FKpW7PlHsy4d-ZQVW8VKmdl3YyG11W3gvFvZ1jHtbVW6TGLSX6hGbzXW46jXLh10DB_bN3DX_Fv_hnHdW6SD0vq2rS653N1z1_QPNs-PwW8tD_8z2KP2LdW2-jf3q7-5Py-W4Zl1ST44k9FGW4_mBhD4xcspyW6PRvTN1gYRWPW6gnz7y5hSQj7W6Trbp53jQqCTW8F-M164kM9tSW57gmnl9jVwR-W7xGLh56023fnW2sHXTN6DmJLQVLbb3t31wPtDVgtPQb35X-TXW4vdxBB8RrXttW3NlLsP4H-20wW8YbkBp6rc1NnW3rWlcG4ZWxYBN8kH6l1rSdF0W1vZVlz1fQN_4W1J6SMw94hx2bW91bDvc18ps2zW5R7XwC6-TlPTW77f2TW9bW7zLW6q5cRd3XQfDPW9cgMcv34mVR_102)  
[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W1l-ZX52dD80gW1yGKwG3YHY8b0/5/f18dQhb0S65P6_rVWdW12NqXr2KwTzWN7cdnqWG7lDzW5xhdMZ696JZrW38YlqY1dFDnVW1W2_6l6Sn7dcW73mTRV1rMrkGN4f0FHD9Tkl7W48PcZj1fWfb2W91j0F28Nr69jW6S4MHL9bDSHnW4vZCPb3MVm60W5rdG3K7qyycpW4Z7X1B93jpjZW861Zx759pvPbW1NX4th1f-3PNVg6Fzq7KLmqwVSgPtq81spvdW80CW8v10R9b2W3W3G8W75lc4FW1TpBXy51DP6jW7Gf1B-4gTgr8N1pN3Y4Y9v2jW8-9vhl3Lgx9PW2VPWcv904M3lW4QP0Q23_2nMFW6TF6Qj2kX946W4wckQ67DfmnhW2_Wd0n39Vh6LN3V2wwKRQFYXW49TK5s1dbByvW2YnpY57K2ltVW7Vgn-R8G-j8tW60fBR-1CvHLhW6ZQys73KCTvLW3k75WT51BLNBW5rVQQh4pLWtgW29bbYK44F-hNW7436_13jM_n9W8Mv7l-8YhlL2W4jXbsk1rhFzrW2thqml22vNd8W5SLxN96_XQBJW3FsHtv85S4CBW9gZYXh1p7vT6W4C4SXT2hPxpcW7c9zxq5P-SkTW1N33T92F00Z7f7KWS2j11)  
[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W2dD0BX681KcsMKHp0zFGcdP0/5/f18dQhb0S65P6tQ-5wN12PbKvF2H3FW7JDt1K63qgTBW5MYNRM2sd1q4W7DXkWp7FKRFBW8WDXvV85078FW8MPgPV2XH3LVW74mdMl2kyjvBW29zBXx5LTbC2N7gM05_MPR3YW9c6c-L5R4P__VgZ34t6gv_0hVrdZFQ1ZWh6QW1-th5X7xpjnpW1B0CB06Pd93ZVlmvdl2_k1MsW3cX9WM1GjwGwVw4vSx5z_sfgVGFKLJ2wmd6yVQJqQM2-q44wW11gb8T3sNLgyW3fCFLr3K-yBWW10bck47T24YCW8XJhhF5lpDc4W1yF3qf8wRj26W1NrT4d6GF6VrVnBRqw1RMqBLW2GWJF861DWH7W2Cgn4S8dqlYdN7kg9XFg8njvW4ldNCr9fCRrxW3mNgMF1rmRDBN3FdWYWS6m5kW4ghsMq2mgQ3WW1f_-TX7Zh6F2N4_Zp4-zY4MPW2dDRW26KpxXbW5rcqFY8jD4BxW4vHMyM1TRdMfW8fd66H2bmdj-W4YLy6y2dJrlbV-N8gY8HpKKvW7416vF610T-SW3RQgvc6zJmHWW3mFtmN4HD4GpW6XCdy02hxcPLW9j1PBj8Vr52ZW5SzmwL8DyGGtW87-nq_90GP8WW8tCPfD7BbSRBW6k98VK99j7ZZdKn58y02)  
[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W6NbGD182tVhFN1Pkz3HkgXHJ0/*W5GVsHp8jh4Q1W3rVycy8-L9qz0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8r4_Rv3LjCsKW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDDxW41ypD95jX8lcW2TYbs32mJKjjW3KjFJT3gjbKRW2CZZTx38Q-RhW46p2vJ6R76d7W3TdYk65k54GsW5GkYsk2HSRgcW5D06Dd5Q9w3vW4ZhpPs2B2V5VW3W3hxS2HJ0xjW4kCd2j2X59qpW5CQn1_7k-2C-W3lhLZ249XkzkW3Cdk0d3wv7SmW6x-wL52PjBM4W2FGwQ77qz-_dW4J35Sn2N3p-vW73JJPr6W87N9W1SXts99jv7xwW9g7KdS1sctgBW5SqmcD7RWsB6W3wRfss3wqsmjf2k9K8V11)  
[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W7wpzV05w19yCN5Fxd8flJDqW0/5/f18dQhb0S3j473nhHSVWnxHg1hzKBWN1wxystbptcNN2Pm4zsDBQCCW7F_wWN2qTtTXW41W4HV41SmcrW48XyHb3G3cBVV_sycd7W25_FW3rjxhM8QDrS8W5xDS4b2LfxmxW4nKkD614QWSDW5-JkdN96BNL3W84dz696yVq5lW8Zj8lk4fjcPXVQ9h1r5BbwPnW8FFNsB5zfbjLN5V-KScXrmZgW2H9D2t4Nckj6W48KhT_15N4Y-W2CsBlC30mpJYN83bcllMfWqdW1ljXQC6jMbyRVvDbv_75xw5vN5rt1P63VTYvW33p03M6PRZl4N555r2D1gL9xW147sq03BqlcfVwJjDJ4v_9sxVKf8_D6PwZwjW2KXqXV1JtGmRW3h7zb47tCHGmW90KXxH2TXqMVW6DRxF06GChmsW7Rvv2q8X5KSgW4hnTjK904FHRW6jNjG72BxBn5W4lThBl478LTYW3MZHYl39vPK2W3thsds6Xvhy_W51Klm_89JWCQW7VypGQ6d4LS3W6S075X8M6xyLW3_MM9B1-Pp4hW32TZ3F43cbV6W4yDwnY4xz5lvW8SgXHk8tpxM3W5-QX9P9k3P_DW1rJg1K4Fzp9kW9j3VCB8z8CvlW7whWNj7Kjsq-f5prp9K11)  
[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W23VF4M45gDtLW2VS1y54y36y10/*W6s2Cgf5CljhmW3S4PTf1fw3_10/5/f18dQhb0S3j42p44bJVWn-C52_V4zzW5jmBzS3Ql2_HN40bHCfnQlcFN6CFLz_QySG7N5D57w3Yfm82W6TJ8y16mj-1JW5x94zy8RNbNvW8YLj0f2K6RJhN53RgrYfZbsyW6Kf2Gp5PXz-fW63dByV8Zb6sXW63wJS95cRqSHW1-c45L34dspGW6kvPv435CKs7W4PvZts2WWLHDVR-xkT5hLP3KW4JkzNQ1TPc2MW2J87yh8q4Vw5VCwmb01Gtd78W518jnH6TFH2zW7znFY65Ncz0BVDx2-W2BlWThW6gBlVH5-06YzW2ZHNZb57j96lW7YR05n6p9rY6W1dFTRH4Yh1y1W486fwv25p-tcW4-JJJb51TmnrW18jHsT6yTQptW7xkr4c3h2qH1V9qxVP7_YVV5W2tYTlH8KkrS5W6qYXYM7FJNj8W7HcxxV6f1_R2W8vdltb3jCS5DVLjDJt6H44kFN3VDq3Xhb_zKW4pLTN72VvhpgW6fR45K79L7g1W5PRQVJ38zgfhVdtk_-8mFPtwW83Cs-Q90qt0_W3ZjFVS5flGySMndq532hnsqW3y53wW3G46g0W4Z_Y2r5SrYQfW4Gj_Q94FtxlNW5Hkf9R9hwBgpW28mXTx4TN1gLVt3j009k7yvVf2YQ8JQ02)

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**Great Scoreboard; Reward A-Players; Moon-Shot Questions; Philly SMP  
08/30/2019**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**ScaleUp Summit Anaheim --**Join the largest gathering of executives leading scaleups - along with a dozen+ authors of the top business books to outlearn the competition - and have some fun. Ben Horowitz, Chip Conley, David Meerman Scott, John DiJulius, Robert Glazer, Alden Mills, Mark Divine, Santiago Jaramillo, and the infamous Molly Bloom (of the movie Molly’s Game fame) and more.  We’ll host a fun casino party in Molly’s honor with the band Policed. And I’ll be leading an optional half-day Scaling Up workshop included in the registration price. Executive education is no longer a nice-to-have, it’s the single highest ROI of any marginal dollar invested - and the Summit is like reading a dozen biz books, the pace of A-player execs. See you in [Anaheim Oct 15 – 17](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W2-w08963xkrMW5wBMj55k8fsP0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qCdm45vfYyMW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW2y5yQ16LGzBWW4VL80v5YrwBvW4yBQyK6HcdcVW2XjN9g2nPmmQW2_gM_G68Br3WW5qQ9lm2CMPjsW516Jpj2VkkZbW4L1KMT41-b5MW4cHM1B2CWbyYW3WqPT65Bg_qkW486p8J3F7w46W2TRJDh7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz65HBNRW9f9-S54MRkbFW6fCGNn20MKDWW3mT7vq7MclBSN4f28vsVs7V_VVmwXK29GnYf102).

**Red Balloon’s Latest BHAG and Scoreboard --**In 2005 Red Balloon founder Naomi Simson, having sold just 7500 experiences, set a BHAG to sell 2 million experiences (representing 10% of Australia’s population) by 2015. Equally important, she put up a big scoreboard and tracked it real time. Results? Her team achieved the BHAG two years early, in 2013. Her latest BHAG is based around “velocity of experiences served” with the goal being 1 per second! Currently they are at 1 per 49 seconds. Are you tracking your BHAG real time? Posted on big scoreboards?

**6 Questions Before Launching a Moon-Shot Project --**This [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W4KWGf82xfnGqW7VbCV17VNVyq0/5/f18dQhb0S3_Z2k5LNLN12dG2_GC6kxVMtfhY73qN3NW4nd46G2NKngTN6CgBScZTmkqW8pfPSk87tr0ZW8sH2p740MyVLW33BxY-5hQgm1Vcxp2z6p3wCbW2pNcBq53-TZyVhx-rW8TsDJpW3CRMNs41cGwqW84W29z8B5Tv3W6n34PB7G1hDYW3NHY6V36rqZ-W35kl-51Y9SfzW4-LM0x2DjH5FVzZd7-4_glr9W46vVhg1dHbwNV4S9J857NlpPW9fWGfy8PlPMyW1dvB3Y4T1hdgW3jHXcY79mDPfW2hxQZH30jqcVF4333vmlnP0W5TqGcW24ynDJW5Kw5GL3z0H16V54DG44Z7YvpW6tdM3K6c96mSW8n1CDh94_HX9W45HL-s6qsJ9GVfY5nh6JV3XGW3zkWhF8LvR77W4BQHMF95XSF6Vh9ZFL798_B6W2RQ3wK2JR7tTW4knmBw7Yy_GTW3lWYMg1ZRWqgW2hb-bw91Ky-fW8DsTPP32B6fBW8pM-0N6PXFLdM5mjHnSdG-8W5w5H2c7TF8_DW8trSKT9lz8nrW1x2mpZ9d8GQwW6M-RTm6_RPZFW8_xwDW3ZqcM5W37H8qV4xgc37111) uses Jeff Bezos’s space ambitions to demonstrate six questions to evaluate the likely success of a significant project. Notes the authors:

|  |
| --- |
| We have come to realize that the success of a project largely depends on six questions. Six simple, straightforward, yes-or-no questions. Below, we’ll apply them to Bezos’s space ambitions to analyze and assess the likelihood of his moon shot’s succeeding (literally and figuratively). As you read, apply these questions to your own moon shot projects and make your own assessment. |

Not surprising, the six questions are summarized as Who, What, When, Where, How, and Why - the same that have driven the One-Page Strategic Plan for almost two decades. And we would add “should or shouldn’t” - a core values/ethical question Anyway, the more detailed questions in the article are excellent and serve as a quick way to evaluate your ambitious projects. I have a new moon-shot project to bring together the owners of sports team in the US and Europe and using these 6 questions during a key meeting today to assess the likely success - stay tuned. Thanks to Steve Hall for sharing.

**Rewarding A-Players --**Our 180+ coaching partners participate in a Yammer channel where they support each other in coaching you. This week one of the partners posted “A client has asked how she should better understand the drivers/motivations of her A-Players and appropriately reward them to inspire and retain that valuable talent. Interested in what others have done.” Another partner responded with an excellent list:

* Provide them with stretching assignments, challenges and projects.
* Ensure that they have a line manager/ leader as their Boss/ Coach. Nothing pisses off A players more than having a poor boss
* Remove C players from the team. Again, nothing frustrates A players more than having to put up with DoDos
* Provide regular coaching and 1-2-1s. Ensure that they have a clear progression route to grow up through the company
* Provide them with ongoing business education. Gazelles Growth Institute is great for this and you can set up specific pathways.
* Take the time to recognize their efforts and thank them for their contribution. Employee recognition is one of the key facets of employee engagement.
* Conduct a strengths finder exercise and ensure that they are in a role that plays to these strengths.
* Make sure that you are removing all the barriers that are preventing them from doing their job.
* Ensure that you are rewarding them with the right remuneration for the results that they are achieving

**ScaleUp Masters’ Program (SMP) Coming to Philadelphia --**Feb 24 - 26 is the kickoff of our next SMP. It’s an opportunity for five firms to coming together quarterly for a year to master the tools/techniques of Scaling Up (Rockefeller Habits 2.0).  The program integrates all our offerings - coaching, learning, and our technology platform that gives you a real time scoreboard to drive execution. [For more information go to this link](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*N425c64-0MVNN4hyFRjVsR7d0/5/f18dQhb0S1Wd6_rVWdLy8XrD3q7sW2qnRJm1D4wLWW7XWTLc6kT0s5N3jnw6xJ7F4WW7K2snb835SMgW34Z7CX7GDrBpN5p9X9TTfP2NW3P7TZ042hKKrW87Vnhz8-YxkdW890NNz6MwhGmW2PwNjM1Fb0tjW2HZzXW3DsfwgF5_4xfXQmWVW1kc97l6D7v4HW5LSkPz7GpzTmW1xv_PB2g3hhTV2Qkjp5x0WgrW8D11Jy2fpdRCW3yYF2D1fqvZWW68XHmB2xGhWtW3yjclg5WgV40W9kNGXp89hd5XV4fPp64V5ndkW4SHjM34pBVs-W5NR-Kx5HbPb4N12b69dGbbMsV1HyN88nfJ5tW30Djfv1wyYqZW5PyPdy6KqtqTW7PBW391mtMZQW27vqbq3gXDGsW6kW0tJ1vk8_HW55H5Tv8_xTwbW1_cHzd4FCm6_VZYW_N689brWW7j2Dxp2wwPFgN2FVrX9QRTVzW95Hh9h6wXMDyN5PCnc44GXwVW1FskH_2D6_dyW96RjNm7nnnbNW81ZtC79l96mRN92kHrSf0wJ-W954n0p8_XgpnW386Z6r6LxPHlf1WPBpL02).

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W6vc8zM8qDJn5W3DwZcS4Sv5TZ0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8qCdm45vfYyMN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW2y5yQ16LGzBWW4VL80v5YrwBvW4yBQyK6HcdcVW2XjN9g2nPmmQW2_gM_G68Br3WW5qQ9lm2CMPjsW516Jpj2VkkZbW4L1KMT41-b5MW4cHM1B2CWbyYW3WqPT65Bg_qkW486p8J3F7w46W2TRJDh7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-5Kw1yVN8Xr7Grq_9yjW6jbvMm84-_spW48gpm_2Xy180W7K-R3z3wPByYW3wqsnW9gN_jD111).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*VW27sb6-pBdpW59rl3j7r5kyR0/5/f18dQhb0S6RW7BfGH_VLxdx52ky2CvVDFB5s8hwN64W1QVsSM3Z9pntN2-ngPlqjjfMW3HvC476T5HW4W41Z_pq6j58Z4W7b2ssl5h7pgWW6TYpRG16FTv3W8LK9Ws518Gt0N65zqryV5kVLW5PXWxh9fGsnfW3l0B1P3nSBqzW6XDDP_21SYsLN2tKkx1PwpPSW67T1vM2prCRKW2n7yb7513TWnVVJ4Zq1w9CVqVbVHMd2J3lXpVlm5kW4Kr9VzVXqlF06JtFKwW2xCdvp966BvxN3KLR9DGSK1NVlJ9MM46NYpvW243cpK5LpH8hW7DJc0Y1DYb_VW5wND9Q6czTkrW60Tjbq1lfF2RN6_M7-1XdFW2W3KJ3QN5DzhsnW2w2hxC8mw1StW5kD4b39hZn_2W2ykpRP8mxNGTW5rBZ_08P2CGCW4my-V54cWlfmW8HKzbp8HlrRFW6csv9d4tYsTvW59Wt7R29cWSVW32TJqV6vHwcyW8jTDkp408TKDW6jss0g86Yxy_W2yFRJZ7g7rDyW6TMS4T4HbjYWW5qrTXV8zjz4BW6MLYyz4jWBXPN4r75r6Z0XMhW4q797X3bggxWW75Dn6H6xLw5XW7g5bt5973BGyW8swZxG93JHvJW5q-fqC8DbLnVW3N-cxq6KXKyXN4FSB7Bw8qcWW58JqF777CGbN102)

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W5RtX-c5wV3lhW7Pm-342tDNty0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qCdm45vfYyMW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW2y5yQ16LGzBWW4VL80v5YrwBvW4yBQyK6HcdcVW2XjN9g2nPmmQW2_gM_G68Br3WW5qQ9lm2CMPjsW516Jpj2VkkZbW4L1KMT41-b5MW4cHM1B2CWbyYW3WqPT65Bg_qkW486p8J3F7w46W2TRJDh7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz65HBNRW9f9-S54MRkbFW6fCGNn20MKDWW3mT7vq7MclBSN4f28vsVszmDVVmdv53lMPH1102)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W5F5Kwm3C7VSVVl2Z4l1949870/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7v50jn1DqqC-W6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfZ63DSW2x-ccw7d094fW6G7Fbl4DFfS3W6Q99gt6-DyY9W69DlGn2J58H5W3BfG-S1dPs5CW8qhSM21c87SVW1myM2P2Bmm66W7YPwXm6myJLmW4KR85Q7m1X1dW8c_rKy96LpZ3N2636gpQFNsXW8ffwG82HPBdlW1qwjYl3Mm4WDW2Ht-BB8n4LYbW1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D74b7mpTW4sDGJ53_8pH-Vp3d3g81QRM0W969lW46SBpBXW5Lrb9v7D7HxjW1Dy_KC3lLs43f3rtNQ204)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W3c3NX66V1MhgW3yQrdd8qMXNZ0/5/f18dQhb0S1Wd6XvPVTW11Mh1d2xN7FjW67L_M62yGzBrW40JrxP2kDwJ0W6kq-VL1J0-cSW1lJwy33V0Bv4W1JRFNH8Bvx-MVKc4r_82j0b9W7YVvyv5HFkV0W8_Dh4c7_CRLJW2lbGhG7y2sYnW7lqP-z3gQBY-W6TgqYJ7hQdWXN1MQzqR8fwHzW5zq-GZ7LkcpBVsbw9B1RxNy-W2YXs4s1Qzr1DW2_m_dq256GB_W30K00W7MPxxfN2PPNQ-ym64KW6hKxBG4WMbvhM2FpfF8kwdmVP6GzX8J5wLlW7ZLt5C3CvxPWW1phV6P4JnqL7W2JHjR119G428W8ZnSYX1VvKFFW7np-rd2jrFjmW6Ft1Zs8bp-LlW7wTf2r4fRYqfW5q5tF36MW2DpW1H-wvX39mvt-W2Ntr-f3L6cxMVpShCB5xcRZdW4tY1Jy5gRq9mW14Gm6_4t7p47W6G_cwn58CWNsVkMGdj3Y9RsKW47FXTw2LwzgdN2sqKTf5kYWWV46JhC7DRjgSW1Y-Fl78Kk2FkW4D4F101gZhChW5Sy3-w568Q5BW8Srwjr1fJ37JW4MGM7F2jDDFHf21nGYs03)  
[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W5Dcjjt5VTb9sW8CQ7sm4sypw_0/5/f18dQhb0S65L2p44bJVWp9RX2_Vw0PW4W8RZl6sq3XlN5nV-p3qP28cW2qf3qd7D9lxBW3KbJTt1W9T3vW4ljk7T8ks17JW8y6Mr_25pWbGW93nCWw7cZSpZW8NWnrb5HFm09W81HsPB8WXj_XW99Y_W12f49Z7W4s9GCV5NJ-jSW1GFY7d8GVLhMW73G9bq8WXdz0W3Vn8BR69xyLVVp4V4M7_mY68W2LfvPK1nw-vRW3zqVdh1fpVwSW26JxGX2FnvcMMrZNMLGq5lDW6NpjGF1dMPlHW2SkwkH2kWQfWVW0wd15k_QH-W5kjflG2Kmp06N8f-l-36mv48N4dD901V76cGW8bSrtK2-4pSBVcpC-Z870s-vW4rtgZS8rxtzdW2NFt1n5TVlrTW6T9yq35GvBLcW5Xp8T63TR277W1CH7Nx2jwx-QW6F2lMW2KD8Q7W4NCtpN8MH5MrW7YGQbM4hs8PxW613tyy2KbvvcW1KZbT-6YBGFzW2PHTyL7wjhqGW3dwjqV1SQkLbW6_HZDh5trxyCW6HvYd_6lwp4lW8_9nVX2mM2H1W3QRJFD1yyQtHW1M4BGB2Pkpl4W97cS506DMnKwW8rKSbN8_kPDKW8_lz5943w5D5W7SHtwn2GpdHvdVrjhF11)  
  
[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W1Y7mpQ8XtvT8W3l-tQ_2SqnLF0/5/f18dQhb0S1Wd6_rVWdLy8XrD3q7sW2qnRJm1D4wLWW7XWTLc6kT0s5N3jnw6xJ7F4WW7K2snb835SMgW34Z7CX7GDrBpN5p9X9TTfP2NW3P7TZ042hKKrW87Vnhz8-YxkdW890NNz6MwhGmW2PwNjM1Fb0tjW2HZzXW3DsfwgF5_4xfXQmWVW1kc97l6D7v4HW5LSkPz7GpzTmW1xv_PB2g3hhTV2Qkjp5x0WgrW8D11Jy2fpdRCW3yYF2D1fqvZWW68XHmB2xGhWtW3yjclg5WgV40W9kNGXp89hd5XV4fPp64V5ndkW4SHjM34pBVs-W5NR-Kx5HbPb4N12b69dGbbMsV1HyN88nfJ5tW30Djfv1wyYqZW5PyPdy6KqtqTW7PBW391mtMZQW27vqbq3gXDGsW6kW0tJ1vk8_HW55H5Tv8_xTwbW1_cHzd4FCm6_VZYW_N689brWW7j2Dxp2wwPFgN2FVrX9QRTVzW95Hh9h6wXMDyN5PCnc44GXwVW1FskH_2D6_dyW96RjNm7nnnbNW81ZtC79l96mRN92kHrSf0wJ-W954n0p8_XgpnW38DBvL6Ly1jBf341tHS02)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W4FwBfK4R6xm4W664HYX3167t70/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qCdm45vfYyMW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppFZW93H9lW5Sc6PzW33868R7BHQFjW8PDDZg17P0fDW4gGML053vm87W4pg2G618l90nW7r99Qk6kfSg2W7LGdY846gVtXW4Rd2qj8PWqWhW7knX8Q7DxQ88W2L-RJF3D-G-VW1C-1KB7DCSc6W8PSdDl3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXYz1HBsmhW9lK5JZ31ZlFPW1-xd742d4MQKW35vk0G8CzC2SN1yf53YVL6QTSmDP8jVrSB102)

[Adelaide, Australia - Sep 4 & 5, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*VH0_B76dv7cYW5DvvZ76WljzC0/5/f18dQhb0S65P7BfGH_VWn-C52_V4y8W4W8RZl3Ql31jW3FtpnY4VZ0fYW1l7V2K5Fbs-xW5D5lR21Wjr9wW8HCcTT8jsQ5bW6XTrxd4d0sc2W18ZNX56r5mgZW4-vQN02Hyf9cW2cSqBK6-HfqqW4s2TkS4bpGdJW9cZYph1Tv4zBW36JsWC3v5_V0W1wMkyt2xNyF8VPZpQD4StWZDW34NDFf695bg0VNrXvd34QqKCN4rjYR5tSMkqW5kgymb1Vg2PpN4RXcnSQMl9VW79ypdM6QNZywW2C3DFJ27ks91VDx28M1jGXKDW6l2VBt2--pJVW7fNj2x7ngpPtW8DchhH6nb6NtN2Z4jF1DgX7ZW7l_2Y22Cc3DQW8Tx31K2wwRCrW4HSDzT2PRyLBW83Z0yR7tKLr6W13sKyk7bDM2rW8Lkg8z6jxxQtW7ZRFY_3yQ0YZVgzCgd2fv1MCW4Y95S61XPJy0W3PJ5R45V1vjGW8JMdYb77h7KQW7Z6WCd86BzmTW820NZL6h3_rWW3l_CKS2MWFsnW3q3HVm5HbsxxW6K8KG93NJz6tN6vWB6d1XGsCVCF-bk3L22yrW6G1c8L97dPW7W6mJ05N2LP1HwW6_tCg26-Rw_pW4zFhpB8jbrV9W4pBbq66cjHwYf1C9B6z11)  
[Scottsdale, AZ - Sep 5, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W5yHGKH48xMDPW39csP79gkFFS0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qCdm45vfYyMW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW2y5yQ16LGzBWW4VL80v5YrwBvW4yBQyK6HcdcVW2XjN9g2nPmmQW2_gM_G68Br3WW5qQ9lm2CMPjsW516Jpj2VkkZbW4L1KMT41-b5MW4cHM1B2CWbyYW3WqPT65Bg_qkW486p8J3F7w46W2TRJDh7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-5Kw1yVN8Xr7Grq_9yjW6jbvMm84-_spW48gpm_2Xy180W7K-R3z3wPByYW3wqsl866FNMr111)  
[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*N56hT7qsgh1WW1_hwwY6lCLSY0/5/f18dQhb0S65P6_Jfb8MWp6QllMFxBW4VxTvj2qLC9TN1D8dzWglkXTN1wk9sl7hqFDVkBLV35MHNY3W8K3Zlk66F-cZW3YxR8W82zHMcW7nd_rs2n4j7GW5z20vN7SRWpVW8pz-RV8pPRx8W49C3KZ2hyPzvW4F2Dsn397P9hW1CrH6h9bb-z4W8yjQH51t_tY0M2-vWvkCj_MW3JC0dF45h3szN3NwBTSKL3c3W5qmfDn4V3SWFW3JRpwZ5g9ZK0N2FChKk8wwLfW1R_s431VXFzNW11W5sl3SlQP0W6Lh6y-2Dqc7ZVRCdf38zwYnvW5W5LZR3jNVchW7sHc6L7RK_z9W8jQDH11jcRz2W2fC2XY4gbYc2W3q4Py-17_vTWW7wQSJ-1R7X7hW4HvYsG12LnwGVxFthd99-sXlW4gzdLf3VnzD9W11Clf_8ZT42qN2nxrZfvWZdsVt-zLn2f_vv6W8_lcBG4Y2r25W8Y9zcy8_QtkGW58ZMQ48yBSmSW4QdLHK5CBGTkW3T1br12BHYb9W1XWq3n12fcS_W1c79yd7BBlgDW7hKQKK4DJcvRW98bxq99d1H3bW8_dtpJ4nByzVW8tm2xV2kP3vPW1stQ8h5LmZg7V15V7Y5yXs_P0)  
[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W2F0hsY6dJhRPN4fB9xRLRJR60/5/f18dQhb0S1Xq6_rzZBV1vjmk2H3GBGW7155Rz1lhqXpW9czsQr37_Pq2W5SYc244n89w7W8X9z_F86t-G1W1x4N0X6kpgfsW9j8cPV3XX-J0W90vD02699GMrVhh35V7jrJ0RVWrPgl2rG6ZfW1M0dd36fvDYGW2wjSDP5zvKdjW3y6NJT6klQWFW3ZvgR95b5_0NW1jvylt3yQpZ8W1wGpbZ1YFB8DN8m16dJXFBbQN8vYX8HBNM_vW7tpp_18tZSrzN2l6zxrV_fZBW2vXhqw7XpPMCW4JCz3G2yHMh6W4gB8tt6QPwt1N6v9c_NM8xc6W857PDT56j66HW8cRFRv5fn9tBN6Ps_3mwklgCW36_vmn3Jm0NVW6vp91G2LFDV_W7q72nq1nSjMpW4NXln53VfB7cV4hBvc11Q1jrW3WWKSw7khD_PW4NwyZ75Nl6lhW84ZkmT755KPzW9jHrkG1d1dNCVMFFhX3Jp3DmN4yBTJ2l4w9wW3kwnNq5rbJ6jW7BshN-5yhFWBVB5LMR8ZpqbcW8zGFXQ8rl0V_W3skpzt2xYmWJV43j_k50v0N9f3Gk2R804)  
[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W4-rgPk32HNflW8VPDFj558ZbR0/5/f18dQhb0S2C86_HXFDW12N_rV5VRxBbVCFpy67CH5ZJW3mVLV730dhmVW4TsvvM5XcP10W8kLtRL85fsG_W8_6FLr58zcHmW47TDHd8Gr1S5N7D_h0XjwppZW4NyVFs7M8hxBV781WZ7LtJSBW8prG1l4sJPr-W2LB5YH4lkXcVN6KhbZZM4WbXW3WykbZ1GKxJ-W8k50fK2-5YhKW62749c4tk7ycW23DPNm1XGsdGW1kcNs63nHxr8W31zmr35shfDCW2FRdLF3QdwNDW2TKMSG8FlG7PW5ZQK_342MfHNW40qyYc6kprWKW5gGXxZ1DYC1PW5h_mnv3Gf8w7N2J5JsqxTkznVBRSkF4f-72vMnK48YBKb5DN2QrwWlkMxH4W85trJG79QlYYN8025H2YCMXgW8-Qt_123_BC0Vq0tFZ9h9dRrW84vrsN5Z_891W6z8xm32WkxdPW5B8Xz65KyQLXW10J7Hw84DjZKW7vz6FS78dMkrVJ0nFQ5PnLSDW78LmgL8gyvVVW684Krx8KKhGgVWw-Nt3ynx4mW4ryl5x6vHtg6W6FvTdP4zKx4JW4Kzc1N5Kvzm4W86ML1B8TgGsbW81BwxZ3Q3_zbW17Pdt84wGFgYW2DsV7f7VW07JW8lZTx76xnp8XW18dsbh57yGLl103)  
[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W8rS7cs2WY8kYW3rxR226lVdTG0/5/f18dQhb0S2C873F0FpVWVbr32qyg3CN2YpPyRLy-PvW1VtSjw81LnhHN1tbTGNqj52ZW3gppMZ85CLQTW41S7hf58YbnBW8hzpdc5KgRh6W18ZRN53cyP2wMl1r9PKl-hZW89LBvg9c0vjkW9hFSgK7PVlvQW6GRtGJ6vZ2f9VwtdYg5YyvpMW5Jqh-s6KQffbW5bsXl02xxV08N63Q54fFLXcWW2B7TBM5qq04HW63Twdl50lNBCW73nvWK2rpLMZVV1QdQ3sjfT-W4SkMf44_F_6vW3YjzRm4h-4sRW81-7bZ2V7RkPW1PjsN74TGzLbW3Z-QWK3qL_qxW3QD6QQ1t4Cr3W2nH35y901whvV4XQ2Y8c7YzlW8ntw2Z3F1LrkW6XRDgx2rRrqcN6D_9mchYhxzW94MH_Y2kXxVcW1KZrv84tgp1xW6L9_GR3yB2srW3Txwqf55ZqtGVYZDmb6J6PCZW8xxTnM88bzDNW7-kyhC829FmjVXs6xx9gf1whW4KFt5j1MXlvCW6SnxlX4PvcGvW1N1M855LLB6hW6B4tcc43X8hXW6Ffy2F46-FCkW4YyMLQ6VDr6KW3-qMhH95Ly_wW8_fD7N7KMqvqW6TMwZW6_hT-kW6YcCmg97d3m9W8WG2qh2mrlldVg5qmY92DcgM103)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W49_PQq8Qxty3W3_zky-1x5KHH0/5/f18dQhb0S65P2WsMkbN12hl2BF2KVZVBJ2c01f9vVdW3F-9CD5V52Y-W2rFw7J40r2KxW56KZkr1q61v3W1QC0Hm8FcF0bW82Cgjm99fZryW4nXTTK872y1DVGpGmM6SWjYyW4qwpTN9l4-qcW8l5p705pXGXwW6bkP_f5sMk11W69cf6t3w06sxVqLrC78TlSK-W6Q3D281rBgt1W7HmCr24785qqVZzTx_5r1q8sW2NdxpR1t_YZgW93ZrF-1RPS75W6jb6MR1v-fxTW5_PSYq37j40vW6v-pmK5zDV04W6jG7RM50t4ngN8-RCW18LrtsW7Pzdml8WLFdkW40CQ871w8l0mW52C9cY5Bnq8NW4fbdcD1dYC8-W1Ykd8k6M0vzXW5vN5Mb7mWZJ1W8cvb6J6kR7NfW5jS_Pr3d-6-MW7HYdGX2QpdCfW8LDmp46PPLzrW8j8Ghw85Bq4TW66L-Ht2jLKSCW5cRdb83gjMd2W52Clkx6jS92HW2zGYTd9f1gmpW8_86nB3dZ1jRW7rTG948yPhrZW4zSVHB7pSPY-W6GWwhC8Zfzj4W6-Y85l99bQ7MW3ghwkn5HgVhLW3tYvcJ10vd1TW9k6H--96dQsVW4G1LGp4nJpdzW1G5Ry-26zS67W2nJ2__5_C1200)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*N4CSm8lvS7cLW6BLsHg1T_Xjk0/5/f18dQhb0Sdr72WK264V12gDQ3wwwK_N3dY2Jzd9dsgW2S3DMG7rypNsW3VS-0B3WRRl9VklkWZ7nh1kSW9jDbWq4lgmL8W79PZjG167zCGN93mNBQzkFxcN4m67n7k28lcW8Qrz4q8QppV_W6Ym4fz6YmMMLW7r4C-36xKWs_W6wTwVk8QqpGXW7JsQvm7c5pGtW8bhNwq52qJdVW1b_Chg2G2_t7W3-tDQv3hG1hYVJ0Yk35gN1hLN4R7xM6BYbTgW3CYT6v2M6dH9W1nl6y31ngZ88W2vLLFC2Zzx9jW18mmkx6cx-rXW7wVZgq58h3W9W2L9csB1xMMW5W1N3PbZ4lJXrRW4MP14H4hWxBmVKqXsk866NlVW76WJgj8Bhy-tW2RKzbC5zgmNYW5C3t7H1bjg5sN8sGRXGDKVB1W2lnjB66rbtmnW7dVqmB388TpJW2XBsSw37_zdRW6CS0zt3yy1cjVzfsdX6rKRyBW87186h8STPHJW6wHdnC6D4n0ZW5-VB5V7mSL7QW2jWp-P61_CRkVpmyL82gXXWhW461w5y3n0b-ZW44lbp68hlFclW5Qyf4b5KTWVQW6HT9yV29CJ37W7rfXQG4V3r_jW2BcQV69333mBW3TB9Dn5RPlhzW8xHBSf5kBv2wW3tcV9T6kmhlDW8G6Wd23C2R-xW63vwFw2cm2xTW1TrKjQ2ypTW-N5z4p60XFNvrW3Plj7c3QKYwnW7z1x_141WH86W2kWLlL9c9_bQW9dXPlb77RvKmW3sbPxv5Qwq_zW9f87Rr4wLJjBN45k7NNB0p1Df2zs7Rx03)  
[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W1l9X1T2ZHpycW3Cv0c14npWPq0/5/f18dQhb0S65P28-x1bVWnDYf60cg_-N4_m2DbDQkd9W5JKdZh3XhlPRW36ZDS62MyddhW7mb2pM8rxjzYN2HWY-7SYlbPW8L1yfz4_m5HnN6SyqgyKkWy6VwTzs68jNGtTW5BT6SF79wzq3W65BFGT1FBDpYVn22Y22Qv78gW2VbnT43jCByqW5C6dJs6gYT9HW5hpVD97WCtLYN8tHqfxSJBKJW71X02p2CR3Q_W7MbDdb5jbTydW30pCfk7cJQqlW6PqFJZ1zvpjwF77Pnz7qT5tVlYWw96t_8y-N5lH2003w0jWN59H2jm5ZC3hW36B7yb9jl2h5W23pfjG4J18cZW98Rt009fzkxyW1p0VBZ6ZwgSWW6w-Nl83kgrPcVzydLF3Z0JfDW1yGLqq7Mnr7SN8001sjlB98RW20YX8P1xCf0JW7dWJCt2wjNF5W5phBlG4frxT3VPg9_42mfYQSW57phMs6VBSLSW5M4PsW5LzJHfW3kPlHc82xt_XW4j-LTl4z5b56W3mB9Yn2cmhT1W7x3G0m64Mt8ZW6pP5034QP-cFW7x23m78ydQYmW24rtK14bVXppW46yRSC76zlmLV98p-056dWZz0)  
[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W2jH6J_8wyZcgW5VHV7S2dGF6c0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8qCdm45vfYyMN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxN4TKc2lSgtlgN8dqZ4pPKLlkW51xL2N8SfmkrW7YFDDx2j79WpVb1zw32B-MKlW5W7SBZ2--ZwWW15VQSB1nhsj1N26bXq9cW5frW6PMVsS7yBd9MW16rsSw6bCN6DW3zXHpj7fmhhMW5cqHYf26bXHtW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h77-W2bK_v01ny5pjW47NZ_57xshFgW1G-8Sv6sBh4mW4nyTtW7hXr8wW2h2SlZ2TB1W_W4Q-5SV4HzlXpf2bsr7X11)  
[Niagara-On-the-Lake, Ontario – Sept. 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W6tMLJp6-qb8yW76v0W01SxYq00/5/f18dQhb0S3-Q2knjntW12ZxMJ48bJSMW1cPVkP4pRff7N6RysKvgVT-gW1d5MZm3nWC9CW5C5V122TR6YQW7xrcfQ3RsQvDW6lDjw02khWz-W8C0VLV75m5MYW4NyVTj2BsbrXW6W-zwZ4nBwmNW8D8d3-3lFFK1W8H-3Gc6Y0yKQW6QMbLd52qvyBW7Dd07w7Z9D9zW3yJLSC5pGlbsMMK-VyG8hd5W8qwmlW1C3s_xW1l9n1_59cSNvW4h0p1T1lj3bPW5hbgs65qHNJ7W2zF77z5m0l_hN4SRDPCG4vXQW64njYX6K27NXVZHrpx5qzGKLV6bPf37PGpTNW8gyqzK5YpP5LTxy075J8yDxW1PzgH_2lT3H4W66Pjwg8Dk1-QW7MBV8M78z835W9b4B714Q8jvvW6WryRq5Ssg70VdXrvT3QcY1CML62qWbSng0W57gDww7MP6JsVbzwfz5FZqC7W8WHS193d8qjxVS-Cvc4zhJ_hN8Bj65N2TqLkW8Y9VwN5LbZgTW4xjn4K63PVyHW6WFtjk83NyLxW8JR-HV7g8p0cW4Fshkb3dFq6GW1d6mDJ3gRLF5W2N80V-42wMrwW95cr0Z81MBp0W9gNWgm1L-5YfW9lnPKm4GybN7N4LdS-lY6pbWW9h9TkH3WVrjy102)  
[Boca Raton, FL - Oct 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*N1V64n2TS8fRW6LkWxx8Z7Bxd0/5/f18dQhb0S64C6XvPVTW11SxXG2q2ylsW4QxrBY46p551W8XsNMl1zf_S1W4NlHGt2GGl2yW1ZM1_41K2qfdW5LjZ4811JSGNW23XWfZ6M6fX1W4_p8Gz1BWsw1W8RrNG976_JyLW955Sw13RB0cDW5mc-8q5RVyw9N1mZXlxmvZHzN1fcNj_GLJJkW57cP7z1gjB32V8bwHh6nnbqZVXBGX-464lPcW6sJxCk4_hN28W7CGNKl4tZjstN50qtzwY56lmW1M1k8y4r1yh8W2B0SSp6cfnmWW4K7z5J239Rn9W1YY03N6rjH-VN1998rX6NmShN1bncQz6tsZlW5xRLjH4XvK6ZVD8Ydy5GqB1sN4skQ72J285rW3jh50L5LsGgFW6gSC9c7kGbycV-vtzJ7ZQkWvN3WjMd-wNJSXW8dVWxf42R7KfW4bw73h5C2X3nW5G2mkW7B2T4xW6BNqbN6QD9QyW3_tkQw4gbncHW558QtT6DkkbbW12zcBQ8RSQTsW38ZZj01WhgbXW5c5kkt6g7C4QVhl-kB6cfG3mW5k7NFX8XmW3ZW8LZr2B26p4d8W6XpHSZ1rJcm9W6mzjK86BpL4LW6-NmL_45jwBY111)  
[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*VcNKbZ2gl_39N5w6V9295Ybg0/5/f18dQhb0S2C87B0H3zN12N-pxC3-6ZV66c3T2ns78QN7fSNdjkMsZnW1HqXrm20cxkPVK-fg_820BgYW86VKQQ1H-tbSW3qqJH48tLwyxV7nxcg3cl2vZW2-TcXN7Lgg0CW8Q1qjD95Hx8gW1vF3sv7LpbFVW6yph7329JDt4N3h-wLys34QXW5szlfz6gg37wMd1Q84tQ8qJW2K4LR65zyZ-pW2vRpr28TGvw0W2Gb_M11ShDZKW2J6_wm5hVnyHW2L6BvJ2lQMWQW6tt7hG7Rl5y9W2DV_cq64Hq5QW8BJcgy3y55B_W6v-PVX8ZxGZlW1sYvCs6kYswsW7m-lBv64vy6dW54Qz4N5BJxFtV8wpjZ771SHZW6lbKbK5L7FrYW2nttpB6vTDq9W92TY0G4wqKT-N7yNr-4_-6p1W7WYJDB7W_qjJW78FcK08fmksPW8W36Lk8lL88JW8tN1V72YNZJRW6nFlNx13SGdgN8HzjCSX9lN7W8-KXlz1V-6F2VjQGzJ1pldH_W8TxBTy33sSC6W7_BlqP2fNzP4W7d5rvY5zx8vVW3TNHrb2fz-RHW4FxVck90lqwmW6fjRQk70csbFW5RK5G54Hyt1bW6_8fnt3bSLnNW3X2PP36TvpWy102)  
[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W6dm5Vv76pNcRN6wskPZ9Dhyd0/5/f18dQhb0S2C873p10-VWVPpJ1bFlncVClnBh4QxD2zW5Jm9NH1cK0zpW1GJ0dX1_Vl6RW4yD3h08rMmPCW92YrjQ7rzMjkW8zz_jc9h9CnLW4sXgRD13HPCKW53l4XZ6jPmjGVBy6SC8VwXFLW62N2RC4lJ8Y_N83wPhg_J5yCW30blYh1cL-dcW5szlfz6hfk6lW8SVyQl7nKqcLVnD26K23dMsbW9crscF4-HYZMW4N0Fl03gDL18W1SV70J2N-7vHW4wNtNy4JH6gbW3sT-c46n-VBkW24Pssw1zN1pKW80cBxs4YLln_VPJkGH76d9r3V4dw_L6GzPYTN5lTHY0ChBgKW5j1Ct34wQDCBW15Grt58npDFVW3mnMD92Js0WqVj93nr3FP5KCW18l_k-86tR7wW23QCyM7VNLVCVJK-T97S9PT4N12wHcMt4VDYW80-6f82BBGZqV9RPxB46PtwWW4f5tX38YcjdSW6KgdqT3xSqnhW7T2CMp2pSbqvW2KM3x93D93GRW1JMd-x1_YX5wW6ch4023mr4MhN4KhD8MCF-x9W1nS9RT9dKPjrW7GYdFG7VYpf_W1VWNg76KmFQ4W7hD-NL6_xVh8W3sSCXR53zRvsW7_6mlD4x1TNc102)  
[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W5MjKq96VFgMMW5vkdm64j8hGt0/5/f18dQhb0S2C82nRNKtN12NrgZG1S_lVnmJZ62YnfWWW2Vh1sF6rXn4KVH3Yxf5pkhz-W5pCdrG7n9YL-W29Q0-w1L4wqNW3bNg5w91nCbBW2GjM7q2DW3D5Vl1rd81qrxdzW2d5nrv7qKT3_W6Pz9H58GpmX0W3nTvyr6yRhwxW7P82Sm2X9DlqMTsBRqS7g54N7Qn7Bd42Dh3W1kzssv3ZcND-W1kkknD1Jk_g-N4-_hNkM_9KwVKv80P5gcYKfW8FddBl5gVQDyW1n6KKP8RHhdnW1qkvkZ5qVy9VVFhShv7Y8GMZW7S5QLQ2GSg7WW2THh6Y7m4_SjW7Vw6N31pm8WmW5n88qz94jqvRW70-yM971lB4_W4Xp8f66F_JVSN4qtYtz9xFRWW42-JBB1bFHWzW6r-rTW6j2B-CVYfdJ52bggHfW3k7YTc2wK6PSW66C1dD4mNPX6W86spKq6-wrd8W80-dNx2J3-t0W8VqkZ41X2VvgW8FqsCc7RBbh7W62_XG34BvtWgW3Tlm_d9k2cqTW6m9kKy3_Y0LfW7t_hhl4t9B5WW726j_L6CR8zBW6r3ync2VTSBDW9cpY5X8mkT89W28nm6J8Ht-GTW4mP41c58V6CSW6kMbtQ9k7LJZf29t4wr02)  
[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W9gfmh15ljmnqW8J6WFt6b42Lb0/5/f18dQhb0S3j42RMFfcVWnxHf31SF4YVCFpv-5WbWq_W7fv2ws31ZwK5W2qf3sC7D9lrXW3B95fZ83h0FVN7GjXg9_0fyRW7b3cnc3h1BHZW8NGzbQ4Vk46-W7W2BvC4fyVyQW6TtFTf8sG7c6W5B7mCQ5dZ0ThVhKGPm6HGlBwW9bTdww2c3SVgVY9PxF3J-pQPW1BpxpF1nvyPhW8j5bh699Q_VcW3sf9xd5Th2F_VBtDJP5WR-ZdW5Wd0MS1l7pg0N6JqVw2dCQZxN2jdBtDgQZMzW1ML6gW2l4L1cW5VmJ265LKZ76W11qXSW7KLH_2W1klr0J4n-95zW5XGpz86qLJc8N24x9jxh9zLwW1ZF-9T55YfmtW1yJHqy5Gt4p0W3Q84zP6qdQGZW8dyzkM8XywXcW7yX6FF81QSG_W7qG7_x2j9Xg1W183LmL42Km5JVwPFtW7CfwL1W2BDzRN6hSnqwW7kQyJc2hbX_kW7L_dlH7RRtvvW4BwWFq2bzZ5WW8-_j6D87RynHN6PxF02P0Tj1W7wYynt3_WgjJW7dh0pJ6QpJdWW80dqG86ppKVCW4nF7Wk3rYBgSW95bb_t7VW2XxW8_bQkG7hzBcDW4FMDcN4DC69TW2RGZzq3QM0WGW9h9vZb5GP1H5102)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W6LzvvT2D4ksXN2jJZ6rTzb2P0/5/f18dQhb0S1Wd7w3BMxW12hl3C5TJTLsW4NySYC53RZSRW6BMxsX93Zq-TW6QKmJD6sL1YdW9dpCZd8VdbCdW3f4QzT7bxYTDN8YN50m2RPRKW8_GHBp8MbRgMW1HdQj14WkHB_W8phRPK7J_lGkW3P5gC84F1HTSW4t5kpm1JlLnwW2nBYFM7TCxqjN2HK2dH5HR1dN3wsMqPdd7hmW5q2QJl2C-gsbW5fWH_H3gGkFCV4x5xf7X5lNbN6wmlLs1Prl3W75jGDR2bhfwSW1LhVtl7RbgGRW2ZLrBZ7GNXGPW93vZ0k7jXgqdW5yX5bp1M1KW_W8cvh7d925N0qW2TpHT455dcx3W1QbQY8421-m9W982Pt84YVHr9Vdr9JS2Y1XHPW3BFxcJ7qK7GzW1cCPbj42JptZW5DckKf43QhzLW2VP08m3bltJWN8RwwfwMNTvyW19BW7W6DZ9QhW6RRlRw8R6rH1W8KGfLp2-KsclVLJRhH4QFccFW6XDBSH6CDYvXW3ZB34X8pdmLHW4j8bKC97D_GvW8yCDkB2SD1YYW7K9Yrt17pb6hW7gTkJ02ncqDhW61nYgJ7nkLKqW8--Gwk4ZZRZrW7P06_t5JpvX5W7V7PR59h6gbGW2bJ4Jm7p33k3VfRfxK5B6p6M103)  
[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W6VgZWc6D8hmyW7g2yT46J8ZN20/5/f18dQhb0S2C82RwkM_VWnxJx2-kr2qVbb3tl2nnMmjW7lV2Mx723zWPVm1sZs7nbzrHW5DB4Wk5Jg4fmW82_-Zv21Bz01W8D2KSq9fc3b1N4f7b8FQ5lxZN1vbDGZJG-5sVyGs1Z9dpb_gW1m01GW4dd3wSVqdSms5tTGVCW2N56ks7Zc8YQW3GJF0d67dXFxW1X6x7K1qs4ZVVr-Q7f5P1ShQW3QMck872g3FyW4DJpTM9bvsYkN2jrk2vgX_5jW38klnl5mckn8W6G-HbW2TrndpVCYTXm6QrSylW723LRw3V7YCwW6jYCc18kxyB3W2WKywd7xsBglW6JqJMB5h66BXW13YlRF22j4WLV-LBrT1F5dnWW89wnjg1Y_gMHW10KvYy1hVhNyW3kT7V05wSTSNW6lgWjS4NfThGW6sx9s25kLcF4W5HvTH88v8d4fW5wGJHb269jGvW3whx6w3fqG-2W8HrSwq4BjVXgW7-Qsj26JJX7wW4Mc6BQ8TXmXHW6bTkZZ6C0d9pW4bdV7H5Sm9qFW5bPXyd1DLJf1N1zV5RlxjFyQW7Z1KmB9gLklBVqQSCV8sNgQdW4ZP7XY85B6sSW8pF2Zw3kxT_5W8yGXf21kTFhCW1fcG0B2sh95ff5wYXvC04)  
[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*N2VcdwKLfdHlW3jjxHP3mSQ4h0/5/f18dQhb0S3j42fbcMnMWnSl-lMDkfN1tYRcMj3zMlW3BWvRn1mfY7rMMj3dNdChP2VG94NS84VrfwW2x0WJx42cb3xW62p0kC15FY7JW8XyKQt2YhVBnW8rG2567JJ0jXW7WhTK35QfW28W3yhtTP92jGvfW4GZzMy3L4z50W3zdsTy8YwdrxW5rMFc338SPD4W6VZ1-T3mGc3SW1XYYtB5CfgpnN6cZTX0bY9n4W7PFt-B8gLSCbVGq50B2Jp7_qW37hgZ41FkhhqN78sw5f5-NgqN3C-6H-8nB00W6FmS354DR9lFW2P9cBl5mkFLZW3XqlrC2TRB-7W2Z57xq7lt2w6VQSMrJ5ZHfYBW8l4TQr1LQtb1Vg-4lN5vfZPZW7ZlFXm7mg6VRW5gvKNJ9328Q2W3j-QVQ1W2cQqW66PmPC7wYF6SW9cG8Nr6JNCs5W22ZpkY4wxVkkW27x8rk7dkNKWW2bG6wq60y8FKV-BBvw5tVDDvW41YK217HfBGJW3SnrRV78rGJ6W2mKJ9s7RpHJXW8L9DB85_rlHpW8pmqZR2dMG58W8lQPBM1fYnJTW1xZMZy15PC20W88LxCL95MCcqW6bqT-w934_1BW6TbG_l6r0HfDW6-bgwW5G5JWqW8nkBzv1qH91L102)  
[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W4BwF5Z8zk5wsW4V2ywg1plmJX0/5/f18dQhb0S1V37Bf-yPLCdVMWbmbMW2Ykk9m3bJFHyW7wRY3N8cWC6VW4hzXR56CRSFjW1lR_Hj9dlx5kVV2qJz4nWDf8W2_4xfX87XjSlW7w_dQn7b5_ltW2vbSwd7ZZSr1VBjZXc6pV2YlW8SqVwg3kwb_WW4b3Lw42cW1qKVJ8kKZ204fy4N6X1lKf1g9qjW1fwQdH2lZDlsW5bTj6y6n3x_CW5v-yZl8C5n8zW5dnS7Y5CQMqFW1_ybYx7NxlHjW1PVDKP7pdmwkVQqfpc81tX-BW5FCmWp1NNmZPW7WL_c24nMh6ZW5Hm1ys51s7rwW90ksrl2cQBKXW6yd8rW8vX6kHVTszcQ7w1bfFW4VtrR32WMk_tW7lLyL02mtT1sW2wr_zW3zlrcQW1--kR_7lrrq4W5yzC061Zb5HDW7HKRMf25BCW4W2GN2ZJ2CX3VfW1wH7_25yyBwDW7cnHJZ7mPRQcW2g2gbT8H_D1HW4pW1Zd5P4Y4dW6lM3bd2mhTkPW3pGN3W6tbqnzW77jJSP2lWggHW9d6cKF99fLTnW10xSGs730fgNW7y74Lw82nBXVW3W_h1822xlDsW1WwDzx7RppjbVfPZml8Bgg56W7hPqd42B71lBW8V25NT3jDCNrW2RG_kq1l4P_YW58b9w37Yj92MV3h2yg3Tl3cVW4Xc-Sq77r57fW2KPv021D7hmwW816Kdx6jJ0wQW6Dhgt529VPb-W1z1SBn79YLDtW6KdL8C3vr9B1W8DyYQc5XBB05W88qQzz3wpLNCW5xr1MD6TgshNN1-D6DbGwqJff1y1fBK21)  
[Hartford, CT - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W4PSDG22C0zDNW4-NLn47-c5hN0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8qCdm45vfYyMW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rkcx4Dl4vzW3sxGC-7Mq9YPW8QKpyr4sj3hVW2BcyM91mGWjzW8Rc1kB2hkShhW64kgrB5PhbW1W8d7p5V2hz0qvN8yk4-pNVfWvW8RvdkQ2gJn6JW5wdX663hpQLrW64d3tL8dyN2zVfmHs18dJpnPW5kFXlg5VZLqXW5tZf0p7fZkV0W3fWCSC5W5QxSW8dB0RW6SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RR3D-j8tbNW480Y-x3k9YLNW9ljlDf63WJhzW3X3vn54qbyFDW6b-cyJ7V_TFLW36sLG21NsfDKKf17CyLVG102)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W2-LDlw82PCg3W69Ds5w3TJQqq0/5/f18dQhb0S4006_rVWdTygyh53xl2yMBJSFtDQ4CJW40_CSd7PC7_KW6frTKR5xQldhW4bwMTY7wbVxBW55wC7626W0_CW1q1P4M20B5J7W4k_n7j1pQbR5W8SrfNh4mdStlW2MYCVC3FK-GGW4pjS8z6P8XYdVKFp8H789VdqN5ldd4QcSNW_W6C0fZd1wN-_VW8m752R2Bhy5BVbf5Bq1RzFNWVvmNrb3vKdK2MwX8hFCHxphW5ggWF678PkFqW1WRBMc2DGwdWW8_zHV37yrh2PW28wllY3zMkRTW1RT82v7MwF_FM448YL86YD2W3S90pC5J6d-BW16SZBJ92TgphW459Bcq7w8wxKW4022JC59TmsFW6bYSm-1Z45zWVWPKy239fjG0W3p-9Pc5zf35GW6b6LQz3LDdwGW6FZ8rS6JqB83W8D2QKs7FBLddW3H4PWS6nRpm9W3ZYd3110C_N0W37fkG85J28K7W19_fRW3fc04_W5VY_DF1_Y1SkVFk1TX7_LPp_W5x4jH476hJsjW6v8F9H9h2V47W50CGwN3w5NbwW55XCYF8JBblbN2HMcbTbjRNpW2kz-Xv27q-24103)  
[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W79vMGn8cNmCTW75cnW42W9nB60/5/f18dQhb0S3j46_HXFDW12N_rV5VRxBbVCB3jn3wyWb9W6nvgGw30dhmVW4TsvtK7F8DcpW8Sdklh8Nhl4GW6ZQy834pmXpPW5Lk8kZ1dvLNgN6L-ffgND4wZW5K4rDK50LDZhW4yC3638WXk2dW941mtc2h3Jw0W84Mnq65cWzHsW811fN58Wh8CSW5WBfq_6wyTFnW1vZP0w6d9tWMW6T_j971N-6xXW641DwG34Ljj0W7thNhd6VrnCPW6dR6gT8pRGgDW2pDb7l13-WDQW6z1M3n5z29NQW33TKSW1NcxBCVt3Bjb85YN83W6v4mZT4wdLxnW3x7LqY4-BF40W7Y0xNf4mRFh7W6f3FR42tv_4xVvxLRp377HkKW4N85rF1Qtd00W4YrBX293rR0LW6dTcGt1VFbPQMr72C5mN7LdW3PBk6n2W_7TJW18c0Q712Jh88W6SSG2J8xdK0ZW1_vR395T6W8vW52fdNF6Kjp07N8qjVLHt3zGZW1Fgl9x6HGK7zW3DbfjW8LGNhFW6yLM1v8K0W3kW4XQt9F1PNHrGW7JTWv-48pknwW3f42Hr4tHrcTW6q1q0X2KY0F5W2pqDnv6k9V1xW6qDXTh70N-myW8ttN8h5tyLyXW88mGBB2lgKp-W88-Wtq9fc0jxW8Kh3c43Bljrkf4XpgS-11)  
[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W6fJJBl8cBLLrW5Tx0Sx4TcwZW0/5/f18dQhb0S3j228-x1bVVWwDW4_Bf29W1t1LQR2y8Yd9W7_GG5q3jWHMFW6kx1Hv6S_tWgW5pMfwW3BdhdyW6Qjpv222YqnnN4j_Ft1SQtkJW47V58K8gcpk5W78vvWB5LWqK3VJLJ1w74zLl-W7kTMQs7d86rcW8cvls955DRdTW3JH9wq66fFsdN3MgXmQ_5cYMW2Z5_Tx5CSdKHW2zFS315rVMpFW7jc_Vy2kb-CpMgh6bd2wVq1W5B2fj52-YsCxW4bs0vX8xBlBNW7KZZ_z4ZgqkqW5Xtvg83jGT4MW13-MGg1PMdR7W1HHRfF4LhpzSW3mMB0m8tg-FYW3phLlR21G6LyW4FbFQN4nMpfZN3fN2Dz8Gfr8W7qFYpZ6yD1TvV7R2hj5WlvxqW64dh5y38p-BLW8nDT9t5Bck1mN38xJ5LML8_nW3_v9hZ2zFJKfVbTRMz7-rhXZW1kK1lx4Wf_zkW7xDHYJ28P26zW78-B9J9jTYRXW1SxJPh1LCP5qW4W5Tg77kVv0yW5Vlw2C8cK6c8W844w092dQzkxW7CTpN-4vbxz9VrZRsq2hYg0rW2WCyJ28DmVSZW1hyGKp4dpHGqW4zGCGj4SbKrh102)  
[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*V1pcTX63cSm6W6rvLss8MzwlT0/5/f18dQhb0S1Wb73FkvWW12Pt6p72_w4kN23RhM8hWdbGN5HCWBMvGsVGW3Rr-kt3Y7hHMW8mPm1W5GN9GzW6XG2rx1LQ9GZW8BbnZp5QJD-sV7Dx-m3cxc-kW5p9-c-2wz0w5W8XqsLQ9cbM0xW3y3b_t8WLSGQW7w7KnR8Gm8YpW4B9Y7-1Jj3WyW7-ZLkk5Ys5PtW1kcNVC7DFrKZW5FX_1v1mggZtW3137y42_0nrLW1zVmfh3Bpkg6W1XFlyv11xwj0W4JP_VM2VyJFvW1BTfH03l-1JwW3YQWvN4w6YXkW8DL69-7mnlHNVlpRj23nvqDBW5l0Y3F11qXWFW6yVW7R2M7kdhW350D4n5W5r4SW3nZrzZ1XNhGqW2F_Mxx7flHkgVbkTMt46kZLjW7KLdYg6_v_N5W7j-4bK5gM1WVVwHcpT5LtvDzW5kPtwT3TTxYWW5N-9vz4f25DkW389BXY3JXZMFN20WfkmhHksZW4Hfyhg4-1XnxW8LjDH93qNQ9mW8S5yqP4mSBqvW8Fx2Ls3TBL4PN1HGVv87MX_9W54C_kY7_c3QXW2XzGGd7_gq7kW4xxdGv356S2DW1lmmvG2_s_G8W6jKg5M5DmvDMW8NtGj56SymSXW7s0BDS5NdT4XW7VbBlr9c5gn-W3Wz8YD5lVVL3W3gSCXD6fpSzj0)  
[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W3ZGC5Y5NGG0mW5DmrFd6_Q0Z80/5/f18dQhb0S2C82WJLfhW12hmNZ4V2XZdW2trLtV1fNtj4W7mnmnQ1_B9H0N2-ngQGRCb5WW6y1CwJ85gtznW8FzcRY80Z58zW1sQ-ct4ZB5cFN9fcmZmCq_NgVJZtyq8QQSyjN4vQtnsBs0MYW9cTCQ58-d_CNW8mm0YL527HVwW3hhTzR7VLB7yW35zHc94r-0DvVMtVZT7PVL5rW6rb-DV6dvKWHN52qcZcn6nRyW1tZk5V8ljR7VW1fSQZV1wxSWSW4HB7bv7HWN5_W70TnLg5Jd5MzW5rxJBL3WkY-YW7Q5M_57S0ybsW7WnF686sqlDCMFNLK6vHRClW7b2TW07wZcqRW57DKhV2tLVvZW6kS_h136SkvPW2V8-sj2h6f1mVtN2rP8j0741W2143Yd2Sphk4W2hvTWK604gmfW7d7P314BLzSDW6RS6jz8cjjMRW9dHQyk41YqytW98CJMn2dZj0jN7gnCvZdsxnDW29mPgL4Wsr6XW1nBtW72RzHv0W14CLsB3DgsPzW4W8V2M6GjsgLW3jrMYv3f6lNwW4Fr0VF1wFgJ_N28ZJtKYYbSqW8GhWkr68NKBLVjLz057n0JG3W6RpNj5918sWVW3v6pWL4W2tKBW4Hj52v4FzcvGW9m019t6T43s2W8S2_ty31ykP4f4q1YQs11)  
[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*VP48X76hnp_cW8ZbFdR3X1kbM0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8qCdm45vfYyMW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCDvZ55FfHLW8Sz_hh7t4lfzW8X4NMh8V2SqwN4LKNm7rNDNGW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZFZY8tVzqBW87-FCY7P1-wWN33FK-yqPkxDVnjZC81HxYHxW77KzJS1BrsNnVG_shj8hqKRFW6x9ngX4CfZpXVn370657--0dW2rbdJn5ZZvz9W2fLMD_2MzWC2N4dpRRltMkrJW4dqjCF5K423GW2bWn9R325GsBW75TnWy57D69KW11Nn2g4brhSMW2p8_TT7-l41LW46p5q03ygvH8W8c3mpg8hdNDGW7ykhcr2XsQW8Vc0kQy5qdN3FW7hZ3VV22vnYSW6GSq6B727V9pW857G4B18kWS6W9b7DsY259TgYMtJCL43_BY9f638xzs11)  
[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W2rysKg6HSV6fV8L6fZ33b3JB0/5/f18dQhb0S65P2jVJq1N12hcpfG1HjpW4LckGb52l-cvW1qxBvP1F5XCYVJ3s9q1Npp7yW8FM7N_1rpZVyW8L9f2z1zp3bTW6FwXXp45dsRKW4Kg6KP3Chdg3W2pNcHW7VVHmYW6WPX6H6_lQrsW8s11GN8kx2jwVK7Nc_3kfyRPW3Z1SfF39_fXtW4TYnv94sq15BW835c3Y7KFg7tW3S9Qgb27FF2wW59kFrC1ptx4nW1mFbJ65qyJHxN9fv_y8mBz29W3c__s43BNb1BN2-SFmPK41LHW2jNhbQ3LrkSLW55zj5B8zL439N2c7j7T2cx64W6XdnS_4xZjmsV_GV_B1wsLmRW1Sd7-663WrsdN14MD9Tjd_WtW7wpFjZ5Wph4hW7Qz_v16x0Z0KV8jpXY7SZsq3VFXmHG6k15wgW33SdWk1pJRBjW6K4drN800c9NW8QxdwK42PK2rW2NBRyB3tGlGfW32r76R3mmNB8W7qST2z6WpXCSW5-T-hT4yBBntW2LrNJ5105l0gW4bfJV76QwfX-W4GH1YQ7_schPW1_RPKM8VdJDPW6-Yzy291jD70W5J0Dx01YsWlRW4bVNM34mL30lW9b7pQb8DtmDTW1qbqp76SqD5YW4dBQdP5fHtFZW2znhXk5_C1200)  
[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W8B0tBT80544HW7ql4cK856rpQ0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qCdm45vfYyMW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW2y5yQ16LGzBWW4VL80v5YrwBvW4yBQyK6HcdcVW2XjN9g2nPmmQW2_gM_G68Br3WW5qQ9lm2CMPjsW516Jpj2VkkZbW4L1KMT41-b5MW4cHM1B2CWbyYW3WqPT65Bg_qkW486p8J3F7w46W2TRJDh7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-5Kw1yVN8Xr7Grq_9yjW6jbvMm84-_spW48gpm_2Xy180W7K-R3z3wRfssW3wqsnR5d35pk111)  
[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*VFZJR44nH3LKW1YY8Db7QvYgz0/5/f18dQhb0S3j42jW0-sW12hc0N2vPQmGVC_ZQl52m2QHW6CcvMM9jtcVyW6DsL146S_tWdW1hw9LZ2JCVC5W37TVxJ3mMnFTW99fZZP6R2s9_W24cRgK1HYP-DW7SJ35v6WPX6HW6K4TN98G9X_fW3ymw5M3QNlndW8p4S9g1L2NrJW5NV0GJ7nnjmYW3qvfhY75SdN2Vb4pnf7kwjN_W75vxlM7k9MhhW71gQQ51MV0PKN78qQ_-VD1qGN4frGrhFZgHMW7Wff336dLxbFW8WMJyL1YKf6yW8GV59r7qDYDPW67kXNZ6mJ9fYW2XLb_z2pQGbMV3S1rt7s26-KW3xlMFK71768LVbLt2v72M7JMW6NMK9q5Z319KW6XQX8S7shJT0VDTLKp1hYnq0W6gPYB-934hK5W12J8sh1FscCQW6gyKlT3mdHTvW685mJM317R4vW7xftLp82-2BYW7_FbwF1NvwBkN4Mc3257ftv3W75QkZW7KFc1mW2rywby7VwXpGW3MYGgp7bgBqJW2MkcGn34WwTLW5GPBhF10JD_xW1J7spt1J58m2VxLb4p4n7Q2BW9jTZfn1TkYGXW7Cf70Z7sg2NvW5Sbywk6q510zW5pQkWM4zGTLzf1l0m9V02)  
[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*N5Snzr8jf4SdW2y8zg_3Yf6mR0/*W7lsB892rDhpTW4Z5jGb86ZhWX0/5/f18dQhb0S3j42RwkM_VWnxHg1j3hBCVnmJZ62YqG_2W22PG9L1NmdsfV9wL6N3GHTNmW8rBBjv7x9-x0W86YXp484mysNW41N5Xq5Y-53bW9h9nQH2KbcFWW8L36pm8K9fd6W13sm4M4-fh9BW9405nG965vpMW45TwHK8vyvrlW6jSbpK54kR7YW8bXrzd8tJTpgN4JCSx8CWD8HW1Dk5SB1BnBttW3gTfqk52lMK1W2kphQR3VnHgfW8SXGyr6rg9l5W5-n0WK7wQS3yN6gf_6Z60xfWN5Zj0dd8kf1vW25Lkm342cGL-W5dvvfP5hDWkBW3XGGFR2TRD11W5hnxcW2FjynRW3NylDJ5ZFzF7W8l78qp1M65s6M4-KFpQZN1fW7ZlZBK673MHrW4_wQNz5JGrvbW68HcRR5Nv669W5-HTn97wVjlnW4y1tVB6fMth0W5x8gPz5N9VZ3W3_5YV06HQsKdW6SD9cY3TG8qNVwpXDR7qvwQJV_w60X952gX0W37gJ5D6xBgKSW5Q7rTk4PQwb6W7tQ7XZ3r9fSCW7q8hKV5KM5VKW8l49hp1kg9CMW1ydVPB3s37JvW6ZCwNy9fzKLwVMYtxG9bb5msW96cGGJ8tzk4jW66YXt2319RzqW824Hq268-PD3102)

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**09/05/2019**

**Elon in China; Modern Day Rockefeller; Huddle Golden Rules; Chief Executive Interview**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

“Routine sets you free.”

**Scaleups.com, the Medium for Growing Firms --**This week we launched a new media property called [ScaleUps](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W5jgzM_20md7gW2X0GDC25zb2_0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8qC9yn3LQ4lFN3hHh9fXL0jYVp3s9r7s5LskW53qCZk30n1W6W8-y10r8_dDryW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Q93nJW62_tCp632W0DW3ss9gT7fxl6NW3K771B7zk6KPW1x9yLG7mJjPSW8fTR-f5QyxVZW7mxdjT1KHVQRW5jCjpQ5WbYLLW1w4SpV6pg_xPW2ByRtj50v8YJW3KpHcr7YX377W1wT-Yl8pDc_7W4KP5BH1VtdWZN2txdv0VR6H2W4q1tJT93G66rW1TSGdL33FzwVW9ktGPj5hfQL4W8ngwfc9gKSlrW8q9nf11tPG5-W7hbCVD3s340wW6Mw8P09k9yXmVcYJKQ7dJ18nW5m-H4l2v9zKd0) - the latest up-to-date news, articles, and videos featuring growing firms. Curated each week by Elaine Pofeldt, who led Fortune Small Business online, take a few minutes to scan through the site and read about the “50 Best Private Equity Firms for Entrepreneurs” and how Elon Musk went to China and received tax breaks for Tesla…and more…

**Chief Executive Magazine Interview --**[One of the most extensive interviews](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W424NfF22wVTlW75wljs5l_nSW0/5/f18dQhb0S65L2jVZsxW11M59y1G5nSTW8h86Kx1gCwk6W7KzCPV6DZ31WW8-0XhS4SntHfW29_hN882mNZ5N97h6lnJ09D4MclrsBxKZXNW4QD0l17bpMx5W8Jt_j-6Z8LJnW8Grm_Q51-CHzW7M6X8F1yrwnYN317gVzjZhS5VGBbyv4KRlRhW5g72Jw4-TCMzV66h_H1hh5MvW8c-0Bl12r1TmW4XX0Dk68tCy-N5GmVbPZ3dyMW2Rf_9L7fLqnyW8MjZsz826MzxW5JDZN28Q_3G4W8pThKm7X95wnN5b6p8cTX-4yW55TTjl7D6JPcW1Q2N5-4fyXlzW8y-d_L3p9b7zW8Qs6yH8176zgW47dsH71_bGXQN2GRRly2hmXbW7pGwW26kXydnW38y6XZ5vj2MhN8Z2csr-820zN4kV-xpx2fvSW4f09p08khdC2W7Rksgz1hWFdJW9jdGs1264h4LW5vm5LC6BD2NBW5XX8bx22wVzsW1SMVwx5pB2qBW5-DXsQ5SDJDyW21Ytn57XVzgmW99YBKG2rk2ZHW5QlFcb2HSL90VWc_MZ9hsyvSf48YJTM04) I’ve done lately, for the premier CEO magazine in the world, I loved Editor Dan Bigman’s opening question about what John D. Rockefeller would think of businesses today (hope you agree). I also share what is the most important leader KPI; what is the biggest challenge facing mid-market firms; and we explore a host of other topics including important routines that drive growth. Grab your favorite beverage and take 3-minutes to scan the article. And I keynote their annual CEO Leadership Summit in Dallas.

**Modern Day Rockefeller - Keys to Scale**Not surprisingly, Microsoft is the largest market cap firm. This [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W48JtRS2kNXMxW823_3x8WrSfs0/5/f18dQhb0S9Dq6XLRKpW12h8xq8d0khgV87Z9h2q5r3QN6wsyhNb2hkVVTNh033mY743W3MYpGr3Kc1ZCW7vdbcY5Nb0xcW3gGQhG1cjrrwN4KxgMJQL4VHVS55yB20bT57N85DyLpBs431W4tCf438XnQKvW76wlWy6tS5yxW4gPvlz6W7NBhW7ly9SW65v8j5VPvGYC4tmyylW1Zm2KC45Fdy0W5bd2r95Lkgy7W4-mY247WzF6xW1ddZxy2zn7rzW2pJ5fW5FW6rYVXxWMj4Y-SP3W1NK0NG3kQ7SPW95G5X-5G0LgvW6HPYzt3n9y5rN5GhWXKZYzJvW2mmh_V4JcfQ1V7wy3G4LbWSzVs2Khq7dDqkHN4Q0JqJMBPJKVmFX2k2Vh4YNW2v3QLt2HmzdfN28PBl1hQ5ScF4rbRyK8_TqW2jDxtZ3jXpwzW82Ncwq2wdxGnW5jnlc65Sz6bQW4mlz6L1GBxRRW6xC4F48TfyqWW6Bpdhd5Cdk9vW3bbTgB84QLR8N812-zlqYwhGW56cFHK7TCDjRW2_CTyq119t8HW8lCBtf2b9TSvN2J91ZXTVfKSW7LVjV86xvwWhW6TlPql7vc3gjW6Q27jn6VBfQwW3bwp1w83pYDsW97bpTQ5ySl_jW65lshn9h881jW9k2c8D8Qrt1CW7Prg6Y8JXsrYW6pfZH_69HK8r111) details four habits/routines Microsoft uses to maintain a sense of community and “learning culture” among its 144,000 employees – all available to us mere mortal mid-market firms. Specifically:

1. **Enterprise-Level Social Networking** - key to staying connected around the globe
2. **Daily Pulse Checks** -- snapshot of how employees are feeling about the company, its culture, and other timely topics
3. **Monthly Live Events** - chance for employees to connect directly with CEO Nadella
4. **“Growth Mindset in Action” Video Series** -- to model the shift toward creating a learning organization, to spark dialogue, and to prompt employees to talk about their learnings.

“Routine sets you free.” Check out the short article for more details about each routine. Thanks to Mirko Wormuth for sharing.

**Golden Rules for Daily Huddle (Scaling Up Case Study) --**Intraway CTO Matt Torchinsky attended our 2.5 day Scaling Up workshop with his senior team and came away committed to the daily huddle (the importance of which our competition downplays!). To fine tune his 9-person huddle, he instituted some simple rules. Notes Matt, in an email to me:

**What I did?**

1. I setup what i called "Huddle Golden Rules" which are:
2. Daily Huddles take, maximum, 15'. Then the call will shut down (no matter who is speaking)
3. If you arrive late, you have the right to listen but not to talk, and must share your updates with the team through slack/hangouts/mail/etc.

**What was the Outcome?**

1. Everybody started attending the huddle on-time (Everybody wants to talk!!)
2. The team auto-regulates. Having in mind golden rule #1 it turns out that when someone takes too much time the team pushes them to stop **(We all want to talk!)**
3. Our Daily Huddles take (maximum) 15', therefore we are learning day by day how to improve our messaging and share relevant information!
4. Focus: People understand this is THE call were we (the team) sync up (and it takes maximum 15'!!!), we need them all to focus on the call.

And most importantly, the Daily Huddle works – if you want to move faster you want to pulse faster – and every minute in a daily huddle, if operated correctly, saves everyone 10 minutes – a 10x return on time!  Let us help if your daily huddles need a tune up!

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W5r8xjr6N51d_W2p6qdr6Nnj030/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8qC9yn3LQ4lFN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW4Vfl8941XMpZW6sfg-V3vV8RDW5HNc1B5HwZP3W6WfcZ43SLXVdW3FhTwK4DqPnLW4tvqnF5PPPGkW4DLPqC2Ynbf2W5jWgzz2zGdQ1W4GRfN742c-SRW2xRrT93G-cD4W5zyJH63vC2WkW4rJ4yb7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-5K-V-bN8km8D5TL7TxW6LtQ515_nPHBW1q8-GP3sp863N4NSsfydSQk9V1_P-l47C7kc111).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2B9NXx1m5sb3W17t-c43DX7bH0/5/f18dQhb0S9r296GrTMN81SjwlHyjJqW8qC9yn3LQ4lFW3hHhcS5zjpfsVnQ9Qq8-2txqN2N2xVWH59YcW1BXtSD52Xz4GW8Yztwf8-_mZwW4Myr9C2JjQbXW2yG_DG7d0gNcW8xPzP_7b_l6DW4swFGm5tr7FNW24WXzX5TncjTW2zHXtm3SLYcbW47YlYy4bf62WW2Pnw1_1Q4661W2Hk-6d15sm_kW5F_2Jd3YkcRPW5w7V294fVLHCW68Mblp49JfBwW3C8bwH6lt4hVW62z31h62q4X8W3sr-ng49MBpjW3ryh2x68S_CdW3V-d3d62V7xpW1sPTFh1bX24FW3sHxjb30XKyqW69L7zr39Hw7kW6NyrvS2jyn_RW5H-6hp40l7jnW3S2-q-1GgGq8W1YYV5x72nt_yW6sxy0G75bkNbW20-4rP7WHz-wW6q_wT07wYxZvW7vRFB787GCY1W6Brqrh1Q8GwgW70fClh2fLtWyW7BYCtB2jTWcjW1tb58W7k0BLBW5ZVyVB2kXl40W6KF_np1fr8qjW6wxS0r7tQSPyW6qSZVT2bTgx0W3G_1lT6l4V95N3Nz9PLcZLWRW86kZLj6-sdcCVsL4QP7NMbGqW22BfGb7mt3V-W5K-V-b8km8D5VTL7Tx6LtQ51W5_nPHB1q8-GPW3sp8634NSsfyMdSQk91_P_gdHWn_f11)

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W6Hnv7C4BvK-qW5CcwJ939C84v0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qC9yn3LQ4lFW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4Vfl8941XMpZW6sfg-V3vV8RDW5HNc1B5HwZP3W6WfcZ43SLXVdW3FhTwK4DqPnLW4tvqnF5PPPGkW4DLPqC2Ynbf2W5jWgzz2zGdQ1W4GRfN742c-SRW2xRrT93G-cD4W5zyJH63vC2WkW4rJ4yb7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz1sdK07W6MWkKn4WdwCtW8L9N3b68qs_SW515l0L7Vrbb3W5V0WDv73yKD2W70RWJx3qt9g9111)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2ZsDck6RB3nfW8CWr7W6rL7ld0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7v4WH-7tBMcGW6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfZ63DSW2x-ccw7d094fW6G7Fbl4DFfS3W6Q93nJ62_tCpW632W0D3ss9gTW7fxl6N3K771BW7zk6KP1x9yLGW7mJjPS8fTR-fW5QyxVZ7mxdjTW1KHVQR5jCjpQW5WbYLL1w4SpVW6pg_xP2ByRtjW50v8YJ3KpHcrW7YX3771wT-YlW8pDc_74KP5BHW1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D74b7sTqW4FmDTG8VFDzcVMVCjB8k8dS7W1L1Mf33nfBrnW9l7Km04Pxhj5W3DlwBb2pvy9Ff3rtNQ204)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W71JwyT6602ZnVVDKwp7FVrzD0/5/f18dQhb0S1Wd6XvPVTW12hqfj2xN7FjW67L_M62yGHbBW6DYGtn6FxplyW6fk8j61dB5FCW5cZyvd4nsH4-W4h1QPD2YKVy6W181W9G2-J3qMW4bjTqY4NpXRZW8sKNjc78sTGTW7C35FW87fgNzW8nxgFl1TcHTnW854FJ03ncSq5N4znJd6gG6GgW1NKQy85mxfTbVL_Z811g0cL4MmfmSlWMGfLN2_q8yxM1FqGN6B3b81wspqfF6t_mbQm61lW30mM4d52p2DwW87m4S91Gxzl8W2v-CCg287myTW5Fw5KF3DH0MvW56nzGM2VycKCW1tQtQ854VpHGN3pTFjXMj7PFN7J5Rbt4zV3kW45_nKF6DT8PhW98sGdz6-BYq2W6ltxDf1XvhVPW5YjG_t4pnYNdV3lNJt2MByKRW44SYMS6pQl1jW8dyB-X5w5szlW53FbQ-4nCDmWW7-v7wh3VNCSfN4X1k-ZFVbDMW6Tf2Y41bt4F7W9ffggc70-5PGV23RJc8LJH-JW2BG3cj1fs9tJVzK2DN22r67gW9c0SQk7nv8R1W12dsS125qm_fW4TLPkr49ZM5Vf4drF8j11)  
[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2761c_39bVrBW4_v1V27DnWvT0/5/f18dQhb0S65L6_rY5lW12hMvP392C9dW5gdz9430R7G4W7J3VZT8czVzcW4Z_Mzh90dbXXW6YS7dw8pK7WfW8nQnzd3hyY9gW8vrM-p476tk_W4g9Y8m4Q5fk6W53qLjm7d6RsSW6QZSBF8P0lBDW78tDyS8MBrc3W87NFTN6XPmKGW45G3SX4kZjphW7qZ6BJ8WX4rLVQHbSg3D484xW7t0jYj4SBb4RW23ggGK3TfH3wW7MTgD_19q-5YN5g4R3r9Yy9jW3KgSTj8xj7NGN1tKZbvrR2KRW8grThB8_h-1ZN5dW7c_QtMz8W5SX30G7v8q9lW1F2MFl3Lh8PJW4MKdhR7hnjxfMkNBhxz1H8NW2kS7Hc1wRlwtVHCXfC6Prd5KW8s8k-v67wzfTW7XVML234LSfjW2b9TDJ88c_HGW10K7Cg7W2J6ZW395ZsX8zHpGQW7-2f-c2-x387W38b89r6Q7KZzW8Dw2sg5rGpppW2W-ZzL7wyGPFW2g9Cf97B6NHwW2g3Zg_2Bv8pSW2pT6-723nJdvW45YwCh7Dd6dXW3-PpPt864kwDW197Q6F1lNPKNW8pPkSN8xY2t1W6ZTyZM9d_8XnW8Zfs-G9gTX5BW75-vRX4hL_BXVRQ4cW8zdrgfVck22K6-83Bb103)  
  
[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W3Wkf6g5kZsxXW4JHy6_56lCPq0/5/f18dQhb0S9r22gC01rW8Nz18p2qwv31W1TNPHw1hB1pGMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffxW24ZF-x1ZY5-PW46vzQ86G2lbzN7NMdQN4cNXyN75WRHJrmNpMW83SvQW3ynH_DW6_LX9D22pw3RW21WC9X4pqr_bW7Lsp8W7jzgxCW9dS8hS8Y-RNgW2bw90Q9cw1qMW5TMnv41gJ4LlW57j31J9kF52GW84rZJF55DrcxW7kYrd81N_YSKW6_b5PF8XlKBzW5gSHY56H5W1XN5L7gN6VR6H2W4q1tJT93G66rW1TSGdL33FzxDV2f0wq1ny5pjW47KTcX5b7LG6W3vTKG78cJ1VtW5flg8-5zKpfVN4ssjXMr7rJPMZpcmq9ZLfcf7rG7hY11)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W23-Tn98b9BXwW4Jj8Sc6HJ_CY0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qC9yn3LQ4lFW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppCBW7VwLvd8mP6ZKW9kF1YV49skWGW8WZBRc6ypRL6W33mxTr5mK8-hW94V6Yj7HHyXbN7kYpq4zgGb4W1lL-DY502c8qW7C6WH452WS95W2lXzN71TzdqLW6snnFR6flv1lW66wnC71z8FvVW8Zj-jW3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXYz2PWbvSW896BZf7TBVs8W5JKcyL8WsX3fW7vN3nZ2b1r3QW3bGkNX73Q0vRV1-Hgy63pNj_102)

[Portland, OR - Sep 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*VPzrtx46j45bN8z8mXdsV7yc0/5/f18dQhb0S65P2k7jMsN12hjQPlMFxBVc09tv2qM0GvN3-qt4s5bFNTW29hg-k4308GLW4Sq7gk14SCM1W4m5k4Y5D-q2TN84bq0Y9-7qYW4LFrzk1JPG7MW7CKTdS62snwdW84NXy44pw2B9W6PzVP18NsTYsW4sGvjg1Xgg-mW6p-YL39g0rs8W1y_tq52Ldzy5W5g7dfS2nq6lRW2TdFMt7XfVwpW2Z23rw1xYJJrW2-3Nzg2rmSzXW7mJQ-x8dsKWKN8VBVs4DN8d2W7ld6rG7LG0xfW2t9KD-8zsTVHF15gnN76-Z1W5xVzVt1k5xbXW18qPj156LCYxW7s90Jz6bYpHQW7HpbJ393zGZlN5pbgtD3MpmrW42rNlS8LKNZKN4WxM9jKsNjpW6crTpV77Wj1XW85T6w-29l--5W80ktxN1hXcf3W5bXgfY7VXTr7W2WZ7GP1L60K6W6YGMd49l_s58W50r4bh5_3TnhW3ck80T8xqMFBW3h4jlL9ghdy1W53nrKx4PcNs9W511LxG5FHRdQN81LlX1zYqlZN1j9cv34JcrxW3n4P_H6HZwQsW8rrT-L5yGqlGVYY2TY5QKTtrW4yx_f85qVnHLW1rrTS58HNFFkW2JqQTp3mZHM0111)[San Francisco, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W5T0-hg6nk2X1W2mFKBv94r5xZ0/5/f18dQhb0S1Xq6tQXW_T_G_11vXlxtW7155Rz1lhcGLW30WJyq1C9Hd0W6k0nKp7zf3lTW8fp_Ls4xx-X-W7gF5tz7-cytBW36wWBs6bYM12W43R5Dk4XBFsyN814vcm87pXfW7BSB2s4wtKWmW3sF73H310ClMW6fG6bj3LC0YxM7mcGR6x_4nN2xFx2WNfYM4N4XZRt-XtBPLW4sYxMg4hypJLW29VJ626hnrJ1N6QQlYtdB-WFW5D1Flg3zHh-4W9bSlHx5yZcZ1W2TfcGP7pTH3gW67Lnmr6jzDK-W1MXmTs3TCXVcW5dLNgb22NLpLW83_fRn4WBg1PW6vwxz57ws8KvW18B-yY8KzMx4W33G7ry4V0CtyW2FNfSj2KT3BlV8lbhx5-ZN0TW4h53lf9cwHwTW8-TDZK47D352W7hPYSG5KYk5RW5vkd_t27ly5NW37njHz7G670qW4X0-zH7WS1G9W9ggZ7Q1BHsYBW5VYLkK8kWk6xW4Ttd2l3wYWnCW5z5Xwf8zqN1mW2cSQj84gVy8QW8Dx5mf81K1M0W8YNHbr4FMpCXW24KWXb4TXd60f1ZdXh302)[Atlanta, GA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W1-920z8rbKPQW1316Pb3jZ6gn0/5/f18dQhb0S2C82RwFJYMWnLycCQXmTMMLqY6njhKgN5pz0Y6n-HyKW6k6C-x3j3vllW2s06yJ8lfHNkW5p-Z8K50WgN2Vj7xWY17j0kyW85rHKc4MBJyQW7DMmKc6MSQCbW6TtFTf8sFWvYVsGdXW4B4WxJW8B8-6Z5MsfdLW3mgpjS894r7FW2KndDJ4r-c5rVyF8sF4WNjvkW1LfQXC7Pz__DW7FNZDz4-WydRW1Ctrwv7Rx1l_W5bzjqX7_MnwFN1lyjk6VvDNCW4LYJDw5vz9D9N4tjYHDxTjpjW6WK_Tn7zR0nBW2RZYJ21cPhSXW4SXF7K2J-g_CW3fMPmQ1Rvt9zN4Z465bkBHBzW6g9KcW8PjnmgVzhqV523VGwjW9g7v-T9gkZ8fW4nLWkc3vsDbKW4-MnpR1BPZYKW7cJYv96X_V72W9bCLgM6r45D2W6f6qp727_t6CW6bSLNg4fbD3MW7pWd5r7wvl4pW8zq4307xnTf3W4kxj7395bRBwW5-f33G8MhGX3W3-_dbD7F45yHW8HzyQK6SCdc6W6Qrkzr91pYscW7fXW7H3ZB9bwW1pcFWD7hKCCDW3xXJnL7fQxvVW5fJ1Df9kTFZZW4DvtXH31LfVhW91hx5m5Q_CP6W99cTPH52MsQRV_48cj9hb8j9f3M-Rb_02)[Los Angeles, CA - Sep 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W4gl4161_p0l0W2MkvSw73fQqd0/5/f18dQhb0S2C86_tBWxW12Nl8v1l2D6YVHGS-V4VxFFyW6c-GDr13jNz2V42zrb4LHl9GW6tC5ct8_JP2rW4cRBV_2bg-c2W5srCB39hb7JKVh9qmB6tV4jKN14psLqT92FbW933wQ22XL0NLW5Rvygr7y0hvpW96GZch6BwdLLW4DTL1S2D2H54W6NGgBb2Jp-ZGW8chbN24N1NS8M45tLc3LWV8W1jJBmV8n4vMlW2rShbz232zPRW7xSb7j7ZCc3wW1TR5Y944K6H3W3Q1TJq5g6X3-W1nmLph2DfvQtW6QHMxp3Dd2MHW5zvlnw1PCvFBV1CBy43rHPWpN2NPNK2xpk3nVYk3yz8THbC7W3GvFJR5byh_zW5yZZj84f-ByXW7gfk_h5F6N3DW4RclDG8hf-zKW6mHSdL1rlb7mW6mW5tZ2fqQrQW8k5G2K3LLg7WW3rS5YZ8CltGjW5GfNtr4JcfJRW2nrNPS6qtkmCW2_NBkx2ZLb7LW80fF_M8_V0MSW6Jh44D4sZSLLW70yHyC41S9rhW3WQM0f61lJs9W3yzS707Nt4NxW52Zy5d6C_c7JW4wGc1b60k89XW22L1vW7Q2_1GW6_4jZc9j1BLVW8Dcy-L2QTgH9W9lBvLN9b5tHvW7BZtBX88QfwfW7Fhkfv2dm-QJf6-cGNL02)[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W476jM57TlFwHW63q5R_6l5d1X0/5/f18dQhb0S65P6tQ-5wW12PfwL1kNZmxVCC_7n2skS4TW4nF1yR76pfFpW5Fhz792SyNCjW5y5CJ15fSWfkW6PY1HF87K6R0VLX5BH5pfbfXW7DHlgF4PdDrMW7JGc_D62sg_5W6JrCc-8Qt8gDW5M-F_X9m56WzW3pKMmP81V5FCW3Zj1gS1V-TJfW1wGWbP1z7PK6W4RRJDh2X9j5RW50_R671mjVtWW4VzHfx2B4kRRVg3PVJ2wtwxnVZBKy32vyDXvW1kh5wM42mLYtN7lKMb-RYJHYW10YY_P3Y-krYW8xdfN75S-BP1W7hpMl683V9x8W780MTY87MLB4W4KJ81P4S5hXKN1mhrj9FSSpKVJyMrq2DC3CbW3wX6BN9hb2XmN269wtgr6qmbW8b0VQP47KKySW25BZfC7PhY_PW6hj0kn81JkbWW3g_f3_3j1fKFW6lVd-F2lJQbzW218kvm8MlRXDW6gfW0K8BxPXtW8HW35d73SRFkW66hxtP9dV3CNN4nyF-Tx4sM1W5TVgPP6HZc7jW3nCDXR86Q4G3W6gbWMS4nxGN_W5N-b8C1zC9P7Vy-76562mkfyW8WDNnP5RK29vW4kK0jm70QdjVW8tkpJ_5ShBDfW3Ppny87GMHkdW7L6jPX18B5XKdvXmtq03)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W4v82Px1PKGxLW1hcqM33r4gwX0/5/f18dQhb0Sdr72RMZ5KV1xX053wwwK_N3dY5gjj6krWW3YfLpf1zWpB-W4kH4g085r15ZW2qPhhM2RJ5QNW1Ml3V07wBjGKVNWs_W1L62wXW4qnGy54NqBj2W6VDS1N4q82YlW86_ZrD9f7hR3W6Trpss6qNfWYW7nCVVj2ynNj_W11BhWg6MDcj7W311cRr95LBv7W7Cz6MY4RTK9SW7DhWFH2X5TcBN6tjwncVvtK9N1f6vqpT170jW3tfYX58W7748W1c8QM267Bfk2VkVC0P1CcgNjVTpNWp4hgfTZW6ZLSvW15s4l0W8rfFHt59gdCPW5rlBb91QTw6vW2-_Y1N8Jx1QGW4pphCS3Zd5FNW6QtmJK1tSF16W54QgFs7pv4GtW81HBRn3zRJ4JW2yvg6x1MCPjzW6yNrPH5xH_-7Vkhfcs6PkTtvV8JG3k1GVp6mW3G6pH038fsckW1_vhqk88_kvcW71Q6g87w4DDGN4krZpgxrqGTW7c7Hw27mHF6lW5Z47_515f16BVYL0Gt6xr2DyW2k1XSC6ymPJfW4lVzTt7rYDg-W5JJqp54xXzQRW1hdTXm2JspwwW3CNFJ64Qhq6HW7MKbBw8gdMHyW3_wfBd60q_xLW4_2q1_7zrqp_W1WxMwv6SdXb6N7_Y3vWxcjtLW6bQj1N524-BXW9hKTvq6v2f2SW3pkKpL6Yf54_VpmrRY31Bhr8N8H3gnzc2qXfW21kbbS5ML6sNW7x0jbG5RbVKfW8QpCxy9gZ6n7W5S3Pb36X4hRcW6pt2-r4Mth0hW64WkjV9k7pnDf1Hfk7d02)[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W12K15H20m2zWW4Z82dX16Cc1x0/5/f18dQhb0S65P2dYTssVWnLxP1fpngsW474q_q1fQ2c1N8VZV8nzXFXSW6F5HQQ60_SD7W62_dLL8KblJZN9fbJSKpnF7TW23Xz6x2sMts9W74mrDC23khcKVwLWS877bk1hW91vQvL85PG-lW83np6K8w3NfxVSHn2l7WkpXJW7YQBSM5XYhv8VKBgLg3f6V25W2pk5_11nBdG7N5dm0f1s5-WgW8bwqzS5jh4P4W8kQNPs825lJGW5Ft_C653zyQHW3LGRl078WFFtW3BN7tK5Vs_9HW7s5rsF527wfdN10BZbDTpKtPN26fVRZs2zYvW21wVVK9fZt8TW1ljfmN713qF3W99ljKs6ttH0pW4YpkyR1Mx5lSVDR8Ql11VCyjW6SHlhQ3WhSMCW3YZrw48yV73hW7H_K0W6VDTw2W76bLHm3FXkstW1ZY07W28Z-CLW694DX96wZ7WqW1whBZq3fzrYqW65L--S4Qv2hvW7fJGb38JjxGGW51rxZR54Z2RVW5tgtcw3FjhLdMMVMjw_sPf6W5t5C-77d-5_tW5y8TYw7C4H7SW2tfXVp6rbK6YW7hH9v54vpWByW2pFm8K6BDJ7pW2lb7W17DtXfq103)[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W33R7v75mXnGGVLFYDg9dL5B70/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8qC9yn3LQ4lFN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxN4TKc2lRMzRJW6PB6Mp74Nn3-W4FnmZs42R2fBW41RFTF8RQ0_ZW63Rn1Z5d26HDW96zT9W8xSPG7W4q-Vs295TLnyW2nnW4N2ymM_3VXvGMl9j8LJxN6QP2wVR8s2tW5jM_zX3y_tjyW4DglJV8rD0VhW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h77-W2bK_v01ny5pjW47KTcX5b7LG6W3vTKG78cJ1VtW5flg8-5zKpfVN4ssjXMr7rJPMZpcmq9ZLcBf76HzF311)[Niagara-On-the-Lake, Ontario – Sept. 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W3xrC9k8rVqDlN8DkNDCZL8PJ0/5/f18dQhb0S3-Q7wjzHDW12ZzSt318kcDW1d1_-S3j86_RW4gJmGW76pLBqW64BdjW3_GHDfW8Gq8B25hln73W4yrDB76vcNDKW15dRMh5Vq-zrVSTl-84qqSv8W4t6bjd8Fb9mLW7hBYZx4vYngZW2kVc9_1K2hHBW4YN0pk5kVKPBW87py8m5HWqmnW7P-6b23J-f-PW1b1RLr4WL0mcW67Q3v31phvx1VZBKS-7CKm32W1w2SJz9gfwKwN5C3DK5j5lfnN1SNgtG8cwQgW3LgP9319tb-HVSwMVs5STlBcW7hvTRX8yQrMXW84T4fY7t8l3gW8PFFTT8RkgJjW6K54pz7JGMvtW7kgfFv4Qb6lCW374kfT18tgSbW3N67jX2tj8VnW9kk0Sr2KgND7W77_7255w1XfvW2lpLpZ22cbZcW1jq8l622zHsGW4R3wQp3lf6vDVsKF586V8VnNN5Q0ngsfyDX2W8lcGlS51-X-2W1khPlY4xdVHkW5690w978xn5NW6vT4nk90tGvRW6SWTT37-K5MtW4x_RfP7_j-BLW8rq42k6KLMgXW3YKQTP8tj1-XW10gGZs4JzbCfW5mXZ498NxHH5W5DJvrp870zfqW8Lt1DY9k6W5sW7jzHL_7V3DF3W7R8Dyf8vMLZ6N7PSTMpTzwGsf4C0nv-03)[Boca Raton, FL - Oct 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2sNWW52Fs9ZkW5yHWPp1DtYkT0/5/f18dQhb0S65P6_rVWdW12NyXR1y9MhYN474q--G7nxHW2S9YC43WPGBgW8Dx96d8Zj6mVW5GjdM96SwC8YVgTtX44Pr5qMW8LlmlW5_lHlHW8lG9qd3_PDlgW17pQSQ86z8dwW1-rGrP84vD2BW8JcpjS3q7vBCW60Sn_16Qw5mgW1_Lq823Qh1snW2vBgyH64W44QN5hVXMKjHtfPW2YwgJn4JrRTyW3zt_cC4J-BYSW54mT_X1lrF9TW73cxLv3TvpydW7tP32X56G1xXW1ZYLMr54JBy6V7cMYG3G7H7hW48K5lY6JSDp8W8KBMss5cC2_LW78SZSB494t9QW6Vr2MX1q5zPZV1YBTH3LsFMJW8tcgNk2S4XN9W2Bmcpt4g_35QW45dBbg8pvnCNW6kw67M7r-5MhW3htQ7B3-KkGnW71NyTF8tl_VbN34w0L-qhrb_W367kb12TBwvKW4x4fHd1LxJ4sW3f07QB8H8HQnW3YzjF53qzhp8W5LyZlw3qFJXjW1VptCv8hf7TrN6hJvYDgMPg3W1QyBhj11_x5rW3n1NSC8JRt_xW26rB594qch4yW8H9N1f4DBZrzW4GQkbc44qVXJW6q50v52Z6Wf4W8n0Zyw5LrhYD102)[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2vhYy56ZnWzlW4NXZND9hw6Jq0/5/f18dQhb0S2C82WJLfhVWVR735VRxDgW19hS5r733R0DN5lv9M8nQLgBW6HZ-J-3VT77_N1SSbScYJRCZW7Z4_9k6mTKT-VMpVwQ4DCM5DW71qcJb305FVSW8cgQVS7d4fYhVz4t9g2dRtjZW7fYl7y7sqr2DW74HR_x32H4X_W8ggNqz8ndVd8W8Y3KFM3KZyRMN2n_ZWkjThXnW1mjXX61p-fJWW2Y5PjK1hd4PvW1fl2RP3PNFbPW5hGwtB499KjPW1mhHLq17PgjhW7-_Nm74X6cbGW6pp7Rm2_03qXW1yLbCC17pk1gW7qVX3r7kflNWW1_kcL-2vLvJNW3pL7f24M3ChyW5m7Bqq2H5rb1W86fGKr4z8G89W6JP8_n7PJYHBW6N3Wls79snwyW1N0Fqr71pf47W4nvqGf8HZtdqW5-4WF2245RYQW3X8DWj6HSJqLW3FtzM242F9PKW4cnCPJ8L9PgpN5JdCfYzw-KBW5MZ_Yz5Jth59W2l70Z-4GrHgSN802XggB5JfPW1n1KtK23cTTgW5wj1Gp8HF0PQW91648M6Y-TfYW1Q6P1F2fkTJfW3Q_t1W8ttMYcN3vX7hgPq9fdW9h7W_q8rtQRBW4r6X8M2S7-ByW6mcnms9ffs4_f6znyYD02)[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W43ZPBz7glNZMW4BcQyv8CTFRp0/5/f18dQhb0S2C82dYTs8W12N-pd4_BbfJW19pJgY2y8Y7rW6B-3WK1M79VLW6fk8tC1dB5FDW5cZJDj83mcrvW97h6ln35nc2sW93mLln8v0XKKVxdhQ87cp378W8QhQ-377FNd7W41kK2Y42v7_DVKsvYN7z3qmPW1R0YYw85ppWFW5zxbLD1v68zFW1NphC44RFTgfV-XD0B15YPnbW4BhgYN3yFkqbV49JGN2xCY-cW5yT-W31cZwlkN7WfJPCHd7mcW5htmXV1hRCrCW5Lgl7M3VWy58F1_qPb_DJHPN1pp6fb8NmLQW9hXBb28dYTvRW601Wkm76MMMtVmRk1G6VXJ6DW2zDVZM4RbllHW8qpKbD1ZKcGBN19XRhCVNPL3W6c4Qmm1RLC8NW7cmLcf3hk4K9W5DzfMs5_2kRVW4r48n43JzZ4DW6ghb6h6MSd8bW7v8yft6W0cWVW4Zg68C7Jy1HsW3ckwcD1-clrNW5b8Jw01nqlFrW7rwFbs1LhkrkW1wR4fq5Bt2vbW4Dl5W07SpcH_N1jk9cF8Xr4xVw_-hr1K0mXbW8Zxw1G1KdHszW5RBsK26S62JDW88dX4w5QWS_zN8143j0Pxdj3W53-w3f6_Gw51f8PJ-Bg03)[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2YtnSB78hS-NW9hN4D42M_lbK0/5/f18dQhb0S2C87B0HMWW12NyYK2w1YD9W4MSpng3wyHZ0M_JRh89hGVLW16wh_S40xrc3W8SNGFv5D85khW3G4vtD2ljTKKN97nSNn6FWBgW2SqJPr2WRFWqW90cLR18SfKlYW8jCMCp29K_jwW7VdmpG3vZnLWW44tzKl8-50HSV-bMDT7cc9yyW2xNsb672CltYW1mP39_6wFW6yN2VqdgGVr3Q7W7ppNgv4_4LqkVD60k629W8YSW7l65626W9nbsW7z-VNW1pxYJgW96r3f58Y3z9LN1JQ7DV8hs-mW5H1YsW2RmcNxW8t564s81dgjBW3Xf7f_3GHhyNN91rbd4h-BWHW4LhdzF1THpsNW5DvBy98wQqskW7ZSVyF5S8QB0W4dXd8P9573-XN1m8p3Xx7G3qW45PllP3gHV5NW3YFBZS6m41LPW3kd8T05gX09ZW8b_Tnf41kj4VW34p_Km7PcrRcW8GGK9W2608_LW6lPc068_RWf9W4nvpj03-YjF1W6gz5kN5YvdfyW3qB6DZ5pVJM6W6xtHY-81mKyRW7kKRKj6ycyPMW7-DpM99dqGn5W115ZHj83PhcjW85MkZT86nybVN2XdqgDTX6YmW29c9Mx2Lbf3jVdQf_13XqNY6f5wYXvC04)[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W34MGyM4hJn_XW2MmQ7P1NJ7Wj0/5/f18dQhb0S3j42dYBPNVWnFgX1hzMLZV44FKs2nktpDW6nz_tX1h8wvcW3XR-QG2S9GFSW4Xz_k54cgvt9W7zh4gc4lzHt-V6s3694-lWpGW2k2Dbn3BG64pW1gdSHh1qn7ShVwLWS877btmdW6_c4wD4r7RVMW13t1vk6zR6xLN8xz8gsX4vjVW2394pz4rcXQhW2ZxzL34WKjXJVnnGBG5jKzYpMJg3nHLKv4WW595dBL16tY_qW47tw2C14RxHHW54XX3h30Ddd9W8DwqxC8b1x3-V1hZhT5rVvzsW2N813x8R2fpPW1GN_k2298MjcVngwmr87z9DPVWm87T2hf3BWN2_SknGTFVWqW2CnGHR5CPhqZW7JTlWG5tsSSPW56Z9WL2JbPwgW8q514T6zv_gbW8DmPKC42YH69W6FQZy_3PnVwVW87pqQw6NHY4CW1XZHcy6X499QW1hW5XY6l_6mmW2h7Phg1DfgLRVtC12S97-nqgW2JVGQk210H9nW4W68--2PZP-NW5BzSGv8_7ky8VZ0mdc7vHQtnW53GtRj5GYxWBV5R0vx2pjMCmW7s3KwJ2tPNB1W70B0s69h6JpDW60d-R58JtcPSW5-QHyJ8Zf404W8c5sBF3rH5XsW3D35SM5z26nB111)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W6-wsHR2QryFhW40k3nk15FtwH0/5/f18dQhb0S1Wd73nK89W12gPVN2ph60-VsdyKt5Wjct_N51FncP5191nW7T6v__3RSfyhW1_HSl74YcNqxW3M2twV4xwtHRVnbVZx7BrzChW7C_3bj7XQB97W2sQPRD1LZzsgVBjCCV8k5tl0Vc9n8r3PT60wW5t9lXh3z5fgvW9gVV2h2W1l__W37jyMg244G04W6MVK7W1d9W55W2nT7gV5Vp5dfW4_57Z_53l1spW4Mtl864Mw4DnW3sFnlt6R6dJgW5qxFx46txyS-W90WH858xWC-BW4VyzPj81XLldW3_X1Qx6PJ7pBN2D3b-H3TjVNN66j0dKQkGXdN8kz73vc5q9FW7Plpy21kq8kgW6Pw4y42cBTDzW7DGwCV1bgRbMW4Pkd9n1sWQ9lW3bnwc23DFp-BW59bT5P3pZBTjW4l4L2p8rDBxWN6HzG5lsCmGlN80sLgc9-rXMW4kXHRn7PffJMW968cq_8w0jD5W5BjylS8-ZpL0W40qxNb7Hdkf5W17prXD5205x0VnHVRC1Bc2tsW4dG2S62Jwr8NW5y1q6f3YzWM-N3CZPZRbpx1FV7cnNf31kscQW6PCjYN8s_2N9W2kP6vL5zt_S_W6P-N-J8GD7j7W8fypVV7hnrtLW4pznWr2r-BH_dFbCDr11)[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W8k-kxY7VDPZCW160TtB2cfHCk0/5/f18dQhb0S2C86XvnqxW12NqXr6dGNm_W19pJgY1gBD6yW6B-3WK5S38mNW6F5HQQ60_-DpW2MV18q83gRypW8tPddM1tDtfqW8b3gd07C-1MGVg67YZ8gMQK0W8cRFHj25Hnf0W2TmzZt83WtbyW2Wp-3C5YZBQZW4hsDNJ97CZH8W6-1xcP2nDwRDN3xHf3w3T1T9Vlk3z-7XcbW8W4mr2Lf4RsXgWW8YFlxs1tPNQHW6JhHrL4NkD3bW30r2DB5ZXL1VW4rDvDl2g0h7RW1-XWST3McrZhW3ZKGdd1qCQM4W3X2K2j5K7DGCW2Py6_j1GjmV7VBBVCc1DLNxcW4QgchL67_dbcW2Bmnbs6fk8M8W4xVvXK4ghKFJW7VjGw_3kNqhdN3nsXGYSFrw5W1rrrqF70gHfxW1xXKVc3nQKGKW1xQ4Pb1JqryMW8PT1Pg4bVstYW5vv9jz7Ygf6vW7q0x047197nTW4hNgDL1K1-q8W7WC05p9fLsH4W3Y8Rn66Dk8PDVYZyHD6QjD2FVTCjDh3SKqmXW28Yb0l8cRmKWW3X8GZ260wh7TV-vMNK51KP8KW18pgpW17TF6RW7jtJXJ3L8JSsVYhTKX6r0lPjW1WYmSN6pbF50f4qLkct11)[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W6Qt9Tb91DQSzW1QVZ9J53BNFx0/5/f18dQhb0S3j42RwFJYVWnyL81j3jLdVnmJZ62Z67_ZW5Ckdfz1f1C2yW66Brsy8-9qJ6W8mFyQq7sj8YsW8VbLVT3rqTN6W8w6-jw3pBQfDN41YrmBlG-vkW3cmK1n8y8XK-VwLWS878HBkWW45GQSp4B0NRpW5H1nd937hgNpW7S3BmN2hSJh4W48gcyj6x2c2lN1bhM6H9ZpjKW1mjXyG2syMVjW7g9Vlk2MtHk3VHj58S1Dp7HdW5YQSdP6Tb_NTW3967LC591szTN1Fg6LRvV596W96hl2J2Rd-nGW5sThYm3CxpJjW2glfDR1sl0mLW1ddp408ds_B4W4WG0Fk7mdpGyW1XSB234fnjZbW4yqy8s5NRWkZVMfrYN1lHFn6W4xFhFs7sZbRNW30fK5t5Hjk3SW6gn5VR8z-vJ0W3lq97c3K8tTzW8CxSq96QMXdCW2sc9q57-b8dFW21xlNW8nwklpW8l_kh85Xk_8TW75Bb3t8_dM2JW5q0j958J5n0BN4dbFFwSlRfgW1H5NgX8DhrQYW2gkbSl6-8lKxW3mdPs05jwmBsM5vtvC1yK6QW1DFrVC2zSp8GW4Fz6sp8Bt-lZW7r2NMZ66_2x6N1LKntJJ-HykW7CgtPH1_WBkNW6w77CG8r7D31111)[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W5nwyh82ts__HW6Z0sC95wCfK10/5/f18dQhb0S3gX2RLJHRTCsQh1RlSlkW5WCNmV3bJy37W7wcVSV46Rb3jW42Kh0P3r8lyqW97cY607wG6m7W6-gSLj15GBNKW2_cnJX4KBHGHW8YPQh26SXMH4W2JSQr23MhNJyW15Gz8V92YN9mN8DlQVNQB_jLN80rKBnPmKTWN82m-MrTd8G1W8Hnjn-4JCsW6W2FK1Hv8LRC6JW231C2J247xMjV5wJ3P4S-rRLW7rvwjk8c7HCNW5_9rPF5tGm4_W4KbK741WmYVnW10lb7n4XdL3dW3sx2685jllp0VCqnb667XJmGW8QHthk4MkzxsN6WlCc9Ft88wW7J9XL83J6kLrW83fqBN4NkbWWVY4yMm80Msp2W4MNtl913TSLjW1CLBpc8RS87lW43P5J92M7SwhW6mF5Ng4WdcTMW3dNThv3VKNHrW23DNrr854GZRW907Ypj7frxgDW57gNv91cqL0bW3hgklq3t570TW8FhZT28VhS40W6vwm444x9kj7W18nkb05cCzsFW5X8pjV1DrjmNW1NBDLr5FHsxCW6v3VJ07-9PNzV58jnb99bfqRW8T2N9z2nND-6W49LrGL1L6p_WW4gxR3c3qF__7W11hX6p155QF8W3STDH88PQvVGW7VNrFm1jL27kN7DPPM3w4qycW8mJ07411B3NrW5Yd_St4MbXRgW8WS0L39hSm0-W3Kv2nX1lNVT5N1vfL6h1HqfGVh1NJk8td5ZcW9gL0ZQ5tDttSW870zfq8rFqJCW9c46DX8M9vTcW3tkG8h5pHwsZW7mPF-K2p1yXjW18wsPV829D5q103)[Hartford, CT - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W1LvS7F3x-9jbVYnKqY98TND10/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8qC9yn3LQ4lFW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rkcx4Dl4vzW3sxGC-7Mq9YPW8QKpyr4sj3hVW2BcyM91mGWjzW6mZ2BV7nsp6NW9j8Dpd8nVcjvW8qS9Rb3LJPzSW64MxcH1njVxPW8RFn_c62cPmrW5jMY1w16xVQQN2JtxPfF-yx9N5Q9nZBPHNlTW4LQHYK3L6sSsW3yFWqf37B5g1W2SYNhj36kg_MW8yxvd06SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RR3D-j8tbNW480Y-x5BN-x3W6Z8NCG6n4jpPW22jzjQ8pSRjgW5FqHhn4n2TdlW6ml62F4Pv86fV5XXcH39BY49102)[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2t52-S2BY4XfW1ccqnP3pWrzx0/5/f18dQhb0S4002dXD1gTygyh2vPQmGW1t1LQR1gBzFPW7-xNn59jS1yCW35yX0k76H7-jW2C-ZBz4mCWkqW4h1QPD6sCCsYW8cPV2w5_lHlHW8lG9qd6FVm1gW4zx015152r1ZW6_5zht8ShM6-W3jjd4R1njVTtW7q7Wf74S_bbtW7YZDpX98xTZ1W8Www1h2Hk0kcW5kf3mz18kPj7N7CGGGh43D-_F89L8pSRDNKW3Lq32d2vKTb5V8jgF015tDqwW8Ml7GF283DWqW8FxyC54Ptk4kW6KwbtV72PLY7W7rdk6c6k3tXgVLCPZ_2-GrWxW8BH1SC58CpTsW3csnxZ5PdKcgW12JffS5qT4gpN2rsJ0P6_jkYW4wZlFY3StFrCW8xx1P827n5LrW1_b2QN6j02h_W2nYrwd1c_ClXW36nfhr6kn3Y3W5yf0sL8GPLyWW1vYNW25V5t3JW6dslVX1Mx3PfW1PmS4L394HS4W2wgKLJ8V2SpHW1yrBqc4-2Vx-VgJPkS1HD2zPW2HGNsC3ChGT0W972w1R8fMhvlW1-JbNp9d8zntW4DR2zJ7VW_x7VSMD1G2L3HdrW9fbyV_8DNQyV102)[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W65v4R-1jqG_-W3B4MWq6JdnPB0/5/f18dQhb0S3j42dYBPNVWnBst1b7Vs2W4M2Bg42Y6VgyW84LZBs1f9NX3W59pKd57gBHYYW78sDh13LCZMcW7zhb087GMfG1W4_skcb8VwWhlN6c3WXmXVQwwW1FFyQC7S665kW4pcg5l7yzjpjW3rdSSM3CPtHXW14zbPr5c14RxW3bJw2c11B19MW8ntjV96wMlLhW39VKgX1DZ14DW5S-qtC1w0Vr8W2-mY702nRySZW1gcv-P1f4_LrW2KMvVD5byZ-_W2C51dv3zJt6SW3k5CpV5F_lLrW2TGPF75djwLQW1t_fYF8p0Lf8W63wnSq7GrRljW6ylt9q6TWFj9N4y6V_R__nK4W35CHNj1dfhJKVbDL8R5t2s-dW82JJw21NQkvwVdkrcK4zHTYqN7cKSWmZ94CJN3w10w78w0qMW3nl_vp5cnXxJW3MNFXJ81rSVrW6j0s-n4hQmY6W6WHwfG88F3VjW6WSjx28W0dV-Vmv0my2Hvj69N8dYBVnfKLxBW85-_lw1ShqD7W4lKZJd7_z7GhW6lFdrt3w2dpGW7CCNcF4h8hrnW10SznF6v12zcW2kc1945bHT8GVBB0N52V-3s8W8Z5yfr5Jr2vGW9lB-_n8HwccbW9c0QV98yfK41W3rrWrL4dQdJ7VVrQvt1tlkBZW8DBNcP6wcH4C0) [Franklin, TN – Nov. 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W4nhYnc6Fdb8CW1p46N311dS7z0/5/f18dQhb0S3j46_rVWdN12NsjSC43PwW2Y3txW2y8Y6bW5F7-wr5RnF2xW6lRm_c61f8QhW7G4GZV3pJTC3W4GzHrH4Pr5qMW6mqZjx8bhkY3W23XLRc3NV9GCW8M28R786z9FcW1RFt6x5NkYw4W6RpjW-5Pp1MXW2qTB3J5bjtrXW3KGQXP2RrzP0W2ZXVYj2JTsjdW3Gwgcz2rWfV2W4Q8bLP50MYYHW49_twJ5hn0ttN8BpQnSGySSLW7l_CLQ5v6R_XW37tLWd2X_NkYN3h6CtK6XcFcW2cJGzS2b_qLyW8P3t298ggFjNW73vnqr9fzx24N24b8_RGsr11W2Y6kQh9jfM5dW7gB4Z83yj5LtW4MVNfB4q76YMW7csxFs2GGF8lW53TWFw6zzSK4W8mGHW57G4QYXW7rR7YW69tz8lW3g4RmX6LPLvcW8F_kdm9cydxhW18PFXY2m5S8JW3ss4Wn1z998vW8yH3Xw49NBxcW5xDp--1LgF-fN5yDnxnXjtFSW8nh0Bh3jMj_RW1BPpzr1QyyTXW3-Z0J56qHD6jW7MJph74bPP75W8PvX_k81dcbLW9f9vpB9hF4z1W86Vdnz3t4D_lW1Jmm_z8wX1PDf4cNg2p02)[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W3cxkw08VN1xHW2qn-hL26zP_k0/5/f18dQhb0S3j26XvPVTW12hl0Y4_BbfJW2Y3txW54kDJJW3RRPds6HMdlVN2Zb405mzhG9W49l6ym4d3PPrW8w5b744Pr5qMN4NFqNfxKZXNW4QD0mQ48Tj4mW4pJV415g4WvwW5ksg-Q86K6msW1bs_dT53vt6BN1nY7TrJ0ZjyN3GJsRl8PHm7W4WYNx86snL1lW7hHDC451gvTtW4ygfBY5bNyLGW4SttRm3X_RmrW5jlSlp4MNMZ-W2BJWwW1wrdTZW9bfDHH5V1YTMW65ml6j8FGBqkW36t3Bb5wJhp6N4VqhZ28RxbZW5vqRf92pFjSjW7MyyzB5_cHZ-W7RdbVS1Hzp69W4cwxbv4nf-QnW47JScJ8nlVwVW2rvzk84yLndVN3FLKMFwgBNGW3-x-rR8DJ6zBW3SZRJP4NdwHyW9dB5422tNMMmW54Tql17V7nd6W3bWH0w4GWSYbW7s4qYh3HCXmpW5MKRML6H9tk1VZtB4W3TRFyXW1vy5Cw854m6-W5y5bM_5W7yj-N93kQ2_fZNHpW3xsMCH7GM9cQW4LRg-h5JNtHLW6hcvzn8DCpStN7H7W_ZHtkL8W27n8S_7JvB22W48dB_95fwHbH111)[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2sDHQB4w0_Z8W4T6hRG711Y7P0/5/f18dQhb0S1Wb7B0mbNW12Nnrn2nhdXmW53BZG25Wjct_N2kKl51CLBcpW3W4XdD3lxWmNN6xp7bfYJRCZW5D3CKT4vCdyFW73kmh78H5N5PW18ZMYt73z-8wW4ZBRtL8HTV3CW6K-_1J7hCh82Vvlz8L92HmgFW9lYyly1GyK2CW8g5gvS2jR9-YW7MYfYR1kC3zqN1b1VqvtYT_VW5W_NFh1Ps7hlW2qPwr553kbFKW5QmP1N3n6k0_W5j0B-x4Mw4GMW3swKGG7sBT_nW3jZMbH7l62HdW3f0ThH6GSjdPW6SGsGD5gg-WXMs3sN4r7nSNW7btQck4zpNYtW8YrPw53MxszCW8WNf7Z3ZCLXCW7D4TZP1mH8-HVlbmyB71jkBTW2gJc7b6xnCZSVp618C28nykbW9hg-GW2M7LwdW2wY_Zy6pYn8QVgbhf49dbr93W64KwC340LTH9W4WzdBV6DHktdW4LTmQV6XhmPwW4D3sKK6gTyYKW2ZPxRK896cjlW625Q1w8HhD88W4Q3FWh4CQ6GkW6Kvsq64j2QZRW3DjcCV3zsYlmW45n8d31SQ-M_W8kK--t16qGSdW2yjTlZ73njxdW4rwtWl4yvfxPW8hRxkt2jGH63W8tG6Gf9k5MF9W6Qv7Gd6KLz1XW2kXKv_83nvx2W8jnvWB12c9ZZ102)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*VcTDww2Qlft9N27NbWsjmtRw0/5/f18dQhb0S2C86_HXFDW12hNyc5VRmjfN2Y8vwPLQnbnW5pD2-z4l-pV8W6lG4K73WPqD8W7rq7xQ81yLldW9bKsVy7hT8LfN9l6G72pnLQFW8cKRsF2tLFG9W22Y6Nf47S3y3N99l8pgzRCBSW64JQPB5Skbj7W7f_xZ-4dq950W5Gj80X44prslW6c7lHz8VY1bCVdyC0S7PVL7HW35Lq3Z6cJ7sgW4rN9hn4WYtQ8W2Lfz1-3p38hpW4bbJVG1fvG4pW2P4t7Q59DYXvVv8cqx7W2Bj1W7lGrQR5cgG5-W4X5q8K4z-hgNW8SrNQQ6hzKvMMHV9cFGskfTW2BHgHg6Gz7NVW1vBjhs4k4lKfW3QjDPV6gqCtgN6VDMld57ysjW1G9RDw3yDy_dW5x_VPP1zBRSNW5Lmp4w3996w5N8hMwb0TX_4wV_R4Pr8YHjx0W5JvyGJ7xWcyDN1qqQ07JWYQKW402B_P2QzLvgMcCPqXgzR-TW2X5cvZ7YX4VPW8hgYm63XTGs1VtnxRc3ZKK95W9hNhcC55tFT5W5ZmbTr2_9v_-W6RrDHk6jlnF5W767MWr3X7mydW2nhrlT4GgKSsW899HgW6SWwwSW7826Fw87fQsjW6-mKCm8ky1v7W7VQ34m8r-2XNW3RL6c_7Yz3n1VyZd1j60Wml8103)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W778yFv2Qz5qlW5LWhgw7KLBDd0/5/f18dQhb0S65P6_rVWdW12NyXR1fpngsW474q_q1ghHrkW2RJkLF6y_-1xW8-kJhg8Zj6l_W7xbfFN2NdyywV6s6DK7NgPGKW46DZdw5c9_G5W5pf0VB6H0k6mW4yBY114qyX5GW39vMK_64svtcW7GCwpy1Xg6c0W7LsrS68BM4YLW4MSGSh2bx-JxM8Wyj02t-svVYWPmF1NKlDPW8bmx1s8sqnDVW2hpsC88b4CP_W5XKH-N3DTxY8W5_LDMz1prpgVW4Ssgl41lw6RYW34d6B64q3jCFW643j6B29qxVPMY4S21BJH5_W3t3q6R4RjQM7W507tQD57d7nFW2x7hY82_rhd6W8rSnG02pYr2jW2Z9K0P31cTJnW5_MwYt73lVCBW37nRKG7ZS99bN1VksM5NK9VHW48ZwsT2-hQyhW3198P563MfKfW38dVMk1jrfVgN505TYjTPQ7GVbpRZx4l9M_hVKMpX68Fmb7vW263dLH63fq5gN2f3n4VMLj01W2tVnW43SbLd3W722mhP4L-fHLW31qBpg71JL2wW8VjrMp8pNzCgW1sSv3m9g3srXW4r_lTs85sqhfW7GPT6N3Kd8KJVSJQzC1s1B96103)[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W2LldbR7WhwxJW2Nmjlt2MyKDj0/5/f18dQhb0S65P2jVJq1W12hcn12vPPFHW3BDCxX50nqKjN2Bv_FmSngj5W2xyCmd55SyZwW9gDknW3P7HBXF5pJ7MNghTPN3VY0QKbK3HqV_P4Zz29wDbnW1KqNkm3W27qwW76SsF74w8YcXW5DRtgJ6xbp3SN48k8-yGCsn1N6C84G87bts5W39-scL5FWpFMW7PSqM22ctGLWW7Pjx7z8zLM8CW26-Wn_5BVGHpW5Rfs8F2Y2BWDVXT29H3PlcRjW3zNWzS1wrW7TW1km9C62RYpwVW8P_zW03wSpfrW1P0Cg3692rH3W96Q7XN3Rf6KQW6rZdLW96h-sLW6thtP-2nzJBjN6SmkjSbkx90W468fQN57fl7PN6L26r8mGbcNW1HVtWc5lFcDzW1brstp7cpc8DW4-_GZh66CMRPW3hkKsp7cVGxKW66Zf9G7r7G7dW5s83Py66Yg-NW6k9svV1zx4w9W2ZWXKB70LrtvW7q1p5q6KscrNW3B1nGt2HQmtDW7tKB7f1xPZP1W30vGHN98tkFQW6Tp5WV5P7BLgW4hDjkv5QR56-N4KDwFjhjwG0W7sKdw12tsGHGW3PJZk_6ZDvWfW8ZbRFC9m37T-W969GR12g3G-mW2cFdtW5qNFcmW7f8J2d3T0__B102)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W95t0VQ6mbCPgV1b-tS8MyJG-0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qC9yn3LQ4lFW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4Vfl8941XMpZW6sfg-V3vV8RDW5HNc1B5HwZP3W6WfcZ43SLXVdW3FhTwK4DqPnLW4tvqnF5PPPGkW4DLPqC2Ynbf2W5jWgzz2zGdQ1W4GRfN742c-SRW2xRrT93G-cD4W5zyJH63vC2WkW4rJ4yb7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-5K-V-bN8km8D5TL7TxW6LtQ515_nPHBW1q8-GP3sp863N4NSsfydSQk9V1_PZC94vQpk111)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W5nWR4Q5flWS2W3Cg5rw4Y98xt0/5/f18dQhb0S3j42jVJq1W12h8Cl4_c8sdW4P2sld5TM5kxW6nLv4y3fB0hZVS1q3y2068zYW7jt9W15Dtfs0W39lQP71b7Tl-W4CDzTQ3xGvJcW1CSWWm6gLY90W7S26Pv8pz-RVW8pj8PD6Cy5BtW7TH-7G7GSxJZW80vTxt3XMYkkW4tHxP625G_scW2HqJYy8chb6fVbwqJF2d7LKgV7tLc-2sSQ8XW8n4vLC5jGrctVGF_Sl1Lfc9GW5bFzTM1bZN6_W46_dkK4Xc330W7H0Ggt75vzv4W4Qbk4z5qVHtDW5SRy6L8xMLTLW5rYbMK7bNT5nV1gL748MtZTjW1h8qjL13ZVc7W9hz0D859p6R5W1T4z-846VsF1W7xY78K48vQGFW6tt8qB5tgDlDW368QDr4lzXxkW8zFJ0p5PrrpHW3kVPdM8l2L5_W2YS15l7_CpYGW1SZXXK6qrV0DW14TPHz7X1YmnW5PLtGf7_r3PvW3WvcVj86F1SHW27xHP97DL4kfW2J8tfs7VLLycW2bchd13X1pV-W6J1rQv8yYSrsW8yksQL2VlNxtW6FTJlf4Qr_75W92Qbbw6gChWWW91crGf7CdtnGW4cQ3Y56H3TC2W2Bw9x95gbKJNW2YXcFW5wYXvC0)[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W1WjYPS4RJBbBW3BcYQg2h6gY70/5/f18dQhb0S3j42RwFJYVWnyL81j3pcTVk1Y7C2nzPYLW7t1RqS4V23tMW7S61J88-j4hbW8mFnHV1T4pTkW6VmSKb1KJCClW8clLlv3YCW3TN2Sn7cW8DbG6W7pP4bv8DCLx7W2bCF1W8tGVdZW6y6Tn748HH6ZW2SpLK43dH0cBW86SpCm2hD5qRW6zsCHz3JY3w7W6bWPXf5B8K8jW2nkxSp496XXvN1pK5W84cf_8W1tzDTd2_rNCvN7cd6s2dTZq8W3jmBdX3KV90NMBrD30vV596W96hl2J2Rd-nHW5sThYm3CxpJjW863ZPr99pf8fW1JVvDq8ds_B2W4WG0Fk7mdpGyW1XSB234fnjZbW4yqy8s5NRWkZVLN3xf1lHFn6W4xv3qr2PpHTJN30fK87_w3r_W6gQr4g8z-vkSW7wF75d5CCQ2GW84lbXT4gbkqLW6dqvrN6m9d8JW8C9w_p4bmHQLW8T2zKL5cSCMYW75B0X83Yr-4vW2Vlhy23XZg1_W7pP5Vs2s2n82W4V_BVn8r3DNTW4xtYt947DPnQW5wmBnp3qkKlNF2gBs2VhbfTN6szjPlZvBrNW23YYJ997dVYdW6h_B8548YgHwW8Slx8k49S9mGW9gkjf0876Ff5N6w77C4LCN0Q111)

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We would like to offer you a **complimentary, personal follow-up** from our Scaling Up team to share how we can support you in scaling your organization.

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For questions or more information contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com)

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**Create Accountability** - Drive Execution with Align, cloud-based software designed to scale up your Rockefeller Habits implementation. [*www.alignwithscalingup.com*](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*V-_0dy8ttRmzW8JtlKF9m4YCr0/5/f18dQhb0Sjvh8YHr6CN81SjwlHyjJqW8qC9yn3LQ4lFW3hHhcV2P7_nXVbxYmW8pCQ6vW50MRxX4swH2DVYS-MM3L_2KpW4LfPCT6nPlPpW2HVTVM3CcrgbW2Zxxwb1Y_63_W31rP001V-PH3W2fDrtT7lvZ53W1MkxTk1wsTgqV7d2M61L4xyjW6FKg-T2XsCWxW7t7kVg5hH2c3W7lYt775s7-x9W7z2NMJ7vRb8yN8GCm-jRFkK4W5G18Kh3y9KYQW3dgtM78d7W6TW5H2vHb8DWc-kW3bwvcP3L-_NxW3Mqxv044Rhq2N3jKbc2VC32qW3v7LJL15VHtTW8txdHv5R_9g9VMBkhH8m2w34W2ZZKtn17-pkPN3mkJVFDKBc8W3fNDM18qsTnlW3cq-Wz5P-796W6wydXJ392k_lW53NYtc4PLwTVW7pzJGt1T2M3kW1cxb7G1LVfGDVGxg4924RqJ8VK7hvh82_W5sW75HXvl936VrKW7NMrJc2vzCxZW8ChfP77D39z0W3wPByY3wqsnnf489JrN11) - on your computer, tablet or phone. Click [here](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*W28jCgH8njkP9W6FRNg22rJQHk0/5/f18dQhb0Sjvc6BGNcfW8c_7ks4T_wDdW3LyBm02B82QjMscNf2XD6prW7cmS1s50MRxXW4r1XlX51t3thW96Ls8-9csYYjVqNSkk8Xm6scN2MTPSyKng6qW4KT7qZ32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1ZJff89dSlS6W35rgCl94-4T0W7sLfyr5DBw5FW7v70xc34mKvyW8mQMYT7NM5zGW74gyHN3X0g0yN6bp1cMbq5fxN4TKc2lRMzRJW6PB6Mp74Nn3-W4FnmZs42R2fBW41RFTF8RQ0_ZW63Rn1Z5d26HDW96zT9W8xSPG7W4q-Vs295TLnyW2nnW4N2ymM_3VXvGMl9j8LJxN6QP2wVR8s2tW5jM_zX3y_tjyW4DglJV8rD0VhW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h77-W6VhMT-1ny5pjW47KTcX5b7LG6W3vTKG78cJ1VtW5flg8-5zKpfVN4ssjXMr7rJPMZpcmq9ZLdvf3J9fJK11) to watch an introductory video.   
  
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[**Growth Institute Online Executive Education:**](https://hl.t.hubspotemail.net/e2t/c/*W1dwC2n8SGpLpW7sZ90N45RL600/*N6nk7SfrXBBqW1C5h3t6RBNGc0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8qC9yn3LQ4lFN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75Ml3NtvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Q93nJW62_tCp632W0DW3ss9gT7fxl6NW3K771B7zk6KPW1x9yLG7mJjPSW8fTR-f5QyxVZW7mxdjT1KHVQRW5jCjpQ5WbYLLW1w4SpV6pg_xPW2ByRtj50v8YJW3KpHcr7YX377W1wT-Yl8pDc_7W4KP5BH1VtdWZW2jLVjf22TNxnV9Mb5m46SFhxVRb-Ys64RB37N8y_DL1n5zc7W480Y-x5BN-x3W6Z8NCG6n4jpPW22jzjQ8pSRjgW5FqHhn4n2TdlW6ml62F4Pv86fV5XY2g3v0R53102)  
  
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**09/13/2019  
First Canadian; T. Boone Quotes; Dashboard Saves Life; Sept 19 Room Cutoff**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| “When you invent the ship, you also invent the shipwreck.” | |
|  | Philosopher Paul Virilio as quoted in Indistractable |
|  | |
| “I guess these [visualizations](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W6k0WKB3MRQM0W8Cj7gF37prMZ0/5/f18dQhb0S1Wb6XvPVTW11MbPT4DCfpVW2nNX-j2y8L1VW1Xbvg617RBSpVN-j-m5rS3BNW4ckCQX6NCsw9W8wvlRW5THv80N1r0-x6ymP2xW55_sC346C43ZW6TrbGV4xtqy3W2jdHcT85MwSzW7JbBk05p5yGjW2PgyHl7ZkkVyW1VQ_Mb3zBZGmW5KyjWC83f8grW710XXW5jT6KHN52-NmDBSTbDW1tyPDB8nr1zYVFht2z29SXnjW3J0jrx4LGDtbW1bStf76nmqYSW3ghVkW31-JM6VmVGW82NSwMrMBFXtv8VkthVm-m2x1DwZ8RW7dl257142T14W7VcVHl3zW52BW4_LyTT9bPr19W7WbVTk2bPLJBW1vLS2b6VHBL8W8lM8bV4s9kVdW6RGQpH1yl4xrN8H6LWk_vFVsW3X_XFD1DgMprW6RxxXl8Bk0L4W5gwz9m81hrYrW7RzY7T8m5p3PV9mghW6pFJtkVhwlZG6yqn6KW1K8GRv5_fw_jW66NM2N6ng-7tW6S0_424PTsWPN1sG5rZ6rP7mW8H62pk5RVV4QW7GcJkb8mMvP9W8BwbnB6mk2KlW8SlsFk39cr9GW7mdNVF1M5GXjf4MwrXK04) really, really work…” | |
|  | Bianca Andreescu, US Open Tennis Champ |

**Room Cut-off Sept 19 ScaleUp Summit Anaheim --**Attending the [ScaleUp Summit](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W2L-R5G6ZHrWtW8P4kn44BPDsj0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qC89C3M2blFW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW5jPVDH47P0wCW403tVS3vbpkwW6mS_4K30KY5zW60Zr_F51tRQvW2p6Ky34cRfDtW2zD1pC4Y-S1BW38g4Z_2Jpn2_W3sW34_6Zn-gbW44tTKX68ZstwW2H-mK15hChNxW6d1ZtM48chYzW5k4gdK3ThVZHW420QJt4W-zGqW4Zzt9Q260G-sN2PGKtHBWF_DVcZLWR86kZLjN6-sdcCsL4QPW7NMbGc8JVrz4W30Hpx612-b4SW4pfmfD92pgdnV5xQ7D8M9yWSW8z72p68ZYWFGW3p7Qv07D7HxjW1Dy_KC1TsC8gf3hBBPj04)? To secure the discounted conference rate for hotel rooms at the Anaheim Marriott, the cut-off date is Sept 19 - [go to this link](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W5wsj2s7zcFk4W5LhK4h3Gwmf30/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW7v4STH7x2Y5KW6Dk5SC5Cgxh0VnQ9Qq8-yrrJW6B3Ph855l4JpW1CLJRV4dQ7PmW8-vzkg1HvPRYW7r6cdg2MV1srW2NQknr4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqCW4H-6F22kGjZwW6qQx-d4nLhr4W6G2lbz7NMdQNV4cNXy75WRHJW567PFM8QgHK-W3F_SFv1L_Fp5W8hx6-78FCX_vW4JXkm15SB5sjW5qZbvK3wJqljW466GRs4QtN_JW4z0QDT4HcrZdW8TF4jC4GMBZ6W5Syt862wr23DW9lVNrd1gKxKtW9cPMGb5yg7tfW22ps_d5gSHY5W6H5W1X5L7gN6VVR6H24q1tJTW93G66r1TSGdLW33FzxD5VXC5PW1ny5pj8StjVYW7VlMBc4HfCHsW7F5qgX9jjD4mW4D_t0j3vlC46N1mKYcdtJCL4V3_BWn7pJT-b111). And let us know if you need anything special. See you in Anaheim in a month.

**How a Dashboard Saved Doug’s Life --**This week on [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W358Yxz7FGbf6W6pG7KC1wHqty0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8qC89C3M2blFN3hHh9fXL0jYVp3s9r7s5LskW53qCZk30n1W6W8-y10r8_dDryW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW4W9-ml5mKjF6N3lrYZ-z74JcVYSX-57m_B1RW5c8d-S377W4tW3SM6kG5kcWg2W2-5QDd5j82byW3KVgMN7xFZJrW69HXSh62ff_rW86k0hH8qMn_8W3LbRz14scB_dVPHWlv1mh_jyW2xG8WK6PkwTDW7n61M2250JhrW7ZrlHg6bW8gDW2T55bX2nv9JHW37tQm549kJ93W6fXB_K11rnNbV4Vjhv6MZR2VW54GcH67K-c-gVZhTv53xxDzQVJhyzz3THvFpW5S8nWd3Bx1_RW6_Qlh07mglkwW1nlKmj4FpcZ8M4ZDML2LMBkV1FW061Z5Hx0103) read how Doug Wick used the same dashboarding system he uses with clients to save his own life - from zero percent chance of survival to cured (know someone battling for their life? Please have them read!). And Jack Ma, founder of Alibaba, retired at 55 worth $41.8 billion. This and more news about scaleups at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W6H0wZb2T4Rg5W48yqXv2HFLmm0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8qC89C3M2blFN3hHh9fXL0jYVp3s9r7s5LskW53qCZk30n1W6W8-y10r8_dDryW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW4W9-ml5mKjF6N3lrYZ-z74JcVYSX-57m_B1RW5c8d-S377W4tW3SM6kG5kcWg2W2-5QDd5j82byW3KVgMN7xFZJrW69HXSh62ff_rW86k0hH8qMn_8W3LbRz14scB_dVPHWlv1mh_jyW2xG8WK6PkwTDW7n61M2250JhrW7ZrlHg6bW8gDW2T55bX2nv9JHW37tQm549kJ93W6fXB_K11rnNbV4Vjhv6MZR2VW54GcH67K-c-gVZhTv53xxDzQVJhyzz3THvFpW5S8nWd3Bx1_RW6_Qlh07mglkwW1nlKmj4FpcZ8M4ZDNk2LMBkLPljgjk4TH103).

**Indistractable by Nir Eyal --**Released this week and titled [*Indistractable: How to Control Your Attention and Choose Your Life*](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W2pGnm32CrnmkN4dWCshDPpSw0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8qC89C3M2blFN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vzvhW30HQ7f8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxN4TKc2lSc8WXW8frvGh7g0LnXW3s0Lh07cYQxvN7-4xx12Lbp0W2j3Px11xN3xtW73lZDr8ddXg1VcVz4q961bTSW9jrXXG8n8hRyW9hxd092j0wXGW50T4c-9jJ6tVW2yr3qY96s9Y9W1Jsh6g42Q-4pW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1cW51bw1y1Ylsz0W2XBbpM1PN12hW3vWH7w8mb5CsVJ9m7h6_Ml9tW4L1Mmr4JXQH_V1Ylh_3SKXFW103)” Nir has done it again - written another beautifully titled and written book on the heels of his runaway hit Hooked. Please go to page 228 and review the “Chapter Takeaways” (he summarizes the main point from each chapter - wish I would have thought of that!). Then pick a chapter/topic and dig in - my two favorites are Ch 34 and 35 dealing with indistractable relationships. SPro and book club members will receive a copy next week; then come hear Nir keynote our ScaleUp Summit May 5 - 6, 2020 in Dallas - mark your calendars for two-days of insightful exec ed.

**5 Lessons in Mental Strength from US Open Champ --**Last Saturday 19-year-old Bianca Andreescu beat Serena Williams to become the first Canadian to win a singles Grand Slam tennis title. This [*Thrive Global* article](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W1sLGQL5KyHhSW6-t4zm95xk_J0/5/f18dQhb0S2C87B0schW12NyBn3GR9_dV8JXm31w8vJsW8DtP244q3KC5W3J6fnq7898NWW840d-64jzDZ1W4sc-8V8kzcs9W54HxlY4WgHVzW3vjG5Z7-bN_HW3QYD5V2xvPfzN8kLtkLhpY5zW5b55Vk9hVgrgW5MfR_G1KWZG1VqLqvG8MB-x3W5lnLPS88jsg0Vhzc0P4sCZ6MN8GWbPZ1Zpn7V1D1wK7nYmGMW4qgy7z5B4mSDW45GgXK5CtZxHW1dy8j132FrwvW8k9v9b2YDM42N2ByKqFR4wZwW3V8jdd20Lj5tMvZ_Z-ynBdCW1PJf8-4dq3nKW7sBqXT1_2kKfW3mXwHD5tPM-FW83fGPW6jDh_YW688KBm6F-LMTMJ0nDlvkCZnW8vNYCF4Qgb_DW3sc50z2XJ6SBW72hJgN40Fdk5W1mGggK7YXcnpW4NqsDR69QfS2W5hjWq74F3dmZVKpd6F66YXZQW5Z-15J2HKRT2W8rHJyb8MDMrNW83nFfp5PFRv1W3j671f991ZRZW7d0_Z56K-WZkN4mM04PbDCh8W4pw19t4wyzfdW9f3xtf3whBtJW8HCp6k6XVW73W8kNW-V4G0yNpW5MN2jz7nr3ZtW6XGgZG9hbch3f10Tkkr02) details five mental tactics she used to win, available to any of us. My favorite was writing herself a mock $3.25 million check when she was 15, representing the winner’s check that year at the US Open.  She then updated the check each year, as the amount raised, until she received the real check for $3.85 million on Saturday. Her reaction? “I guess this visualization stuff works!!” Here are the five strategies:

* Visualize, visualize, visualize – she did more than just write a mock check
* Write the check – just like Canadian Jim Carrey
* Be present (with every shot) – her meditation routine honed this skill
* Breathe! – deep breathing calms mind and body
* Dream Big and Get Big – something she learned from her mother

Please take 1-minute to scan the details - and then share with your children!!

**Mr. Jenkins’ Two-Questions (Biz Biography) --**Scaling to over $100 million and 453 employees, Jonathan Bancroft, President & CEO of Charlotte, NC-based Morris-Jenkins, shares the lessons he learned from his mentor Dewey Jenkins in a book released this week titled Mr. Jenkins Told Me…. At the heart of Morris-Jenkins’s success were two questions:

1. “How can we give our customers a better experience?”
2. “What can we eliminate, or make easier, so that doing business with us is effortless, happy, and fun?”

Not surprisingly, these two questions are at the heart of what we’re teaching scaleups. First, its not just about the product or service but the entire customer experience. Is every touch point in the business a great experience? Second, the ultimate strategy for every business is to make something easier for the customer. Are you easy to find? Is your website easy to navigate? How does your product/service make a customer’s life/work easier? These two questions are key - ask them at your next quarterly/monthly/weekly gathering.

**The Daily Huddle Works (Scaling Up Case Study) --**Eric McDonald shared the following story:

I wanted to relay a quick, funny story with you and show a bit of gratitude. My wife Rachel and I were just on vacation for a week. She learned Gazelle’s methodologies years ago when she worked for a company called Plant Interscapes, and it was years after I had worked with you guys, but your core teachings were still the same.

Anyway, at breakfast, every morning last week, both of our phones pinged at exactly the same time and said exactly the same thing. “Reminder - Daily Huddle”. We’re both people leaders in our respective organizations, and we both, to this day, have a daily huddle with our direct reports. I know you have tons of testimonials, but by my calculations I’ve been practicing a daily huddle for about 20 years now, and her for 10. In case anyone asks, yes, IT WORKS! Thank you!

**T. Boone Pickens Has Died at Age 91 --**Both a big thinker and doer, T. Boone Pickens passed away this week from natural causes. Working up until a year ago, I shared, again, from the stage in Mexico City how T. Boone implemented just one-daily routine and turned $2.8 million into $4 billion, which he proceeded to give away. And that routine was the same as John D. Rockefeller and Steve Jobs. He would have breakfast every morning with his senior team to talk and set priorities for the day after an hour of working out (he once challenged Barack Obama, 33 years his junior, to a fitness challenge) and gathering intel from the marketplace. He understood if you want to move faster you have to pulse faster - the daily huddle works!! This [*Fortune*](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W8RlNbN2HZQ7cW7NcXjQ1dGp8Y0/5/f18dQhb0S1Xm6XgRMDN12LCqBTtt8MW19sN4n7FP3PhW6YwTYK55VBxgW3WHg7Z5vykkfW4vwc1l7CkkrXW3k68WW3cXnFMW7X1njf4Q8f_WN5kNglg6rzpdW4BHD188GGwtfW8f9rhy3xHPtWW2Kjnxv1flF4LVcF5Bb4bNDRpW2_x4V491qpRyVMy0967BvVb-W1vvpvL4wRRNvN5bZ-q4W9q-RM6rzgfVLh9GW48Hwcv20SVFNF3d2pKFXtsZW2Z601d6jzppLW4FMQBh8B9S_TW7GKNM04c0n69W63zdj88-cbx5W73r22j6htRqWV-r_9z3n6KxSW6KPdQx1RWTc0W1t0MGn2jR8ZsW9jnRT_1Jn4TtW8TYCjK7X5cfXN7LpS-P7lSQCW13Vc0k6-bc3QW209BP22tSSwWW46r2-B6VChh1W2KJvyL80SFKDW6nsXgp6NWcsMW3tSSd310K6BlW2_7S2b5vqgYMW1YVsFk5L8SDyW5JFs_94LKkS6V3lxY64myywbW60wcln9b6_QBN8Rv2vbjQrFzW3tYbRh2jN46JN6KNpR3SPh0MV8cD7F4G-4F2f8-fFFn03) [article](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*N4N76kJXSkzHW56YCTz4T5-d-0/5/f18dQhb0S1Xm6XgRMDN12LCqBTtwY2W4QLSVR2wQ4KlW91TDv56NkQ6XW6d4-XV8Jf7N1W2XKPlc8tczHcN3pl5-1dXlFdVFM7b73wynZPW1CZDWB3F4kVYW99md2j99pr70W2wFDkp4R4W-0W2FGGs03GYVPnVklBrv8mzhNXW5Z3cw78JLmflW1t52s95NVH5GW2--Q4b4k79HRW12R3YN1PlT2nVgSH1H1NszmjW8h6LkB7x4Tx3N3kGpfQ3Q25XW6mVmFn3fKgYVW6_bNVt1ZzS2jW3Gjt3w7zSg03W3fKkt41Zln1TVL_9m46rH_cNW3B_8nD45Bg7_W4lxC4_3GQhSwW2_Cc8D4DCfrhW85gv2l61ZfKMW8nNMcs6vzWFPW63LhzJ108qrCW6JMtSw8NFG3rW8pF9GV12Dw8BW99Zh248s_TbVW3t1BQY7WdT8SW648_8l8s41mcW4H42xz6m6W-xW4R3L633lfB_BW8r7v3-4br9rlW5GGXtX4LKkQYV1mPdw20GhjHW6L-60d9g4Xq9N90k5NQqdykHW5Ss0_188-WjFW1Mpb4r2WHz80Vh4hD19cdx5Jf1KjyLZ02) shares T. Boone Pickens life and philosophies in a series of memorable quotes - please take 2 minutes to take in the wisdom of this “Oracle of Oil” icon of the entrepreneurial world.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*N7mKmyjVhb9tW36nYdv6Kv9mZ0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8qC89C3M2blFN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW2y4DzP4pFlpTW6v3njX5xztVGW47NgKV4lhLJ-W2lZTZJ2WQg-zW2LsTZB6snK4gW6LD38v2nMRv3W6Zz73b6_H9qXW4rk2bH6_rMtdW2WPsRt5YgswVW4GsC-15jXbPYW4DVG4b2MG0gcW5HN9YX7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-4z7kKXW8_8Vzy17BvydW1Y0LrL2l45tXN89R4YcSCZ87W2HKjp34Q-5SVW4Hzl_94ZnZ3V111).

**ORDER a BOX of 20 SCALING UP BOOKS --**Want to save 50% over the price on Amazon? [Go to this link](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W30hJW67Jy75wW4TSWns2-DGt80/5/f18dQhb0Sq5y8Y9YsWW6KB8JF1k63-nW7v4STH7x2Y5KW6Dk5QM1Qt2G2VLDpF18BTcz4VTGDvy1rDn0TW8m6TF71nPLDMVf-x9D5qjXTCW60M4Zn8p-mXZVQBY-Q4VD_mpW30FqVP9gGg2rW2tSnlL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF6sZf_YW7JCxGl81bhDKW7N0nwh6htR9wW69NG1w6Pr5qtW4NwcCJ96dt4SW4r1QvY3XCj5QW7cvxVf8q5qBxVVQf4X5vDhTYN60V96pgmvnlN6SwyvjXTqDKW4ZxhbB8sdYljW4SK_zj4SD777W79HxjH10sQxXN5H-Gp1Nddc-W4wlPYK5H_mgxW65GB4S6TLl0PN3GCWVS_3y-pVT9HLn5D93rsW3b5SfT3GlXpKW5Cz2rX8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blN5G0__sGxg49W24RqJ88MLvn-W5QJv3N772tphW8rKkFL66Kn4yW5HyN5j5Zp9MYW8x2Tv41MWhN-N1MKd9vmyvzf111).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W5SdtNZ2Cv1rfW4d9JBg4jsHjM0/5/f18dQhb0S4172dYTssMVpz84glHnlW1bbjGq3wyWdbVWbD808bFSdgW3h4f417n-DSQW3Cv-MM8LP9rqW7GTDxs2pdBhlW6_m4q_7m516pW4759jN1w0krPW7XfQyh24xp6XW4CpJs04hRXmDW6-yF-W7dRbGLW6Lgdln5rct9kW7FxmDh1v3xfzW7jYyzt45tS_PVgKT-N6dJmBWW1bRS683mG4fvW5VKMSv2n1kcnW8mSzhq81wg6qW5vKBPj8X44fQW7P8pWk1N2ZQYW6sgPfh5QJX2mN471KlqdmZ0yW7-QbL-7TKCBQVwStKN4HmcPTW8SKHqc2qzcrsW2sYS5r7wpzy0W7mNw1T6nfMRHW7HBt8f76sfjvW6j8jjG7L1fnZW3H4ZVw2jZ-ZfW7vgW9l1GzDk3N4ywBlrMD5HFW905t3J56582JW1hhjhb8rLth-N8yckf7T1R21N6BtpplflVbTW7xfhlP3VJ6ytW3XTdtV6DmGwtW2LN2cM3jrk1MW1X_Ms87tnzBTW3g4dhy3zJCqhW6bPLrp8yDd6jN8WVxHSm-qpLW703Qgq9kyfXSW3n0ngv5jZh43N5lBXfPrh3jgf424hy603)

Looking to take a deeper dive? Join the align5 team at the Exit Strategy Retreat Oct 21-24 in Marathon, FL - same amazing venue as CEO Bootcamp! This event is limited to 5 growth company entrepreneurs. All aspects of the exit process will be covered in depth. Additional benefits for attendees and Retreat amenities detailed at the [Exit Strategy Retreat site](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W5_V-N_4BgwVPW7k-9R_2CtY1m0/5/f18dQhb0Sjv48YHtdnN81SjwlHyjJqW8qC89C3M2blFN3hHhdcVMsQMVp3s9r5nrfpPW49g8VG2d0jv7W7qgLkN2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6mS_4K30KY5zW60Zr_F51tRQvW2p6Ky34cRfDtW2zD1pC4Y-S1BW38g4Z_2Jpn2_W3sW34_6Zn-gbW44tTKX68ZstwW2H-mK15hChNxW6d1ZtM48chYzW5k4gdK3ThVZHW420QJt4W-zGqW4Zzt9Q260G-sN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb14vgKM1V42cYP3nNLLXW1LkXNc95Y_tSW2S0lsJ8Hj4D9W26p8rJ6Tv7JQW7jvlNn36sLG2w1NsfDKdPnf4MKnMX02).

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W8zfJCn1Lk_-3W2n9J522kHlZR0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qC89C3M2blFW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW5jPVDH47P0wCW403tVS3vbpkwW6mS_4K30KY5zW60Zr_F51tRQvW2p6Ky34cRfDtW2zD1pC4Y-S1BW38g4Z_2Jpn2_W3sW34_6Zn-gbW44tTKX68ZstwW2H-mK15hChNxW6d1ZtM48chYzW5k4gdK3ThVZHW420QJt4W-zGqW4Zzt9Q260G-sN2PGKtHBWF_DVcZLWR86kZLjN6-sdcCsL4QPW7NMbGc8JVrz4W30Hpx612-b4SW4pfmfD92pgdnV5xQ7D8M9yWSW8z72p68ZYWFGW3p7Qv07D7HVgW1Dy_KC4N_hMVf3hBBPj04)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*VT0HCl6nHKBqW17--Ky6t0xvZ0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7v4STH7x2Y5KW6Dk5Rq5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlN3sxGCfZ63DSW62nGyh7d094fW6G7Fbl4DFfS3W6Q98zS2JNSxSW5kDXgX1mLsrBVfmxJh7z7gF2VXldFf15HzlkW3fY4vY1nvGsvW4stR4595lyHSW6-QC4_5XDZbpW1nNBYJ2qcjntW69YvDQ7cMNmGW2C4h8S6257s5N6RXvY2XHZfLW162yxN8n4LYbW1VDBTG69lLdnW1Q68w61MMh8vW3gtF8563K13YW60T-4T3JD32gVFhtQ-8j1W0CW4DqTnw7mRj0hW3ZSRHs42wPPmW7q68PZ7Ysf5fW27qwkW6ml62FN4Pv86f5X_qJf6zw6PJ02)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W4Tg67z7QcmLvW4bWN-q5688YJ0/5/f18dQhb0S1Wd2nDp9TVWlJhh1CZD4JW7m1lLz1D4vFXW3P3JH63DCLZ_W2qX3fj35FSrXW8Jh8Qm87n1P1N7bcxpxyLbfjW9j957l2Lx6qqW7ydNFC19h8PLW42FvCV22cKC9W4Fj-Kk3Fr68sW1D7dZ81lh_pTW8QQGT86QRFhrVsHKyQ2ShwhNW1h6thh2JZgqzW5lGMs-8bYGnZW2hCyXB1lt5g8W4p4Kx_2Rgdp-Vr0rNf3SS57lW6gx4hZ5t-vKVW1YTPGX1-Rg3NW3fGW0M3wBGDMVSvYxz1TbylHW2XZf_Q6cz1rCN8zQvSvFNL_DW4zX8WQ3DFrbyW4wylp06VMXdnW4jvCXD7Tqv9PW1CLNCk8TgYN-W3kh2Kz3cNwmCW1VsvBr3Fj8DxW7d41sQ6gMcpdW1vDngf63QzqFW6d3w-d1z7F_JW5Ggrzv2-78jlW7KSK5g1Rj_zPW71hLSZ1jtChVW3vzJv34FN17nW88DFX577xVh6W6KPHgh4gPtGbVXxlff2RnkXgW5qd7J416fbzcW5MMPrv5Q82svW7H70zc6KFQ1JW5S3FGN8-XpxBW2kQpcp2rNHlvTQLWt7ykBr2103)  
[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W9b59zQ4H9CY9W4hdlP88PRwRB0/5/f18dQhb0S65P2jVHPSVWVGKp3BpBp8W4JRb_w5TM5ncW8CTWtS6t9t9CV_2WW25cz9xvW8qx-XC85dzNNW5Nv8tK32sdZrW8tQJxr2jQ8z4W5F0wZl1mbfq9W3XZSS133rDkvW4SlqSN16qbS6W66txdQ83BN3JW87Nh-w9gt3kBW5Ykkwx8k2GlzW7rDR9Y7p-pQqW7qQMvK3TJskLW2R_3FY3ZG4fZW6Ch1QY1v84NwW1PWyh_2pvxb5N2Q3vB3KLq5qW5qcw5C7mv7KCW7TlT_T8dd73vM3KgV-5nbcZVX1BxM2zNCZjW6fpSZ34xb-gFVLylPh8G9vk2W1MMdFD10f8x2W2TGqk87gJlmMW76fD0K2MgjmNVzNSH65tSRZQW8tfQ672zkxxXW1Q2x113bBpj2W1xSd3G7-HyBCW9688pz6STVjwW7Mf1558WTkRnW3gX1hp6lV6Y7W8f5vXL40nzmTW4CfbwN5Jtyz1W3fYHxr1Jkf3cVV_kT-6fBtHyV31kP78RyhkcW7pkks34wzNwQW9gFfhx5GcVj2W7_TtGm3xKpgWW3PKbCS8T49NYW8_gX-456d1b7W3wg_5f2kdfZWW8llqPs3mNBjsW4BB_zx4sDbPgW5LfNQM1F5CWvW9h8WNX2cMK-1102)  
  
[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W76Ls8_22D-0zN1X0BJsjDlqq0/5/f18dQhb0S9r22gC01rW8Nz18p2qwv31W1TKyPZ1TGfpGMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffrW24ZF-x1ZY618W5KL49N1gvjSzW8hz0Ys806yj3W70ml3s3qB3gRW61rTc62FRW92VGVGK04Rc-vzW8tCFgw57d2KsVzRN8z6jwNsmW5lQPcX6VQzNxW4yHv1T88ZLxzW2YRX6P5mYLq2W1b6BKR34-syKW8gs2mY1k1DzRW7HDdq885_MqwMsSHRjz1v2zW4b2m-55DhyW9W18n7Sz11rnNbV4Vjhv6MZR2VW54GcH67K-c-gW2nwjrz19rc8kW7qr4ms4T5SqVW4hS7cg1vxPcHW8_mQYG6qglFLW3nf_Hs7xM5rrVcYJKQ7dJ18nW8fGCxN46-8mz0)  
  
[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W4CP45N52TnmqW7J2C9h6RRg7M0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qC89C3M2blFW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF5RW1YjLXb4nh-SRW6G2lbz7NMdQNV4cNXy75WRHJW567PFM8QgHK-W3F_SFv1L_Fp5W8hx6-78FCX_vW4JXkm15SB5sjW5qZbvK3wJqljW466GRs4QtN_JW4z0QDT4HcrZdW8TF4jC4GMBZ6W5Syt862wr23DW9lVNrd1gKxKtW9cPMGb5yg7tfW22ps_d5gSHY5W6H5W1Z37P0d4W15hnZl2Z_zljN5tj3xpxYmNLW4rY0KM2M0HRdW8mhg5w6ZDClxN4vBG14zPMdfW5GyzX85RCKtrW43X-_J55mq0NW60X4Fd73yKD2N70RWLNC6x8P111)

[Sydney, Australia - Sep 17, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W7ZRb_g1pHQZ9W6sgrDc7Slkqc0/5/f18dQhb0S65P6v3gC1VWVQsX6rqyQZW4T3DT43QxbWBW3n0nq83g2cwBW5sHcbQ31tNp-W8dRB2c89GDQSW6-JXTB5xkVpwN11ZCbN7rxW_W4H3RfK3mCNyZN7D_zN3xxYWNW8JmZfT8jW4TyW93gW_P6WRFQXW7js5JD4w4CT9W6h2H1j4dF0ChW63zX5n1B_DW5VMf08v5YmKcrW7pQw1k4LRXNQW77055s1RT5HyW5q52Jc5rRVsMW1BLRpf7CCkGnVrYstq6mQ1FxW76Yyj_8jRM4zW6fF5Sb7j7chFW8M3XtT7mctjkW4PVdF061xzYdW5KVx-N9fWPcFV9DW062pfcMdW2pdjZm40Yj9KW4LfjpS5CC9qdW98Wg0K4FKcTpW5pNryt4m9XpXW3qvN6b2l31svVyqSDh7GD75RW8xDF0x85lgLRW6v5YcK5f2-L2W8M3PXS3_9PyhVTNQ8N7QdX1bW4l5Kxl58VyKSW4ZH37X6m6r-qW5HJYCD2WQ7r5W5nw9Z63QQ80LW6Bmwc65_mhFQW5tZdD93CbddrW6tWP8z6DCBcXW7xbrT152Y_P0W7lXZlp3YTrRsW8HQvRQ4ngV7tW4D3QMz36GD_dN8tsMcSTmCHgW5RHVVW4vhZ90W7rJrP_3hzMS_f8byNnm11)[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W7fnGr_9ljWSlW2qyjBJ64SktS0/5/f18dQhb0Sdr77wj8chTypZH3BHKPTN1NkHlHhVSf-W3LFTQY1X1-6sW2HFgV6608dMkW2xc61D20XmNNW6PWpFV3HrBWJW75QCrW2gRWMDW4xJTWv6GlYtqW92Pnrn1zGRL2Mw4D2QyKf71W8Nnlg79f4NLQW58z9PX6Ql08tW2JPgl35KH8q6W1RsScq1y1Qd_VxQQ0T56dB12V6Fq6t2_ZwlZW2Py9P270Wj3HW4--BR242yMgHW6P0W7m7TXySLVcV1Tb3wCPWWW2-3-8P3j7L3RW5XXC055DwF4FW8kJlSq6dsVSGN5PBKkK3cWYWVW3-S72y2c4-W2sK2W281Jj1dW4jm4t47Qx09gW8vJ0jz6r0QbzW11GfJ75_kQyRW81TQml5yhXtcW1xZzCz20PVZ9VwNzWW3hD8XCW2xg_bb1r60JjW5HSwZS8vxnWNW6l6FWV5LQ0yXW5pXgCK4nmFlqW8Cyjyy4SdTRQW1wyJXP1lYD81W5yJSXl5XZC7NW1MdBnZ57sGq1N7GlRBKWqJ63N942XlnPKBT4W5zzqkP7qkRRJN486glkQNDgmW3R0vz21LnkxJW36ZNMr8jsMk0W54Y1z31yh4g0VwBn601HkYDpW2TDgrt7C7sLlN6LjlJjvGlS_W8m5qfh69QKfrVfdY3K2wGkd9W3gVrhy6wB87XW3J6YZR6Nl5ndW2c3mjq6tnP3NW7Rl2y_5dLV68W7QsdSW8L2X-8W98v_BJ3vjjL5W3gznrh6_Qym7W7j4F4B9lSGG-N91lt0mqzVJDW7ltFTb91C0Dkdj30qq02)[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W1yGF7C4Q2Vm1N4L-696SLnKg0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8qC89C3M2blFW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53br2HW2Rx7p37w49BhW583fB54bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrW4dDFv32LGsc9W52Ylfx3_8mplW9fgwMT4fdsghW5mzL4V1j7ZN9N2LsWPqvKF_JW5Lb6Vw1TG0HYW2fkfDt6yRhYJW2M_jW-8WZFdYW8SBFZW4zybmMW2s9v4Z2LzFsYW4Ps3fM32LGPGW54q4qg589ClVW2N2Zrf4jL73rW1SmWws2d4HBXW7p3C-_3MYt23W2SB5s76ylMBtW4PxC8j448fzVW3vd65Q4WXgCPW3VV5kK70TCKWW8mhg5w6ZDClxN4vBG14zPMdfW5GyzX85RCKtrW43X-_J55mq0NW60X4Fd73yKD2W70RWKN6XscBN111)[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W39YKKz40sPfPN5hLNzWJpw_F0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8qC89C3M2blFN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxN4TKc2lSc8WXW8frvGh7g0LnXW3s0Lh07cYQxvN7-4xx12Lbp0W2j3Px11xN3xtW73lZDr8ddXg1VcVz4q961bTSW9jrXXG8n8hRyW9hxd092j0wXGW50T4c-9jJ6tVW2yr3qY96s9Y9W1Jsh6g42Q-4pW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h77-W2bK_v01ny5pjW8StjVY7VlMBcW4HfCHs7F5qgXW9jjD4m4D_t0jW3vlC461mKYcdMtJCL43_BV0dkD89t11)[Niagara-On-the-Lake, Ontario – Sept. 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*N12KvLGLTvRPN2p0F9R4D-6q0/5/f18dQhb0S3-Q2p44bJVX3rF362Q0pXW1d2cc-3d8DZzW85vgZY1Dt-gtN7SX_TK-XLpqW850M1K4mKKmDW88qVcp5dnKy2VGqT1v2kP-ykW71SDnN4-xbL9W1bY5wF7DqbY3W8hKyPT4xysmDW4cH1qy994PgBW6PK9rQ95-6Y9W6PJBpw2N4tVwW2T1G1z7-YqVZN2-Tx92nRc9qW2Dy23w578w89W7tlM347-k-2KW5q52Jc3Rb8yJN4Zp1-YQJqR3W6Npv-H1TgLXcVHHWW71xg0cKN4P3kjCGNk2_W9kZPR56TjzXxW1Z8xlH8gCT7mW6jn9MR5lHjCsN8KrDf8Rr12JN4Mw_Jq5kJjhW3CPC9d2n0cZHN1Kp8v6d60XfW8cs0wr3chB6YW10Ns5k6b7qZMV82Yv54mNqXvN5bTjtMDtkg7W4QDSmy6CW0BlW82hF1d84b9FrN5X67XJh41G7W801c_s4GmK2DN3pdBXtBwbwRW2-bLr_6YQfw8W5n5Z554tb95vN8RwM49w0-HsW7LPhFY1yGyNLVrSNdt29LM02W7LdgN18J1JcCW2VVv4279ZSqfW7J26HN4wylZvW9f3xgc2kxC7lW27pTMt2hjKlfW7rD8Yc9llxz9W4zz5Hr1QnRVHW27hxJD9h9RgJf2Y0kph02)[Boca Raton, FL - Oct 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W5g4MQg3ZYp_gW2kHzZc90Cl_J0/5/f18dQhb0SfHv9dZy7bW6KB8JF1k63-nW7v4STH7x2Y5KW6Dk5VW1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbDmDVT8FzQ8l2x3-W8sZj8R8w2cNlVT8V5v8zTrPzW3Px1hK8CTxCtMY0SLRZwJzsW7ZkG8C7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1bxXFGW55nSC91VJH71W4c2Rr971B_trW1x4lQB6G8-RxW9dGZLl1VtztLW23Ck2M36PDZlW2Vv3cs1G8MxxW1Bb4rM6DH_fNVmSYH41XwMB8W8QWKbj1t1MNJN7z2t_RhSRvDW8NCZhL2L3S-PMl9tDyq6-jQW20S1k17xp4mzW8ZRRq51wwlLWW8Tq3_38-ZFCzW2TjBJL8ST6dTW1G9xcQ7wS1wRW46xTMb45nJ-gMhvnG9m89ZdN7R6W9yPs031VgkKmy5q2-YmW3K5v6F2t0XPvN3rNdZ684rVzW6LzX-F3vFp1CW8TP5_y5H0HXnW81sST74bQl_kW4kVV5N5cWJDPW6gVCkG3xWwfqS3g53Zqk4J102)[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W83qqY33pJtzMW2RN1Bd8xBGjR0/5/f18dQhb0S2C86_rDdyVWp1ly1g52BFM53-5TBFJLGW7SP_l-5vNmPGW3TfJP2263fKsW822q1p8Lb5w-W8XhBqq2M3PbMW4LPNJl2kPZxSW1fPjdN79gwncW5GmD6n3TXPd_W2cSqzM6VvnhGW8X24rV8SfcYgW55nssD1XjlY-W96ZyF_111TQBW5Nlrqm1XQ-1jW1tMSFk1PsVlXN4VfFhddqZbYVNznQq3GRpdPV89fl22xMj01N3mRDbC6LnLnVXS4dL4JKpr4W8ntCgD7L0B1tW5J3sy42Qv2X6W7pVy8M2_L6j5W5y4yBm2F1hm1W1bxSx44NJ4_XW6kZcq716CHNvW2Pv36d2qX_G4W4vLb0Z33dzCjW6sWVxb9g_TYSW1qpb441M0PsmW6TnTLs74BLpcW6zP-WZ6Cf5njW8fDYZx1nFv8qW9hdQ6Q8-9My7W9dcchq69htY6W4kC3Y96qfB3nW8m-xYP7ZsyZHW3cLJwS3QLj2lW2Pyc0H8L3t-rW28DRjh7d8BNfW5mzz1k8MdkX2W4s1_P45d_M0gW5RFj4b4qQynpW9j2HLf973j_SW5kzZ_59j6JBfW7-BKmK11t5KyW9jBN3h8N6z0yW7nbd3N1TqYpRN834f1BzKYKDf2fxBYM03)[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W4BwS011c8skKW1T8JJn1f4NGr0/5/f18dQhb0S2C81Qg1MyVMvpsh4-pT4SVjlzkF2qw2KPN28T-GJgzqy0W2RCXZc2yMSScW5wFzFZ4slwHGW86t0582VyXSBW3133ZY1-Hz1JW9cjj4z75k8lLN2mcXJRqlRpGW6DBG1293rJSyW4RrHyR7x5kG3W51NPzf545s6CW7TzXWC5L3drBW5rMdZV5BJC1gW4fnzy_5s18s-N67L-x1h9S8pW7qHMCg2YGYdRW3zcj8v1Df5x0W753c2Q60zY-WW4Kqs5Z8k_HgKW7VBfTz7m-J_7W92fN4q7bL6HRW1ThMT71bc6tNN1498rXrL0bNW3nyGYm1b7P1-W7CYCqX12c6hGW2YSDV95CVYg8W5q_M625bPG2wN8xBmySXPCsrW7KHcZY6Pflx3W6glXlh6VQCy7W7W_nVf6YDwF_W66kjV46Jh2ZMW3fkrLx2Khm9mW6CV4yW33nzrrW6nHNmr737-gCW6jy2mW2Vl9RZN3559rQsVS5BW3FtZCD3xJYRzW1FGnsV86J3PmW4L5Q_y9cTy2vW3PQM8y3X-08wN10f7dLNl4S-W5v-S-z7STW-QW2WqKlN4C4cSgW9jSCVv1yR-l6W9k3_cc8pQmyXVTThPr5L911NW4VbLd17RBTX7dM_8Xm02)[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W3Ggnz81kqc27W3ychSd4_LFQ30/5/f18dQhb0S2C873nJyhW12PdQc1lxL-KVk2LNK5h80fMW7hrVSD1zYFcDW6vqJ187XzfxvW8tmslp8tmjZpW4z7kY35bq8Z2W8tWC0S8vn0JkW4-WpDr19TRcRW4tpPRx5Wfv7GW6ZSRms9g943-W5z5hGB4GzG4-W2hhfQX7JJ4y1W3XxVh36t33HpW7kPzFm6h29x3W1Cs4138_PyT8W8RGZT86hsgQYV40SLZ5R0qLnW1kD5P83QJwRSW6Dc7xr4SB4_BW1kJ-B42GlkQvW2jm7763gr4pBW67cQCd91-RNzW7Bd16f2cxxK3W19M9kX7NgkXrW4ZvqPf8359TZW1PcM6f5jgYrnW4CvdWR4LgxTpN7zsNtYLbQnWW3N1Gqf7wlWsrW5wr3524y1qB6W6-2_Rw5HnC-dW7NQbTN7y3jThW6Czg6b3TS9mBW4D0cfZ3S0Jb-W1-__Q37Dm0PFW67QP999bQl8JVr5yzR810_DhM7nGG0PPMHZN7kqGXtW8l5QW5YK0yG8BrJ1NW6bpNky6Q1JfRW2SZTDB3YFDK1W3lRJQn7Nb5VvW6kS9c-5fmZPwW4nFbPN5QJpkBW918vtk21xX3SW8nwCZJ4H2zKmW9j67Lj8Bk-1kVT8x943y4Y3VN8ZxjS-S24zy102)[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W83j52Q43dg1GW8QgTf771cdzs0/5/f18dQhb0S3j42p4p7YVMvmMD75qpnCVqZk8n1gtxnDW4hCQ1D6BhhmLW1yFrn97H_4zSW3LQSTg8mkhTDW1LK5Kg7JGbxhN1KsKmC6slX7W9hbWkd1B8PdwN74ghxlTR8L9N3lttbr7FR96W5C5sxb9l68WvW3DgkdT5rHM0BW1XQcNk84YhS4Mk1Q6B-p8_HW5vJXRK1fm8zPW6MFjSF2lwDrRW1nkV8n34_sC8N7jN1yXHSN7WW2ynL7C5mmnsjW5GbLYZ5QCc54N8Vk28Wj1Xl9W5ZQh5g2rLy58W2H-w9_4qVwM0VbBFXg10T98lW4BGLsf4SLQFwW1zs3cb7trTb9W3SCHPK9bmhB4W29cbGF6xPn19W5T5_N_6FnGCDW4KZNqN3ZgzN4W2q64bn8Kr1JsW1Rz7Y97P0bwwN42MTbZvYNY3W87nPsF5wF35bN8Jb_jJDtC4jW6p3RfM6lBRvrW8-1l3v8Hxk-KW1yhx0p8ZDCpyW5cqRRD13QCk_V5B9tZ6vcrrpW6-G_TL3PzSwWW5x9cSt1CvScBW6Hwm789g_r99W2mFG5V1tTDbCW85vlBG997GnGW5pRzc59d8yyRW3lT_yr992jG9Vz4RPl5BTMFgW9gCqX83NB88gW6lK9Y1325rCVf5SJS1g04)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W1J4WNv5TkqfMW31Kb_c7jdn4s0/5/f18dQhb0S1Wd73nJyBVWVFjm31hgDwW2nN2dv1nf-JLW7hz0844XPqTdW7tcWdX3KLXtDW6zy1yG7z1Tg9W89YFxz3XH1W9W6Q1J2B4S6wB7VpYlz72r6pVbW3sFt7_14GyL5W4xqS8S8NjxqnW31jFQ_18VzqPW12-8CZ3-0V-2W7x2djG97LW6fW30w8NN8VXWbzW15MLT82pCQ3PW5_HN6-9cWFdWW3JCB9G5chPWnN3SlcS6jGqNnW48rhDg3fW-chV3561H8plXfbW94PqQ73BTc18W7pVwdR8L8nJwW7-frhd7_72_qN6YZq0r8Z8vvW4Nh8Vh1trskPN4-Q57Ssc6m_N4YKlQ2hydQ2W2tYWhg8zPVNYW6QfWnx5B731_W5rhrks7BQ4MLMPny4DFkgM5W7SNGQQ5M8HDqW8F2_c46lvG2BW6BYHtq83XQGSW37v2-h5X43WWW5cDnF36BZjzKW4scVj834cS1NW1sW9gY2_x_W9W9832x32-QScLW3lsFG83pwvZsVBxbZr5_wPQ7W7wxtB64pq9-TW8zWdts7NnsFSV6SxV818h8lhVjqx0h1D0xXXW1qg9tH3sYSVLW8rKM5-9fMB48W8p00Kw2lg6ZSW40SGMJ7jvrZzW5vSjFd2CLhD5W5L13Hx5QLhx40)[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W8r6SCH63_zf1W7t3rV46Nb-Z70/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nW7v4STH7x2Y5KW6Dk5S-1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cV-tKKL5C42gxW5Dyz1j63dtgNW3LTmmn2JlWCvW3SLYcb49JfBwW3C8bwH3__H9dW4krb-l5k54j6W47Mp1R2HqwLmW5xF6285nLW-lW3hC-PB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGlplDyBnN1lRb4_1K8dGW7yq7075jPVDHW47P0wC403tVSW3vbpkw6mS_4KW30KY5z60Zr_FW51tRQv2p6Ky3W4cRfDt2zD1pCW4Y-S1B38g4Z_W2Jpn2_3sW34_W6Zn-gb44tTKXW68Zstw2H-mK1W5hChNx6d1ZtMW48chYz5k4gdKW3ThVZH420QJtW4W-zGq4Zzt9QW260G-s2PGKtHMBb3VqwKJnCV3qXS-3nv6jDW7bW3kL8y1Sb1W5TQnC85hfQL4W8pMy4S76C6WLN6Qv12YMgp8cW4tJSvX3c7nwQW6mHL268sXfTFW4Pxhj53DlwBbW2l5Kby5yXs_P0)[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W4CVNxW3NvYp-W4TRzs_7rqPcq0/5/f18dQhb0S3j41QwldNVMvsht74WNC-MpZVZlBKhSqW6xlDl74jWdMKW21yX0v3ZGbySW64cWSs83hY-vW1WtsZ46Yj75xW1Sb2QD2pdBhlW70lB4x1cQCNlN3Z6V5GQvHhlW2PKwjx24lxKPW5JnLFV8BywMcW1qMKQ42Tj_0lW543Wf85mSh6-VC57pd7S3bYSW1Kgk6x4TZRNTW4d6x8W4WTjj_W52-Hwk6rN3R4W5kDkJy1kKzMJW4N0V5l1kFMWWW4rlmkG6gSs9yN8Ljr-F68TfYW1QN26p1cv8vjVRz0T_5hWbz0W5tKdk27JZYmDW2jXPdw2p9wncW5X9zVz71ynKpVTqyJy6rnyyzW7KWM0D1l5T51VyXJxV3mTfWcW8F3_W25fLCXXW19sx3J7z8XqwN27dtG2CvfPvW6YCQP73RS11LW6LxY1r6QhczKW2t848c11PSB9W6CYzST6Jz7c8W6myYmw1sVRmyW68zn-q3NJVmLW4ScJ8M2SZNzlW6MxSg05Pr2XqW3_XS9d7qDF3HW9gwxxL6l03WDN3VSVMBhpxl_MFP1gwWw0V6W6s4r7N1QF-FTW7C5QBX1LKcRLW70bvG_2VnjSXW9720Jk1BLwCwW70RHD08r7QYKW3r2Msh3VGYgnf5SJS1g04)[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W7KQQNm9dJ4QrW796MsN4XV98K0/5/f18dQhb0S1V37Bf-yPLCdWlWbmbMW2Ykk9m3bJFHyW7wS7jB8cGhb_W6GQs9s7SWTW4W978rqt5nqc2bW4Bsf2R2g9Xq5W7DP8QB1KTMnGN2crqP3LlL-HN3bNS0pDX9KzW8M28W01723ynW3fJ7DJ8M9y13W5f_t4l6NKMCGW2GZNGG9gFdFpW133N993wxnhFW6GDyDb7Sb-qfW7QNCqq37fy6KW8m-1f4751nMrW7YTnvG89__sHN4pXTdvL6NXyN2K1PVDXdWWyN6QSLpXX8MlSW6d6qH22Yl-bsN8zJqH859Tk5W7c0cCR2bqGVrW2qcyJx1V9NMDW4-W-T_6dC9fWW10JVpN5phWwrW8cNzgd1ZwSSgN1xygwjJBcT9W4bYcs23TzFVqW1nnwQr6Gq0ZmW8pfQ5P65ByflVlCx7j2h80NfW51RGPR4hy_XCN1nQwFWYX-S6W8hvrZv69JKTpW2zNMXp4k6VbwMm92y-Ygl40W3Hvsd_3y1hP1W3DB7L64H-KXWW8zm1p73WltBkV7G93m1pwBpYW5g-b7q62Z46vW7jGs0p1nWn4LW505Yqs3X0PHdW65rzbR2thq4dW5GglX13L9bSZW47JwtR4Y0Yr1W6fdCmv82nrCZW72HqCr1kcby7MDNWhW9RVGCW35jdGF8lnXZJW2K_drl4T6JGlW6mD5Tl3yrrmqN268N2KlVFP3W2WJsv71Q9MTYW4tKwJy4F3RPzW21nxBZ3wppPzW9f02Pc7BBK8ZW7Zs6Z_6-mKwKW8kTw527VV03HW5MX-qL3kBF7VW4_dpCD7660RP102)[Hartford, CT - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W6qNPwk8PbZ2PW1z_Q_C9ksGcq0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8qC89C3M2blFW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rjl64Dl4vzW3sxGyV8NbSh7W3X0g0y6bp1cMVbq5fx4TKc2lVSc8WX8frvGhW7g0LnX3s0Lh0W7cYQxv7-4xx1V2Lbp02j3Px1W1xN3xt73lZDrN8ddXg1cVz4qW961bTS9jrXXGW8n8hRy9hxd09W2j0wXG50T4c-W9jJ6tV2yr3qYW96s9Y91Jsh6gW42Q-4p1bBvW3W3_5Xhf6hz0s8W2bzNQY5ZZH9PW1ywKMZ11VNzGW8VSCX75v1myKW7mt3V-4z7kKXW8_8Vzy17BvydW1Y0LrL2l45tXN89R4YcSCZ87W2HKjp34Q-5SVW4Hzm034ZPX2L111)[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W7V5qbw8SMGLYN7T1N78T3Sm40/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqW8qC89C3M2blFW3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRv07W1BqcjB6tG7DmW8TLlBm2hBQwBW1MqhJK7ldyjxW608MzT2dK6J6W22VMrq1ZW1FQW1vywVb6CLlt5W88rDpK1Ft0nrW6Vlr6587t9MxW7k4kmK5_Yh4dW1bLLg76fGXXfW6CqTVb61V6J1W1mrsr_29SkvNW1vt0cp23YKR8W1XfVqr7HH6jSW1Cp2N76WfwRsW3bwBFy3yjrg7N1zW062zD-dgW1t0wsY7qb-8xW4-0p486VxtMHVl70JZ480YZYW6_gmHk8ltQJfW1-XXld6JQRRVW8pChBN8DPPdLW14Jxn93bGkNXN73Q0vR1-B4Bf8Bm6CX02)[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W5rT86m8mFdgzM3yvJL46Yh00/5/f18dQhb0S3j41QwldtVWn-wV1PKvBJW1c7L2X4J3bZ7W40-dkk3N-lX6W5YSw-P3BV5Z0W7vTvnc3K4lqVW1VRP906YQp3QN3z7r1gyL3llN5tsht6fl-fKN6tmygTq2Xs8W3V4zqH76hzk8W24VCRP97bqjSW8mJ8Dz34mn0-W7T30BS7xlq35W2LfWGf6h2mRsVT6xbz97Yq9TVjXJj_53hNTvW7h-FpZ6_mg0XW5kfz621txdPjW78QB5C30l12gW1jKvkl5p0zTMW4NJsnm5v7fVFN64XLm_j2Fl6W1kxF7s1-2R9mW2N3cGV44hBj8N1rVvQ1QfzzhW5hpft95PJFckW52B8QV83590LW198qg38KSxmFW4J9p0Z1T04dLW1DRHGm3hwWhvW6ZV0jW27DpjPW1WlPJW6Zb3KHVjHDGC8q3s37W2BzT6Z8FyxlDW3lwc424hz_mLW1WMGNF3kHd29W7FJgZW86Mm6DM5GcKYVPm7XW7vrRyL6GKsw-W4lgCQn73lFqHW4w_W4660YZz0N1W49B9y1yt_W4QLCpK7pcx9CW7GHqgW6hRb5DW3XXbGB4ByqG6W39Xh2y7fZRyqVqV6SX2XRzlbW917hwN66Nrk9W5txmqz4yCw5nW9btpmJ17WPncW4gsmh539VQ18W4nMLFN3r8HWZ111) [Franklin, TN – Nov. 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W3w8-H15B84YsW9gzQzB77XBtz0/5/f18dQhb0SfHq9dZxZKW6KB8JF1k63-nW7v4STH7x2Y5KW6Dk5Sx1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ558TN5VKnkDt7JfySkW4gsg6V6xhb7MVqCqbz5pqZhQW4bKdng7fK3t-VRzzsT90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnHLqZD51SW39Hy-L6kPF9GMz74JcXRjBQW80gSRf97rB1bW8xr1tp1n1Bp5W2zkn185sXp9ZVZsMvb25gnVDW3Ng8pr4vF4NkW3MxKXf5w-clkW8sQR448n2nYsW973-lD4TnqNsN5r8LqHcPHbsN65sX0ZSHSskVXgPk95x5WZdW8BtKDH3KJXZLW4s8YKc5t0j-FW7wTZy29jW9LLN8csGDVD2JBLW74kBm33jPt8dN5G484VkS8vyVd8rw02-XMcfW1qrgk66cp6lvW2B6jM66hjw1PW4zy-lN8hSPLtW4m8ycn1NwBMnF1MVsRjjC18f5hdbss03)[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W1VzG4N3sK39lW5fMYhb7hGF3j0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8qC89C3M2blFW3hHh9N5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld431W8-tZd74cj21HW4hr8wb5nDllLW8W56w94jt-k-W7r6cd07sqgPTW54Gzrk4fsHrtW6yRt7x4jrk5ZN1GnlxRtfPP0W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1Zbk0w6pkGnRW3lrYY118dKPTW1VJryk5lX8fqW13bD4h6dkdGMW7LsmC71hkXFJW5-b8LF1fbcqZW7rM71X5M90vgW30gpb22NmC_xW6XvJc77vnX4XW7qr5JC8Tsd4pW1ynRK92Mz5FGW53hXkQ49B1RgW5p6bJr4b0-0wW6yNdYM32HrGSW5M8LX04M-mjCW6gZCKb8nDXSjW38H1td3Cdk0dW3wv7Sm6xYSRBW2PjBM42FGwQ7W7s9gts7zB_GlW5mRgWy94j5YFW8DdjLj2k7xBFW3R2Xng4H7PvcW70xLsF1Lb1kSN5mqbjwdSQk9V1_P-D4DLDXr111)[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W4TyK1P1y0-8_W4XzLJf740q260/5/f18dQhb0S1Wb73F0FpVWVbs_3BHWGlW3wQ2lH2Zc9NqW7mwhsC5yrpKJW6lTsgY62S2ddVGYyGt2b2qjkW7ZMvZD40VhjBVB2W568bCwlwW9cm_j-3rzjrQW8bF8y44vkrG1W6KvyKm5fJ8hSW426zrV7CcFzBW62RhHp6KX660W8CBW9m8pP2nGW4_ptmC393z9pW70RZWP1X8dJFW5SNKP74QG8-0W5_GHxH5bgKtwVFy4zn7TzJtqW3kb9cs1bdJcSVShGQH8hBy6KW1c0jjs6chM90W31ngPd2ggjX4N5YScDcyFqNjW4j394f7xFjlGW5-CTCP15Nv_VVD52N55d71GdW15Bhs_834FrlW4JvtVg5jWdk4W1xQZj02nhgWzW6_wN848t4YGpW7tGkRT5BVBjNW6bNM1j8LZpmHW98l0fq8BLT4CVSDsjY6T9SRgW7-Dbtp14XngkV-qLgW8HPHk6W3Rvyz58JH-p7W3pbLzP1tnFXSW3X5q2336dGBHW4v0sBC3wJh9xW45MfC15YhRlxW69czKF4v7Bk2W8r1BF73lzdzBW6pR-LQ3YFDK2W80MCMT8mM7_YW3lyrsC6pW-mMW7SZ5tD6ykXj3W7yrKR126G708VMbL8F9c5SqQW6qgzdw88vg6fW6VbbP74LjyWTW8C8ZhJ8YYMvp102)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W3vfdcg7dQDFZW5j_XbQ19hz3v0/5/f18dQhb0S2C82p44bJVWp9MN6tpYk3W5Whn2C2FNksRW3GK1RK3SXRfHW1zdZ_R6Cyk0DW4T1R0G7ym1ffW6H-N_94jyl8rMzkkCD3KLPsW8bcHzn87hCrRVprZMn1mYvVXVT4DCc8dY_T9W4BDkwz6PVn7XW5JnMlL3lbp65W3sR6J68yY7RwW2R0vLF7TPxTsW7rCqX42y5P7BW53MK8Z3s91sKW97_NGL72sx05W32WZXg3glNB8W4NhqzC1tRsf2W17tX8y1L0kF5W2CcT4N1NzfGDVXW7Nl2s07qxW8hfq1_83q-LQW4WXhKL57d-l8W8h7DR150D4RpW4jRPsj3wbmJNW4TQw7q8sH4TgW57cP0d4FMLJ0W4yxn5M1c21J2W6NW8VR4L6gKwW8qC8g96m79yJW4hH9Xp5fLFktW19svJL94PrMLW27dy8d7Y1TYvW6T6btN6CF-GnW8KH-jX425XL7W3R2nxb77f_0_W8Hw2Jr38dtHYW7Ms2qJ4gdmFfW7nD1yS6X83ydW8w0XFG87yN-kW36svwJ1MnNBNW3hJHhD8G7KMQW4nJzx43nWQBCW7scWyZ684Rt_V2wgwW2ZKQ2pW4Nq7gq8Z7cXJW7LvdsB9g74DjW217ZMF9dPtm1W5RJL1Z1TDSPJW7j1mvq3y6Lh6W51RRZ55VP9rHf6hnp3v04)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*V_qhVh8p5ytTW4xRm233T2Yj70/5/f18dQhb0S65P6_rVWdN12NqWfL-mnTW4_m2Fn4_c2pTW8GLMt317RBSQW3jc9DY6346yJW1J37G14d3_S0W26V4Kd8t_KpWVlNj_y4QX09-W1gwy5M127N2tW4hL8nd4pVv0sW67l5_594_lkVW3mgY-W3NHGtrW2X86-45zXl2gW4_v8G66df1HkVl_v1b1LXHdxW8P38DK2Pz6P5W1f86gf5VMtmvW3_Tgvd2sl4vDW2pHjY-2K8f2rVGhRgn3LrVhVW4ydQl61lmXMPW8Zwch-4sXn9GW8D9JD93CTBrFVM3gTq5jZYVWW8P4Rsz72S38WW5MRsjj77H3zMW4VCQDz9frntTW7nmzP18516R0W2Br5Wn1VxBC3W6p8spJ5rnKXtW7nNSGx7bd6M4W8c1VDx77ZPmXW3H816P7cBmNfW6fMWMf5KC36tW5gZfYZ8d-v-fW30rf_z8r8M9WN1w2NKcX1kX3N8c-QdTCXXl9W96N5Gg3DhHf4W4htPn786s16JW8md_2x5lMkFPW6Jtmx14g-MgYW1Dzb8m6gRlVfW7F2G6t9g4X3cW9j5tQb5cJQBWW5SrMYv88-PKTW3sR8S15SkJRTW6ddfgL95lxxWf2K3_CJ02)[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*VRHCB58Ly48MW6WtQYS8TFXT30/5/f18dQhb0S65P6v3gBLW12PpZh6rqF38VkjtfY3QxbV9N6nG-2_Qx6NwW1nGFnR5qrCzhW6Mwb1d8NsYzYW6THZB149xtDyMxln85yKWc5W9k9qpG45jn9kW2p2xRb4PBtJdW3rbHZP94RFHQW8tvtrZ92T4qcW43jSfd15P8G9W86GJf85vbZpYW8WL4mj48mcdTW8WX1gm7F2cldN2nVtzHX12dxW2XVGPl5Wg8vcW5Zg6xM76mgwYW3gsJFM626PckW7tshqM4m-07gW1w1tQG1BPLJSW2gbx8d9hCsWLW9g8BgH1DvPrsW1fFVMn4W5B97W2x1Fwd6Tzq5nW2X_rmy20jrwpVFj_VB1X0XyTW2NQjpd69pd3cW7D2gYf9k8LkYW59bjmZ5Db_Z7W8vjLl59dmnKyW2hBkSR4Wn7LpW6KP6lP23Lj-gW4kJHQK54SJW2W8F91FG3JpDR9VTNQW76RVN4xW82Ltq45JmKkLW1Shp9t5FZcZTW6GmQ4J5f4vJyW5H-X6X8dBNZjW7XwJ-75QwzGNW529Wkd8s-_f8W6dQMQv5M_m_kW43ZD7Y1vBn_zW6lJ2M65Lft1HW8M8DGZ2dm5YNW8CwM1C5ZvP4-W7rZq_14Fz1G7W4nJnTL7TPVgBW3gwgd17PctBqf2h7xFZ11)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W1PDmjQ4y3yxvW8nryYn3P6Py60/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8qC89C3M2blFW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5pgF8vW5FxwsV7xXtvcW5jPVDH47P0wCW403tVS3vbpkwW6mS_4K30KY5zW60Zr_F51tRQvW2p6Ky34cRfDtW2zD1pC4Y-S1BW38g4Z_2Jpn2_W3sW34_6Zn-gbW44tTKX68ZstwW2H-mK15hChNxW6d1ZtM48chYzW5k4gdK3ThVZHW420QJt4W-zGqW4Zzt9Q260G-sN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb119DK_FW2GD9D749Wc1FW8fSgCh84hLLmVn7pQX6XpTdxW6h6DGd7Tp4NkW4ctmd52pglVTW6vc-Z68DzKQJf3mxHPH04)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W2WNkqC83Rn-MW1Q5Rwf2Fp_240/5/f18dQhb0S3j41Qg1MyMMvsg9DHCHSVjS4HW2ly-4hN13NzngFB5hXW3K2D7y52FKN5W7t-Syd4xhgFVW8kBHWm6ntxLnN1_ysS6Gq294VKVwZR1y6ZcmW8Ffh6R1NfbvRW2HZR1b8NNxL_W2DyPlK9gKvz_W6vfpm_6mZTWDW12Vn706kf61QW5rMhNr5rQq1gW4fn7WB5s1qt6W7gYbgp91DPQ0W5vfFdf5Wk7ddW4N8mCM3d-SqsW4V199853HPF0W5FLr978l6kTPW81tG708CmqLlW95J6sM7nycgtW3Kx4jP2lt7YBW3mkDqp1RPbmpW479_Kd4HDCM1W4CPCHg4bP9HbW1f0Bkl5fHsQnW3hrg1D4W1H06VNX24S83R1m7N4gfxvdNmMZXW7Rbq_76v6rLXW6dh8Y66zMBYRW3Vz5gn8Kf5wBVDMDBl3qR85SW8JpfXM6wXHPQW8CtN9h44W_PkW4lpT5R81WPRSW1wYt9K5-tmRPVw8l174MkStWW3fk9pY6nLNbXW888JT78YT1TkW20JrtW6tDpWBW15pBWz52kvzRW7nyKTD3Ghl-sW5py0fX8MykW3W4jwpxT1v7TTPW70QS5Q937vcKW5fMrDf6n_Cg5W757_sS8QJrQsf6s7T2_02)[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W82WWPN5m2lGVV1FLzC3R5kZp0/5/f18dQhb0S3j42p4p7YVMvmKp3yKbLHW4TPYYR1gtKzRW27fNNl3SrfjkW1yFrn97H_4zSW3LQSTg8mkhTDW1LK5Kg8hy-VNMTdmd92f5YPW9l7s655s82SLN8bJCfSqr0W9W6lPH1X4Mn7hsW5K_Z2v9l68WvW6dj5PJ7_1nyVW7VCZc91HB5gHW19t7YJ7ZvqSnVF4HSv1SPdY_W8D6Gl_8lD0b1W76lg-J1mB1dHW1DbLMq7375JsVMWvPC4qRvkgW40_v5f8gV02PN7JYdT-rY5lXW5ZQh5g2rLy58W2JZLcD4qVwM0VblkL610V05CW2fnNdp4RMxVXW1zs3cb7tby01N3SCHPKgX-LWW299xN66xPn19W5T5_N_6Fny_cW4KZP6J3BxKjvW2q64bn41VwLnVGqGRS7N_mzhN44KzpXvYPD_W87ktmx6HNycbN5NmfF1BJn7DW6p3Rfs8T2ygSW4tZlbF8HxkTdW36yBtC8C6hWvW11Nfmp6R970lVbsC9N5686QZW7y9FVT27lMS-W6MZYZ03sV244W5cB0QX8N8VGbV6_8J22mR-7SW8DkR_J1VP_0cW11LYtm8hBfCyW80Qxfm7KJc7DW4FxsnB4zqCVkW933_Lm5KKchwW7Tj0DN7_-9-Tf5SJS1g04)

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[Sign up for Verne's Weekly Insights](https://hl.t.hubspotemail.net/e2t/c/*N66-6yBmC-xJW7bYFLL3758dq0/*W8GP8P86QVmbCN8rFVL71bXcT0/5/f18dQhb0SbTY8XJ8bxN81SjwlHyjJqW8qC89C3M2blFW3hHhcB2P7_nXVbxYmW8pCQ6vW8xPsSw24X7GhW4vgKM19929rQW7YCxsX5CRgQhW8wXNtZ4sX6C9W26mPZm6PVKcrW6N3nBL8xGZPkW6hYNZ42z9001W5K6NRH7-v-0xW22Q6G21lr6pBW2_mltl70fl6pW7PJ6bd2gM1cwW1VHbdH1fwyVVW6yBPJM30q893W2kGjZw6qQx-dW4nLhr46G2lbzN7NMdQN4cNXyW75WRHJ567PFMW8QgHK-3F_SFvW1L_Fp58hx6-7W8FCX_v4JXkm1W5SB5sj5qZbvKW3wJqlj466GRsW4QtN_J4z0QDTW4HcrZd8TF4jCW4GMBZ65Syt86W2wr23D9lVNrdW1gKxKt9cPMGbW5yg7tf22ps_dW5gSHY56H5W1ZW37P0d415hnZlW2Z_zlj5tj3xpVxYmNL4rY0G0W2M0HRd8mhg5wW6ZDClx4vBG14VzPMdf5GyzX8W5RCKtr43X-_JW55mq0N60X4FdW73yKD270RWKvf61rvHw11)

**09/19/2019**

**1 in 3 Children; Sisodia; Adele; Rosenzweig; Sept 26 Cutoff**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**Latest ScaleUp News --**SpaceX’s Orbital Starship; WeWork’s Rough Week; Facebook’s Supreme Court; and how a mine in Africa dramatically reduced employee theft - this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W7JfqXh4vWkbRW3_H2Ky5lmqJT0/5/f18dQhb0Sjv48YHtdnN81SjwlHyjJqW8rBpvz63K3PgN3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nlBth6_q3v2W6LYyNb2VkvKmW2DgBDR52PMKQW3lLByT2BvB9_W5t1P2y3jrcr9W4_mQCY2FCbfBW2Jl52Q6tNyc3W2zQXc_62M3gTW4s0-Kv3LRLqPW3lLftk5c8yNBW2F-HMh5qV9nbW2mHYTf1jCFWnN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb119npQvW2GD9D749FRGNW8Qk8ym5MVy9WVnkm23918ZXtW7jCNBv9cKjK9N9cnz_VcYJKQW7dJ18n2s0HXjf2K0SLl04), your one-stop weekly update.

**The Full-Circle Biz Owner Experience --**Russ sold then bought back his firm - more below, but next…

**The Healing Organization --**Raj Sisodia, co-founder of Conscious Capitalism with Whole Foods’ founder John Mackey - and co-author of the best-seller by the same name - has a new book out this week titled The Healing Organization. Another brilliantly written and timely book, it shares many real-world examples of how firms are taking a complete stakeholder approach - care for customers, employees, community, and shareholders - and driving superior performance. This [*Conscious Magazine* article](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W5QgvLb4xY767W5FRnyP1zvb9m0/5/f18dQhb0SfHC9dZxZKW6KB8JF1k63-nW7v4Q8W2PjgJ7W6Blzll1SrC8dVLDpF18B_09tVNLVc05x5KZ_W8rZq-z37vrBCW3GCRXQ26pzycW2yR1b951TPgzW7mTBx16257LRW5DpVWX96zRPzW2JjVq94s2NvpN6R2Y_PcPx-YVYFcSB5CRk_MW90G7th8S3yNTW6yzZsr3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7-W8m7W7mWsnX7dzcsSW51vDDK1QPN62W4cMsNd57dcn5W4r1Pm71nq9tfW2jt1653NnV4FW1nJpwv26pdfjN35y0P-SlgygW64yLp_2BWb1SW4wDnXc8m7hfYN9bJccGgBXHrW4rpHW05ydnt0W4rPrP03KjHmlW36WMt-6S6FH4VMfdpV238d7BW8vXkH68szYlCW66ZhxS28cpHZW5r2P-793Tc14W8kXdty5zl_3KW7q7-Qc6hv4QCN45Ly2MkwRPgW8cKL3T1HnwhlW2RyhkD347HVCW714h8Q1nztsJW8L5s393M8YRTW7nV4Yp7z7ycXW1K-zZp1jXStlN6KZg7vNDyx-DrTzpYFf2yf5FYq3q03) provides a good two-page overview and highlights Appletree Answers, the call center business that Scaling Up Coaching CEO John Ratliff scaled to 650 employees while driving down employee turnover to 18% -- one-tenth industry average.

**Recession? Time to Prune? But Don’t Layoff? --**The nation’s top CFOs and other indicators are pointing to a recession fall 2020, just before the US elections. We’ve often suggested the talk of recession provides a good reason to clean house - reduce unnecessary expenses, streamline processes, etc - activities you should be doing quarterly anyway. But what about trimming back employees? [The article](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W84XvTd2GbrxNW9jLhNK32TLFQ0/5/f18dQhb0SfHC9dZxZKW6KB8JF1k63-nW7v4Q8W2PjgJ7W6Blzll1SrC8dVLDpF18B_09tVNLVc05x5KZ_W8rZq-z37vrBCW3GCRXQ26pzycW2yR1b951TPgzW7mTBx16257LRW5DpVWX96zRPzW2JjVq94s2NvpN6R2Y_PcPx-YVYFcSB5CRk_MW90G7th8S3yNTW6yzZsr3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7-W8m7W7mWsnX7dzcsSW51vDDK1QPN62W4cMsNd57dcn5W4r1Pm71nq9tfW2jt1653NnV4FW1nJpwv26pdfjN35y0P-SlgygW64yLp_2BWb1SW4wDnXc8m7hfYN9bJccGgBXHrW4rpHW05ydnt0W4rPrP03KjHmlW36WMt-6S6FH4VMfdpV238d7BW8vXkH68szYlCW66ZhxS28cpHZW5r2P-793Tc14W8kXdty5zl_3KW7q7-Qc6hv4QCN45Ly2MkwRPgW8cKL3T1HnwhlW2RyhkD347HVCW714h8Q1nztsJW8L5s393M8YRTW7nV4Yp7z7ycXW1K-zZp1jXStlN6KZg7vNDyx-MtS5X61MdQwf66BwCR03), highlighted above, includes how Detroit-based DTE Energy, during the last financial crisis, went to its 10,000 employees and asked their help to survive, working more creatively and passionately, without laying anyone off The results -- a significant turnaround within a year and a much stronger culture as a result. Raj’s book is full of these specific “conscious” leadership decisions - SPro and Book Club members will receive a copy and Raj is keynoting our May 5 - 6 ScaleUp Summit in Dallas next year.

**1 in 3 Children in US Have One of the 4As (This Needs Healing!) --**Autism, Allergies (food), ADHD, and Asthma now inflict 1 in 3 children in the US earning them the label Generation Rx because of the amount of medication they are taking. Cancer is the leading cause of death in children under age 13. This is an epidemic of huge proportion and all epidemics have a trigger. [Robyn O’Brien](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W7JB5Dn1871pdW4qBhZ_10ZsL90/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW7v4Q8W2PjgJ7W6Blzlq5zh-NRVnQ9Qq8-v5CVW1zMtNN52HlB1W8Yztwf8Zz0lKW2MznCD5Z3ZgNW4CB5ys83_PyqW834DLz8XWFDFW7NYs6s2KGTHcW7BVKlW8YwR7jW1bNnrZ6Vn4KkN5_TVzsvXGnxW70fl6p7PJ6bdW2gM1cw1THSXdW5J10-t5FHJhrW3wwJ4H7zN65hW1CcbyT90DxC5W2hBQwB1MqhJKW7ldyjx608MDRW6vSFqB1P-xCNW1N55pl81D49TW1hr0dC85NSmgW24NSRJ7tRZGJW6LwB4c7zV-vgW1G6Mtx6c3P_6W7Xt21x5_WjFkW727Bnj2Dwg9xW28Scj12j1Y6MW7HH6Hh5Y2cqwW7gZhs31hv3CVW7dgzxn3bwBFyW3xkmQB4Pw1VkN2sbPxnb2sQGW3W18Ph3W4TCKN63Qg5n215-pW1Jp4554c8588W21WZ3m30l7WyW4dzjST4Hs2kDVYp50w7040vKW6gVCkG3xWwfqS9cB52FJFX102) says it’s our food! Her TED talk has been viewed by millions around the globe and she’s been called “food’s Erin Brockovich” by Bloomberg and New York Times. This [28-minute video](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W8LdthM4H7jt2W2y6JDr6s37LH0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqW8rBpvz63K3PgW3hHh9c2P7_nXVcnTGj992gLmW4tV42X1nh0pZW4vgKM19926BGW7lPDJ36HrTGhW8qX7Jd3TJGG8W3WqF_m8S3yR5VbY02S4s8d5QW6c6M6X6c-1nYN4sglY5XDnt2W64gq0k47zndXW2HT1D15bKvbPW3SQgn23_CV3gN3V_TcnxZ29gW41TlcR3Tx3JbW5ThdHg3s1XjFN51GcQzz74JcVYSX-57m_B1RW5c8d-S377W2PW4Wnrbk1xFnzkW5jyjVx15r2cRW4r39-_9j0L0YW2nsfgz3s6PmRW8nG6pQ86h3pdW3fTpl95shvfsW1Kh8Ct2xlgRkW2V2PZ-6RN9v6W6PbRrr8xBf42W2TlMDQ61RdQ7W2gZWlJ6N1SHvW3MlVDt49kJ93W6fXB_K11rnNbV4Vjhv6MZR2VW54GcH67K-c-gVQmm0H1Ngx1cW51bsc89c5pxsW5D597X1RLCFPW6B4zdV55Q9PZW2H0kth8JzpPSM9Xfws7s2GRTdJ-V1hKw2M103) details her findings (7:38 in the video is where she shares the facts stated above). It’s our food and children that need healed - and is a true energy crisis in the US, given that our own happiness/energy is tied to the least-healthy of our children. This should matter to all our companies. Thank you to Scaling Up Coach Greg Eisen for sharing.

**Again, Daily Huddle Works! (Scaling Up Case Study) --**QuickBox has scaled to over $60 million and 300 employees in 3 years and was just named by Inc. to the top 10% of the fastest growing private companies in America. Notes CEO Stephen Adele:

|  |
| --- |
| I too, want to send you an immense amount of gratitude for teaching us the importance of the “Daily Huddle” - among many other great business concepts. (Our growth) is in no small part to our internal mantra (because we serve ecommerce marketers/brands in health and wellness), “the internet doesn’t shut off, so we can’t either” and how that aligns with our daily huddles, across the business units. |

**14 Business Units, Morning Huddle 365 Days a Year --**Stephen goes on to explain:

|  |
| --- |
| EVERY SINGLE BUSINESS UNIT inside QuickBox (14 in total) has a morning daily huddle, 365 days a year. Our huddles are loved by everyone, because they are fast, organized, set priorities and build plans for the day - and we can make business decisions or course corrections quickly. They provide transparency and a high level of accountability. They are the bedrock of our success. Thank you, thank you, thank you! For staying persistent on the foundations of what makes a good business turn great! |

Thank you, Stephen and team, for your persistence and discipline.

**Visualization of Major Award Works --**A consumer products company, aspiring to win a major international award, used visualisation. Notes their Australia-based Scaling Up Coach Rob Nankervis,“it was a bold ambition considering their current state of scale and performance. So, my colleague and I dressed in formal attire, dimmed the lights, stood behind a lectern and ran a mock ‘awards’ ceremony where we called them to the stage and asked ‘how did you get here?’. Two years later they were on the real stage in the USA getting the real award.” This stuff works!!!

**Full-Circle, continued --**Russ Rosenzweig emailed me to let me know he just bought back the expert witness services firm he sold to Thomson Reuters in 2010. Called Round Table Group, Russ’s story runs the gamut of entrepreneurial journeys -- inventing a new industry, creating one of the first virtual companies, almost folding during the 2000 dot com crash, then growing from 0 to $15m fast, having an exit, and then buying it back. That’s how it works out sometimes. Congratulations, Russ!

**Room Cut-off Extended to Sept 26th --**Attending the [ScaleUp Summit](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W1fQm7c2y5dd5W8WvBRj8HdF0K0/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqW8rBpvz63K3PgN3hHhdQXL0jYVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1tt2MV1srW2N2QSG2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hy8mbW9dH8_66V4mcJW87D2Vc3X0g0yN6bp1cMbq5fxN4TKc2lRwldKW16ftQm7yv7BmW8fGnhd3JwTK_VfFGZ03KV1l1W7mnqVG16L9cQN6NZQ3wRfZ5VVP05jY5Xbs7cVQGTQr3S9XdDW3LLS9Z5tK5HfW1xN4w-3zyyWfW9hj6rB7YCnNwW6Z4wM_7YwV4lW1bBvW33_5XhfW6hz0s82bzNQYW5ZZH9P1ywKMZW11VNzG8VSCYJW5v1myK7mt3V-W3nKNxn8rg8wcW5fk32P2Q9B2KW8tMzB_9jLnDTN2ldrPHP8b8gMtJCL43_BTxf4N8dff11)? To secure the discounted conference rate for hotel rooms at the Anaheim Marriott, the cut-off date is Sept 26 - [go to this link](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W4SYQ2735w_j0W7hhkMS7jvqF80/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW7v4Q8W2PjgJ7W6Blzlq5Cgxh0VnQ9Qq8-yrrJW6B3Ph855l4JpW1CLJRV4dQ7PmW8-vzkg1HvPRYW7r6cdg2MV1srW2NQknr4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqCW4H-6F22kGjZwW6qQx-d4nLhr4W6G2lbz7NMdQNV4cNXy75WRHJVrdYRB5fGZ2CW8thg--45SqrpW1SN7yY4Qn3cNW1TrKWR3GK7Y2VBm3Cj82yzcTVr6syl53yNTmW2YD8yR55n7C0W6B8Djq1TV6V8W2LTg3Y5rYgsVW1NhKrl9lbgq4W8DTT3T894t3PW3ZgGPB5gSHY5W6H5W1X5L7gN6VVR6H24q1tJTW93G66r1TSGdLW33FzxD5VXC5PW1ny5pj47NRHZW5JJ_ms2h3kB2W1NFXMK5SJ4cnW99CMRt9lWwLSW3bySK81WPqF4VpV_YQ7Bbn0l111). And let us know if you need anything special. See you in Anaheim in a month.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W2PCrmz7n5KCFW8ptB_938_z6Z0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8rBpvz63K3PgN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW4Vb77N2CSJR4W4cGmLW6MsXmDW5Crj1d2pJdQkW5CNBGj6xp3XwW4Zd_fs42g2TxW4V6HK-2xP58_W68SBdp2xJQ2qW3jzBpQ5C_hC5W62tTdT2K-ltfW5B9T984G5TssW4kXJPx43yZPjW6H9y2c7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-3nKNxnW8rg8wc5fk32PW2Q9B2K8tMzB_W9jLnDT2ldrPHMP8b8gtJCL4V3_BTQ3TRGXQ111).

**ORDER a BOX of 20 SCALING UP BOOKS --**Want to save 50% over the price on Amazon? [Go to this link](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W92JDT_6ws7QVW2YsWV36wbr4J0/5/f18dQhb0Sq5y8Y9YsWW6KB8JF1k63-nW7v4Q8W2PjgJ7W6Blzjz1Qt2G2VLDpF18BTcz4VTGDvy1rDn0TW8m6TF71nPLDMVf-x9D5qjXTCW60M4Zn8p-mXZVQBY-Q4VD_mpW30FqVP9gGg2rW2tSnlL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF6sZf_YW7JCxGl81bhDKW7N0nwh6htR9wW69NG1w6Pr5qtW4NwcCJ96dt4SW4r1QvY3XCj5QW7cvxVf8q5qBxVVQf4X5vDhTYW22H8DJ1lj-x3VSY4284wFBVTW4swgDF61xn8JW24xcWs5HN9-5VWxdvt8qMf5qW6LRPgM1kJj1KV-M3F34RCCTWVbj9D0974SGXW4vv-3H7b0WprW3g37xd2DdCPsW8tJy2X3N0F6MW6T7xk-8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blN5G0__sGxg49W24RqJ82MTW7nW5KdqrD8R7XrwW7mv1FT9dbYn8W4FP0Xt1sr37kW5YZ_DT73yKD2W70RWKV8z5W_Q111).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W4KF72_7y2MtMW4gZJ7t49sm3r0/5/f18dQhb0S4176tCgK5W11jCw92ND0zsW19gBJr2qMMQFN549WzFMgTr0W1mz2VF7CkrT6W8ybjZN4xy12fW3v9YGr1l4v3LN3Hs3tlHG2hkW2_N7J-1qg1hLW90-5wp2Spcq_W89X0kx8jyxdLW4q_Htv2vts8fW1QBBcG85sr8qW6QMwfs4L2qNLW8lyq294d0QM-W11GtT45lzr36VcyTx-89_qlqVC-zHX2qvrZ7W1PDg6R7hszzXW1jcDRX56xWhnW7bmFGl3C31l8W8wHb3r8ww1hrN4_GCGrx9F2WW68WRdS5flWHDW1fbS_X8tnr36N4-W85kk6md0W5yYNR92wTDjZW18LmKb5BcJ1VW8lHRYv5khn_kW4fB_Jm5ylXJbW3kdHKj38LLQ3W7NPzwW40Cc8TW98bJLk6xCrdFW90tpXw4Gll9TW2pys2G92Lc-lW4xThSl1WW1tYW5tHpdg4chPH6W2-KP2m38xb4SW1KgZ8D1LjNFgW1hRtzk36CP9fW6HmvRF4zNm7gW3f65Sf8vGC77W8JJFg288m4zmW1KmwYB413j8cW8X89kj8CkflVW6hmhN14rhTGsW6rpHl-7nYd_df3H_BGQ02)

Looking to take a deeper dive? Join the align5 team at the Exit Strategy Retreat Oct 21-24 in Marathon, FL - same amazing venue as CEO Bootcamp! This event is limited to 5 growth company entrepreneurs. All aspects of the exit process will be covered in depth. Additional benefits for attendees and Retreat amenities detailed at the [Exit Strategy Retreat site](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W6QVV3B4G5sT9Vxm8DH6CXpcl0/5/f18dQhb0Sjv48YHtdnN81SjwlHyjJqW8rBpvz63K3PgN3hHhdcVMsQMVp3s9r5nrfpPW49g8VG2d0jv7W7qgLkN2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nlBth6_q3v2W6LYyNb2VkvKmW2DgBDR52PMKQW3lLByT2BvB9_W5t1P2y3jrcr9W4_mQCY2FCbfBW2Jl52Q6tNyc3W2zQXc_62M3gTW4s0-Kv3LRLqPW3lLftk5c8yNBW2F-HMh5qV9nbW2mHYTf1jCFWnN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb14vgKM1V42cYP3nNLKBW8qhNLZ43QtG5W62FqLX8t6cd5W9lVHgm1RQd6ZW4D3CCS3bGkNXN73Q0vR1-GDkf2M19DV02).

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W5VMJ2m6KlVhdN4fkfl-P-3GN0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8rBpvz63K3PgW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4Vb77N2CSJR4W4cGmLW6MsXmDW5Crj1d2pJdQkW5CNBGj6xp3XwW4Zd_fs42g2TxW4V6HK-2xP58_W68SBdp2xJQ2qW3jzBpQ5C_hC5W62tTdT2K-ltfW5B9T984G5TssW4kXJPx43yZPjW6H9y2c7k-2C-W3m2q-01zW062VzD-dg1t0wsYW7qb-8x4-0p48W6VxsTb1m13GxW49FShz5yKkJbW25kwqh8k8XVHW5pRLRN97gyhmW9kx8NN2WSJQ1W2xR6nk4Q-5SVW4HzlZ23Ld9mG111)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W2bzsK-2r4mm8W6l33p18YpX2B0/5/f18dQhb0SbTM8Y9Xq0W6KB8JF1k63-nW7v4Q8W2PjgJ7W6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf26fyLNW2x-ccw7d094fW6G7Fbl4DFfS3W6Q90BZ9hpv89W8fxVNB26c7_dW15-tKD1vZh1HN41RtqNYVt-vW35Zfvy3TCzmHW1chmM51cgW29W1qd4YY7bTSy3VY7mxY5sNZYbW8n_vz55Cc2K_W41PKD026qVQ7W1dPrF62_hncBV3FYzP5brc74W1VtfBZ2txdv0VVR6H24q1tJTW93G66r1TSGdLW33FzwQ4rW-jjW2GD9D749FRGNW8Qk8ym5MVy9WVnkm23918ZXtW7jCNBv9cKjK9N9cnz_VcYJKQN7dJ18nBMJ97f3rtNQ204)  
  
Anaheim, CA - Oct 17, 2019

[**Verne in London - Sep 24, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W14-Tw53-blVQW97kkvr6-V-lC0/5/f18dQhb0S1Wd2WsJrlN12dSxcDDGQxW54khD84_DwVhW6n6K_N3H4YQPW3Kb66S4Grl-3W2bbLV16n_HwkN8snP2kBQcTxW2pT84Y1H_tfpW8bhRCs3MHgzPW2bT3y49hTbzBW8S8PJM7szj13N1K8xYWkSDw4W7yQwXj5kM3JYW4jyYYM743L87W2-TY0p5B9cmQW2T3hQP7SCLysW3xvPjZ5klG8NW1F2mNC32gXY8W4dsHD18hlZ3_W2MxnXG7Rf5_9W5Hq4tp1pv4YbW7lKHj01m2Sw4W4lt08j2BQcdDW4JT4X-3wCWqyN88XRlVJYfpvW12kcDm5n8bPCW8Y-GKV5cRLKlW63P_Gm8FfDNnW3cW9c32MTKF2W8LPgZw5llYV3W6zLLr73BPMgrW1xSsdh2LrXx8W5wgR496L_G2WN30MkjzFTlh-W6f9V5R558Z5MW2BJTWv82R3vXN8mTFr8_-M4ZV-G02k2jgLp8W2Fh4Q38ssH16W1hrN0p1hjZh4V3BD7P4Nzgf_N4622qzlmn-TW6mQp3C1KmCfMW4BVxCG4ZCfsrW7L3kWC4qLv3LW3Nw9pl78HfhMVBxFHW79C6pb103)  
[**Shannon, Ireland - Sep 26, 2019**](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W8JSqzN1tlSB8W6jg_Xn8QXPMh0/5/f18dQhb0S65L2p44bJVWp9RN61LssbVF66d12qL-xKN5J51yVqhtQ6W4T569j5tGGxlW75z0Qt7xThDXW5JP85N860t7XW5NP1jc4vBYpbN4MMzBCbL2PmW2lVF-q3D9bZ5W5x-Yr595LrSRW5pvy-j4Dx86CW279wv620N57BW8D7CHT206hr8W48xjV91WZbpNW2K2LP91xXVVrV93HSv7J846BW6Zw8jk2ts6HjW2pkV-51fpH6wN3LP57BFktq4W2mWqKg1fbY4lVpjWM25j6n0NW5_Dswt2b3B-mW67B3bj5rKSHdW98Z2R193VLd-W6MBk7q4Yxhw2W32vtjK54N2jkW6rKhgX31xTvGVHd8ff99hXJqW5FxK1038yrQNW5-zXVJ1tKxtVN804YHBFTyvPW2b2T7Z2zH03fW8ngFZ983k-z2W1q3KNq35Zb0tW113ZdM6lJhpvW8J4CF85JqY3dW7H9Jwz60dv7MW4v-x1-31cBFVW4sGD8l6Kjv7wW5X7GdW4T0YXYW6JKqw42HPw2KW7fMYBD7hwzJWW8hhrLF5q1HdSN8P1_dgqt-6dW6Pt4Nf9jZgQfW70BtF64sCzRKW938Ht16gZk31W5nwbVt6qsRp1W5k2LRq2_1bGwW4Hx9QH2Bnw8-103)  
  
[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W2W3ppG664FKnVjTzC84kWpV00/5/f18dQhb0S9r22gC01rW8Nz18p2qwv31N4bY60QqcXkcMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffwW24ZF-x1ZY618W83hjZN4YFc44W57-WqM3H_PtyW2DzCtR1yBHk9W2rc86M5qVT0FN7kRnChzJPTwW6V5fHC4G_Fg3W5TNSPQ6pD6r9W8TVvCd8LJfYVW6jv75P2L7M4mW5xJwPj5YL3QvW6646HV85XBJyW83GlGq4ghDvGW65LjP-7Jt2PWW5R1VGq833F_NW1V9G2y6Pc2NRN7PwxJLVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1W1S8tL-714h8QW1nztsJ8L5s39W3M8YRT7nV4YpW7z7ycX1K-zZpW1jXStl6KZg7vMNDyx-rTzpYT9Ts42w2Cr6103)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*F7M_GX6PQjgW2BKjz26lP9F50/*W6nQSvk7Yy9vSN2ChXVdRhnqJ0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqN8rBpvzQBs6PW3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZVBW5mZjbq31H380W7wqFlb1tzckSW1txG9N6GsfdKW8XNh8_7J_twVN8N-j2sqDNFFW1VbHVj5c2nXkW7B_4gz1Zs9n1W7KdNZH4d-hNSW6fhY7m7ptlP0W6v79b91LRTFzW1JFfJ-4cjz8_W1wdQh66kq9-VN5dgzCcwJPKCW4gtdMy1S43BTW8VTv8w4_VZ6GVrKB2f5HFsHjW9gHVjT73QsnmW1d5pgb5m7WT6W6DzwRS1Z2rjmMLftdfd8y6qW1QP9PG6p-c79W4CnjTK2B6hy3W3kXkSm6QVqvjW2B9s4r6q1spxW6gVCkG3xWwfqS8mk2DNfFt102)

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*F7M_GX6PQjgW2BKjz26lP9F50/*Vx54Pr1NcwMsW2tHNvp28D_880/5/f18dQhb0Sq5G8Y9ZP0W6KB8JF1k63-nW7v4Q8W1D8tNZW6Blznq1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pMJ4W8QKpyr4sj3hVW2BcyM91mGWmCW63H9_45sPdfWW2-MLpB2pQbGRW8LySph3gVmt-W6mZ4rx2y7zJ3W95_d4g6NG4S8W5vfCgF1Ky9GZW2BFKys7fFS_HW63S-NL4XGXHSW4sv7YN42DW4kW5PX4SZ6b9P4gW5sSs983JkKgJW4DLpBP6SSJNcVcb0gH3d0zvxW4p7yDT2zQtzXW36_zyt23N6GJW8qBXc42t9_cxW5PkNvc8NjbgNW99T9dR6Pd-gxW4lq-vh2DzzK0W1ZQgl682009kW6p5Jqj3QzSg8VQN_Tj2NKSy3f4dVPV604)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W8Qszw970TwKvW3qPF6x4-R2Q70/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8rBpvz63K3PgW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppCBW7h8pK779TTRLW76kvkv4376zTW5fCq154fTxMYW8t11z41V-Nr1W8kN20R2ddh2GW6KpQsq608FDlW3Fw58B5hnkLKV1hDNX18VjNxW8NgtJF94d3_qW2Ngxzw4_ZYTsW12ty8357Yg9gVSNX3F3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXX-7wsd5JW87CxLS2M9p42W7B6yzQ9lGtGkW3JzBht9d7ccHW6ml62F4Pv86fV5XSkr1kPCsk102)

[Woburn, MA - Sep 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W9hkh-x6ldkfVW8hVPXn1b1tYP0/5/f18dQhb0S2C81QgjpYW12NyXC4_Bf29MBJSFtGh5WTW3VlZrv6DNhhLW3lR6BZ1wKwrXW4m51qt4d401lW1rR68v34sdvXVrPCVq1l5kVyW93mHkc2Vj7xLW8Sgt2Q6WwsYYW33BZ8y6H2WqPW7ZkxRQ8VywVHW5MY1Bk84LnNXN1Mg26JWYZzmW5Bcndn722cdgW240tvN23wHH8W8P8wxd4RsXgWN8VbkP0MWG5mN6w2QBQ_crVmV5_ysT19zX-8N4fn-y6GCFsPN11jNQQwsxTWW3C32jW4l49b4W6Wxyph6s_zzsN4Xwd_P9QMj5N1DLz-r7__x6W2YTksw5bJhbnW35Hpw732xRqrW2w6DhM8Z35_fW1C0N3S1YYNvNW6np2Xg3N36Y1N68F5537cpyfW8-r-3j6wTZxDW6wH8CH1_8mM8W4pj0zv61mzcNW1sC6WK21XK2NW5m9w-z6gx3BmW754NC_6l5HPYVR4vcM4Ddr4tW7w_dLv568BjqN8xDKxbvTxNSW2NCCCn2Nw9CLW6F5RD45bT5FlW2zzGvS61b_0bW8fqqcD6qW11kW8Xjyfd7XKm1wW44RShw1Y_NPFN96dR0WL60y6W4mLKPm1PVFWbf5n2LtT04)[Brisbane, Australia - Sep 25, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W4WDB0n4c2TsvW6MNQTB4MRzgM0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8rBpvz63K3PgW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53br2HW2Rx7p37w49BhW583fB54bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrW4dDFv32LGsc9W52Ylfx3_8mplW9fgwMT4fd8cNW9fGFY775_m8BW4dpVBB2cYZrdW2_W7v_85D3V5W1SPqxx6cW4qLW7Lc6Ll2syg_nW2qyN_C2RrNv_W52FdHl1TgL3TW1zstmT7qV6dQW1VgN_185yzfBW4bVd542tzVl-N5YCbX-7hVdjW11MynN3MYt23W2SB5s76ylMBtW4PxC8j448fzVW3vd65Q4WXgCPW3VV5kK70TCKWW8mhg5w1KlGtqW4dDzf07hc--JW1qB3gZ8XrcJkW9kXqzb5SGZ5dN53DRh1dSQk9M1_P_PXKmjG111)[Oklahoma City, OK - Sep 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*VpgDmZ4RC4RKW5YLQXq7b3J3V0/5/f18dQhb0Sjv88XJ8QKN81SjwlHyjJqW8rBpvz63K3PgN3hHh9fVMsQMVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxN4TKc2lRwldKW16ftQm7yv7BmW8fGnhd3JwTK_VfFGZ03KV1l1W7mnqVG16L9cQN6NZQ3wRfZ5VVP05jY5Xbs7cVQGTQr3S9XdDW3LLS9Z5tK5HfW1xN4w-3zyyWfW9hj6rB7YCnNwW6Z4wM_7YwV4lW1bBvW33_5Xh9W23byK01NFfl4W8P4pWx8R9kfxW3NGSVW67h77-W2bK_v01ny5pjW47NRHZ5JJ_msW2h3kB21NFXMKW5SJ4cn99CMRtW9lWwLS3bySK8N1WPqF4pV_--f4JRDzB11)[Niagara-On-the-Lake, Ontario – Sept. 27, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*N8r-yHVTl6hwW6NBB9D93SBP10/5/f18dQhb0S3-Q2p44bJVX3rD11wcr5BVj2GmK54kwLTN2JqLNnRCQg4W7QWHcs1YhghgW850Kx94mC49fW88S7n170lz0BW2pNLsm7CnQPtN8NRl1NyRPRDW3XKYm547dzs6W8klJHG6XRZMvW70qJNJ3vPVk4W5xCTj_4dd9jwW6KqTt78LWCt_V8QVTy1FnQrPV7d47Q1Zd6y-W4PHQfP8gjll_W2s4V1G79jy1kN2lzc9CZGpy3W34YRXq2lxl3QW53j1vY3Flg9xW7nT8NR1b7ptkW3q1qfX4N2khLW6Jr0gS1XjtQyW2BrkhY65NGmKW5hKq-W585h8kW8WL-5s1NPXywN4Ry9hP-YQXCW55NZmN12hdpbN5qzRC-26KpnW8tfS1M32RFjKW41tPGf8sCwNvVCSnVY8_jCVvW5QSS498J3wgvW8zhxDs5-SbMzW3m-3KG4DxKNcW7rvWMK520kx2W4WdXbf8KTd-cW1MsPWV7WLNhYW7Y2tzL6J9Y7RW91nVfF4Rk2bXW6YcChg14fZD7W7GcDhC8fqm9RW4jWCF02kvhRlN56ZwMXdFnygW6F0SKM8170n-N6rcZjH_spCNW5MwLqP8V1lnhW7BGJ0W324YhNW8Sqpl28WwgNBW7qjP-966Td-QW6LTWlt7bFkpjf2ngddP11)[Boca Raton, FL - Oct 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*N605nmJhKK2GW5yn-0x8jdY6t0/5/f18dQhb0SfHv9dZy7bW6KB8JF1k63-nW7v4Q8W2PjgJ7W6BlznK1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbDmDVT8FzQ8l2x3-W8sZj8R8w2cNlVT8V5v8zTrPzW3Px1hK8CTxCtMY0SLRZwJzsW7ZkG8C7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1bxXFGW55nSC91VJH71W4c2Rr971B_trW1x4lQB6G8-RxW9dGZLl1VtztLW25zTyY30T_rPW2Vv3cs1G8MxxW1Bb4rM6D_Bd8W91X2by4m8p5vVmH6rT1vQk2ZW1Qf7zB1BLnxvW2Fvcgv8STgHBW7s6DRY6v5G4TN6b0Bbxl993cW6G8S4T2F85mnW1YtVVh6r9w3rN2Q0Hg3r4JMqW8RDfKy7n9Z8_W8V3TJh7kxt1NV9zM7D3T0h5gW74t_l94M1133W4H_8kn55CTvkW23_QGB2dNs_SVMh2z830Hpx6W12qw-P6VnDtRN8txZzx54G6dW9h6h0K6wbXxKW9kMpZp4G6fmQW2pglVT6vc-Z6W8jmbwn5q1g_20)[Ann Arbor, MI - Oct 2, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W8Hf4Fg2zPDgfW5x3DM47zz1j_0/5/f18dQhb0S2C873nhHSMWnBt3CQQMpVjqCYM67FtVdW47yCXc1NwLTxW3TrgC-7NHXVHW7x3j4x81HTHZW5DRb8z6tSXWNW3b94623pslNHW8vgypC2S59YrW5hh1w71YrvnrVhhcSr5LZXyfW15yV9x3P9Jt1W7cZj-V3Yt72cN5FLgdKC4XQ8N7qRrdg4Xm2MN50MtDWKy1G6W2rgNFj5z9rX-W2_b1G41nSfW-W6Vfv005k6cL5W3BFT1l6L9FC4W1b3j-052s6d5W6zsjfT35_k9BW5-qrDY4SBXzFW3V8x5V8YRWYZW5p5Zjs7PXg_5W2x4_Gl7G_TJyW4MYx5l3CHkcdW4bWGT945XDLKW3NCw6y4bXVWwW3lW5K_19S683VcvqMv5_3GdrW3F56zr4j2LTfW2LTbtX6f5p0GW5wjN3B6hm2WLW8p-lPc80YwLQW5hxh0f9gQLnTW61wtl381GWF2N8G0tYpRkfsqW7RgP8m3snmHWW8pvJY57wRLC7W6sRM-Q6SHYStW3nxx4k6qjt3-W6Hq6Xx8kqd6JW9fB2CJ201S6tW2DDP6C3cy0HmW33d-n79k4CMYW8JlK2n8rMmx7W9lFW158fFVvsW8ryJvB3hcz2RN97Zvph5zQTtdg-Hh603)[Costa Mesa, CA - Oct 8, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*VNjk9R8twdQxW6p4lvP5MxsnF0/5/f18dQhb0S2C873nhHSMWnBt3CQ_jjVnmJZd2nnZCgN1RcmBds4Lq2W3RSgzT5JF7sCW420XxY7z8cm5W977HBb4BFH-mVH98hl7Zs4YzW3pGqW48jxz7WW3fHGqY7brrpkW71Mx5N3FPWYyW66K7lt8yklxXW6DyfY83VwjS_W3ky2TW1w3wvvN1JY22_HqcVHW39bC9K7FVbDvW4-0nQr4frQyWW38NpRg1fZV3PW2-WBq18l6krnN2qfs1CFxBC5VxfDdq5TQp2kW4BzXtK8-qmcmN38YxCyD_PspW37KyGy7LMBClW1GXdXz8dbFnmW4M-WnS7HkmkkN2ntj9YVNJrFW833cyC7-C6dqVpWl9j7CWz4kN381hQpTZ-KyW4NNqVT1MzY7FW1wh18k6ffQVyW63882G697VxwW5vQHKk5wq2QpW56rq358_Zn_qW3HBvmH70vKM2N3TX965rhxD6W5c0mYD6tR8BvW1g0RzJ5vsv4BW8YMM1S6RP8gvW8H00Nf6Hb3_6W1nr23c8CRMVcVwdNG-6qp2tGW69CWfB4HFMv3W5fKPwp3Lz6dhW9dFVCj6Lw4F6W8Nw8SW81DVnQW9k6qcn7tq8dgW8yzrr36fMkGHN2GmHbGB32Xqf5wYXvC04)[Sydney, Australia - Oct 9 & 10, 2019 (2 Day Masterclass)](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W91SlHK4T0lclW8YZXgw7hXG0x0/5/f18dQhb0S2C87B0HMWW12NyYK2vPQnVW19p-4l1tb6-QW33sNks7D595rW6RpvpL6SJDygW4zfpFT1VbkSXW7gsWcg7Zj5LXW7qNQ9J3cPwcQW1Jvm4K9kF4LsW67bmwV8SfKlYW8kCdw217jR9tW424zb66zrT9xW3LJL4k3Tfr_sW215Zf27cgxpBW2xNr4g72CmVPW1ngCb362r0D8W6Cc16z1PRkBMW1xjJJ61j55YRW2lxp168DG1lxW1f9tRn8Sw90-N7z-VP2x9RBCW7ZqhwK7LnRSrW6rt5wM1S25P1W6Fzfqx46HZmCW7wk7vD3_kR5tW8K4LnM5j4k-yW4LbVQm3xqHWHVpWgBx4H65RqW1dMfRH2bRG_CW3pqZcR7mVw6MW88f_FC6cn-yQW65T5qs38wsv8W3Zwpr71810zzMVBpnrYND-pW5qYD3G88s38qW7FwFhw4X3qcrW22-DZX92L4d2W3X8vSl6Z6HdBW2Z-KXw6DRydtW70hksv6ZY0YwW84xZt-3flqjWW5w_84d8BfSNdN4rg-wksZkSnW5TPdj41bHNp6W72Fd-C4RSlrcW3Z-S-G7R4wHkW7dnjsB5X9Z0XW8MHsMV9bZTGYN8Nrh_LYhRnKW5rC01N4xHBGmf252b4102)[Waltham, MA – October 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*VKrcc97gtBqJW4RgJS92xw03m0/5/f18dQhb0S3j42WsqN3MWVCY6F2sRrVbb3wv5TfyjCN1_LN3qRvYPxW40p8jS1ZXc5TW2blTRr83hWp7W6-gsvQ4DDc2wW1zg75S912rkBVDpdC78Q8JgkVTXX_K5rkXQBW9d7_zL8Pv_c8W9ks6Gn9fDRT4W3nKFk77tC8yhW2vq5jD43GlrkVWNpvy1FnVkgV8thCp7DNcFFW3gCN5C1r5ZV9W3SNmfF4TrCZsW1rBhHf7mSjg4N16KvB9Rpq02W6k-32g1vbNCtW3_Tw1T72KWnpMzcyD6mwt5BW5vYm5z7WkpyMW4sKN9z1LWTpkVnN8lX3t0b5FW1MM9g96PSVgRW1p3RLR4BMsM8W44bkVk61cqb3Vpj9Cs31L2KhW36XfPj1rhq3xW5TTKBJ8BLqyVW2KQXGP6GkPRBVWRcmf1HtPjtW7n-0864dyg6lW3hvXPN6Y72l8W3W2PbB6M04YbW10VfQ95h1RbbW8wBm3V4BNrlyW1xlZDS2d4JYSN80tz1MDpSMXW8pcdwY37xl9jW1xd4wS7fMYBDW7j0c8Y82cxGGW7zrXyH94zq3GW4Q0GJ-4R8bnmW70B8_G9gYg2rW704yGh22mRS6W2RWNt38JZKTPW1MckK02xXfrPVr43Kh8Npjm9f5SJS1g04)[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*N6nZjFlQbkLwW3LSsjc1nFGrs0/5/f18dQhb0S1Wd2WsqN3W12hcmp72VS_vN1yqY6qc7xcSW3ZfgRH4SLbFrW3zcQKX5lvxm_W6sYVPb1Wl53ZW7x34Bn7PVDt7W330rcB4nX8xJW2ZJGpn3s2hsKVTXX_z1wvDTrW6V332B8N4S7mW2RpCVw5zDQ0sW5zd-Nz7vS6ZGW6PmTTv3PC46fW83H5zc24cbQBW46DVlH73SgbnW1DBY9J2ZlyKxW4TLlcF1LCLKlVFZ-qs4L8FgxW297c488zfcVFW5ggmHg4-wjmMN2WCwNxMFSnrW4v1_KH4fgN0WW2SHHkg3f952WW8tVF-G3_3QSHW6fSzmQ5yspbbW2VFP2j5m40qdW7SxhDP1gRrmLW3JllxZ8wwpBGMdjJzNpVwwGW22fsn27WNdg1W51Kc8v71yHFMN5tWcYFWy8RDW77GS-98Br5RtW7V31Qv8WHXdNW3WGssN4kXwN9W28Gy5V6qK5YPW8trp_y7Z6r79W5jVQ3P4D_BcFW4v_-S45867qgN8H7GHq_wXH2W2XN_jG3B2sTGW585z0_4_vqFpW376WBM3M4CbcN4-7WgK44RV6V6xnbc62ZrSNW8WxQtf6-CbSmW9jYv3H4xZMR6W8_gYTx918FsQW1Y3Jv096nTVYW5y6Jzc3X62ysdGZLcr11)[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*V4vrWt40s3G2W1y5Nqd1jYJvB0/5/f18dQhb0S2C87B0HMWW12NyYK34mzS3W2nP4pv52lW1SW18s8wq3hX707W3qbZrH8-2kP4W81HQvn1lD65xW5-C6JD2V-2vgW7cZHLG6x_-D7N8SfTPCgMF1zW7QXM-37hHXZtW8QV21H92KS_9W6gW4q28FwFL1W3Pp2Ql6QjybgVfb-r-3v20ClW1NqLg61NlllpN4HSHBmlk3CVW452QXT8ccBZPVkPw4S8phcd-W1tRlcX3F_HQMW5zkxWK5rhptYVNKZ7D1St-8QW6clqls3Bq_xlVgRh244QqmrQW5zzSSg5MB7skW9kXbzn3fvd8yN4LFwtT9QNkLN8JFSlN_40ZTVdKDlt4Tt9GbW7RhW7k48BKZCW6JLJlq9h25GyW1-83VG5G1k0DW6CG_gF4df3TqW1XXzQ45WjBtMW4tqJGr7Yv45dW960X_s3lSqQsW3ZLgWx68wwJMW2HwCwY61_lrWN8Rn_LTDTKfYW57j8_q3VQTL_N3KPq0p83hhcW2jg7Bm7ZV51jW9fyvM-51JtRbW36q7Qq69Xv-xW5cgQ9T8QZZFWW2H1NzM1X0yWqW3GfKvm81XR-BW8XmZd_7XKgfJW7CgvN18LtMvmW8fJQ9c7c-jZrW172yr13wFYclf5yXs_P04)[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*N1dgyVXdhWZ8W5nRKjb8dlv1H0/5/f18dQhb0S3j47z_YLrVWV92z1j3hCtVjqDsf2nzPWmW7dTdyJ1PlvWkW3FB_BT6B-pWCW5Cljs63sgD8tW7myDwn158k7CW3pzK1g6CKYrmW2p2V_Z4QH8BkW3tJhSB6fQq-_W8fv6xx78HmcXW8YW98B969GQMW6rJDpZ8zT2RZW7Qdg3c6_sWxSW3D39H16wyKxtW1cHmWP3p0CSBW2vf11q5MVS1fW5_-9Nt8l04NZW5RfqPq1l5MXlW3fM_1Q3S9nPpW3BbGYg3KLY0tN4Fn-5yRRG58W8BHVtl1sbvyGN36Z-XVF0bY3W37TD1g8WLLlgW1B-fxC8dthbWW4WG0Fk7mQbP7W1XSB218FFQX6W4qjpfK2byV0cW2Yxt_T5jMqSrW38C4t45qmB4xW4NNqTM6my8vjW1Q3lmD5wPPC_W98_Z0n40MJ0xN5wb5sZ-QNB_W2Bcjwy904cm9W6xVFXp2DjrmCW3sq1304Qg4R9W9h4Qxb8FNmxGVpzXBT7f_Bj9N6t8d3c9Fbn1W2gv93P7hZ0mxVlCQ7l21R_8qW3lM58k3NlT1cN99HXj74b2Z5W4B_Rdy4y6QpyW9h3LDS6rbBnZW4G3dlq67hFMTW5c8BW118MvxhN832622rnNJQW1MfCSN7SgjMMf5SJS1g04)[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W2Lx3vN8zTtDlW1M4lSr4TkpF60/5/f18dQhb0SfHF9dK6CsN81SjwlHyjJqW8rBpvz63K3PgW3hHhbm5Cgxh0Vp3s9r33k-qrW2L4gjF56kVFYN8Xl6QDJp4YxN4frXJ8lV5WhW3vBMFP3gk8kdW61b1R51dDK5DW1Y-fcp208QfYW1Z2Jpj1RZVJKW7PyH-W7c7gP8W1G54Wj1-ZTqHW24LQHX1QfrzxW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1FQ2tqW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqYnV4RzkF51K-DCW5Ll8xd6b-vF0N67h1zcQC5z2VPC2cV3j0wWTW4v-sDT28BXSxW4SpwHd5qZC0yVWDP155sr7KyW1ldnlt4qYlDtW8pD26m3f2RyrW3410W24RGfcKW3lzJfG5_DNVBW5GP86Y3bCJ0YW652ykk4V5QmVW93VhBM3J59NYW964TPl3HMKsXW4PkBg56BkmJdW6t_Hvd8Ph58-W59Bvcj6f_79HW44_Cm51LnzrKW50k3x812qclBW62_9dc7yGqq5W4p4Wfl8ljtgLW9jFt7z6_YYWrW5pNsZ_7G1L3bW3wPByY3wqsl_f7-m12k11)[Hartford, CT - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*V1kzDh7pfNKtW6vQ7d22sPTf10/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8rBpvz63K3PgW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rjl64Dl4vzW3sxGyV8NbSh7W3X0g0y6bp1cMVbq5fx4TKc2lVRwldK16ftQmW7yv7Bm8fGnhdN3JwTK_fFGZ0W3KV1l17mnqVGW16L9cQ6NZQ3wMRfZ5VP05jYN5Xbs7cQGTQrW3S9XdD3LLS9ZW5tK5Hf1xN4w-W3zyyWf9hj6rBW7YCnNw6Z4wM_W7YwV4l1bBvW3W3_5Xhf6hz0s8W2bzNQY5ZZH9PW1ywKMZ11VNzGW8VSCX75v1myKW7mt3V-3nKNxnW8rg8wc5fk32PW2Q9B2K8tMzB_W9jLnDT2ldrPHMP8b8gtJCL4V3_BWl3s4_Hc111)  
[Salisbury, United Kingdom – October 31, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W41xdv43kprv_W3cSfX97qh01K0/5/f18dQhb0S65P2dYTssVVWnDL34mvBTW2xH62d4_skBVW1ZFbrz9gqYl7W40b43Z62RPrtW8m31gc6D3qrLW9fbTk55phgTzN64T8sCjp5l0W23zdWj5pNHMGW55Zq6f71R-c6W6L-5XF4v7h1WW6FWLrT2HKGtnW3GbTJk6_2SqDW4cKbGj8ZTT8lN2lZVd1VVQQWW7b6HQz62_LjVW3DcKBN7TX_16W2ZqbzS2bW-l9W585lyH5v4Lb1W1Kk72P7rpGW3W6sx2X51t4C9pW918XtM27J1b8VXz3g24qpQDRW5SXWGc3TQmGpW5TT-vT3d8mKhW77mZnY39FXfxW1kTFR41kSNrMN8sRfXxc6dcdW2c2kLZ1J6-8vW2xQm6B1S_xkfW5lMkyd2LR1MSW7tqdJy63W15lW7QhGRn1kNsqLW4-7l0P70fwzjW31d8qF10yKL5W42X48L7hYQbfW4bn9ZG6Tp6QnW1GM9pz7s2yvcN1C6PxwVsSlYW4y_Blt49N3YPW5twSnC6tjw8xW6N3BwP1Xxn0LW6PkGSh7mKwYmW5g3g5J5pFSWRW8Qr4Sj6TYJvsW5QS5fJ6-5YjsN3gsDlG43klcW86c47l4Yn9rF0)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W7PGP6R3t6qTGW2XcT7R9lW0V20/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqW8rBpvz63K3PgW3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRtXpW1BqcjB6tpQtsW5Wd0bF5-2sjBW7ZzDyK7GLjPjW2LHdp37F6wFNW1nK4jj1RZX3SW780Ksw1MfL2yW89l9jp1tbNT-W6gZR7K2bLCt1W29Y6NV1C5QxyW7HF3vC63d5DPW1tbvNl6c43HZW6KxzQX20Xl8TW84pQCg1xrkHzW1WVvwJ1swtlQW20NL9c7sFJB9W42ktnR8ZsYKVVcWbVf4Wpz-0Vq3t6v7P1X4ZW7P9Lcq2PzV2kW1Ngx1c51bsc8W9c5pxs5D597XW1RLCFP6B4zdVW55Q9PZ2H0kthN8JzpPS9XfwsM7s2GR1WSklf1SF9x-03)[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W65PLnz8N4K6DW8fKzw45gQ1Lw0/5/f18dQhb0S3j47BfGH_W12NBH95VRxDzW199nMv4NNLzTN7Z0yyQqN_j7W75Chhy1mcqPtN2PMhwQYfm3jW1V1lzN7SKLhfW2WVvC75fTRZtW4MQp764nWMsBW164kqj53nrWlW17pDNK8NgN-fW6qPKjZ7VhFBLW59tX4t6m-nVGW4njmxP1Lm-h0W6XyVgf3h0n_5W5gXpK84L6z6hVHGwYD5LlXpmVk-0vT2JFvPDN6vjdcQKMJflW7-rYfb1CZmn_MZD_ZmjD6pdW3JvrJv32kP-PF5mXM12bx1dW1MXpgP37nbJWW6HXShk38wqTdW3xxZBC2LmhFjW8SsRy5898x1hN7P4Pczj-qT-Vs-NKk3cbF5dW8bCbzH4KLjgcV7XXPf870kZwW3rS_RF4yJR9nW4x0jps34MtGsW8gk7MG8pSD-NW48vVRS6_jhlnW9b4TLf93KC5pW2TLvyT2WrYh-W512L942rF0r-W8Cf8-M5zBjvWW92MFwt4gw-vrW3X9rND815NryW6t8jN55f3K8JW6XZXr685kHQkW8Jh0HG5xHR7CW7L79d37_xFCmW4xvw5m6-4ZfxW6S529T8W3GTTW7QXpr_2MKHb2W95dgdN6zq8kWVp12vY9jlGyHW1P8bxd4B5HxnVP8tS-1GLR_wW9h9-vN8B4FnX102) [Franklin, TN – Nov. 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W94fxBy6Bdd05W41d6H45ms4y00/5/f18dQhb0SfHq9dZxZKW6KB8JF1k63-nW7v4Q8W2PjgJ7W6Blzll1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ558TN5VKnkDt7JfySkW4gsg6V6xhb7MVqCqbz5pqZhQW4bKdng7fK3t-VRzzsT90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnHLqZD4TmW39Hy-L6m3_7NW2x-ccw2n9RJ5MQC5z2PC2cVW3j0wWT4v-sDTW28BXSx4SpwHdN5qZC0yWDP15W5sr7Ky1ldnltW4qYlDt8pD26mW3f2Ryr3410W2W4RGfcK3lzJfGW5_DNVB5GP86YW3bCJ0Y652ykkW4V5QmV93VhBMW3J59NY964TPlW3HMKsX4PkBg5W6BkmNH8bQGpzW72zrXT712jpZW7cn4Yg5Ly614N5PYGWfn51rjW1wlbN35bM_bhW87djJp8XkbYPW4M4kwC9k5TKfW7X8Xg19krTK9W70636C5V9WFRW3f5_rb1FP8KHf5b9_ZY04)[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W6p7klJ6wRLfqD7F9JWfBVP0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8rBpvz63K3PgW3hHh9N5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld431W8-tZd74cj21HW4hr8wb5nDllLW8W56w94jt-k-W7r6cd07sqgPTW54Gzrk4fsHrtW6yRt7x4jrk5ZN1GnlxRtfPP0W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGnRW3m2fpy53X_ZpW52Ylfx3_8mplW9fgwMT4fd8cNW9fGFY775_m8BW4dpVBB2cYZrdW2_W7v_85D3V5W1SPqxx6cW4qLW7Lc6Ll2syg_nW2qyN_C2RrNv_W52FdHl1TgL3TW1zstmT7qV6dQW1VgN_185yzfBW4bVd542tzVl-N5YCbX-7hVdjW11MynN3MYtL8W4Gsj5H45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDN7MVntXP9GRKW8j1V_q1YwBdDW4r7rjQ1LwMpYW2cb1-m9kk6YkW5y3fGk8V9NFZN6Q3Qs6rLh9QVrHM1R67S_j5102)[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W4r4SgT7QSDmLW6HNdfw4hV3P70/5/f18dQhb0S1Wb2p44bJW12NntL2qB4rYW3wP-5c2xZSBcW5lXnPF7j7DYwN5rnmFl8ZtJxVGYyFB4lm7cGW85Vjcx6TPV7bW8F9NkZ54QQvnW4Pdn9z1K-vf5W7jncKj1wMmHwW91BHd72h3fq0W9f7BMm1VGzbDW261Ksc811DZkW205Pf86976m8W1x2Gbd1xp9VzW8K7Kck5kwTBTW1xFFY22dwV3FVl1d4k19H5s1V-yF-B32g6hTN4xSM3SBRTlFW5CyGDY5YqQX3W7ryffj7XJRVQW3YMC6l6XC686W7RpMx48lz425Vshqwn8Lpyy8W53W76g6CC9pdW2WLCJr99VlF3W3WjfMB2FcHq1MPdLtzPZ44XW5J7vm65yQ8tfM9V8gbrFRVsW26wJYK9jT91cW977B1j8vntLnW7WYJ3j246gxsW7TMHtX146wlwW66ZSzH5L8ZDpW65bl-d8CN-MkW2gNn6P5mk0DVVxtxCG5LJ6YzW8kddq128ymnvW92-Lzk2LF5xHW4QJHTd49T2vmN5cXVhDzJlJHW7Hg-KL6FbR5ZW8FXWTy4C9tmrW12ws4W580H8ZW2YM1n05hsnslW5jxprD7xRsdpW4HsW-V80PbN1W70sVy56WWRjBW995DKH61Yy5jW9k2MQ81VtJ66W1J9b7t6Nn1H5f6klYzH04)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W3Nh1pj6Nd1RvW3X0JSG167K5J0/5/f18dQhb0S2C87Bf-yPW12hNYk1MMZ_-N1MWj0KB_kJzW80wzPX1-D0shW2_3Yvh5ky0S8W1mCzXV9brx_NW7KfZ2q1Ry_clW8Fcszp8hxM3SN4HQsfdgxZwkW1g0X058cgWKvW2hn3ZC4Z-kg3N6yyD_tzsrdZW1rnrXP2Nl9h8W6hhVTJ94MD1wW2KVMh07ntg1KW31W9JF5CV_p_W8PXsBZ5TJRYGW1TN9B61ng45cTxkXW1kK6vjW51pm3W1xnPdCW2X-Fdb53l8QsW4xJG844tDCcTW8qmtBv3f3G6YW1-gbdn4dDJ8mW5LXXJM4kcCtNW6-qNrD4VXsdjW2w2trV8vHhJ8W5gss_b7hMRd4W2L0xHr3Cvr2LW12jSyT16gxsKW1--R728j074tN42ZZD6VjrhBW8Th8514WyFM8W2TKRbm1sMY3gW7w2LQL4N0fNMW1t8xBY4nCF5PVB2q818C8CkpW4npkft1837DhW81YDhV1scqjqW71h_991MxZrXW2Zv9tz3smLj7W4X7_zH91CGslW7vrFwv4fRnYKW3smP7J3sWTz7W38XvVj4wnNzcW6FSDh36XV8bdW5_J1sJ6sRLsBW801q5L6FpMdVW4Fzl7c8hC9QXVq_37X89Zp9fW9fDWyY5RJRw5W9drbWt20YjRNW7Rd4Vx3Q_WKB111)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W1Lqmss8DFlGhW5L7k-S6hzQV90/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8rBpvz63K3PgW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCDvZ55FfHLW8Sz_hh7t4lfzW8X4NMh8V2SqwN4LKNm7rNDNGW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZFZY8tVzqBW87-FBM7R0x14N33FK-yqPkxDVnjZC81G0f_QW2dvZCK5LTqn3W76dMMd7p1Lr-Vtjm_Z7pNwfCW5mGpmx2ctnyyW4bQLfD1FwWcMW1y_P8f2rjWmsW1Gjh627HmRnvW7wrQjL1Cjlt5W33wMG3756zn2W9cvm_N6x5k7dW4y38FB6wYhH8W2p8_TT7-88d5N7R3-T7Ps031VgkKmy5q2-YmW3K5v6F2t0XPvN3rNdY884rVzW6LzXX-7wsd5JW87CxLS2M9p42W7B6yzQ9lGtGkW3JzBht9d7ccHW6ml62F4Pv86fV5XWmF2gCHnt102)[Sydney, Australia - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W19TNly4xp1nsW3tjDNb1Mx9jt0/5/f18dQhb0S65P7B0HMWW12NqZc4_JHCrW4MSpmy6rxDS2W1RkwTl2pzR7sW4hJrwn3qZKz0W8TkMyq3MnGD4W7x0RCj7BFTz9W1Myf1y53jN2hW1frXRS1vVBH6W4q4qGK8_jrGgW94P7S49c4Y_dW7Zc5X54C7KkwW4MbYPN4sNhh3W2JDwhg5-b3WqW2hz9GR1k4LDgW6cBJT524D1mzW150287527B0yW7dY4KD5l7MqKW6NG1dH53qcGHN1k7b7PTvwbdVZg2TC30VgkbW1ld4dC7DNx55W7WTY1S3_ZrrnV3LjTq2RJfHRN3MCd8w1d0_CW1RzsZh5Ct2MdW5v9q_P18jMlxW1YX3C-1fRGZwV8M2Pw7R1cJzN5B5Z3WlP2-zW411xpV87hB9PW1QbXSl7G05s-W5xnP4c4k1DDwW40y9JL6jKsrlW85n_Cr7sfPzpW6p7SYS6191-DW5cMnl918w6YTW6zy5Hf2fD7tWW30vq5k2HLKhFW3TD8jp6NjPyHW2fJZ9H98TtlbW3YR-PJ8YYqS6Vv6NVh3WjvbrW6sgJqr63Ppd6W6LjbS_5CB17SW8wvkrF89g1X1W8jWQsw66JjvPW8fj4Vn8-FpmFW46S1LQ8yZ8xdW2RLySR7NwBN3f3YRzGY11)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W2sVdJN5Rktw_W4bd7ZP8snpPh0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8rBpvz63K3PgW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4Vb77N2CSJR4W4cGmLW6MsXmDW5Crj1d2pJdQkW5CNBGj6xp3XwW4Zd_fs42g2TxW4V6HK-2xP58_W68SBdp2xJQ2qW3jzBpQ5C_hC5W62tTdT2K-ltfW5B9T984G5TssW4kXJPx43yZPjW6H9y2c7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-3nKNxnW8rg8wc5fk32PW2Q9B2K8tMzB_W9jLnDT2ldrPHMP8b8gtJCL4V3_BWW3cqyy9111)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W1T6HWW30JfJCW8yzv7G4vkgd70/5/f18dQhb0S3j42p44bJW12Nnwm61KyvtN5WhxtbhW2JPW7wH9Xk6FvdfQN2LHBlC8Zkd7VlZPbm4nkPlfW85Vjcx6TNcdHW8FZjsm1Lctz_MM1LGcLRBLWW6_m6nt2WfWsmW8kr3jw8j-ZtpW6KVlc_6gHkSBW5pbsZ784p1dQW8ZD_rN4rQfgtW50hMFv5cYcpzV56lYx2LHG4PW7r24Y47rQ5WpW2-QYxt5SXhsdW2VJvWF5VmlqtW2qbpkV54xNf0W8j8NnJ2JpzMFW5TY_3g6FfWCrVS2tcY6ws1TjW3x2nFh3pw8KVN6H-y2kV0T6KW7tgJp08dYTvRW3Lrswr2Clx-QW4-zT-c4vHRy_N5Hn8fvzdzY9W8FxWtt3VXSxNW75D9v08cFj3WW5tNdSs5gSSmKN2QxpxPgHkSdW84sCQn6JLF8JV_YJMT6hSqk3W4Wl6LV4tgvyrW8CVKWZ6XBJ6ZW5WBCmM7-D1X2VdWZr-5-xwhZW6XVWp26FSptcW7V2fPd1btszlW3TkCjm2-50wnW6chsSV7clZb7N2VPwSc7XXz3V76FFv2MjWvGW6lJd6W9d7S0wW4sCRHV4h9R4kW9f0_K47jdd03W3GdGZx9fn02WW3Zr45n2ZQr1gf5K5m6V11)[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4NZHJh2G6vgwW6ptVSx6nJ4dn0/*W1sx4yn7vz88DW3SFnvd4y91PZ0/5/f18dQhb0S3j42p4p3vW12P2Hy1RK2YbVMw1dH76jr6zN1-p3zd_jNpZW5rC5tQ2Gs-wtW2JMJhS91NcbVW61wyyB5wVCwlW4vRZbW7DGM38VDsGKK6SW7XyW2lVT0h4j2LBkW17hBTq5PTb0QN6B2W6ZzdM-QW99FFbJ7TFd57W8CHd972hT5LxW46r8pZ8Wqpm0N1bhM6KbJlVdVPLs8y1hqgNnW1nx6xj2MtHk3V_4zW92b_m7KW47tf1p1cqLRFW64Qqhk5vG4jBN18CzrhvV596W96hl2J2RfhhcW5rQyYB1knSkPW8440rN3CPR7_W2NLV4L4nYkK9W7gKj0Y8YKDTNW5vCmWf8_VMTWW6QL_Wj5NRtV1W1tgGJr3dZ63QW6Gym7G2TBdwFW2nVLVw7RmnPqW4S77N780_56TW3GfmD06DlKxHW2FPWLj7w64BhW5_7LlZ3NvWbdW7Z-5g_5yFFGJW67Zy0d2tx1zbN2p2HJlx9NxWV9Qpjp8X7r8bW7NgxrQ78yt1qW1PRYwq7BL9lZV9jL9S58qF5nW5cZtS36NhRd6W37JLmW197QR3N17wqXXT9RwYW9cJ3Fy8DF2J1W4G3rwH44LfjFW28Tn8P6PrkhGW4lMtzb1DF13kN8-2fzJ6KRMQf7BGJdR03)

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**09/27/2019**

**Powerful Women; Uber Founder’s Letter Never Sent; WeWork’s Founder; Anaheim Oct 15 - 17**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

**Scaling Up Scoreboard® --**Want to increase the number of priorities completed by 3.5x? The newly branded Scaling Up Scoreboard**®** powered by Align puts your priorities, KPIs, and all the Scaling Up tools at your fingertips (mobile ready). More below, but first…

**The Letter Uber’s Founder Never Sent --**If you read just one thing today (or this weekend), I hope all leaders of scaleups read the letter that [*Gizmodo* reports](https://hl.t.hubspotemail.net/e2t/c/*N37yqzxzg4fsW4Lqjkk5_kxh70/*W5lcCTd7Sb_6DW1hbCBm66J0Nb0/5/f18dQhb0SnGY9jNpXTW8Jtnqb50RnyCW4cPT9f32xHncW1FSlWp2P7_nXVcnTGj993QWXW6PYP014vgKM1W98zZ-_25M7mcN3KBRpBYFj7VW69LPZ72yB9hBW5157pZ6RH8HDW51fsWD7ZC9c3W3JP8G07NM5zJN2shlHQpPJGSW1h85Zd5mNLNvW7bqTzM7vp5SXW8Q9K7l5Kn975V7x5ll7vpdSRW3BDc3t6FBdjVW1-6jSB60ZP1tW6Bt4HJ1_QrvgW1Y_Y5J4Z1fhxW20Y98h1Yg1QdW2Y7Dl76pksbnW6m44vZ2x-ccwN2mm32yqPkxDVnjZC84hkpmdN9cd_jgGPF3DW5MTnrG8X0TcYW7x3kS11FbgLPW54mBgZ4bQHwZN3qcDXbtdZ_0W7JYhqf8kcwvfW6zfK-n5JZbD-W5JRbg12rYbcXW59Bbv76z7QfFW8WGZ9N7r9twBW5M26pL54-hL6W2p8_TT7-cq4VW3d0zvx4p7yDTW2zQtpr36_zytW23N6GJ8qBNt8W1FXRbR5mRgWyW5Bg_xZ7vh0D9W4Z22LM12tHDtW8kp-gh6qm9gxW8FSxYB6Rl2rXMdSQk91_P_0f7pfDRH11) Travis Kalanick wrote but never sent detailing the mistakes he made in scaling up Uber. We’re always talking about the good, but it’s rare we get a direct glimpse into an entrepreneur openly admitting their faults. The 2000-word letter opens with “Over the last seven years, our company has grown a lot - but it hasn’t grown up.” Please take four minutes to read this incredibly insightful look at the pitfalls facing most scaleups - and possibly discussing at your next weekly meeting. Thank you Scaling Up coach Pelle Tornell for sharing this with me.

**What Got You Here, Won’t Get You There --**I was struck, in the letter, by this line of Kalanick “...As we grew, I held on to too many things that helped me survive and build a great company, but at scale became ever-increasing liabilities.” He then goes on to list many of those “things” detailing what he called “organizational debt” which built up because of their rapid growth - one being processes that didn’t scale and another having too many first-time managers. Granted, going from 400 to 14,000 employees in seven years is more growth than 99.9% of us will face, nevertheless the lessons he lists are useful to review from your own organizational context. Again, I hope you’ll take a few minutes to read. At a minimum, I found it powerful that Kalanick wrote the letter if for no other reason than to clear his head as he was facing a series of major challenges, both personal and professional.

**WeWork’s Founder Out as Well – So How Did He Scale?**This [*Fortune* article](https://hl.t.hubspotemail.net/e2t/c/*N37yqzxzg4fsW4Lqjkk5_kxh70/*W2g3hY01KpgSGW6czsY97bSSWg0/5/f18dQhb0S65M6_tBWxN12NjMHLxXl5VPlrY22Ky8PpW6sF3Nq2Bvnz5W4P-gpq5gDkJmW5Y-4Zw4zkStpW83hXfd5C4cXQV7XrKc5Nlm_6N72kTxsSzXcGW3pRv4Z8ym4RZW92B5Qc21htbNW8fytpQ8vlPDpW6LW2nz7GfM_yW5GNThj1z1hrrW3qmbGh2_Sk6gW66YRBF6RrpMzW3LVBrZ197YnZVjNsn31k9b5MV2-TVq68zSrvW8QYtJT8j8qjjVztkHR3fpFSDW5C1p432qmChkN1_8xvH5HLRBW78-Hpv1QFW1BW6CXR2K3y20yCV699WB17N7WtW2JGjg97tnx0YVYlj-s3Mj3v1W33wc4w7pdzTdN7bJj542yc3XW2jvFgp1xvSWwW9fpgK_37_SJhW3sdp1f6TNBGQW8-1kXw20yCGpW8ZM1m73NXtNLW8__c3393-JMYW9cPHHf3nSRl2W57zqQD7XlQ9MW3-wRtl7Sy-DQW34GdtW86Sv29W1jttsH72YnQ4W92LhX16pJnXVW7Nvh-S54pDgDW8LXWnQ7_kvShW96-CRW8zKp3kW5SKWkK92JQmnW5JdVDX8k9Vv7W91tjKZ44vmXFW8Lb1BX5SqFtXW4y7xPZ953YS9W4v0vKy7fdq7wTKgxl1vhYKd103) details the reasons WeWork founder Adam Neumann was forced out of his CEO role this week. What I found insightful was this sentence  
“Neumann [grew WeWork into a disruptive force](https://hl.t.hubspotemail.net/e2t/c/*N37yqzxzg4fsW4Lqjkk5_kxh70/*W7MYCXp2b8Dh7W7t5cSz5K9PKt0/5/f18dQhb0Sq5z8Y9_DzW6KB8JF1k63-nW7v50p72Q2hb_W6Blzl21Nvw7TVLDpF18C-gHLW5t7nwc8y_DL1W8yX6Rj3knCNFW8t-fcl5ydfxwMT8_9RS9hYqW63R2Y68r4BlTW1qMTtQ81gM8-N7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndqfP3FzPPPW3s1XjF51GcQdMz74JcYSX-5W7m_B1R5c8d-SN3788szXDts5VDTB577fRkgzN8rgYH5cpwNdW4LjySr1K2yf4W7bTHtm7yyYrHW1cWvF13M27RlW7fS03c8f5Ky7MQFSs5DBvRtW63K69W6nBT6_W5wJM7x4s9KV-W7yJYdX4VVT_mN6RsQYqFFrRLW49kJ936fXB_KN11rnNb4VjhvW6MZR2V54GcH6N7K-c-gQc1x4W1Ngx1c51bF0WW7QbgYT7s92x3VXm-vQ6-RsP6W8RSR7G1m_35cW5CR5G14L1MmrN4JXQH_1yVncf3M4gd003) within the commercial real estate industry through a blend of branding, marketing, messaging, and design.” For all his failures, the lesson we can all take from WeWork is the importance of **branding, marketing, messaging, and design**. Imagine, then, if you put these things behind a winning business model! These are four powerful topics for your ongoing one-hour marketing meeting – get to it!!

**Fortune’s Most Powerful Women List --**Published this week (**with excellent video interviews of each woman – really worth watching**), the top five are Marillyn Hewson, CEO of Lockheed Martin; Mary Barra, CEO of GM; Abigail Johnson, CEO of Fidelity Investments; Ginni Rometty, CEO of IBM; and Gail Boudreaux, CEO of Anthem. Moving up or newly joining include Accenture’s new Global CEO Julie Sweet and Best Buy’s new CEO Corie Barry. [Here’s a link to the entire list of 50](https://hl.t.hubspotemail.net/e2t/c/*N37yqzxzg4fsW4Lqjkk5_kxh70/*W83Q11c8VbzW6N5Jm1rB1ZZWK0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8rBKlv653lMqW3hHhb_2P7_nXVcnTGj984JB7W1nh4Dw4vgKM1W98J_BV1nrFrhW8p7zBV6209xtW96Lk21999f65W6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3MlV4B4Q02XxW2KQ2YY6lD20dW49WVtr3VVg3wW8cLjkr3X0g0yN6bp1cMbq5fxW4TKc2l6RcqS7W9h9cT151rxd5W2Ts6Mq4swr5-N8rBCjSR57qgW7bMskB6PZ2sgN6nGy66fCMJLW8ywlWq8R9qtCW7YJjYv7ywCd5W2TWB425Wx1C1W2BPQtV3g4DXCW4sl9RJ8n8pvgW2T1_Ls2yv7TzW1bBvW33_5XhfW6hz0s82bzNQYW5ZZH9P1ywKMZW11VNzG8VSCX7W5v1myK7mt3V-W7tbrc98qJrPGW783Mxp5cP2w1W48KbmZ3c9BBWW90Z-Dc3q9dsNW4Q-5SV4HzlZKf6KvW2t11).

**Scaling Up Scoreboard® Whitepaper --**Looking at data from 1900 companies which have created more than 435,000 priorities on our partner dashboarding system called Align -- now white label branded Scaling Up Scoreboard**®** - the software’s data provides quantitative insights into how successful companies scale up and grow. Using this data, we compiled a whitepaper featuring research that proves you can reduce your timeline for achieving your goals by continuously improving your strategic planning and execution using technology. You can download the whitepaper [here.](https://hl.t.hubspotemail.net/e2t/c/*N37yqzxzg4fsW4Lqjkk5_kxh70/*W80t-0T3YBCGgV5Ddb53Yrnkm0/5/f18dQhb0S65P1Q1pPMN12NwQhmb1rPW2nNXSb4zlNM_W3XsxzM3q8jvCW1rc9_d65l4rcW6XM5Pq98dXS8N7ml0_PjQcXqW3CLm416KL_FHW2C2TbC1_16qNW8pM3SH2NJJPMW91HqBc4zhH9mW5F2B9m2pQCCvW3zp2SX99tkFQW6xPs6l8ttb5MN4hfjk-59sPzV9wd2j1cFyN7N8mjMxgXrD3TV4skJl38gDsSV-tXyl5qLPLBW43JrHP3NwPXrW5VvGHV2cQ8rrW3XBfWs490WgzV3ffhL8-P01FN1h7LFLX4C3xW92V-M06Tl6CnV6fSPd1NmKwVN8v_QG9XrvmbW1w8hKP3WN3j0W1-NsS77R4z1jW5hhjn14NFlfbW7cXgM43fcrk4W1397Fb7JM0y-W5x59Kq1vtqv5W2RN-bg6QR6xkW4r2qF96l8jjBW5qSDJG57C114W1nWkwV6jDYwlW8y0l8g8MmlXxW8FpT_B3MkvN-W31_wCx4WYWsCW2T1TVK42VSplW1V3HpK1_tF5tW91fkvY96g0S9W8CnV_l5MJmdmW7d-Dkn6mH_yVW1W_-C84zWqY7W8NbywL4KxWqx0)

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**10/04/2019**

**Zuckerberg’s Leaked Audio; Glazer’s Elevate; Last Quarterly Theme; Dec 3 – 6, 2019 Boot Camp**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| *The difference between what we do and what we’re capable of doing would suffice to solve most of the world’s problems.* | |
|  | Mahatma Gandhi as quoted in *Elevate* |

**Latest ScaleUp News --**8 Things We Learned from Zuckerberg’s Leaked Audio - this news and more at [ScaleUps.com](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W2HjMms6Nlc20W5mz6Z43rdxKr0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqN8rBy_dd0HFbN3hHh9fXL0jYVp3s9r7s5LskW53qCZk30n1W6W8-y10r8_dDryW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RrmDVW3s49VL7fcgG-W2-yGKT8qY2B4W4rLRKt6nm40kW7xDHcr978CdFW95jRYv35VZlkN6R9ywmPGnRKW2n_Wk31KzgPpVP9ZL074dQwLW25BM0g8ythcGW2p_r0P1nQm85W4LHFwV377DlkW8w-XYY1VtdWZN2txdv0VR6H2W4q1tJV93G66rW1TSGdL33FzwVW9lsYs85hfR42W8kQG5t7ZyYWGW5y8qkS1tPFn6W8tLwfQ5f7h4LW2LBKT_6WJt0YM4ZDML2LMBkV1fZKc3_CgKn103), your one-stop weekly update.

**New CEO Boot Camp Dates - Florida and Colorado**Since January has already sold out, John Ratliff and I just added **Dec 3 - 6, 2019** - a good time to think deeply about 2020 and beyond. Several PE firms are sending CEOs given the immediate impact on valuation, revenue, and profits the boot camps are generating. Join 6 other CEOs for 3 intense days of personal instruction and coaching. We’ve also added **July 21- 24** and **August 18 - 21** dates in Estes Park, CO - [www.ceo-bootcamp.com](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W71s5H815f4frW2VtdG7296yZT0/5/f18dQhb0Sjv54fpDYGW8c_7ks4T_wDdN8qCvpjRzsRFVscWqS1VbPj2W6kfX-L7s5Q5CW33FHrN8VmtQ4VKngbC5mZ50NW8HbRxP8j4S2gW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T634yv5N2yJF1WYT2jkW6P4lCX6hFc9LW69NG1w6Pr5q2W4MW8X34r1Pm7W1nq9w718dKPTW1VJryk5lX8fqW13bD4h6dklZXW4dmMml1BYpSvVvXfs01Hm-29W7vn9Mh7ph4_fW7LxJBH8kNxz7N4jL3zFvZY8lW2t5nMJ8jd113W2PZY_T5Ym7LhW8SRrk82cpvyhW2MTWlr2Szc4tW8Wtb4Z3q3Zs7W5l54N58TQ8CpW8V67L08nDXSjW38Lk6122TNxnV9Mb5m4bPLhWVRb-Ys64RB37W1TD9yL714h8ZW1ny0SD7VC7CZW63VYRp5vC1JxW7v5CqD3kQ1ZbW3Pn6wV6z6v29N3pxWL3cTSRKVcSqSN53Wv_w102)

**Finish Strong - The One Thing This Quarter --**For many of us, 01 Oct was the beginning of our last quarter for the fiscal year.  How are you going to finish strong? What is the #1 Priority - The One Thing - your team needs to accomplish by 31 Dec.? Do you and your team have a strong “kick.” Scaling Up Certified coach Doug Wick shares in [this article](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W82swGk2Ftl7NW1cfTyg5Ttxqr0/5/f18dQhb0S65P6XvPVTW12hqfj30qtQxN8h8XqljBpHDW63JF_16m0rysVP7K057bCCmGW1Xw-KL5xXlHVN4-BKBVLvM9gW7KT0mJ2D0q-jMKJpSBjPRBwN8JmvWDV5by2W8B-Dnl456GqSW18_dVv4SJbkfN98zyyyq8J4fW49nsWG7X59LbW8l2C6s63Msy8W6qpWrh1_sHLvW1tdjCF2WrfqrW3n10LK6npH2jW52-PKv5PlnWrW54g7QW4zZdd7W6PhGcc8SGYrKW1yBPjP9dZx1yW2yV4N2141yByW6cp9vW3-L1QwW9k89lT4HW6G1W6fbcDt5bctVrW1LcPcC6pvs9wW5w8Dt-2XPJWHW25F5P962k_03W3_Lrfk1nnr7SW5wkgzz6g363VW83Nsl03KY6F5W7myxNk663LBKVnK5fw1FSHHNW2V1kYb7zCVJbW1ffDDn89N98vW1tv18r2_c8RCW5tcwRv6DqtjXW6znZjM7PNxdGW2mgBBj1VfTmSW2kY8_G9h4CkTW4rJhKW14hBP-W5fL_P63rZCzrW6YvZsh9b24TRW590x6H7LhL2-f5y8tWB11) how his son Josh put a plan together to accomplish his One Thing - “to beat Chase in a race.” Please take 2 minutes to read how he did it and then read about some good biz examples. Then gather your team and pick a quarterly theme - it’s not too late to finish the year strong.

**Elevate: Push Beyond Your Limits --**Entrepreneur and CEO [Robert Glazer](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W6qPZp33PHK8RVFnGsG2RFQsm0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqN8rBy_dd0HFbN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vMbLW6WG05S8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6RyBjPW2VDfPg2yXFJmW3sR18l5jgyrwW4KGY9s4XwYQxVQdSpL8RJGmmM3LTMpS4CgqW5D2qnJ5PtwwQW3yrDQC8xx8BcW3yX-x16PLM0kW5kh9gt8fxTJcW8fcHFk8xwGY1W5sHFWS6NVghhW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW51bhQV8_dry5W6b1HHh3JrQwyW6z3TSD7SNSPFVXDdb23-QBJ1W3bGkNX73Q0vRV1-JsQ1y82yQ102) has written another short and insightful personal leadership book about capacity building - increasing your emotional, physical, intellectual, and spiritual capacity. Notes Glazer “…capacity building is not about doing more. It’s about doing more of the right things.” Just 126 pages, grab a copy of Glazer’s book and relish in the practical reminders this weekend. Glazer will also be speaking at the [ScaleUp Summit in Anaheim Oct 15 - 17](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W1XTMnB61-dl_W8kh-gY2sdS8P0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN8rBy_dd0HFbW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW41XRQS5n-60tW5kxnmY5yfYK5W60D5xP3wZ2WQW3z8XGS2y4HzPW4yZ0Xj2mK3PfW2y34xz64jYrGW66Hc9z5zqlp5W6QHT-53dMCb-W6ndNkn3HBWp4W6LYyvC4q41dyW4tpVJT3JZ6Z3W6n17TY7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T4GzlF7W907_s67L7Tc3W8L9kqd89tLwwW5f3mb95CmdDNW83KzT-7D7HxjW1Dy_KC3cYZVsf3hBBPj04) - come meet and learn from him. One big lesson from Glazer? He knows how to bolt on brands to elevate his own - endorsers for the book include Adam Grant, Dan Pink, Seth Godin, and Dr. Oz!!

**Electric Fans Consume 22% of World’s Electricity --**…which generates as much CO2 emissions as all the cars in the world. And until now, there hasn’t been much innovation for 100 years. Check out this [Kickstarter campaign](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W5TSdV7794HZPW19GtwQ8hbBDS0/5/f18dQhb0SnG_9j1w44N81SjwlHyjJqN8rBy_dd0HFbW3hHh9N5zh-NRVnQ9Qq8--HBkW8-P1lZ6zfNHzW54RVlG8YztwfW8ZvGN06yR8-3W549nZ357jVDPW1G7yjC8_1Tw0N1VJWVtL308fW4dPmBR1B5zgzW56VQPY5Lk67vVHvgvT5mNLNvW7bqTzM7vp5SXW8Q9K7l5Kn975V7x5ll7vpdSRW3BDc3t6FBdh5N6D8LbGZTlT_W4DqHqz6dgmw3W4yv2r03LmJLKW20Y98h1YfY8XW5hkTxh5mg0ggW1Cgsh95jPVDHW47P0wC403tVSW3vbpkw6n91V8W5y3VhL484n_3W5r9_fc4s0BsSW3scqXG6g7Z-gW4crMpq4DzKWqW4D5P3V5sxk9zW42km404VKqv_W2Z149q2NqxWgW2xRzgw46kQspW2THwlk4v7qVnW2YNY4Z2H-QwnW3xbDSR3730q2W27_ctF2PGKtHMW7l71cWbVfW4Wpz-02MlrllW7P1X4Z7P9LcqN2PvCZ342c_8W3nh5kS4G34p0W3G7Rq73XjVfHW7vkYv370MKFQW4kmRKf2fz1Q6W7MZmzM3wPByYW3wqspZ33SkRp111) by biomimicry guru Jay Harman (he keynoted our Summit) crowd funding the new **Flair ultra-efficient, quiet fan** **which uses a third the energy of even the well-known Dyson fan.**  BTW, I’m receiving zero compensation for highlighting - not even a fan! Consider spending $178 and pre-purchasing two fans ($89 each) - and deeper discounts for 3, 4, or more. Support a fellow entrepreneur and the environment - your own and the world’s!! Thank you, Jay, for all you do.

**USC Group’s Visual Approach (Scaling Up Case Study) --**Australia-based UCS Group, which develops urban utility networks, has really embraced the Scaling Up approach. Check out their website: [https://www.ucs.com.au/](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W25c2PV5vsZXrW7y28gr92cpfQ0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqN8rBy_dd0HFbN3hHh9fVMsQMVnQ9Qq8--HBkW8Z-Wqr8-y10rW8ZytyQ8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6RyBjPW2VDfPg2yXFJmW3sR18l5jgyrwW4KGY9s4XwYQxVQdSpL8RJGmmM3LTMpS4CgqW5D2qnJ5PtwwQW3yrDQC8xx8BcW3yX-x16PLM0kW5kh9gt8fxTJcW8fcHFk8xwGY1W5sHFWS6NVghhW1bBvW33_5XhfW6hz0s82bzNQYW5ZZHgx1ywKMZW11VNzG8VSDlLW6pqr9g5mSYQ1W95glJ36DmY9kW5PtN_z45PdjrW9f9HGp4G-nV0W7vl1RC8k9plvW4Pxhj53DlwBbW4S0tcq2z6GKC0). Scroll around and you’ll see their values, purpose, brand promise (on the wall, their shirts, their vehicles), client video testimonials … and they bring it all together on their recruiting page: [https://www.ucs.com.au/culture-careers/](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W4DS8Zh8-QckJW198Pqq3w-6VF0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nN7v563vt_vhZW6Blzkd5zh-NRVnQ9Qq8--HBkW8Z-Wqr8-y10rW8ZytyQ5nDKL0W2L4qt75nbsfHW32SqZG8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWN224ZF-xW1ZY61883hj-2W4YFc4457-WqMW3H_Pty2DzCtRW1yC0Ng3mVW6ZW2LM-0Z773gjLW2NTdqr6zFmfgW49CQV24gGMdHW95gPfK85_S7xW4PQh922ZyQX1W93pPyD5pg_bZW1v4W2L9dhpRzW7C8tHZ7Jy_lHW7Mc0YZ6W9JHTW5y3GPY8mlQJYW6WfDtp9d6bC5W6Pc2NW6VbBTxMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb154dlT8VWDM01798QFqW4tF8j77NzNNSW1RLShm7YCC5XW8DqXSQ56n3ykW20pgRX6gVCkGw3xWwfqd4pf3BK0zf02). And their CEO Stephen Ellich has ALL levels of leadership present for their annual retreat and quarterly reviews (ie: there are ~35 leaders in the room ranging from the founder and private equity investors through to team leaders who run their field operations). The culture and momentum they have built is just fantastic to see. What are you doing to make more visible your Vision Summary? Thank you Scaling Up Certified coach Rob Nankervis for sharing.

[](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W3bkByd8gKFf9W77xlgb7ydB_x0/5/f18dQhb0Sq5w8XJ8QKN81SjwlHyjJqN8rBy_dd0HFbW3hHhbc5Cgxh0VnQ9Qq8_1KctW30HSWz56888GW4dPVLS52H-cXW2L4gjw5nbq7WW2shyS92MV1srW2NLprd4cPFW5MrNDLhwymsKW7K9vR34bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2cnNNB8HckFnW70v_5j5LrK1dW7Mz3yd14j3v-W7JCxGl81bhDKW7N_KqM11X6stW83KHrF7J39pBW2przrY6W3RDgVHd1gS18dKPTW1VJryk5lX8fqW13bD4h6dklZXW4dmMml1BYpSvVvXfs01Hm-29W7vn9Mh7ph4_fW7LxJBH8kNxz7N4jL3zFvZY8lW2t5nMJ8jd113W2PZY_T5Ym7LhW8SRrk82cpvyhW2MTWlr2Szc4tW8Wtb4Z3q3Zs7W5l54N58TQ8CpW8V67L08nDXSjW38H1t73Cdk0dW3wv7Sm6x-wL5W2PjBM42FGwQ7N7qzPR710NbdW5x6QZD3w2lrwW5BlTjx3j6wVpW1V4Q2h43_4nZW5MpG6z7CbTYGN4h0J_FVs7V_VVmdRL5j7369102)

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Did you miss previous insights? - [read here](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*W4D4Nx98h54nGW8c1C5f9jHRqk0/5/f18dQhb0Sq5K8Y9_DzW6KB8JF1k63-nN7v563vt_vhZW6Blzl21Nvw7TVM7Yn35ycclpW62lGFT8nDbbcW8vWWWq5_MRc-W8v2xKG8z_p8NW5y5wx85xCHp9VQJBKx5wdGSkW3Kr8b27Xm5GqN7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndqfP3FzPPPW3s1XjF51GcQdMz74JcYSX-5W7m_B1R5c8d-SW3788tm6NMkHlW5twY6F4X14cHW5wLXqq3Mbj5ZW8p9MHX8yk3_LW8SrJKN6RXf_cVdvJmZ5X5DR2W8QHHbF1pt-vYW2-9P5s95sYTtW5QdZsY6205WJW65l1-Y4rfxB3W1J2Xch7mBMxtW4rpPy09753Q_W49kJ936fXB_KN11rnNb4VjhvW6PYmz354GcH6N7K-c-gPs-ldW1Ngx1f51bhQVW8_dry56b1HHhW3JrQwy6z3TSDN7SNSPFXDdb2W3-QBJ13bGkNXN73Q0vR1-J6qdsQ4ly02)   
    
Read Verne's Insights on Kindle [http://www.amazon.com/gp/product/B003SX13YI](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*VmD0Fq5pMnlhW5Mt9Zb6mPbW70/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nN7v563vt_vhZW6Blzlq5zh-NRVp3s9r7s5LskVHpLm_8VmMFgN8Wm1vQrBBmnW8T6VND2NTPm2MsN203sNj33W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYn8W1Qj6FQ6pzHWBW79p3ps4YFc44W57-WqM3H_PtyW2DzCtR1yC0NgW3mVW6Z2LM-0ZW773gjL2NTdqrW6zFmfg49CQV2W4gGMdH95gPfKW85_S7x4PQh92W2ZyQX193pPyDW5pg_bZ1v4W2LW9dhpRz7C8tHZW7Jy_lH7Mc0YZW6W9JHT5y3GPYW8mlQJY6WfDtpW9d6bC56Pc2NRN7Pxfs8wKJnCV3qXWl3nv6jDW7bW3kL8y1Sb1N53hzZlWDM01W798QFq4tF8j7W7NzNNS1RLShmW7YCC5X8DqXSQW56n3yk20pgRXW6gVCkG3xWwfqS4mf7byt61102)   
  
[Sign up for Verne's Weekly Insights](https://hl.t.hubspotemail.net/e2t/c/*W250KR47J-t_8W4thWGm3HJXMh0/*N7yY5LNQsTLzW5B-zRg4RSmPm0/5/f18dQhb0SbTJ8XJ8bxN81SjwlHyjJqN8rBy_dd0HFbW3hHhcB2P7_nXVbxYmW8pCQ6vW8xPsSw24X7GhW4vgKM19929rQW7YCxsX5CRgQhW8wXNtZ4sX6C9W26mPZm6PVKcrW6N3nBL8xGZPkW6hYNZ42z9001W5K6NRH7-v-0xW22Q6G21lr6pBW2_mltl70fl6pW7PJ6bd2gM1cwW1VHbdH1fwyVVW6yBPJM30q8CNW2kGjZw6qQkKCW98jR-S94q7cqW6VKJl21hC_8gW5lppHt8lzYBJW8M7MnF4dq2-BN3bf7MHr4R3zW4_cWh17kwY3MW8ZlYMC2QGXkgW49YVjh8FgCcbW7ss7QD1LV6vHW4PPtds6B6WWjW1gJ53g8NbdMMW2QBLTM8tdKG6W30ZVSY6x-sMvW6jRvNT6L12-8W3qY36q4P7LtdMrPpMvrJh2DW5vHs6k6b-mP6W6cfByr5CZ1KwV84rVz6PxM8TW9j5McG7jhdlGW7TChXP5Dz04LW4Hpzqc8HJPmkW4w63Cd6bNR88W73yKD270RWKdf63l4vL11)

**10/10/2019**

**$.99 Book Today; Aflac Duck; John DiJulius; Nick Dancer’s Concrete Biz; See You Next Week**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| “The most important component of a world-class experience is that the staff is not focused on selling stuff. They are focused on building relationships and trying to make people’s lives better.” | |
|  | John DiJulius, The Relationship Economy |

**Latest ScaleUp News --**“Unleashing the Power of Encouragement” by Co-Founder and Chairman of Griffin Phoenix Capital; “The Secret Power of Showing Up and Doing the Work” by Nick Dancer – this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W1w8vhc5MXBJHW97Q9hP4ybk960/5/f18dQhb0Sjvd8YHtdnN81SjwlHyjJqW8rBF7R1qw9FgN3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nGDwl6QT0cxW6T0C7Q4rNNvVW3McDVX3JSM9wW36Tg4J6P52M1W2MS3912pHg_VW4SjCry5m1985W5sNBWq5-nt9lW4LcLQZ5YH8fkW4kzDWJ3lkwskW5CrkBj5qTQgnW6s3cx86vn79VW4wlNXw260G-sN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb119npQvW2GD9PD47jdBhW7X54158pYfrQVcjpnw7zpqCFN8fzJXFHZTk8W7Z5v914L1MmrF4JXQH_-WvXf7w3cVY03), your one-stop weekly update.

**Sleep Helps You Spot Good Ideas --**Surprise, surprise, but sleep is critical, especially for entrepreneurs, in spotting good ideas. This [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W6QG__-1XzzM2W3GGxHX7jCCC10/5/f18dQhb0SfHs9c-lC8W6KB8JF1k63-nW7v4S_Q2Q1QT4W6Blzmx1Vq7GqVLDpF18CtkmrW8yvG3r8BVHkvW3knCMv8w2FjfVMLFkg63l7NnVQB7L83P_yK6W8t2LKq8wxT8BW63mCt447C27rW2HTdRK3CqM2_W2pd3ZQ3L_8kWW4tJjkR41RHknW3CLqm72HVTVMW3Ccrhn3MbN8NW4pBT3H2V9zyZW4Lkw6t3MbDqXW1QQ4x73hJ4zHW7Gy-BQ2_mltlW70fl6p7PJ6bdW2gM1cw1VHbdHW1fwyVV6yBPJMW30q8CN2kGgc6VW3jg718dKPTW1VJryk5lX8fqW13bD4h6dkl-5W4P72CZ4dCXbxW1Fn9Vg6XjTk_W2dK9Jj2Nh_JlW1FngcY52_VcyW3pC6C51B5SKmN2fvskfs_Q7pW300wbQ8h_Nm-W7sGrKH4C0nMGW2NHC9S1CqvPgW1VVtMB1j3MbVW1j6Q-857Yk-TW6gZCKb8nDXSjW38H1t73Cdk0dW3wv7Sm6x-wL5W2PjBM42FGwQ7W7s9gts7zB_GlW5mSYQ13flGLQW8D8HPk18s5VdW4fhDl_93bPZtW6350L34lH295W8-QV_W4Pxhj5N3DlwBbwmnZlf4Pt_qW04) details out the research and outcomes.

**The Relationship Economy --**Subtitled Building Stronger Customer Connections in the Digital Age, customer service guru [John DiJulius released his latest book](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W4jwrBw1WFg1DW7dCk0S8PW8jf0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8rBF7R1qw9FgN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vNHLW1W4xL88Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6QCpHSW6-nrB815PW7cVQgW418S3BG0W1nrgKk2-65RtW1J6p3s6PMP-6W8ftn5c6-jT6fW8JCH4y5vNK_WW5d5CRK3Lp9GwVRYxzJ4MnSD4W5klghH16HMY5W6R1cz95Qj0w3W2TDT5W37tW17W1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW519Zw96PJ904N8XdwVSXn2lqW6KH7158Vdc7fW56nht_5QqSgZW3bGkNX73Q0vRV1-DMb95p8n1102) this week, just prior to keynoting our ScaleUp Summit.  Go to page 186 and read the Ch. 9 takeaways – here are the first three:

1. Your competitor has the same products and services that you do. So all things being equal, how can an organization tip the scale in its favor? Convenience.
2. If you want to win in business, figure out how to be more convenient than your competition by removing traditional bottlenecks that customers are sick of.
3. The key to mitigating disloyalty is reducing customer effort. Companies should focus on making service easier, not more delightful, by reducing the amount of work required of customers to get their issues resolved.

What I love about John’s books are all the practical examples – it’s because he runs his own chain of spas/salons, so he lives in the real world of scaling and serving customers in a very competitive marketspace.

**Aflac CEO for 30 Years, Keys to His Success --**10x the revenue and 50x the market cap, Dan Amos, as a 2nd generation CEO, has been an outstanding leader of $22 billion Aflac. Creator of their famous duck brand, he took a risk with this quirky character. Notes [*Fortune*](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W8XQjMc91wW9bW3vfRB58H2g0S0/5/f18dQhb0Sq5L8YXMpvN81SjwlHyjJqW8rBF7R1qw9FgW3hHh8h5zh-NRVnQ9Qq8_23P3W2KBDLR8-y10rW8-vzkg1HHB4tW2lBJx91rkSL1W24Vmck2jXp2VW1YZqc11LZgl7W4Q9DtB47w25ZW6ZT0d141_WgKW41yjTP4tYC12W3V-d3d62V7xpW3NZBqT4tfX3GW5hXWmW3sHxjbN30XKxRdty_2W3v7CBP3Wlz2MW5RXcQ25DnRgTW5pf47C3gPWlBW1ybvFB5L1yJ8W5FxwrJ6MT1DLW3jxWlJ3VVkFJW4LG55J3yZDDxW6mZPVW43VynrW4Zw2RX4VTJbqW4z25CD2HVPprW5r3_Gc54SpkNW42sWYp6LXHmPW44m9Mq4wHFd_W3J-TLD3FjSbkW3gDN7d4VPsYPW3xnhf13H67rmW2CZx5g41PFfPW3P5R_w5pcpr_W36FYJZ7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTkNskCzW8TbH5T7rdTt8W157mWp77FYqpW6p541J9jDFxjW8XTVPR8KQyrCW87HvRC7D7HxjW1Dy_KC3HmMTMf3Z5qSF04):

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| --- |
| The popularity of that wing-flapping Aflac duck has been a big reason behind the company’s success. Amos says he took a chance on the duck idea even though the $1 million television commercial cost twice as much as any other ad campaign in the company’s history. Most of all, he feared that “we were kinda making fun of our name.” But the ad campaign was an immediate hit “We only had 5 percent name recognition,” says Amos about the Aflac duck launch nearly 20 years ago. “We jumped all the way to 90 (percent) in three years and our sales doubled. So taking risks is worth it.” |

**Take Care of People – They’ll Take Care of Customer --**At the 1:10 mark in this [7-minute *Fortune* interview of Dan Amos](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W8B3ws-8H08l7W1n1LRy8-_Cfj0/5/f18dQhb0Sq5L8YXMpvN81SjwlHyjJqW8rBF7R1qw9FgW3hHh8h5zh-NRVnQ9Qq8_23P3W2KBDLR8-y10rW8-vzkg1HHB4tW2lBJx91rkSL1W24Vmck2jXp2VW1YZqc11LZgl7W4Q9DtB47w25ZW6ZT0d141_WgKW41yjTP4tYC12W3V-d3d62V7xpW3NZBqT4tfX3GW5hXWmW3sHxjbN30XKxRdty_2W3v7CBP3Wlz2MW5RXcQ25DnRgTW5pf47C3gPWlBW1ybvFB5L1yJ8W5FxwrJ6MT1DLW3jxWlJ3VVkFJW4LG55J3yZDDxW6mZPVW43VynrW4Zw2RX4VTJbqW4z25CD2HVPprW5r3_Gc54SpkNW42sWYp6LXHmPW44m9Mq4wHFd_W3J-TLD3FjSbkW3gDN7d4VPsYPW3xnhf13H67rmW2CZx5g41PFfPW3P5R_w5pcpr_W36FYJZ7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTkNskCzW8TbH5T7rdTt8W157mWp77FYqpW6p541J9jDFxjW8XTVPR8KQyrCW87HvRC7D7HVgW1Dy_KC7Nxz-tf3Z5qSF04), he reflects on the most important piece of advice he received from his dad and uncles who founded the firm – take care of the people and they’ll take care of the customer. As an example, his first year as CEO he asked the employees what they wanted, and it was an onsite day care center. Even though his lawyers pushed back, I loved his line in the interview “why would I ask the employees if I wasn’t going to do what they wanted.” Aflac became the first corporation in Georgia, 30 years ago, to host a child care center. The entire 7-minute interview is worth watching – if nothing else to see how a seasoned CEO handles questions and to get his simple, yet profound, insights.

**Day In, Day Out – $.99 Kindle Today (ScaleUp Story) --**Owner of Fort Wayne, IN-based Dancer Concrete Design, Nick Dancer has scaled his business into a regional leader in architectural finishes. He’s taken a lot of what he’s learned and wrote and released his first book this week titled [*Day In, Day Out: The Secret Power of Showing Up and Doing the Work*](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*N5HjQcqjtZycW2HBJcy52BYGS0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqW8rBF7R1qw9FgN3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vzsPW6W3Mcj8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l6QCpHSW6-nrB815PW7cVQgW418S3BG0W1nrgKk2-65RtW1J6p3s6PMP-6W8ftn5c6-jT6fW8JCH4y5vNK_WW5d5CRK3Lp9GwVRYxzJ4MnSD4W5klghH16HMY5W6R1cz95Qj0w3W2TDT5W37tW17W1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW519Zw96PJ904N8XdwVSXn2lqW6KH7158Vdc7fW56nht_5QqSgZW3bGkNX73Q0vRV1-QFc8Hgzw7102). With one to two-page chapters (Nick gets to the point), spend $.99 and grab the Kindle version – and go right to chapter 40 “Love the Sludge” – worth the buck. Congrats Nick!!!

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Jan 21 - 24; Mar 10 - 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W58yR7h3kKhtjVHXcrL6NZp880/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8rBF7R1qw9FgN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW6mZPVW43VynrW4Zw2RX4VTJbqW4z25CD2HVPprW5r3_Gc54SpkNW42sWYp6LXHmPW44m9Mq4wHFd_W3J-TLD3FjSbkW3gDN7d4VPsYPW3xnhf13H67rmW2CZx5g41PFfPW3P5R_w5pcpr_W36FYJZ7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc1DHy84N4jByD-Bd2WfW6Rb0TP9c8kXrW7K5rMT6SVZzDW4tqHhL2pglVTW6vc-Z62FRqz5f2SX1M404).

**ORDER a BOX of 20 SCALING UP BOOKS --**Want to save 50% over the price on Amazon? [Go to this link](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W4Hv2559fZdpKW8VZ2-75SVlpw0/5/f18dQhb0Sq5J8Y9YsWW6KB8JF1k63-nW7v4S_Q2Q1QT4W6Blzjz1Qt2G2VLDpF18BTcz4VTGDvy1rDn0TW8m6TF71nPLDMVf-x9D5qjXTCW60M4Zn8p-mXZVQBY-Q4VD_mpW30FqVP9gGg2rW2tSnlL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF6sZf_YW7JCxGl81bhDKW7N0nwh6htR9wW69NG1w6Pr5qtW4NwcCJ96dt4SW4r1QvY3XCj5QW7cvxVf8q5qBxVVQf4X5vDhXCN26v2kffDL1DW239VsG6L_W6vW1rWF-68m17n9W5CzsSS6Lc8rYN4XS4mP_Z3YMN8qMvXwf_ZvNW64QsRb8rlxGKN2yk1l2XhL_JW7fSkxk4X3fGQM8J8ZhQZ8TVW1pxlCG4qYR2QW5sGTr98GclM4VPNtBv3CVWzHW8csLSq1036f7W3bSmn08f36blN5G0__sGxg49W4r5l5j8n9VLfVxBDtP3ySpJqW3cy0ZV9kTyt2W4tXKCF92YNDXW44Rx6x3QzSg8VQN_Tj445L5Rf48YJTM04).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W5DYL-L1Wh5bZW7ZR0_y1NkvzP0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8rBF7R1qw9FgW3hHhbZ5Cgxh0VnQ9Qq8-2txqN2N2xVWH59YcW1BXtSD52Xz4GW8Yztwf8-_mZwW4Myr9C2JjQbXW2yG_DG7d0gNcW8xPzP_7b_l6DW4swFGm5tr7FNW24WXzX5TncjTW2zHXtm3SLYcbW49JfBw3C8bwHW3__H9d4krb-lN5k4-Hx-SSsVW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4mGy8p6tHMN5wM1Sjb2L9ZW8VmtJ88W1LYJW92ksJd55T8N8W7w3wPS1NC3KcW1F6KV34gYcBkVwf1Hm46mlrJW46WkMs2XNSlHW7lYRrj1T12LyN47g_qXvzKkPW21TJhY7xn4SHVy-svK2PxXR8W7tD3qs54F2MRW1PCYzY56CdMQMt0FscknkQRW1GTVdY2Q2JcjW8SVcD_1zcSWcW7ZjRCN1Bx8_HW7dr9qW72YqDyW3KS8zQ5CBjwLW5hk1wx5yf62cW2rcrKl5PkNt1N4sjXDn77WSNW5BvSVl7QKQQCW701dbm15_w32W6YPLt481y4qjMZpcmq9ZLj1f3Cr30m11)

Looking to take a deeper dive? Join the align5 team at the Exit Strategy Retreat Oct 21-24 in Marathon, FL - same amazing venue as CEO Bootcamp! This event is limited to 5 growth company entrepreneurs. All aspects of the exit process will be covered in depth. Additional benefits for attendees and Retreat amenities detailed at the [Exit Strategy Retreat site](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W8qgrYt7vJNH5W798rML1XCl840/5/f18dQhb0Sjvd8YHtdnN81SjwlHyjJqW8rBF7R1qw9FgN3hHhdcVMsQMVp3s9r5nrfpPW49g8VG2d0jv7W7qgLkN2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nGDwl6QT0cxW6T0C7Q4rNNvVW3McDVX3JSM9wW36Tg4J6P52M1W2MS3912pHg_VW4SjCry5m1985W5sNBWq5-nt9lW4LcLQZ5YH8fkW4kzDWJ3lkwskW5CrkBj5qTQgnW6s3cx86vn79VW4wlNXw260G-sN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb14vgKM1V42c_83nh5mfW3kX30N94P80mW4fqL0l8r83kdW6XV9dW23MMSCW5MzY-T7RWsB6W3wPByY3wqsnBf8MMQL511).

**EDUCATION:**[**ScaleUp Summit Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W9kRG787DQNN6W5CC4dw5mJPxN0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rBF7R1qw9FgW3hHhb52P7_nXVcnTGj98PX2NW25G10S61CrcQW96Ls8k4rQ9bkW5DjWdf62_s8XW1nYGYy1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW6mZPVW43VynrW4Zw2RX4VTJbqW4z25CD2HVPprW5r3_Gc54SpkNW42sWYp6LXHmPW44m9Mq4wHFd_W3J-TLD3FjSbkW3gDN7d4VPsYPW3xnhf13H67rmW2CZx5g41PFfPW3P5R_w5pcpr_W36FYJZ7k-2C-W3m2q-01zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsTbNskCzW8TbH5T7rdTt8W157mWp77FYqpW6p541J9jDFxjW8XTVPR8KQyrCW87HvRC7D7HxjW1Dy_KC67TGKyf3hBBPj04)  
  
Anaheim, CA - Oct 15-16, 2019  
  
[**Scaling Up User Conference Fall 2019**](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*Vg11by372XQrW1YBWHj7CfXqG0/5/f18dQhb0SbTW8Y9Xq0W6KB8JF1k63-nW7v4S_Q2Q1QT4W6Blzkd5zh-NRVnQ9Qq8-tZd7W4cj21H2M3ZsgW8Wm1rf8VClnFW1VwXyX54WKDHW8Xlfb48HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGWMs3R5cTlW3sxGCf26fyLNW2x-ccw7d094fW6G7Fbl4DFfS3W6Rr8RX8ybJv9W8JRFX88n0fd2W5DMd5W5vfGkQW36lcBj8nbl9LN1KbvLxfBfbSVG0G_n2JTYSCW36V2cL5ch4RDVdDN0b50vkR2W7Z8FFD428KlkW3Lvxyc2_fVPkW741xQr7cjftxW8KfPhQ8n4LYbW1VtfBZ2txdv0VVR6H24q1tJVW93G66r1TSGdLW33FzwQ4rqkY0W2GD9PD47jdBhW7X54158pYfrQVcjpnw7zpqCFN8fzJXFHZTk8W7Z5v914L1MmrN4JXQH_1Fwdhf1tGpj-03)  
  
Anaheim, CA - Oct 17, 2019

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W86KWcd6sclqqW7d9Gcq7XfMdl0/5/f18dQhb0S9r62gC01rW8Nz18p2qwv31W4cv5zQ3DmlyhMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffxW24ZF-x1ZY5-PW46vzQ86G2lbzN7NMdQN4cNXyW75WRHJ3qPHPsN89LcJJyWGlPVnGnzC945fk9W5mNzPT1t3_psVTythk82YS-LW46LWf288KmvRW91mgt-7rXTq3W7jBQkt6yfxgsVqttzx72M80rW7lcTjm5fVBC-W85yQY07CbcpsW1rjY5k6fhVpWW5gSHY56H5W1XN3nSW3FVR6H2W4q1tJV93G66rW1TSGdL33FzxDV2f0wq1nCrbgW6vJktC7VcvJfW2jWcSb8vBdDdW8NhL1y2N4B74W8GmxS08CwXc7VcYJKQ7dJ18nW3Gnk--46-8mz0)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W5gLv-L7LbGncW341MX89jW_Bw0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqW8rBF7R1qw9FgW3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZX3W5mZjbq31H380Vc8rT830T_rPW2Vv3cs1G8MxxW1Bb4rM7Q94G-W91sJFJ92cT7TW6q8F0K56SNFdW1FmNz952HvMWW4mH69H7lJqRtVjcysx8Q6SGlW492CPj6wQ0jtW4gswPV1NP8nrN6BxL3wxJ_GGW54mcVl8Vxrg8W7HJJn88_-gplW4lJgJn6pDnqgVhvnG93Swq0fW3CVWzH8csLSqW1036f73bSmn0W8f36bl5G1g5vW6yJtJL2LdjVlW3FgP8y6mlz_XW4GM_9z7F2Cm3W87w1Hw5x98lWW7XG3SP7SYn0vVrVprC56gBW-W4MLv3F39GZgM0)

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*Vz0ZM-8YfZycW630C3G2qD0zh0/5/f18dQhb0Sq5G8Y9ZP0W6KB8JF1k63-nW7v4S_Q2Q1QT4W6Blznq1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pMJ4W8QKpyr4sj3hVW2BcyM91mGWmCW2Vpkp474dRV4W2T47Rk8LjHJGW7mQRmw6NjDb1W1p8hJn1JhY0tW8dj4Kf7dRZc0N6NfHTF30sDjW3SvGS4978mjbVGkdMT7f8lbSW8QQfC55VRT_8W72__bY4VykNRW7lLcBj3s0VtmW8nvTM86SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RR6qwj8tbNW4c-1T444r_JcW8cSWj77KwJB-W5GgFy_93d21HW8j-km_4n16_xW3ld7sp4Q-5SVW4Hzl_q8v2MJ-111)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W1dnGQY420jnGW2qhfD67K3s4S0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rBF7R1qw9FgW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppF5W67dGG18bHTVSW1s1yTb4nFRldW3GXSKl83cd_lVKzqyX5xbWvjW458-Sl8jZty_N3nDSrk1wdjGW6BjPqc9d7F7NVkGDl33FzG4RW93thxx7CtV_fW8c2KQm76kp4QW8lXkZ91L0G0TW8TQ8z-3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM6Y6JPGxKW8PtVF78xQzZwW7wbfN34xD10SW47w5cB2b0zvNW6lH08W73yKD2W70RWKc3tyv8v111)

[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W5HNWMq8mHgHJW7NVYWm7KlYr30/5/f18dQhb0S1Wd7B0mbNW12NntM4MBg7VN3dMv96jmdQ4N7Z0r4_PC8lHW1X9c4p3_nqZhW1F0YZD7yzLXcW7x3b796JDLKbW18ZN_v30LZH1W2crqSm4PGd2vW2fj3Wk5XgQ7lW82j_w94xWDKLW5nnZxQ70PvRXW21bXTn344mXZW61pBTy8jQlK-VYpX5s2-7D6YW4YvMjg65FVc2W79PGbR7WgN9gW5ZW8jv8gVCTKVXcrfJ8cZ7H-W22MWF32L0kdSW5SZ8ZL4xWjhBW7gvMlq903PxtW25Pfk249t4_JW5vQ--h1s4nfbW3FJV937DfrgxW4QLxpf442D-TN2wdKXz2fZhFMJrpfTP3w3wW7WKDdH2bBJTSN5CHMp1Kh87NW75fbF6258NWGN8J_8jxGxjvPW3FCdyJ5grSQLW5wrQCz8ZZkBTW78HGbS48BPVlW65dQZp24B8R8W81K_Lr3zb6lDW4vC_7N6bmk55W6kVYDM8Kf50LW6CQq9z7nHQFLW4Y8Flr4gvx4rW7QN_RS9b2NmyW5tjshk2_gtDwW4dzbmm6lBXl6W8CnbDk5dG00JW8NQ6ZX9c6cr5W3chFKh70lcggW3pv46t6-HlyDW7hrJCY9jVBJ8W7z21d089c6NcW7VWf5w7BZrTwW3L5dRy5NMM0W0)[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W2r7tyh3TgVJdW76VLMb7KpvqM0/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nW7v4S_Q2Q1QT4W6BlzlP1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cV-tKKL5C42gxW5Dyz1j63dtgNW3LTmmn2JlWCvW3SLYcb49JfBwW3C8bwH3__H9dW4krb-l5k54j6W47Mp1R2HqwLmW5xF6285nLW-lW3hC-PB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGlplDyFlN1lRb4_1K8ctW4qCLjp3jxWlJW3VVkFJ4LG55JW3yZDDx6mZPVWW43Vynr4Zw2RXW4VTJbq4z25CDW2HVPpr5r3_GcW54SpkN42sWYpW6LXHmP44m9MqW4wHFd_3J-TLDW3FjSbk3gDN7dW4VPsYP3xnhf1W3H67rm2CZx5gW41PFfP3P5R_wW5pcpr_36FYJZW7k-2C-3m2qZ_N1JqZ1RrX3l1W6VzHhF4yR22DVXrN7Z6bnY_PW4HJ_Ys5mSYQ1W3flGLQ8D8HPkW18s5Vd4fhDl_W93bPZt6350L3W4lH2958-QV_WW4Pxhj53DlwBbW8SwRgx5yXs_P0)[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W8_-vy_5mK2dfW1Zl44_2Q0f8N0/5/f18dQhb0S3j42RMFfcVWnxHf31SF4YW5jmBzS3QlgbFW7LV1bL4VX2WxW1pCDC64MPlzvW5Bld-c92v40tW7n2srT7LbG-bW97kTyc5JzNGPW1KgYFx2qlMSxW8L1F9Z1J0MwlW81y8Lv129gmpW8G9MYL8S65fJVq2fz355WNstW6xP0Dm7DNbYWVk1QkS2MgGBVVfhLxR4N80YjW8Pc_Lb4T7YWsW1tJDtW4MCb0xW4-HM312RYyYMW14tWX52Bff7cW5gPdc-3MP4pHW2RVFRt2jwl3zVrQSDB19pDz9VVbqkw5g4GW5W3Jtgg94KqCVgW7vTX6t7p9J5nN7f7WXb2dR19N6S8kBQgmFgGW7pLsjm64gKGNW8pP0yL6FzRblW8vFvHG9c_7PgW4vK4SH2TGvw-W64HnmH8FJ0TkW7Q4BpX4vmXKvW2g3_Z_5YCgX9W6C-qPv8B70DDW2db-Pg4lrplrW7vkxBh5ZMkZWW62j4JS8nFm5tW5dnG-v5RnCz9W1Qr3Rr424JbDW96QPNh285jWqW1ncYj74cRKHsW1RmRCK7v_g5QW7RnfXT4KGbzpW4hCcVl4cNq6lW8hCTK365Mm03W5Jjfns2W_0SNW9m512w8FxZ_cN78JhM3TcTBgW3xBYcF93nzVGf6mp3Xr02)[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*N3tpQYSCkZk-W74sw5d5b-v2_0/5/f18dQhb0SfHp9dK6CsN81SjwlHyjJqW8rBF7R1qw9FgW3hHhbm5Cgxh0Vp3s9r33k-qrW2L4gjF56kVFYN8Xl6QDJp4YxN4frXJ8lV5WhW3vBMFP3gk8kdW61b1R51dDK5DW1Y-fcp208QfYW1Z2Jpj1RZVJKW7PyH-W7c7gP8W1G54Wj1-ZTqHW24LQHX1QfrzxW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1FQ2tqW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqW0V6Q5RR51KQRZW2jt1653NnV4FW1nJpwv26pdfjN35yfrHc8FR6W8tcRp23gMmMxW4wvpc14wnWVPW5vD1vD3dN_1qVMWhYz6S8n71W3bbdXW4s_YMrVW12NC61_yR2W7gTcmL5zcqYRW9b0Nwj5ymbsqW38Ts3l3NMZBWW2z8YWz2CfcsJVYMQ4k3bQN5lW7q7-Qc6hv4QCN45Ly2MkwRPgW8mCX4C1Hnwg0W97MtrJ7G9JfKN4QDgwJWWkRPW54-GMF44-rJZW2_36NG8D6SJSW17x9TK1vhL1fN5DcWd_NDyx-MrTzpY1n8l2f4ZqmCn03)[Hartford, CT - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W33P6c26PHQGYW34LRBP6jV4sC0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqW8rBF7R1qw9FgW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rkcx4Dl4vzW3sxGC-7Mq9YPW8QKpyr4sj3hVW2BcyM91mGWmCW2Vpkp474dRV4W2T47Rk8LjHJGW7mQRmw6NjDb1W1p8hJn1JhY0tW8dj4Kf7dRZc0N6NfHTF30sDjW3SvGS4978mjbVGkdMT7f8lbSW8QQfC55VRT_8W72__bY4VykNRW7lLcBj3s0VtmW8nvTM86SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RR3CPj8tbNW4c-1T444r_JcW8cSWj77KwJB-W5GgFy_93d21HW8j-km_4n16_xW3ld7sp4Q-5SVW4Hzl-M144SkS111)  
[Salisbury, United Kingdom – October 31, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W12yNH238-KDBN18p8_3M_8Y50/5/f18dQhb0S9r99hXVlsW8Qn8nv1q1VZVVxwJMB1hcbkSV6gnsm1Z8DZVW1m2Dkx99c0JBW8p7DqN4r1DX3W5C9gt47nwG7rW7-4VRq7dfwDBW5CRk-z61CxPSW634p296b-FYKW3xbPCS5DrCxNW1nxwxY7fKgJCN3Lr00TSb7W9W1nrCGB51LTg5W5DHNj28ffyphN25DrmCf3dJVW5DHCRf7cby8wW3W4sL-3VKqsFW5jj8JB47YlYyW4bfcHb47Xx4zW3C810n1Df0XLW6yBPHz1ddcKhN39HGDzS9XCNW94q7cq6VKJl2W1hC_8g5lppF5W67dGG18bHTVSW1s1yTb4nFRldW3GXSKl83cd_lVKzqyX5xbWvjW458-Sl8jZty_N3nDSrk1wdjGW6BjPqc9d7F7NVkGDl33FzG4RW93thxx7CtV_fW8c2KQm76kp4QW8lXkZ91L0G0TW8TQ8z-3qY362N7Pwr4jVzQv-VVn7DD1FfrM6W32Shfb31qMQ1W1SGnbW1CksCfW7zKRcB6WKb0BW4M6VRc2PMq_2W3WTpWQ89zyvwW5dytNP86ZRdcN3_PgsztJCL4V3_BWc4xLg5t111)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*N3NspMGj5FV5W6jtwS19g5F260/5/f18dQhb0S4006_rVWdTygyh53xl2DW53mjsW2vCJNRW62pxM96G7sS4W5ZXR786S_hdgW1pxvWD1Xw_Y_W12WgxB71r5jsN457hHHTVcbpW7dngVV6kBYfdN39nCpkyRVMcW8kpzxW7VSJgMW6WnzVc3LqznfW5mlbdk6Z4XLbW921Ln84Ck6bpW5fSsRC3B-WmsW309H5-2HGYkMN2XTsJYxxVVPW8VZwn15Hx3VSN7NcbQmkPC1WV6P-5t518LVdN2p4NlP69Lq1W1Fnfj13KZnb4W9bN97-5zXGFrW4DmXPf6CYxG6W6FjnLz7bk4qrW68vwz-9fn23GW23pnNn6NtqGtW8XBxfB5gZv4qN3nT2gfjhhh0W42HTY_31lVHNW8Sy3wL6dXFsBW3mlSxH3TFzbqW5GvvyV5HxRJnW1JDphy3KMQQgW30wS9l6yz1dgW6C43lK6HwZN_W35yqWQ4gPzbXW5_8S1X49n1zvW3y2L-45MfDCTW4r_9924Th4FlW1S1Q5z7sR_shW6NZcjg2Q72dZW5z-cQC6Y76sgW866qpS6vnc3fW6B1wb7562c1bN8fX10Fwd1mpW4MGM7F17WfVqf3Rb5bC03)[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W3jwgDN5H_qzmW87k30n5Jntx60/5/f18dQhb0S3j42p44bJVWn-wZ5VRxDzW1gB6Yq3d8DZCW6T8M6p75xQT6W5pljK92pnGgFN2PMhxby3zlBW7-4ydS7Vtzz6VhghPB8QzJ-GW7cNSVw54rT5-W1b3Nmf2n6XGCW4tH2sW8fHP5NW1L4KLp4GzrQLW30_Hh840sYj3W3zBVDG78HW8FW1cWGnZ3t6_jwW74Y7lC7vY2jgW2MwM7853WCkJN5gh2dDRtBb0W5442bQ36Tc08W4ZtN8j1xNfVxW1xWh1w4M3cqxN1cY4wHNKxgCW54kx2s1vXfhYW495s5-7JLZhSW7S8bw14gc8R_VnZNGG2-2TyXV80X2r6JqWC0MNyNPRTfF_KW2K0sRP58_cDcW2yLMqk5q7k6FW8l5w968P2Wp1W74B4021zLq9CW6TY2rB44Y5k8W7nhKCb8Gfnx4W6029J_4XF_jwW6H_KvQ5j3k9TW5V9wMT3R1JnLW2dM6hb5jzGMGW52gTmS6rXF5NW2pyf-K3M7ZjgW41088x8wwFQkN7jx1wNVZvgsW3QFhpt7Qdz3QW2KLw_G2MSPsfW8ydpDr4kXt2tW45NCcY3p-bTNW8H6-p41Ld9N0W7V3Z2S3lx7zdW8Xg7_p43bhYFW7QWmsw1MKcWCW91jDfm91cT__W7Ylkf16LQ_0NN7vqJnKkHdGX111) [Franklin, TN – Nov. 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W7SN_Y354C-ktW8g35KZ5xcPV10/5/f18dQhb0S3j46_rVWdN12NqW_C43PGVLFD3P2vCKtMW3WlxP-5vK35_N5VRsSBJgjc3W267_Rg83L1kkN686xsDJHlFQMBDSGmM9mTHW5L_PLC4NN6dFW90jLSL9c5mrRW6T41rX674276W3F8hqp30Z1LzW1FqjVj4BTQsyN7h1Y7gCkBfxW72zZwj8dk7FyV-lJkf82w6p8N2RN491f_jm2W1Qx3N73FBmV9W4TggXv8Hzv8QW3nxTLt1m9C-NW3JGTjv524d2QMdg1xcJ4GRKV1pxGD3jJMlbW1jcVSr1vl6HjW27jkHl2QjJcKW64Fkcf5BWm6HN8ZWjTz2PnDrW88b9GZ6N6Y5GW6CNK8g2k3-HDVBfmpG6TD9WJW2rGhXc3gTsB8W1J60w74hD47jN7nVsxvqw-BNW6ZvCz63n71kMW5JcV-m88CjKKN8ds3YZ_938DW3KzwyD6Dm9s3N8Lq-kWn193dV-fG-66nHHvTW5lb6Cs4tqNFsW5_81Jw1jpf2SN3T6TslxKDR5W7YvD6N2t7BQBW63qHxN6vLqqhW6KH4WL2SR-gzW8HRNJR9d9vQPW6XrL1J4n886cW3QSbSL8lXdSrM5VpNBMzs1v103)  
[Grand Rapids MI – Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W5ZGcHL6BtJhzW7DGyRr8r_KW20/5/f18dQhb0S1Wd7Bf-yPMWWj706JYxRW4-8-yB4GkzpvW8MMLHk3Tcst7V9BCW35njS_sVlB1kY4rz9fFW7xqPNK8RQTLVN4qDR0tBYHcyW19Cg3f73R0n7W2bg4d93l36GhW2PjRsz88mLQSW78DNV_3k1JP4W9h5FFY3_-ZGgW6dD65t2z01pCW86p8mF4Zb-XjW2N5WS55PMl-7MGhcS3hbMw3MgfmFj-WMwlW4_JDb21fJ2VyW1R3lDN93ry_9W7tzB4k7yQZ9fW1XdmRD37lFTBW5p5nJS3Wx2K2W3-pfSx56RnCKW8RRGTl8l1cH8W643L3c4vk5HHW3Qlc-c6ks_f7W63d0r96NWhc_W5BG-933q9BQ9N1hr3fYqT_WjW35Bn0H6XSN2vW6Ss1Jd7rd9_tW5gvHFd6Z7v9BW2PVCB43qWWzZW34H3081CHSZ7W93PHwd89lkYYW2Sz2T4812vH_W927XzG6MJmWYW4v5YhB1ZK0TNW4_wM_X8k1PF7W4s_jnx7kT3DDW8GcQFW5f3md1W4Rjl8G57rl5YVMD8821-l9rJW1rfkTj93Lh0KW2fh48V4ZRJ-1W3xMHkd28_L_2W6LBttx8Tr_h6N5Tqtkrf_Dh4W8V0jl-4l-FmKW2JG3773qZNylW6cpDDG7ncc7kW3tDsgT5tfhsZW1973sJ9g_n1QW8Jj_8Q7hYFdPW6R4DPY50j1kNf98_pqt11)  
[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W5QtdwZ8_D5_0W3MMnCL8751g80/5/f18dQhb0S3j26XvTpPN12hc0kDjwn9N610fqhLC6_JW7Lwt5w5T2sXjW4DSVFt8GNkm_W7CbkLW1lD4wrW6C1HPZ8Bs5GXW55lbL568vkFFW24bxLn7y3fdvVcmbk67-mFF2W4qvMfZ73KyWDW9hYsXw95M0_VW3VKNSc7qDLgPW1RrSQ06z7tH1W4S0pH56MvR3gVxbcdD1bGN7hW1qkq6g17B5H2W3ngf0p4KS0G9W4RD_d48kQVpXW825mSg6dJM0ZVXTwZL7dt9xVVKbCrf509kwLW4Jd1Jp6gYJWZMGdQl47kX2sW1_q7Ft82VpxsW1Pbpmp7syhZwW90ywVF2WnX3tW55nyDP8tG8McW98PyJT5zjkgTW1KqpMX6sX9sJW2rMkKJ3gVzFKW1P_jzt4hD4jlW7d_tJW5D4CkKW723BgQ6nC2q9W2RDKbb6Gh3JwW3xW44M2PFSL9W6l30xm6DWvr3W6YDxlK6mNdljW7ZtT_F5LYTYjW303Srw6Nz0YlW47msTK7JqjFPW6H4nxx6w537FW3NgxMj2H9B5YW1JmjwJ2S1r6pW4FpNb55JXW16W8hTYfk4HjsJXW2VV3Cg21bHnLW18P8601MhqpkN4sNSxBV9lKS102)[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W4lRpBS38Qm5NN8DyPZ6TWxfZ0/5/f18dQhb0S1Wb73FkvWW12Pmx53wwJ1nW64bwW04NgsrpW7x5N3K4RbZcnW40Krn55k0FFCW8Zgftb7GRvG3W8LMjBy5f5g2ZW5T02dl9h9v0ZW4nWRXP8hrN0cW43Zvzq16KNp-W9g881K96gRlFW1Dw2sB7ZS-M2W8Gjdxy6FJX8XW1Pysl27BJPY_W5tHSWq315zXtN1bH67Tjs6_kW5S_wrk6tH3xpW2KGs8T1Sf4wsW4BJmRY3pC0VTW4S2Zdn5XJSK9W9fg4yw2P-bxqW4_GWQC3WRTHfW6LSB6k6H0dKhW8JMY1C4HPK47W1fqcxv11c819W7P4fgL4P8-8FW2QcLDX657XkZVqcKWJ825wrJW724DM87Vn0T2W1tmqYs4Kvtt0W3sPKl43GwdKFW5sSY-d7gqyL_W9jDs_p3rP3g6W2TL1FB3Mr1dzVXmDWL87T6z0W1-qxC2171kK0W3DR3_T7ptg-mW4ZKfX27z-Zp2W22kqcf8p9nNJW4khqD68rmj29N991s39yS7M8W5MbT_f45z_qhW4PZq_w7x-LgQW6g5-zZ48LK5kW1MrqH_2DWNByVTXHhG2NwT4wW13hdf036WY0bW4lP7MT5t7RrfW703WFP8Wcxy-W1LZkJT4CwRk9W5f3QWj7pT5yfW2XlWmZ3_K9RMW35HnPZ39J7Tn111)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*Vr3W3v1-BFltW83FBxC9fcfR60/5/f18dQhb0S2C82p44bJVWn-wZ5VRxDgN5SSQH88-2LXW2PM4zZ3ldtk8N3BwkRDGXF-KW7rkMVZ4mm846W1V1s777Sw12YVhghPB8QzJ-JW8QP14n8gqTSnN8QP107j19FgW8132f24rHqtWW3dC9k497cs5LW4cVrt347H8QXW1R81t78MppKKW6c7lBP56D2DFVf4pKP3SvmqnN5yrYHbN-wsfVJDPpn1Y8wQ_W5SS-bj3Cg2KjW1gn850313jkpV2yV6Y2KhdCHM68MzW8zyxsVYycyn7l5XxYW3W2TxW99SJlXW4pV9_C7XLMKmW3RMpT82yFRs3N2PML198QYc0W2_8bb52bp2yMW5T5QlV6hYT6SW73VrCd2c8JrfW58yPCG5vS0xgW5rqP1H8Y6GPBW98JRw12pBc0dW1L1qgh6PCSrxW8-GJsl43YkjkN6y_s4L3Qvn2W8CF7YZ10_QKqW8NwlFG1KPBCWW1Vs1LM4cRrQjN1_HJ1_xRTBdW2ktPjx8Z7z3pW55-2Ly16scVwW6pTSm-4hZLD9W5pf0Hr3NZN_BW7qhtfW39cWWHW1XvP4g1Lf2QQW4-Sdnm1LQVv5W8HKskJ6qw_zfW978lmZ8zFtq0W8Vn96S88LtXxW4zZZq64HvC60W10KlCJ6x3XLhW9h9rjs59SyDh102)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W4lL1B74_Ldj1W1-X1Yw2RNknP0/5/f18dQhb0SfHn9dZyjHW6KB8JF1k63-nW7v4S_Q2Q1QT4W6Blzmx1SrC8dVLDpF18CSvhfW8BSwp561LyH0N1nP5KBRzbH6W8B-9dc8zTMKrW64JpkH5s867JW1rfXn08r4KPlMSbRryT8FzQW8l2x425D1NCxW8r5yBC8p0dw-M4mxQjXwPZMW81gM8-7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7CGHrnW6WVhjW6b-vF0N67h1zcQC5z2VPC2cV8z7_RGW99j0yR4w6GmKW3c4jZ_7d-D10W5wL4Y02ykx72W6TnPhL8lWFQzW4RGvY8955qLPW6N41C23gV_5gW28cLSt5zs0DXN3hNzNzhltRdW2y9CYH4qNYVvW8wWzV-4v_7bHW29lFp33bQJc7W4Rj6Nh6BzJGHW8bLvGg72zrXTW712jq57cn4YgW5Ly6145PYGWfVn265W1wRS6NW5cY-7f6S4bMqW9c-82L2lZzXCW4sKpcM3nthYXW3DgHHc3lqj7CW1NwBMn1MVsRjV1T9dS5HXn2d103)[Sydney, Australia - Dec 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W7kJKWx16VYQkVp3dGD2DKNGx0/5/f18dQhb0S65P6_rD8pW12NPg64_B3blN48g4SRjF-1WW58Qttl2slMdgW3TvHNy2Sw8DTW86_4PZ5mxpM9W8Kzlyt6VC8vZV3p4cs8HlGqbW5xsbcn8JdkWhVSCYN74SyBLXN63fD9pghGlhW7js1sD915wQ5W6b-G_W2QnJCfN7vMtLyfN0cwW1t4XQL4yp2vkW4Qp8gs21jx0YW1Ympqh7m5TgzW44z5sc2wtkCxW1ptx4n7hVV7ZW7J5c442nrz2jW2vFQh28b-K8dW5ZFrwH2dPlDnW2RJ5tv6y2hJkW8_FsKz7RnLCDW8BztP36-fc9qW4RcCXd72WXhcW17t_sH91SXz1W1s-kJD3bJqR-W72Xycf82SKVfW7fXwzP430f24VNgtKh3qK-TNW51-JlW4NLQNvW1yRbFX1fLKFzW6Szm_X3bfHN0W6XH6LQ3dJPVbW6y_Hkt50yhgbW46jsvY8NrvZpW6GS5534DZQJrW3qcgSt2fMdt-W8Q3HgZ5cWclGW8-bG1V5-V3qQW6GVV4t6bL5z5W5dwC_q76gFyGW1SzGxK6tLgY_N3N25ztdjbLDW3xx2mx59tVpDVq5hvz4GPYvtW9fB-6G3HWXvTW87MwVr6P-cFDW9f4QG97PwzPjN6hBjkJZdNW3f95LbY_02)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W4XW3lg1SMZMTV1hLCY1QKJfg0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8rBF7R1qw9FgW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW6mZPVW43VynrW4Zw2RX4VTJbqW4z25CD2HVPprW5r3_Gc54SpkNW42sWYp6LXHmPW44m9Mq4wHFd_W3J-TLD3FjSbkW3gDN7d4VPsYPW3xnhf13H67rmW2CZx5g41PFfPW3P5R_w5pcpr_W36FYJZ7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc1DHy84N4jByD-Bd2WfW6Rb0TP9c8kXrW7K5rMT6SVZzDW4tqHhL2pglVTW6vc-Z62_jH54f3mxHPH04)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W1yhCZD86lDyHW7C3rBr7MDJdH0/5/f18dQhb0S3j47w3gbpW12h8zz5k4z3hW5qgp8X5TfyjCW6Qz51_6sWCTXW2JlTfz1c3qsRW5JnHHJ1dj3l_W7yP93X2CzBzhW8YJ-6K97kL8ZW8gsBj52g6zpyN2W5ZCDnb-xQW4tH2sW8dVvlmW5xLtrS4H34NCW2L5gB58mLRb9W5HsMbw53bRkzVptwb226PJ6nW4KHyr-17hCjGW7Xs1lM4cM0KnW4cxwhy4F857_W7yzYdM31cv-FW73XH-T5fB2p2W4JyB733ZmHNFVBCxc72f1VlGW6R8nKn43xFpLN3ZLXm8x1dpbW78mWVn659QlLW5bwVJb1_2xQVVhQ5x25ZcjwKN71B8sn4NshVW4G6HJF2r2gSSW3dwz_S2QxL8zW7nnTKx6wXzwvW10L-mn56NqSFW63kwgT3RChRJW7k9SGD3f2QW8W34gwbn2prNQlW7JMN021VNnycW6mdNsN85lTyKW1v4Qb37PL6XJW5gzrJH6sP26YW7FWNXw82jLk5W3lsNLG5tWm8NW5mbgsW1tjvc_W3P0SMp32BBF3W6DQkNy22y3ydW4KyZHj5bMTF7W117jfp3w2gfLW841Q704BJPJjW7yjDfd15rCBvW4_D8w52RPtzwW3ccWK67fF8FZVQlmZg5yXs_P0)[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W5PvvfC622N27W7dNBDb9gwhB40/5/f18dQhb0S3j473p10HN12PfV9GcKN7VrT-dV2ltBDyN3G0X0pCmk60W6lypwP5_0FgHW6WWHQp3QYClvW935hK98vmF6hW6T30g84H3J7PW6S3g5P3FnhP6W4lwnTc76g96-W85VKD11LJCdRN5f_LdmRNbf0W7vRyrk7wHmWXW35jgBd2qDC9XW1N1kkv1B_MnYN1CbMSGsjN1LW4VZl8n1ngVQPN2ClT38HhP55W2lz5RT1Cpn1RW7KBjxM1df7rZW2FlH4B5vJn1VW6yYT-g8Sy7qBN4M-_yzgZrwMW2LHYgv4T-qHDN93PJHjy5M3PN6_Fm2pjL31vW87y2nM22wvMDW6YLdls61Kx3nW15f-X18KNwcMN7Bsrc1MDDc2W23DsmX5NJM49W6RQX_P4-PH2JW80ltmK5h3yGgW3WcVyk42lz43W1-tY675vtQ5cW53zcVD4hn-btW2b9GSp2MnS0lW7ygSHG98H3MjW8yndMt3mk6ppW6Kj5wl4B3sV-W81rmb66TPSFyW3CkXd48lbbqwW1KfKDZ4QPcFgW6l99Ht8shCm-W4x5QFs7RvV1KW88dtjj15zhwVW5GQSRb8hKpbhW1Mmx978hxRPSW7jsFk15fMjc9W3v2_xj9ctZ_ZW8tJq305ZBQZcf6bzhKj11)  
[San Francisco, CA – Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W99zPRP5R3M2hW5NSp7B5LFhgg0/*W6nztpQ6Qbf84W3Jq8Xn84Qzng0/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nW7v4S_Q2Q1QT4W6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hGBW8qZLS-37wV7QVVyWmR3GCDtSW5v6GJj10twxVM-vyKlZwQ55W5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV8z7_RGW99j0yR4w6GmKW3c4jZ_7d-D10W5wL4Y02ykx72W6TnPhL8lWFQzW4RGvY8955qLPW6N41C23gV_5gW28cLSt5zs0DXN3hNzNzhltRdW2y9CYH4qNYVvW8wWzV-4v_7bHW29lFp33bQJc7W4Rj6Nh6BkmNHW8bLvGg72zrXTW712jq57cn4YgW5Ly6145PYGWfVn8NJ-1wRS6NW5cY-7f6S4bMqW9c-82L2lZzXCW4sKpcM3nthYXW3DgHHc3lqj7CW1NwBMn1MVsRjTsjrx64JZQb103)  
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**10/18/2019**

**Dyson’s Decision; Father of iPod; Japan’s Coach; Shanghai Next Week**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
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| …the silver lining of this horrible decision is we can concentrate on those (other exciting projects). | |
|  | James Dyson on deciding to stop electric car project |

**Latest ScaleUp News --**Entries still open for Amazon ScaleUp Awards; Bob Glazer’s Elevate book excerpt – this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*N7L1zchSrKzhW51HgBp8lzq430/5/f18dQhb0Sjvd8YHtdnN81SjwlHyjJqN8p-YrnRzRtjN3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nGLFk3TgGLnW3dYB323T7dbcW2GfCgp2xHxT1W2_5yr66qmFwGW4ZfLWH4pFpppW2Jb2kK2X6mSvW38hF0R4X1_-3W3Cp4q85lB3dpW6TnxtQ2Bps_FW2J3N4C38jYTNW2pjLBn3JNXWYW4rpbjt1bJ0nRN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb119npQvW2GD9PD47qZLfW8_cxBp1V49g9VpHLx580BG1XW9bczLz1mTq2tW88TBnZ4L1MmrF4JXQH_7KNbf6Zt1l803), your one-stop weekly update.

**Dec 3 – 6 CEO Boot Camp --**With January selling out and March filling up, John Ratliff and I added Dec 3 – 6, Marathon, FL (great time to be where it’s warm) for another [CEO Boot Camp](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*Vf7vm28fwqGmW7h-hb81yTQyY0/5/f18dQhb0Sjv54fpDYGW8c_7ks4T_wDdVQZqVx5wLKFzVscWqS1VbPj2W6kfX-L7s5Q5CW33FHrN8VmtQ4VKngbC5mZ50NW8HbRxP8j4S2gW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T634yv5N2yJF1WYT2jkW6P4lCX6hFc9LW69NG1w6Pr5q2W4MBwXV4r1Pm7W1nqlgj8GTDczW8gjY6L8WBKbVW56sy_82NhXH1W7vB6rt6VBB58VvGMhX7stWMPW1DV-4P2qyNtjW85Qr093mTg2sW2sKpcS1W4dL0W7sNQLd7vMTzKW4bHSGK6dV8p_W57vzGY5m8pqpW6W_XTF4C78x2VsYgCF6cNcysN82KQXX5R7XDW30mCCt4lBZ6FVnptLF1Q68w6W1MMh8v3gvt5mW63K13Y60T-4TW3JHpW_1dB_zpW7zKRdN3y0xNJW6zpWmg5LkhF0W6JV1SD7P6Th5W8HnYmg8SqHNSN2f42hHtJCL4M3_BT-jwB7Q111) – join 7 other CEOs where we bring our content and contacts to the table to remove the constraints in your business.

**Dyson Says No --**Saying “no” is often more important than saying yes – and this is just what billionaire inventor James Dyson did last week. [*Fortune’s* exclusive interview with Dyson](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W7GF7pw4_B9f6N54tScpts1p_0/5/f18dQhb0Sq5J8Y9X7PW6KB8JF1k63-nW7sTqnd1G7dyLW6Blzjz1Qt2G2VLDpF18C-gHLW5t7nwc8y_DL1W8BvmxZ61BQqkW97ZTbf6b-DXVW5twQqk6Rj2XcW7lVkTt7n1z8NN2yBl2tbjK2JW4sj2cQ999f65W6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8X5hkTxhW5mg0gg1CgsbrW5jPVDH47P0wCW403tVS3vbpkwW6nGLFk3TgGLnW3dYB323T7dbcW2GfCgp2xHxT1W2_5yr66qmFwGW4ZfLWH4pFpppW2Jb2kK2X6mSvW38hF0R4X1_-3W3Cp4q85lB3dpW6TnxtQ2Bps_FW2J3N4C38jYTNW2pjLBn3JNXWYW4rpbjt1bJ0nRN2PGKtHBWF_DVcZLWR86l3lKN6-sdcCsL4QPW7NMbGc7vFMlWW31GHfx11mXrqW6XmPpc57Rn68V4Y8906GKHCTW4FkML-50xj19W22cZGB3y19vMN3wMXFC1q4Skf4tF9_g03) details why he pulled the plug on his electric car development after dumping $2.5 billion and 2 years into the project. Notes Fortune:

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| The story of his audacious but ultimately failed project also says much about Dyson, the rare executive who can combine blue-sky dreaming with steely-eyed financial discipline. At a time when every company speaks about innovation and disruption, Dyson’s decision to kill his electric car is a case study in the delicate balancing act of embracing ingenuity while keeping an eye on profits. |

Please take 4 minutes to read Dyson’s story. 2018 revenues were up 25% to $5.6 billion and for the first-time profit exceeded $1 billion as his 14,000-employee firm (wow, I had no idea it was this big) continues to reinvent basic industries. What do you need to say no to, especially where it’s draining the firm and the resistance to stop is ego driven?

**Japan’s Rugby Team Defying All Odds – Coaching is Key --**For the first time making it into the quarter finals, Japan stunned Scotland, beating them 28 – 21 earlier this week. The key has been their coaching – and a deep understanding of how to play to one’s strengths. Notes this [*BBC* report](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*V2Kgdm76lkbRV56Tk28DGvsz0/5/f18dQhb0SbTX8Y9XHdW6KB8JF1k63-nW7sTqnd1G7dyLW6BlzjT1Nvw7TVM7Yn35y5C1fW1mhHwX1nPLZ7W3N3zXk8l2nTnVTxSVN37x45sW3L3hmZ5H1yxHW3fQvzH81gM8-N7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndm6j49WVtrW3VVg3w8ch_M9W3X0g0y6bp1cMVbq5fx4TKc2lW6QP4F9269CJwW62C1r78Rj6z_N3Tl6mdNJf5xW5DL2cd1K5BCbW7xKyBm730cxFW36vXKK4WbDVwW25WxH12Tz7X7MP-0HXdp_78W87LWQV5Cmy-XVXnhB32xQ60KN1nSytG1_mXxW2-7nxD1bBvW3W3_5Xh96LLdKRW1NFfl48P4pWzW8R9kfx3NGSVWW67h75C771fs-W2nRzM357_hcKW6b6Krw5SkZhSW2_yGX587XZrfW89SG_J1tQfP7N9l9hS8mRw0WMdXyXb1p57vf8vyDNz03) 2 days ago:

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| Conscious that Japanese players will generally be of smaller stature than their opponents, Hasegawa has compared his scrummaging technique with Japan to a punch, where "punching faster" will cause more impact than "punching harder". |
|  |
| His breakthrough came in two Tests against Ireland in June 2017. |
|  |
| Japan were overpowered in the scrum in the first Test. However, a minor change in the angle of the hooker saw the Brave Blossoms compete the following week. It was then the Japan forwards realised his ability to transform the scrum. |

How do you turn a potential disadvantage into a dominating strategy with just the tweak of an angle in your business? Thank you UK Scaling Up Certified coach Neale Lewis who has been in Japan for the entire rugby world cup, sending me regular updates.

**Creator of iPod Shares Details --**Yes, it was locking up a Toshiba flash drive for 3+ years in an “exclusive supply” agreement that gave Apple the runway it needed to scale up the iPod and save the company. In this [*9to5Mac*](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*V9SlQc36nC71W4qqLvk2QMsZP0/5/f18dQhb0Sq5C8Y9Wm6W6KB8JF1k63-nW7sTqnd1G7dyLW6Blzl21Vq7GqVLDpF18CnwM8W5JCtyn8B-9dcW8yX6Rj3knCMvW8t-f1V5yJNycW8z-_Wl61mJRnW3LrfTL8tY8t0VRB1Cv8rZk-7W5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3Wdc2vW6Pkt_V62_rWzW4MW8X34r1Pm7W1nq9s72jt165W3NnV4F1nJpwvW26pdfj35yftsVYtF3q66xqQWVd_D9p96lvTfVR61J233Y2CYW7jBvK438D1ctW4StWJX4p-cpVW2z2ZfC2CVDldW7ft7wB4r1G1TN2CndwFYNJ9NVT99Tb4SChZPW2vZd2k3fPTfFW6692qC8m3bFtW5q2LWC7q7-QcW6hv4QC45Ly2MVkwRPg8mCX4CW1Hnwhl2RyhkDW34p03L714h8ZW1ny0PR7z53pDW5QlTcl7c0HhSW3P4VFR8JtmwLW3Ft_kh92l6NhN3pxWL3cTSRKMcSpnhxqJ3w102) Q&A with Tony Fadell, known as the “Father of the iPod”, he reveals details behind the iPod strategy including a later $4 billion purchase order for Samsung flash drives for the iPod nano, the largest purchase order in the company’s history to date. He also details why Sony didn’t compete and how a personal friend (and reporter) of Steve Jobs convinced him to make the iPod compatible with PCs. What key industry “constraint” do you need to lock up in a long-term exclusive arrangement to thwart the competition? Thank you to Scaling Up Certified coach Bill Gallagher for pointing me to this insightful interview.

**Shanghai Next Week – Launch of Chinese (simplified) --**Over 200 YPOer and EOers and their teams will join me next week for 2.5 days in Scaling Up their firms – and participate in the book launch of Scaling Up in Chinese (simplified). Thank you to YPOer Mergen Chuluun for all your efforts to host this workshop.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Dec 3 - 6, 2019; Jan 14 - 17 (Sold Out); Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W7cKVQn3q30cFW2L2MFX7vFlM_0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqN8p-YrnRzRtjN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6185LcNlwW5jPVDH47P0wCW403tVS3vbpkwW6nGLFk3TgGLnW3dYB323T7dbcW2GfCgp2xHxT1W2_5yr66qmFwGW4ZfLWH4pFpppW2Jb2kK2X6mSvW38hF0R4X1_-3W3Cp4q85lB3dpW6TnxtQ2Bps_FW2J3N4C38jYTNW2pjLBn3JNXWYW4rpbjt1bJ0nRN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb11bTjSFW2GD9PD47qZLfW8_cxBp1V49g9VpHLx580BG1XW9bczLz1mTq2tW88TBnZ4L1MmrF4JXQH_k5Gwf19MmJq03).

**ORDER a BOX of 20 SCALING UP BOOKS --**Want to save 50% over the price on Amazon? [Go to this link](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W4XZgrf2CSDH_W4cdx1-3_twYB0/5/f18dQhb0Sq5J8Y9YsWW6KB8JF1k63-nW7sTqnd1G7dyLW6Blzjz1Qt2G2VLDpF18BTcz4VTGDvy1rDn0TW8m6TF71nPLDMVf-x9D5qjXTCW60M4Zn8p-mXZVQBY-Q4VD_mpW30FqVP9gGg2rW2tSnlL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF6sZf_YW7JCxGl81bhDKW7N0nwh6htR9wW69NG1w6Pr5qtW4NwbWN96dt4SN4r1QxPRD6xKMMNBCZMMQxXW80gSRf97rB1bW8yxYW15rPPgcW4SC9sF5tx3kLW4ZF8DC3lbWj4VW7sqw9bHSRvW4pc4VY4WshTMW5HtWmc93v3VXW3N1q6F3NGKYyW1mH2B51mbHGLW6SXzkD3M1MQvW5sN3CC3Js3jyVWw0y137LvzWN5Hnwgn8WHw8W7wTZy29jW8TkN8csGDVD2JBLW7n5Zny3jPt8dN5G484VkS61QVd8y6q1QNVKQW64g42N4ycfY-W2B6ffQ4xnDzqW4H33lB5_6TxBW9klZ8S1yf53YvVL6QTlGFf3GRKkG02).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W6qnBr34DDL9SW2rXGgg1rWyxW0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqN8p-YrnRzRtjW3hHhbZ5Cgxh0VnQ9Qq8-2txqN2N2xVWH59YcW1BXtSD52Xz4GW8Yztwf8-_mZwW4Myr9C2JjQbXW2yG_DG7d0gNcW8xPzP_7b_l6DW4swFGm5tr7FNW24WXzX5TncjTW2zHXtm3SLYcbW49JfBw3C8bwHW3__H9d4krb-lN5k4-Hx-SSsVW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4mGy8p6tHMN5wM1Sjb2L9ZW8VmtJ88W1LYJW92ksJd55T8N8W7w3wPS1NC3KcW1F6KV31Y-ftmW8R688c1YH165W1MCSl96yxq1PVk4Pxb4f_h_GN48j75KwJqt9W7zjxqp1SLzdkW1XKg1x7mHSkqW6fhK_T1NQs42W2FslqQ8_LVGlW8Xw6Zr1NN8sYW6dQ2hT47zWB2VkkJRQ2KkwwgW7ZjRCN1Bx8_HW7dr9qW72YqDyW3KS8zQ5CBjwLW5hk1wx5yf62cW2rcrKl5PkNwpW740G3N3NJXS7W25y6Td44D8JWW6c7SHQ81FyfBW8kLX7W4x6F4xMZpcmq9ZLfnf3TnzlG11)

Looking to take a deeper dive? Join the align5 team at the Exit Strategy Retreat Oct 21-24 in Marathon, FL - same amazing venue as CEO Bootcamp! This event is limited to 5 growth company entrepreneurs. All aspects of the exit process will be covered in depth. Additional benefits for attendees and Retreat amenities detailed at the [Exit Strategy Retreat site](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*VgQLvp3ny8MzW8VTz5t540GkX0/5/f18dQhb0Sjvd8YHtdnN81SjwlHyjJqN8p-YrnRzRtjN3hHhdcVMsQMVp3s9r5nrfpPW49g8VG2d0jv7W7qgLkN2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nGLFk3TgGLnW3dYB323T7dbcW2GfCgp2xHxT1W2_5yr66qmFwGW4ZfLWH4pFpppW2Jb2kK2X6mSvW38hF0R4X1_-3W3Cp4q85lB3dpW6TnxtQ2Bps_FW2J3N4C38jYTNW2pjLBn3JNXWYW4rpbjt1bJ0nRN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb14vgKM1V42c_83nh5hNW8qpCtx8DCfSRW3gHWtt4xBVHZW860GZk2gVdtyW4HyCTW7K-R3zW3wPByY3wqsqqf4CqvpJ11).

**Write Your Own Book --**Whether you want to make it to the bestseller lists or just sell a lot more of your goods or services, with a profound competitive edge over the competition, Book The Business: How to Make BIG Money With Your Book Without Selling a Single Copy is for you!Request your free copy of this ground-breaking book at [advantagefamily.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*VJDNrd8cq-98W8zsxk_3vvthG0/5/f18dQhb0SbTH8XJ9l8N81SjwlHyjJqN8p-YrnRzRtjW3hHhch2P7_nXVbxYmW50F4lyW4r1LBw6bgg0kW5CkzbT7nwMJHW7dfwDB5CRk-9VcNnNL6PVKcrW6N3nBL8xGZPkW6bN1mw5tjgSCW5PJ0kc8wXNtZW2mzcnK4rDgrjN2HCrMJ-zgZ3W47YlYy4bfcHbW47Xx4z3C8dd2W5-GNDd3VKVtLW6nGl8C2PS9sYW2HT8mr6l4W4VW1gvjSz8hz0YsW806yj370ml3sW3qcCt_7HzP2jW6rWCJF7Kg1WQW5gxG1C55kD6vW5-c4Td3tDRDxVBnzWM8QgndrW5nn4Gq5RdLNKN6jBg1Fs-72LW78QDpT1l2fvGW4mGCFz56RnzRW5l8-MM6jDt99W4PDtfv7pySL6W8WMY662mp2PSW5DhyW917VwnxN11rnNb4VjhvW6PYmz354GcH6W7K-c-g2pc_vsW5hfR428jR2v3W8BlFPc3P6W1xVNnw3p6K2p4vW93hR4X2LKpxBN70CfVj4ZDMLD2LMBk6y3Hf1fL6Cj03).

**EDUCATION:**

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*N62YtZvQjVbMW2wSmXW7hXtVw0/5/f18dQhb0S9r62gC01rW8Nz18p2qwv31Vp-KrN2MTTkhMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffrW24ZF-x1ZY618W5KL49N1gvjSzW8hz0Ys806yj3W70ml3s3qcCt_W7HzP2j6rWCJFW7Kg1WQ5gxG1CW55kD6v5-c4TdN3tDRDxBnzWMW8Qgndr5nn4GqW5RdLNK6jBg1FVs-72L78QDpTW1l2fvG4mGCFzW56RnzR5l8-MMW6jDt994PDtfvW7pySL68WMY66W2mp2PS5DhyW9W17Vwnx11rnNbV4Vjhv6PYmz3W54GcH67K-c-gW2nwjrz19rcTfW7gxFzl7NDhGsW7CcX4D1vP27_W44ZsK18NtNp9W5rrS4m4H4FVcM9XfxF7s2GRTLhF43jsDwb103)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W8vkvv93S24TZW272tcT7gqypr0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqN8p-YrnRzRtjW3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZX3W5mZjbq31H380Vc8rT830T_rPW2Vv3cs1G8MxxW1Bb4rM7PHwVlW7xlrrG1BfzV0W58z_D_2JqsFbW67ypdd7psVnZW4hLdQq4551RtVBbkqg69Sn5bW1wjgZ27q6fyfW46jllq6hM9TFW1ScmNR93fqcvW7lvSj77l-0-YW1z9_tz1tQ0NhVrMcqr5dK_KDV9zM7D3Swq0fW3CVWzH8csLSqW1036f73bSmn0W8f36bl5G1g5vW6yJtJL2LdjVlW8knCFf3bsw55W7FR7w38bRXJRW90J5mk8Ng2MjW48KCJD4XlK9dVrVprC56gBW-W7yYQTy39GZgM0)

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W4P-tQ28G-RXNW8tQ_V61Y9Rkd0/5/f18dQhb0Sq5G8Y9ZP0W6KB8JF1k63-nW7sTqnd1G7dyLW6Blznq1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pMJ4W8QKpyr4sj3hVW2BcyM91mGWmCW3LjvJZ86lwPSW4WWxVr3LdZl1W5wt-Zw1cgVP1W8LsFWq6mtTgvN1dmpSLZ26k7W3LnWW_8qY8rVW6PVqL-36rPrQW7fj0xT2JzHJCW872J7c2h4jwrVdt7jk35VCNLN8KWD5V3WyWSW1wb0y26SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RR6qwj8tbNW4c-1Tn5zjHk4W6k8bL83NCJ40W8Jj8yW4jPQ5ZW99rb229f9lzdW2WyBq94Q-5SVW4Hzl_z99W7yM111)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W3qb0tn5yM0pMW5qZM1w6T1GJ60/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN8p-YrnRzRtjW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppF5W1VFLj08MKt2lW77_tF01TDHTsW7rhXZR5gc5B6W92h2G57ThGnwN5hLFmzsx_FPW6yfnWb8X0hqdW83_rzV1zd5qlW8kb0cX1kQ3CcW8N3yKx5S4mpFW4QNNSs1xZLV4W92_wMd4JwYHWW5r7Ltq3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM4K7tJl3GW7T65k36ymQ1HW91bQtS6RZk_HW4BKB-G9k6HdCW66RL7P73yKD2W70RWHl92sV18111)

[Dallas, TX - Oct 24, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*N63btvCqDCB5N1lqSfbs58bV0/5/f18dQhb0S8319ctxSbN81SjwlHyjJqN8p-YrnRzRtjW3hHh8w5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4gsg6VN6xhb7MqCwVxW5pqZkk30HSWzW558jwW5nrfmRW4h_dcD1Ww7fNW558_4h8V2RP6W2m59z_2gmPddV4CtBr2Rh7bdMt_FLGt_MqCW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP37RjV2W7NrMZs3pcyGGW2przrY6V4thfW3_5R1X1tzckSW1txG9N6GsfdKW8XNh8_7J_tvcN1vwzDsl4WCdN1yZKgVz8TY8W6Hpn6y1PgvgGW92fRTk8PpNcwVtNHRW1_SXS1W8NTgWr7v3TgtW7Bh_ng2Ll58bW2Kpmks4lLHfsW7v352D1CpdjCW7nW6D41N135fW6krxzd21DJ3QVkPYxJ5HFsHjW9gHVjT73QsnmW1d5pgb5m7WT6W6DzwRS1Z2rjmMJFWZ0sk4dRW3BBd182Qqh7pW96nFXw56fxDyW90PhdN9j7BgKW2B9jHB9kzzTLW36sLG21NsfDKSmKl9ffpzk102)[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W6MjTt14Pm5RWW6W2FGt7JqTqg0/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nW7sTqnd1G7dyLW6BlzlP1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cV-tKKL5C42gxW5Dyz1j63dtgNW3LTmmn2JlWCvW3SLYcb49JfBwW3C8bwH3__H9dW4krb-l5k54j6W47Mp1R2HqwLmW5xF6285nLW-lW3hC-PB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGlplDyBnN1lRb4_1K8dGW7yq7075jPVDHW47P0wC403tVSW3vbpkw6nGLFkW3TgGLn3dYB32W3T7dbc2GfCgpW2xHxT12_5yr6W6qmFwG4ZfLWHW4pFppp2Jb2kKW2X6mSv38hF0RW4X1_-33Cp4q8W5lB3dp6TnxtQW2Bps_F2J3N4CW38jYTN2pjLBnW3JNXWY4rpbjtW1bJ0nR2PGKtHMyZtYHwKJnCV3qXWl3nv6jDW7bW3kL8y1Sb1W5TQnC85hfR42W8jR2v38BlFPcN3P6W1xNnw3pW6K2p4v93hR4XW2LKpxB70CfVjM4ZDML2LMBkV1VGgV6Hh6kP103)[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W2k_h0080-gH-W4ywBWh6KZn_X0/5/f18dQhb0S3j46_rD8JMWVCd6G1S_HW1frMR11wY2bpW5Kn04v23jTwXW3-m0_45_gbzcW9g6mvL6qKNjJW91Rqsk5xPyPCW1y1G968hFGjMW5xPy121DKn-pW26TpNk2Z5WYhW4YqNLD7CdhnfW2z2t5J7n5zLSW3z1tw65Yjr_cW66FpGf4MG2yPW7nmtkY3qxBH-W7kHKJc6wrLltW7kTsKq1fZl54F1Q0NPDgljQW1M_ZVH1PykYLF1hCzZHfQtBN4bpvZKS918_W5Dz4MQ3wTpnbV6tDqK3--qdHW4z8_Qr7jNNW4W8LBCwY9jqfQNVxffd88NZZfBW2xg8Qz6-JNSzN797YHHww6hLW84rbfg5l0SHkW7jZXLp3yVYkJN4hN1qFVKKC4W1dtHHM4rtDBxW4JXSkb4p9PDDW7n3rRC4QW3SxVYL7Qy66z6CNW6PXLVt9jy8GGW6Tvl4p2q2QsvW3cmV034yHBnnW6VkjKB1Gn5f-W6dRmrX55lHxbW49MXKK3QBNCJW88Qlfx7rP64ZW5xjsND18cj4pN3SRW8r-YjwjW7NQ4Lz3tv1cRW1QGhJN7vZG4gW5DRVMk8wqF3pW6q1nHm7ZNXh1W7z-R237C1k_NW6_qfPh9jxd5QW50C05-8wNRQQf4hVy8J02)[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W5mQ5lG76_Np_W1KhK8K3qbxPQ0/5/f18dQhb0S1Wc28_Ns4N12NkhBC3-7VW6118zN2skTdcW6cKLwp44kMnrW7R9-vg7K5_BKW3lrXYz91WrTvW6M5XlY1vHh7YW21p0lX73qnvdW51wDWD82CT_TW7y7Y6p5MzrhpW26m5MW7TnWx4W4nmjXq62RzKNN5r84_fClkbNW2vb65c3K9RgrW79Cq5g30ByTxW2YFq2s7jWDzNW58x5L17FwrKDW4cbynP517bdPW7Xjd1G4TJNPTW1sh34p2KV4WrVcD2hg6Hbr6WW1VVy9n1w5_sPW7PPtgQ65XNLGW3XtY0K3BNtvZW45xnb42pDvFmW7x5FNN5D6f0qV6jkdr8P_R14VSjDYv18gsncV8Z3zn9gR1hqW13SLWN6Dtg_zW36p8XW5QWdtDW3DzznG6Trss2W6kwphz6bgBT9W67pyrh5tQ9G-W6H4C5t1SPWxDW5-J-7v3nqNmsVSdcgq1ZM-95W963MZN69JZQQW71Z4mD4tDt2dW3Ttsxm1ms5PkW5NL_3n7R6zpCW78l2Dy3nY5Y7W8BwwJV2z1833VSvYbm1cZ-jMW6gMGz36HZYQkW7ZD5Vw2sJ9y_W5y1pS_65QB5WW91fM3716j4_ZW2VGSns17n0_Ff6zdRd803)[Salisbury, United Kingdom – October 31, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W4LLvXy8sMqLQW20JHTl10CB9n0/5/f18dQhb0S65P28_Ns4VWp1016dGGKvW47BsK94SSc8zW2RDycs6lLBrXW37xxyf2GJvDqW3Fd6VR253yx_N6kq793DCq40W6yPvkF437zdRW7x56hn5Zhv1rW8pz-pN86YD03W1RyWr284tPk5Vtfgxj6pzN4NN5v62mCCSt1rW7csxpF2lw4txW8_N0S28dvckGMdcRZTRkfQCW4rJ-c78DF_PRW5SfqlC34LD6TW5wK7_s5WKTdYW1L5RPr4XfbvgW1-N-sM5TwDzLW2vXT_37WKz4-N8q5vf64xc6VW9j3JvZ4xJ7flW1XZT169fzH0vW5BBM4h1NqLNnW4NR3dM82_L0pVtPmsj7PqkhtN3YwJHBlMMGrW7p2ppS1P2x_7W2b_gTD2-Gq_PN6gdZD--LB46W87wJts7BRsM7W8C4TpF7b5fT-W7M_D-L315cpYW62pbQf2t6MKwW1gkNPP6Jdw-YW5Wm3TW4bdLsQW4GhlWq8kMwk-W7c-CLY39SBW1VgTgdj2Y2GkzW46RL9t75TW-rW5cbVNR2824PmVT9HNZ7lh8F9W6STrvt8NGRM5W97dbvN8n7FZLN2S-7NbBw_VDf98hZ3P03)  
[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*V1GSs_3nC-XWW3BjHdZ3WYt3R0/5/f18dQhb0S4006_rVWdTygyh2vPRMYN7cdnqWFjqzxW2Rfz5S3901_MW7RbJXX6MkPyjW3Zspy21JZzY9W2xH9SZ60106BVlNg8g9hgpwfW6LvCW92SzxB1W8kMFG98MS7PNW11f4zT41DwyXW14xTVP3VZMHcVPBkrW7b8qmdN1lBCbkrDxpxW5Y17L42J8tvtW2HFtk07_F7JzN2PJFByGyd7PW60zgMN8zNB7sV6rZBl2Sw1JBN289dLT2SBhsW12cmTv5F4ds9W8TLZWx4TTnFtVPmM6C7k3pc9W3lfK83890V2bVd6g9S4GHQbYVxHGXf3Cb4_xW46NYph8t70lcW10ksXt7N0JNxW7dsjcB2Qwp25W6q7pR58-VTqnN1HDvHDRzz3wW8sTSXY4z4p__W7_S1Hx96mg6KW67dMhD99GJmFW3-32xR8kGz68VYYb1516JlV3W5cYV0F3w5yJ-W4Q5zZK7Q83tSW6DRmgw2dXcvdW5r6Rm44Sc2DGW85L5Rf4WPmvPMxtJ2xVk1bZW4w86tC1J-YCrW5xLCjW9f1WCtW8Z9PtS8QWjPRN97dbvPNvCvpN2plXr4B4b2Lf51j6QK03)[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W20JNw-1_bb_rW5XqBqw7l5-B10/5/f18dQhb0S3j42WJLfhVWVCWf5VRmj_W1fDww43wyH-bN8HWX7jnQsv7W6bLNHW3FGzfTW6zDQGk65cg3QW7t-2tV8hrKVTW3rz3Nb93HyrJW4xvlz42byyxTW87Cxg77FWHf1W2jy5B84z6WWPW3trgYz47P7wNN3G1cT-PPJzFW6Jr4Ql52ywm-W6DN4J43BvFGqW3CGz303CwmD0W34Fhlw1HXbRbVGK_qf3QQ52nW4hgjXx5XWbwjVN-scL2r0cTlVcfZp51YKMkHW32gxSJ1hCz2sW2_YRcb5gHnnsW2RMxRy47ZQdtW6TQBrm1tY9RzW5LH3sg6R-xBvW46Dj4h2LBPglW4t3gqR7CKN1sW3jMF1r3LWJBWW7KkKtn7LjgbxW7tCxP34QyPc_W1SKK776ZlNLpW5_MNdP2nPT4TW83Pzgp5hdTprW7J7vHc5w9-5vW8bx-gQ6nNYr1W8NqBsH4qK-f1W8jTVbX8J_CSqW16SCZY914cCBW69x0WS8dcT4rW4kl1-j1_LYhnW8k4F528Gd_gFW4t7cRn7DcXY6W1sv5rQ5wJCccW3bXNJQ3YK7mFW3jZY7j7tP77lW6G7Zhv2gNWbsW3qKqmh1TD06LW8f62g38NhrSGW7qlWmx88cJJWW4hLwg29bbkFLW8ZCzvb85rcvlW42_pYL1xbzJz111)  
[Hartford, CT – Nov 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W8ftXCm96pcj3W769qkM29zl3D0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqN8p-YrnRzRtjW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rkcx4Dl4vzW3sxGC-7Mq9YPW8QKpyr4sj3hVW2BcyM91mGWmCW3LjvJZ86lwPSW4WWxVr3LdZl1W5wt-Zw1cgVP1W8LsFWq6mtTgvN1dmpSLZ26k7W3LnWW_8qY8rVW6PVqL-36rPrQW7fj0xT2JzHJCW872J7c2h4jwrVdt7jk35VCNLN8KWD5V3WyWSW1wb0y26SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RR3CPj8tbNW4c-1Tn5zjHk4W6k8bL83NCJ40W8Jj8yW4jPQ5ZW99rb229f9lzdW2WyBq94Q-5SVW4Hzl_T71mYz3111) [Franklin, TN – Nov. 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W50J6FY7-3kQlW6k3pR258F0mY0/5/f18dQhb0S3gW6XvPW8N11R__jjmkn0W6Lmp2b768GWzW1pkvWV3TzWTjW6l0Dn81YyZNSW3-zl8h7JLSs_VK_03K8hFXfBVjT3GD4PdjZRW5c4Vwp2RRTz2W5cDPbT3rkNSzW7VSq8M3hQDVQW1mMJS853WTk9N835FcDxd0XRN6-Lq2pt_z0YVlNwnk1_jLDkW4J_00b3ZMJWHW47ZrGx2xPPWpW3D8Sx75g_9CtW536NSh5YhYP4W7bFr3n86BKwjW4c7pDm2Rl9wVW8vXl3z67H0mBW4LgjYx7FMSPkW8266Dx711bh9W13BJR939HRs3VbsCHC4GPkQhW8h5yGD7GRWxyN1FZXDTh1YRqW6M2ST55GHnffW5Hvqb03RmGhgW3-1LqZ8MvFQGW1BRB-C30glBpW2FN82n3sNTDWW8TrDXw5L0MP2W16x6rZ77x3jsW8Pj5sN6kF-LwW6-1xfD6ySjbYW91yLsr7hvFMPW3fQvvy5K7_WhN3-y9HXHszcvW6Y6z5W6N6k91N1B7wzG_NP7YW8vvZ8F3tB8BKW6L-lFG9gF2bzN8-h4FvPw5_pW83jH7-2jyn4FW7H23j37KMfZRW2RPVVl8dXnbbf5QSvvG11)  
[Grand Rapids MI – Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W5-xkYv5ccf3PW1YgVzM7PNpyx0/5/f18dQhb0S1Wd6XNQnHVM_3XT5wcvZzW4fb3cq52pVkCW1cSxdv7bYzL-VbT-rT1wcHJjW6wW5VJ8kP-rpW81-8vF5N7k1VN2vszlWkXH62Vq06_b20NsbfW1_4KSh6gVvwRW4Fpmtn3rb-RHW1-vKWX9k6TCxW83Yg0121GP-gW69GGNK8Tj7PjVGpYHl1Gn-LQW7XbFDq3BJ9NrVvl8-215fNpNN7KzyKtW6r8vW3HwJCJ1NDQffVd3W6q1F6gjGW4Ngrrh1Vq25BN4jv2D_rLbslW5BvHZl4l3MR6W5WsSf168ctbdN1fVPkkl5cdtW7ZS_xB1g6ZXVW413t8D1vMMGdW8ppv6k3B_NY-W1DDYmR52gpN9W1dkF8D1S-vGqW8CPb829cC1nMN1j3CGTl4nJGW8kZvt77b08K1W5662zF3C_2cYN3pMxnqWq6NQN3YyyQQTdfmcW46kjVr6SpX_9W56FFK_5JPmZqW965WVf2f92VYW41R5Hj5VNPj1W9fJBdY70QZRrW56FgTP7_cb8kW9j2yv71_-BTzW8lFmD51sTsw4W6yDBmT3F1_vXW6S6jKN3g0q_gW3W9tg71M7GbcW56Y1LD1qTTYCW4Y2qcX2QDg18W28rbzY71SF4gW2RCDnN2ND9fCW6_lDTH24rVcwW8Hn7dg6y9NwVW74td_X2DmNm1W1sXC0775Z9K_W1lbzTs17RcLlf6zLsCs03)  
[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W6MPS4L1PHWClW6nsZh24Sg3S_0/5/f18dQhb0S3j22Mzbz5VWpc8T4_BdJrW2GfWQT1fw-S7W1ZHn527x4TDzW7pWjFW8kQkKLW8mznYr7fjfqdW54wrjk4SSqgZV8ptzc4D73wnW7_xNC12bcwGJW4pJV411LH-d7W74pV7S5PD71YW2jGBnr3031v5W4dpL7D3MRWp5N7GHw19FSqJ7W2KmLCR7H0vn4W6bLtcK7JtsVgW5lDydk5qhn5VW4BHjh_6S77g5Vgbv1L4J9K34W3C_jnx71X6ygW4P1-BZ32mwB7W6Qhq9S34Rv8RW729VBq8vYmj3W7twJlp3wwQq1W898DG86gplGLV5djlj2k5psfW4q33lh98HGqKW7cHq775WBpBrW345VxV5ngyj5W3lkVyY2wVF54W8nSjVk8jcnJ7W9cSCMl8-mDmYW1wHx6p3jblfgW93fxBV3MGylqW3ZMlcy7hHNJzW8pD7QH5dj_BzW1x38Cx6dCkczVX73wX41J0FJVmYBH813BG85W91d6tw8mtfX_W263mYl3SxCyPW2P2y1w4Kj5R-W733DTy1_znM8W8wdSSy81JkhyN8DF5pvNv_McW16PRKb2k_y0HW94CBdX98llQgW1w_xn882wgdSf693kWJ02)[Kelowna, BC, Canada – Nov. 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W81dl1L2hDzzVW2WQS2p8TNWby0/5/f18dQhb0S1Wb7BfGH_W12Nv394V2XWTW8P4KkZ2yw9dnW7mwhsF1r-YjyW6lD1v25-Wr66W6x2hJ53My3FNW85DT1D6T1dc_W1g0C3Y8hqcRTN5pwn91C1YBfW6X5Nkq1ChcBBW7BnnYl29T85sW4VWkK71pyNNNW31Vtn33RPpV9VwBXyP2thgL8N62J9-pXrybxW5cXGxN729SmrVhhgpG5drbpQW1jK6CH53lQYyN4NYDCS2Cp72N4ZkQJCMcwcDW5ZX95c6msfJdVgfJ5h2xkw-0N4rPp59lkPTwW2Kbl6n1_9gGJVtt1Ch7hFvzLN5SDP63zRTGRW4mFNjS68qnDcW7zcZbn3hByzJW7lFTX950pkCNW7-8LG_1QDr00W5Xdv8186m-7xW5XNzzQ42WL-4N7wqvkJWN_25W45YC0G2rxZtCV_0yqx9hJTtrW2h8PVp1Y9VrcW7xj9jh58MYQRW4tymkJ1mRRksW6dP0DC7zgmwZW2fN8V88gKmKfW5cRnss20KVmsW6J_kWf8GFRs2VS3fdH3ZFgwkW55T9qg1kZqSDW7dVMnK6dPKRHW1M80_53bJzx1W1zMySl8n4HhQW8kyqSq8-KfhkW5fDt6R2cmrblVR_TqM4rH1WJW938bQh98b6f9W8Hy5cS82tvSpN20wd1-ZBzCx111)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*N7_j7x1wGGQtW618W_38CDnVt0/5/f18dQhb0S2C82WJLfhW12h8xJ5VRxDgW5SSQGl4N1ZQGW1qmz2h1wdRLmW60NSD17fkkHpW4kfHml2Ql5N1W5Cn90M6VTJl1W3XDLS56_pbXWW8g5rNM4nWDcTW2C_2Cq6D2KwnW166nNs7788P3W8nkC901D8BG1W1JclPy8x7RttW4WYdWS2Z9PXVW2_7Q4y3svLd-N13PXlX-B9XsN5z6cw6LM1WjW7knZHC52mgNHW7c4NXQ2y46VpW53zxv67cbncBW2FPcDl7HqV3FW1kj6vv2mt9nBW7CtWwT7XP03NVKkJpW4WXnDNW31g_pV839KTbVbc4q21Kf5QQW6mslBy1t57XZW2VHmLT1xVFRNW9hZPfR3GllWSW2j9-n53PqTc2VfqmHQ1JqdF6W35xJlR6r8x3RW3bDS3Y2vWp1HW8MGfh65WzS6bW90D8WY2WZxPJW7Mw_hg2bf025W3Z26nL8M8Y0KW4l31JH63p4wVW9986378WcF2JN2hPDryC8M-KW4-TvMS427HXSW8KpZT34wB1fMW8536fJ2JfFBKW2jPqst8qtbszW20ZcZj6DX6pCN8ZDcRcqkCjXW1PMhX83KZQcgW4sysqK5g3lhJVxCpvc4cxbzmW70R32F9l_D29W2-FmyX8SdDVDW7FyjVs4V073LVzlbkq7VxFvd103)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W1fvgPd9kQXh-W3Zhm596yJWPS0/5/f18dQhb0SfHn9dZyjHW6KB8JF1k63-nW7sTqnd1G7dyLW6Blzmx1SrC8dVLDpF18CSvhfW8BSwp561LyH0N1nP5KBRzbH6W8B-9dc8zTMKrW64JpkH5s867JW1rfXn08r4KPlMSbRryT8FzQW8l2x425D1NCxW8r5yBC8p0dw-M4mxQjXwPZMW81gM8-7d-tJnVQJ99n8tsM5NW64kxhF6cDM8CW8p-zTb3PmWT7W5CTjM57c7F4fW1njGYl1by7prW625bx16Gj8TSW6bVy-525cnVbW7NrMZs3ndm6jW49WVsf7CGHrnW6WVhjW6b-vF0N67h1zcQC5z2VPC2cV8zV_7zW8qLVsj5sbdY9W7fSrfJ60gHNpW34M-kl3KKXHVW6Rqlzd23x_WFVgCV_X34XJ2CVMG7r88pCkXyW23899c37V4YkVXCHYh4wFrm8W3JdWFt3GvLLVVP4_LP5rrKxzVcVj_p2DmK2MW4PkBg56BzJGHW8bLvGg72zrXTW712jq57cn4YgW5Ly6145PYGWfVn265W1wRS6NW5bdHZ-3sJ5p2W2BWsNj4M03_DW81plcy6_KCDfW79R4sh116b1dW1NwBMn1MVsRjV1qmwj1g9g6R103)[Sydney, Australia - Dec 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*Vjyh717XZyf5W1cbvhv9ffbnx0/5/f18dQhb0S65P7w3gbpW12h8CT1g4XGSW5jRqtL2xd5rzVL3RMR7cz3JxW3VXf7S5Jpt4pW9dBSTq4mKqFVW5nFyFv6kw2jpW53cLBb4HjLJXW8wrl9l5n-FG7W5PJ79J2mLx3lW6WPXfP2CsFnVN7Kk3X5xKxvFVsVjHd7GnqpNV_3gRW1w3tlkN3ZwCsPszYTxW2BJ9YR82sw68W26xqjX26XxJMW5bP_mJ1JfW5TW7csgs02Lwtv_W3fPH7Y2sPS69W73bHTC6MLJ65W7FC5_F32hcvHW1DfD-l36L5M-W5qHTLw26Z65FW2WyVKM40y84tW8N_LPt7hPD-ZW5HYLKh5r1n2fW1Bmr353wQ0RGN8bSqmBctHgTN6sv6Y7nFB1tW1SbZ304G9Pz8W4NmXSg1DGCk6V1f5MP4F1_6GW1TV3m79fQJXmW1lTs674RF4d5W7QGTq_63vm-GW5H-TPZ96WBf3W8X1x-h7X18K4N87RFxPwl_xtW7sjfbm8C4NPWW4B3dJv6jrMq3W34fGpR34rPRGV3n-gC7xH0MqN7mV-hHp-LVLN5gZGgnDwYFsW7_37n58Tn3PFW3yg6LS8N96FhW6clcYr5nWKyXW9kLXmp8jV3fxW6_BM3y7g3jt5W5j-gfj4C0GcQ111)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W7J3R6W2-RXD9W5_9NWj1b_dZT0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN8p-YrnRzRtjW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW6nvSZG5c5dvHW6bbS9B4ySFcKW5FFt1w2xJVD7W64vbwJ554Jv7W4cs-dW461g41W5sHGTV5WCvhHW2TMCq232Xw9sW4VhS0K2pnzDyW6J_H7-647KR1W4WWpKz2--vbyW51gcJc2lNXk7W34jQRR7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc2cz6X7W8B1QLJ27dFp4W9f2HtJ2hd-TLW4CzQ9G42_pgBW45Cczk2pglVTW6vc-Z619nwg1f3mxHPH04)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W4nZM-W5jkbWTW1Xw7jj51LyNB0/5/f18dQhb0S3j42dYTssVWnCxp2vPRMYN8h8Xqlks9xsW1pPwWd6DNj-zW3542NB2rqt4bW3sHdg06NsdV3W55stjv4NySvLW75lnZQ11ZCcyW47SWkp5J6ZyGW8Pq5GZ5L6Qn2W3Gd2376RkX74W7Ny5XC2qR9y8W5z8L9p3z-S0FW53QK1b12hvvnW6WJFxK8k9vNgW1bH0Rw1qD5BQN4YYz9_LG1pdW8MCprp7FhHNTW6SbQ_d2xXLWFW54SBlX3C1yq3W5r6RBj6jXlL8W1JmCJq7F-y-5VsrtJZ10wwckW4YGlvp1SqggFW4Fml567szhJLW17-RNm11b1HdW5BKnPd7bHZXRW5qBCTd9kn_0VW3RFtKL42H_xlW66Prs63DnYn4W2cbHQG7nNDh3W3C5Vfs3m2mGRW5SYCm-90whT_VPfDxJ8BgBFXW8048TS4cT1DfW1pbpg630sxMyW6Jj5wt1WNQ1CW6VDn0Z8RlJGkW7ctqWQ3FK34wW219fkp5WW3h5W2Lnrff3hYy1zW2fpSQz2KzqtJW2rJqtl8Gts5fW77zxv-5mL1btW5WG4rD6KRSMTW8GzYXB9d-F3MW9fFHww2hP5W4W6T2qCp4yDRy7N5Y7KZlBSzDvV6GSHj3sG21v103)[Waltham, MA – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W6GtDZy4V4ZCZW7j8WwP3N00hL0/5/f18dQhb0S3j46Xvx8kN12NPdTF9d31MDK-BgNbL-vW32Gfs_1P655vW8QQqK080shH9W4yyXRQ6PrCp1W4wqm6L6JKvr8VNgd-y4GC2rcW83h9hn45jT1jW3N39QB1Mr7NyVghGlh5dl0z7W8Gm-Yw4BWqyGW4Dgm3M6Cq2sJW2Nycwt1s0X-_N5Rl55FcZ8z-W1B0GsL4lDpQGW5fzfVc71D33TW6hpMyv4_XrLJW5qshLS6M5F-nVVr8NQ4SN_C4W7mDrC27yP0CQW3MwRWc8n4BnvW19pt9B7wNy6YVwlFXJ33b7wjVBc8Kz2503wSW5Tz6Py2tWnzCW2dCTpl6bxlB0W81lrjs71g0xhW79HVnC8hLDvMW5pf64Q4HPwvZW8BjJXH2c9016W72v1l54s3p8XW7dMxwC36XHsRW905gCd42JDLhW7N-T7-1gF-sqW7pnHVG2SN6yCN1K6j91pZ01dW8BdHBJ22rG5RW6RHbzh3lXV-QW6m-9pv3-XfX_W8BLvBf5plHkrN3Vz5-BysnTKW4yW_pP8-3J7VW5msMj54-9tmGW8d2QM34KDgxCW4y1Q1G58kBJbW70P9P29c74SJW8tq8bv9jLCqGW1rMn2w8s-dlhW9bdk8c7XclSRW2Zrz4P4H58k5f3HyFSF03)  
[San Francisco, CA – Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W2HBQpB3Ghcs5W5dhWf78gHWD70/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nW7sTqnd1G7dyLW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hGBW8qZLS-37wV7QVVyWmR3GCDtSW5v6GJj10twxVM-vyKlZwQ55W5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2KW4szmmNw8W8p_3ZX2gvtCXW3NnV4F1nJpwvW26pdfj35yftsVYtF3q66xqQWVd_D9p96lvTfVR61J233Y2CYW7jBvK438D1ctW4StWJX4p-cpVW2z2ZfC2CVDldW7ft7wB4r1G1TN2CndwFYNJ9NVT99Tb4SChZPW2vZd2k3fPTfFW6692qC8m3bFtW5q2LWC7q7-QcW6kl2Sx7dr9qWW72YqDy3KS8zQW5CBjwL5hk1wxN5x0gb6215_BW1J7MVJ4db3_mW8-mBqB1DmnNkW2fjVn3421gsVW18r5d970RxFlW8x2Tv41MWhN-W1MKddt31NbSR111)  
[Henderson, NV – Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W1cZ55m3RF5k4W6kpsrl9gGr1j0/5/f18dQhb0S2C86SyJVPVWVdWJ2vPQmGMDHppVGhhy6W3Wh5WJ219QKQW3W66-93V5G_tW3_Zd-686r62kW82CHTX2vp6NNW75lql33pKVZ9W47SWkp5HFm3nN22KsBqyq4LcW9hnSqq6VMPZhVw39Ds1XX1bPW1R-Xsw1G-1YVN2SsrdfWskbtW1vxqt677Y9PvW480t461kh_d6W1_PyxT2cxpNTW5X7XlP4y50yYW4VNdXq7Y4cJZW1NmbDp5X35PWW1QMYwh5lcKd2W49kmjv2NSVTMW14XX3z7zHspLW8_nD_-4hpXK7W1w90gb6j6JwQW3GLhQM9j1D-kW42NBmb3zHj8mVDwjMQ5Tb36LW4QR7jZ8xmPPdW6dZ1qv9jxfVwW2YvG367-2z91W1dfGD9297hQLW7g4lNV6W38STW5Cx2Ds1l8NY7VQBfk98X7l9rW40gLSz1nX8xcW8T-Pf78vH_4PW3C0xSQ6W65P4W7K7LWF6gSjlLW6NhZzT4-QhsDN2Qv9mfcl8RHW49-XW76mHMBhW1W6SDq8ygR7GN5MrjSYd9T0nW4rsy1T8Hv40TW9bH1qj6YSDkPW6T1KGf7zj851W8L38Fv1fz7S5W6_8-HW2ls_9bW4-FZ5r7B-pn_f5yXs_P04)  
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[Topgrading Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W8cK7Nj1Z_zD_W4rLR6F4JSTj90/*W9cDNLw68kWKjW6jcz4w3h-VRm0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqN8p-YrnRzRtjN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkBStvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RrbVdW620dDG3zGVYkW63qDpR1cX-H_VQzQZ72BjjS3W6ZfdNr16P9RJW8frj7R1pFjrrW2hmCBh3g2G9VVXYg5s50tXlNW2H4w428LjPKNVYwrHJ1mbF2yN3g7v1jd73xSW5r_RGB8qrrSGW4KP5BH1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1Tn5zjHk4W6k8bL83NCJ40W8Jj8yW4jPQ5ZW99rb229f9lzdW2WyBq94Q-5SVW4Hzl-d5TZN3t111)   
  
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**10/25/2019**

**FAST vs. SMART Goals; Future 50; Costa Rica Summit; Oct 29 Webinar**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| Extreme communication. You say something 75 times, and then you have to say it another 75 times. | |
|  | AMD CEO Lisa Su, on how to execute a turnaround (Fortune) |

**Webinar Oct 29 – 3 Barriers to Scaling --**I'm going LIVE on October 29 with an online 90-min training.  More below, but first…

**Costa Rica Jan 27 – Feb 1 -- $1000 Discount by Oct 31 --**More below, but second…

**FAST vs. SMART Goals --**Rarely is there something new in standard business lingo that makes me pivot.  However, this [*MIT Sloan Management Review* article](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*N407Z9Lh4zgHW8sZ5Y141rlfH0/5/f18dQhb0S1W96tQXW_N12dJSpBFZlPN55jNwRknwcqW1RMZT-1hHvrwW6Bfnpm7yJ4LtW4xy0v78M10gbVZzDtZ68Pw1nW5Z3Blv4MBC7DW5YXykL61SWVdW93QK509h7HPdW8tBy1y8K9JcVW1p8pfh1cjJ8ZW8glz_L1QMJHSV4mgVQ7X2SbWW58-7N07DgghZW3LQP1b456D3mW5wgl3b44kFFJW4wXVkj32dKpxW6xKC1r337hl2VRxFX240z-4pW7hxnYq5wz3GlMrrn2VVnsNxW88FjNw1ZJ4kRVh7t8r8gvXd_W1XKz5B6vSvsqVGzyzD5XmqH_W6cg9qC1pJ1wgW5X97XB5qDyNNW50RCwk7-ZK55VJpkHC6LWJL6W39mPp91DGQ0kN2xYJdCPkJbcW8vCDWf5MVZpPW6zxfy08p1v32W6d1q0c3v702yW6nLPT04s11VgW2MDptv2HvHhPW48Y1gj7mS4-TW6xL5b11Fdj2jW2M1BNF5TFdNnW2lWpBp483KGyVsMSPf5L1wrkW2kwyLj4z8q-ZW7rD3G192W1jRN8yFr41SV5SGW47lp9c9fc13Yf3w6pzt02) suggested by Adam Grant (yes, the article is a year old) suggests FAST goals are better than SMART. SMART is a standard acronym I reference even in Scaling Up, yet I’ve always found it clunky and repetitive (aren’t Achievable and Realistic almost the same? Specific and Measurable two sides of the same coin?). What Donald Sull and Charles Sull suggest is the acronym FAST:

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| **F**requently Discussed – aligns with our daily, weekly, quarterly meeting rhythm **A**mbitious – indicative of scaleups and much better than “attainable” **S**pecific – their definition encompasses that the goal is measurable as well **T**ransparent – supports the need for software like Scaling Up Scoreboard |

Please take 2-minutes to read the details. I’m switching language in our workshops (and will update my book) – and hope you find this framework more comprehensive and representative of growing firms.

**Top 30% Crushing Bottom 30% --**It seems the big are getting even bigger and the small, smaller when it comes to public companies. **Lessons for all of us,** this [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W627LBK3vtr2KW3dK8584bPcjZ0/5/f18dQhb0SnG-9jx9FWN81SjwlHyjJqW8p_4R64XHl9MW3hHh8B5Cgxh0VnQ9Qq8ZQkqbW8Zjf-q8-vzkgW1HHB528Y0CS-W4jtNKQ4g0Jp9W7pc2sG4fNgCQW7H_tp98W54v7W4c2Y2z4g0Zy9VpSWrj32Sp2wW558_4h8V2PLXW7JfN4V1zJKdZW4bJ02h4LGvMtW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnHLqZD4TmW3bPyFL3BJL_9W2tk5vH2z_scnW6x2RKS5-lMJcW5tk_vg6vcQfLW3v51f46H1dLDW62Qj8j5QcZ8fW5BbJ783KKld0W6q7DhG3ThzprW6_GpLB49Qr25W3gWQ176yZ83FW6zq6fP350ML0W4q48ZJ38LL9-W2-SV594GTL11W4TZBnH2HLxmcW2HKPnt3yS2wdW82G-VB8yRr1-MrPpMvrJh2DVR6wHD6b-mP6W6cfByr5CRHQTVCjYjP8j1VZ2W7QYWkz781ZnBW7Kwh6K206PN0N4HqT1CPvSrNW5xL2Td36sLG2w1NsfDKcyJf5w8ghh02) by Vijay Govindarajan, et. al details what smaller companies can do to breakthrough. My favorite paragraph:

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| How can a manager of a small firm escape the small size trap? We constructed a statistical model to distinguish between companies that remained small versus those that grew much larger. We find that the latter had a **substantially higher investment in intangibles, larger debt raised (to finance investment), and fewer annual losses than the perennially small.** Escapees had a relatively higher asset base and were younger than those left behind. Notably, investment in physical assets (property, plant, equipment), share buybacks, dividend payments, and acquisitions were negatively associated with the likelihood of escape. |

It underpins research Jim Collins shared in Great by Choice (still my favorite of Jim’s books). He found that companies should only pour in capital and technology AFTER they’ve figured out their business model (i.e. one that is profitable!) And we’re big fans of smaller firms using much more debt to then accelerate a successful business model. Please take 2-minutes to read the article and then figure how to be highly profitable (right customer, right product/service) and then pour in the cash/debt!!

**Best Potential for Future Growth – and Crushing the Market --**Fortune’s “Future 50” last year recorded shareholder returns of 13.9%, significantly above the 7.6% for the MSCI world stock index. [This week they released their latest list of 50](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W8snXKy4nsYnMW1JjGQH84RvqC0/5/f18dQhb0Sjvc8Y9YsWW6KB8JF1k63-nN7sTjMSsgHygW6BlzkR5zh-NRVnQ9Qq8_23P3W2KBDLR8-y10rW8_1Q0r2L4qt7N2R1VpQrNDNGW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZF-x1ZY5-PW6t5L-p3jxWlJW3VVkFJ4LG55JW3yZDDx3JRCGfW5mfCvj3z6qt9W64PQtB3bt459W2Wnt1f339g5cW3zDV9n4_gS8RW5WYZ9541RkmwW2wbGdn5CYWQ1W3k1KjB3bxhnXW4ctRCX5-8Mm6W32_dYk5W_lqFW5xRBj94r-RhWW46f_7l6b0Vg9W7k-2C-3m2q-0N1zW062zD-dgW1t0wsY7qb-8xW4-0p486VxsTbW1m13Gx49FShzW65ZLVk42KlyFW43cLCd7ZbBl_W8DgQqh5ZVyF2W8Z2_CZ6Q3Qs6MrLh9QrHBK5f2JsbkZ02) and making the top 10: Workday, Square, ServiceNow, Contemporary Amperex Technology, Spotify, Atlassian, Xiaomi, Ctrip.com, Salesforce, and Vertex Pharmaceuticals.

**AI and Machine Learning Used to Determine Future 50 --**…and this [*Fortune* article](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W4drf561kP-6kW3hr8wX3v4RqL0/5/f18dQhb0S1W928_NrPT_jsp2vPC76W67Mb_x2yGmffW7HWCGz17dzqzW8CYlbn31v7PpW3Cj-_q4mlCXLW4f097N2nyMV_W55x4yc55vMlZW2l_DfG5L7BW3W4xX0MX8tnygMW938bx37MvbQ0W7b-qX651nShgW83VH2p4jprYCN34Bwh-stD6wVm73Bw4MP1tsW1kHHcZ1HPRyZW33_tGl2YyTS3W7Dz9Jc7dKYFRW2yDPLG5flkP6W5-ZfR22-nKzrW66ldz4817KkWW91GlGh4QxMW8W5rpTf92d_HygW14g17w25d0KGN4Zy-vqCL20bW5BMxYp6LStVgMtH_l4_Xw_7VRn1LZ7729GvW6jbLWj7sXWd1W2Yr_JJ2w3l62W6mGYPS37gJpCW9dC3652JHHfkN3jh2F9W3dCxW4xKG8g7Y-nf9W5-9Zjp1H3s7rW59sKX080WrnkW9fJKFB2RLRxVW3KXl2R6KmcjGN4ys0Bhwv_qfW1D8-405BHnTMW1gw57y578qLsW5hhZs-2m67X-W413Kbn45WY4LW7scCHZ8DFwKGW5lbk7j3qcVlfW6XpKzm2VmQ1-W70lh0c7mG7PmN9fbXJbDNz1Q102) details the factors that go into determining which companies have the brightest future along the dimensions of strategy, technology and investments, people, and structure. And there was a focus on a “path to profitability” test. It’s worth 3 minutes to soak up the details – and contemplate your own company’s future.

**ScaleUp Summit Highlight Reel – Dallas May 5 – 6 is Next --**The equivalent of reading 24 books in two days, the latest ScaleUp Summit is highlighted in this 2-minute video produced by Align5 Films. And the party Tuesday night ran the latest it’s ever run – entertainment courtesy of the Dutch band Policed! [The next Summit is May 5 – 6](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*VMb5S14xSgjnW28mb_24GzNcY0/5/f18dQhb0Sq5H8Y9Wm6W6KB8JF1k63-nN7sTjMSsgHygW6Blzl21Vq7GqVLDpF18CSpXHW65jQnk8tzLxmMRJzj9ZwgRCN5G1yGdTGv57W64JwpN5J0q2JW5z5JRK8CV8sgW64K0_y63QYfwW5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3Wdc2vW6Pkt_V62_rWzW4MW8X34r1Pm7W1nq9s72jt165W3NnV4F1nJpwvW26pdfj35y0QRVNpsHt95RQ1nW3Kdyhx3hPbpVW8rLK0H4SnB0tW3lKbnq994bLKW5w_24Y98d8sKW1p8sjH5zYGcQW22ZqS72blWsJW2CMgdL4SD3fMN3Hl4s_X_45nW983GtB3blpzhW5G6pS55FVkjTVMDzSz7q7-QcW6hv4QC45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDW34n__0714h8QW1nzttW6B7tCPW2S18r41PNb7ZW5BBHbv83_YjvVHS-6G7wr2ctW723QB271wShbLfqP6Y6xzd103) (I teach a half-day Scaling Up workshop on May 7 – included in registration) in Dallas, TX.  $250 deposit to hold the best seats – based on size of team and timing of registration. See you in Dallas for another great line-up of keynotes representing the latest new biz books.

**Webinar Oct 29 – 3 Barriers to Scaling --**I'm going LIVE on October 29 with an online training called 'Overcome the Growth Paradox - 3 Barriers That Keep You from Scaling in 2020'. I’ll share the common mistakes CEOs and business leaders tend to make that prevent them from achieving the growth they’re after. [Join me for free here](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*Vc7p0f57DHNjW1VNPR047J4Tt0/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqW8p_4R64XHl9MN3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgnPN49G6d4tvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36R8553W9hLkwW2-SQCpW87cbWq4X6CfwW9hFBNB5Pm7GWW8nV5gT6QfLyGW2phxBd5Q9zvSW7bRM6F5WstV0W5b_HyM4Dlh0_W5tBcsS62Gj6SN1cKJh8PtxxTN5CD2LwS9y5xW3TGYz23zGLxtW8n4LYb1VtdWZW2jLVjf22TNxnV9Mb5m46SFhxVRb-Ys64RB37N8y_DL1n5zc7W480Y-x8zxWGsW3z1XcV3TfFw_W103pqV2kd8jBW52R4sm2Nmxr6N1yf53YVL6QTS1c02LsPDZ102):

**Costa Rica Jan 27 – Feb 1 -- $1000 Discount by Oct 31 --**January 2020 Scaling Your Mindset to Scale your Business retreat in Costa Rica is offering a $1,000 early bird discount before October 31st. Led by Scaling Up Certified coaches Juletta Broomfield and Lisa Foulger, [here’s a link for more info](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*VP40983vbmCbW4QzkjN4fDx3Q0/5/f18dQhb0S9r49jx83zN81SjwlHyjJqW8p_4R64XHl9MW3hHh8V5zh-NRVnQ9Qq8--HBkW8ZPT9_4dNBrJW8Wxkrn2MyWvzW8-y10r8-tZd7W4cj21H4hbcH7W558q7X8W56ppW2MVyxT8WmgSgW4jtVh_4d--VZVsMSDP8HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQzDv4sj2cxVYT2jk6P4lCXW3xPtL65rC5Q6W3lzN6v4Dl4vzW3sxGC-63G2PgW8QKpyr4sj3hVW2BcyM91mGWlYVYT3q93MdjjJW4sqPsk5cldtMN5WCLQjbDmsvW7ZkmBM4L_TsXW8r4rT65wXY09N5tynKpPdb8gW1qzLpV8S5DbqW73rpMY1xFj-6W15Vvgv4rhh1xW6ph1Dd7xDkHXW4KRtg95shnDrW1q0vn06SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RRjgGj8tbNW480Y-x8zxWGsW3z1XcV3TfFw_W103pqV2kd8jBW52R4sm2Nmxr6N1yf53YVL6QTS2-S8qp4gJ102).

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Dec 3 - 6, 2019; Jan 14 - 17 (Sold Out); Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*VnD4bl8J3GckW9jtgh46Zm7tf0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8p_4R64XHl9MN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW3JRCGf5mfCvjW3z6qt964PQtBW3bt4592Wnt1fW339g5c3zDV9nW4_gS8R5WYZ95W41Rkmw2wbGdnW5CYWQ13k1KjBW3bxhnX4ctRCXW5-8Mm632_dYkW5W_lqF5xRBj9W4r-RhW46f_7lW6b0Vg97k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-5LCQ5pW6QM72c6XLbgTW3NrHGR6pP1vzW5fcHy57KWPysW8v4j-W1MWhN-W1MKd9845vQyG111).

**ORDER a BOX of 20 SCALING UP BOOKS --**Want to save 50% over the price on Amazon? [Go to this link](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W3RVKCq21dlRxVJmcg85HXtGL0/5/f18dQhb0Sq5y8Y9YsWW6KB8JF1k63-nN7sTjMSsgHygW6Blzjz1Qt2G2VLDpF18BTcz4VTGDvy1rDn0TW8m6TF71nPLDMVf-x9D5qjXTCW60M4Zn8p-mXZVQBY-Q4VD_mpW30FqVP9gGg2rW2tSnlL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF6sZf_YW7JCxGl81bhDKW7N0nwh6htR9wW69NG1w6Pr5qtW4NwcCJ96dt4SW4r1QvY3XCj5QW7cvxVf8q5qBxVVQf4X5vDhTYW3LqsW75DQlgDW8qBWzc277bdYN4WbQ3yMv3mxN3J_jcDfNKglW5B3WL73kwqSsW37-Snc34Xn8FW5Cj_Sn7c8CfQVbqqJH66xq_-W4tvvB68n1GDzW6RXSnq257vNgVh0b0S3bSSxDW5F0KdG8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blN5G0__sGxg49W24RqJ832_475W21m9kb21CTQ6W3-CvXj8_bl7SW2-YNNG4txK2hN3pxWL3cTSRKVcSxyP4PQGh3102).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W8xLqtN4w04v6Vvr6c74tWrx20/5/f18dQhb0SnGZ9jx83zN81SjwlHyjJqW8p_4R64XHl9MW3hHhbZ5Cgxh0VnQ9Qq8-2txqN2N2xVWH59YcW1BXtSD52Xz4GW8Yztwf8-_mZwW4Myr9C2JjQbXW2yG_DG7d0gNcW8xPzP_7b_l6DW4swFGm5tr7FNW24WXzX5TncjTW2zHXtm3SLYcbW49JfBw3C8bwHW3__H9d4krb-lN5k4-Hx-SSsVW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4mGy8p6tHMN5wM1Sjb2Lc7W8VmtJ88W1M0pW4sG6d030T_rPW2Vv3cs1G8MxxW1Bb4rM6FJTy8W2WgmVJ1zs9V8W7ym6Bv8XwQGSW91H1B_4grMgjN20DrVrv1zYkW1T2F5X7tSBvTW5ctBrS1Y-mSRW2Q1zNj8Vy8CFW4ftTd74jLQgFW48wWj21NCWQfW8Yk2h61t29SLVr2wJh1BfDqxVhvnG93Swq0fW3CVWzH8csLSqW1035yc3bSmn0W8f36bl5G1g4WW6JCvGL2L5GhqW8jy8gV7FtT0bW8M8Pzs249Rq7W4xFQkD4wlc_0W5Rsfgf2lZnTpW4Q-5SV4Hzl_Hf6S79bV11)

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**EDUCATION:**

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W1myc9m6M1BH7VKCdXK4Tsk7l0/5/f18dQhb0S9r22gC01rW8Nz18p2qwv31VqlBDD31SYhmMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffxW24ZF-x1ZY5-PW46vzQ86G2lbzN7NMdQN4cNXyW75WRHJ7rDll3W1krc8n76dqsLW2PwbzB6qWh79W5RL2_k66lxbqN77fkZVDscS6W2sP1yy83FFL0W4-qMZz1TNYQpW6C4sFm6r16bgW8sYbFg2DbBKWW65-tTF2sVdrvW1MwSd78S_59lW8byqTd30Yj6zW5gSHY56H5W1XN5L7gN6VR6H2W4q1tJT93G66rW1TSGdL33FzxDV2f0wq1ny5pjW48gPnf8vPGb_W92F6rM5KFSJ7W6YVl5w2dHShhW2Wf36l5V0WDvW73D2q470RWLwf4lgXz811)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W2_jCf129H9xDW6GcWmb7-NB2c0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8p_4R64XHl9MW3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZX3W5mZjbq31H380Vc8rT830T_rPW2Vv3cs1G8MxxW1Bb4rM6FJTy8W2WgmVJ1zs9V8W7ym6Bv8XwQGSW91H1B_4grMgjN20DrVrv1zYkW1T2F5X7tSBvTW5ctBrS1Y-mSRW2Q1zNj8Vy8CFW4ftTd74jLQgFW48wWj21NCWQfW8Yk2h61t29SLVr2wJh1BfDqxVhvnG93Swq0fW3CVWzH8csLSqW1035yc3bSmn0W8f36bl5G1g5vW6yKjF_2L5GhqW8jy8gV7FtT0bW8M8Pzs249Rq7W4xFQkD4wlc_0W5Rsfgf2lZnTpW4Q-5SV4HzlZ5f2d6LK611)

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*N4KHZhwTNn2XW2cqN-j8hsdlg0/5/f18dQhb0Sq5w8Y9ZP0W6KB8JF1k63-nN7sTjMSsgHygW6Blznq1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pMJ4W8QKpyr4sj3hVW2BcyM91mGWlYVYT3q93MdjjJW4sqPsk5cldtMN5WCLQjbDmsvW7ZkmBM4L_TsXW8r4rT65wXY09N5tynKpPdb8gW1qzLpV8S5DbqW73rpMY1xFj-6W15Vvgv4rhh1xW6ph1Dd7xDkHXW4KRtg95shnDrW1q0vn06SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RR6rJj8tbNW480Y-x8zxWGsW3z1XcV3TfFw_W103pqV2kd8jBW52R4sm2Nmxr6N1yf53YVL6QTS53S1NcVq9102)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W7nnSgd4DHyjQVz-X1_3njxbK0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8p_4R64XHl9MW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppH7W56_Jpb1W5F7MW6VP2Xg2CH6hfW7CTRpk4MV7cXW3-GHPV2m0TKHW8X4cS92M-9hgN7qkDPWp651NVKhz_64pzxV_W8cgr4m5rTVFBW5ftM4L2cFFtpW3cDPwS8rTCkxW2mqrTW2L7Ww8W5pyf7v3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXYz4jfL4kW6szW2F1X7MPBVv2Ff15R9LSpW2ypxcB62fcGTMNDyx-rTzpYV1g_YV4cBVd4103)

[Lancaster, PA - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W3LyzK48nSLZyW53khS370tTZ_0/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nN7sTjMSsgHygW6BlzlP1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_7cV-tKKL5C42gxW5Dyz1j63dtgNW3LTmmn2JlWCvW3SLYcb49JfBwW3C8bwH3__H9dW4krb-l5k54j6W47Mp1R2HqwLmW5xF6285nLW-lW3hC-PB5KxXB6W5KDCtZ12tL7fW5B4Lq67r74zSN1FpGlplDyFlN1lRb4_1K8ctW4qCLjp3jxWlJW3VVkFJ4LG55JW3yZDDx3JRCGfW5mfCvj3z6qt9W64PQtB3bt459W2Wnt1f339g5cW3zDV9n4_gS8RW5WYZ9541RkmwW2wbGdn5CYWQ1W3k1KjB3bxhnXW4ctRCX5-8Mm6W32_dYk5W_lqFW5xRBj94r-RhWW46f_7l6b0Vg9W7k-2C-3m2qZ_N7y6mBsrX3l1W6Vzt2R4yR22DVXrN7Z6bnY_PW4HJ_Ys5mRgWyW247Cnz4gnQBWW4xk39w7xVmkFW3ssCBl15mm9dW66HfKJ7D39z0W3wPByY3wqsqwf4s1vX111)[Sarasota Area, Florida – Oct. 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W2_0ht88pJgbtN95C9Rp2gMH50/5/f18dQhb0S3j42k5LNLW12PbMJ2_Vc80VC7CR_2FJ_GbW7wc0xx1LNlZYW4Z-rHN98MklpW83ygDx8Mwf1JW5yVgRw8nLLKtW2wTL7L12YWryW42PhWx539KtkW91YXBM7CkT7tVSTxqb18swjZW56dnLn5zCyqJW5GxM1J648J_mW2963zn52T1F0W3MJ0jx3jDqR8W60Q-258C4gxbW2Ypd2t6N4xjqMC33T616mccW6hG0Nd2TqGVQW2qwj_c2FlzzkW10rkDm4jdDFLV_mPRM9bhY_1W2Y62ZV3K5-60W4vm6fn5dcmmGVcWRKp6bJSQ7W8TtD2-4_9Qf6V8cjrw8zsW3GVLHQ7L4-QnsnN3Bw0TSQT53bW2YyrgN5gjw3VW979j8F7S07tjW270lpQ16MkcTW7g1Q9k8JsGFxW92hB6z6BghpyN2p7jwYnzkDTW4BbhlT6wHWZ4W3SKC8p2CTnrqW1TmDw28tb5MrW85MJvB3PklG5VgwZZx20nMsMW7qNld27TrwkyW8qrydP7NzzWbW7zpL3Z6TgT69W3_X4Kl3YK-HjM2GFhMDx0-sW5Z2z604wBrP4W8-Lcjc70k0f7W6GKRWQ9k08VSN8M2Y5jT65BhW8_mCf37Gd7TvW1dLr5X3lv8c4f5QLhx404)[Research Triangle Park, NC - Oct 29, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W1WmMQJ6nGSBtW1Ck3Hm4kqH380/5/f18dQhb0SfHF9dK6CsN81SjwlHyjJqW8p_4R64XHl9MW3hHhbm5Cgxh0Vp3s9r33k-qrW2L4gjF56kVFYN8Xl6QDJp4YxN4frXJ8lV5WhW3vBMFP3gk8kdW61b1R51dDK5DW1Y-fcp208QfYW1Z2Jpj1RZVJKW7PyH-W7c7gP8W1G54Wj1-ZTqHW24LQHX1QfrzxW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1FQ2tqW7f-g7k5KxXB6W5KDCtZ12tL7fW5B4_wW1tbf35W5F_2Jd3XsqW0V6Q5RR51KQRZW2jt1653NnV4FW1nJpwv26pdfjN35y0QRNpsHtW95RQ1n3KdyhxW3hPbpV8rLK0HW4SnB0t3lKbnqW994bLK5w_24YW98d8sK1p8sjHW5zYGcQ22ZqS7W2blWsJ2CMgdLW4SD3fM3Hl4s_VX_45n983GtBW3blpzh5G6pS5N5FVkjTMDzSzW7q7-Qc6hv4QCN45Ly2MkwRPgW8cKL3T1Hnwg0W97MtrJ7G9JCHW4QDcJ_1vsZvKW90FhCb1-hCL4W1tPNjy3N8YzLW8tJhj46BFsGlW8CHmQH4Pxhj5W3DlwBb7n_T65f4Yn9rF04)[Salisbury, United Kingdom – Oct 31, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*N5JDmwlcXVFmW3sBP1N6rtQ0b0/5/f18dQhb0SfHx9c-lkYW6KB8JF1k63-nN7sTjMSsgHygW6Blzmx1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLZ7N3N3QDWSHTB-W3J4F3X5v7vlbW5s8LB061LlCQW63KFFG5xKvWzW8rZZ4w3P_c8-W5vLFlQ66GK5yW5F3qL05J0wtqW5CBKFh5y5jh-W1rfXlz1kRpb7W7ZbCzl3N20qKMZvQzKPdD3DW5q9bk34DXyR1W25Ny9369_d7TW6FGhy32yJF1WVYT2jk6P4lCXW3xPtL65rC5Q6W3lCkpt5TcXXxVmmJhC4Mz2jxW6b-vF067h1zcMQC5z2PC2cVW3jmGzm1s7p7hVQcmFQ3NHzhMW4tMnRk99pHv5N27cV9x_kGtjN4XzKTvY1xhNW8qtwZk2CM005W5G1X4r652Pl7W4qPjyL27Lq5tW27nDY524fZ5GVWPYlG4t8x7zN5q41pYbybndW5t9xX84Rj6NhW6BkmNH8bQGpzW72zrXT712jpZW7cn4Yg5Ly614N5PYGWft0hMJVd8rw02-XvwQW8H96Vl3WCftmW2_yGFG7vlXfpW7zj8jk3R92rhN7RgkkwcYJKQW7dJ18n9lxT2xf54gmsn04)[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W7xjtC_7v8XywW6tKtSf384mvr0/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqW8p_4R64XHl9MW3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRv07W1BqcjB6tG7DmW8TLlBm2hBQwBW1MqhJK7ldyjxW608MB85_h39BW7sVhZb1MqXTcW7G_Y8Q1YbY3fW1bKLtr81v53vW7D3YWH6VlHZzW7K3F5t1T4pZdW756Gds7bpt_3W87JYYV23QJl1W1nsQy71hplfwW7BLl2H7PMYL9W6Px4sx7CHJQYW7HD_-W60YWBPW3bwBFy3yjrg7N1zW062zD-dgW1t0wsY7qb-8xW4-0p486VxtMHVl70JZ480Y-xW8zxWGs3z1XcVW3TfFw_103pqVW2kd8jB52R4smW2Nmxr61yf53YvVL6QTkwYf3Fh3-_02)[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W5364p43rNtbJW4gvGDD3Q_rnz0/5/f18dQhb0S3j47wzbK-VWVQPw768ldHVz632s562z7CW3-dmJC1p3GnkVdBQ5Z6F-bqMW31471_7mNf8KW8r14Gm3tlZZnW863tB317tSv4N4nXyCqpJ9L5VfT7tw4s8c3SW77T3Kg5g3bXCW2jFxh-6ZDczKW1K5Fn_6QP0d5W9gw83n1DTmsPW6LNwPJ2ywnDtW2pPVRP1mSsxHW69Zq4k59F2y2N7q5KZhTmZJMW1XK0hF1VMLXzW2_C6px33TDD2W1TcCpj3FpN9lW6J-wMH3cJTwCW1Js23F8PCwVqV50nvp376YJ3V7DJNf1x45khW2Rkcdr8d9qQ2W47WsrP806HRMN2LcJ78LG70CW5g-Z5F5Bd2Z7W110Sgv7qk2CdV3c02C9fjCqGN6gK01fZ93NpN3h3PhFDB7zQN6zRK3ghkqpGN21lm9_JDR64W1HkPv05406XzW68YvH94W1ZY_VxR6Lx8fRSf7W7ns52-48DXXPW7S9f5c2blXpWW8WzqJ_8NhhJdW1P02Wf17235tW6TMVkk9gQL8zW7SwkkY1nJYfyW24n1zy143lk_W4BqWRL5P532ZW13hh5g7c_9mBW9dfnLk1C3Y4_W9h49SQ8k1f51W5smbWT2hk6W_W817Z_31sr61NW97N_z51C1WtqW3T8dhp5z2wbv111)[Hartford, CT – Nov 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W5-C0nB5cFj58W6QJbJj5Vvskt0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8p_4R64XHl9MW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rkcx4Dl4vzW3sxGC-7Mq9YPW8QKpyr4sj3hVW2BcyM91mGWlYVYT3q93MdjjJW4sqPsk5cldtMN5WCLQjbDmsvW7ZkmBM4L_TsXW8r4rT65wXY09N5tynKpPdb8gW1qzLpV8S5DbqW73rpMY1xFj-6W15Vvgv4rhh1xW6ph1Dd7xDkHXW4KRtg95shnDrW1q0vn06SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RR3D-j8tbNW480Y-x8zxWGsW3z1XcV3TfFw_W103pqV2kd8jBW52R4sm2Nmxr6N1yf53YVL6QTS7gc5MWHVL102) [Franklin, TN – Nov 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W5f5S6W4mhrq2F3MjWmFRhk90/5/f18dQhb0SfHq9dZxZKW6KB8JF1k63-nN7sTjMSsgHygW6Blzll1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ558TN5VKnkDt7JfySkW4gsg6V6xhb7MVqCqbz5pqZhQW4bKdng7fK3t-VRzzsT90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnHLqZD4TmW39Hy-L6m3_7NW2x-ccw2n9RJ5MQC5z2PC2cVW3jmGzm1s7p7hVQcmFQ3NHzhMW4tMnRk99pHv5N27cV9x_kGtjN4XzKTvY1xhNW8qtwZk2CM005W5G1X4r652Pl7W4qPjyL27Lq5tW27nDY524fZ5GVWPYlG4t8x7zN5q41pYbybndW5t9xX84Rj6NhW6BkmNH8bQGpzW72zrXT712jpZW7cn4Yg5Ly614N5PYGWfn51rjW1wlbN35bRnMfW2CwTmM6VmS8pW8bQGcK8LvnsgW8MbxxC4BBf6KM6Fm4YtJCL4V3_BX626-GfH111)[Grand Rapids MI – Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W2trLkY7kDgmzVRvM0b3XXkfF0/5/f18dQhb0Sq5H9c-lC8W6KB8JF1k63-nN7sTjMSsgHygW6Blzl21Vq-CHVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jWT35wMyDcW1qf_n665j2mhVZvG3Q8vXm4vW3J5dpD1sLbGnW63nbP28vXlPbW3Px1hK8CTM36W3fQvg710tq9HW7-rCVZ7ZkdH-N7dT6Y3QJJmdV-MjfM7c_wFKW3N1LgF5CVCvVW32p-C34cqfFYW5Y3jVr6N3nBLW8xGNnP3shHj4W1yF9sr5gM5TNV7d2CX1HlZstVPByWX7nB3QJW2KJnk77vQGJ1W32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCVHMrz614fNVjW4CL1l-3D22cdW3p9wyn3m5pk7W8mQMWv5VtLHkW36bJwm7cvxVfN8q5qBxVQf4XW5vDhTY3LqsW7W5DQlgD8qBWzcW277bdY4WbQ3yVMv3mx3J_jcDVfNKgl5B3WL7W3kwqSs37-SncW34Xn8F5Cj_SnN7c8CfQbqqJHW66xq_-4tvvB6W8n1GDz6RXSnqN257vNgh0b0SW3bSSxD5F0KdGN8GclM4PNtBvW3-DmCx8csLSqW1035yc3bSmn0W8f36bl5G0__sW3S9PVh24RqJ8W32_47521m9kbW21CTQ63-CvXjW8_bl7S2-YNNGW4txK2h3pxWL3McTSRKcSt5pf20Rbhh02)[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W11FFc511bCfPW8h-Q-x4N6mSy0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqW8p_4R64XHl9MW3hHh9N5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld431W8-tZd74cj21HW4hr8wb5nDllLW8W56w94jt-k-W7r6cd07sqgPTW54Gzrk4fsHrtW6yRt7x4jrk5ZW4M2Ych5B4Nq2W5y5jh-1rfXlzW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T6FGhy3N2yJF1WYT2jkW6P4lCX3xPtL6W5rC5Q63lCkptN5TcXXxmmHdKW4PrC1q6b-vF0N67h1zcQC5z2VPC2cV3jmGzmN1s7p7hQcmFQW3NHzhM4tMnRkW99pHv527cV9xV_kGtj4XzKTvVY1xhN8qtwZkW2CM0055G1X4rW652Pl74qPjyLW27Lq5t27nDY5N24fZ5GWPYlGW4t8x7z5q41pYVbybnd5t9xX8W4Rj6Nh6BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGZcW5y7J1N714h8QW1nzttW6B7tCPW2S18r41PNb7ZW5BBHbv83_YjvVHS-6G7wr2ctW723QB271wShbT36p_6P3HNF103)[Kelowna, BC, Canada – Nov 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W3_7w2q3lBX1XN1qTyW1s98Cv0/5/f18dQhb0S1Wb7BfGH_W12NntL2qybbSW6CkFM11gvysHW7nr8SG416vm3W5xs01B6vKkmsW3yPFgb1WtfQgW3M2Z538zdBXZW5rLmZr8ZWmNYW82L3vw5TJLrYW8XJGwK15GH3mW6YwDcz87tr21W65sxZy2W9Dt1W4wl0XB1R3XgJN2g_dxhK10CsW1D_cGZ5mcLqSW46GLFs4RBQqZW2Y1cNc1w7zqHW2vLzkG4MxMgTW6nr1nt6T4Yv6V5NqLJ4xWK7YW82jY428x31NZW31qgVK68j9NRW2-bLN11RWypWW4jdvZN1dFW8FW7lcBn85xRfgrW3Fw8bP144GzhW72Kny73qlmq1VgllYM6GlPkCW7kYZkr7jMTZ2N3zMttz4Sds7W255SW-2m2ldBVQgWf27sms0pW93Phn26QwX-ZW4l6M2B2v6fTyW4_7_zP6lYvyJW2WHMPb1ZvHPhW3TCjs88-dbL-W8QCSFQ8RPWJSW21bWFt9js_-7W1ZP4vZ8D3zhDW5Nq5LP56478GW6GNZ9H7K08vsW8xQSVz78yh4tW7fx7n85pTbwRW8J6D4p6zwGTCW8DdTzB142PmxDnLSWHrnCNW4KkvhV6TCh1DW3vyGk45L0VWXW8ZNfwX918sbyW67lR2Y8JNF51N9m4pzfRyD_0W5DYZXy5bDDQcf6fpSzj04)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W3QFzy72HWb6wW1Zg2gk6BJgK30/5/f18dQhb0S2C87Bf-yPW12hNYk1MMZzqW1MWh-j7dVW0-W40bv8J1RKRm_VdH8Bd6Pmk9RW2LbLsV6WdbtfW1YkDP581HPhxW2wJ1Lv1sXr_GW4PN_hd2y_Ck0W2yCkpr1syFD8W2hn3ZC4Z-cF3W6z2cy517Wph1W2QCDQ490GGxWW8039Dc9cC6SGW5kSqVh6jwFBLVlDD3b68tbB6W6sp0552Znr6hW31_TGr5m3zNnV355YX5Y8XRMW5mBQ6y1xnYbHW1cqxM14Pmhn8W7Wb58T8zLLhqVvpXvj3WBtwQW3gx39F1Cy2XYW8lNLN96rwWPrMghMBc-b2W0W19nlJX2QqwGGW4XwVbG7YcgQkVBBTKQ1D5YBkW71XV1_7tQkYGW8-3fdB1z2FQ1W7dll8t8gg8fBW9jlDmJ9ffNvBN41Tjw8KmxMnVjf7zF6Spr4pW2SC_647RnnTsW2LsC3c7WR2GnW3_Z7MV4lWJQSW3Hfc55659D1MW8nfhDZ6q_J8RW8pyWMC20sgSNW8KsS5M8Fzd0QN5JwBVDZxFWzW3bm1d18Km8ZGW2hwl0w3jjdMmW8KjK5m54SfC-W34P5Ps2gkMqHW3q-9J66WP_4SW5p80JC2jgkNFW6p9mrZ5535hNW4yF4BH8VpSjwW5yqkfZ8J39dQW63d_5P98NLBR111)[San Salvador, El Salvador – Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*V19RXr18Lpl9W7gl8FN58Bsxj0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8p_4R64XHl9MW3hHhb_2P7_nXVcnTGj98JQLwW5265sJ6bnMScW2z3CpV4tNHVGW98B4ZK420RMzW2zHQC24Bs6cnW4yym9n2p0tdzW5PBVSM3W38gNW6dyrNf3slyZnW2zHKdW8xWhWFW5KYzdF5lNvDjW30vYbQ3jL1hnW5Hsr_p5G2WvyW5_7Sqj5kh_7dW3gPWjw1wchBzW5Rp4xH80ND_8W4YFc4457-WqMW3H_Pty2DzCtRW1yB_8j3DkLykW708B_l3-YCw5W2Mw7_z2cmWvgW1Nknml7rqHs0W3w7Xc57HC8R3W4H9Wzz8mCS_sW6yQ9zG3PNp7YW3NKPbx682-1zW8P9n1k6hvWTMW5ZJkKL9kL1G9VnQKgR5prC6TW5ppJPw75GHs5W6Pc2NR7PwxJLMVzQv-Vn7DDW1Ff1gv32ShfbW31qMQ11Tyxm9W4bYZrg8mhg5wW2TQCPw85qgKpW86r2F56yhhRBW7VrLZ92CDNQ7W8y06rf4f28vsMVs7V_Vm9fxf1SlXxp02)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W5K8WZc238KYYW8NYBM11lK-rS0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8p_4R64XHl9MW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCDvZ55FfHLW8Sz_hh7t4lfzW8X4NMh8V2SqwN4LKNm7rNDNGW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZFZY8tVzqBW87-FCY7P1-wWN33FK-yqPkxDVnjZC81Gb23mN5pDF0lpCW3cW1TT0ph6Xr6WdW4zKNLg5N7YyfVtHy_32tNF9SVs1JF54cd-fSW1hnYvg7w3V-XW7M3Cmm6VZ4HbW5MqFvr13JxbTN5LH9JMspHq7W6Y6f-W7nBLZdW4MS2HP2KCvMmW2p8_TT7-l41LW46p5q03ygvH8W8c3mpg8hdNDGW7ykhcr2XsQW8Vc0kQy5qdN3FW7hZpzq5ZRnF9W87d6L646p5k4W93hb9D92F_tbW2hPDzm4LTWMmMdSQk91_P-lf3rL6D611)[Sydney, Australia - Dec 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W7T9Yt5256rR9W2fr9k569y1Cv0/5/f18dQhb0S65P2jTrhwW12PfwL2vPLSbW605z1B52rVfWW4mxnnB761pf6W2QC48h6v0lqcW5xHr1R1MFTRFW8M26Hg32d7QHW826x_g27SDQsW1BzcHK6Mtl0QW91YSg31KtqNKW94RDgZ93949bW2jf4cf97cFTdW7Q21Wm1H2G2fW21KlqS15fZKsW623L615t1GbjW5YNRxk4qVKLBW2W2Bkz51-CMdW5x0DTj2T5c0PW9cDt5M2lCB1kN16J-_xT0k2sW1SzkSH4NDR7YW2CDLQL14qGmKW7wgkB94d58FTN5B3ZcnJT3p2W8z5shT1bZVd3W2Sp3cY8ZrqKQW3BBFYG4PCtc8N4hPmc_4yTZNVCwpnc78_Dc4VXNQ1r51vLbCW8HNmfS2DV-dQW8cswVS5B3tclW6VvsNv10vdn5W1Zkh026m0xShW4H-4nQ3M8wC8W5tmmP590Z4gQW6rtM761k0p4-W4fv-3P2LmGbqW3Y3Ywb8GTjm8W98KRT13LmPrwVf9Bpk6jhmNHW3sfWrZ1ZbvglW4-PNsP7klkhMW6C3cN16R1fsPW1TnTrs94QPqVW54K2XQ55zsh9W70l2Pb8_mtZNW6T5Fxn8nVFZXW43Jc314dhBWvW83hvfJ5yDrZCW5drVKr4Qw2-Hf5_C12004)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W8rwY8k2JBr3zN7lvb8L7_rdT0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8p_4R64XHl9MW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW3JRCGf5mfCvjW3z6qt964PQtBW3bt4592Wnt1fW339g5c3zDV9nW4_gS8R5WYZ95W41Rkmw2wbGdnW5CYWQ13k1KjBW3bxhnX4ctRCXW5-8Mm632_dYkW5W_lqF5xRBj9W4r-RhW46f_7lW6b0Vg97k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-5LCQ5pW6QM72c6XLbgTW3NrHGR6pP1vzW5fcHy57KWPysW8v4j-W1MWhN-N1MKd95hDMqh111)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*V2tqXF1Xs_kKN1Y82fky802n0/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nN7sTjMSsgHygW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV98FmW8rCW_664R8KLW1phndK3GCDtSW5v6GJj5G1-5lN5D47ShZwPXDW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV3jmGzmN1s7p7hQcmFQW3NHzhM4tMnRkW99pHv527cV9xV_kGtj4XzKTvVY1xhN8qtwZkW2CM0055G1X4rW652Pl74qPjyLW27Lq5t27nDY5N24fZ5GWPYlGW4t8x7z5q41pYVbybnd5t9xX8W4Rj6Nh6BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVn8NJ-1wlbN3W5bRnMf2CwTmMW6VmS8p8bQGcKW8Lvnsg8MbxxCN4BBf6K6Fm4YMtJCL43_BWpf558rq711)[Waltham, MA – Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W93gtGH5PzfRzN47j-4RSN8V90/5/f18dQhb0S8309dZy7bW6KB8JF1k63-nN7sTjMSsgHygW6BlzkC1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_6NW2Rl0cY1N7bBSW6BNlQN6yN-s2W1wfHlK2HnJ8JW2TvLJW7y3XtcW7mHF3-7sTjsdW2Qy-df2WtynPW6b5nDn8Q65vzN2QyM1Qddv_xW7rCZhR2MyX6QW71GffN2N33B5W3_t0gL32Gf2QW4dnWJc69NG1wW6PqSXL2zNV52W9dGZLl5HH3ghW4x-xGt7zLV65W2NnQ5K4bQW_qW6c41Kn1vRmSMW8WxJ3q7srF4dW6BznL07xmydJVkGJD86GrSlnW8Z3_4S1KS9hgW8Zls212PjWDlW1MPW3147T-D5W4nJQ065cvxnKVl6Hbs7jJDqPW1VYJDb8_0q2zW6nHnFZ1X8QS-W1WHdf71wdLcwW5tb4QN3fBJpBW53NYtc4PLwTVW7pzJGt1T2M3kW1cxb7G1KVDtTV42cYP3nNLKVW2873LC7XRrYrV-zmnJ4XBfzcW7BFQmp1gJ-lCN7JHl1RmRw4MMdXyXb1WrfNf2GhwQb03)[San Francisco, CA – Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*N8q2nmwrC3r8W8ksNRf4TPC470/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nN7sTjMSsgHygW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hGBW8qZLS-37wV7QVVyWmR3GCDtSW5v6GJj10twxVM-vyKlZwQ55W5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV3jmGzmN1s7p7hQcmFQW3NHzhM4tMnRkW99pHv527cV9xV_kGtj4XzKTvVY1xhN8qtwZkW2CM0055G1X4rW652Pl74qPjyLW27Lq5t27nDY5N24fZ5GWPYlGW4t8x7z5q41pYVbybnd5t9xX8W4Rj6Nh6BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVn8NJ-1wlbN3W5bRnMf2CwTmMW6VmS8p8bQGcKW8Lvnsg8MbxxCN4BBf6K6Fm4YMtJCL43_BTCf3WzgQy11)[Ann Arbor, MI – Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W5H2HCD2LwlB3N52nBDds3HYj0/5/f18dQhb0S2C87BfGH_VWp9MN5VRmjfW2nzcK25Y9rY9W6xP6V-32s85dVMG8yf99ZbzpW5JqmfZ3SztmpW5MF3SB6YJX_vW4sWg7l9hcN8XW4w1jMj6m3Q7FW3sX-X67ZrZ83W4YyBQk92XH8tW92T0gV8kJpQmW4QGtN57XttwrW5QXcjJ1X7fHDW315pZr3svpTsW7XNncs3CwxGsW5qGk0K2lrN9DW1QQf107k7XYpV13jN61hlNKtW2R4qWd2mcW0jN2tbPnb6vzT_W40Czsn81wdX9VnGVW64qZcXgW94gJk32qcySWW7Vd_8y2y453pW5VsLf61cR8b8W3KxWmK4x_kCHW2sDnyC12bbKpW9klw2n8760jDW3bmRh07c74RsW2XXwD8334TM4W8gfwrL6xT51DW8HTV8m6yVCzCW8FJWc94ghT0lW6q5XBy267M1bW2SjXXC8VX-FQN2DY4c9hczH6W7DdNwV8WJGppW3V-sSf1Clh3cW6fMwdH2BlmP8W92NjfJ3ckZJwW47S7KV3vyFcmW3G0yB53t2z5rW7YTxt26Q4JFsW1-_wyz83whrfW4xtfCw933W5NW87_qFd377cL_W8yxdwC8trXgGW8NxKf-9dgdgGW15q04k7Pc3R9f4bGxhp11)[Henderson, NV – Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W8DwVg969X47KW7_7yF54YcFGb0/5/f18dQhb0S8369dZyjHW6KB8JF1k63-nN7sTjMSsgHygW6BlzlP1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMN67jHwLVyWksW1rfXn08r4KPlMSbFB3RcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x7R1kccfnW62Sfb16VkVRKW7vgLK45lRKcNW3Dv6sQ32xHnwW1hZpjK5mNLNvW7bqTzM7vp5SXW8Q9K7l5Kn975V7x5ll7vpdSRW3BDc3t6FBdh5W6Fpc9Q2F90VnW23-nGK265VBJW22-vhJ1Q40wbW5w8KG83gPWlBW1ybvFB5L1yFvW4gbRRs7bQ_p0W8QKpyr4sj3hVW2BcyM91mGWlYVYT3q93MdjjJW4sqPsk5cldtMN5WCLQjbDmsvW7ZkmBM4L_TsXW8r4rT65wXY09N5tynKpPdb8gW1qzLpV8S5DbqW73rpMY1xFj-6W15Vvgv4rhh1xW6ph1Dd7xDkHXW4KRtg95shnDrW1q0vn06SSJNcVcb0dj3kYc04W4p7yDT2zQtprW36_zyt23N6GJW8qBX7x2TV_MzW5bN28m34y9hcVvSGtJ2RJjxsW80tXPG9gDDyDW3411kS3sGSZ2W3bGkNX73Q0vRV1-LXm4rpLwQ102)[Portland, OR – Sep 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W86dz652HTFfnW6z8GH_8GN_Bz0/*W4Kdrvy2MkTmBW2BMbCp6H1ZMT0/5/f18dQhb0S82-9dZyjHW6KB8JF1k63-nN7sTjMSsgHygW6BlzlP1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMN67jHwLVyWksW1rfXn08r4KPlMSbFB3RcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x3-8l2nTjW1lQGT08p_DcsW3GCDtS5v6GJjW10tpXs3hP7zbVYxxrf5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7dDxTN7mWsnXW7dzcsS51vDDKW6vYDb47v70xcW7N0d6y5DFWr2MHMB1wbdvL6W30T_rP2Vv3csW1G8Mxx1Bb4rMW6FJTy82WgmVJW1zs9V87ym6BvW8XwQGS91H1B_W4grMgj20DrVrVv1zYk1T2F5XW7tSBvT5ctBrSW1Y-mSR2Q1zNjW8Vy8CF4ftTd7W4jLQgF48wWj2W1NCWQf8Yk2h6N1t29SLr2wJhN1BfDqxhvnG9W3Swq4p74t_l9W4M11334H_8knW55CTvk23_QGBN2dNs_SMkypYW30Hpx612xWxmW5f0gdH4pDQrpW72wrth85TW17W89fLH_998v8HMhffJ2-0wkPV9ZLdq2cmBWG111)

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**11/1/2019**

**McKinsey’s CEO Checklist; How Leaders Coach; Elder vs Elderly; Jan 14 – 17 One Seat Left**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| An effective manager-as-coach asks questions instead of providing answers, supports employees instead of judging them, and facilitates their development instead of dictating what has to be done. | |
|  | HBR article “The Leader as Coach” |

**The Worst and Best Halloween Candy --**I agree with the [#1 best](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W8S6sM71f6vX6W6BP8fs1pSHLm0/5/f18dQhb0SfHw9ctymFN81SjwlHyjJqW8p-T9s7grXpRW3hHh9p5zh-NRVnQ9Qq8--HBkW8-xGnV306wr_W8Tzc4D5mZ50NW5nY8r98ZQtRVW1ShW8G567_M6W4cPHk532qhC8W32pRfd8VSJG-N7r9drtJpg27W8X4mkD30TNVqW7sqgNY60VSHZVzk7mm5DbfDjW90G7th8S3yR5VbY02S4s8d5QW6c6M6X6c-1nYN4sglY5XDnt2W64gq0k47zndXW2HTdQ82FWVZ0W3SQgn23_CV3gN3V_TcnxZ29qW41TlcR3Tw-3WW68Kwdg4Dl4vzW3sxGC-6N7rlPW8QKpyr4sj3hVW2BcyM91mGWnDW4WcMj65jhPs1N7Ys1V7f6wHpW4V7WkG3M5yxpW5PKQm88dLGfLW3z4fsb4DT8CTW2pQlqF3S-3q1W9jnP5V7ZrJ_LW64_RKS7y-MzJW3Lz_XB5vt5sFW5Q1pK_2y48J3W15p3wm4Vpt_BW8Q_J4R6SSJNcVcb0dj3kYc04W4p7yDT2zQtprW36_zyt23N6GJW8qBX9W2M-mf0W5bN25_8Dss8BW87vMD81QVqnsW89B5Gj2W-MPDW30XlL44vJ3MmN6Q3Qs6rLh9QVrHMXy32wxLh102), but the new #1 worst, no way!!  It’s the first candy I buy and consume!! I just love how this candy site grabs the headlines each year with their newsworthy research – how could you do that each year? What data, when?

**CEO Boot Camp January – 1 Seat**Sold out for months, our [January 14 – 17 CEO Boot Camp](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W4bmR0P52ns4MW8jtStJ3yTrlx0/5/f18dQhb0Sjvl4fpDYGW8c_7ks4T_wDdVQBdXM8pTkDCVscWqS1VbPj2W6kfX-L7s5Q5CW33FHrN8VmtQ4VKngbC5mZ50NW8HbRxP8j4S2gW1kRpb77ZbCzlN3N20qKZvQzKVPdD3D5q9bk3W4DXyR125Ny93W69_d7T634yv5N2yJF1WYT2jkW6P4lCX6hFc9LW69NG1w6Pr5q2W4MW8X34r1Pm7W1nq9w718dKPTW1VJryk5lX8fqW13bD4h6dkxzVW7LkSTZ1W6RdcW2MJyl-2Ql5D1W6XXqWS82qT56W9fxVdh7w3bL9W6wd7bp2rbs03W5mJXDX7sS2CyW2dKnZk2Rs909W4B8tq554hx_KW31LKv14QmrbSW2NT9Xj8Ts7LLW1SdbNS9gNxCvW4zGdDM8nDXSjW38Lk6122TNxnV9Mb5m46SFhxVRb-Ys64RB37W1TD9yM714h8QW1nzB4k8XcN6hW88WSDg7vPYHBW3M6k3X7hQDyhW2FxwYJ4HdY4yM9Xfws7s2GRV1KVVY6pS8VT103) just had a seat open up – one of the CEOs needed to move to our March dates. December has 3 of 7 seats left and March now has just 4 of 7.

**McKinsey’s CEO Checklist --**If you’re a CEO, go right to the end of this [McKinsey article](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W464Kqm1vdk5VW2Tv8RY94ztn20/5/f18dQhb0S65P2WsLKjVM_9Xx2vPDb3VBMr2Y1BtR7nN5KKBn486hD9VMyZ8H3PR-mqW89JsVy5m-L1WW99MS0w5X4X_8W4gwByT6RPTt0W97np-_1F3C7sVxlCbF6QQ17-W85ggW093jbG4W2S_Rb34DB3vwW2hxvgR1WZxfmVKV3bR7Rs51tW5Wj5Rl8zFMRxW2Nb0-n1bhb-dW4bVJB82NZBkLN4cpXFw4SX-5W65MDRf1sVzZ8W1DYs3S4xZGMyW2pqz226dn5YHVnFbq68dxZNBVN9K_J7tRPRMW1bfYqy1TKclHW2qm89H7V5dHfW8Bztr54LVYgRW2-xFXR7N_p6qW1zH1ph1P_r8_W7647D353hyNWVrpLLm3r1t__W49Pt_y67Fp0gW7X-7nc3zQ5X-VjPRW95_nFdbW5Lc_8n40h62wVgYxwb6pKwS2W4ClPH16Gs3mhW3dqTZz8pJHPBW4b1BbV4j8rYYW2B2Wyt3rPJ4vW8ds9jm1Ppgy0W44WfgL61NNXZW4cSry75NvmR4W6zR64p6TC1yhW23Vlq377SmBVW3rbjFb666pQZW5C18QY4YmNktW9gCGTS85hd3SW97g6mX2l1yjmW6VWRtW9c8N50W8hJTL_39NY_XW6ZD7p61g-3FPW37Y0Gl6_NVynf7NM42n03) and look at the concise list of mindsets and practices of excellent CEOs based on 25 years of performance data of 7,800 CEOs from 3,500 public companies across 70 countries and 24 industries. One conclusion?

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| Whereas Steve Jobs advised college graduates, “Stay hungry, stay foolish,” we urge CEOs to “Stay hungry, stay humble.” |

At first, I baulked at the list of 18, but Ritz Carlton had 17 gold standards they expected employees to know and abide by, so why not 18 for the CEO! And McKinsey bunched them into 5 categories – the equivalent of people, strategy, execution, board, and community. Again, the chart/checklist at the end of the article is worth printing out and reviewing constantly.

**The Leader as Coach --**…and for the rest of the leadership team, this Nov-Dec [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W3GZ1872MJTJXW6tkN4L2sfBng0/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW7sTfZ657QR_qW6Blzlq5zh-NRVnQ9Qq8ZQkqbW8Zjf-q8-vzkgW1HHB4t8Z_8m8W4hLXJ932pJZ6VKzqTr8VCXgQW8Fdh1C8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYn8W1Qj6FQ6pzHWBW79p3ps4YFc44W57-WqM3H_PtyW2DzCtR1zBkVdW8XHZzs57C5N2VHHMqB7LGbPKW6qxknr21B_fJW2jppjH6zQC-jW6hTLgh2YBG5zW8lgCQY6zM02ZW2Xs2pK7Lrn1pW895Z9f8hptxBVMYxN55SXh39W7KhSvP2cD7ySW57Td4v2l9TC8W5RcM576Pc2NRN7PwxJLVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1W1Tyxm94bYZrgW8mhg5w6GZtPHN8tD8gYTN5LBW90-5YS9h4b14W1hd4Jt6rbQmdW60X4Fd73yKD2W70RWL58gSrLm111) details the pivot managers must make to becoming coaches to their teams. The authors use Microsoft as a case study, describing how and why this company made the change as it moved from a know-it-all culture to a learn-it-all culture. This article digs into the details! It concludes:

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| We live in a world of flux. Successful executives must increasingly supplement their industry and functional expertise with a general capacity for learning-and they must develop that capacity in the people they supervise. No longer can managers simply command and control. Nor will they succeed by rewarding team members mainly for executing flawlessly on things they already know how to do. Instead, with full institutional support, they need to reinvent themselves as coaches whose job it is to draw energy, creativity, and learning out of the people with whom they work. |

Please take 4 minutes to read through this transformation Microsoft made as a model for even us mere mortal companies. Thank you Steve Hall for pointing me to this valuable article.

**Modern Day Elder --**Hotelier and now key advisor to Airbnb, Chip Conley's, presentation at the Scale-Up Summit was very popular and resonated deeply. He just launched a daily blog this week called [Wisdom Well](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W29V3QL1Ck0DvW3WVn7c2NLY1R0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8p-T9s7grXpRW3hHhd92P7_nXVcnTGj99282tW1xRl7G69W89HW6PYN-y2y4l1cW2lGTgJ1P-fZ1W308sD93cnGnCW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1G5Ny3W30zlYS1xvcyZW2KDbdJ1v14y7W2Swjxk3DvG72W2Rxr-s7wVBbHW5qBBjQ1BqcjBW6tpJTb5Wd0bFW5-2sjB7ZzDyKW7GLjPj2KrF2-W2fWFZs1hpxv7W7b04Pn1WYCn8W1B8v7v7vMvq7W7BXYF06hNKR4W1CspLD7NZq7zW262zkV6hN70wW7LJt2G1WVMjdW20Qp3w22TW_gW7c3xSR1vt2dcW1Y493F7zLJ2wW5-0_xn7zW7W2W1r471_42ktnRN4hWzlh6Y9ktLTrHDT6gzTW47_DpW4txX_HN8k6f_CsjV00W5XTjT32XSgM6W3rpSkL56fLw0W91g_K24zsZPFW7bCz-c4mgMkBW3y19vM3wMXFCTtS7X5dQXWn103) housed on the [Modern Elder Academy](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W8DH-Xq5DBp9qW1h6-bM7KCFw10/5/f18dQhb0Sjvh8YHr6CN81SjwlHyjJqW8p-T9s7grXpRW3hHhcV2P7_nXVbxYmW8pCQ6vW6PYN-y2y4l1cW2lGTgJ1P-fZ1W308sD93cnGnCW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4vH34f_FkLW2StQ5c6FgYFWW2JDZKm2JDgVLVQg5Rn5_N0_wW5K_zXK3lj2tvW3blhRk100y1-N8l2QC_RD5mnW30z_JM5sHRDVVMh0745kVkG9W3yDGMY5F5hqyW8wym0q8BX6BYN3MtGkxZ7rGZN3gRznbHm8V9W5mWz3Y5zJM9HW5xLRDK8kLFBjN3v3TlwLkHhhW5Fyz9k5NYhs7Vk8xjr7K_mwHW79PS8y73R1h2W224l1f6pHKM0W770mwh1YYM-NW7zzBSx1wlbN3W5cwScN9l44WzW9bNjmR4LvBPGW4w9xf88X_p7RW976g8Z16_rpgN3QzSg8QN_TjW8JGps92VVBfg0) website. You can [subscribe here](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W8RBsbr1VrjjqW4j98j37jY1LC0/5/f18dQhb0Sjv78Y9YsWW6KB8JF1k63-nW7sTfZ657QR_qW6Blzm05zh-NRVp3s9r5nrfpPW49g8WG1VJT0YW4dq6NJ49YwLfW53qQt05nHRMQN2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW1WfNks53hcrDW7P8XtY7NqRXgW1fvT_n8hTJV4W8lwVXY8hS296W7bj20M3dv1SsW3M3KtL2qttrNW6pzHWB7bnwCqW6z-2HX3jxWlJW3VVkFJ4LG55JW3yZDCl4yqkd4W3F5RtP45WxrXW5s_gvb3MvVrbW60NxQQ5G7WPXW4s8S574DhCQqW5-lTZJ4wjHZsW4rYlT968ZyXZW4s81y66szHBzW6G_v8C5FypXyW5YqHzv6_GpjlW2xNH4h6LCbwBW3Mv_Nh3sXLvWW7k-2C-3l40cyN7y6mBsrX3l1W6Vzt2R4yR22DVXrN7Z6bnY_4N7nwMD4sjV00W5XTjT32XSgM6W3rpSkL56fLw0W91g_K24zsZPFW7bCz-c4mgMkBW3y19vM3wMXFCV1kMdt84Mc3l103) to the blog if you'd like it to come to your email daily. And, of course, his book is entitled [Wisdom@Work: The Making of a Modern Elder](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*N8ynC9flPhBkVqd-yS7zn6c60/5/f18dQhb0S5pV73DX60VMvPdb5XQ42_W1v09Bn3CnhvkN5mM-RXLRHPdW6kz-mY5MBB4SW853YkK2HVWYMW5JBYPn5DLXd0W6QV71H4xJ1Z4N7fJCVP68QnbVL_hZx6n1CFSW8fMxfN8RvZ1VW8XlHwS3Mw-GDW8kcg-J9dMlCNW42p0jG53f_gjW6qVVyv3P3mDRW6gKkMT30G6xDW5lHPmh738185W8mtby84ts0lSN1vQ_C4m_Wn7W8-x0cv384W37MdchGvT9TkmW8ff-gT7zPSlWN74l0Cs3PsLJW2-Tq2g56xlnfV4003K3PjdxtW1wt6CH4Yh1hwVdf5SC4rZBRtW2scpRT5343RMW2hD2Cq1gGdPNN178G4w4hjhhW8qxSr31YnxX4W5G9cNW682TGgW8V6T1h1YtLmYW5TK3Qg7tBbzWW8dkgZv2zkDxMW2psPHS58GPrVW1FVcGQ4_NmTSW45frh06GLCnjW1SHXzh6n-kGdW2vCCfV7KRYMcW4XrSlw7DNvSjW5tJ3K44d_trcN42DpckQg6SkVyGkQR2B3PhQW817Jct4fQH2wN7Y6Pt96WGDbW8Y_nB47VycwLW43JdVQ7bV9j3W8YXDF42pDZDGW8y7Ytp7yf7zPW82vWnZ7QvM1hVVKmbX6DPWF9W3z1Wch9lrlwyW3zpfkl4WWPSbW8F8Zs57p-5vcW4cNp9v9m0T_kW6zxKjG7xnVCYW5f7bqv4fN6jpW8pxv6w1szWGhW5wbF1-8djD2df2XH75702).

**Wisdom@Work** is available [here](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W96sl0L8_n7MgW4JcPDZ6kzQgW0/5/f18dQhb0S2z-7wjt8dVVZdr01wc77lN5WcZL3tXx81W3Hv_q13plRDjW2b1MS78xllYZW8f42Wd6JFMJBW8L2Msq97lb8mN3cpXvhB_KdRW1f1flq4M8YhjW2jpvwM49J0FtW25wF-D6YXrrJW6FYcGs7c_dkJW55Pf4S7rYQh4W5vMwqF8Y97JVVC0DtQ7QBpWbW3yrz8n1FMBVfW3r3KZM1wfKnXW1SHgDM5jvj6SN3BWbJ6_X52nW7PmLlC1Fg-C9W1ynVXz7vksRyW7gKMpf7nBcYbN6fwJznvKyBdW1LT2sH4JGbrvW1F8px11QsRSHW1ty8Bt5Cg-HmW14FVcw8thrMGW22N3ch1tvDvKW4fn5LW3CSXn_N5TN6Lzkjdp4W5KZ_GN1bXf-KW19MdzQ3k7nfvW7qF8_790wj6yW2lQtR27cSz5jW7sFXZc6pd6FgW2P678R7gDP-0N3wSmYwL3PSMW7d4xlJ96QFD1W5c1fvT2H8mmtW4Brn2H4gJRhHW3RTh_14QbYGgW4x7m5g1Lr5dVW7CvHYR10zm4hW5my07F81QThkW3mZCX36GGdC_VXnyhJ8yGDYRW1pRflB43dGjrW21lWMZ1YLl6gW1MFGvk6KXPvmW7t-khy8VcqHrW65_Dj36BFszKW2bm5Zh7ssZGrW8M2WR62j_0Y6VyVNJx5yWcV3f4hv_gY11)  
**Modern Elder Academy**’s new workshops are [here](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W7RDmyx6t0gQdW1Qsb_J3zZdl20/5/f18dQhb0Sjvh8YHr6CN81SjwlHyjJqW8p-T9s7grXpRW3hHhcV2P7_nXVbxYmW8pCQ6vW6PYN-y2y4l1cW2lGTgJ1P-fZ1W308sD93cnGnCW1ksGJh1R4_lXW1V5BRb2bPY1SW667KN271dqflN1V5w_FWWMswW1G8v3V1G5Ny3W2_Rkz57xR9_sW2Vjhb05bPQ0kW7v4vH34f_FkLW2StQ5c6FgYFWW2JDZKm2JDgVLVQg5Rn5_N0_wW5K_zXK3lj2tvW3blhRk100y1-N8l2QC_RD5mnW30z_JM5sHRDVVMh0745kVkG9W3yDGMY5F5hqyW8wym0q8BX6BYN3MtGkxZ7rGZN3gRznbHm8V9W5mWz3Y5zJM9HW5xLRDK8kLFBjN3v3TlwLkHhhW5Fyz9k5NYhs7Vk8xjr7K_mwHW79PS8y73R1h2W224l1f6pHKM0W770mwh1YYM-NW7zzBSx1wlbN3W5cwScN9l44WzW9bNjmR4LvBPGW4w9xf88X_p7RW976g8Z16_rpgN3QzSg8QN_TjW8JGps92VVBfg0)

**Scaling Up in Chinese (Simplified) --**EO Shanghai and their teams turned out in force to help me launch Scaling Up in Chinese. Thank you to Fred Crosetto and Amelie Mongrain for organizing this tremendous event along with Preston Kuo who organized the overall book launch.

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| Scaling_Up_Chinese1 |

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Dec 3 - 6, 2019; Jan 14 - 17; Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W438Tqp8hZB5SW6R23pl8H1_tc0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8p-T9s7grXpRN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW4yqkd43F5RtPW45WxrX5s_gvbW3MvVrb60NxQQW5G7WPX4s8S57W4DhCQq5-lTZJW4wjHZs4rYlT9W68ZyXZ4s81y6W6szHBz6G_v8CW5FypXy5YqHzvW6_Gpjl2xNH4hW6LCbwB3Mv_NhW3sXLvW7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-3-Q4DcW7C6rHt1LxcyWW8FSQw59c2w8NW2CqjkN3whLXQW2FLMVV4Q-5SVW4Hzl-c4Z650t111).

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**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*VZjp8p79GvkDW48sTg28TvRl-0/5/f18dQhb0S4172Wf2dsW11jCy07qQ6gBW5gt0G819q0NjW57DVHf3cJGLFW1_k3_W2dbtqzW6w7g959dNBjGW19C78S55gGC-N1JlxH8y3WFbW1kysK_7n4c8YW88ZMVf8mz5xFW3ZnKDD1KcbQBW3QXsPj5CJnzLW2Pxg271JQKCWW7wN14d4RWcrTW48k2vT5JRrlkW7ss2XR83CR1ZW99whM63HQ3BMW202sW13gKzLCW5kHrKJ293-kYW8Hvbdh6LSyvjVpR-8t3rwKwtW7GjcYQ9dzVcZW4HCDr34d7sz1W1HGLvp2mbM2yW16Jx6Z4rCYmcW67tv2j5rWr5SW76Hnkp2WksS4VsLr4c7ZCS2FW3G0q-f49X47LW7ZtKkh8jv2fvW4ZJjg13J-w5QVvfrhR76vWxnW8nYb5h5tmD_9W3XJyTf2_1msWW4d36Vl4t_FtYW2KqTBg2mGF4BW5ZY69J2LGNMtW2DRmlM51L_pWW4yCfGN2kD4TyVqlfdT8GmggqN97xWvF5D5ddN2GTQ0ptNkJYW79BzJX4FklmdW3tQDPk6TStwJW8DCqHN1FM3DnW88YT1N626CkfVq-qQj8tY7Mv111)

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**EDUCATION:**

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: February 24th, 25th and 26th](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W7YJ6cn3-ZpwsVsnhfS8w_5rk0/5/f18dQhb0S9r22gC01rW8Nz18p2qwv31VpPDsV4bY8QQMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffxW24ZF-x1ZY5-PW46vzQ86G2lbzN7NMdQN4cNXyW75WRL394RFmqW7jbbsM8cPFqcW1xWy887t1crYW2FsGkN1XcpcfW8WkHh09dBcx4W2Dzqsr92BXklW8VTJQ42YRJz3W8TkwGP3x3mlWW3-VwXq1X-YZJW2wLWFs4H9VK4W53xXHZ464YDnW7t11Fw6VTXBlW5gSHY56H5W1XN5L7gN6VR6H2W4q1tJT93G66rW1TSGdL33FzxDV2f0wq1ny5pjW6v7Q2H2k8_0XW701ZjH6s6xh5W8MTq5D16vSGqW4H2fTB1hNSbTMvbf5n3_BTFf3QFhvs11)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W44Q9ns4W4gRvW5fpf0045bHHW0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8p-T9s7grXpRW3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZX3W5mZjbq31H380Vc8rT830T_rPW2Vv3cs1G8MxxW1Bb4rM58zK-hN4b0VMxrhRnXW69Sd577nX402W52JdjQ2GYV3pW1MRz6V7vCB7-W4gMZfQ4g-hynN1VdRK7tzY3PN1Fqh7Ll9PHpW7mw0dT2PlV7cW2NmXjT8SqyvyN6pCBWLmH2l4W7vRKxm7BwlT_V9zM7D3Swq0fW3CVWzH8csLSqW1035yc3bSmn0W8f36bl5G1g5vW6yKjF_2L5GhqW3G8gFp4Hj53pW4C_vkw3y7C8qW86FpRG2d_JpzW9j5-c-2DxcWWMZpcmq9ZLf1f74s_S411)

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W2s2x9m6ycWzFW4tVNHH7s_Rvd0/5/f18dQhb0Sq5w8Y9ZP0W6KB8JF1k63-nW7sTfZ657QR_qW6Blznq1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pMJ4W8QKpyr4sj3hVW2BcyM91mGWnDW4WcMj65jhPs1N7Ys1V7f6wHpW4V7WkG3M5yxpW5PKQm88dLGfLW3z4fsb4DT8CTW2pQlqF3S-3q1W9jnP5V7ZrJ_LW64_RKS7y-MzJW3Lz_XB5vt5sFW5Q1pK_2y48J3W15p3wm4Vpt_BW8Q_J4R6SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RR6rJj8tbNW480YZF84x6G_W811y833LF-wPW5Jwmlc8yBVbrW1y0NWc8NhPJvW3bGkNX73Q0vRV1-NfZ3rsKhV102)

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[Oklahoma City, OK - Nov 7, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W6rzrJr7sGhVXVx4JBx6SFZPs0/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqW8p-T9s7grXpRW3hHhcf5zh-NRVnQ9Qq8-v5CVW7HvTZM5n9VpZW5mZ50N58j2QmW8XxM7Q59P2y6W2NJkzH79YlJ6W4gBJLd85XVh-N8Gpdsn5Gv5zW5Lk1YH82CTwvW7tFlxS9bTNXYW954KlM4P0Yt6W2d4khK7P6jsPW35_0LS6WJ5WMW57mqp27KJ7vdW22Q6G21lr6mcW60_rX_6Bt4HJW1_Qrvg1Y_Y5JVg8nD_5F_2JdN3Xc3-4sRtXpW1BqcjB6tpQtsW5Wd0bF5-2sjBW7ZzDyK7GLjPjW2KrF2-2fWFZsW1hpxv77b04PnW1WYCn81B8v7vW7vMvq77BXYF0W6hNKR41CspLDW7NZq7z262zkVW6hN70w7LJt2GW1WVMjd20Qp3wW22TW_g7c3xSRW1vt2dc1Y493FW7zLJ2w5-0_xnW7zW7W21r471_W42ktnR8ZsYKVVcWbVf4Wpz-0Vq3t6v7P1X4ZW7P9Lcq2PzV2kW1Ngx1c51btFfW2djMFh4nw3ZWW1TKqbr7ZT6jkN8RPsVWJ67LtW89VXWw4L1MmrN4JXQH_1ZVfnf6_Scx403)[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*V2VLJT5n-LY4W7mtsMq3dlDKs0/5/f18dQhb0S3j47wjt8dW12NF942XYbPWW1cc5n078WgFPW1rM0D91wXxKdW3QMLgn5CT2XLVLkPY05n_N3KW1qpQL86byWPNW6N8GzT4PygCYVTST4L8ccRyjW2vmKdW49HNJ_W4YCHl25LHNxKW8lJtBk7hkdg1W8BdwyX4r49-cW4fLc2K8stxvjW1wzM-_6Rlhz1W1Qytvb2QrYgpW8SGH4H730cZQW7HF9Cp7m1f7mN8zcBB4QJsgnW1P0zMT6k5cJkVjV3nn1Y6ZmGW6JXKKs3KtjGjVVGC3-19G9CpVMCFjK8205XkW8nYzPS7SF8XSW4PnbqL4TnJwvW1WQL863MmmTgN2Y7s2h1pGSgW1w19W76mGHhTW8bC-nv5bV1ncW8mZTdJ9ccBpGW4D_K7j4yJRRWW1-HJSV5ttybLW3khqgT7gZGk8W2q8yCP8FYqc-W6v2sL78Bby7FW6PQy7771K_7CW1HVbm884PX35W9j8mTT8FLC_1W4tY54N92gsd_W6XQG9d3DFlgnW3PlC4R4gLPS2W6m4dhQ6hshqTW42Ylnz5LKVKhW1r8Rxz6RmsVPW6WRC3t6_kl9ZW7Ttc3864MZRsW6h3hnG7t-k65W9dR3KV7C0_jvW1Yk6kY26p9t3W7M6BVW6KXwmsW5N1BDR1Hh_XrW59HV4c1c3Rpc102)[Hartford, CT - Nov 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W8m71nn9kz7LgW22QCJV9ksNcZ0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8p-T9s7grXpRW3hHhd92P7_nXVbxYmW7YJxvDW7ZcBLc51fq9GW96Ls9r7mFYgyW4syl_r6RNlcmN7ZHC1mcp72KW61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rkcx4Dl4vzW3sxGC-7Mq9YPW8QKpyr4sj3hVW2BcyM91mGWnDW4WcMj65jhPs1N7Ys1V7f6wHpW4V7WkG3M5yxpW5PKQm88dLGfLW3z4fsb4DT8CTW2pQlqF3S-3q1W9jnP5V7ZrJ_LW64_RKS7y-MzJW3Lz_XB5vt5sFW5Q1pK_2y48J3W15p3wm4Vpt_BW8Q_J4R6SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RR3D-j8tbNW480YZF84x6G_W811y833LF-wPW5Jwmlc8yBVbrW1y0NWc8NhPJvW3bGkNX73Q0vRV1-JP66frG0y102) [Franklin, TN - Nov 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W9lKkb46QvCZ-W8355V82hgv1s0/5/f18dQhb0S3j47zN009W12NKJQ1wBV1QW251cJj3FfSfVW6v2_1N6hz8r3W7XCKRm85WyTGW5GBlNs3DHCXxW5Ld7vy9knHByVMr_Jp4KyPJdW12sgGY49VHxTW66L73N3gjTZ4W8_mlkG5DZ-KVW3GSCBb5hwwWnW1sG8VW7fDVHtN7n5B8syztWTW858MRC2DjPHXW56lQtY4qxvRsW8WrcTd50F2qpW3yyfQq1jhxK1W7DGqG14rhtPfW2Hl47b51wRS4W4q_Yqt1QdrFTW8j5Bln7PlMfrW7VfV1l7GG9QqW56xrN15BC4T4W4RL14b8-GjHDW53BMZ-2q3Sl7W4KT9Xl8_6SkJN621Phwsw0z7W1hh6j175PGfpW1tL7CL8mMSYxVTPKbl6Rw_l6W6zXX0S5wxnJ4W6VzXng52_XVxW43St367CRf_nW7pTlSk61x1s6W1PXRsb7g5W9nW3z-GC62Sd_P6W6ZL2hd1jWFWRW5xgDG21g4kM7W988jTJ8m-3SSW67Th4k7wlSFxW3kdVW67YVh2vW3PKbnL1YzGM5W4CBSTf14VtlhW2jyBsG43bhQwW81_1y96qsLwtW5XyWB985F82ZN71XNGQRFCBcW7tVv155b9_ZY0)[Grand Rapids, MI - Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*N1qB-fjtFcWRW3tmGxV1LcVW50/5/f18dQhb0S1Wd2RMZb8MMw4HM6rF3LW1HQX4j5Zf-SdW86DVtC95CJVSW6BZMhs7NtKq8W4h09q-2HXBylW8rzw3P5DQHnPW48z-c28jTW-VW1JGN_p8NSJ_wW4MQV_g1B1dy0N1Mld_4xHdyjW5C4Hpr9j7qN_W3SC85_366HywW38d48z5mGN-MW7xCMNR3ZggYfV8fZFF77R_tTW4bHDq12R2pV0W713Dfq103NcnW1m7kN29bqvyCN2GmtXD8PqrFN711s6QP8qLZW3hfHrp6HXhs_W5dvtVN5BWTF5W13kMf23ZdBH0W3Kq3p61b3Y9mW8tC28p28_cnKW7G_L5q1F6gsFW3p4L2f7dflPcW1Dc3z23nMd_LVB1ndf2zjJrhW4HQj5B1lps1cW8RtDhH1XSB1LW8PqHJP5fkPgqW3X3jDj5dqFVFVY_yTt1sdJ-jW7ynRYd3Pjn3yW4J0b6K6FKsqQW3DHnQ88GFYYcW1sHXG13D9zTWW2WRmS03FXP_PW5Gy0KK4qL-ghW20sCsg8XG5QrW5tCMLR2Cszy0W8KbHgr21bS9GW39Tb3R86693JW4rcqnC3MdWR7W2HTh367_ZsFPW2yGx8125bqkmW6gbKLw6TS271W6ZkZrs6qhLtbN2Q7WHX_JXrJW7R9zwR9k6v69W8VrRrW9c8LlxN8ZlsZSStrBXW4DzTgH4LnYRwW2Gn_6C2k4snjf3-FfnH03)[Moncton, New Brunswick CAN - Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*N2VDpd2w8HtcW3-7gBy7cqjtX0/5/f18dQhb0S2C77wjt8dVVT51C2XYbM-W3cYTwv2wf0ZfW1qzBSB63GLX6W7GtBtB1WBc1CW1qHDV51nrldvW8Xl5Gw640KsdN8nqgQzyn1M1N1Ks_WCFTjjjW7qhX4D6LXl0LVQsZK777YCkkW7_vlwp8sZlJfVq_ggt3WlLj5N2t1gm5795dmW5GrMtg116GcqN59512sD105rN7xtMkGb1C5RW5R2_xW3Hz5mXN2Qv5wdK8X4CW5C8dZl2Gf8f6Vb-wTY3gLggqW1wNYwd2Y9hTxW1kzpDv7tlGFJW6nzn4p9g-79RW4r8QSS504Q0nW1d-3Cs6frRQ-W8bSMbk6r5TDPVW0SkW4tssLbV7qqQj2YCw8MW5j500t5v5b0LW8vgz3w4gP4csVrRCYM1-W8Q5W2wqMk03H-kzrW8W6dxs2ZlBdrW2dGRzr8qCxzdW4l_2Sg4XhTRCW8LPzl89k105FW3Y31lh1Sb_3wW11s-zK7zqGXQW5Xw-K369nmTPW84rYPC8HxWnBW74Vsl47gb6xSW3zPfQt5mCWgqV-7Bpm7sLflkW3lzsbD3fkchNW7Lq2S73rbjnKW5KMC3c5Q58FVW4jJXBG4WZyxqW4lJ6jl7JSTsLW7Cp0LS8SpCQXW6PK8X11rfFJDW4B5B3n9d_lSyW21QYLs4kyx7_W31DwXt8jgKBd111)[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W1scBvy5BVpTvW7PKgJp85-Wb-0/5/f18dQhb0S3j26XvnqxVWp80b2FzG-VW2Y3tz42y8YfwW6GG-9v3hLHphW5-Z8L35x3xD9W5Lr5T72l4VBYW6WZbYh5pt4VfW8BkwD4871dj8W4QtMdp74mqzQW8JmvWD91RL0yW6CWGX_3cmxxhW6h_4-_7tS5ygN7L1-Wg_Gx65W4x_gdf2ZZNC5W6tcsJS2FgmjgW31rnbN2PyfTnN95h1CK554xKW8bwy6X5jjCyqW6NfWCM3ypHHRW5B5Qdr5DgzjYW1VwPbr1X6vs4N14qtbt4DX91W1frytq7b_CWxMgtqTHvLtKCN96_kwNrNHNlW7QMDNr9g-qv4W7249tl55-xqzW1nRQ-s1TkCBFN5nfpBPtbH7fW34-6nG5FKtNjW6SNDDk3CrKQjW6HbZhh7pX4rYW7TPyj837dNDZW6bDbPT913knXW682fYD6vJx78W2xQHZk1W3_rVW1Hplq92c0tKHW7cqRZZ8KcSX4W6fY9DM3vC7yxW3kyfjq6rG8YTW3h82X53nF-rTN8979LfvVTDMW2PbYpG6LGfmfW16frl_84P6VfW6Yn9Vj3nrJJkVT-g7p7LRQMdW8hSwxl8-ZkTlW32-D8X48HKwmf7FC3s502)[Kelowna, BC, Canada - Nov 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W6N_xZZ4Ms08GW2FmcNJ7RlVQM0/5/f18dQhb0S1Wb7Bf-DYW12NBmB2qyg5sN74yQsnN3-kHW8G9xn75C2ZXcW1zyXKq4jgbllW4sPPdn5JpHtwW2HqN-J85-TmzW2WCk8w9hhnWyW4Qv4Zp9flvzLVbvJ7C2ckcXmW6YwDcz87ZZ_wW7b22yN4xVHN9N4m50tzSzk2GW4tsWQd7f-sg5W3jr2jw5Ys5PwMCwHk4tMVB1W5W-xcy1TNb_gW2xHtv32ygXjfW3vfSk_6nCmGqW2qvd485bHJpMW8L-4M07r3z12W3XPgd53hgSBfW410fPf8J8D4vW3t82qY35fDp-W8j1Mn44zrrkDW8hPZMQ5WxBLPW2-hxS11T5fP9N5gYYhMSsNcyW1JSm3t6tQJg9W724dQD8K-LplW2BkWVh7rZ_wpW6SvXxp7sw98kW49cFP16cXynmW3_-CMd17rBlQW9bsBh-6S7hB9W7hrBHH3KVM9fW7RVwDP3qkPsxW2d3bFj4jyM85W3PbkS64KYWvfW8F06wL4wFHnpW6tt36l3scmvMW9hQ0ps8Gq_H5VNgZ6J5Gd-sJW4VSbmN7_Vv-XN6X81BW_C-rCW8RgSpm5QbHcFW2xQZSl730kLZW36v2sT8mMrVkW2WLNY59k2htCW2ttJ419gMcvyW975n3G98TWx7W6-4_SL8kmg06W31ynBW5fD9h_111)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W2QG_Ln8697-GW6Gw9fw2NKm-30/5/f18dQhb0S2C87Bf-yPW12hNW13yv4lzN77vRj0YcMbdW6GPPcd8w-WDBW5YZTfw8J1tWSVlB1lp86YYLdW21sDhg3NcsMPW5nlYMv9knSmbW5SMMfZ8Sl3CqVn-XHZ5PcCcBW99sSkz15HnjKW1pcLGN2hPn98W7pdLZB81RcP0W6QY5k92gYXqkN1V_Hz3SXqv7W3306Qb51kYBKW7Jy6fR2Y1vzQVBNDly5WPlvWW4MDMD-6jtZ2JN57Nk91sLN5lW5WbBNM5h9zJJW2FDbSZ5X15ddW1kxM3019KPynW7Sh2MC8YZZ_yW4X-Zfz4TRPnZW1MBX8W1r4B14TV8X01TxZ1mW1lxyrg2T4c61W4JJSDS6z9-qYW4JzHhS6b3sr9W8JnRRz2wrSPHW38SSfx8nDsYhW9fFLJ115mG8VW1rlD-l1Kmx5kW2F2qXZ15qmHTW8KP3Y-1f1VnFW6v9pKz6TjNj9W2Ss3Qt6Y0zpTW4ngzkK38vwSSW9bZfQG20Fk9CW4wLPcH8vPvb4W8-67NY709VjVW2TRmDt3dMPvXW68WjL14bcg-kW2hwLlV3V_sJkW4w6XZF5PsggpW8bn-p27ndKyBW8JyNq97dnj5DW5QK1XB8DtNBDW32Xz197C1sG5W96bD0K8ZggVtW6JfYtj4kxJ9yN1Tv0qvc5dfn111)[San Salvador, El Salvador - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*N3YPgHF897HtW306_fq10YYdc0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8p-T9s7grXpRW3hHhb_2P7_nXVcnTGj98JQLwW5265sJ6bnMScW2z3CpV4tNHVGW98B4ZK420RMzW2zHQC24Bs6cnW4yym9n2p0tdzW5PBVSM3W38gNW6dyrNf3slyZnW2zHKdW8xWhWFW5KYzdF5lNvDjW30vYbQ3jL1hnW5Hsr_p5G2WvyW5_7Sqj5kh_7dW3gPWjw1wchBzW5Rp4xH80ND_8W4YFc4457-WqMW3H_Pty2DzCtRW1zBkVd8XHZzsN57C5N2HHMqBW7LGbPK6qxknrW21B_fJ2jppjHW6zQC-j6hTLghW2YBG5z8lgCQYW6zM02Z2Xs2pKW7Lrn1p895Z9fN8hptxBMYxN5W5SXh397KhSvPW2cD7yS57Td4vW2l9TC85RcM57W6Pc2NR7PwxJLMVzQv-Vn7DDW1Ff1gv32ShfbW31qMQ11Tyxm9W4bYZrg8mhg5wW6GZtPH8tD8gYVTN5LB90-5YSW9h4b141hd4JtW6rbQmd60X4FdW73yKD270RWGJf2jW55p11)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W4ynpHZ3rTTDJW5s0ll77fNMY90/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8p-T9s7grXpRW3hHh9N5Cgxh0VnQ9Qq8--HBkW8-tJ7f30TNS0VJpg2L55R5hyW8-y10r8Z_jPXW33k-qr2L4gjGW5nbq7j8X4mjhVqCDvZ55FfHLW8Sz_hh7t4lfzW8X4NMh8V2SqwN4LKNm7rNDNGW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZFZY8tVzqBW87-FCY7P1-wWN33FK-yqPkxDVnjZC88h-Z3JW11wZfC4NVG12W6cx00G1RMc1CW1gHfM87HR6qWW7v0ZgP8W-cwHW159fwV853wktW7v7CNx2v809LW7rXxYB4N5g_pW6xqRkS7LWkkYVGTNZR9cJbv7W1BXkrq75ft1MW1TKT9z8Xc1zYW2p8_TT7-l41LW46p5q03ygvH8W8c3mpg8hdNDGW7ykhcr2XsQW8Vc0kQy5qdN3FW7jj6Q99lBNG9W9fZ5HB72jdl1W6Y7vh54t--kwW9f63tQ5f2rWxN1WPqF4pV__df1B6FLP11)[Sydney, Australia - Dec 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W5XRg7m5CVXLDVx26WG1K_TvJ0/5/f18dQhb0S65P6Xvxd9W12hcn12vPLv9W1l3dW81gBHzDW6gQJ7k1DN3M-W1Mxvky8Zx1xjW8Dn7wt7gnqrQW5z5yfS9l7zTkMnywnNyGJC6W1kzNrq3TPP4GW1k8mjl54W-xHW3RRxFC6WPX6HW43jB7t1ySX0XW16qWpD2RDzFZW6p-ZLG5XS9scW6bC9RR696Nt8W6jTQKj4rrFSQW36Sgsp3w4Q-YW4-BhH26cx746W73dNvk752cNmW2xXVCj4NP8w0W7TRQYj1TycHPN5m87Y8c9FYjW8wq-9W1--p20W6sK6qH3dghJrN4_zFLxr7mMhW504HLs5X4r9TW1dgqbl273chPW60CX6q1BtN1TW6szVWn8RbXxmVJjtJZ7Y87VGW6PtHQm3m9JkpW7cRwK545M7-2W7LVjLz4rHSLsW2WHSR-5mN1p3W4F7FG_8KGm6QW4QVxW55Q30gFW3gWwxM8M2_CJW3wsW-s94zsc6W5_ys5c4CCvwjW50Xtw814JK3-VgGrms1MG2GyN5xgd7DSkcXWW4n7G8p6hdMTkW5Www3J7_NjnLW4pBSHx4NlXmFW5Lwx2H7FD0p9W7w4NZ59b_zhpW2jv5bB58TwS2W6Wpgt89jYfWyW8L77HG8MXMGNW3_MYKc1Tt-cMf37KTB211)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W2KYSMW3H9sXrW5KnP5j76pryW0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8p-T9s7grXpRW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW4yqkd43F5RtPW45WxrX5s_gvbW3MvVrb60NxQQW5G7WPX4s8S57W4DhCQq5-lTZJW4wjHZs4rYlT9W68ZyXZ4s81y6W6szHBz6G_v8CW5FypXy5YqHzvW6_Gpjl2xNH4hW6LCbwB3Mv_NhW3sXLvW7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-3-Q4DcW7C6rHt1LxcyWW8FSQw59c2w8NW2CqjkN3whLXQW2FLMVV4Q-5SVW4Hzl_R3xdv5J111)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W5d498Z3DYGWzW4L2Pv51DYc4D0/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nW7sTfZ657QR_qW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV98FmW8rCW_664R8KLW1phndK3GCDtSW5v6GJj5G1-5lN5D47ShZwPXDW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV7dT19fN250rXFbGSL2W33YyxP3Jsy01W2yl55r60xm-pW5zZvfL8qT0LwW28mZDj6Q2CgmW5D9lMp4YksZ0N5vN42Y955B0W3GNdmS64KFMWW1mJHZc94gYtMW39RdtZ4SptGKW3LrhPN8tjCRRW4PkBg56BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVn8NJ-1wlbN3W5cwScN9l44WzW9bNjmR4LvBPGW4w9xf88X_p7RW976g8Z16_rpgN3QzSg8QN_TjW5zsfln5wYXvC0)  
[Vancouver, BC, CAN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*VKygqW7sYqBFN64Xyqph1C__0/5/f18dQhb0S3j26XvnqxMWp80bL-fQfW2Y3tz42y8YfBW7-q6L01FZwfmW59CZKQ1J1bgcW2601kf2l4VBYW6WZbYh5pt4VfW8BkwD4871dj8W4QtMdp74mqzQW8JmvWD91RL0BW6Hmy1J3c6gStW1flSRq76dvfgW3MJ3PS1LvQ7BW55k3-R4Xgl0xW76HBns1bv44XW2FHPrX1N51g0N8pLXL-lnyf9W6Z1Q6R4Zt278W8mhfs76Q3ChjW5YQW9B1H35_VW1R3jpv3mbsFhW7QDLyF27r7b5W667JG45Xk-dRW9jpm_V6F6ffTN66vfqF9mhrHW5X-lsY6J3pVrW99HLtm4Hbxx1W25vvC-5p4ChGW4GgZKH4-JMNQW5LyBn73tmyYlW415mqz2Sl14CW2PbBrN6lN_wgW2G8hpM51cCrzW3Vc3Rj6wY63mW8yQyxf1Y0XZJW5DvhsG40l-wNW3MtDWz76fl5rW6f47Vw464vJxW6cCBzC2dW5GnW6ckmp33FgT5gW5HzCbK3nxjNYW83dd2v5FlX1dVrX-c429kBKmW13r6zJ82QBn3W6Yn9Vj3pqN3pVTKXyp7LRQLTW8Gz-zb9gLJVSW1Vls1X8pjbFff8vpwLP11)[Atlanta, GA - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W6QLFKG1yc2GfW1Xc5cz5qc20X0/5/f18dQhb0S65P2dYTssVWnDYf2KwTzTW4_m2Fx4-tcJHW8X3Tpl5YYt7SW40pQcH4SDJlJW6XwvPr47R8Z3W1LPn7T51p6l_W3mM5RH48Tb80W5SYTgJ45T-R2W6LgG1R2cr8slW88Z-ZJ84PlLnW4Rl7PH1vQ9DWW1bK_jp8BKcVqW66xKVH5cYc3bV1w7JD7tfN7gW829mhv3SCXQYN4zr239G3hqWN8p9sJ_Z3Vz7W6BtQmK5Pw25MN2B2JJfjtxpmW7pR4M01Qm3PSW7TFFR57MM9z_W4f9nyR50YkrmW2B5mRP1QBHstVk441L8zdRJcN1z6tb8dMQnnVqj5CJ8zb7YJW75MScm8T-h7DW5LqGJQ3CHw7MW67xfKC7Td_K2W3-kZMt5H9t69W3BzPSJ7QjrJ8W6BLpgF7Vvt9XW3_L_md2TSgDHW6HTB4j7ZRZ9GW3F2f93561wfwW2vw6G769G7TFW6yV3xW77TG3KW7TR-Q12RdhNHW63ltNL5Fc36BVpr4vZ7fwzFjW1xc2Qd2ZdFqvVDgwhp7wzXtxW4XxkGD3PZtJ5W7h_Cjp8yqSDNW5pFSCm66zDWGW6Kx3w94DJmzzN4RY9XX294B6f7fMscz03)[Waltham, MA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*N7LwFCwFyyCXVJ7wv15W6sVg0/5/f18dQhb0S8309dZy7bW6KB8JF1k63-nW7sTfZ657QR_qW6BlzkC1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_9BW3hNq413jMJ60W10Zyyd63dLFTW61KwBX62RrVXVMMvHq1mQmjXW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xVZfZ96zRPSW6bT6L38RRjRDW5CktzD83KHrFN7J39qM1g6jPW49WVsf7D_g3HW6VD1nW6b-vF0N67h1zcQC5z2VPC2cV7dT19fN250rXFbGSL2W33YyxP3Jsy01W2yl55r60xm-pW5zZvfL8qT0LwW28mZDj6Q2CgmW5D9lMp4YksZ0N5vN42Y955B0W3GNdmS64KFMWW1mJHZc94gYtMW39RdtZ4SptGKW3LrhPN8tjCRRW4PkBg56BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVndw-F1wlbN3W5cwScN9l44WzW9bNjmR4LvBPGW4w9xf88X_p7RW976g8Z16_rpgN3Rz6g-QN_TjW6w5wFP5SJS1g0)[San Francisco, CA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W3bbHvC4SXRCZW3Hlz_D28jZDk0/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nW7sTfZ657QR_qW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hGBW8qZLS-37wV7QVVyWmR3GCDtSW5v6GJj10twxVM-vyKlZwQ55W5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV7dT19fN250rXFbGSL2W33YyxP3Jsy01W2yl55r60xm-pW5zZvfL8qT0LwW28mZDj6Q2CgmW5D9lMp4YksZ0N5vN42Y955B0W3GNdmS64KFMWW1mJHZc94gYtMW39RdtZ4SptGKW3LrhPN8tjCRRW4PkBg56BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVn8NJ-1wlbN3W5cwScN9l44WzW9bNjmR4LvBPGW4w9xf88X_p7RW976g8Z16_rpgN3QzSg8QN_TjW96BYfB5wYXvC0)[Ann Arbor, MI - Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W8_ns0f5qJVlhW63W4gs1F2Dj60/5/f18dQhb0S2C82RwkM_VWnBvS19G0KyVjqL3K2ZZJGdN5gXdmbcYYrnN4_rtf49l31dW5ntpgh1Vx5D9W6-jk5K5Q-tzYW1y7vL54_xW8bW75TK-L9hbMd0W5X354P6QVkXBW4mL2Tx12SnZ6W8N0nMV8Bx12sW26VBNj39BfvXW20kxcW7PwQkFW8lDF9T8tJYPjT_JSV2DgsG0W67wKZY6wf2zfW8mmnjP2JjhLPW4PCsy17c7rH6W4cHLXC4MC7v3W5ZMbs06WXp9CW7LDBy-41JhHgW6-87M62dzclRN9bM3578FMzqW317dWD4BHsPJN27yZn4BRLpVN4mBkZ-zrc9GW4-F-Rr3cGXRPW1h13361Cj-h8W4LF7VL8gwCw1W487qYp7YLcsFW60wGzn7N8nhdW7ZV80M44645dW1cLg1-9bNJnLW32HZbc3KBjbQW6rW39-22dxNLW5cS-SH6T94g9W2c_yrC8-vQ4dW2xzgv281lHJVW46m-Jx5fkZn3W6kLG7_7gQrD0W5_sMHj3rs23DW3hf5Gr36zbf3N4wwWyzqRSRLVzCJ_f1BFT7-W2BFT_N7xZ7gLW96fFYB4g6mvJW7s4WjB18BhYGW8jnsmy4F2LkfW6BSH3F5gX_9Yf70jPxL11)  
[Columbus, Ohio – January 31, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W9cXdxn1w19LVW8-xDhq3w8j8m0/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nW7sTfZ657QR_qW6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hGBW8qZLS-37wV7QVVyWmR3GCDtSW5v6GJj3lLT88W5B59R53ldJNyW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV7dT19fN250rXFbGSL2W33YyxP3Jsy01W2yl55r60xm-pW5zZvfL8qT0LwW28mZDj6Q2CgmW5D9lMp4YksZ0N5vN42Y955B0W3GNdmS64KFMWW1mJHZc94gYtMW39RdtZ4SptGKW3LrhPN8tjCRRW4PkBg56BkmNHW8bQGpz72zrXTW712jpZ7cn4YgW5Ly6145PYGWfVn8NJ-1wlbN3W5cwScN9l44WzW9bNjmR4LvBPGW4w9xf88X_p7RW976g8Z16_rpgN3QzSg8QN_TjW5MPJ2W5wYXvC0)[Henderson, NV - Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W7_Rj6b23ylVhW4LYymr29MLwD0/5/f18dQhb0S8369dZyjHW6KB8JF1k63-nW7sTfZ657QR_qW6BlzlP1Vq7GqVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMN67jHwLVyWksW1rfXn08r4KPlMSbFB3RcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x7R1kccfnW62Sfb16VkVRKW7vgLK45lRKcNW3Dv6sQ32xHnwW1hZpjK5mNLNvW7bqTzM7vp5SXW8Q9K7l5Kn975V7x5ll7vpdSRW3BDc3t6FBdh5W6Fpc9Q2F90VnW23-nGK265VBJW22-vhJ1Q40wbW5w8KG83gPWlBW1ybvFB5L1yFvW4gbRRs7bQ_p0W8QKpyr4sj3hVW2BcyM91mGWnDW4WcMj65jhPs1N7Ys1V7f6wHpW4V7WkG3M5yxpW5PKQm88dLGfLW3z4fsb4DT8CTW2pQlqF3S-3q1W9jnP5V7ZrJ_LW64_RKS7y-MzJW3Lz_XB5vt5sFW5Q1pK_2y48J3W15p3wm4Vpt_BW8Q_J4R6SSJNcVcb0dj3kYc04W4p7yDT2zQtprW36_zyt23N6GJW8qBX7x2TV_MzW5bN25_8Dss8BW87vMD81QVqnsW89B5Gj2W-MPDW30XlL44vJ3MmN6Q3Qs6rLh9QVrHQkK1mfP3V102)[Portland, OR - Sep 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W3RfMNc2Z96YvW2gQSDM8NZ1Vr0/*W93tPfV3SYTDDW7SYZ8q1BB8C70/5/f18dQhb0S2C82WsLK0W12hl3Q4_5s2NVL_ll86dzPXPN1RvZs3DnppqW1B2Dvc5Sf0RlW20vkD25zHLn5W5C3L434Nrm05W8Z9zzn3sqp-QN5WC82l8SyBcW6BvK8n4sm3xkW8pCFnL8fpPBrW6ShkWC3ty72pW7KSnRt1JWMzXN4GWLjmh9LzXW3c-FlT2cD99XW5V3Rn94RW5xNW1mk1V-63Qcw5MFPj70J8pqxW5VXhC62437QWW26cVFj1Dk5TZW1Txc991QNYjDW2tjyg18mVxydW8q8Hn46WwmT4W97_-cg1lgsr9W1bd2WQ5FyTClV8B1-G8vftc-W5ggzSK5QVHZtN2h_Xx4Cw_HKW89x9263grH-RW1DqW_z7pmnh9W4qt4lB1HYpg5W2b1vSW1yv3l3VdYlvf87M6trW7pDxFp1lRMYrW2m0B_11-5TMvW4vfs_N8CkYLpW3YsRND57kZrVW81scJh3fjMMNW3-XTJf5ZmflGW5b-y4q8HkgsTW269j6Y8j-z9jW2pZRGj4FXlKYW8RWVW067R97yW7qw99y8rGVxYVkdDCS2ZtcxYW5TNQYz6_3tXbW8VlXsw70fcMcVfWlTY5N0k95W9d56d28GjHV1W6qcjLM4r7ClPW1lBNJN7WJN2h111)

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For questions or more information contact us at [coaching@scalingup.com](mailto:coaching@scalingup.com)

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**11/07/2019  
4-Day Workweek Works; Kanban FastCap Style; Deal on SEALFIT Training**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

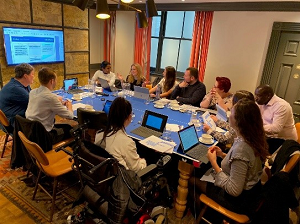
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| Amazing (free) video. This is the PERFECT tutorial for any company wishing to implement a Kanban system. You don't need anything else. | |
|  | Bruce Ennis, BE Quality |

**Latest ScaleUp News --**10 German Scaleups; Investment in European Scaleups Quadruples; India-based Delhivery Using Electric Vehicles and Drones – this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W5JXzLc1cLL-SN15LLB-rdgcT0/5/f18dQhb0Sjv48YHtdnN81SjwlHyjJqW8q-jMq4X9VJ-N3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nlyHR49F0DQW5PvVFD5-q9lQW32ZCh75f0BYXW3FjNMk3LVBbXW4JtBQn62wzBLW2J5xsz4d2DQTW4ry-Ls2zWqNRW517z6b3gVV78W4XlDFm47VSnXW6V-hSV2HWJG8W6QXknD3KnzywW6bvJdy1bJ0nRN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb119npQvW2GD9D74bMQ_3W46l08K7BP0kWW4KJztk1-Zc-dW8WTH2q7SJy6wW5SwvTx3QzSg8VQN_Tj3xZbcYf2K0SLl04), your one-stop weekly update.

**Kanban Paul Aker/FastCap Style – Great for COOs**Need better workflow management? Want to emulate a system that effectively drives agile software development teams? Toyota’s Kanban system is a workflow management method designed to help visualize work, maximize efficiency and be agile. [In this 19-minute video](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W4PTqRq5YvggfW8hr_m36bD1090/5/f18dQhb0S3_Z2jTp4_N12dJQ1DDvHvN3Tc_8Kjp7G_W7NjRt75Y8WmGW1tPK5y85WCGcW6QZ4N987WxbBW7HN83X62RHtCW65jRql9jfkyLW1X07wr4ZNLZ9VB3wmP8v4FqfW1MQylZ6zjwj6W5lLT0P8gXSY6W4YMxx_38fc_PW88CS-R8lQnNbW4JRzYJ1wbf4qW7frQLP62C7_QW81fpJ96H8tvNW3KNNdY7Jznf0W1F79FN12XwD2W5FcqHg1Fpj1DW7SK_XR4559mnN6JTjqRCngRpW72s5-k8r_YSvW46nj-t3WGFDHW4Lq5JC4vtCXdW5yXB4z3kWPW2W6VfkvG29ZvJ6W6dGGdS6WnSqbW7Tb9YK5P3JjDW2dfl8S4vdTKHW84HlxD2xQMd9N3LTcNXhMpS4MvsF4MWKk46W81XTdY95VNdhN3_JylvxPHdkVNFVkB94hDc6N5Hg1ZrRHybHW1dN0dv974Q04VrTrWK2L7x7ZW3C_hGz4fgnd7W7JkFtK5MMtH8W3CNVf59gHZ6JW9fDZhz4rFnbvW7z_sMb28492TM2BtrvswXTC103) 2-Second Lean author and entrepreneur Paul Aker teaches Kanban and how he uses it at his company – especially perfect for any head of operations – and a system all leaders should be knowledgeable of – some excellent weekend learning.

**Microsoft tried a 4-day workweek in Japan…--**…and productivity jumped 40%. This [CNN piece](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W7jh9kr5vFLNxW8zfCcQ7TVZD_0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqW8q-jMq4X9VJ-W3hHh9N5Cgxh0VnQ9Qq8--HBkW8-y12P8YztwfW8-vzkg1HHB4tW8Zwpgn2MDlCmW8YkfZ5566W6BN7KWgBXGCrZ5W4gsg6V6xNVgQW6z4wGx8T6VNDW2Mn6kH2MjTcNW8W51t98XRf5CW4dL9wS4bJ02hW4b_rKw7MbC5JW4KT7_j36Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGWN2W24ZF-x1ZY618W5KL9sc31by0sW8hz0Ys806yj3W70ml3s3pBG2CW8mfCN_2cWjPKW2DJ1dG65XbzgW18VTqV7jBHxcN7tN8pR1SLb-W2LXgj35ldwpYW8s5fDK8X4v-4N57PSsWL8cf2N6yNMm2tBnpkW8hNHNR4nT9k9W5pNYQv4gLbgKW7qMKK72_XnFTW2mp2PS5DhGhYW338JF13Cdk0dW3wv7Sm6xYSRBW2PjBM42FGwQ7W7rb8Wt1gzy3BW7gYsy38Wnbx9W7fTPG_6Q9DvTW2Qb2SP6MP55NW4tNRwN5vRmk0W6gVCkG3xWwfqSkMS7j9mx_102) also highlights how Microsoft encouraged shorter meetings (30 minutes) and less time answering emails. Shake Shack is testing something similar as are many smaller firms. One huge benefit if people had more 3-day weekends -- a boost to consumer spending!

**SEALFIT Training – Unbeatable Mind --**Mark Divine, author of Way of the SEAL, has put together a package for the immersive “Unbeatable Mind Experience” in Carlsbad, California, to include a complimentary membership to the online Unbeatable Mind Academy and a signed copy of his latest book Staring Down the Wolf. Ideally, you would do this WITH your core team... but you would also benefit greatly by doing it alone. This training is led by his top coaches and Mark... going deep into their five mountains and the Unbeatable Mind developmental tools he touched on in his keynote at our ScaleUp Summit. [Click here to see the details.](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W3gtS0690KTMhN6gSlvsRyhW30/5/f18dQhb0SbTK8Y9Xq0W6KB8JF1k63-nN7sTcb_tfWrQW6Dk5TP5zh-NRVnQ9Qq8Z_tkjW2_YRW25nXWlVW1Ww7hK5mZ50NW325g5n54FW4cW5lKwcy2N3czmN2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW1WfNks53hcrDW7P8XtY7NqRXgW1fvT_n8hTJV4W8lwVXY8hS296W7bj20M3dv1SsW3M3KtL2qttrNW6pzHWB79p3p8W4YFc4456_y49W6G7Fbl4DFfS3W6Q8VxS7mpN8bW4rPcby5cpw2TW2TKxf72hQ9rjW5d5m7s5CqrYfV3J1Yk5tRxC6W1mkJrG7y4Fn1N8r4ByBYtR77W1qksC13MrDLZVZ8MPF7drvHfW8QHW7x1qttdpW8yr-8y5vp-XMW61PWdy4KP5BHW1VtdWZ2jLVjfN22TNxn9Mb5mN46SFhxRb-YsW64RB374N0CrqW2nRylc5qPrTfW4XhjrJ4wGS0JVp3j1W6zq_wQW5Nblq66KSPk9W9cM6Rk2pglVTW6vc-Z61FvlJLf3wqTQq04)

**IV Vitamin C Saves Another Life in NZ --**Riddled with cancer and given a few weeks to live, Anton Kuraia turned to IV Vitamin C and is alive today – the cancer gone. [This 14-minute TVNZ broadcast](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W1877W97hC8s6N45zk9wtBw3Z0/5/f18dQhb0Sjvl8XJ9qWN81SjwlHyjJqW8q-jMq4X9VJ-N3hHhbrXL0jYVnQ9Qq8ZM85SW2Mz9rH31H_6nW4zy5cn5p_pykVtvWGN4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1Z67wfW8hTJV48lwVXYW8hS2967bj1-tW2zfyqd7NrMZsW3ndfYD5DFWr2W5mKjF63m2s0VW2x-ccw7d094fW6G7Fbl4DFfS3W6Q8VxS7mpN8bW4rPcby5cpw2TW2TKxf72hQ9rjW5d5m7s5CqrYfV3J1Yk5tRxC6W1mkJrG7y4Fn1N8r4ByBYtR77W1qksC13MrDLZVZ8MPF7drvHfW8QHW7x1qttdpW8yr-8y5vp-XMW61PWdy4KP5BHW1VtdWZ2jLVjfN22TNxn9Mb5mN46SFhxRb-YsW64RB378y_DL1Vn5zc7480Z00W6WFVr88Rjs-rW1JjtKy7L6dTWW1Kb5VM3tcNrKW8p1VW41yf53YvVL6QT1HJf7Hqb0N02) highlights his case and how science seems to be catching up to this miraculous cure. FYI, New Zealand has been a leader in people using IV Vitamin C to cure various difficult diseases as we learn more about nature’s natural chemo/antibiotic.  
[](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*VJW_YF5fZYPVVTNVYC8GxdGF0/5/f18dQhb0S1Wd2jTp4_W12dJPX6svVBlN6sj_5zmflK3W159NG_2Rsv67W77kx7L5c5cBkW6YlVh86ZQJfVW5htrsM6C9rlfW2SwNZh9fnPd3W66yhhn98r2p0W93DHnt8VsGqdW6Yp-Jj1LXphyN3BVm-YrkFC7W4cMWSz1DCGJtW1Njr8_7NGGnMW1Sqg9W3C1839W8jK7VZ1pbNwnVwBd5n32xVkhW5w1tFZ7ShF29W1qsZ9r41DhHqW5MndDs8wQrcCW455kJq7N34k9N4YTKjHbs0glW7tgBtC5MckSMW11Y1Yf7pzdYNW1NYnCl1yGwd5W3BZ3c45x2Q9LW8yZMS51ffGs_W6ngRCs40LrYJN2dZKnyd8HZtW4jGNhy83kJKXW4BTSrS7mfZsyW27lY9K6N18K_W2wfFWM7hS9KXW5F-YxF77_fkmW254gQr7lX6PkW4QhCDn2LLRd2W7zvzVh1lHh2ZN6bVlkXWZ3gtW5qCBvC4Vz-DZW1nLqTZ8PscR2W9g7PYp2l19B7W2DSCLS7sgyFfW78nv_g3r8L_MW15WH3D5Hszg7f3tskjd04)

**Westminster City Council (London) Scaling Up --**The Business and Enterprise team, which is part of the Regeneration and Economic Development service at Westminster City Council, is shown working through their Scaling Up “Vision Summary.” City of Westminster recently co-hosted our ScaleUp Summit as they focus on supporting more scaleups in London. Good to see they are modeling the way, as they work with Scaling Up Certified coach Neale Lewis.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Dec 3 - 6, 2019; Jan 14 - 17; Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W723LZd69GR0jW75jNhJ4R2zRb0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqW8q-jMq4X9VJ-N3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW4V1GQR3jT0blW3zgJr53PpR1_W5FB-X144ghRVW4DM-f82-tnc6W4mpGhL4wMNz1W53gxmD5qZs-tW3SZYPP3JZbRDW3XYS4f64h9Q8W4wL7fB4px3-MW4VtYrB45Y6CFW4mCYsy5cx7d_W4Z8Q4d7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-8G5ytTW6p9y0m6pFV6DVQ3sP21WZTfpW6GRY8g6WKg_NW8v4j-W1MWhN-N1MKdbPvZ25h111).

**ORDER a BOX of 20 SCALING UP BOOKS --**Want to save 50% over the price on Amazon? [Go to this link](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W1nBtk_2gzLj0W2B5zkx9jnv1V0/5/f18dQhb0Sq5y8Y9YsWW6KB8JF1k63-nN7sTcb_tfWrQW6Dk5QM1Qt2G2VLDpF18BTcz4VTGDvy1rDn0TW8m6TF71nPLDMVf-x9D5qjXTCW60M4Zn8p-mXZVQBY-Q4VD_mpW30FqVP9gGg2rW2tSnlL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF6sZf_YW7JCxGl81bhDKW7N0nwh6htR9wW69NG1w6Pr5qtW4NwcCJ96dt4SW4r1QvY3XCj5QW7cvxVf8q5qBxVVQf4X5vDhTYW94lvKQ35XFkZW1q7JSC4XRjqkW96stbs1q8ZcMW3blLRF2xjsgHW8t2CMb65JtCsW946sT35Crpc9W3Mx-Z23MxG3PN65jHbN-4RlxN3NGDq7T2HL1W5B4z5g67hGdVW5xCrFz8tZRf-W4pY09x8GclM4VPNtBv3-DmCxW8csLSq1035ycW3bSmn08f36blN5G0__sGxg49W24RqJ85N9_l6W1-hLT17QPrjnW3DhXZ87dKsB4W7RRvJH6K1_kkN3pxWL3cTSRKVcSpMC7xtzB7102).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W8_9jcx3HcN4WW1_mTsP7_3Yw00/5/f18dQhb0S4172jFLW5W11jCw954R1vwW2Fgn5l1cnnsbW290v4y4b9pS0W2nWWPS5yKxwtW6PY9zm6YnrYFW3WDWfq3BvRZlW6X3pg942Z3KxW2KC3WL38xj9qW6-C_yN87-_mbW9g8-Bn53Y_PQW1SlsRD67pBS7W7whtSr1vXVRhW1lN5JW1cy_XgW4WCXXf1F5Y9-N5Sgn1WcThChMC_r1C1vR9jN2PwMTx7PQfBW8P_v-y20lXSrW3MpL3_20rWdxW3qhrQc8FBH2nW5jrZfJ8Hjky4W8P1VNK8k5G28W1wMpn92vl564W6XpVsf5Xdl4gW1dv84L1PMFFKW6vNCK23rMN60W3_5MsK34WTMxW1JDHRw5XfW2LW2k2k885BCg4pW5vFlGj3vgJ9PN3cth-NB5843W2FTshn3b2BGzW5XMm1J5Nq0WjW1Yf4495hBgMbW21SnRb5MtrfLW6Tdsgz15BytWW2_8sd64yvb1WW21pS_F6HpCxwN1yGBlBjPQHTVqPwtP84BlvpW5XnzQ49bGHd7W5pcsrS7KVFWzW8hPCv899dhhlW9j5M6B97Nyr4W4SCNYH7-vPJgf8FLSvN02)

**Write Your Own Book --**Whether you want to make it to the bestseller lists or just sell a lot more of your goods or services, with a profound competitive edge over the competition, Book The Business: How to Make BIG Money With Your Book Without Selling a Single Copy is for you!Request your free copy of this ground-breaking book at [advantagefamily.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W7czz8b5F4-0yW456nD54fgJqf0/5/f18dQhb0Sjvm8XJ9l8N81SjwlHyjJqW8q-jMq4X9VJ-W3hHhch2P7_nXVbxYmW50F4lyW4r1LBw6bgg0kW5CkzbT7nwMJHW7dfwDB5CRk-9VcNnNL6PVKcrW6N3nBL8xGZPkW6bN1mw5tjgSCW5PJ0kc8wXNtZW2mzcnK4rDgrjN2HCrMJ-zgZ3W47YlYy4bfcHbW47Xx4z3C8dd2W5-GNDd3VKVtLW6nGl8C2PS9sYW2HT8mr6l4W4VW1gvjSz8hz0YsW806yj370ml3sW3pBG2C8mfCN_W2cWjPK2DJ1dGW65Xbzg18VTqVW7jBHxc7tN8pRV1SLb-2LXgj3W5ldwpY8s5fDKW8X4v-457PSsWVL8cf26yNMm2VtBnpk8hNHNRW4nT9k95pNYQvW4gLbgK7qMKK7W2_XnFT2mp2PSW5DhyW918n7SzN11rnNb4VjhvW6MZR2V54GcH6W7K-c-g2pc_vsW5hfQL48pwcvwW8dGBYy5Pv0SzV4hg3f3ZWrSKW8sDVJ26lhcmDW2kXyq07D7HxjW1Dy_KC6wTGMzf2_QcMR04).

**EDUCATION:**

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*V510W917dnjfW5lTKwl1PvV_R0/5/f18dQhb0S3_Z2dXD1gVWpddz30qtQvN33PYM9DQ7_kW2NZ8H81yDZW6W1BX7Sd1mhsLLW7M0WZQ84fhqhW8GZmcR1fbDZrW5M_3z59fnPrZW2T8Wk08hRfH-W6Wpkxf86Mq5JW8x1mW47vB8SSW3VL2yb54lN30W13MR4G6jCF3rVBSQww5c0gNxW24gxPL7JfdVCW96Fxcv6mJnYRN1P5YflPWHrKW6Dk3nt2HWSmzVwpc4d64tx5bW7Ctz4S34NkSlW1jGgn04Vq1P0W26nyyk5wTgJ0N8vQs2fX1qw1V8dzQz9hxpdVVlXZg83mNyXHW9dFM262lVndZW2LG6k97r-7qfW4cpbdk3VnFJHW4x0J_t7Q0vz7N2GdygzyzlBHW40NM6-7x5K4SW4V4XCJ2zPbvrN4TtKV0PdNw_Vk6Fh06gQZ89W3m-FRz6vylY2W5d2ZlH51bq9gVB3hwj2CJTCwW30qBrJ6FTG3WW1-H_Y32yw8HlW8yBZ-x1W-SFwW10cLpN4xxzqCW9dqLcH85DwHLW7z2h6r3TXRKTW9jWxCg5mSN9FW79Ttwc2B0h80f46-8mz04)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W60tNbh78FnlDW9lCmJr1RD02m0/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqW8q-jMq4X9VJ-W3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZX3W5mZjbq31H380Vc8rT830T_rPW2Vv3cs1G8MxxW1Bb4rM6F-PSGW2VcV3q1VczRwW8XxvH52LVFs7W8R5QtL7tTBsxW1DVyln8Q6_3rW4fvlcj2JWxlMW5bzDPF1Mk6JQW692QXh47z6scW7qYVT846BxtTVw_vw86Js2dmVlmKMw91Knr6W7v6xzq8_fR6kV9zM7D3Swq0fW3CVWzH8csLSqW1035yc3bSmn0W8f36bl5G1g5vW6yKjF_2L5GhqW3G6DkR4c_CJ5W4DwDgv6jyldQW5WyjHS6KZ_2VW8q8MQP2vSzV7W4Q-5SV4Hzl-tdcR5db11)

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: September 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W5W2bTW7X58ZHW5LFkjT2rtlQb0/5/f18dQhb0S1Wd2jTp4_V12B5C2lhXhcW7155Rz1lhdnBMHXymxq4McvW1t09244qHHdBW8VbXJD87tpT3W1cR97h3jRV2lW4QN1-Y65rvHnW6lllD_33c9lqW8fJDyp4nKkm6W9b6HGl40GKGWW7rqvxz7r67QnW49mp5z6KMqD-W8dVr-02mlVhKW3lggSL23S-4lW1l9BF-5g9r3PW2lHwMH44Cg4pW5Y0Y2N1qGjDLW22JznV25gSBhW7WnXVv4sP7QfW8ZcJw650JSbsW7znW4l2f7V_xW5xJGsg1zfC9NW2lr_Lj1kdBdVW8gClz414GPnpW4-XYHm49vyQ-N4szq_wdCj9xW7PYzmQ20p50SW7p2ll61SQFV7W6ZPcQv3QTXS8W6HgbBt5M6hmxW8Hkj6M4DdJBbW6ZWqLN5CRJntW28jFJz33MGcKW5v55kC2bSwLtV--GtM6DXW4GW8FTNKG5mR0tBW83PhpD3wRJzFW80Q-sb75YyVSW7SDJ0J17y_nhVf5Lrl2FMcqdW15qvc24GvTBRW88mQ-F7bBhNQW4jN7lq8DsCWbW47T0YM1HmXLSW3B_-5B4FD2p3f36B32003)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W3dJ18Y5hYQS2W5lwJXb6bP44P0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q-jMq4X9VJ-W3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppCBW5RS9tl2LwJ7yW8lfvR71NnK7lW6_LT3f2vknQFW1yZ74q68-xLJN5LrBLNML0fTW9kLkLY8VNQL4W7tGhjq6hxkRwW7MN4Z277RRMLVtcMqn764YW3VJVSMH8YVMkXW7Hrdj43qMPnVW7C2CyF3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXZj86V8ZSN4q8rHGTFKSHN8x6zVMV4kG5W1LCVNd8V3H5zMNDyx-rTzpYTk1RY4Jd-Nv103)

[Los Angeles, CA - Nov 12, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*VlkpZf6Qj6QPW7gXkQD8tBz_90/5/f18dQhb0S3j41Qv4L7W12N_vf2qygv6W2njTN-4RDjqFW4cRGD-5yrpFQW1wLYxJ3kK3jfW76lPtD8K3CZfW8Lt9318-TbzdW6p3bXs7JJ5h_W8wBlmw36Xs_lVj-58s3Z_JyzW8S0dzw9bbXj8W33JQLL4gjV_lW23bG7Y6GM99jW5dwg5t1Yf_nBW6DJMzm8VDCcMW6bpF_v3dnDBHN4KCL4KpWrZ5N5kk4K535gpwVZyGdr5XVTnCVQ49JZ4T0r2RVN3CyN5XYL8zW2R40n37m18jPW7b_GST3RJ8ybW5kLLCr6-l0-kW4lkR-24gvYZvW7mVZWC452CrTW54yJsl2HbdQJW4n_8w63Drdt_W3jQ6v_1ZFvZqW6tkj6N8R07qCN1twwVggc3qSW35yFBB74jxtwW3kqqh27mCfScW6H7Rrl9dXJS2W3tVyVc2DHsWwW7wNXKK6-Rw6bW7wnGh57Pt93XW79lz976mrh_FN2Bq62J_qc_8W37w9w-6hrYQ1W1HwjhX8ffdHQW1-qDMC5ZSxcWVDJyvn6KGbZYW5t293w7wq5XGW3j_FbX9gF5KrW42w9Fd8BQgdxW5nGk8v9ffkV1W3MLqX56Zm4qgW9lXRrY8yHw4ZW8k1yGk70z_MwW2kwXtv5gGNXVW3JWdhd3vPW8Ff29PkgM03)[Hartford, CT - Nov 14, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W1tnV_G47GKBTW8HQ7sj8wPQRH0/5/f18dQhb0S1Xm2dXj4DSmLS2J3bhvV518XR5m6s8fW8Dh5l27HTlrFW1VMSqm8mhl_jW4wD-6l8tfbV-W4XhNN-4_vXvMW3W0hp444ThqxW1Qyz926dRQPZW2hS4VX9g8KvYW8kLb2s5pQN1bW5FBRFF4Tkl32W7NSyqZ13lkvTW8zV9GW7Q5phGW1Yf9k68NNtWBW4vXgWy4YFRXKW3WykX349Bq3TN95jfFzXG_pVVn1CHj5r-1GsN6Rwc3z4jHSdW3fX8nh3SHd32Vbc4j151XxLPV4pDP_4r3HFVW7ZkRBP8pwn-MW2NmY_Z3dNjHkW2YNq195nTz7cW153-Y35bf_pGW8gKdHK6lb8V8W74FDCn33t1qJV8pmh968Z4k8W5r5mT95jcg8ZW3pS6Yj2zBrkcW3cVq7H6pBdL7W48zc0P7PMYgzW5LxK6B9k0ffGW1cyZ5j7sW2FlW7sXqNz1wlBQlM5RybCWYL8wW1DcmKZ5MT7RbN8-F2rySTZxSW91lw0g2jvKRVW5Njlp98JRDzjW25fR8D4TFJs3W60BXBV37JpNz0) [Franklin, TN - Nov 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W10zLmv1JtNMZW1dRy5P7wGmRL0/5/f18dQhb0S3j42dXD1gW12NyXC4_Bf29W1t1LQR1gBHgYW6jcq0H6kCRc2W6cLytQ2Lt4GDW29CWqz83CrDsW68Q2Gs8g9QFbW2bcgxC8GvkkgW1yNqfl1Tjm8pW872cJN5MJp55VLckqr8J9yJKW3b0XfX23zwGtVQkK2k2LQDZcN343plwmqRHKW4mN5CJ4NXLDWW301pXy2mPDWHW2ymv305bcJwqW6rsTzn8ccLxtW3Y6TX05m8nzRN7ylbnPHS7y8W3s_rlD4fc9BbW2cpsdd880xzpW7Gr2jg4bqHV0N2xv7clmY-fqW4G-G4142NmrlW6bMt4L1PG1wpW71CLw59klQ_1W2Jc3hP2q59_HW98xt3-8VBPmkVq-_cK19_0MZW340PRD7Yx8m_VV8zL345NB4RVN8Kk89d5k_mW7Zbw2t350TX8W8rnsqz1Jw85LW90ZFB88NVMVlW1KnMk269VhWKW1q9DQK6MrX0jW8lKbXs2Nw6M3W6FWh4N8MXXVtW6lXvD_7pwgzpW8DwHH07D4-sjW6zS11r3K1qX_W70HB499559FyW8Grngk47X6dkW4yyCRD4h_L59W6Rr1w62tMX_WW42XtLN7t2CzHf5b9_ZY04)[Grand Rapids, MI - Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W52HPCD868FpcW6Q2QBB52VY2n0/5/f18dQhb0S1Wd2RLJNgMMvFQg6rF3LW1HQX4j5ZnCBrW3tMlvW5nQp07W1HDzqK37SkrCVL68gl8NfgltW5pZsJK7fJXFzMq3jvHkq1zqW3qY03y87fLM7W3yQNRR3K3RrKW7zblNj93j4rDW6ZM03Q49VdhBW4gczbz53D1gbW4j-Glr8qThMSW3vgLL55Ykm19N3x9lr94DbrbW41z4ml4KXW3GVGzTSj36pL8fW2nhX6d4c9LgbW5L4VyK8LzBLXW64nDzv64lH0JW84X_sH7x_GfTW1lDXHn3V4kCcW4MbF-D2MpbX3Vs8Jyk3h43mzW8J2H6q7JsQBjW2p_gcw8lJBkfN6qFP4qbFFxSW1ZMbC-6dlWsHVpPXcF15brBzW3JTFzB57TygCW3scP4F16bm4FW60hJKQ6r54-XW7qzbpJ1LTdwhW1DMqnm7Q8xTzW5FFGKT8fqYJ5W378HQB5BFD0bW3DJKGZ64sTspW878QB_2pLmpQW8NnkR87JC5d4W6Czy8S6PPGWKW4G46b28rqztQW2Xrwn26YZVVYVm_lM47qC4VhW7LYhF_2_mQPyW4yvQNK7wWmYXW78r7pK7-d1bKW105swZ40kJTZN78lJ85GZhw1VBM_fm84yDWYW7zTm__4FQfcVW9j4hc12yv54JW7x9qxQ7LyNwDW1LKkJS8fzRBFVczR3C1GkKPJW4q-jgR7jDJ8H0)[Moncton, New Brunswick CAN - Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W3K-j-r8vY2NJW313nww7ypXq-0/5/f18dQhb0S2C72k5LNLW12dTcQ5VRxy6W1C-rfM4N1ZS5W82QcZL30dhmgW61GSv95YksVWW3tb8_086TcCFW3rlgwk2dKXjFW6gRdH34gwz0NW7ZMbzk2k3Nm3W5nzghk80xMkvW8Rv0gg6Tgw9rW4bpGM66PpZ83W14XnMH7ScgYDW1GmG0s21KtSjW1D1sQ85GnNblW3QgwJb1pNGFsN2rCjlyFrrnnW5pCtx75G8znhVptNST5_GRwRV8l2p-5XpqtdW1Q44YB1Sj849W2pxb9m5jf21PW7lzpxZ8HzsFVW6zp8gj52jgB5N504QGFCvL_bW6RdRfq4pZSCNW8DpG5z23QkmxW4kzgS-1nLWVpW2YCv_g2ZPPmLW5NVr2811MHKkN4bRB4Kn-yVcTlhYy5jX9mXVcN1Gc6tKMm6N3hD7xh_TyTFW28nvxn349-vfW1sqnKV8HH0PHW833njZ6XMzz_W7czrpK5xrrhJW6Q82Cz3l3QSqV_rRnb1tM_b3W90x3dX5d09kLW3GN8tK6YQ_sRW7hChNZ21gK49W8HR3p53jVxtRW1LxJyt7SxjscW13Y9Hv5wjYfPW494m4x6cHWYsW3M-0QG6WkbFfW8tBv0m8MqT3_W1Mn0PF4Bz18FW9j-_877PwGZ9W4z5kbB6lhZK5W5gRMS327Mk1zf6YWd6R04)[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W4nRXnj8wmpx0W4SQyh12l4Gsj0/5/f18dQhb0S3j22dXD1gVWp80b4_Bf29W1t1LQR1gBD5ZW572g0d6kCRc2W6cLytQ2LsVsbW7xMD0W4mC0tLW7MZxjy3p1-7JW3qpgMk4nJ_d0VNVK6H96KjBFW2dd-T340Ghh6W8txSYw6QtP49W1M1JtG2ZnFVmN8J1tP0Gqdv0W1_F-wP8DGQsLVDKgdD4j_Xv4W80ljn65lkTm0W5KbpYR6NFQ_kW4Pf7Bd475s2nW2Yz0gy5jK-zBN7hyvJNX8NyFW4CNYH63QSD21N5GRNJSYZfg_W7f-FtK9lDLrqN825w4H_g5fLW19q3Pg8dCJK_W8BGdWr11z_4BN3vS5HF6cGHFW3g427Q3RDxb-W1Nyp746tZ1P_W3GH3xB8H7ZtjW86ngjz3MyxMmN8Sf-thTpjymW5-b3bf73R7b6W7GpqCR3Nz8HlW3s5K5K29wrytW7tM6lf4d9qjLW8CNmcm11c2SfW826Bpy8PG6ByW2MTRqm7rRz4hW4DvT_x5Cx5b5W5tl2Pp7ZmWNNN33vBkXXyKGLW62XhZy6KRSSGW8QltTD8mHHv9W4hR7F64pHfqgW483Vmm6Mv7z7V7tYnb3XbsfXW2Vxszq4-lKYR0)[Kelowna, BC, Canada - Nov 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W11wF242D1-nKTHnR24CqYFV0/5/f18dQhb0S1Wb2f8FSQW12NJhR4KGgFFW72zbC94Nf0stW8KwdLt8GXBT0W2M2Ffw4pjLp9W7Trnch9l-4zPW3M916z6xVTlxW7JqtVR2FwTFDW3-dyK65fNSKKW22R-_T82-TVpW16jjLn6pVqnSW8N4XWC4BxM58W3vmbm_8n9PFcW82QV8j8CgjBvW5HNjlZ8b5g1sW5xBzNy2CJ0rsW11DN2v3GJJ6LW4bdkw41clBsDW8V5-bW5gKJLlVfkdh62wqP8lVPk5gn4ZMZ09N2YtX1z7Nn8LW94kCxM3RXhXkW2cpZ041NSdBgW5_NfgL87NB03MF7s7qg9-8fW3r8HN22xhV0kN1xlt2QfgNbgW2jmVXW1l3HqRW2j9_6F8yyj62W1Q4Y8n3gQsWDW7F9mST909kL1W99NG1q3B9123W1hxDPk7ylwzMW12_jDp4lCYpWW7_mZnm2cvb7-W26yPHn596s3rVMGLdB8jbs21W8tJcrp3D-ghlW8640z24gXCN6W40s-Dn91nvcwW2dYGlb408Ws9W4bwMjB2cSQjgW1XYjsR6jKZrpW7SpFTr6DjP-TW1BlmPf2FzjVRW2TSksT4hQjHzW8rJbTh1M1lh_W9l4GgN4DzSJRW8mMwnm8Nkt3NW91BZBV2vg4g9W7rVvFb4Gs4YXf1M2SX603)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*VL8Dzj3-gBpJW4l-JxJ7c2YwZ0/5/f18dQhb0S2C81Qv4L7W12hNyc5VRxzWN1t4ffG8-2K3W6N-mz25yrpFPW1wLYyV5szd6_W76yGN_92B0DyW4mLPQJ49Gsw2W3bxCsL8y0JwPW23YGcf7_w3XhW5C5w2x851w9SW89y2Ny6G2RrCW5R4CrX6gxK3kW3t27gf658QWZW7HfrH24hZg_rW4tlpFp5zXvThW1mqbZg5wD6WZN4YRb7gDY8FvN1rtpZH4ctbSW38vpyM2Q2rZ9W25ZyLR2X_BqsW1pmRvz26ttcvW8J0DJn3Zb2pmW3PTjSt97n9m1W16cC4X450-SHW4Y0B8n4VdqtxW3cHWDv8k8BFZW8H-0V74c_N7fVfS-hz1ZVhRjW3LPYVq22CtG7W2y1sw35vtv1qV-PdMJ58_c8cW8pTXSy4djf9KVjX7P98Jw5vYW2C3y673ZM3pMW3B0YX93S7Gj4W3ctTlz84Gj5yW4Wd9ZM8_wZYLW1gpC9N3CJ5zpW2dDZlg2hq4x_W5gL4RW6-p3qWW2czv0n6KV0qvW1TmQ4G3kDLfHW6JWNR06NGdB2W3w15LC6lMzpJW14XPtp7qZXW-W8735xj6M-TZ8W84MmlK3hy4H3W8mHMTm7VbtT_W34d0g54wzSP6W9k5Db25f42tDW3sBF-g2fX-nsN6lkHz95Kg7V102)[San Salvador, El Salvador - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W4lRsf31_GjtBVNlTSW7tYJ6z0/5/f18dQhb0SbTW8YHs9vN81SjwlHyjJqW8q-jMq4X9VJ-W3hHhb_2P7_nXVcnTGj98JQLwW5265sJ6bnMScW2z3CpV4tNHVGW98B4ZK420RMzW2zHQC24Bs6cnW4yym9n2p0tdzW5PBVSM3W38gNW6dyrNf3slyZnW2zHKdW8xWhWFW5KYzdF5lNvDjW30vYbQ3jL1hnW5Hsr_p5G2WvyW5_7Sqj5kh_7dW3gPWjw1wchBzW5Rp4xH80ND_8W4YFc4457-WqMW3H_Pty2DzCtRW1yBHjr5hVTxYW77cRSz1Scc3bW3bZ6Jk499yK4VL1D8g55S64jW74PnJT7MV1ybW5-LTbG2QLLvGW1vQk-M5r5sMnVLDb1T2cNpWLW56kVTH7jp9BxW6dlSwy1VNqbsN6VSnMPph_V7W5-fcmN7HSCNBW6Pc2NR7PwxJLMVzQv-Vn7DDW1Ff1gv32ShfbW31qMQ11Tyxm9W4bYZrg8mhg5wW4ly2s87V7J_fW39Sn4W544syyVZv7mw3kXt47W87WlFQ4f28vsMVs7V_Vmlq_f79Q4hh02)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W4jnvFw5pRS-CW5SKBKl1q0gw_0/5/f18dQhb0S65P2dXD1gW12NyXR1fpngsW474q_n1ghHq6W8wWVDQ1fPnw8W1t093-6WVSVpW5Jxw_V6TvNkLW39PGpc2ySslGVg63Gt1rTYH6W3bWP8Q5pnyp9W8kr2BY7h5Hc1W2jCZZX6ngncMVLs1N25jv6b2W8G21gK91vwvwW2_rd1b533ZMbVzSmNd6fXGWWW3BqdjV5x6C6BW5z3Hq46GGdQkW34Ld1W7RhmTtW1S2Pc63r_trkW74G7dJ5CgQ4KW5KYbWy814fwyW5xDM364hcD5WW69BTmF1mFxNgVXC9x55q7F_sW6XXFTR4Q0pHtW4yTsMh7szBV-W89XWBK1WjcWqW3Jl7-73Wx6lCW1Ny9Wv6vYw9QW5qL4_w6FPZ3MW41cntf2M3SX0W6CzgKw55KrlwW3zGZMp8zccdWW5BxQj455q7bfN6gJsPg6d9DbW1DkZ6b5vxtm6W1ZgN6-27BdvYW5DkJKg8VJl1VW2Kz_wB6SXZlpW41Dl-Y54jbZnW3m8PMB1CgJR_MVp1qrSzYRgN5tC4Z5dVsG_W876Z_-3t3KGxW4vR_y55ytn-7W17WBYQ43HZ2hW5RxjxZ7H--25W8_t1KR7S4YvS102)[Sydney, Australia - Dec 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W3_86j689GYKvW24Fsln4WSPZK0/5/f18dQhb0S65P2k63kzN12h1mqlMD6LVcvCC-4N0-QPW1G_-Qk3ZcWm1W574d6q41fmT8W3Cwv9t6Rk3l3W6jR1zb1LFL2PW6XQCVx7JQxPFW7vlf9j3Q19fcW8cgRXD239Y4pW2gzH1k4n8_kTW5p_QyG3v_H_MW6pZ8V-3SS1ngVJwS9c3yZX3-W3rQLzD30PckzN8y_c4zn76NHW5bxS7G31l04bW7KsssD5l8Bm-W4rDnWW4Xx2-TW2M8fqj1D3QSKW763cYG53XhYsW51c-RX1qtm8gW8P9Sg-6xjRj6W6sCjbn60b50pW82dwnS72vYbBW7Y0fxf2fFPxFW8_DZPg1s-kJQW3bJpyx3wQNBzN72zZMXrbhPFW6t5F734V6y1RW6fD1vh4tH9mTVjCCFd7Gz-ywW1gPGX82KmkbNW7KTPPn967lfyW6RC1Kb1jg4fCVyWqQ918PBvGN5tY4FmzX8Q0W8q8Yhf6MQWJYVp7H1S6vgB1xW2P_-Ng1xnhYxW4n1Z342hRXJwN7FLYkX4PZnDW8qygXj8Dc3d5W20tCct6xHBglW3Hgbrh8cnCHcN7g9Dw7gFCF3W3M-Vkf6WXg46W5q01hm8kKsgbW9c9mH28t3YNNW4HbrdV7h0PvyW46_5kG3swR37102)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W6DSKy64W77DkW4bN2Lc2_9NHN0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqW8q-jMq4X9VJ-W3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW4V1GQR3jT0blW3zgJr53PpR1_W5FB-X144ghRVW4DM-f82-tnc6W4mpGhL4wMNz1W53gxmD5qZs-tW3SZYPP3JZbRDW3XYS4f64h9Q8W4wL7fB4px3-MW4VtYrB45Y6CFW4mCYsy5cx7d_W4Z8Q4d7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-8G5ytTW6p9y0m6pFV6DVQ3sP21WZTfpW6GRY8g6WKg_NW8v4j-W1MWhN-W1MKdb552xsRm111)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W2l4JKG1SBp5rW8m7rwY9kYTFt0/5/f18dQhb0S3j42W9R7hW12PhGc2GHKmrW2J8HRD2fQd_0N3PgKtPGL5QZW6FhXqR976_nwW3PZ0bP4xhCyVW71vGXW5lhbNXW3b0JWz937tqbW917GPH4bV8bJW3lP45k568JZSW8Vjp9C6lMPt6W5kkxT76dNr3qN1xBl4ZDQQp1W8xDD7h8kfhssW8FH0WC24phzdW601DDP7nP47NW6Br0gt71gQM6W2jrXFf4DhSbxVyL8cT6wxq0qW74Z9Jv7TKhvRW7LcmDH7VD8v0W3LZc0c4MSR_vW68_h414JM3WZW3Yjbyy7MyNW3N7dQPgsb6w_YW3T4mG12shGShVQhrqY9hybv0W1ylLrN1kHckKW3P-xDJ5CRyh8W1hd9GQ3yPzjlW62_Lvj3Fgt-cW3Fvnrz6pXgrCW5S36nv8m_Y39W8NMn977sr9nDMV6FjZLnS3rW1CD-812HVh7XW7_QDpq2754mBW199Vby43GS5lW5Qsvkb6yt9WwW3qNpn15Yl_1BW2cc9545FM7t8W57CSNF4j093MN8JP69w21v-pN14nRLjdhDmRW8LjGJ-5dVP_DW2W0_0L6B3bS5W6hjzz787J5KcW80c-_F56zcT-W5VFj958qpRKc111)  
[Vancouver, BC, CAN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W3ByrB11YqbdYW5wvrdx462cDq0/5/f18dQhb0S3j22dXD1gVWp80b4_Bf29W1t1LQR1gBD5ZW56RCKC6kCRc2W6cLytQ2LsVsbW7xMD0W4mC0tLW7MZxjy3p1-7JW3qpgMk4nJ_d0VNVK6H96KjBFW2dd-T340Ghh6W8txSYw6QtP3hVN5qrC3cbtpGN8J1tP0Gqdv0W1_F-wP8DGQsLVDKgdD4j_Xv4W80ljn65lkTm0W5KbpYR6NFQ_kW4Pf7Bd475s2nW2Yz0gy5jSDQKW35ZrmB5Z_5vfW3v-bk17_NwjFW1ptLxB4XPh0SW48N8C94GYGy7W91SCtv4XncLMW7jHR0p4nYwk9W4tJSPh4YYXMqVVcv8t4JDcsVN39hfrS-FGf-VsnJpn1FtFfJW5CZRH8292bDRW4mV7qp7ZZXHzW6WmsS57cYnJ-W6863TN8NPJv3W1Yl6WQ5CZ8G7W1kYv1-8kHV9gW8T7d--5bljVdW6Xy3kQ6Wq91MW4mjsGG2cGmNVW5lPtst8TPWQkW89c0Nl64HvtrW62VtV04k70SmMMVRhKcWprdW8yyvWx8J2gs_W4y64J095MmztW3qLf4c15Xp-9W12wKhH6n9cmQW4HZ0tq3j50MmW83CSkQ4-lKYR0)[Atlanta, GA - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W9kjbCv1FNC3JW4r20lq3NzJQv0/5/f18dQhb0S65P2jTr_7W12gPWp2vPPFHN3CdDr9SWX19W6zKBRl6s3t29W4PHr8t1cKcXJW4HqNSm4mKqFVW8kkCST37KNShVF0drw76lnFvW7qgTH56Db4hYW6j-3pz2dS9QTW5f3MFd4Ccwh1W3pqVJc4FJ2G3W6k6szb5QnPxwW4CYvfg2LrBb2W1kHv-r3pmFwvW74Yk_D130bJQW4zbfQT1gtMTsW8j7lWF8ghJhTW1mMY_d1XHXjjW5_DR7T6zv5z0W6xzC8Z1VZbJ2W1kF8zJ7vgl2YW2mSByy10cMVtW8qrrT63Dzbg5W4QDbFc4wpYD4N5zWs33JwrspW3tPcN56bYGwsW1lPZDD5Rzg4BN4nyH9Jpt0CKW576fby29ZDCFW1ltzz25BLwG5W3mbNSw4v52v6W8mrcKB3CdSlyW6HTrPl8b9yB7W3KrqpQ1MV8gfW98QMl34KK51dW4fVjTt4lgFMdW8Tw_6K7j5sbDN3wkJqDRdLdtW8rTDrh2NJ49cW5Jsy9c6FTMJrW1XLnYR4dF3k_W6Ykwtj94rgY5W74fDTm66NsNpW5fWXtY8_4BgDW7H7TbG4QSvg7W6gCfw265X-XwW4BN2mf9cyzfDf56dWZz04)[Waltham, MA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W2dY3-01HV1xwW1-hMsk4HDGfg0/5/f18dQhb0S3j42jTMdsW12PjG452m31hVMLcH52nnZBGW5xlgvT2rRX0nW1706Wv2_fchbW6YTcV94shVXnW70Nh5k14Tn84VSzkrb8wC9T4W8q31BH6C3qWvW6Mm4pf9ly7WcW6-M5wd9h8cdwW5_xJdz4fDD4rW25gzP06x3qjVW3NFJ-T4J6zC8W4y-kGV7YnCj1W5hsXDD5B93S2W4MFGc18l6NM6F1cs-HHg8_-W23F0hv48FB3MN1rtP_x31VNWW8sY4NH3FxWsgW8cn3Xx6C6gLnVyWV525rp6cZW5ZXgGC7btNNTW4lQ61Q2h689JV4VNjs2hSymKVWmsRC2hdG42N1vYLjpJMNjmW2WctVN6gYT_jN4VL50MSgWwDW2blB6V2TkyD0W5Tymp28CpswtW7znGTv7ymwr_W6XLz3N96gn8gW6lbXlK1-q5H0W3_ZXRZ2rNrRWW2v6Kbn31j7zsW54cYyk8-_lwzVS3ylG3z2LzNW90zLrG5CBHylW7SVxGC2F8DTFN320jfBFsYlcW8YCxM_2x_c0rW1259f91hvWwNW4Rs6SN2cMjyVW15rvyr4qJzZgW8rGWFm6TkcZxW96XqNQ8fMhLtW9gzf-c3Nq2_mW4RT_tM3n4xk_W3dLbhy5QLhx40)[San Francisco, CA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W8zZ7J815Z7lYW2X0JlL46StnD0/5/f18dQhb0S3j42W9R7hW12PhGc2GHKmrW2J8HRD2dQ-ckN4k_zDFGL5QZW6FhXqR96v6LPW7tKkmm8LNgWTW6MCMJx4bJ85zW7q4s_09hnBpwW5N-dCR4bV8bJW3lP45k7srDmJW8Vr49R6lMNNbW5kj4c21H5XMvMNqvkVhXSd5W4fkM5d48DG1RW4kl0sj139XvlW7Hzy0P3JpfjJW7_fKh88bb76kW17dWjl2kFbrCVgDs4Y7Hr3czW6gS3v47cm1YnW8nd2dG1S1-CfN6B-66jp7w_gN5XMqL_3htTRW6jJfVj69-dgwN7dQPgsb6w_YW3T4mG12shGShVQhrqY9hybv0W1ylLrN1kHckKW3Pv0332Pr05RW5j9Mzn6rsYVGW30pbtc4DydD1W7dVlDP4DT80_W2kMpwn5vFdL9W8cFg8R1FtV1RW3nzWXK3r8_p2W6nx3vB1lr6wbW3NrX3F6wTgBFW4KJcfn6l3-mDW3gn7Z37yBqklW4f_Qgh557JMNW8TPp103-H1-fW1WbbRY7RWFbZN4lmCP5s69wFW8D5f5M226-xQW48Y43v4bQc2qW4d52nK5PtX7NW3nwkvp8-V4M_W832vkG3JYgRZN4MpcPPgXcwD111)[Ann Arbor, MI - Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W1yvzX44rJGpYW7Z1Glb6XpPk80/5/f18dQhb0S2C81Qf5Q2W12N-qK1b7YfCVg41Gx1tQJl-VL6hhj4NS4zTW7NwSZv4fbP5TW44LnST1nBY_1W3G7M0q8gWgYdW4-3gp04ggcbpW4nLLV06mRClQW1shH235dgB9SW89qcxv8Ngy7VW2SWm-73WwtsHVThnMr9lpDscW9fhjqv5svYg1W7KN5bt4KBq4hN5zQ9tz11phdVV-yf2754mpBN60jdxQ12TxHW1whsdl3Hr506VsLpXz5ggy7jW1QXqQm7qVB7LW7rY2_x5Z7y8NN7HK_88T-pTsW483Q077d7h9lN3Nyhsg6yQDKW1fmFMf6nptvPW4P0lP72rPlFGVRqsgX8wccxGW9698Rl94LC01W9lYmk11G4wsRW2TLX7-40VQkXW3F_HjH4g6Jf5W6G3jl67J58W_W7XsryG8BmSDLW6HwZgw7kh8TrW6YwDlD3gsGbfW921NyP5CcyfYW6mKBSW3W1Hj_W3TSZsX8LwzBJW3bZ31r1Rk8cZW40-wbt4nGWVQW8nWJpZ7SF6rhW64097n4LjdZgW2q5N8J25jHZ0W8wwCg39bkj8hW9ltWmn9887zhW4z6KlM4rH7-wW9h8NHw8GWjrbW3MGcWc6jRFx7f18SBRw11)  
[Columbus, Ohio – Jan 31, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*W1fH5Ys14v5knW1dqRLF8CPtxX0/5/f18dQhb0S3j41Qvqg-VWnSl-1QHtt1MjZGCqkqRjlW7cRHFx49rf0FW1P6g8Z27RJgMW7c0ySy6R3M7XW6jR1zl3P1SVWW8FXFyH6H05LKW6DSJpP8K8wCbW1GKTqn6bmMxfW2gzznV4nKRjvW1HJP294tZM4gW7B590g6dCKb5W5D7d5319G3s8W6SDfz23GsNV3W51kDvF7XJMjMW4MFSws2X33gRN4Rz0k1s5-VRW11ykCn1l62TjW4RBhGd5zQJq-W8y2lgK2q5RQPN2Df4s1-0lVRN6Hqhw-8qsxRW5jDcb68LC36xN8YLYnTYDcvkW4xS5KC45djLqW6LvdgT2Zn8pgW75Rc8R7PghdgW46hyLq9knVw1W7bZpzG6lg2v7N1WZBf7gS-ZzW6rbLMq4NS00GW4yS9WC78hNcsW5Jmvp_3t4-2pVXfgdv7GjctdW4mMM7k6mHzPZW4fQ1X73413HfW4vtBXG3wKD3FW3Tjdkt17P1XxW3yC5z48qKLqcW6dxBKt3WKKmVW1C4h1R3HMm5mW7NrHcs4G2FV4N5xz_Gzd3SvFW2jGSgx2c3-C6W4F41dk47V2NQW8sfqN595hxCDW7-2TNX8LFYykW21MrgD1Zm5xyW1VMCMr1J1XPnf5wYXvC04)  
[Los Angeles, CA - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*W4XSXg54l2NtZV40Sxh6bjNZN0/*VGMjkG65W935W99XG2V7wy_Hg0/5/f18dQhb0S2C82RLnR1W12NnrQ2qygqzN2YpWJFhRWqZW5DBW8x32tQZ6W61GSrQ5YksWfN2PMQCSYKf4BN5C_p9NB04GhW1Jvxbc2fNz3fN86w4PDHTNYTW15GD2W4xy4zYW8NrcQ066WzmfW7M6mFX4yF2GVW4bjjGT3YxHgcW7qyRFl7PtZPbN5vMn6x9wF8vW41PjLR5XKQPJW2JCZvd3-8t8tW8pZs8z3gT8WbN1nnRyZXrhQjW7l8lxs9lTTQjW6CYScj8JK9WJW2lmb0z58tpWwMGY3FKrmzVxV_7mrS79Kp2XDGMG1gL_pyW20_nxD5Fq1cFW5DJXVW3DK49zW62r9kd2Vdt72W1N9D7w4ptXKdN1xZy73PX-zfMnkP1GtNt9SN66R49PZBclFN6q_FBXmF26ZW7D8pHg5x9h91W2XhKD96TFWrtW30G3pk5S2szHN6JfG_xKrcSPW7l1Szf4Ff2V6W8prBG4204MHBVZ0-4p4B0xBFW9d8L8Y23DJW2W4ClXsS3P7WCgW7GRz645VB71jW6FTKqg6SB19CW88LxHt2pF7vjW2n84_f2xYZwxW8VfQ2V895sKZW4yFb2G36ZT2_W7x9x6L7KzvLSW5wrMQk4Hy6vkW4cMKfY5gBdq4Vpy9555_C1200)  
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**11/14/2019  
Egen’s 5; What is FGF; Telecom Ripoff; Bloomberg Keynote; Anton Passed**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| “If companies are winning new customers, the team get new opportunities (and) that is what is going to create a great culture.” | |
|  | Raghu Potini, Egen |

**Latest ScaleUp News --**5 Strategies for Scaling Rapidly; Strategic Insights for Scaling (Verne interviews 3 UK Entrepreneurs at Bloomberg Summit); 10 Deep Tech Scaleups – this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W7Vp0_B7xWLK3W4by5t83BrQk20/5/f18dQhb0Sjvd8YHtdnN81SjwlHyjJqN8q-8mHcV_GsN3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6nGCDP4yHPQCW3SLWtC5-qbQ_W30zC1l6JKNGyW47xH8p3jg092W5Wh26z4ktFd0W2pq4Y42v-J3DW6brvGx3Kh86yW5X0-0k2Z1w06W2W_P7c6K9FH1W48jjjM5vNS2SW47wR3T5Y7SmGW6v8qDr27_ctFN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb119npQvW2GD9PD47P_tyW8L5_QS4ZtfnmVMVV2048tZPBW5R7xh25qsm7gN8DrV5smRw0WDdXyXb2h6pf6LDMk203), your one-stop weekly update.

**Raghu Potini’s Egen --**Founded in 2009, Raghu Potini has scaled Chicago-area cloud-based developer Egen to over $50 million and 300 employees, making the Inc. 5000 list multiple times. Believing strategy drives culture (vs. culture eating strategy!), [this 1-minute article](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W7FFdLt6RtThdW1bRzk35pxwr10/5/f18dQhb0S1Wd28_Ns4VVS_p41fpj5lW33V09G1fSybFW303ntV68N_crW4_9Z87507F0nW7SYynk92F6gwW9l8ZyH6mv3mgV87t9x1f8cg9W2KVFMY7DfrCPW46KDBN27xLThW9fVksj153zwXW5lshXv7c_rHxW3TGrGK5ZJ-FHW1Zth885fLWVRW5csHJx4_Ym6nW2mjC_S4SPG7MW1w1qGD1ns4CSW8SH-vj14974KW13WWj86xpPVLW48BRdM6BlMhyW1FsyD356f73vW7LptW950kz57W1-2ZZ-1k05T0W2sgMW815gPdMW6nRy214bL81JW1ggPkZ1QstjPN7y6vmDCJK1LW1v4vfj4lsybTW90fnCV5t7zjbW2-4LZn738jXfW6dj5sx6bchtZW3cdPwb4GT-g4W86L1t81GXhZnW4y5Bn82JBKK1W1v7-BN60sgT5W3bjHY_3C0BwRW3MH5Yk11JRBbN1JF4cvf0wlmW5h3Tvh2mD7cvW73jTqQ2p5vxxW4n8FQj9h0rSxN8JsXP6zzW60W1Lt0vw1Mr1B2W8fQFHS31ZK6lW25BWgd2l796wf3z91Tj03) highlights the 5 strategies Potini uses to continue scaling rapidly as Egen wins best places to work awards and creates award-winning data technology solutions, including our well-received conference app we use at our ScaleUp Summits. Are you doing the same 5?

**My Bloomberg Breakaway Presentation in London --**This week I co-hosted Bloomberg’s Breakaway CEO Summit in London with Bloomberg TV anchor Carol Massar. It included a [24-minute keynote](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W7DGm2X21SNB0W1WD6jR8Q3PKm0/5/f18dQhb0S2C67Bf-DYW12NBkc5VRxzNN2Y8W_vmWG1RN7wBR6TMt9ZGW6w43pR7YBchkW3yQVms1TmD_YW4kD8KC7Sj-WPW7hmXD88SLYS5W4vDwFs8BfM76W8S6tZD6zWf8QW933L095R8__hW2kgTt43Mdmn9W90PsHF3lKxVYW1XQvB951-92vW1PhS5F5yVd_vN6jtzVHwGQXBW5wx5hv4RZSf-W3KL95D3wV9kVW5llpj04bf3GPW11nXNM52zvqfW19qwHW2FJHNTV7qrLv3HmvZ1W5_Ln5r575kMTW6CkMLg48hCzPW4KSZC383DYQNW2qTsH07s-WqfW5zwPSf7RqcRWW2VhQGz66YWpHW7RyR1M3fWcnJN5YQD-xYB2xDVpPCRw5Ffp3DW1-KNvk1ZsPD7W2TwTQC5grJyLW5xnz7x2Fjf12W8JDQ4B7qsrD2W6KYRXN3V0K-gW15C9rn24GYkHW84HQYr4Zk8K3W8JlGQW8GP54jW471GTg43Tq5FW5sCwK52nZJh8W6hm0FR8FjY6mW59hTCP2fBFYxW6g3jTY65SH8_W7g33B86v2wddW6HJ-M14dJ20MW5lH2nX7LFS8RW41MylR6SncYFW81ZfGD6-l_2TW3lV58Z4DwxlkW8MQ03y6G2yD_W3vr9pV3bLSGMW37h8tD7_Rv0nf6N1vCW04) where I highlight some important pricing examples and resources. Grab your favorite beverage this weekend and hear my latest ideas for scaling. I include mention of a recent HBR article on the importance of “Good, Better, Best” pricing, something Dell EMC is utilizing to drive a 3x in after sale services.

**Tom Kandris’ title FGF --**After co-founding and scaling PackageOne to $60 million and exiting in 2017, Tom Kandris is now an angel investor and mentor to other entrepreneurs. I recently met Tom, a fan of Scaling Up, and loved the title on his business card – **FGF – Fairy God Father**! He says his job is to help good people make their dreams come true!! Thanks for paying it forward, Tom.

**Higher Costs, Worse Service – Telecommunications, etc. --**Sick of the poor telecom service I get from Verizon (and AT&T before them), I wrote my Congressman last week to suggest it’s time government intervenes in these oligopolies since the service is better around the rest of the world. Shortly after, the NY Times published this piece titled **“**[**Big Business is Overcharging You $5000 per Year**](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W5nyB6p9kbn6YN2vl0ql2MMNc0/5/f18dQhb0S3_Z6SyJVPW11PzFt2vPRMYW7dcFjs1gm7f7W7zBF7R2ZvhNsW5TVWbg8010wvW6Hzbbp8L2X-tW7djK-m7GWrX0W22XXvK7F5LH4W4fNgNQ45V1CJW81StWl6ZWHJNW7M6cJQ3y-vyCW7CRpdm69wYPzW4_CCXk6MfTL2W5V-Nzj7fv52GV4hBBS2wPn70W1C8xk22GXSylW6tPvVW4lBB3vW5yY2d28Hfg5bV9gkfz9b2ncCW3109Pd3dysgdN4szt0V9bf7fN4PHyfls7b6mW2ktWdC36Kk6jW4XmQkR51PNJkW3JszZl6pgV8qW2xvdFJ1L00chW5f1ScT8vc5tSW4WLNCp6DdsGtW3M42B55wvTNgW11zPYP8TDcllW33rgXC3W36cLW3hHcly2RPzcxW20nttd3Ky03FN3V_ZYzGS_GTW9b7mYp3JMKByW2X1w-p6nCXkkW4hp6xb8nKrzmN5GrKj98cPCNW2b0mt573lYhRN1-QzT-rkBBtN6HRbyZ1P3hPV64mM75-XktXW81Rq3d99cGTLN8Rq7JyYn_n0W21DDf_2gYBQmW7XNKXG7843GtVvdnLs2NK3QRf6qBM8N02)**”** that provides data that supports my experience. Notes the article:

|  |
| --- |
| The irony is that Europe is implementing market-based ideas - like telecommunications deregulation and low-cost airlines - that Americans helped pioneer. “E.U. consumers are better off than American consumers today,” Philippon writes, “because the E.U. has adopted the U.S. playbook, which the U.S. itself has abandoned.” |

In short, people in the US are paying more and getting worse service than the rest of the world – and I know it impacts my productivity. As Tom Peters shared years ago, if we don’t complain, nothing will get fixed.  Call your carrier and Congress person.

**Correct Link for Kanban Video --**My apologies – last week I supplied the wrong link to Paul Akers’ Kanban process improvement video (the quickest and most complete I’ve seen). Note – mid-market firms are less than a third efficient as the Fortune 500 in generating revenue/employee. One reason is weak processes. [Here is the correct link to Paul’s excellent video](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W14LmsB1gvPzFW1c9Jr76QT7fR0/5/f18dQhb0SbTY8XJ8QKN81SjwlHyjJqN8q-8mHcV_GsW3hHh9c2P7_nXVcnTGj992gLmW4tV42X1nh0pZW4vgKM19926BGW7lPDJ36GBwXQN7Ykl9GdTLCvW3WqF_m8S3yR5VbY02S4s8d5QW6c6M6X6c-1nYN4sglY5XDnt2W64gq0k47zndXW2HT1D15bKvbPW3SQgn23_CV3gN3V_TcnxZ29gW41TlcR3Tx3JbW5Tc3X-3s1XjFW51FZ8Z6BgJRTW8QKpyr4sj3hVW2BcyM91mGWmCN1qd8Kfd8C-SW3V5dzl62xKkGW63j8n636QTBBW2yhVK9962F4TW8fvYMt8SfkHpW412ypB3K_SPqW8pgNLL6nCn6PN5vvP0fRcRnpW5w6McR3sfKDmW3LwCVH6Nb7vNVGh8nq6bvr2KW7lMYDF6SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RRt1yj8tbNW4c-1Vg6PYgkKW8LhpGC8Mmv1lW89mgPt58JwTzW3_SqlR49RZ8tN3PGK0RZpcmqV9ZLd095dGwN111).

**Additional Correction – Anton Kuraia Died**Though he beat the odds and lived 2 years beyond what the doctors projected using IV C, he did succumb to his cancer and died in 2017. The link I was given is dated a few months ago, but my bad for not doing more research as did Gerard Vroomen who noted my error. Rough week last week for reporting. Thank you Gerard (and my followers) for contributing.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Dec 3 - 6, 2019; Jan 14 - 17; Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W2hj3MV5kq5WVW6Y4hPt5pWzJd0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqN8q-8mHcV_GsN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW6mVDqx4RZhS7W2HLGbZ3PxNrnW3H6Fpk32XDT1W2KFjCb3dCGVQW2WQhNR34JQk7W5vGYlM3RnJtVW4H0H2N4LSRnkW6q3P9v5CqzkkW5kn8Tm5dRv7hW6n0dcn3T1mPkW2FBS622pzq_cW4mHB507k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc3-xpYTW7bzvWV5d1c-sW6MNDZZ7cPqHVW1_p1Ms23ndzrN8nFhwdrVprCW56gBW-92SxPvf2SX1M404).

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**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W24tcCl1ZJPH7W2B4znN1JPzt40/5/f18dQhb0S41728_Ns4N11hNzHSwVK2W2FYN2152m4bYN8-BFRsnQbv9W2hF3BH4Sh3d3VHKChP92-1lPW93pGfv5bWvDhW52lRPn84BvsnW4c3llH4bhzRVW78C34n4ZK127W8fPM_p5vx6mKW3_FpdZ7mtl9MW1gCJBy1Fp-ZdW4-VJTq4drjyCN3ws-ZqcrMBcN5dHJZv6VVFKW2v9pdS72QCHZW80t9206LK1FZW7bc9NM37cNWrW8gMycP5XS_QbN7WCFzt6dnzyW3x6TY97VjpyGW1yN1075TcFmwW8VvwW-6Fj9vHW81JF_m1vB-6RW9kg6Xy4p6KX9W6g6gXD4frFFRW6M4HSt5pKKt1W2t04__7B_C3rW54_7_G6wGZDMW2NBwRt7gK-wqW41_6-f5719Z8W4hsk-k3fcBn8N7J5PNnMr_t0W6WgFDL7psL3_VNL6Z76cPYQBW81k2Ft6tZ84ZW1T91_W68GQc9W3CHTMm6P25mJW1GmGQ780HGc9M1B8lDKb-JkW6Bp43C4vq5T3W7y9NTz1LtpqzW6mSkct4RdsKVW7C4WYJ1tQvLJW9k2zdv60l50PW96Xxd48lsskX111)

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**EDUCATION:**

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W8YrKZb32ncT7W4WR-kF6mr0Cl0/5/f18dQhb0Sq5G8Y9ZP0W6KB8JF1k63-nN7sTjRntM6ltW6Blznq1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pMJ4W8QKpyr4sj3hVW2BcyM91mGWmCN1qd8Kfd8C-SW3V5dzl62xKkGW63j8n636QTBBW2yhVK9962F4TW8fvYMt8SfkHpW412ypB3K_SPqW8pgNLL6nCn6PN5vvP0fRcRnpW5w6McR3sfKDmW3LwCVH6Nb7vNVGh8nq6bvr2KW7lMYDF6SSJNcMcb0DqVzQv-VVn7DD1FfrM6W32Shfb31qMQ1N1RR6qwj8tbNW4c-1Vg6PYgkKW8LhpGC8Mmv1lW89mgPt58JwTzW3_SqlR49RZ8tN3PGK0RZpcmqV9ZLcH7g-CB8111)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W56Q1pk4-_HBNW6_KwG56q2MQh0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqN8q-8mHcV_GsW3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZX3W5mZjbq31H380Vc8rT830T_rPW2Vv3cs1G8MxxW1Bb4rM7PHsd5W5dxd5Q1Gmj8VW8XP1fN52DLBtW4l7q6j2TcZHCVrgxcN8Xwb6bW5cf2kk7kvLQvVj7vLH8ZNNBBW1DHL-N8YRKCYW1zfzwk1xgP0xW91dNYc7xTDWpN1TdXHnxHHQfW1X8t128__88WVhvnG93Swq0fW3CVWzH8csLSqW1036f73bSmn0W8f36bl5G1g5vW6yJtJL2LdjVlW3FWVRm1rTPdTW4fS4Sf72PqyLW1BJJ3w6B-5BpW79SJS11Ldf6fW3y19vM3wMXFCV1MRk95zBfWH103)

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: September 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*V9SNr52PxQDgW7YbxlB8sHQZD0/5/f18dQhb0S9r62gC01rW8Nz18p2qwv31N2M6_Gy6rBpwMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffxW24ZF-x1ZY5-PW46vzQ86G2lbzN7NMdQN4cNXyW75WRHJ3qFkYsVjQ7gv5msVSyW7B3xZv7ldTdhW65RSk95rgDbnW6tckHT5SB72RW69pb8G1FdqhKW7CPSsz9l0XKGV4DFSH3w0GsnW1SLfNf1fGXl7W18x3m-3nW_YdW7M0TCc5h9H7lW4Q6S-q8NkJJbW5gSHY56H5W1XN3nSW3FVR6H2W4q1tJV93G66rW1TSGdL33FzxDV2f0wq1nCrbgN6w0nlVKYp43W27X1mG8bZ7MYVNTP0-7_xfYDW8ht35Q5y92ZsW1NwBMq1MVsRjTyHCK6QTGml103)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W76_PMM7rdcGzVH0X8K7Hnkj20/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN8q-8mHcV_GsW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppF5W5pGhw24QDwHKW6C63NS31gzpFW7JcxHL1yqTRnW5ZbVhP9dB2fkW8QjpQY94bkxjW6K3tW41TvXWcW49Gkm43chsNDW7rPC8254GSDWW2Mzn5X6qH3sCW6zhQpk828LtTW50bjp535fcxmW8lYbwK3qY36qN4P7LtdrPpMvVrJh2D5vHs6kW6b-mP66cfByrN5CZms784rVzW6PxM7x831BD8W939JPh91MbwlW44HSF27fWv79W1-YrqR25WZzFN1VlBfRtJCL4V3_BV86cHKh8111)

[Franklin, TN - Nov 15, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*N3TqsWYYqMbTW1Yqdm558dM3R0/5/f18dQhb0SfHz9dZxZKW6KB8JF1k63-nN7sTjRntM6ltW6Blzll1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ558TN5VKnkDt7JfySkW4gsg6V6xhb7MVqCqbz5pqZhQW4bKdng7fK3t-VRzzsT90G7thN8S3yR5bY02SW4s8d5Q6c6M6XW6c-1nY4sglY5VXDnt264gq0kW47zndX2HTdQ8W2FWVZ03SQgn2W3_CV3g3V_TcnVxjlJD1YTF-HN7TnHLqZD4TmW39Hy-L6m3_7NW2x-ccw2n9RJ5MQC5z2PC2cVW8zW8yM2Ch2BvW5wdBtN4tVvzXW2yjlLN293K38W65GK4z4WbbwcW98hB-c2DD05JW3HLFC-4SCMkkN98rRb6RRSYqW97-4wm5sHKLLVM86fH9b9kpQW8s-x565DGsMjN4YWgSk-zwcMW4v_B6R4Rj6NhW6BkmNH8bLvGgW72zrXT712jq5W7cn4Yg5Ly614N5PYGWfn51rjW1wRS6N5bxKCKW5NrVDk7FgmmgV5SYDW6nM28VN7LCCrFH3DggW6YTgsB4L1MmrN4JXQH_1sW49f3MmfjH03)[Grand Rapids, MI - Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W1-sL1J97fN-yN5WGtJwQjpdp0/5/f18dQhb0S1Wd2k7Kx8VM_q9z2MCMtPW26C1CK7bYNDCW1dsMwK3T9yl-VZZbnf1cNghGW2snwwm5QB7t2W6G_vJW5pqH_5W7bckqY7kjLN1V63lc228vSwxW3-9lmC8wgy6JW4zC05X87GswXW5b-jyk2MxBckW15Wjrn1DdXdzN5t5Dksc97W2W4x--Fp38_BYNW6Q0wGP3KnS0pW1BsgW22ZK6jPVxx-fn855wyGW67wL8W97ZjBnW2lPVlV1QSyv1W4HKz656hclGXW6CbpzL6r_cFMW1lqh5v452rwRVfKWL61-Gf6PW2fZxdH3THwd8W3V7nN_6zS-dTN5BBnZ8pPjgwW3P64Pq49q8sXW1V7_YL2PVJYNW3cZR-L8ztmXbVVp0Z82Kr0PyW2f54Xz29xp8RW3HKFQl2xGmKzW1XzjCH1gmNbtW7dTPNm50RzMpW3NVzzV6ZL8NHW2rN5Jc3M2GMGW1P31BF3r6lv0V_HWDS2VMffCW6GZgv86DCZzMW6TByhP3_wWXVW7qRjnB6KwvFLW38zy014tHrK5W4pnRbm2BP4DjW7W5B8r8K8hxqW91lb553YQN2wW1pC4ZQ3Q2V1JVVNyrM2RmjLgW27Vk2g2VLcPZW1rfC284jJTHxW4sm_lR914m21W8h6flB6-mhZcW8fwRHF8yp8lhW3cnN654BCt0HW95csCp6KQbN6W6R40qy2C4nrsf6xsRc711)[Moncton, New Brunswick CAN - Nov 18, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W857HQ34t0M08W6gQxLN1VR-960/5/f18dQhb0S2C77Bf-yvW12LyPX1MMSwJW27-7hY4N16X1W65mHWl2p68LwW3P2Tfd6lfs-0W8Vm3xK7S_VdXW88Thw73tqndHW4tYnn14RbRBPW2ckBCC6XZ-Y_W15GJ7M38ys0cVghRTl5PYDKrW9l68yq41T07hW6ZLsFX2SjYgRW3VyRGt1cL-9SW6DRCPw36VX9WW3bdZTP8bnKKpVQr4C01DvY7DW6mCdM2513PB7VYDnV-6nn41RW1hrB3l5CxzZcW5fqpLP5wl52NN1XvmhzmT8SQW1PJKvb42rXNtW3JJQw09fFNDGV__3FX8ZpV9rN3XfRfjLXJySN1x3sJxfR4W8N6MM9kyN12NgW5KyGl257cP0-N4FN6WN2VVsvW79rvy97BNqCCW7lYr6X4yrWrlW533-wx8prp-cW26JFh84lwBkvW7hykx47_tCRHW6X_YNT6zlcqyW4-2l2r8kbhDFW4gDq9V4xs29lW58773w4rCXXkW6Lwt6K92d-YNW6KLnfD1FNvJHW7xkFX_8BCDt-W1Nzpbd6jX0ZZW5NwF6r2ZnR12VtFzx23SSDQVW43Ttft7dWqcXW7t-RQz6G5sJDW1c64XJ1g7Y1CW8TwPJL974lnhW4DybkB8_lt8XW8TWKd72WmFKMW4tDXxK4vGwwBW65Mxzg48tQDXW6cjHyH4VlNdm111)[Vancouver, BC, CAN - Nov 19, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*V2nfHL2JmZ8jW9hdpZX92CK2S0/5/f18dQhb0SnG_9jx83zN81SjwlHyjJqN8q-8mHcV_GsW3hHh9N5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld431W8-tZd74cj21HW4hr8wb5nDllLW8W56w94jt-k-W7r6cd07sqgPTW54Gzrk4fsHrtW6yRt7x4jrk5ZN1GnlxRtfPP0W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGnRW3m2fpy53X_ZpW52Ylfx3_8mplW9fgwMT4fPbKqW8j8C-v2KB_m-W13Jmd15ll2hDW6Y6VCj58SQwnN7LRqD5nJQr_N6zs0nQw1ylvW1fCnkK2NYCJLN1FVj-SqH5TGW4P39fM4yLfQhW6XVC2K539C42W6wQ3PQ56MrkWVJBXYJ55KSCrW7HS_0t3MYtL8W4GshG-45Ly2MVkwRPg8mCX4CW1Hnwhl2RyhkDN7MVntXP9GRKW8rY3Sg4bP6gSW85sYrQ89C33lW6_D59810fKlXW7_Hqd18mGtMBW7Bkq6n1WPqF4VpV_Z12M52PS111)[Kelowna, BC, Canada - Nov 20, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W1dyxxr8SzsD6W8XBRBk44LWlw0/5/f18dQhb0S1Wb7Bf-yPW12NZ2t3wwwnkN2QPgMMjVxnTW8JjXnX5nyyJwW5tB46g3H0QWkW2s8wyX8lBHgvW8yH1NV8tjjmkW7gV5zz8rmFlnN33GhwBDsmfHW61qbjD4R8gS3W2bw2Kw4cP26qW4cVNlK65BDmyW1V2bV07g4YwFW7DvgNp4LHjfbW1B_SRj1Hhm7-W7ZWlrj5k1dczVmwbvs8TCJ9qV_9G5K8fZd07N2GPKg2rHZfzN8YHkWyj01PzW4YYNqn574kwGW3SlJ7K3VW_DsW6lvKf08HM416W7wXMpj2f2XRjW7tfttJ8Y7jkKW3Fpd9V7kxnN-W8fTsJZ20PL53W2mlxsq19jh2jN6hQJsnMRZXFW8F7VpT2bBLt5VSzMcr3Dg1-FVxHLbD9gCPCVMKZRN84cpN5W2Bz_FW4YrdgbW82w3hR7ZdPWGW6f3VMV2VGvbJW4BXj756YDrDfW7Dj27f88WXYkW6zxbW66swkkHN7kbkKgg9sPbW3VZCnb83skBVW8sjq3x6JbwcgW6CxPyj2btYSmW19qt7R54VMJ9W4vBy4t3mchGzW6lNKX591jvF0W6rn4KC6BKts2W7L9r3r6Xm9nKW8kvqPw89C55fW8y8z5t2VDcPcW4nL20n1LJJK-W9j-GC867RJmlW2XgvHq5ZLqRn111)[Sydney, Australia - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W8pDjj-56GDTcW29BMvf6LdBDt0/5/f18dQhb0S2C87wjzHDW12h8xJ5VRxDgW5SSQGl4N1ZQGW3M9pbc1G6ZYbW3BZRbD7--rN3W7YMprS290sdTW1TV3VB4vB4RkW8w8l-88NPSRJW15dyFY5Z2L37W4qDRpQ7SYgwTW8bWYNk5M-4llW9j5y1l3zkyGQW6w05vf574dyxW8nPVwb6FK-xzW5-dQhh145GqlN1lld6qFTXVwVddZwc64HmjxW3H64vs8p3M0lN5_WrP2m_g7jVNF0KD5zr8mlN3lmLVrxsCGWW267rTs64jkdTW5VSjY838BckcW6scq5x3FjZ90W783FcP1k941nW5FKTcK5zw0r9VylqtR1qhdZSW6yjfZ-4P87XfW6yMFmV71rXDqW1F3QFm8GPdSpW3WkbWL3VtXP8W4BSD1p5cZvHyW2P6s7s3NS0z3W7Kncgp4nhQWbV_w2F265kWKYW5D6nSJ5Vs6PDVXscZ27RkRyzW20DrxF5N67Y6W86rndP8lFWTmW3N8F1c1Nr_SXW7Kd9s94x6mpSW6K_7cY6-kLNlW1f9TV05n1rGTW7c_KhX2cTzPfW6FtbKY7SqMyXW8xzgmC3_BrWMW5PK4gD1JtzXHW70NYND6pWP1kW6YT-3431Mwj8W8QcPMV704Bn2W5wH-yv973mNZW6xyR8C5lNd6-W2ft1Cn6fpSzj0)[San Salvador, El Salvador - Nov 21, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W7j0hK01gjswKW55VFz061QVhv0/5/f18dQhb0SbTK8YHs9vN81SjwlHyjJqN8q-8mHcV_GsW3hHhb_2P7_nXVcnTGj98JQLwW5265sJ6bnMScW2z3CpV4tNHVGW98B4ZK420RMzW2zHQC24Bs6cnW4yym9n2p0tdzW5PBVSM3W38gNW6dyrNf3slyZnW2zHKdW8xWhWFW5KYzdF5lNvDjW30vYbQ3jL1hnW5Hsr_p5G2WvyW5_7Sqj5kh_7dW3gPWjw1xbz3YW5Rp4xH81M-z3W8TxsZm94q7cqW6VKJl21hC_8gW5lppF55pGhw2W4QDwHK6C63NSW31gzpF7JcxHLW1yqTRn5ZbVhPW9dB2fk8QjpQYW94bkxj6K3tW4W1TvXWc49Gkm4W3chsND7rPC82W54GSDW2Mzn5XW6qH3sC6zhQpkW828LtT50bjp5W35fcxm8lYbwKW3qY36q4P7LhTW6hz0s82bzNQYW5ZZHgx1ywKMZW11VNzG8VS-DHW8WlFmz61lQ4CW23WJYc4mzcb5N2tLRVDprcgCW6MPXk_2X3N58W2Kd9D08_gGKfM9Xfws7s2GRV1kXyY7PZqzd103)[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W5nchlB3wNcr8W512WBy2xhPg_0/5/f18dQhb0S65P6_rVWdW12NqXr2vPyltW6Lmp2b75ZL4YW2Pcr492x_lHbW3WsPHM7V3WWCW86MbGf2JmKl3W4Nv5bm6gG4X_N8b4R63DBjTWW61_yBm7XDLbyW2hPrZy6W4j4gW33JQz66CvFQRW7WzBC28vZ6tpW5-HHyL8qnXDWW57yjxt1Tb4cRN45yLdg2c2p4Vs42vK56tRcjN4TMrn7vZfbbVBTmYB4T2nxxW2PwZJh1SWQX-W7HrPwD7KXx3dN5mBGvgmtcl3W5v3vNm7Sh6WyW4Vvqpf62mN8KN1lh5XC4b9qDVbYHq27qKwlMN21RnM15cR7CW7RLsy67ql6j3W6RQJQZ4YB_3FN7cmC8xq6gmvW7DXwMh7MTTC4W6B07G67XX32dW841cwC6WsHnyW14DLlc81xxhyW7XV3d62z_n6FW2yZx4l78gTp4W5GpVS15CNj31N3LD9ZRq56bNW1NgF5X6K7KGNW4KVQTW7DdmRfW72snT94Vw0SXW1D7-ZZ4wtRqwW14dVPh16QcXcW34rLy98Np9STW4zCqwj4F3K9qW2JjXJf7C1pMFW6ZfhCh6YR4LfN7zH944XZGTxW69qHrZ3bvQB7111)[Sydney, Australia - Dec 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W2WgGfz1BWqlBW8fXmJk5F9kYz0/5/f18dQhb0S65P6_rD8pW12NPg64_4BJbW7HVt-K2y3VHQW1JjGq45-8mS7W1qfWZC2MJXrpW5JHwYp1qRrqrW91WS8496BFCbW3jtRYx8NCdBBW7Ny2Sn81qfNPVh5m2p5xPjyXW175K5g1sctbrW97dSnL5kpXP4W7Xk3Pj3CbFBkW4YhlDz380KnwN7csGW9cGhXSW1GhHmb2Gz5fhW1JgLFP5TgRRxW33pXW64b2flpW1gFmYH6wLM5zW5L3w6V2Y2ZT2W6t3b1h2H524RW3K-DRH40M578W8ZLl__6J4D4rN5KtmgV2yNn6W48DdgR4dYmTxW6Wr5ym3BF_GdW13D0nJ622VMtW3KxD9r21HBnRW4Jtjqd4PWplRW9fjBVd7QNKtXW3TXPns7vrnqMW2VCxm87NfpGlW5WJtp_5207TpW2HR1FL3mpv91W3p-tXP7-VXHYW5lDb905kJcL1W8fWkcp7xbbb1W70r4bB6Zfmb6W14BV3X77YR7YW3W-Lsm6xLv-_W1S5YNr1Y33Y3W1xcYRM4tD0TgW5GyCGc3K2K8CW21XTvv5LGJZ_W5h-_P472Ffc_W4sv_Cj954M5wW7C6Bl74Gj1ZKW7qkVyc5M_M07W4xCmXY21qYxSW9k2Nxg1QpYBzW5x7LMd5l2gLJf61zzyb04)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W7ThFnd2nGJ21W5fRNSS3ftBnr0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqN8q-8mHcV_GsW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW6mVDqx4RZhS7W2HLGbZ3PxNrnW3H6Fpk32XDT1W2KFjCb3dCGVQW2WQhNR34JQk7W5vGYlM3RnJtVW4H0H2N4LSRnkW6q3P9v5CqzkkW5kn8Tm5dRv7hW6n0dcn3T1mPkW2FBS622pzq_cW4mHB507k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc3-xpYTW7bzvWV5d1c-sW6MNDZZ7cPqHVW1_p1Ms23ndzrN8nFhwdrVprCW56gBW-67ZWcMf3mxHPH04)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*N3NslWXLsCzqW1Jm9y6605M8k0/5/f18dQhb0S3j473F0FpVWVbvN2_V4zqW5jmnDy3wLLw3W1_Mbv61G6_jzW7c6b6b3TDmSSW7rkMVZ4m_r-WW3ML2_T7L2Q_fV900y87Nr18_W1zNJFp54VwKBW5dhKSv8TdrNpW7hMfLD7hC6zVW4g3tvp8fxzR4W9lF12Y6JLdK1N5msqWXSxJJHW1xdTc13gN70TV116km64hjmCW3svm1C690L1bW2Pxths5BVK02W1C1yNl3GYZyLW5jqCq-5gymGlVGKH-53QntSCW6KRkJF5vj4qLW6GlnCy2spRfgW3CLCqr4JpWtPW7DNpyP6wFWBgMJJT2_z_6xyW22mmW053hN8-Vjfw9m4GGNk9VZ96Yw6PwSk3N2rZ2F9qrGQHW1JlPFj8-2HtnW8wzDr45vVnCTW84txdm6fCYywW7-xrM18R7HLPW39bt_x83Xb6hW7_S5ZJ9b-M8KW4cJRRm1L6ThGW2XB7xr2XkT_zW4gJ5gZ3X2cFNW8V2JlD7qGvctW7vLD3Z4RTnkFW5dV4Xc4W9v70W6dRnt76zBLdGW4wkYQH4K5Fb8W1bQPt26VSQfdW7P07lQ8CWR5XW6mHjYG7CbKLyW26Xv588ts2qSW42-x116JQLqsW3grx7C4dczDDW23Qb6R5yXs_P0)  
[Vancouver, BC, CAN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*M8XVPZSWT8CW5WkHtF47dBTB0/5/f18dQhb0SnG_9jx83zN81SjwlHyjJqN8q-8mHcV_GsW3hHh9N5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld431W8-tZd74cj21HW4hr8wb5nDllLW8W56w94jt-k-W7r6cd07sqgPTW54Gzrk4fsHrtW6yRt7x4jrBcrW58j8t61FVXmBW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGnRW3m2fpy53X_ZpW52Ylfx3_8mplW9fgwMT4fPbKqW8j8C-v2KB_m-W13Jmd15ll2hDW6Y6VCj58SQwnN7LRqD5nJQr_N6zs0nQw1ylvW1fCnkK2NYCJLN1FVj-SqH5TGW4P39fM4yLfQhW6XVC2K539C42W6wQ3PQ56MrkWVJBXYJ55KSCrW7HS_0t3MYtL8W4GshG-45Ly2MVkwRPg8mCX4CW1Hnwhl2RyhkDN7MVntXP9GRKW8rY3Sg4bP6gSW85sYrQ89C33lW6_D59810fKlXW7_Hqd18mGtMBW7Bkq6n1WPqF4VpV_ZH29xnTp111)[Atlanta, GA - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*N6R1pCxX-l3PW3QfYTQ1K3TWc0/5/f18dQhb0S65P2dYTssVWnCxp2vPyltW6Lmp2b769s2kW6Gqwt92-s6gBW4_xP5R7K29Q3W6FBHgT2kvTGVW5Ssdl44fxY-2MDwLkfSVZN3W2-VWRG4QQQlcW8fHM-68f8fQ0W5R-GyS65-ZdkW8R_0XW66QTcHW5Rp1LD2fJNJLN2Xq7TkWYZtDW2c0Gg-70Yh_hVsrp4L1-k5-HVf7fYD8Rw7fFN1NbtSdnJD_wW6mz17G457YLfW2JvPqf2KRsM-W3BTD5s3zBwZ0W47r1vd69702VW47TNvG79C6RBN7jFkhzdlMpyN8FC0-rXntF5VR1zLb9hl-ZCW5kLTp97Y4X-QW5RSgnW3Ty_h_W8pzw6Z4_7bmmW47_0Vb6m-BnLW30s9m65FbJvqW62L-Jq7q8lGVW6gNVYh7R7zZRW15Vhvb6MqMGbW40RR7x50d0K_W2_ypZw4k59yBW1VlX3B7TqZRbW8LPh--4cRcCdW7-sMR-4ZzprNW54pyr56Kf9fWN2zQr0lcZw9nN72-PsB61GMjN99X3zkZ8lV8W6SYb3Y6Q-n45W6V_SKB5fMDrWW4F3_KT1jzHTwW3cfLQl2Q7l84W2GjljP5DpD8Cf58cssM04)[Waltham, MA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W8Z4H2f3pFsgqW84HwhN85ntQr0/5/f18dQhb0S3j42RwkM_VWnxFv2vbVqzW2wdSP82KkFQDW52dxtc7Cz2dpW60cy7H7GZBNtW8s_QgZ49LcJJW6Xlk1l641b0wW2rFthM7PQm9mW6Cz_JF54Nx2GW1J2K-D35WcSZVwLWS877Jh-4W8NR5yS7sl-XZW8LhKDB1vJNC1W3vn6VZ7yvr69VKc0ph7HMxC-W15L1Rk2Qskn1W4qT6C05LVRVWW5XPmZx3GrNgFW2mPR4H2HdYjTW4XglWx5-sGsRW7pSjZ-1_Tv_dW1nv4c66YZSffW8vJLYY72YCRHW2Y-RTW8f0gsPW7l0bbq5NLJw3W892HsJ5X9PN2W4RCy7l1n36CTW7ff5Sq2tBLwpW6jg8GK4pmnvhW15-nQ_3SplSSW7xg2Fc4Lcp9XW4Sv-yw5Xkqq6W3DSPlB4kq4LPW8Zb7N43WBLMqW6cXbyC1GLcnZW8N4NJw4WYhrDW6Hn8HK84WXmjW8zx1WD2Bvv30W2gN4zV3t6b8WW782yMF4xdNJ9W4YGmF-6CPspzW154Kf12DBpBpW1Vx59w3xfZX1W7QvjwN3DpkDKW4p0yn04TqK_0W4wrj4c22VXwwW8VslBM9bP3ppW6_RKfz1Lt36HW9h7YXt6T5HWdW7VSjKZ1MhDfdW3QVPjH7-yfWMdyWJ5V02)[San Francisco, CA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W3jg_y_5CGkvjW1hD6HT1wW1sz0/5/f18dQhb0S3j46_rD8pW12NPg64-ZKWqW1flTF061KDWhW86jTzj8fyKZcW7QxWXg8-GD4SW4sDBkm5JBPjhW8VsfZm3rrQGHW14GM4p49fhnTMykYgWp8-lzW46P5733FMtySVzyT502X7cJtW8Z8wKB2CnXfXW3DTWQy3CbFz3VtvztK343DqwN7Y_Ml0rjBBsW8zK1cY19gW1dW37RPD_4rLzWxW8zprL0312kQTW50p7S051KDsVVWMFYv4CfpmMW6GtyGq6BGwWWW7vg_Gj3fXx8kN4cBY_sFNPllVw42Qs6BDjSZVr31KN4Q5bFcW3dGyrC2lC391W785b5K1bTY4FM7JKgvKfXTWW5Fjg_w1ygj6zW6mySXM5D5NNBW8MB-2n47KQrTW8HYfjC8V9x1BW21X7sl62s_RkW8Mn_N24tlh7BW2wFZ7f8HwS8FW3V11Yq42w6ygW40-HX-2tc5dHN2S9vhHQG6FhW7wyLdD49KBG9W7Z-F_W4MmvNCW3WvzzJ5qQb4rVspvvz5Dp3C6W5mrC9z1V2ClDW7ZX3Jw5hTl8RW72Fgns6By7qvW9f7H4r8D6w7fW2l4QJ531C1xLW8jfWrS85g-dVW1pZNy29jCjdcW7ffpCc3D619ff2b0-Pd11)  
[New York City, NY – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W6bsVrG3WlRBCW2HwpyV3FjVtX0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqN8q-8mHcV_GsW3hHhbJ2P7_nXVbxYmW8pCQ6vW6c0lzy69W6MfW4vgKM1992jrcN7ZHC1mcNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608ypp1krqjYW1bqsdR1HwLWVW7MGsJx1YjkVwW7q9rTy67THgMW2kFlDN2bRCsvW2j1vwt1G1ZW0W7tZF753pb22RW7QGD_S6wx9qnW1gH97P7J-vJ1W6gL5Kr1D5m48W6KzR7b1fyVZvW7QD-Mm6NhgT0W3bwBFy3xkmQBW4Pw1Vk2sbPxnW1m9YXB3W18PhW3W4TCK63Q9xKV215_B1J7MWpW933CzR4CB5pLN9ggw43_JwzjW8Sj8ys59hl1XW5c1Hnd2PDYWDW4Q-5SV4HzlZ-dwNc7611)  
[Ann Arbor, MI - Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W45l-pn5wXYkPW45tdlr2fypbY0/5/f18dQhb0S2C873nK89VWVbqF2pgJDvW1flS3_2nnMnnW3MS8Rr3d1_tHW40J14k85SthGW3-ztk47nqcWbW6-rwnh8QVtnbN4x4VRhzCrVTW8htmn-7NvsxDW167yzX8kL2__W74GjN03wkZcSW9lLmRZ57FCr_W7w9sml6p5rzkN7vXm8nClfl0N7vNYGW67L21N1p93CsVdYTsW3DsRPH5Z9TkNW2Fl-Cl5hNV_gW4xPVMx5h7NGYW1w9qS269yf2DW2q1ky71n9-5gW7wqGpq1KY2jbW2s3jZb7hPLltW8GDzX5846Cr_VtYWrN5rDjhWW517QkM4_W8ZJN2zJdYdhrdGHW3hqG3367Vl8yVSMPKy92CpJyW6KM-4G5PXNTZVm05312BvfMFW4B88yS41JN5kW3ZDD-k370ZBJW67nZsZ23bwtQW7flgn51JcSsrW7hyRcm2XJk49W2Tth6f79PNvSW8_z5nW8Jbv1RW768bL37zGvDJW10KFN15JxYJnW34Pl3Y4rJwrkW7cVzGL7T9J3YW1GCmll994r-LW93XBsj6rhX_vW6jl--F10d29gW1Sz0ry8fR2WpW8yfqd24Bz0kzW8kH8WZ7BJhgjW5SC8PQ9365mCW63mpx44vKkk5f98qrs502)  
[Columbus, Ohio – Jan 31, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*VpVjvN2M1nNKVz2V4_87mY8J0/5/f18dQhb0S3j47w3gbpW12h8CT1g4M6_VLPb-l68xtnbW6y73SG62SwFsVKMrYl7GY-fcW9dBTyQ3M8XSyN3gTwgVG1NXfW5wTKjN7CzWyPW8VKYfW7S07xNW8Z3GmL4wFB-4W8dVvlZ3ty4dmW70cxqb1qqm9HW54XQVp48vpB5W7tRTD26b0nlPW7LbmnQ2sk83jVr0XK64RPswLW2Jv8hw2hZjrsW3XHYyl51gvnKW1ymNsx7-wYbrW7P8SRv2vqjssN79hb1xd6QNhW1zCkCv3xbYRdW4mvy-Q4p6gCjW7BgtD685T1F5N8Q-39YzL_LsW36Ncck5q1NNXN8Gc7Km4TfT5W3wGksW3Dr6SKW1Wzrmv5_Vy44W7R7G7f4hgSr5W41hDWr28Q94XW6mNjYn6KW7vsW2twYVg3kf07sW6ZQfty5dLhcjW8vb2G86XNmGQW8GG4HD6l_sslW42pcy_3F5RncW977k4X6H2G25W53FY7W8nm74qN75nxxLy0fb_W7j86q_3K90kDW3qBrs_8knM9RW6v0CHD3mjcdYW7XMCCs3wvpzsW4fQtw44pf25sW3X1TB97C6tqVW6gCgvW8Vr0JmW7hJ0T32hyh8YW6ZTGxz9k8JzGW6ydqR-7fpWRMf3BD5TX02)  
[Los Angeles, CA - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W4gwHNc5CbB6nVvJVVY3Z5Bv_0/5/f18dQhb0S2C87BfGH_W12Nv392qybbSN4_CDjnbVtK3W2PTVWb3lgmGPW536XR07JgbhdW5ww-_584TxypW5JMy-X8BcYWJW5_gZ6Z8m5YTQW8ZgFhT1tTb9vW73R1Np1qJx1yW5SddsR3crLPHW937wh56Px04kW4FbjLB3F2zWKW3hbKGF6jgZ6qW2NfL075vKkY2W4m4lBg2P5BB4W5mkmdH2wbcCzW26-WL72LfwBmW4zQ5p92vbmL1W4_Z-Yq1RqRXcW96R8kp8BhLGhN8k1HCkF9-TqW7vDK7R3p3pWFW7gg4Q777yVblW75qT5x8c_SHNW74KVHB6K54q5W6k0N4b1cMBlsV-48-64B9WWzN31FSW14fw1qW6BwYPx4g3qTbW3DkkCD4SGWMVN8VZ2F6WVxYCW8-2Htj132SWjW38CqrH8JQcByW3VT3bX7YBz7GW8Ktpxt7prB4GW7YmVQd7-Dlm1W4zBdfB86fKhZW8h_cHy9gMJmwW1s9Ksb6XZrdCW4tv3g4957d1GW4TGTYh8HCXwlW6fSH0Y3L-JgDW96BPzr8DkLxNW7DcXcb8NKmm0W2pNMSb4LgLdmN4dz7BpqVdw_W4HxfGG8Jh8TmW2VLD8c3NxBzgW9k6Jxy3BycLTW4zyfVk6QSNjMN6stG5S11Nq4f59tKnM03)  
[Henderson, NV - Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W7nZpBD7QxQhyW76c4mp5hxdng0/5/f18dQhb0S2C87BfGH_W12Nnww2_VcgRN5SSNyFbYCghN2Pn6nmRzy3xW7cVNqQ6CTHyfW6xp79t29_W8-W3MKW3N2RVGkJVF8kkk4vBr9gN4Rn1r08pqDsW1mYyLq74km4LW8SrbYh6V6xRTVTWGDy5QlyPyW39sMTb6kT8K1W6ZLxwS4d1xwVW42b1v95Q5gjKW31JFlw6sPCb5W4XNqLZ2L6n2_W5xbj_Q8wY4b6VC7pw43n3VbVW7MqMFM1mVswvW4Qlt2F1jfwrGW3Qv1Tl7w9kSfW5MSB0H1XjgHRVCnMNy8xH4gBW4pLwSH28yXVlW3TnG2q8l2NMlW5TmnqW1pw-JvW1jYP7l2dlMK_W8vFHv06LHZZjVHRr-785HxfQW3ktbGY7nhLfRW4kn0Dz5hQKKQW62xrK72HY3SvW4tkNmN6QZ8wFW911fwF5glz82W15pHFq15H7gzW8JsKkV8VW7mCW4vbfz28m8z0XW5Mg-Wt2VdbGqW2tzBsQ33XPMpW6YfKP468c-m3W4ZMl1m85Hxs-W873mhr2fKNDpW17D57_3FR95tW2rlbvY3p7yVCW3G46g08Dx9xlW86_YpX9jwkzxW8Slh7h7VJgJkW5LYNbz4Dz0MpW1rFFW63g_NX8W9k7xvj74l5v1102)  
[Brisbane City, Australia - May 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W3YmNVx4498PSN6YfgSHVpdVZ0/5/f18dQhb0S65P2dYCpZVWnxK64_B8S4N79gfplFpfPQW51mWH81XT5lwVVW9vt2031RYW7x2_M51VNsxDW1Q_x0k99p6h3W3r82JJ72X_7XVDBlh21mSstLW4VZppn8Pq5GZW5Kx_bf9c8NxVW7Lkg3n7MXsSYW5_ZKgJ4d573wW8bxQGx4y2CnfW2ZSrYW7qTGQ4VGP-Ct2F7TT0W6chTwm5YZhWjVg3PWw4Q1LSKVnGwXg2pj9s1VvN24p3wFWNZW4fj5K11G6pgHW8hh3DL6n9q9PW58_Gtj7gTgLzW6mDDrD1Dk_8TW19rgPS4Dh36FMJTsLL6QHjwW54FD0y7dgKNlV4HSdY1VwPnBN2dShTZ4WTwxW4t-1bF3qwRWGW4jTWK06hr5C1W372X1g6gRmMkW60qrVy886v0GW1n48983_89VhW3_M8Sd2yy3vXW1hNH5N3_gB8wW6XxFhh773rmMW6G7SWF16P0brW8Yhqnv1N-C1cW12JkRZ5-pBdGW3m5yF37_zR1rW49LBT74kkjlrW8b-Dvw44xYm7W522ywf4GQwBCW9kDh2f3r1BG9W1sLDmD8NxXt5W7j9jT21K-kd5W600mhc3dYc0HW2R944s58cssM0)  
[Portland, OR - Sep 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*N1-PGHW2_cT4W2h1C413K1KsJ0/5/f18dQhb0S2C87wjzHDW12h8CS3wLQCCMSJJ4CM8vQzW3MDYhX2TG8xZW3jW_1L2GMKF9W1F0Vnw6TCn44W3-TPHQ7MVsKMW6YQBDM1r3N9yW409h8Z2pTl47Vk_w4f6t6TH2W8T-y446-kjj2W7qxWGT49JmZ9N1NpkK5J2jm_W5QvZzd7bfN4KW6XCcVR3ZhqNPW2PGtML7rbgknVMb0ZW60pyM-VDQgVM6HMcrvW7RyJYv1V0BK-W8Bv-9j1v4bCxW5XsB1L5gVllcW2Bnf-y2qhsDZW6JPFfP4Wscq-W3TKGSL95jl--W6MSsDB5Wm239W4zTDlW8wNbvpW6DxJR96Cc_xZW8BHBX65n1Z6BVy0wkk3rPmHyW30-dSN6r7JJbW5v-b_f5TqXP6W5FRm002YDRn8W8f26m33hj3P_W90gG718LQR-PW13Fhy-7svqpSW66-6lx7hJ3gmW6lQhBh2hXcYNN18wMG_DsVVvW7S4m068zPTbBW7w8pZ93czVGwW6KSwHx2Lr-rfW5ZvSWZ3tckvjW74f8dN2cgqLnMB7P8xCtkDrVDCK6l1KCZZWW5Jgb2J99clq7W6KQ8vw6-sH7_W5L0qpM9h75DvW1Dfln97LwTYGW7GRDDS1qzNsPW2l2nLW5YQNPs103)  
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Did you miss previous insights? - [read here](https://hl.t.hubspotemail.net/e2t/c/*Vwhc036SdkWhN1mR3Gy8y1z10/*W7jhTmS4kbMtXVJJtgF57FGly0/5/f18dQhb0Sq5K8Y9_DzW6KB8JF1k63-nN7sTjRntM6ltW6Blzl21Nvw7TVM7Yn35ycclpW62lGFT8nDbbcW8vWWWq5_MRc-W8v2xKG8z_p8NW5y5wx85xCHp9VQJBKx5wdGSkW3Kr8b27Xm5GqN7d-tJnQJ99nW8tsM5N64kxhFW6cDM8C8p-zTbW3PmWT75CTjM5W7c7F4f1njGYlW1by7pr625bx1W6Gj8TS6bVy-5W25cnVb7NrMZsW3ndqfP3FzPPPW3s1XjF51GcQdMz74JcYSX-5W7m_B1R5c8d-SW3788ql5XxhYgW1x97dS96ppHDW4D9sTN8fGswQW5cK34D5sQgs9W3zqstQ7nggnkN8c_z-q25VM1W87jnsp6R83kRW64zmr02xFXsYW3SGhpn5wHsmdW3KQtDH1cQlvyVPZYsk8d_ZVwN4XXzx1Qdw1NW49kJ936fXB_KN11rnNb4VjhvW6PYmz354GcH6N7K-c-gPs-ldW1Ngx1f51b37ZW93bkCb8183V9W3NnWB56s7wBhW2kxHZQ3HskyjW4gJz3_6Q3Qs6MrLh9QrHB3cf5pRcG302)   
    
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**11/21/2019**

**2 Fire Questions; Bad Family Analogy; Businessperson of the Year; Bill Gates**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| Lead from the back and let others believe they are in front. | |
|  | Nelson Mandela as quoted in Fortune |

**Should They Stay or Should They Go? 2 Questions --**A family business was having problems with an external Managing Director until our Scaling Up Certified coach Omar Hikal convinced the chairman to let him go, which resolved many of the issues the company was facing. Omar used the two “if you’re not sure” questions:

1. How would you feel if they quit tomorrow?
2. What if you had 10 of them?

Omar (who will join me in working with YPO Egypt this week), thank you for sharing these questions – and for doing your job as a coach and helping this family “face the brutal facts” in a Socratic way.

**Stop Saying Your Company is Like a Family --**Author Denise Lee Yohn makes a serious case for **not** referring to your company/employees as family. Instead, she suggests in this [*Forbes* article](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*VCcK9P6lyBrNMP0TNS_gTM20/5/f18dQhb0S2z-6_cXMJW12KRnk2FDnnFW1flyFP2Ghs8hW2GJcLN6d3--lW5DW_77266QxrW7C7nLJ98_mldW5nCTk93fyjDPW5ZDtSD2kQkrdW19f6mm6hdjyDW7Cb9C27Z5zlYW2c650s8KHX1fW5l7Cv52VvWbTW8zcZth61W9HRW9bKk5m8tmB7FW31R27z5SRXw8V3dp6H4JMt6mW484Rrv8cVHlFN5mwKGq2MCBPW46lfy04SNBkKN2-R6xb3C4k7W4n4_gs2546jSW2sj_nT3y5cNKW3Jl9vp6-nz6kN5zyp3FvCTZNW5rDtL94wd3rkW4JlC-Y22Z1JJW24xdpq4dhZxKW1Bg7Q21p-zRyW9lzGW06qtKqHW5X57c43_Hv36W8B4dYM2Y75jkW5mv9-S7Y4k4qW2_6n397JM_X4W2W1cWg53l7YsW60p2P-8XkzM6W8zgP6t3XhjjpVknTHf3KGzfwW7pKLvP7RBsTjW7T1h646ZCSwzVKNf5D7rP3CmW3zcC-J7sSs7ZW6YkGWM8wQ_bjW8X3lQS3VnT6NW4WYypn6QCBjGW2k1C2w6nGykBW7BzymD898-n3W9bPM179c99dLVZZFRd4qhg_jT9Jl04k-3LP103) that a better analogy is a professional sports team where the CEO is the coach. Please take two minutes to scan the article for the nicely bulleted reasons why the family analogy is dangerous and ill-fitting – and the second bulleted list of why a sports team analogy is better, with some important caveats.

**Fusing CX and EX --**Denise Lee Yohn also keynoted our ScaleUp Summit last year (one of the highest rated) as author of Fusion – focused on how to align your brand and culture. Your brand doesn't just represent your organization outwardly--it should represent it inwardly as well. Growth Institute just released Denise Lee Yohn's Learning Suite The FUSION Formula as part of their library of short (roughly 1 hour) seminars. This is the seminar I had my client Mynd watch prior to our last session together. Learn to make your brand an intrinsic part of what your employees live. Check it out through a free 14-day trial of the Scaling Up Club by [clicking here](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*N8m-m_Pz01QMW7_yFS_1_rHbG0/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW7sTx5B1DWZp3W6Blzlq5zh-NRVp3s9r5nrfpPW49g8VZ30HSYPW32lFQ8560pGyW8gYdTB4cj21HW8jpY6z5MGN91W8Fdh1C8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYn8W1Qj6FQ6pzHWBW79p3ps4YFc44W57-WqM3H_PtyW2DzCtR1zB6GpW11XP3T2tyNqWW7HJcLD5Lbrt6W3Jh2bq7DxQl4W7KhStb8XpVRCW2PHlhX4G5BXKW3ZWdL2308CxHW44CWQk8TF4TMW3DThQg5fL8VpW78CKzn5fbRQ_W6K8tyC21YCR-W4GYygC1vK4qVW3w-dJV6Pc2NRN7Pwr4jVzQv-VVn7DD1FfrM6W32Shfb31qMQ1W1Tyxm94bYZrgW8mhVQY64VhNpW4xCpjb4h3bRyW86Y3-b98fSW7W7yqQkW100DT7W9cLhV32pglVTW6vc-Z697cM-Mf3BmZQP04)!

**Businessperson of the Year --**Anything but a popularity contest, Fortune’s editors crunch 10 financial factors then look for leaders who “tackled audacious goals, overcame impossible odds, found creative solutions.”  [And this year’s new Businessperson of the Year is Microsoft’s Satya Nadella](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W5hjctv871BRNW9lcjW227BFWL0/5/f18dQhb0S1Xq2jVZsxW12dYGv5n5NjhW1gLlgS1D4wJbW69B3mC6lHR6FW1NTXGj1KxzzmW40Gm1f3V0Gk6W5LQyHR4ms_BMW4fN_Pf7C95WsW4Q5LFd9gRrpmW166ycR85bjtXW7L5nps5Qx-c0W4XDkgm4dxVWFVPjCc57ZD4qvW3RHL-f3gQl8PW5Pvxsj3DQWGYVHygYs8KBG0fVMN2yn2Nj92XVxfPLj4RhrwBW2-J8l21jGp8RW2JCS8R5wGlZYW5nV3sy652ccDW41y3lx8bbfwTN2cNC48jDpwBW37Kg3L20NQLLW2fGqcB5C8scBW5G-bST5JmpWNN214mv4flYRSW2fM9544YYLLhW3q9Y7h7dpWNvW7B6LDk6SL5HkW6vN0P25SMHW0W120Dcy1GnK21W6whrXw6PHyHTW2H8wxD5GtDPYW71y2Yz7ymZ--W1dykZp3BjRXYW6kD1r73Lt4kQW7LJVvd7fNBthW4ryY9n2GfT85W4gSGTh5BhyTfW1bzfWF1yZTDhVBwfCm5Sb2NXW2g3fwx7Gt_VyW5yGJck99PP5MW92gsC56dwgFLW30rkT52j_3QQf6v68jj03). Please take 1 minute to read the incredible outcomes and approach Nadella has used (hint, delegation) to drive Microsoft to over $1 trillion in market cap – lessons for all of us. [Go here for the complete list of 20](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W2Hrv7z66rqq2VZfp-z1zGnKk0/5/f18dQhb0S1Wd6tQXW_W12dZVK2vt_pVW3XrLMC4Pk7w5W2358bT1X0tDGW795Yvf7z9zb3W8Nh3Z96XZC3tW33vYDT9kF4WmW2syMpr1JmgmFW31pw-f4C7t5JN4zhWV2XjsrpW4Y7Bp36syqSxN6n91qhkBVXzW3z-9kV3h0vGKW23xvCm4qFlY3MhQVZM91YLBN7WkJpK-hx5FW3VPnKk14QVY6W3KdgtQ285HFlW8wbnC51-0b2_W8z7nN03DxWLbVcpbkF7tcTWMN3xqwnxRl1pWVKfgfC2nsYxBN3dKD-d8hL7TW7F9v551bMGkKW3x_kRk2QnSyRW60fKpB81rL5GW5nfdZ138pJ2WW3z2DN27znMyWW7yB0HM2rm4NMVMLZBV2L9YKFW6S1vxy6FSVH6W1Gkmkw345x9tW2DvhfN8tG32mW8rJ06K1x47MDW6jKkqv6zlscbN7XZq2wJ7lyZW23JJKb5l0ThTW1r2Nqs3QDm3-W1D8VMv75c4hJW18jwDk9gbPLQW11-Lp42VmZlTW7bFHpf8wJlKKVGbzTs8tSycbf6MnnC_11) including #2 Elizabeth Gaines.

**Bill Gates Wealthiest --**Do you want to be king or do you want to be rich (former Harvard prof Noam Wasserman question)? Kudos to Bill Gates for delegating the CEO position to Satya Nadella. Earlier this week [Gates ($110 billion) once again overtook Jeff Bezos for the top spot](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W1_Vv-S5DxkBlW7xgSd36RgrRr0/5/f18dQhb0S1Wd7w3gbpW11M7095l6qg6W5r7T_H553hY2W6MdrH03hp-fXN1XkZL_kpGnwW77yn_p7tJ4j1W4hG1-D8S82j9N4xvt7hgwGSBW7Fj4yb3vndfwW2dHdRS6pZBMcW8QgH9522-4cKW83hk_-7nQ9_dVtjKtB6YgRf2W8vffk65rg0KSW1XK2jb3MDl_4W2mX9NK7MH8nsW3YsBCD192ZrGV4kKXF6PpBSsN6835R4L-sz-W2tlfWp2mf542N4xtPsRzw2GYW4VRsJf5Vr_pLW8wmr198_nqsKW45KGbV5D6nZjW7bXVDt1g2qDnW5YSM0C2B-d5HW733Txc4L2P0nW97JYRM5fHMnfW4fH8-y2N-C90W3yV5t62wC9gNW71yg9g7VDTLbVjJpnv7RP3hXW90BjCt6w3ZYcW40tWsB1G-hmnW4DbvGH1wrg9tN3G1Jn0FDj_JW4QW4yM5QF2TFW720jtF6gv5f-W5H-PzB1DYH-0W5s72TQ26pQfVW1VRlv36lkYNfW1s4Rq13JVwf6W28xGq39f_xtHW6hV49b6XG2rrW5Qc5BN2J0jYqW9j-zgj8trV6lW8rM5YS8Ng383W88--st6yHh3jW59R7Sw5t6j-cN8nkLfdMN40t102).

**Thank You Ian Kinnery, Scaling Up Certified UK Coach,**…  
…for sending me the quote I used to open this weekly insight.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Dec 3 - 6, 2019; Jan 14 - 17; Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*V1L0X_81LMN5W6vh_jt6Kk-5J0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqW8q-tbK5vwq7dN3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDClW6VW7yD330bV_W3H9qNC6z8PgzW3d8Hfk34yNh3W4rGp9R2yq_bgW2HRCPY5WPDJBW3z7fry41NvVyW2JrYdB5TkkFFW35cg3h3zTbh4W68XNVY3d_s4-W5PRkxv2wy3VyW4scvW73C7pRVW5FPPqL7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq7zwlbxW7mtWSc2PHBKzW91cRDB8C4Z8gW6WMJxC8ZpRR7W5NKhhB200S7XW96kHMP4Pxhj5W3DlwBb3QXSrDf2SX1M404).

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**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W8K75cz3QVC3kN2y2NLDFV8Ct0/5/f18dQhb0S4002dYTssVWnCxp2vPQmLW53mjs01fQ2dvVBWdmy6fncgPW2MCTFZ4b1fMfW6FHHlW4z_Yz6W24xXdF7znC_6W7cg6y14GDQgcVxbBkg7PYxmRW7Bkkxd26hZXmW7j6tQM6R6BM7W2fjfBN7K1THHW4SJWPl7ZctxnW2SbWzc5X84r8N3dfPMM1x5_1W4cytqt2sYntLMXRNhPLZScLMXwlS6zpXQ3V33_sp40C1KZW7cWHft3z1tHZW7vfSlT2mX0qvW6Fryr942zZssW74Px647f6tsfN7n3LLJQwD4_W4dTPQ180JBKTW2km8N-15Mjw6W1kgjkQ3f7gSYW2SrBbK2KZRbdVZM5df6vv8Z5W6gg-2L4kLYdGW3MHQgr1NyhZNW5SwWhj2zNvmbW6dB3jl45HvmhW6mtsQC6LNFwHW37mqNy6Fl6yQW3t31Bl31s89mW3ZwVvv2yBfWGW8GrSH17yDjNzW79tF7B38TQFbW7pnFmG85LY-9W6t2Db27xWMLcW5tt_Rv4LMxKLW8kQbSN4ZJjPnW9d-xJP8pDGTQW8J-Hjx4rc4lKW1nwJ-H1RRsxfW3vKSfV1yX-fP103)

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**EDUCATION:**

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W6_1dYQ8rf1VrW5bLVcR7PnxjD0/5/f18dQhb0S4006_rzZBM1xZpyDDCvzW3jFGGQ8brMdHW2wWXqw9cnB-zW9hVrzW5SrG6KW6XSbGd8kgnp8W5V8n9n4NGKYbW4X54kf3nKxLgW5_S4Wl59CTw5W6Z716W9g5tmXW4ypGtk4myg06W51S0b63nBpkJVcFpz51Nw17TW1ktDG54Mzw92W4QFXyK22wWzDW1bJbbq1KqTGvW4jrsHs1LRPNDN52m56TbsKQsVsBrN37YmNlcW6D7wTX59TlHjM2DrVtWzNWzN46h6zH7r8PMW2MP7DR34MCRsN7JBLdQDmq0zN7Nh2Lj7ZHNlW1WgKYN13grD-VbyvZQ1mGFjWW2tzwK34ldhCqW6tWsFB8y5Ly9W22qc1N7VnW5-W48Ys6W2nzvtdW3gN6QH3k52SPW1Zvw7h7dvWNmW2wkJSH7S6yWVW3t2Nvk1pQnwVW20mypM2-G4xmW6XB-BG88wrJGW17N3F91crt7hW6XYQKd6Spt-jW2G3ysH46Z6R7W3dmC4T4sl1n2W86ktPV80zsB_W9h4b1Q3Q5nZqW8kZ4X13srgWMW6gWnYn4lw5s3W8nNlhh4dVPV60)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W71YgK518MZt4W77zGxM2xb7FJ0/5/f18dQhb0S1Wc2Rwhz9TvRSB50YctFW3cGTjC2wzsgvW4MQMqy5FBV_NW4_zw-_7fypQ4W4mBGDR7Zvhd3N5VhqgLyMKpqW2Y1vnV5x2sRhW2qjxm45Qt1lJW87c-MY4pMMc_W1JMbGt14j15lW6Lc4dz46CV-rW3PQrZ32YWzn6W5g7T8W3f0TsMW19Yg4W2m3d9lW5DD8rb99GJykW2lJ5kZ3STgX_W7WBsM331cBTDW7Jf6ZJ3jBjfVW19WTYx8bWjZ6W6thDvY27h8SyW2xJ2dr8TJ0WcW3ZLK5m6km7_rW79k6n_64ykpkW65DX0f5lK8Y2W28zvVr8kM9fvVRCzzV1lmKqtW3hCvg16TxvNjW2RxGY-1NL9btW30kp9b2M3WZHW2B3yWt6x-l26W1kj2n-5fs-M1W3sPWwt23F6HcW1XQ63q30s0R5W4fjq497w9YP6W4CqP6j4N4r4_W8KxdXh91JhtrN7QpJ3JWYPkhW83VW9N7YFfBSW9dqSfy8LQHG5W7VTrKc89N7C5W4WkzN8841nTVW10-pMZ8q8P2QW97BrJq3fD2h60)

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: September 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W7jTfhm5r-yPWW7MqB157FgKM_0/5/f18dQhb0S1Wd1QgjpYLy8XrCR4ZjW2Fd9Y11D4wJbW3Srpl040pWS0W4NTLgJ4jWgFtW1pNR3y1QCm42W665XzQ6yPrR6W13s5BG8R6S_KW8xZX_Q3c3d0VW4XYftp1Wy6Y1W4s9zxj18Mh7_VXTKvn6ckW47W3tzvZF4r7RqzW3yB3j_4HXZDMW4YzwRp1RL53NW2Bfss32rslPqVZGpL36knrW-MtdS9JcsZdYW44fBzs1dR56sW3NKYfJ99fdk0W4whPSs1QKn1LW8wLf7C1d0Lk9W5x4pN81RYY59V5C0Jx2lkGfXW9cWm7c1p3_vlVFLVwZ3LfQSGW7T3-4t85kS5kW6cLvry5fRfBYW44s5zG370-24VpQTbT81PGPmW3hT4XB5VR5MhW67CsMD1bJp2dW36X_Ng4Q2LhmW1yyxCs7YpZ33W1fngWm1xLr9QW2KXrkn6C-r_gMsLKF5wRJ6gN31mJlGk5qkyW86-jWQ47fk6rW7JWb_66G681yN70SNQ8zGpFcN7KCcRVSQDLNW1LlBxZ3p_1dJW86-3s196LGTxW8jQYPQ88Tl_6W226gpG5g4Cqzf2c9gqf11)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W5-ysDt8ms4J3W2CpMN-2PL9Yv0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8q-tbK5vwq7dW3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lpCVqW91zMkX2lQ7snW8cBTlc9llyh2W4_6ln87JZylvW8GgMG82QS3NsW7t5dZN1j24SJW71H11Z6VzXL_W3ZZyfq5_v0-jW4yr3my4yNCdCW4njzBT3xxb8HVTPZNK3BPLBRW4yFW7b7jYh-jW8WbS9K3qY36qW4P7LhT6hz0s8W2bzNQY5ZZHgxW1ywKMZ11VNzGN8VSHPPT6MS4W8rY3R46RpPjSW85z5HQ3_QydHW7VTx9Y9lSrc_W91Lt7q4y5VZfMqqL6qtJCL4V3_BVk3MQ-6C111)

[Melbourne, Australia - Nov 26, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W5Z4S0j3hkdw1W1QVszp4vN1S40/5/f18dQhb0S65P6tCgK5W12Pp-t2FcBLcW79dD9P1lFcWDW8hxYPG62cfsqW5DWQ_S8qx8H_W2fhfZj6PY8J9W7vN3DB7vslD6W73yKDb8R6Jz-VsYTSc7J2m_JW4zxVB09bRTpzW67sz_N4D42tjW8KJxSH2J6DWJW8Z0v4l42hNvdN5PjzBMWp0_sW882vtn4R8fHcW68G79h6f-fWyVqVjvK1MQTfnW1p31884bG79dN91tTqXS85yFN4nTv-zWtth8W6djZxC3YpXsgMdHLb5rb65WN7hbT0fmrYTjW8wj4nj4Ts2DHW2l1cC6175Hd8W5wg4D52ZF4xDW2Z7qXJ9k8QKZW7YmdmX4zMKGJW6VL9Vv65m_lDW6DSPY43WKLTYW2qmwBS62j94rW45bgmQ6yQ6f8W3H5Ymv5d-ppWW52GrVY3nXggHVcPpYw4j6KCvW4tTQ5N7tpwvZVYb1W249KDmlN6FJ11NvBwX5W352Wsq38Vtq6W6NHmxJ907jVrW1BhnF96qtYzDW8MBp107CrqRmW2DD1ny8fCYvwW8yfFdG8XcCyVW35_ScG4zBmsVN9d8f5yYP5WrW9bb1l37pBycbW4qkKr_78h4XB111)[Sydney, Australia - Dec 4, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*VbHg2N3ktM9LW3TRZR-4PwDQT0/5/f18dQhb0S65P1QdPdXN12NPdTG1T1ZW2Ff1Qm2_V2cLW925YG_8fdYNsN7dLRVlW6zg-W6-RVrD4tFzYtW933Ln76JHGDNW6zg-Cb13HJsrW6z3L9r4gblBWVMWFp-7K9MbZVhhyQX8wn75fW9jNhfh7l7c_kW2_67QF1R-wsGW6xMWqH686R91N52RgYM2sm2BV_thNK5SZFn0W6Q33wZ9gmVJgW66jFlr7f9m1PN3HQG9qYs6t-VLPh9N67C3sJW10rS1j1WDjs9W3YP0c-2NHF10W4syYNC3rHHxKW32sTNB8z0mcXV5Pr8p2x1TcNW3BLhKX4N6G6QW6L7Fy85SSWRBW3pR3vg72WbfNVHMkRG1DQRWcW52cJZl74ssJCW7zDXtV7tPMfGV8vZHC7sTmTvW14TdfP89twp0W98cvp16hN_7cW6Sv5ly6Yd7znW7bT-M-3BsJDsN72fxcwDdDJ7W3R0QMS2Qr4KzVWr0mX3q-WqNW391jCB6g7XnYW6fYFZC9j5STlW45HSh96nlbZzW77DmsF5GfFQ-W7pvCLF90jpb-W22B9y64lPN66W4t8W1W3HckRHW938KkT81GtVMW4H2sq57VYwl3W6r0D2m3tQ40KW4GSpqq2NyQfmW7RLyF23RGMyw102)[Scottsdale, AZ - Dec 3, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W58l1SD7GDYrDW7j54g37tfK7G0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqW8q-tbK5vwq7dW3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDClW6VW7yD330bV_W3H9qNC6z8PgzW3d8Hfk34yNh3W4rGp9R2yq_bgW2HRCPY5WPDJBW3z7fry41NvVyW2JrYdB5TkkFFW35cg3h3zTbh4W68XNVY3d_s4-W5PRkxv2wy3VyW4scvW73C7pRVW5FPPqL7k-2C-W3m2qZ_1JqZ1RVrX3l16VzHhFN4yR22DXrN7ZW6bnYZq1KRl6xW7mtWSc2PHBKzW91cRDB8C4Z8gW6WMJxC8ZpRR7W5NKhhB200S7XW96kHMP4Pxhj5W3DlwBb6kk3_Ff3mxHPH04)[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W28y1z257TbwkW5vnwmS8GQD5W0/5/f18dQhb0S3j42jVJq1W12h8Cl4_zZFpW1cnfgh52lW1dW10q14q5Z3Hy6VG6q647f3-Y9W9dBTBS6SmG0tW5C5ffP38JpH1W48TyCW6TBHCZW3_qfG_7WWvJ0W2Lr0Vt1-f_NbW6WPX6H89YbpDW8RQrc94zX6n7V6Kr1l49tDmCW2zwMQD3mP5SdW5gKnjJ3M_rYWW6tr-qp6zm3KXW2FYZXN4RWnlPW3QVcHK4LqKzsN2P1jzyRlLT5W1dT9FJ1FQrTcN7WLmq8yD-LLW3ZVzg73Mlx-2W6DrGdH79Fd8vW79-rWb4Klt4GV-CF1d523lHqVZLbSZ18b4xCW6f4LMW2zjjytW20P3SV9lGLzjVDLSdw1bhZtNW57jgXh39rf1pW5FHz9z1vkKkyW70tmSJ68X8_9W4y-VLB5M-hhdW69pp8127Pbr2W648fs04xbYNHVCS2gD3qSSBVW2vZnTF3lhxXRW6f3J7G3qhM0PW6Pl0CB7PSmJ8W3nqY3F3dhkj6W6H10rm6GPQNJW3mx-l64-45ZVW3_F0kZ5RN5t7W74yj088JLDj4W2JVGpK1-_Mf2W3B6DG6953xD8W8VrgvC9j4WXzW8tKdr_7cmb4dW7W994Q4HbBLWW6lDm3w8_pj1Pdr2f_B02)  
[Vancouver, BC, CAN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W5WzFfc4333MMW261GzQ4hNg1K0/5/f18dQhb0S3j22nRNKtVWn-zl4MztP2W1xnSVf3wLk0SW1Sv9MK75xYQbW7dLLwQ67Tr84W41x5jG6Sr0YpW5DHK1y8B0xjcW2X5jBf3QRXY2W3wP0t81Lcs4XVkSnYl2JvFRRW2dd-V53tx-JJW4GY0Jz61xfSkW4XchKT6ZwjcyN8ywtGCBJ-xPW8n-SM_93n-5zW7h97826v6Qq3W5bpHLM1fhf8DW7lGz-q5jjyjkW2cG9SY4d0sSPVD5Bb15jSSpCW1KcxPW4XRh89W7X550n6xgpg_W3pvXmY5Lt5XNW5q96p_4yHVndW2bnS687yx-cxW3J73H98QV1NnVmKYwq4tf9xFW6z657T1TZsS1W6k0mFW3PGLNyW8znKkW6fl06fW8B2h231BrJlGW3YH7GL2z_7XNW4k1lm71GYg5mN1rK9nJkhjR3W8k9grd35n-RqW8qlYkN6X1dSPW5zzMC6288s09W37pN-X8hk0mwW5YkpH28MtCBJN2Brw2gnPLd6W2c5d5R52-_LfW5GJrTw1VHmH9W1gwg4X7R_sk4W5HPQQ73X123_W7W8b316g7dVLW8mn1qr70RSJvW3rznHD6zDTRVW3mrnQD6h8NvDN8_vR6mM1ZcQ102)[Atlanta, GA - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W56rSSH4STBpgN4KdMms6S-xG0/5/f18dQhb0S65P6tCgK5W12PpXY1flzBFW1Dlsf68TVxhTW7KD7lb34pxWYVfvbDw8tr_RZW8LjLHv4xhHksW5mf5yd9h9wq8W1Nstgj1rhHTbW7JsQRf564S5fW6-rSnL8MrQS1W1RFVNz7SWly2W8F12S85Qn2JDW2zxKHb7vFQdCW8xfKnD1YDyLvW7cvbz857WVmvW2mhrbK2X9j2jN4-MSmkLWlX0W79TTQ73CvcGBMQHgZFyD-KbW1z2Y_S33rvJTW5KZKNF7YRnvTW79-tj64Klt3rW8yh3Rz523lHqW10rK0k18b4xCW6MJyTd2zx-dqW6pPRnN9ldSMdN2xXtKz76hgDW6Tzq0Y8KPVNzW7xfqyB1Wg9StMw107MrH7fFVkYBfW49n_tbW8CvZ_X3dPn30W4rVg1d4Pyr16W7SjQTL6VhhQRW1PrYXL5vTxvtW3L1JML2c3-HCW8CwjdR4W0NX2Vpk_pb1B0YdSW3WySss1T-LJqW2Q8F1C62Zx9VW6qDQqS32_2McW72xXPj4JJ2ySW48j1r16ztHnHW9f3ZGG8fSHVWVRn-WP4qLv66W6MtML33sYgYPW6-6pKJ2vMJdKW8GHvSw6L40rr102)[Waltham, MA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W5GZvGv7z9HLTW4djYlc151kqW0/5/f18dQhb0S3j42jTrhwW12PbLM4_YWRhW1gmntc1vbXyvW8KHsxv12WgFFMWStS8-HXK3W7qWVcW8NpYZDW4FsKsf4lD_VvW4mG2qP1HDCBgW1JD2cR6mHlj2W3d7zGd7RLvXkVzl7sC96gxKvW122slY6-ZBjQW2bCb-c6mZQ1RVn55hk3Rfvz1W8bY3Jy57qnXXN19PxVQp0RK8W4d0VbY2CQ4PjN1scSxSqbK5cW1yZPLP7k11lTVKLWnf2nwvV1W1HzJ6F2yzdk-W1MJ9Vt4QknxXW80722R4D9_GqW38zdTK48KbwqW4ptrFk6BDh8jW39JB_g1xlTYrW3wPrly1bCxw0W7MCWHr3ys3QXW2D0p7816T8LfVy_fcD67FvFYW6yCVC62GlYCHN2nTVTkS3JyPW4xjMsz3sZ1mbW6FZQd2335VJcW7vGrWm8-rKnNN5wQL6mQcYsKW8B5ZBP7r3BTYW1cRttV23P1WYW1W1J3y4yrjy8W7--bBN3CHbCYW3dYsG76rcCBQW4bGgR687sTLdW5995rq7w9Wp0W7P-2921JSXCjVbFmZl4KhsRrW3MC2ZJ2CkXXvW4Hx2hL4vFfStW5dM8Lp87zq0mW7LPPz31WnrZXN2jj5rtL7SyrN4xZT4K76wPGf6PfH8M03)[San Francisco, CA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W5Kckqj7G12l4W8652NK9l83Ld0/5/f18dQhb0S3j42WsqN3W12h8CN1fC5MJW4-WxQ32YXc_-W1VHZzD5v92fwW1s6PC87fnPrMW96L7qK8L95D_W7f2ZQc1srYHBW6t-wgY5dDQPLW8rr9p_2qBt0CW5VQCB66Dyl8SW8pz-RV8pj1w-W4G9SJ-6ZtmqBVTHpVH2H65KhW3tRDJp5_V_ZqW7RFbbt8ZLB-qW5nBZ2_6t3YMCM66qb-2MGwnVD_zkR1RN_0fW1RlC9f5GpgM0W4pPDZ665m68CW2GcYgy60HLjqN19xZBXqF73BW8tFcQ77856vwW5jJqM613dfrGW3xtF952PB98rN8gjf-qQqyVcW8SnGCh6M60LKW2c__846516KlW2rkT5297nTFpW65DdSx48h8cHW1_FSWL5NMJNgVDTL_R8nG_M1V9BBBV3n0GMSW5nHw0R86VBHkW5cTyYv3cCFMlW3n8DmP3SXHRnW2N1T9-87MnsJN5285f6xp0lDW4vT7S689jW09W39mtLp49DK_sW84xYsx5cN2n9W8f_Xq54D0r8zW20YMH28Sk9T7W1N5yyK8dPwfkN56S9_DXqB0PW8r4RP35SJ2b1W2l0MYv2_X4sLW8Nxxcd4Fy-PnW9l_DBn7TJ2YFW6Vj_5r7lxwmyf4tgsq-11)  
[New York City, NY – January 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*VR-3Rh3TwC7RW81n0cF21MhFY0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqW8q-tbK5vwq7dW3hHhbJ2P7_nXVbxYmW8pCQ6vW6c0lzy69W6MfW4vgKM1992jrcN7ZHC1mcNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608vBR2fWvV7W7F0hdg6LswccW2jCLbn1gM_JMW1X_C1z6Sn6CvW7KPzv01VgN0RW7llqQq1PpwYLW6qY9yY81PVM4W67YRk489H43gW88gvr284qRkqW7WsFq37c2qGMW7XNDfl89KKWtW1Tcv6t2d2KfzW3bwBFy3yjrdGN1zW062zD-dgW1tw7Sd7qb-8xW4-0p486VxBr9Vb2_nM6PxM7dW6n8Fxc93cbPtV_sMvY4hg4BCW4HvxN84BKB-7W3w233T2qWtTNW4Q-5SV4HzlZ4dgNBGC11)  
[Ann Arbor, MI - Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*TBMrh8lQ5LDW7DFN6W7ZtRJ70/5/f18dQhb0S2C82nRNKtVWn-zl4Mzrg9W2xH0q75TSkR-W4mpm5H3fgFn6W5zXdxn1-lKvFW7xgt_q6SmP2FW21LMps4t2xSWW3YQKpl8w6FL-W5m7GxZ4NH73xW72Z4J26DyjQ4W15XKhn86FbB4W5yD6TN1L0h0wW1VVVNB4jqkWgW8f6_482CgYPTW5wShwf7s-LHTW4KBsV_5BR0HnN4Zkn1w5f4nFVDHcFS308kwcV89htQ2nPH1kW1pnSWC2mcQNGW1wpSrk4JDH7ZW2r5mLb1z0Q8KW53R5HV7KMSZKMDhb48WzPxvVqWD-_4JQfdrW3lhQMC4_szWJN6SylVvgXDfnW79TQdG1DSTsLW6v8fXn8r4ZtLW8Ppb596S9fXDW3qP0jM3tcJL7W14-mPb855w4jW44JNY_5vs1VKW5Z81zT89PNMNW1XSGRm6NmcjVW3BR6y_423WRYW4gl3zT82Xf8PW7Vl2ks1GDkmtW78thQ77QZgmQW7qfn6g1ZZ9k_W9bsQGZ80Q8pHN3Db-tMygZYpW371NY_2l62SkW16qNSj6fxh_KW78wjCT8mMtFsW8whXT76KLVqLW3Q0H0d6pqffdW9dGY0f8-mcMzW8hJCkD5St_n1W7M_D0M7Sd3Pqf3_Vw2X02)  
[Columbus, Ohio – Jan 31, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W1Gk7fy6_9PxpW90P1rD97F8qB0/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nW7sTx5B1DWZp3W6Blzjq1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9hGBW8qZLS-37wV7QVVyWmR3GCDtSW5v6GJj3lLT88W5B59R53ldJNyW5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xZTXB7dDxTNW7mWsnX7dzcsSW51vDDK6vYDb4W7v70tS4-lzRWN2PS9sYmmNw8W4Nh_Pd6b-vF0N67h1zcQC5z2VPC2cV7g6nNYW26tQWq2xbrVjW26p_8M4TZrZpW2Df1h05qQ-LnW3brpTr5xKhwRMZwrj7ZlTXfW8DsmB-5CGqkJVd2lvZ2wYwjhV_474C4XRH8qW4Yq28x8mhTNVW2vkPc75tNZLfW1myt0S66HYkyW4PkBg56BkmNHW8bLvGg72zrXTW712jq57cn4YgW5Ly6145PYGWfVn8NJ-1wRS6NW5cv59189Kl2MW4nw0lY4Ls8FkW5g6cch6C2f-LW7bfL_k2kPfGBW3y19vM3wMXFCTT7ly85d0vn103)  
[Dallas, TX - Feb 20, 2020](https://www.eventbrite.com/e/scaling-up-workshop-rockefeller-habits-business-growth-workshop-tickets-83106129671)  
[Los Angeles, CA - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W3r0Rsy6BgZ0DW117Dvs2ZBHVW0/5/f18dQhb0S2C82p44bJW12Nv394V2XWTMC7dPx8q5mDW5D5cNn32tQ_9W5G7fTv4X_T_BW1mC7S_8FMlFBW6zW1tL4016T5N7DSFCf50WqpW4Qc5xk6WRCYLW16lftq35TxFmW6YFrNc87zb2VW5VyHRx7w0J0xW8KLNPf2GcGbZW91K3_w1gK3X3W55q4fj8sHsZ0W4T8SJq4XRj-bMnnzj8JPjrbN319VNbKL0kRW3JsDkz5cjmV2N2cDvJJbZ3G9VyW9Hv5GXGcYW2fT_Lr1tYC-kW5MpRx-2mvST2W7XKfCM4b84z9W99fXZw3KxBn3V1MrmF16J5mnW6tD1mx1ksD3DVlzd3r7Z7p7YW2J941Y2DpzQbW6xtHZ_1LD3hNW4YkN7h3lyrS8N1Yj2MKy0l1XW3026G_1nzMlQW97lkdQ5mmlB3W66YC6y7BfXcKW6s-8H22fM5dLW7XLv_z5pdvtKW5hhtHC8j4VfRW24K7-r4481CwN1rHlhVw37WlW8Fv4xl3qTDN_W6RjxFZ3KCtsGW4x4Mdh3fSjxDW8p_tjw6gtDWqW7QDKzw90Jw6VMx6Q_1CB0g7VStvGw81LzhdW3sY6th47S9WSW850f7l8Xhmr-W8N4Tcp3wgtkfW8MXDzV2t6qlpMrprpGBrtPxf21PL4R03)  
[Sydney, AUS - Mar 18, 2020](https://www.eventbrite.com.au/e/scaling-up-business-growth-and-team-accountability-workshop-half-day-tickets-82763703465)  
[Henderson, NV - Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W5Mfng42TnSgcW62y5T28fmjZM0/5/f18dQhb0S2C873nK89VWVbvy2x9vf-W3QkXYn4TtbmHW3GDcdN4VJJtFW1ljXlx2plvYjW7xg3gz4fQ3_HW5MZBpD5PJ74WW4wymDm3Tg_80VSwchx18WvffW4wvw463rVQKPW4pdM1P172fcSW7FXhBW9cQ4yWN8QjHy3--qWDW75W-Nt1rqMvKW6-2zTg62KLNTW34Fl2z3y4XV3VRPbx74cZxGRW2mB6bs4SVNz3VnYs913LRL1KW6vW-Xs54VpqmW1WCCH-4fTGy7W4xPsvf96jsmsW5lvSXl6W5bWRW23pMnt7b05PTW4HPTdV8fFxJLW7bD3k580Z81zTfPyj2PFv7YN8FFBMpxFHrVW16zXwn2wbZPnW2NBddx547SqQW4B4f6c14kmNQW6hrv9618dptTW31S9V91Yvk7ZW33dvQR4RrrRBW6bTV5n2ZjZjZW51Q9Yt2GCm01W44X-H43KDyJ5W84V13L3Ywgp0W6ywF8y8wJqPXW3Wd0B03sysDyW53Yd2v2pJJsQW5F3DjF5gQHNkW5_dKjT6m-LVLW5DhrvS4dZ3y9Vf_t0f12qvh4VRJmSS5M-MQcW6SqL5h8_Ln0YW4HxG4q9j-ybrW6qQzYc704KsrW5SVlGC5vyh8qV6HNMF29BvYn103)  
[Brisbane City, Australia - May 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*W1NQzsg62W3NRW3-m6cs7nkgYZ0/*W8JT-8V6_mgwMW7VxcBf9h5rnx0/5/f18dQhb0S65P6_cXM_W12N_sj1flzBFW1Dlsf68TjL8DW8khgqX5dPpqDW3VlV718r0NGtW3sphyR8tw0r3N3BMV-MQQGH4W3yN0LT3fz_BsVJwQdx6jHcK6W8l_R3h2ckn9yW5HYC6w4ZMy-FW8J5S8r3G3ldKW625PsR85RvjtW8Tkd6_5qcWmmN5Tsg7W5tHtsW1khjhQ7qSvlpN1S9GTPJzQ11W1rKcK82GrkW7W1HSZ6s6G8zqrW50BZ_04fJJDbW3_Gjs97N7gdWN1HxN_1w7q4VW4Xg0H94bHFT6W9lGPDP8278_bV-89BQ5p8J1dW7slM927bJnpcW3Zdy8H9lDpvdW9f2RlX6pfJJPW3nrVRH80c2b8W7JMS4Q8-lqZHW64Tkj31BL0zcW8SJLJ36SDmYcN2r8GyZHxn2KW5hcWy43tmY7gW7pkwnh3mS42XW3gmWqX3NgFV0N6qFLnlnnYxcW4n6hp53b_fT-W7S3MQx2_066fV4Kg7r8qFMG9W7HrfFP3b0CMNN6W-xSh403VmW6X4m4697LlHFW2Vvnrp5N-_swW1JxLnZ5-DZCcW66D0Df3ftWwXW8ywsXd7CZ3NPW1FstR-8MFHptf58cssM04)  
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**12/06/2019**

**Google Founders Leave; Shocking Rules; Culture DOESN’T Eat Strategy; Dec 9 OPSP Webinar**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| …your culture is how your company makes decisions when you’re not there… | |
|  | Ben Horowitz, author What You Do Is Who You Are |

**Latest ScaleUp News --**A small tech company tried it all to stop employee turnover. Only one thing worked (you’ll be surprised by the answer); Lazard focuses on European Scaleups; Three Point Guide for India to Survive Slow Growth – this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*N5X2yWfGkMG8N9lgPJjnp5gM0/5/f18dQhb0Sjvd8YHtdnN81SjwlHyjJqVQsBjv3LqZc8N3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW41_Vqk3l6m0_W6nH1_B3XQfzgW3zHnn64_D_HzW3CHzX15nGkY8W481mWn4x3sHWW3zyflB3F08fQW34lyZW68RpRlW2nTgqy2-Jv3WW5sCspC3VWwBfW4s4PvZ2-HgSwW6bm__z5d-2bmW48mF_b1bJ0nRN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb119npQvW2GD9PD48x_QbW8fM_zr7M5vN1VMVTrJ973KBXVv5ZVQ1nlYRBN4nFNBW4ZDMLD2LMBkz8W2f8K9fw203), your one-stop weekly update.

**Time for Strategic Planning and the OPSP – Dec 9 Online Workshop**Check out the upcoming [One-Page Strategic Plan Online Workshop](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W3p6y2k44mpvNW5y8Hcv6WWCb70/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqVQsBjv3LqZc8N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgnPN2RfZ1MtvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RTbbkW41kHd66Pvh9ZW6n3HP54XBddbW1dl60D51DsNWW2TnySV7d_CK5W8L7ZT94X2K1jW5bTV9n2-gl-9N5X5MBLbjPdqW2BFCXm36bvkcW6btMVd8rdTLxW2yzR1063gHCkW2hC-wR7dn9FXW4KP5BH1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1X27Z1ydLW5L8qbG1DCYTdW7XXdx587lv4wW6Qb4QR6XpHBfN6lHYWwdSQk9V1_P-_57QZVt111). The One-Page Strategic Plan (OPSP) is a proven tool to help you get your team on the same page and enables quick, daily decision making at all levels of your organization.  My clients often find the OPSP the most rapidly transformative tool, but it’s not easy to fill out. That’s why next Monday, Dec 9th, the Growth Institute and four of our Scaling Up Coaches are hosting an online workshop to guide you through the process of filling out your OPSP, step-by-step. [Register today](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W8Wz52h5hX6HXW20SQ0y2Ytjgf0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqVQsBjv3LqZc8N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgnPN2RfZ1MtvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RTbbkW41kHd66Pvh9ZW6n3HP54XBddbW1dl60D51DsNWW2TnySV7d_CK5W8L7ZT94X2K1jW5bTV9n2-gl-9N5X5MBLbjPdqW2BFCXm36bvkcW6btMVd8rdTLxW2yzR1063gHCkW2hC-wR7dn9FXW4KP5BH1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1X27Z1ydLW5L8qbG1DCYTdW7XXdx587lv4wW6Qb4QR6XpHBfN6lHYWwf56wkV1_PYX62WjKG111).

**Google Founders Step Aside --**This [*NY Times* article](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*N8K6FZr8BMmxW5hbxhT499H170/5/f18dQhb0S65P6SyJVPW12gPy72vPykhN48R2mRG8PyHW7-RBfx8f4rhdW7FJTlS8yzh1YW7_4y2H930fFTVhDBkT7JSplNW2D0wM57djKXYVBQ4Qt37QZ19W7hFQrb7x_JBVW3fBlDM3VrdSZW18LMGj6xqxdPW2M_hb38gPtV_W6VcXrQ5zPyMvW1xfJ0K68MncMW53yY5-6hYpMdW8jS6sm1jD9FnW5HR48R1bbbK3W6wKtfg7WjWrmW1bW-Gs3973NdW5gGCcX81sgWCW7CJQ7H1yLsfqW80cFZS6tfB-7W71gF773zz2bNM1049PdsC0mW3t_jdp6SDypyW7kwdl43pvrNxW3Zxl1T61xf3cW7K4tY12-h8X2N2CWPYBpnyYlW6f8pBP703VmnW5gwbm-6Y5xWXW4Zzl5y67nYjQN4pT6NxlTCRPW5wW0z51xZGyyW56j0vz8n9KmKV2R9Vf2BB3YqW4yHzy59bW2FrW8gGqr290Mk1yVpdsln2925vNN5RQlMtcdj3mW78hLxq8Z0DwgW3fCD0y6B86SmW6_ZNWG1JmCQJW6qJ-v36vMHySW78kh7P1B9RsbF7sJlj1x_GKf5d8yt604) does the best job of any I read this week on detailing the departures of Google founders Larry Page and Sergey Brin. Notes NY Times:

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| --- |
| In a letter announcing the change, Mr. Page and Mr. Brin compared their 21 years at Google to raising a child, saying now was the “time to assume the role of proud parents.” |

And this note in the article is a nice summary of the reach and scope achieved by Page and Brin:

|  |
| --- |
| Google has grown to be dominant in several markets. Its search engine handles nine out of 10 internet searches, and the company’s Android software powers roughly three-quarters of the world’s smartphones. And for a generation of young people, YouTube, which Google acquired in 2006, has all but supplanted television. |

Please take 3 minutes to read this informative NY Times article – it’s an historic week in biz.

**Does Culture Fit Hurt Diversity – and Other Myths --**The most important article I’ve read in a while is this [*HBR* article](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*N68fHCRC6NtMW8xYWG45JMT-q0/5/f18dQhb0S65L6XvPVTW11M3PJ2vPRMYN8h8XnbG7hNhW3YsvqC9gm0dlW3QmTK08Zjc6YW5GjdKZ5y5gV_W2lQj_727TzRbW5p34Tl5YKDVDW4HQs0M3NKxMrW7jpwVS8JsvmfW70Jvbz2zk5hLW4cCnK_29Bqv2W1CNLDJ1BDBtxN37mn8tYyYhCW6mCGjT5vCG7xVlFXcr8rSM_MVs6y8K5kFTycN1NNpktlkhGYN3GLhRTVCHWnW4KD6c14V2jnlW6GWVqD4YzzTHW4Z4-bS3XkRmqW7hQ5Mc2NBB3MW2F79TX809XCMVVsfs04LdfZpW4c3kVd31yrpgN5RhqbqWPXfCW2wQSdR6rpD4DW30j_4J6FRCGZW8Zzygn8lbG_LW2S2WmY6T4PXwW5grQ_-1CxKghW82R30S5MyywtVpM_2S8Rc7JmW5rhMbm7LMTKpW4kcfZY3yML2kN7nm0fWpjWW9W5y-Xwc3fjljKW4Bg8--146Pt9W5trYY23ZbyZxW9gbP2420Fk2WW1SH2kR3bb_BdW4-jkcD5fnzjLW8X2G_l9j3fn8W8SnBYy4c2mSVW4DBWhr2tZqfKN5Z8wjN_Rj-Gf1t-Vfq03) that addresses four myths around hiring people for culture fit. It was a huge topic at the Bloomberg Breakaway CEO summit in London – and a key topic in Ben Horowitz’s new book (see below). My take, after reading and hearing a bunch of experts on the topic – you want to narrow the “culture fit” down to just a handful of very specific values (and you need to make sure they are the right ones that truly represent your unique organization). The rest of what makes for a culture needs to remain fluid and change as strategy, markets, and times change. Please take 2 minutes to read the article.

**What You Do Is Who You Are --**The must-read book of 2019, Ben Horowitz has written another classic [*What You Do Is Who You Are: How to Create Your Business Culture*](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W9lV6bp7S88Y7W70Zhq54FCtFw0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqVQsBjv3LqZc8N3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vChtW7KpJRN8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXZW8mQMYT7NM5zGW744zhG3X0g0yN6bp1cMbq5fxW4TKc2l8RMSFTW1mRdX36ZvnPFW3zyjSj5DtF7rW5QgS-y6bLxlbW2gZQ2K1xD8SsW7mVc-b36fYyWW3gPmPt26dCfGW6RNG2p260TszW7dtgy72ht-_GW4TM3Bj6N_VskW6NBPcZ86GgmxW63B7v_7ZfKBrW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h79WW1nPLyC1Ngx1fW51bcBG46LcTnW6qXQyb3NnWz-W89XSDR6fvYw0VXDlvk2kdldSW6ml62F4Pv86fV5XTb95d-P5c102)*.* I took away three key ideas among many:

1. It is what people do, not what they say, that determines culture
2. Culture doesn’t eat strategy – in fact, strategy shapes the culture – and when strategy changes the culture changes
3. Interesting idea – strong cultures include a “shocking rule”

Ben also prefers the term virtues over values.  And because the book is rooted in history, it revealed some interesting historical facts I was unaware of which made the book fun to read.  It’s a book worth reading over the holidays (FYI, as an Amazon Associate, I earn from qualifying purchases if you get the book).

**Create Shocking Rules --**One of the really new ideas around culture is Ben’s discovery that successful cultures tend to include a “shocking rule” (Section in Chapter 2) that fits four rules:

1. It must be memorable
2. It must raise the question “Why?”
3. Its cultural impact must be straightforward
4. People must encounter the rule almost daily

It has me and my council thinking about that rule for Scaling Up.  Examples Ben shares:

|  |
| --- |
| Coach Tom Coughlin’s “if you are on time, you are late” Jeff Bezos’s “no PowerPoint presentations in meetings” Mark Zuckerberg’s “move fast and break things” |

And after Facebook scaled considerably, Zuckerberg changed to “move fast with stable infrastructure.” It’s an example of how strategy, though it doesn’t change values, does often require a change in culture i.e. “how we do things.”

**Join Me Feb 10 Sydney ScaleUp Summit --**More info next week and at this [link](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W2_6vJd4MCLv-W5rNbLH5b5C4N0/5/f18dQhb0Sjv88XJ8n0N81SjwlHyjJqVQsBjv3LqZc8N3hHhdcXL0jYVnQ9Qq8-y6xmW8YjRKD58hs-RW57R1gH2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W7dPxWb8QKpyrW4sj3hV2BcyM9W1mGWnD5Ws9GBW3TK47H2TrDkBW5tqDF97yW0YFW7fdPqf640DTKW2-RgpG87NkwQW651d-52BRV5BW5C9ybk8nxqL8W8rdH2S7lVMrGW8pnX945srpZ7W1xvwH54FklXGW2Jzzhx2_3mJnVcBsfG5brxvdN6SSJNccb0gHW3d0zvx4p7yDTW2zQtzX36_zytW23N6GJ8qC4hcW8tzmRx2GD9PDW48x_Qb8fM_zrN7M5vN1MVTrJN973KBXv5ZVQW1nlYRB4nFNBWM4ZDML2LMBkV1nYKw4-V1jn103)

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W7nM0m76TxqnCW2YtcHW6B29vk0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqVQsBjv3LqZc8N3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQm24ZF-xW1ZY6184NXzfJW5jPVDH47P0wCW403tVS3vbpkwW41_Vqk3l6m0_W6nH1_B3XQfzgW3zHnn64_D_HzW3CHzX15nGkY8W481mWn4x3sHWW3zyflB3F08fQW34lyZW68RpRlW2nTgqy2-Jv3WW5sCspC3VWwBfW4s4PvZ2-HgSwW6bm__z5d-2bmW48mF_b1bJ0nRN2PGKtHyZtYHMwKJnC3qXWlW3nv6jD7bW3kLW8y1Sb11bTjSFW2GD9PD48x_QbW8fM_zr7M5vN1VMVTrJ973KBXVv5ZVQ1nlYRBN4nFNBW4ZDMLD2LMBkQ24sdXYy9603).

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**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W3zpNNv4DhBmnN3M_48D2kcdk0/5/f18dQhb0S4172Mzbz5W11hNCp1-QgH2VlzZW75l7h1WN68hQvCzy2NCW2JdlxK6p3T8tW3lrWZ786vbW0W1s09h83_P7pDW3KVQZd39wW5WW1HLVMS7NypB1N8fPnkphp-dMW7VdntX8xytSqW5F3v-z3FsQQ6W1F9NLZ4m3QhFW1_8Cnv45zRQ_MrNtyZdSnR6N2MHHqYHQ_n2W2C_QMk7fPSDrN3yD5jVrt2wQW7td3Ft1WGt27W4_b5rW8yNkzZW1P5Fs11H3g9PW3RFF0v4pCf0mN3DlTxx886XrVgx3fb5yZNyLW3XD9zk9ld67kW237Cjb65JpDMV4hH5Y18FB2sW3M6D-M7cT7W9W5wMNK2965tZTW2DVZM26m9sSgN2r5P7PPNFqHW8t967W1RmF9pV_-qcy7JtrjMV31K3c8_VvWJW68kkF95Dj2Q4W86rD6J7jWSpBW3KH7Zr7N622QW6JLzBz1w38fNW5qkXSt30mKX_W5JsqRM4jn0GBV4nkCx4Q0sK3W4202LY6C438WW4xF3m_9gDCXWW4wG57X67dmBXW822bVS8cQqG7N92lQBzbb9MSW622C574PktjJ102)

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**EDUCATION:**

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W6PLzF93tT-C6W1mxNGg5Gvrl30/5/f18dQhb0S3_Z28_Ns4VWpddz62Q4FDW6cvmJK1fC991W6Hwc_06YFN0jVRv8f-5x46w-W5J4Dqh3TNkHfW8ZBGf15-bj8rW6vvQSD6TN59qMyK-6mQ7cy3W8JmvWt4rL9DfW7Vlc6Q6g7HtpVTYZTG524l8lW6yvNKh2pgd2BW8n6r5t6VddYHW3S_k345cCX7ZVls3Qn13QfG3W5x6RV22QFYt1W6P6hTW7PsZ-5W7R1ZmB1Xmn80W2S49VF1jJbNXW8jHn_l81S34-W37zB2D5KQPnZW6GYHmn5SVJ2fW2wHJ1J1jhVjmW1vW29F5JbS1yW7pKN8n9lFK0SVrL4GB6GR04gW4prZb_5cStqkW5lWMGw6DSTdxW45yT9X5p-RtzW1CmCK75wCxWyVvQ3jp4fGKgdW4---Jp29fpX7W3Cz6r31TMj4mW6YZCxS5qgLK5W1f2D9S3_v5dfW3lkV1w4tzqZcW6rG8L07zw27rW33rh-y6nl6xfW3wZFg62n7GlHW2jzJyR4ZWJmrW81FN7C7TMz_0VCwbCh9g81X3W6XmS7z5SrLFzW87xX0S2pj6XTW8d6PtK3T1MFy102)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W6dBHZ15XwyW8N4sy0YnkbqLt0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqVQsBjv3LqZc8W3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZVBW5mZjbq31H380W1GKQjY1tzckSW1txG9N6GsfdKW8XNh8_7Jrr-DW4cdSLp7zlKgTW491-FM1-82N8Vwwvx62KC83mW48RHN-1XcgmxW4mp_811_V9hRW4lpJ-W51T_wNVpnbT31HkZ0lW1Q0kH36pb3mzW2HnLRf20831kW1KkkQH1KGkX8W8ZPkF01Km3hTVkPYxJ5HFsHjW13-Zv872zrXTW712jq57cn4YgW5Ly6145PYGZcW7k_Vv02nRzM3N5701ClqrXZgW5MfMxt5_5hzKW7xRwLs40LPQQW1tQgGQ6N-sj5MNDyx-rTzpYTdFP04Q8bQq103)

[Sydney Scaling Up Summit 2020 | Verne Harnish LIVE - 10 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W3J7F7K7dSLdwN6_GJYv4yG4Y0/5/f18dQhb0Sjv98XJ8hgN81SjwlHyjJqVQsBjv3LqZc8N3hHhdQXL0jYVnQ9Qq8--HBkN8ZyMjbHBKM3W1WwdhZ5mZ50NVH5sfr2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hy8mbW9dH8_66V4m9NW87D2Vc3X0g0yN6bp1cMbq5fxW4TKc2l8RMSFTW1mRdX36ZvnPFW3zyjSj5DtF7rW5QgS-y6bLxlbW2gZQ2K1xD8SsW7mVc-b36fYyWW3gPmPt26dCfGW6RNG2p260TszW7dtgy72ht-_GW4TM3Bj6N_VskW6NBPcZ86GgmxW63B7v_7ZfKBrW1bBvW33_5Xh9W6LLdKR1NFfl4W8P4pWz8R9kfxW3NGSVW67h77-W6VgXXK1nCrbgW1QtZKS6q9Pp0W5S5DLc8bLnwyW5xV-P28GrGY4W6MZkNb6YkLlbVrVprC56gBW-W3nbgtz2SX1M40)

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: September 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W4QH76m30dRYPW5mGrn45JD7tw0/5/f18dQhb0S1Wd6_rzZBV1yctY199tj-W75tJcl525ym1W1VdcDC4F7R42W5_GqZC4vb6xgW86-HGR4xlZ6SW59RmwP8hx9YcW3FhpRV7NXBn3VC53F53nnq9kW8QgNZt55wd6xW8NkdFx7_kfyhW1n8z_x2VsCMNW8TcdWR82R-HxW76Jc5Z4_9rqvN7_WccMTDhhnW78vf9x4WQcQzW4QZwHL9fmjz5Vjxn652PS6x3W44_MMS23Q2jCW12dC2z37RdJRW8GQ_fh2M9tp2W7zqrjy96V336W3vwzCZ7s6cF-N4-_wjXDz32lN551h6v--8N4W79xp8K5qhMY1W3nRx-h8jPZLcVnnZDR5vGKMmW7PCrKw9cvPPYW7SYRc11_6fDQN6bWRYFd8bnhW8y6SMj2twZD9W7tg5Hr3YFBKxW7MFz3b1fTS6cW2nPpsb8GrHvLW6Dl56D31qm3HW5LJX6P2yLYX4W3XhZ794PG2qqW8vJknV1KWcMDN3yVm7ynNBW-W5BXSb852lyn8W4T02Nl93VN9pW8V6sfw8yrXXBW7W1CHB92sRNSW5s9CsZ4tJwGzN3CTzzxLJmBXW1Cl_gm48YJTM0)

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[San Diego, CA - Dec 10, 2019](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W28ct_x6JHsY4W5WrWxG30sBqZ0/5/f18dQhb0S3j46_HYfQW12NS3S4SrKwPW2yBfpj5s757SW86ZRyh5Z_yXMW4SRZT059YkmDW8D4MFZ6WSRySW6-LGg89cfR8wW7g_VCz3Kbg84W1D2ds95y20KyW4KGmrP6PclV_W17pRFs2bzJkRW2krqBy5yQ84WW8Z-MvQ7jQ9tmW7JPqfM7gTTBQN6j7VPXMjCGLVksKcz4RyXfrW1DBWnb1HX6XGN4CfKPJlfD5RW8bwr-55jhbpZW8RtvFP19CVG8W2DnRyK5-Bk2WW8YHV_H5w1G_RW8pyLyW4n5f_3N55YB203TsPJV_J5RQ5hQd16W2ytpj81Jk67LN3MY8qwr_f7sW4kQWcF4Bp6YTN1FBfPLCgLTmW2XqL145-RnW9Vq4TR72nV6StW6hhCK05jK4rbW4RqKTp2WBl_jW7GvvXw1_mBNXW3pBPxY391brqW8-_5-G6cH8wJW6d61cC4VRsKNW214Gsh1J67gMW7G04jM760VJZW8gRfTs3pSDR7W7wHvf57XxYysW5vkrtY6FN3lzW2yR8bb5rDdTPW6TDby52m3TQPVCq5c630LzCPW8-Y9Dg8TrwK6W4FPP8y5m2YwHW2dZ7y589C8g5W70Ntcs4m4hflW36B-dB95l-DYf8_bfq902)  
[Vancouver, BC, CAN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W5-Sr1L1cZ8PXW7PR8ZM5qVZT80/5/f18dQhb0S3j22dYTssMVWnDhC43PGW4-pTrq4_cgTFW2Rxb4H3mmH0DW1F-1jz5y3DTTW1qpg0y7K2yPKW7R-wFq13YFWjN6NYm-Rf_BZQW7djH5F4-zKXwW6r6rrF8P0sP5W73GcMr9j2p9jW6Npjv87nl2PzW38lPym4vggrvN3K630RBCrv0W4M64gb8d3WS-MMKn4ZRNKjnW6TgtrJ3BnZx4W8PMg8m1tPNQjW1TS-vS4MKB6NW30YFxH7pDG9gW61dV781Bxp7jN2S_M-ydFKb9N2xt0r1XK9BCW4D-4-96z9g2nW5vYynP93y_JcW3GtFnl6wbt8XV_8Ppn1Lh23kW5cN60g6c0nJSN4LYPbfY_JT_W6282lp29KhHqW40YY7685Mhk-W5cTsls3gw8fJW3bzlLl22p7J0W6WcT3f8cv9bsW5kvg8p7kpnsCN5y2ybfrgxtpW45hPxT5TnPDRN6Cp7f2_cjfxW1x6MZG7SPc6KW4G_DkV1rzbQ1N3XF492Ql9TZW6bRd7d1N5twMN7WtcfwZtxzvW7fZnGk9gLp3CN8skk22MrMtjW4C4SMl44CvCQW7CgB-Q43R4xjVR8TwS93n9Hxf8Vs_sf02)  
[Nashville, TN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W4Mxdhx4j4MYvN5ngN3r-fLMV0/5/f18dQhb0S2C87BfHj9W12NrgZ6vdpMtW5rDyS91dm3QCW84NGCM4LQdBrW7LVppV681jVCW8DBSqc27Rhp-W7tZ2bF4P6y2zW6W--QQ3bNmkyW4ZBB9G8YCHzxVDnpkV6NSPDNW91S7T68NbGSQW5g1_CG5RTq6rW8s5lzc7C-_XrW9cSWkC1rq-7gW83HL8K1vvf2nW4zjrcq2nqHPWVgfzRY6L5V38W8_w5tg8jzK5NN5tK0_FnhBTBVHvWCl5cr62jN5_NmmTj0Z_YW3gVWjf4jdzCkW5DdxZ36RGJ5lN1m1RG-70hmKW7VN34j2H4Fx2W6v3M_T1wc35jN44ChXTLG4-hW4kRsXz2hfSjzW1kQJfW4p-SzNW4LVHTp6Hw3QqW51NPZJ1MdX-wW6dwT5d5WwXJsW5X_Pbb4t1sJ9W2Q7kNR2ZdngFW3mSg518CVX-VW8MZTpY8gndPvW247jbJ4fHMmvN5W37KRStCywW3gzNGQ82zvpSN4WGXTVsW1t1W3tdv0H36XkKQW1JjG9b7R3ZTrW2b18Zj3Pr2gKW7gkh3g4lQ1fKW7nx98091gjNCW5pHMyG4cpmG9W24s-3q9lBNMGW93fLTP8CKWHgW6pP8Ww29QqwwW7FgnqP9ffxXCf9hRpFX02)  
[Denver, CO - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W5RhQbX2P06NWW7B0k5y8Y4NgL0/5/f18dQhb0S4006_rzZVW12NS231kpRrrN4_zX8qkvTLyW7LZt2C6zqdj9W304Xy697dr2GW8_6zc987YbkqW6NgT4P3kNLhnW1p_w8l90HC6SW2jyZT46dT5M2W4Yv1rT16qvH1W73G9_X8dgwbDW5DY_fY25DJF1N7pJ9V77_Yh3W6Gf8F66-mkpmW6sbsgD12q0T9W5ZLZMW2Hzc8BW1qlQMx4d0Z2GW2RKV7M8fZdywW1TX6s53g9h6wW1wb5xg47GwzFW4hMlcS7MrqZXW8Gc-hW6nS9vJW8cPJJ473CnqRVyt15q7rnbJBW5SWw_s342w03W5-dq6237HHBqW1NyL-C4mYsbTW885CPX53P1_WW6cJD7R1Hw56_W3CjZY77js3ksW6SWVdS1QQG3DW6TRMsz520D8vW3nBcQg7HNlcbW7b8LRl3SjkLzW98mkPP68f8bJW3BSLLM26LQ3-W3gFm7B5xCGRbW382wkC5cKf1VW78fDxD50NbB8W7WTH3-4RHlMLW3n6ZYK4hSdVNW2XWSQq18dnS5W1VVLN73trTTLN92f__Dx8cckW7xYwyJ999NqkW7mMWtX7V74j3N1CWmzCFwLr4f5h5CNm11)  
[Atlanta, GA - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W3dHmdk2wJDyhW1Kjr0W7LWSsS0/5/f18dQhb0S65P2dYTssVWnCxp60RnJnW47BsK94T7kNrW3FZCnj3kx6v5W2yMMGF1xJN3SW4bDPGF7wYMgCW9kF0fq4dK9dbW7-H0mX45TfDZW13bCjF8vv-c3N4NXGk-xRWfpW2jg5Sy94Ncz4W5CK2z13SYgyHW7RF63819VfRHW5LLNBk2Kyh8WW4Scwj_2dCJpWW7XrXLl1QwR4HW6DMzwN4vg6htW56vj001fYDK0VqpQfn4z9lh4V2NxP953y4P_W5mnBKw1dpDzxW31wHl26fFl20N5LpgRHR6SnjW5Jcr-R4XrX4dW24vRDS1KFBxdW4QkFVC2Y-_1pW56M9l-35K20jW4dRQgB3pKmvpN6LNwC5sp6WcW4bpKZ-3q82KjW44TQ6n84NVXdMz2tt8cfQk2W7TQFRY3YpwN4W6QM29j3C7KhCW7p5QDB1SjM-FN38Q29LgCTbFW8dP_pk2mKY64W3TSJBY2dBrRNW2KBc3r7SQnHhVy1Vvk9lxCZFN36sYvnYHGHBVJKCSs1yyYDRW5X1SGY2dwvJzW8DzqjV6YpJW3W1z1zWb2bl3QQW8JlyXx64MR7_W3tb50s6rB1yrW3wm75F8YZJWp111)  
[San Antonio - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W1952cr4DfzKWW57Xv8N5b-cq60/5/f18dQhb0S4002dYTssVWnCxp2KwM_pN4-pTqdGhdmBW5FRFSz9b-SF9W7cZbCM31qzfDW8myGB67wYS8HW9fdHGz1gwlH8W4cQV3r8v6b-MW97hSJr4QnDk0W81SGTs4clhbcW4R0Pwy9kXZkxW6Dkctg49pv_ZW7KGp6-1NvTvvW6sGFjx93jk00W74yJMw461ZBSW7dXzfw5m6qdqW2PKJj44cxvjcW78Mf2W8LgTMhW5g_9Dw3MXG9sV8khsV5qBY79W6wyW9n4zn5jCW4WQGbs2wBz6hW4JSnjD5mBvLXVGfFbC21HPNNW1pSpy-3HZ1WbW8sy6R-37KwG3N8Wzql-CHkJSW19N20G1HMpqtW7m9SHZ42jxb4W6sDP086NGrj3W2_8CpC8gcL7xW5xT6nh26SsLsW8vDsQL7TsYjHVTK5TR2sHmdYW7mCxYc30HYyzN6nwB1hc7HJSW3C2MbY8JNhslW6BmnGb1H4_-1W1rqB1M1wbggNW1Zt2bt5k95BBW8zy4z_1pMCh3N3zn6pn-vHWCW1W0cft2xJ2TkW4W5nVz4gdRt1W2dc1qB4x5Bb0W7sjDRc822tT_W2xW1B78Xg6LkN1FTfk8WcYSkW1CkYkd5g74-j0)  
[Waltham, MA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W98Pjc918BPcJW4l9tmm5S9dFp0/5/f18dQhb0S3j46_rYKxN12NSppF2DhSW4_X0Ws12McFGW1Xs27z6D6jqWW53xZWR30XGt_W1qkYdZ61rtLrN5Xz0tbgmDv6W1KwB2s8Kwt0_N4K-bttkknRjW5HrVbS8fs57DW4-8jDp8bdxyNW9h_3n61V1grPW6DFKzH8YmPq9W1RrPtG8jxdhyW65kHnR2lBGR5W1knkj-8s1MpTVxjGdy1kkD2PW1CSR5d50DM34W2HjPLH2kn4gWW6BfPpc6NQ3HVW55h_Yk4Vc0nJW1T7RJQ13pyyMW7Xbxr9523T-YW8X6RSj3QrjMdW4RjX3n883RjDW6-pPpb4PDWMMVJ1B7t5-7vn8W4Btfr13hsSnxW6LpclK4GJzNrW648tCw21KVKMW8jn_Br4BGtgPW6tYrJQ3HqdTrW1s85Tf8mBxkLW7fqP_17WnY8CW1wlDZT6dMpwCW3t4FsK6GWWgwW7D2tmH1RjF6pW4tr0xv5d9GprN5BxCwm_NKtrW7Lf-Gs82pkBjN5-lfJmRQSdGW4vY9Mb7vn5HpW98pFS43ZrcfDW59LggS1K01TPW16cKyJ7476gDW4hDK1F4HxfcjW4H1Cvc3HJ1CYW7y9YjV42VWXpW5nGpJn2jj3G5W7n_k5p51t3SMf7MGBVZ11)  
[Amsterdam, Netherlands - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*V5MrS27ChtqHW6vHcWS60vwFs0/5/f18dQhb0SbTJ8Y9-zHW6KB8JF1k63-nW1CX8xd7vRrRMW6Dk5SC5Cgxh0VnQ9Qq8-tZd7W4cy4pJ8gjW4mVHG7v-31mqXfW2L7qHP2MDkWVW2KG36w8-y10rW8_dDry4bJ02hW4KT2lh8Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pks9LW6m47S52x-ccwW7d094f6G7FblW4DFfS36RTbbkW41kHd66Pvh9ZW6n3HP54XBddbW1dl60D51DsNWW2TnySV7d_CK5W8L7ZT94X2K1jW5bTV9n2-gl-9N5X5MBLbjPdqW2BFCXm36bvkcW6btMVd8rdTLxW2yzR1063gHCkW2hC-wR7dn9FXW4KP5BH1VtdWZN2txdv0VR6H2W4q1tJV93G66rW1TSGdL33FzwVW9lsYs85hfR42W8k3Bcw76rzMhW675yc01tPMWBW8X1zjr10b2Q9W2KKXN58LjBb_M9Xfws7s2GRV1Nj6W5CDyHx103)  
[San Francisco, CA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W8m0zQX2f4yfcW6w1XD287wmD60/5/f18dQhb0S3j46XvxSmW12h8z21j3fX9VFLRR125v8LDW4qZzv957spSPVtdH8p1XlTP5W6NtZT68FrzfsN3L1QYCRzy0SW8Ft-4f6YJ0byW6qKZmD2lpN8jW7Srkkx8pz-RVW8pj9S29lhykNW4r9XCS5C43_jW65rnfF800tdYW28zHxk55xL57N2SyWmT4dZtbW2FMgVh1GhkNzW1L0_HQ2J6bxtW19dJqs2hrxhLN5T5r5QF3H9dW4r4Q_T4XhF0rW5jnwf3302tKsW8H8y6v1X6K3xW2FN6r-58HPPVW8rPtlS3MFxJRW7bLJdB1wnmHkW2_Y4QY72D2T9MDRLDDKy4dCW5f9v1Y4TKCsMW8VK27466nB_vW7hjPHM4vnwPcW8ZWvPh2Vds9nW14WgLG8Bk7lRW1YpmW63w7n_YW2zPnv25wBkSKW1zd1dB6SwFX7W7XHgGJ6lG_LhVQPBM_7_rXttW7dY06D5kSsYJVqZmwq6DYXkQW6BWNT66l2gRlW3c2zTh6R_sCfW7zmZqL9bnblsW3ZqBy96FG6qfVsc7NF2gJYq-W1K64Yk16n5X4W3p_ljK3t3KptW6P-lPh5px2dVW7TFF3B7m46jhW5fMspx96yM2_W3dzsqf69HZ2k111)  
[New York City, NY – Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W3FSzqw5zl9HzW1gmYYn6DY6FT0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqVQsBjv3LqZc8W3hHhbJ2P7_nXVbxYmW8pCQ6vW6c0lzy69W6MfW4vgKM1992jrcN7ZHC1mcNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzhW5Rpkcd3bqvNGW823cvs1GgGq8W1YYV5x72nt_yW6sxxZJ2hL6D7W1lD4qc7Vx71mW6hN7cv7L0qmvW7KMGqD7QWYp3W1rh6SP7c8ywLW7YzyZb7q5ZTtW1Ctm-g65-hm6W7THLPM1sDYW8W6LwQqF65W6hGW1PdzLP7VQXXqW2240j-28M3k5W6CFz9P80v5HnW3G_1lT6l4G-HMPs031gkKmyW5qjj6w3K5v6FW2t0XPv3sMw8VVmLW2J4r5l5jW24HsBY5NG5LnN5LzNwRVk6ZyW831J332CwZd8W6G23Kz6Yz2LTW7D7Hxj1Dy_KCW8ccC2B35KTgn0)  
[Louisville, KY - Jan 17, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*N7MDb5xSFBSLW3FF6wH1SwfHz0/5/f18dQhb0S2C81Qg2mrW12Nnw04-tb7mW4_XSSK7l5SJZW41XSXp1D6fq4W329Tv81TKbK6W3N6N361krbQ1W5Dy-Y55SspB-W7pp1Mx7YTn7XW3y9YgB8wPf5FW3150Xy6TwbqcW4pVgMv2fRM20W3sJf9w902mGgW2fBXfb8t6s0vW47n98L7dt5SdW10Q-bY8XJ9yGW2nq0NP5gWNptW2nkhn_7DWWPqV4KM432wHxPRW2hzXrl78ZF9QV_QwTS5XsFHVW8lqzxd4TsDC9W2tCZ7p7S7QnhW316Cg97f7X3WW5KzFNW14ytCzW3rKP_J3b2BhBW4-DKxf2mCHFRVXTQ1D8ksx9bW5fMWcf2pktLKW2J6yK41RN873W575WXq70d8X_W94VdKW46f9b_W69Kf6x980tHmW5p0qwk5N1DzcW5jYN-R3NFST0W35jckM4Mb-_DW70Ck1p83HZl3W14lWkS6LJ9XnN8j2L2_Z4hVhW2mxkBx6GPq5hW6j9PCT6XB6CCN3bzNrtgZ4mdW5LL5K15xxRQKW8Hs0LV9934CXV2xRs83_7cjCW6P5FFM3zjgp0W4fTdfH4vFnQ8W2MNpHv9d8GV2W2cTHH_3k1R-hW8XjTVH6F1KrJW48Ppxn5p8VWS111)  
[Ann Arbor, MI - Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W5TCYLy4dq2j8Vf1xB44P_wPC0/5/f18dQhb0S2C82dYCpZVWnxHF1b7Dr_N2x-HNQGh9WMW1SPCY_7FjYnmW4QL7GQ2SlZnpW5NbYVx7vgKr_W11n_R_3dk3cgW6vDw0W6Ks0cmV_T9pT4NlbWfW4tQJRf8fr1wPW21xVwN8mG4rcW71mnmx6M8yLHW6P1qCh7Fhw_BVSN5h56b5ltDW556zHT7Rxrz8W3HjrXh1xWGdTN2zgV31BLyHCW83mWhS4-D4BKW3pFvvW4PxXCqW2lv1nz2L6GkHW5SZ-Cn3yzvdRN5kLnbkjkk9VVF9QsH7RDqHQW3YK_LQ3qdxWrN2z1JYmBWGPsW2pSG3J1yXCT7W7rbnbH5q-qvsW2mhCJx97kbGXW7KG_g13YrNvWW9gS6p_1Zfnm_W6h_lLR3mcHhGW7qdKHg3HR_nTN841rqzYPTGHW4lc8Fq3M3KpKW2fWGsC8jLy-PW3LK9dX2d8c65W54TWg01LfnyGW6R3c0m7PbtCDW3fdsQW1GkpNtN7ZQkWSsxgvsW15qTkh4NcgFQW6Y05-D37pY90W2Dq4w13F9BHFW1yjDtt9j2MWyW49MNPr46Wq01W5_yKb16XvxYGW6mHDPS9gDrnRW2PysXW9h7Y3RW64Yd695LSpQXW38Z2r55BW0v-0)  
[Columbus, OH - Jan 31, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W4bgWQb7BwfnFW4p3Z0Q1QHB3W0/5/f18dQhb0S3j42k7jMsN12hdChlPKXNVm26X_5VZPszW5vfMZp5018TgW7gcwg56tsl1nW8mLPjY7ZCctvN4n9l6rlgCH6W3pKSyH7Q1ZslW8xlKRQ4gshSTW5qZ4dw7V3yzrW4YyBQk927BdSW26qR6V9b0XTvW4qcHgT9639YjW13yHL_5_XGSTW6dT1tv2xJkG7W1p1Y9l23_rPfW2nT7fk1jF79VN4HCJrlsJCk0W91DWtn7lpB4_W97h2Jc1Fc8fKW1XfXTk1kZF8FN5TkR0C-kRvFW5xgxnQ2J-JWFW4L6z_03rtBHDW94nPt85C77JtN7c83JrGMrDLW2cR_qF2l3m3qW3cyj0l7bGVhvVsf34k9knY8ZW5f6cLk3m7rr0W5xddS83pwfpDW4LbsxL8kZ-2LW7M5R7j65TSSbW7Z-Dc07l-C0nW8-pzMJ38Z9nrN7LmR8fqqpbhW7zS0XW1fF2zhW2zS4QM4LzJ9ZW2w5s1d2fxCZyW2Nn3Q3282mTwW7V2TR22N3DW1W6zgKfd4dQ-c8W60WJXb33y0bPW6qqB604QlmBbTgRj77JX6LSW6bXnHt8hCQ4PW4t7ZZP2G2pKGW8_lKr_8hQZHpW969vsJ8JNZWGVwP3bN1tWKztf5cg1W_11)  
[Phoenix, AZ - Feb 6, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W91rShd1rYRtFW4PdTDd801ncC0/5/f18dQhb0S3j47B0mbNW12Nntd5k4xlGVHsVQK1y7kFDN9hL1NhRyCHmW5sBH6550RpmQW1WyMrc3H5JJsN1WrXR4Trn_sW4wfSL16pLLRCW3sqbPT5x9nB_VMxsCM7BhdF7W8klKmF7jBvSbW9bmWcD9gMRyRN8PmzST_5FC3W7kty2l6J6c8TW1pVZBc1t_BJhW12cg4g2wG_30W3QfpCj1kZd0KW133B8F2pNnjMN7sD9LXSYJfpN1j1CvkscgZSMq7356JcDnHN1QBQgsp2n_RN8zyJz9q8QyVF61pz7S-c8xW3k7Knk4NpsHNW3C2Qh24p0YYdW58FRTg5gW8-4W7FppKC8MPV3ZW2sKfs920GRkyW24lF_q7f3dKmW7zmVDX59n2cDW3TsqLT5bQ8wrW4CXRF098L_ZkW2TYxfL4w_kNYW6JjntV7pKypcW8NdMy148Q0mWN7K94-VVZdS4N1Zbwy8yQHYnW8PS71P3y1n9fW7LFmYX3kHlNMW5-L_5R8vX_3LW4qXM8g8Btl0VW2CpX-w5rNKnTW1dy5QK8d6lThW9kxlgF630BVGW3nd9R38KR6cJW5SfmWp7Pfsl7W7js4Rk7W1nRPN7VL0HHzhPXWW5sRzJG7Bg5kxf75ZHn003)  
[Nashville, TN - Feb 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W4GC7828WY0PFN7st0cL8kRFH0/5/f18dQhb0S2C87BfHj9W12NFyK5l7Z4gW1x1hyj5TYrnFW195sRb3zJppZW3ldRVw7dLGNbW14Jxb37zh0bVW6yyj875VsyrJW1LflTL7Q1-hcW5V-mQ12ghn_gW2KtWPN3PQ_29W864zG94Cl0t7W2XRVks3Ss0-lW7WwTSV75GlZPN160vZfvg2GnW7r-34C2xRP71W6qdCrg7lmygpN1bHqgyV6xhQW16YsBb11RVNNN7Hz0dl2yjWvW8g1S_g2Z-QgkW8Xsng073kyZQW5mk1BV6VMsljN8jBlj8TRDJ9W3J2cXQ4HQXWWW7HfqdL5m3LqRN1D1jpmnjtw2N3nWSGY9XBFGN3qdStLyRWjTVlYWN016tt7wW8chMwF3r9JCjW79tQFc5xJ6McW7QPWyV2_dwkRW5X0pNR97XQswW2TBsqj5WM3DhW4dprtJ7RJCySW8MZG6P8CwXD8W2b33d64kDZ1mW2qN5n51_sd_mW3T7w0S7MP6t4N4WGXTVj_SshW41Xffn6fBl29VSGkFl85Tk-yW6gb_V622cst5W8msjZY3bGdbHW3Jg4xl81QMMqW87cKWh83GW-gW7s_kBd2k8_3tW3mwJh96NBDCFW9fX0sL5TGRM1W5vB0XV15X_Ygf1NVWT-03)  
[Dallas, TX - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W4bdPHn71vSZjW9k-M5b34p1CG0/5/f18dQhb0S1Wd6XvxSmW12h8zT8b2fBqW8VBsr22pn9HJW7ZTM1Z1D0-2GW1-CjS419LVHkW9dXhSD6zDVm3W4hqKHw7bd9bKW4VFdWp631d13W1--bgG4HQvWYW6kYT-L864t0mW92JHL18jDPYQW4Cp05m73wRgNW3M7snd43yzwsW4d9xkK49bt2pW7FFC531rPQdjW1DB4Fk19pwfmW525fHd2mpGhSW76G-h24BlQsrW5SSR_R1G_cBGW8Fggbc4RYP7JW1jTvVq17fND1W2JtsV57zfJDjW5-rj0k6jQqtHW39c0Lt1Fzh-FVYznr16yVrWZVL07zJ8whcP4W4Nwnc68sLgnsW2tj15T2xjJ3VN8wf06ydfmNMV7s8J96w4wgzW3BFbTC7K4zFkW3bG1sk2mSvCcW6xdVKJ6yxL86W6zVTL44srS6PW3g8hMV6QS57HW6rYdfz8C4Md-W59S40Y2MnCm5W1kJjHk3Sfh1BN2m86m9Fp5GRVLH2nJ1D8b7bW7Z5wjF2L1-C8W53dBKs70FGt2VVRW2W1D8cFFW17Z8l-6wC-Y6M9F66K68whLVT2Sgg4XmHt8W8NxXnP2kGD3tW6w8gq97ddSkXW9gJyRs9f7LwtW7V74lt7sSHPnN5TG1Jx6chtp111)  
[Los Angeles, CA - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W3_ypHg7ylqhVW1gDH9K2wtJyh0/5/f18dQhb0S2C87BfGH_W12Nv392qyg4PMC7kzkhRWqZW5DJVrV6Hxm-WW9hvjbL55lSCMW75z0sy8J_NLSW5JMGlg2J-Pn-W4Q1bPS4qFSLlW8hDN8R2xD3QbW2ZZ5xx5PlHGwW91R-Km4p0Mr2W4sv7Mc4lVXw3W6kVtr01C28xyW4FgwyH1LgjndW6LNjV_4scbcJN5Th9zc66-FJW3JBVYL6tT32kW31qxQg1tqyKDW5XJs_V6yK5GJW5K9hZg5-M_1_W8cP8sH71L7BjW2zY0QL4X0NyBW7tz9gt6RQCHXW5xzQ2c8SLDz2N7rKKy3jYBWCW1NMZ0w14GygCW4SzPgy3ZChK1VVnGT-89rWCkW63-RpG4kkCG7N5yN5HXlL9D7W4GvfnX1swKt0W9bZY1969QHbBV9qBQ63Tzw4YW2Qpkq37jqNCDN7BlCP7SGh0yW4xsglw8H08l9W4m_Ph96JjYkkW8flFww6tnJKKW2yy3p566lM35W3TMyJR8qND-8W7c3_MZ7Q2v0MW6x_zd967cw6yV24qsB4-d-lSW9dmYXf4-3fM2W8_2b4s8Kr337M_hhdBCzVqGV_mHHv7wMKYrW5pXxwS5pD5tkW92grb35Hw5vqW4DRQDb3_frFSW9j6NYc6j42f6W3WrNrt1z6NXbf63y62n04)  
[Sydney, AUS - Mar 4, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*TKQc181L7mDW6my7_L3fRsT50/5/f18dQhb0S3j46tQ-5wN12PbKvG1S_HW1fQl_n2_V2cLW6WnKRg8ffbrjW1z20Cv58KMwTW4sH6hd5CS9pHW8NtKKB8gG7X0W4gJShc5J81YgW8KTTlM539MDqW3MyWY74lNkTkVqYgc58Vx1g7W8pjTft3NpyChW6zxn_t5QblM5W5CnYgP1gqKyqW6pZQgH6qNCyYW84JrMB4TKkMgN3G-hs6qsV63W5mlKgc1dh4ylW2rnr_01g1bQ-VVFBjJ5Y0l0sW1fJYZW1_PzZwN524MDl-mpxSW7V6Y9v8ngw1WW74hstl1mMHp5N5Zc06_djvzFW1dC0-q38_chyW5k7FTY81NNbnW3FYJXv4zR5NYW1RxKFM4MzyRjW7zt8zS1qrqQgW6CxMjY6bjYvrW8Ly81Q3kpXYWW5m0bzD6BJHBbW6RRF4r4tsS1yN5HGcrlB_5XmF90jcynCG9DW7ZS9229jWC7dW6Wg6f388rwL8W1syh1W5_Z4VKW7Yk3S-41cl96W97-Gp78TFCZ7W5DCB5y5Nql8NW3Fkl981nrbK-W3JdV4t7Wz9YdW6KZnjy6P3gHMW6B8R0M4FwQJrW4qKCS03zjhYgW8-bvSy3T2ZVHW4HxfX-7CkpLfW54nsG36h6pkHW4GJQ4r6bbZk0W8j72gp5YXt33102)  
[Sydney, AUS - Mar 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W8dNfTX3DVN7ZW6H2PT61bgvXz0/5/f18dQhb0S65P6_rDdyVWphpb1j3qnyW2FggtY1gBHz3W85wNdL6t2PkZW7phKQ66V0pkFW6zzz558ktHzFW8HBtTl91C42tW3KtlPq62ZClyW1JjfX62R9DmhW6R5Bry5zmrY0W7JQvMR8QpZc9W18TX8H9m3m0YW3M3RF-6GN5N9N7wFRg8Z5LHyVj95Kw7Q4MvwVNTPhm4F8YQWW1D-wf036ZL7wVP7-Y02N1SjfW6mQVn664pZHpW5V_vQ633VKC8N5K6zqlSCdVMW7jrRR747tgcsW5bLGhf4NJ-DZW1ZnW-K7LbWJ8W84VV1P1s-_RgW4Tj-pw4YmTV7W2bNlWw2LVFRvW4zR9jR3X75kTW6mX05H7y4JbgN5_FzKfVhvwjN71dwp-g8g_YW92SsBQ4H1DD6W1SK0j88q5FSyW29X34S8Y1-j8W7kM6987J7V-BW3hp6Mn3y0_S7W1X2JMt9jDVYsW4Z-35t36HFFKW8HnV2h2y6vTLW5bNc-r2S7K1QW65D-VM6GkTxfW31BXX77W36ZsW51CB8X4RrfxYW8mJLl58Dc3XrW3YzZV92kwXdHW2lRNxH4Pfd31W3L21qP83RFR4W8hPp1M9b1_4bW35c3Bk9g8G_GW8hqP9w8yj44rW7TK0Q13F_0LGVJgp0b8XWH0p111)  
[Henderson, NV - Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W28xJSY8qpTn_W48FyYy91KTrG0/5/f18dQhb0S2C82dYCpZVWnxK64_BcFlVDMFsM2wBWxYW1VvXXL7Fk7-zVK_NfR1cKkBgW6WxCwD92YS-FW28CHbm4LchdfW5nyZSP1HDxh6W6kwT6s9fbGVpW657yvV6tHtDHVzQrNV18__wgW9m3_BD1TlD1lW7rTbyj2fcNPZW549Y_q5nrr_wW2PfsMP1ZnsC0W8-sBkK5ZDQLlW2zMVlf1b2ny8W3mG-Nq15s_r2W2GM-bR607p4RW3Wpnk679FSTdN731PKnL2c5tN1k9h-wpymFyW5hNGzJ3fvSv5W4qzbNt3fqc-9W70f6zJ4YnSqZW2HfW141lRrPxMBXvN3tqShHW8nBwxx78JM_KW2tcsgW4PjgV3VZmD-43WXhwsW98VN772skCYKW6DV-VZ6TdzzyW4GJNPY2k_nLHW7xWPzV4ln4SmW3snYFG7-vp4ZW8-rR-T2WN4SZW6n5z2m5CwK1yW7qD8hr8vpq7tW4Smm2S17TDKpW5pcyxn7W5PyjW38g4Lq7ft1kYW4qrPg_1Zt__pN84HlfT7JkT4N6Dv-qJ3TpmbVcmgZy62Kt61W8RJFzb8kNgY3W8kj9pg2Lv6ThW4DC5RX94d0TKW4CC06L8GLVgMW37Sps91zS4kff2DNgGr11)  
[Brisbane City, Australia - May 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W8bqZRy7rT5bhW3yGDFF5K3fCl0/5/f18dQhb0S65P2dYTssVWnCxp2KwTzWN8h8Xqlks6H9N9810RMPX4zkW53YzV_5mPtzgW6KDNmn82hyy1VB5Vjm5x2wnvN1JNnSXSJ7whW6tL1F82951ykN2pZ5nchpY65V_7P6D6_5rHPW64LCyc6jGZzcW3fWk5b2G-j9WN8s11mLHgfgqW711pwg8pZC2LW7XsJTW1P2952W1Qjrmm3k3jnmW56vyjm2t2GdxW8ZMMKK16YsMwW711Fjv5lnv6KN27NT8K4yS3PW66L6Xq2CrxplW4kG5WK91zKPsW5pq-vC2rNtKjW13bw1h5ymKbGW2nGKJL684FlQW2Bmnw86fnCv0W27pJS_7w4GvGW85B0MD72kwbLW8nX5542BNdSGW1_1-fm9jbTh3W7JCh4g51qm6-W5D-f462BmrHxW7VDbpj2T6Mm9W5mdns062k8tVVJ421D7fLYp-W82rFr23RS-NJW6CsHgW1p1Rq9W34j3506B2SvrW5ZZW_g2k7VvkW3r8Mb21pjx7rW7lN2VN13k1bCW7kj2Bq5C-pLrW29kSm57zb4p5W10l4qv5PLBpRW8LQ7CT7L9LYBW6X1BSJ1CVZ52VKsRrC6F2dyZ111)  
[Sydney, AUS - Jun 11, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*N1vX7lT1T4jKW2CGyG511kHVH0/5/f18dQhb0S3j42fbcMnMWnSlHlMD83W1w8fX91bnxllN6ksTqK5bJVCW5F5QCW1Xcb5yW5kscqQ7VTSsgW8MwQyV91xLTdW14GTZK7RGlm8W3NlWRP6btCTtW2_X9dZ4yz6HRW129gmp7sqS2rW8SdRYt7NPMHDW7ghdKP5Fv-vGW3TZr2H686ZTQW8nKQC91mrxJQW27zx5P7GyJJYW6BfwdM4F6xsjW7JmTBs3GkvK_W1bW4zD1l5WbRW779WJF4lStm6W5QQ4FY2nSwgxN513RH0nPFQhW5bWBBX1Fm3pcW92j68N2F41PNW8gNd7k79x8XPW2VV9kB6ZF-KmV4F8H24yKn9YW1MLkDz2hdG3WW1m2nWn1_qnkBW2WZy8c63g6JNMn3v2sSczKQW8DfKpg7lg6b4W1brGwl6FGr93W2GwmJ866s2ZpW6SfNbL4cMWBZW49RKXr4y-10GW8B1ZT38CW2nDW7R9vXl8YfF86W3SKdvm2HV4WRW6BXhMY2D-TlgN3zjVDnvgnl2W5sYt7s6Y5yPWW67JWX06Qr6mSW4BQYRH3RpJ6TW90dtp32gPJ9tW4XBMtF3xx7ZsW6FFXJX7BdhxGW89ScG15Sfx_5W7dy8pN9jVBCqW9d8D2M6M-lZmW9brKRD1L82sMW3S5FXp5ggsd9102)  
[Sydney, AUS - Sep 10, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W2crz1R1ltnMqW610Nb198s2V20/5/f18dQhb0S2C81QyjWsVWp7wj69NST_Vr0W_P5h9lPsW2Mb_kV84DBl9VqSYxt5YW5KSW1DYC1G3C5sncW2bkhML26qdNHV6J4M-3-qSPWN28TTppqldhRW1ky-_H2QxqcnW5g1P5R2jGFLHW7pykzB3v7DxbW3jsp9X6PRbxKML45JRLPdJ4W4l4yB94q-jyGW67-wly4j2q6TW5R7bhL7NpC1PW2JbyNK2svqR1W4RSfTp2x1_4PW1Nh8xF7cfJ_rDCbVrqzFb6W1QB8Dt53WptzW1l6YMW90GGzfW13b24B16Fl5vVcw2C54-0mXLN7zYYj66wFw0W6vv5wp3H3gTxN4lKX27WvKBLN5SdXMVN8wdGW71PZ_y2LS7tyVG643t6VB6txW2wtrdY7TWXB3W5hx8ZY1brGt0W5NvjSV7k-LszW2rjT_M3VJzxrW1yQ74D5mB72mW8PPv0J8wS8f6W5k130m3lq91NW78zCqx3XfvMLW4BptPR64Jl5QW5MHJP864PJ87W91Rftt1Ww0DBW41npl07HPz5FW4cPdMq86nJw7W3X-ct390kmnnW6F3Zn-57XfpsW3xl8CK6D9RPGW8MXMjr6q7Nx3VVfLhr8V7WmfW4GY0JW4D337VW4Hxgmc97srFYW10s_Z-6F5P-cdM94s902)  
[Portland, OR - Sep 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W5wGk2V5G-yCHW40cT3q17pKsJ0/5/f18dQhb0S2C86tQ-Q7W12gM6K4_zZDcW4_r9rv1gBzCSW8L6NPP54yZP7W6wBWDg24L0bnW2PYm0l7ZlvKCW7tj1Cv1KTztyW3_JSZL3XYmW4W3nr70V62ycBYW5xsfyG7THWS1W6W2q-_26ps9BW9g6HR989ZcBLW7JJ2WP7m-2kLN8kyDlWMDRbpW4yT66V7Cr8M2W4MQRd31RgbXWW7Cw5sy8FbK5hW1vGNLh2Gz9-gVMwDzp1cH_vXW5jSXZm5f9KgMW7RPlx0540G1KW5187PP12y91KW64_CKR7_FPhZN2gpTV1thlVjW17gyQt2H9BX0W6-qHrP1RHqDYW1DXJSB1q-m51W7nTjQy2x7ns2W40bsbQ3QzgjdW3FDy8185HtXmN2FpL_1kTcKRW1vBFyx4JMr6gW3P773d4QyqjnN6kZqBP_wccJW1G1Kz12LpZ6jW6HzthB3pthRRVW4FCR3dKRMSN6kDlpnjvt0sW8RMDsw5VnY2lW3TMKVY3JB8bhW3rRgKG4lnGz7W8jdVcg83_lpWW4XQdq13SX3XjW7zlh0m3HLd65W1N5d-z6fMdl2W7B18Yw8KkncpVTW5Px91lrYXW8W-hVL8Hz0PlW8N29wt2WHzzVW7HfN8c861tbkf7NwS8502)  
[Lancaster, PA - Oct 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*N4YSjpBqbm6JW52Dnmg393lQv0/5/f18dQhb0S65P6_rzZVW12NS232vv2YzW3jFGGQ8bzLY3W8Vy_z48tYvQsW5_DN0K6ZTyXkW8X9tbQ87Yb96W2kmf5C3hQ9NsW3lyXjc5wfk5QW7FTs-C12DHRxN5ZtwTw7x5ZDW49JtH-9bbcqTW7jlgt31mhVVtVLWZyP4_f_wJW4d3ZNd5nypgRW773ZGq8d41FwW7Xr7BP1S_2TCW1_GRzK4X_BG7N56vyjh4Q7wbW8Rcs_z3p1T98V2NxN33GC5psW8yjkGs7xgrJnW4jGJz-6sWTR0W5wCMr633cghNW4XZcYB1DkpV6W8bblF06MD3wNN77_nJ6xgHqlW1L_Tj42g_GYXW4kGS2w2WxCxZW77Lfdv1T0TkxW53jVSX4mr1_jW6RwSK56Rq9q_W165HhM3-kY5CW7NWsnc3mW9tWW30rrYb7fT3SbW3chPjL2wwKJGW2HbPFJ3XT-MHM3QFqrRQb6LW3gjq-R7_ff25W381VFx59CnRfW8Tqn_H8-156vW5gjrR09gM1HYW284lqv8rh_r_W57kvM45Dzhq-W60wy5l8zPR2gW21Nq7k7dnkxnN8Jxhp2MsbCjV-MKF_3z0RFNW3pfZww3BDCx1111)  
[Costa Mesa, CA - Nov 10, 2020](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W6vRJW189hdStW3d86gw7Hd3mM0/5/f18dQhb0S2C82d-zsMVWnL2M1bq02-W5V4sC11m6_4gW7b8k1k4JkGJqW1tsJPG1gcsDRVGZF_18HbWR_W7jvhjb757GC8W56Zh164hC2mPW3N-MMn2tLSlMW2KGW6H7y2WBZW13JB1B4glPDBW18yFL542GQmMW821xh81Fgm8NW58jGS-64ftkXW83HjTh1lKbMcN8Pkg0YGYswTW8TCqS-35PgxwW8kmcqv5hwMJzN2gBc_JmVl4vN1l4B4nd59bNW2LbZyq5HbXs4N7yW0SGWyvsKW68kJSG3XqYCvW7cxD0683YS7sW2mYRZy31J6yNW8L0FPm6tjVJ0W19q_HB1TQdFnN3C5Qjn4JGd3W4FVVzc3F4NBRW3jkMJ966SRDQW8Wd0Sh6DSbbmW5C7pH34wzMHFW8_hprR54yTy0W2yb7Tc5Z6RpcW8HjhyD5Tn1sqW7vFbrX1ZHjt8W3hNhPc4zbnF1W1L9HLD2tcC1yW30nPn07KfQ3XW7YBzp752QSPmW6l7h8g4Yy5S1W6Fgq_C8cMsrwW943CtQ36bjPmW1TdXJZ7c9JKwVpRd_T904S5rW9f-Sl94Dyb4-VXYrhM43Gyp_W7Vnp4L3vmS15W6c8dJk2X7mMjW2xRVJb352d83W3Srcmg5BW0v-0)  
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[Exponential Organizations Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W3Z_Xrn23kQ-PV8wr0Q2KdZRM0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqVQsBjv3LqZc8N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkH7tvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RTbbkW41kHd66Pvh9ZW6n3HP54XBddbW1dl60D51DsNWW2TnySV7d_CK5W8L7ZT94X2K1jW5bTV9n2-gl-9N5X5MBLbjPdqW2BFCXm36bvkcW6btMVd8rdTLxW2yzR1063gHCkW2hC-wR7dn9FXW4KP5BH1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1X27Z1ydLW5L8qbG1DCYTdW7XXdx587lv4wW6Qb4QR6XpHBfN6lHYWwdSQk9V1_Q0y6g0xsL111)  
[Topgrading Master Business Course](https://hl.t.hubspotemail.net/e2t/c/*W8b5Z0k6xSRrfN4h846NKkfdf0/*W5Nhy5x2bNfWGW2d5_bM8C_NfC0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqVQsBjv3LqZc8N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgqzN75MkBStvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36RTbbkW41kHd66Pvh9ZW6n3HP54XBddbW1dl60D51DsNWW2TnySV7d_CK5W8L7ZT94X2K1jW5bTV9n2-gl-9N5X5MBLbjPdqW2BFCXm36bvkcW6btMVd8rdTLxW2yzR1063gHCkW2hC-wR7dn9FXW4KP5BH1VtdWZW2kL7PD22TNxnV9Mb5m4bPLhWVRb-Ys64RB37N8y_DL1n5zc7W4c-1X27Z1ydLW5L8qbG1DCYTdW7XXdx587lv4wW6Qb4QR6XpHBfN6lHYWwdSQk9V1_P-L7YLxV5111)   
  
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**12/13/2019**

**Businessperson of the Decade; $2 Trillion First; Equality = Innovation; Women of Color Entrepreneur Scholarships**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| …(an) innovation mindset is six times higher in the most-equal cultures than in the least-equal ones. | |
|  | Accenture’s Report on Equality |

**Latest ScaleUp News --**Jeff Bezos Named Businessperson of the Decade; UK’s 10 Fastest Scaleups; Scaleups Thrive in Australia’s Wollongong Region – this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W1J3N7h2Wd79SW3gHZhc8fWLMx0/5/f18dQhb0Sjv48YHtdnN81SjwlHyjJqVQsW6Y2zWKd6N3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1pqBNSW1ks0Kj392CCGW5jPVDH47P0wCW403tVS3vbpkwW6mSYbJ47w5CVW4l0Qt92xY0GyW3g5VcR535hgDW42jwC-5fztxsW2VgV9q36t15SW3HfwWn5Ws9YKW4SgP6R2mlyqKW4Y-M6b6wKqz4W6sg0c253cTF9W4k-dzp3XTZZWW2LbLxT2wlJqQW34ysZk1bJ0nRN2PGKtHBb3VqMwKJnC3qXS-W3nv6jD7bW3kLW8y1Sb119npQvW2GD9D749R-5hW2jd21s8HG9gsVcRxFZ6XWhy8W8ZL-4l6_ZGD1W99-pGw2pglVTW6vc-Z644Tfjvf2K0SLl04), your one-stop weekly update.

**If These Insights Have Been Valuable to You --**Please help fund 30 scholarships for women of color to scale their businesses, donating what you feel these insights have been worth to you in 2019 -- $1, $5, $10 or more per week ([Donate Here.](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W4n2Pct10fbDYVsGHrW6TJX3Z0/5/f18dQhb0S9r99jW3fKW8Jtnqb50RnyCVpLs3t1hsm63W1FSlVc2P7_nXVcnTGj98srMtW4r3yzt6PkD0zN7nwMJHbpT8tW6c02PX98JS69W25GdcB6Qk4-NW25xgSn6hYPRPW56HHsR2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W1mflxx8gjY6LW8WBKbV56sy_8W2NhXFJ7pF1qcW4bF7wp5LvTXxW32LK6675XjGFW55RDrp9fcgmbW4h6HzT3r0fj6M7mYVN7qptZW55FvZl4dpBgbN6WQxWH4RP1hW1yVglX9ct-mlVq1P8m1DppRLW4Rlr4g9dlXNMW3mMCqg4cDydyN4lBZ6Fnpt0dW33qFCC7nYDYRN8Q6NPbwhM-cW7GrYJZ73R1h2W224l1f6pHKM0W770mwh1YYyGTW22wsd249FShzW5MM42Z9gpNWBW8dkTbp2kVTkNW899K8f2LflsVW3G3k2q7TV04jW3wPByY3wqslbf4XDYnh11))? More below, but first…

**$1.88 Trillion Aramco IPO (Fun Fact) --**The largest IPO in history, Saudi Arabia’s Aramco is the first company to exceed $2 trillion in market cap on the second day of trading this week – [CNBC’s article](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W7gKg8s1Fw7vwW41-K_K3Gf30H0/5/f18dQhb0S2C87B0mbNN12NrgZG1S_lVm_H941tsRgjW6yTyJ22x_5VpW6gY3tC4DkTDFW8X2tyl1W0tbKW7HNbyP7m937jW6YK7Cm2vkR6BVhjmHg4GBBHSVCC8Bs29TVJTW71SDmT5Wz45PN2gPR6wwXW7WW8rwswQ3XX9TfW8CY9SD273nBrW4f5m9h1g0c-6W93BRCX5CB-R3W8-Hj391SHjX6N4_rXGMPQPMgVX7BHQ2GPSj_VZrkHd41HkZKW2H9h898lhNcYW646D_72V-2M8N7JChwYj8xZZW3pytVx90FRFlW5r4Cjg38pStgW3dwsc05YYWsQW9cVBKM901qg0W3NbXyX2l-76sW1bgB6D8KJ-MkW8Jnwjc5G950TW1lplrk69BndSW5r-qZb7hQRwmW6pP6GZ3dTg-PW2bj0N42yy8JKW3l4trj8TNbQzW3gYYgF1xtBnmW5sssFh8YCtl2W8pV8gF41VKBQW1z4jG-5JdgK2W4ZzwmM1_5LWjW3vMS6Z8N4YmxW3xkZDp8ttGQcW3Rxs982YbxWsN6tls2h83R9fW85cH8T7dKP3mW13bv9W4t9wNJW26hWRR8KRjS0W12-2V44Z5n7RW89cYBg8Sb3DtV5JHmD8417XS111) highlights the milestone.

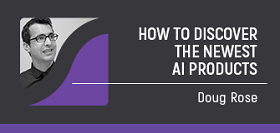
**Saudi Arabia Ends Gender Segregation in Restaurants --**And coinciding with this milestone, Saudi Arabia ends gender segregation in its restaurants, highlighted in this accompanying [CNBC article](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W8Ptj_73pPYp1W2gVs-K8SgJMd0/5/f18dQhb0S2C86_HXKNVWn-wL2qhrcsW52PgvR2vyl-sW6K1pL04mQ1tNW4sXCy691sjB_W8q_9DQ6wH99lW8GvbKL41pvq2W1-KZDH7-R7kyW5zBSsr1c9r9TW1rVp2Y1Rqks2N8n9Wm4TCLhSW7LBt4_4YPYS_W8y0nxl6z38NVW4n5Xfm92XDcqW2PZVF65Nz6lDW69BJcY3fk53_W6m1QzV4lDZh4W1Fyv4Y289_w2VnSC_B4MPTdXW4Xwb5j1ClgFyW4JBV2v1yVKtlW2FYtN98k4k26W5cXPwg6mqds5W7cpfXY5gMFpvW15x8pS1MVDBpN6nc36NyT-J7W3_zSbl2PZDX5W1RgC0m1MdtGFW7q4Gw853jyppN7Jmxt4nQyd_W3KLRpX6b9w4PVjT0by6TCYQmW1dqtb_57Mkn5N9jMpF_ld1N5W6RfRJ48rb5VRW8NpT-K3y05MfW8ByKHQ6__VPXW2JnPtx4DtzbFN87XkkXyxrsCN389z9Yy8gBMW3TsJds6tdxmmW281hMy3FgMLmW8_H5Hw4D1DKJW3SBK8f7r1dJ2W1G71nR5ZGBK6W94wvQW4hCvfcW3V7pP37BGpy_W9l3HpM65qG7ZW8RTNpS6ZT0zwW9m387098tfznW6n01tF3DjSKSf76rwZM11).

**Equality = Innovation --**Companies (and countries!) might pay attention to [Accenture’s latest report](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*N3T_kwNnNwHxW7ygC2835ttKF0/5/f18dQhb0S3j428_Ns4W12NqXr2vPQmGVBJZjf1fC96-W3Wt5ZR7dD-TPW2jg3PY6WTK4xW5HPgQz216ffpW1r6W9D73lgK0VVKmmF3pxWQGW2kjGgz5YnMc9W25wnyq77brxtW6L6t_R5S6p8rW4Qk10f26HqXKW7hb43q36PCNGW7wN8jD93jnyhW1dl-WZ3yyt8MW8TGvK07JfXFrW2N8hZJ3G0fFlW5bwSBd7tl6J3W67BWv-5ctlb1W1LvBLr53R35KMpQ4QyYbXRrW1gKbPt8d4zlgLPkHbMBx8CW7728hN4W_2Y3W2QHQ5Y466y3WW8s2vsH37KXsfW8VRnNv3FrHjLW2n_M2m3gMjXjW1z6mCm21dqY4W2Z6k6N5D1wtkW3CJs2-3z--WLW3Nq0p73dRVLyW2blhPQ2HwYhHW3pF3_R2KQgfWN6R6t6kY6MH5W8n-2zv7Qrw8kW36TwnJ6RqJ5pW8TrlpW5v2H2jW8xznDL4m1sPTW7mNQTg5CsWwNVjsgL93m9FNRW3cPMsz2ryZwSVfqjb48h-JNKW6-XJSZ4Ct4DhW4YXycX2kC09XW5xYy_J74FrZyW8SnZ0z9c3kVfW8swj8B4WrnT-Vr9DtW1gLVqt102) on equality in the workplace. Summarizing the report, Alan Murray with Fortune notes:

|  |
| --- |
| Employees of companies with the most equal culture were more likely to say “nothing stops me from innovating” at work (40%) than those from the least equal cultures (7%); and they were far more likely to say “I am not afraid to fail in the pursuit of innovation” (85%) than those in the least equal cultures (36%). |

It might be noted that the CEO of Accenture is one of the top women leaders in the world, Julie Sweet.

**#1 Workplace Culture Factor Driving Innovation? --**Accenture measured 40 workplace factors in determining equality and innovation – and #1 was (drum roll, please) “The organization provides training to keep its employees’ skills relevant.” The key word is “relevant.” The only way you, your team, and your organization are going to remain relevant is to invest in training and development. And #3 workplace factor was “Company training times and formats are flexible.” It’s why we host our annual ScaleUp Summits (equivalent of reading a dozen books) and our online education to provide you with our outsourced Corporate University that is available 24/7 to your employees – see next for sample…

**Artificial Intelligence: We can't get away from it, can we? --**[[](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*VkzGF88QZXdFW884s-h4fn3vt0/5/f18dQhb0Sq5J8YHrG2N81SjwlHyjJqVQsW6Y2zWKd6W3hHhbG5Cgxh0VnQ9Qq8_1KctW30HSWz56888GW4dPVLS52H-cXW2L4ggD54RRzhW1SPBqZ4dF_ChW2K_KWF7K-d02N33x2W-s1jBQVsNFtH8V60k_N2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7LVsW1P7VPC3gBlxfW7c7F4f1njGYlW56HH0p96zRPSW6bT6L38RRjRDN5CkCbgHZ5KNW5D8zFF5m3ZGGW95PQps2KSp1pW4CXDGS7zLMQ0W3J_cyl8vr5SsW62nQ_x3nLr8VW5w9Hjd41H3l2W3XPh7M5qNPZvW5NZYRh8wwwLyW5kdPvK38lpRnW14pzTd38vqxdVQ9mV_16jJlpW8NjfRH5HGNkhW124D1y5CFxR8W5jksGB8gC-G2W5y3Fzc11nMrCMVx5G5GBsw1W2280s098hpMNW4Pw1Vk2sbPxnVb2sQG3W18PhW1ztSn_5TjM2nW5hfQL48pF37pW4Cs42W80btMfVpHwVs4vJ6BPW8ClCPt4CSkk4W92QWkH4Pxhj5W3DlwBb4Z1C3sf412wT004)](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*VkzGF88QZXdFW884s-h4fn3vt0/5/f18dQhb0Sq5J8YHrG2N81SjwlHyjJqVQsW6Y2zWKd6W3hHhbG5Cgxh0VnQ9Qq8_1KctW30HSWz56888GW4dPVLS52H-cXW2L4ggD54RRzhW1SPBqZ4dF_ChW2K_KWF7K-d02N33x2W-s1jBQVsNFtH8V60k_N2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7LVsW1P7VPC3gBlxfW7c7F4f1njGYlW56HH0p96zRPSW6bT6L38RRjRDN5CkCbgHZ5KNW5D8zFF5m3ZGGW95PQps2KSp1pW4CXDGS7zLMQ0W3J_cyl8vr5SsW62nQ_x3nLr8VW5w9Hjd41H3l2W3XPh7M5qNPZvW5NZYRh8wwwLyW5kdPvK38lpRnW14pzTd38vqxdVQ9mV_16jJlpW8NjfRH5HGNkhW124D1y5CFxR8W5jksGB8gC-G2W5y3Fzc11nMrCMVx5G5GBsw1W2280s098hpMNW4Pw1Vk2sbPxnVb2sQG3W18PhW1ztSn_5TjM2nW5hfQL48pF37pW4Cs42W80btMfVpHwVs4vJ6BPW8ClCPt4CSkk4W92QWkH4Pxhj5W3DlwBb4Z1C3sf412wT004)Though it seems daunting to figure out how to incorporate AI into your business, it's not as difficult as you may think. Watch Doug Rose's 1-hour Learning Suite, How to Discover the Newest AI Products, published in Growth Institute's Scaling Up Club. Check it out through a free 14-day trial of the Scaling Up Club by [clicking here](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W5zM2LK3tvPFCW1tW6rX1Bp5080/5/f18dQhb0Sjvj8XJ93YN81SjwlHyjJqVQsW6Y2zWKd6N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgnPN8hT-4JtvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5DFWr25mKjF6W3m2qD12x-ccwW7d094f6G7FblW4DFfS36Q8Z0NW7bW74v7Y-p0vVRzjJC3Lj9w3W1x9QQh6P7F3hW2j2zXm2614pQW36LQ4l5kWbK5N4VBqtGFVQd5V2hNjf15HbHNW7lFlZ772T86yW1xH7fw7YPwT_W6nlxtm1wKwSBVFhYXM2_3zsgW4KP5BH1VtdWZW2jLVjf22TNxnV9Mb5m46SFhxVRb-Ys64RB37N8y_DL1n5zc7W480YZP90BSVVW4nJPwZ7qKX66W1WSDxw3PT42BW4KHhjl4CB96TW3bGkNX73Q0vRV1-GpR4R2BXB102)! Note, Doug Rose, author of Artificial Intelligence for Business keynoted our Scaling Up Summit last year.

**Equality for Women of Color Entrepreneur Scholarships --**Speaking of gender equality, Scaling Up is proud to support [Million](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W98W_GD5qQBZ0W44NwtX6WKJCM0/5/f18dQhb0Sjvb8YHsrKN81SjwlHyjJqVQsW6Y2zWKd6N3hHhbrVMsQMVp3s9r7s5LskW49kJLx1TxSX0W8WlNhp8Y0lfhW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYL6W36mVvt2kGjZwW6qQkLP8H7CV8W4yc3CK3sSDqDW5kmcLG2Jb9NwW3gtSnF5bVG4TW5pvfSZ6dNTtQW4ppXv147Wh1FW3vHLnG41zxzgW3XQd6_4JtDL-W2lZT8p47DMkSW2TRGV-3c6RTcW2m72492y0Cp3W3vcMs12nPqVFW3Klnj12YzZrHW4GsZ3v6g8Nv8W6mWl3T6p0MKLW74CTD037P0d4W15hnZl2Z_zljN5tj3xpxYmNLW4rX_jS96L2ljW30Hpx612sSFLW2XRKHy4xqY6PW4L11TL8NhFF8W9fNhCC6q39MFW6-yrbj7D7HxjN1Dy_KCh-rFff2XT6Ms04) [Dollar Women](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W6Z5qYq2CfQm0W63PWMG52BQjD0/5/f18dQhb0Sjvb8YHsrKN81SjwlHyjJqVQsW6Y2zWKd6N3hHhbrVMsQMVp3s9r7s5LskW49kJLx1TxSX0W8WlNhp8Y0lfhW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYL6W36mVvt2kGjZwW6qQkLP8H7CV8W4yc3CK3sSDqDW5kmcLG2Jb9NwW3gtSnF5bVG4TW5pvfSZ6dNTtQW4ppXv147Wh1FW3vHLnG41zxzgW3XQd6_4JtDL-W2lZT8p47DMkSW2TRGV-3c6RTcW2m72492y0Cp3W3vcMs12nPqVFW3Klnj12YzZrHW4GsZ3v6g8Nv8W6mWl3T6p0MKLW74CTD037P0d4W15hnZl2Z_zljN5tj3xpxYmNLW4rX_jS96L2ljW30Hpx612sSFLW2XRKHy4xqY6PW4L11TL8NhFF8W9fNhCC6q39MFW6-yrbj7D7HxjN1Dy_KCh-rFff2XT6Ms04) in their mission to help one million women entrepreneurs each get to $1M in revenues. We believe everyone should have the opportunity to create a thriving business, regardless of gender, race, age, sexual preference or geography.  Million Dollar Women is raising funds to provide **30 scholarships to women of color entrepreneurs**, who face even higher obstacles in scaling up their businesses (less access to capital and fewer role models). Women of color run businesses currently make an average of $25,000- $50,000 per year. Can you help us help more women by making a donation of $50, $100, $500 or a donation of any amount to the Million Dollar Women Fund? You can see the full campaign and [Donate Here.](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W975-pH3sX1ypW8CZ_X83j4j-M0/5/f18dQhb0S9r99jW3fKW8Jtnqb50RnyCVpLs3t1hsm63W1FSlVc2P7_nXVcnTGj98srMtW4r3yzt6PkD0zN7nwMJHbpT8tW6c02PX98JS69W25GdcB6Qk4-NW25xgSn6hYPRPW56HHsR2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W1mflxx8gjY6LW8WBKbV56sy_8W2NhXFJ7pF1qcW4bF7wp5LvTXxW32LK6675XjGFW55RDrp9fcgmbW4h6HzT3r0fj6M7mYVN7qptZW55FvZl4dpBgbN6WQxWH4RP1hW1yVglX9ct-mlVq1P8m1DppRLW4Rlr4g9dlXNMW3mMCqg4cDydyN4lBZ6Fnpt0dW33qFCC7nYDYRN8Q6NPbwhM-cW7GrYJZ73R1h2W224l1f6pHKM0W770mwh1YYyGTW22wsd249FShzW5MM42Z9gpNWBW8dkTbp2kVTkNW899K8f2LflsVW3G3k2q7TV04jW3wRfss3wqsnTf6qNKgZ11)

**Pay it Forward --**Again, if these insights have proven helpful to you in 2019, please pay it forward and donate to Million Dollar Women. I’m on the board of this fine organization and can attest that Julia’s curriculum truly helps women scale. It’s the only charity I promote in the insights and you won’t hear from me for another year!! Thank you for helping these women entrepreneurs.

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W73_gCt1fHZ76W6KShmr3cGYbh0/5/f18dQhb0Sjv58YHrG2N81SjwlHyjJqVQsW6Y2zWKd6N3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MgSW3jxWlJ3VVkFJW4LG55J3yZDDxW2xRXYD2BcvG-W5F_DLV3KCcY1W2p9BXW3T2C8gW60kpMm6JXVk-W6x1Y853znt3zW4tcrB33K8m40W3XL6s052ZXvBW2Wm-TK2nPqmKW4Lg9Tl4rfgTFW5qQ6wt3z0s4lW5FS9Sb5BdnpKW3Rymx-7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq7zwlbxW7mt3V-4gP0ZRW8-kPvX4V_bqkW9hztlf4GnCltW1BScx35c80YBW3s7NZZ4Q-5SVW4Hzl_W4gXpW1111).

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**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W6C2Jls7sZ9ySW5W6nhd3kmVbs0/5/f18dQhb0S41728_NsnVVpz9T1Jpp9MW19hRfc2nnZCLW6vxMG38b0SSQW5Fy_4N1wKvNRW7bvYtp6VHrgGW5-Msl26mHdnPW181Bvd2vdcK_VfT64Y2T0CBrW39nB0G25k_pkW2hbnZS4nBtx-W1WdwwY8SnkJ2W2jLcs16nkHWwW1_84kf2YgFw8W3bsflt1J77_FW1_Tphc1Xc6MMW1hnnWz6LCC3YW1fXpzk1cnT6NW5nNh685zJN_0W5G5xpK65-MbBW52Vcb97CM1WGN2YdwQGWS0W7W21hgBW3QcR40Vy1g-08-68tgW13Q8SV78JwfMW6f8GzD17b81YW7Q1kb96w2XjVW13yJ_z5vdsSZW7ZjtJn51HkqjW5GXwnX6Nz5V9W8Z-lbG37_wh8Vr0Mfd1zqT9xW1T5xYn6frFhCW26wPT91sxVHWW6m-gPY1llQ-1W2P_qQm7NKzhfVLCX1B3ZPSJRW4XxjYP3Pjv4-W2j2g5R4Y3jjMW1-5hcP2NbfrGVL-GbK5T9dfnW3d9D_z3KsRJQVvz58c5MdSW2N7y9Mwn5H_RrW9c8dLt5yKRXzW9b_3fh2q9TzyW5bj9FR1LBXmdf27tsVT03)

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**EDUCATION:**

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W3CgT9g2N-tt2W1zP_F-1ZcxBG0/5/f18dQhb0Sq5w8Y9ZP0W6KB8JF1k63-nW1CXmPf57QqmvW6Dk5VC1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pMJ4W8QKpyr4sj3hVW2BcyM91mGWjzW3KQvG725kg_wW2VLKcm6bXBcBW8dwnB47dtf8pW4DCF9C6Q6PP5N6n3B7L3J9HJV2L7gz7cnJ-lW26bPBL3tp28zM3pTZHPY66vN4DLfYgb1RzpW5vfFpr2p9YPyW9jKsP_6nqj8DW6Nnrjn6SSJNcMcb0DqVzQv-VVn7DD1Ff1gvW32Shfb31qMQ1N1RR6rJj8tbNW480YZP90BSVVW4nJPwZ7qKX66W1WSDxw3PT42BW4KHhjl4CB96TW3bGkNX73Q0vRV1-yRz5p5wZc102)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W67smPQ1GHsktW1Y3-P54NTms30/5/f18dQhb0SbTT8XJ8QKN81SjwlHyjJqVQsW6Y2zWKd6W3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZX3W5mZjbq31H380Vc8rT830T_rPW2Vv3cs1G8MxxW1Bb4rM6DrCWqW7y_-Dy2TPGXJW683R9r1zWZpWW1Q1B7k5b4CSqW8S8-lx2HZ0ZDW1x-kZM2P3P5fW6Bv_Fb46zxtNW2GX-sh8NDbHJW1_SrD-20pDkvW1Q2CPR5cyLV3W1FVX5X2JX83HMjHqY8pj-CNV9zM7D3Swq0fW3CVWzH8csLSqW1035yc3bSmn0W8f36bl5G1g5vW6yKjF_2L5GhqW5-_Z4s6bY6vcW1LshL28PS21lW9fG1l63twW9vW4jHwcD92PnwvMZpcmq9ZLcWf3rKVTK11)

[Sydney Scaling Up Summit 2020 | Verne Harnish LIVE - 10 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W74gVnN55dmqdW2_5QYK5Cdd5M0/5/f18dQhb0Sjvf8XJ8hgN81SjwlHyjJqVQsW6Y2zWKd6N3hHhdQXL0jYVnQ9Qq8--HBkN8ZyMjbHBKM3W1WwdhZ5mZ50NVH5sfr2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hyb60W9dH8_66V4mf7W7xzWXH8QKpyrW4sj3hV2BcyM9W1mGWjz3KQvG7W25kg_w2VLKcmW6bXBcB8dwnB4W7dtf8p4DCF9CW6Q6PP56n3B7LM3J9HJ2L7gzW7cnJ-l26bPBLN3tp28z3pTZHVPY66v4DLfYgVb1Rzp5vfFprW2p9YPy9jKsP_W6nqj8D6NnrjnN6SSJNccb0djW3kYc044p7yDTW2zQtpr36_zytW23N6GJ8qBX9PW1CksCf7gYsyGW7Z4vMd89HskXW1Jxm_g7LhhBCN5MlwDy8tph4W91crm53pxWL3McTSRKcSlTLf1rTZPt02)

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: September 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W4Z6DDq6sL_Y6VJKY_67mj74G0/5/f18dQhb0S9r22gC01rW8Nz18p2qwv15V6QxNJ1TGc_QMf5hg-XD6prW7cmS1s8pCQ6vN7mWzgNYwxWDW1n3rlN4vgKM1W98Cnnz5CRk-zW1bCNn_49J57SN8LDQ745Grh6W8h2BLR3D3LJCW9f5vZY3pt3YlW83_Pyq834DLzW8XWFDF7NYs6sW2KGTHc7BVKlWW8YwR7j1bNnrZN6Vn4Kk9bdccW2_mlRj70fl6pW7PJ6bd2gM1cwW1V9FP52vrpcLW1nnQd338kffxW24ZF-x1ZY5-PW46vzQ86G2lbzN7NMdQN4cNXyW75WRHJ55FpnqW56srXv1WWS9XW7pctZ_4Pm9N2W7M3LQK2GxYxBW44KSNl3H-pWqW74PnKH8YqV3nW7shfzs7VqPpbVMQ-115RKw7TN4Qyn7T7psLlW8Wt5ds1vvn7yW760W8H1YzXgCW1NnM_b7D69GvW5gSHY56H5W1XN5L7gN6VR6H2W4q1tJT93G66rW1TSGdL33FzxDV2f0wq1ny5pjW7H2JM67P0_HQVSLV5Y94Zw-8W9jndTZ6pkpBqW28lsSD4wpXw8Mvbf5n3_BYGf5BMJzs11)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W32591p6N1sYLW5sHWmw3scFPF0/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqVQsW6Y2zWKd6W3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75RdPtW94q7cq6VKJl2W1hC_8g5lppFZW6xZHNg12GSJbW1rV3nT34tL7nW8PQqvr8hPy-xW6_m2hJ855Cx-N7Vz_N81SQ48W4JXhS98hf4b3W5LGkJb6qffkyW4KfGHL540PcNW70pDXD4NzSHxW7qHMHP5V7WPCW9lWryq3cbF3KW3nJcGb3qY36qN4P7LtdrPpMvMrJh2DR6wHDW6b-mP66cfByrN5CZmsL84rVzW6LzXYb99STr0W2bm5vP3KmswJW5F-0Zy1Wrfg5W2ml7G96-SjNkW6gVCkG3xWwfqS9074Hvk-_102)

[Vancouver, BC, CAN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W8X6w0k7TQdb-W4FsCcm6xwD_K0/5/f18dQhb0SnGX9jx83zN81SjwlHyjJqVQsW6Y2zWKd6W3hHh9N5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld431W8-tZd74cj21HW4hr8wb5nDllLW8W56w94jt-k-W7r6cd07sqgPTW54Gzrk4fsHrtW6yRt7x4jrBcrW58j8t61FVXmBW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGnRW3m2fpy53X_ZpW52Ylfx3_8mplW9fgwMT4fdry0W54Gmgn6xSkxsW1G6bXB7vzv1JW30nGDN4c9QKPW4C4LrS4b3bXyW6cw2Gv1jHZ58Vn4qGt1fQ2Z0V6z40Y2fjYN-W5n7PWY4PBpfMW33lgBM6xt8TBW3mD36v31qD6QW1jz0Pk5-6KwGV4slhZ3MYtL8W4Gsj5H45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDN7MVntXP9GRKW8j1W0j8F5JTPW8Np8zh5xjXdWW3SGn4B7yLbc5V4dJFy9c7XTSW6ml62F4Pv86fV5XX7g15CHbJ102)  
[Nashville, TN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W62CkLN4-LnlcW6DdklQ6R7b1g0/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5S-1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ5591SMW54GvYq4cPqd_W55p8sw1TxP-_W2M3Mdw8WxW-ZW1WvCy62Mn1sBW32NjZl56k-HdVvLXf37wzGv3N2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW1WfNks53hcrDW7P8XtY7NqRXgW1fvT_n8hTJV4W8lwVXY8hS296W7bj20M3dv1SsW3M3KtL2G2MjWN1pqBNS9HPghW73JmwH7P1-wKVxc8Ft1NC3KcW1F6KTt1tfRGnW7kvF904cPB6MN2QSBcpjpn1ZW1G83Kf8XxhzkW7SkYdX4jY8CvMtxHrYyGCb0W1Fq0487vyNR4N8S47-dmjhdFW67y7Dx8PD5v9W1M1Y0g6wyMrcVtdMxk8W3Vj4W4cQMKT7wnKxnW7ZjRCN1BxxJmW7ZdjLr73R1h2W224l1f6pHKM0W770mwh1YYyGTW4502qq49FShzW5MM42Z9gpNWBW8dkTbp2kVTkNW899K8f2LflsVW3G3k2q7TV04jW3wPByY3wqsm5f2Yn5P711)  
[Denver, CO - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W6bHB9r6Nd7HwW2B4HSp5QSrF80/5/f18dQhb0S9r39jx8C0N81SjwlHyjJqVQsW6Y2zWKd6W3hHhcf5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NW33Gysj56kHp_W5nbq7j8X4mjhVqCDvZ55FfHLW8Sz_g31SPPHZW2N2CyV1CXB3qW1G7rPy7v58M3N2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW1WfNks53hcrDW7P8XtY7NqRXgW1fvT_n8hTJV4W8lwVXY8hS296W7bj20M3dv1SsW3M3KtL34LfmYW1fB4nH8v2KVVW1G1Kz08gjY6LW8WBKbV56sy_8W2NhXFJ7pF1qcW4bF7wp5LvTXxW32LK6675XjGFW55RDrp9fcgmbW4h6HzT3r0fj6M7mYVN7qptZW55FvZl4dpBgbN6WQxWH4RP1hW1yVglX9ct-mlVq1P8m1DppRLW4Rlr4g9dlXNMW3mMCqg4cDydyN4lBZ6Fnpt28W6GTq088Ph58-W59Bvcj6f_79HW45yhlB7x2vWSW5g6W2s12qcjcW3PZt9D4GnDrjW6M6Ygn2XMFy5N4m4_9pGRVhpW7XCvs74h0J_FMVs7V_VmlZNdyX2J302)  
[Atlanta, GA - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W5m8BWM9kSWZrW69-jfP70Yt0J0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqVQsW6Y2zWKd6W3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53br0XVtM6jJ1CXmT_W2SMRTr4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrVrqR6Q53X_ZpW52Ylfx3_8mplW9fgwMT4fdry0W54Gmgn6xSkxsW1G6bXB7vzv1JW30nGDN4c9QKPW4C4LrS4b3bXyW6cw2Gv1jHZ58Vn4qGt1fQ2Z0V6z40Y2fjYN-W5n7PWY4PBpfMW33lgBM6xt8TBW3mD36v31qD6QW1jz0Pk5-6KwGV4slhZ3MYw74W4Bwc5j45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV8XPjC4QDcJ_W1ttzZy8xn2VpW88Lg4n2_yD63W7HjSQC3q-l3zW8SkRV_70K0TXMVMPVbVrLq8W2c0MK856dWZz0)  
[San Antonio - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W8S7dp97pCN4zV3J3Wy6vh7wj0/5/f18dQhb0SfHC9dZxZKW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5Sx1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMN67jHwLVyWksW1rfXn08r4KPlMSbFB3RcgcmMQB-HKV86B5N3J5rJ_T8FzQW8l2x6l3GCDtSW5v6GJj5D3qHWN5z5hm2X24TlW8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbSQ1mhW2DW3Vpxww96zRPSW6bT6L38RRjRDW5CktzD83KHrFF7J39rlNt36W4Dk-X251KQQNW2jt1653NnV4FW1nJpwv26pdfjN35y0RHNDcCWW6LRSfr6NL4MTW98sKSg1sddj6N5yKMVWcP-PBW2BVbHG4X2DG0W4pknJ14RD0kMW3NNhS44RwjczW8nPKrF8l8rcKV7Z7PM2yr1VkW34wF0N5wnzP2W8p634p1rw3_7W26_29C6Q1w1FW7q7-Qc6kl2SKW7dr9qW72YqDyW3KNRNN5CBjwLW5hk1wx5x0g9XV215-p1Jp47xW6-wWys7yXYwTVYBQTr8r3WXDW2Qp7Dc2ZC6tGW43_TR31yf53YvVL6QT4c2d8ChHf02)  
[Waltham, MA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W4w8XrN1wPjMDW9fzSP24sGBYj0/5/f18dQhb0S3j42RwkM_MWnxHgKwrM8VjqDsf2nzPXfW56LPhh1Nmyk4W3j-VLg3CRKhBW8rpGdy7VplLyW8km2XF3qqgyLVV4LWL4PqmssW1KBDMh5WLT2gVKHKM32_Hq3kW78fX6L464ls-W4CP3YK6Z_1VkW6z6gvc1JXFcsW759w5v2048bTW46qkFb6xxS_tN1bhLNKbpvCbMHGH1d37rRSW1jQsl-1mfzqcMl8t32QJYDdW1M-Cs317kv_dW5mjXBR2B1dnbW8QdLVq2PRhx0W7gHYYn4klhRsW6cZrW61gsZT7N7vWJ4mtt1vYN10l6-3nBRq7W1RMqv_2GWJF8W63CskS3yF6c3W4QqRLq8p7xQ5N4R9vKBZVbyyW7ZmBzr1nVy-YW1brTzD39V39jN1bGYLsqrydBVTcqMC86JlTFW8jfkFz6R4HRzW1qNM7286tGhBW7wRBW98g6J2KW8zcfXC221bhGW2MCtMc4wpfWsW84V8sr929lB-W701BPW152N-gW6gT7qD6dmDj6W83hd3Y6XDWF2W6C3nb67WBzlwW4XnGJw2cw6MTW71Sq1Y7nw9mjW8k9Bj37TZcrkW2b00nq2hycFyW8XnMrh4dSgVDW7dBK0l5-4PPWW3nPVz06WCqJDf5QLhx404)  
[Amsterdam, Netherlands - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W9cwlbq3JNS4YW5kjW-R4VXdgr0/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5SC5Cgxh0VnQ9Qq8-tZd7W4cy4pJ8gjW4mVHG7v-31mqXfW2L7qHP2MDkWVW2KG36w8-y10rW8_dDry4bJ02hW4KT2lh8Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pks9LW6m47S52x-ccwW7d094f6G7FblW4DFfS36Q8Z0NW7bW74v7Y-p0vVRzjJC3Lj9w3W1x9QQh6P7F3hW2j2zXm2614pQW36LQ4l5kWbK5N4VBqtGFVQd5V2hNjf15HbHNW7lFlZ772T86yW1xH7fw7YPwT_W6nlxtm1wKwSBVFhYXM2_3zsgW4KP5BH1VtdWZN2txdv0VR6H2W4q1tJT93G66rW1TSGdL33FzwVW9ktGPj5hfQL4W8pF37p4Cs42WN80btMfpHwVsW4vJ6BP8ClCPtW4CSkk492QWkHW4Pxhj53DlwBbW13Wq733tskjd0)  
[San Francisco, CA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W2Czvfn6HtjQzW5FMvn68l-hyv0/5/f18dQhb0S3j42dYBPNMWnFjSF2vdcW2nVF_Q2w9rSwW7ZNLMm4TXZfdW89Hv9R7ZwzjNW6YPvD55Nb-jTW86v4hD62KpchW6kwP_J18hZ_FW79mkXB1cCjrXW3gDBbD5pVN3YW8bqmB574x4TMN78y4vBL5B-JW3pSVj58Wh4LMW7FT0SP30RV4xN7rQMMl6ZVr6W1rLPGH3RHXF0W2t16Y022NC53W1rsqRj5jxKyvW2L9ylt8FV_FxN8mlwx_Pmd7nW3VtF444s-clxW3Q0FGQ4yW_xZW7vSDWq6KnFGtN54J_6s6SPD1W62SqwM3HpQCfW1wzfhL18rq40W6f80Lq50DZyRW6H5gX69lHdR0W1Fz0mS5gkl1gN4LFyfNvDvZnMS_L_Q8ptgCW3lWfsg5BJRxMW6nPYxf6_BRKhW8PkHLP4nDf8bW6VF1Qs3-dpYhW7rYD5q82Y44TW1G6rmG5_rD-tW4w1smT1Q6FdBW91h7dT7KHFSDW3sPBKw7GKWlcW89Dm7B6WFtSpW3b-WYQ3PN1R5W43PPyZ30cjK7W60Tjf14jSfhVW45v6j64cCfj_W8XbQl96B36d7W17xK5K94w4LdW25YcLZ4Hs5BWW28jpJH8fQgLhW34t4y41pF7j6W6ddLVM5yXs_P0)  
[New York City, NY – Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*V9DyPn2S3N43W19TWk83sh2VG0/5/f18dQhb0Sjvk8YHtvCN81SjwlHyjJqVQsW6Y2zWKd6W3hHhbJ2P7_nXVbxYmW8pCQ6vW6c0lzy69W6MfW4vgKM1992jrcN7ZHC1mcNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grm6p2hBQwBW1MqhJK7ldyjxW608MDd6jPFSSW7g_yPJ7nj3kjW7QY7nR2bK91bW6LwC0v1MlzVNW20Pgkw1ZWRfYW71hy3V1btq3CW22RQG71rqk_mW1CzDDy19zLkgW1fxdL61L6QMCW5SZGYv6xL6ylW1thtNc2jMbRxW7PFSbn7TvWdRW3bwBFy3xkmQBW4Pw1Vk2sbPxnVb2sQG3W18PhW3W4TCK63Q9xTV215-p1Jp47xW6-wWys7yXYwTVYBQTr8r3WXDW2Qp7Dc2ZC6tGW43_TR31yf53YvVL6QTf5Df3SvzCN02)  
[Louisville, KY - Jan 17, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W3tzXNW4dwyJzW6C-8w3422-q00/5/f18dQhb0SfHG9dZyjHW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5S-1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ558RJ4W2MnrdL1SymPFW4hY0Pr4cj21HW4hr8wb7sqgPTW54Gzrk4fsHrtW6yRyWK1DWx--N7sTw_3rNP5VW2MznrN5nbq6BVGXpVf3-CjdQW6z3Lqf58j71DW52H-cX2L445zW70v_5j5LrK1dW7Mz3zC7_VBcdW5ZpycS57-ZBTW83C5JP6rY-3sW2KQ2YY1Gq4W7W2Y7Dl76pkGndW3m2rMZ53X_ZpW4HGVLs1G8MxxW1Bb4rM6DrCWqW7y_-Dy2TPGXJW683R9r1zWZpWW1Q1B7k5b4CSqW8S8-lx2HZ0ZDW1x-kZM2P3P5fW6Bv_Fb46zxtNW2GX-sh8NDbHJW1_SrD-20pDkvW1Q2CPR5cyLV3W1FVX5X2JX83HMjHqY8pj-CNV9zM7D3Swq4pW74t_l94M1133W4H_8kn55CTvkW23_QGB2dNs_SVMkypY30Hpx6W12sSFL2XRKHyW4xqY6P4L11TLW8NhFF89fNhCCW6q39MF6-yrbjW7D7Hxj1Dy_KCW5lJZPb5wYXvC0)  
[Ann Arbor, MI - Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W3kcF2g95VS2bW1wM-rg7RChZL0/5/f18dQhb0S2C82RwkM_VWnBvS19G44lVC5jP02rvNm8N5B_MlWMv-F1W3jhd6C1vJMJSW1pWrYV86R76yW5g4RDy8G1jlvW6RPtLK7-LzLgW6Cck1R46dy67W3x4kcg2q0nrKW46KwMW5RvhBfW83SXQk7GHYh7W6Mksfp4XJTv0N5VTP0ws34w1W4TYnv94dg4JHW6S21JK5-T70nW1d6btH2PHCvqW1rgY5Y4bLslhW1b5Zxv7k9zhLW4TLN1F2mLxGQW1JgjWw4JDD01W3CXgtG2yNBsNW2KFkYM1B5W6VW7Jbx0H4PsRw1N4FY_9fYFKKRN4V0jwzklqc6W6gWfPk3wR1dJN8fR0SWmC__sW8FCxgx2jRqs1W4mwg_z8QNf1wW1MMyrd5kt1r7W483pwf2Lns-5W43-f9m7QjPWgW7P4Bzp5t2zFXN6Hwjy-3jWjLW3C8Kbk2bjpyRW4BsyS04Y7W9vW3cjFSQ8_69fQW6YCnYg7GdfQLW5fjlgr4vqb2WW3gZxPD6KBQS8W7CJlv19kCvspW5T2kdh5GLzlXW2RpqRQ3CrN11W8mn5jg8011xJW7nsq0L5bhBXHW5LMYYh5mx0FqW93kvkk7LsRc2N7QMbMZrzSq3W6p65jy4jX4L1f9jgx_Z02)  
[Columbus, OH - Jan 31, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*N1twW9R6DcRrW17LcJ25XYwM40/5/f18dQhb0S3j42dYBPNVWnFgX1j3nT1V8sC9z2YS_VLW8C-Dx774WP56W79fy7X5tQNKZW7vd2M56PD9f1W190sGp1ZmgzjW1xx6K63V6jnYW4NQ63g2x8YyGW7ZKJ6R4_GS5LW8fr1wP7gNnkNW9767Hw2slW-RW6rNl4G4tSlpkW3X4lxj668qCmW4TYnv94cNs4lW4h06dj5ccbS2VbFypT627K7TN4fxhQ-CF0LvW5DMrcs1psNjfW2x3KD37-JL1zW351wz98qRhPvW1y2WC230qH4sW7p9nvk280F09N7wbVBj1Z7HcW6l-tVH6PRZl4N58TLWH1gL9rMYd0-nJy81NW13lBYL8KNj0hW670hGt6PnTzbW2KXrgS1X7RS-W7m9NML5hJQJlW7Q4NJd4_cyqsVbdK0J3NC3yHW3Zg0Hg7TWRx-N6Ctpgfwgxj8N62xDGp_DRVMW7hr6tt38JjShW6V2W9X1HhhJVW8JZsWz5KryKMW6KFMp-8M6KzZW5Hf6TX7R8QqDW37Wxgj223dKvW5R4CN57_zJ1GW6Hbmkp2dT7RXW3nFpF03nfBQTW4pynSF9gdMjQW5HrH6G5Lzx4rW86_LnX8Dr5HQW6Fbc_p6n9HDYW2JTMhx4d1BkpW7B_wxM5yXs_P0)  
[Mexico City - Feb 5 & 6th](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W5S50QX3c1VN0W4nSRB-1gyKSq0/5/f18dQhb0SbTP8Y9-zHW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5SC5zh-NRVnQ9Qq8--HBkW8_1vj27r6cbPW8Wxkrn2MyWvzW8-y10r8-v5SNVHpVHK558sg7W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYn8W1Qj6FQ6pzHWBW79p3ps4YFc44W57-WqM3H_PtyW2DzCtR1yBVyCW8hGNln6KWhKLW4mVbFM3vRDh2W5_MgGs8V9WFcW2lx2MJ4_ypmtW6sBdkl8N6cKjW6rNZRK6hrGk2W8Pxrp54xPfyzW82T1Nj8bKlGJW7jN_z2545J3yVJ9Fbn6W4pyfW8lXfB17hY_cqW5xrn3G6Pc2NRN7Pxfs8wKJnCV3qXS-3nv6jDW7bW3kL8y1Sb1N545M3PWDM00W2vC-t52V7bJSW9c7S9Z56fxF6W5fTS7J8yGC36W512KC69g8y6mW723QB271wShbTV1xR2KL-rg103)  
[Phoenix, AZ - Feb 6, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*N1RlvfcDcLDzW8Hb85Y3xldpn0/5/f18dQhb0SfHr9dZyjHW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5QC1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ558GvvW8T78B01BL_ZJVKnkDt7JfySkW4gsg6V6xhb7MVqCqbz5pqZhQW3VvsBG2Q1TB3W1G6XC98HbRxPN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW12CJpd3VKVtLW6mGW-j2-rCGVN2kGgc6W30k0W1TT_B68gjXdFW2NnQ5K4bQW_qW6c41Gl1Bb-FdW48xm6G4blL1bW8ZQ_gM2Ws2cmN1KmwTRrBZB8N59Mpmjv-lpqN8PFlWrj6zfKN7yx95QkVh2XW7qty_V7kcq1FVhWhvM54SGmNW691g1x1DJ7LTW7p7JPc2W-gX5W4hYcj14gXHCkW5tb4QN3fBJpBW53NYtc4PLwTVW7pzJGt1T2M3kW1cx7kq1J_ZMhN3xxDzQJhxbMW29nFGp8Gl5NyW1PNlz_2hh3B0W61pyLR1m-K3kN91hwLj4ZDMLD2LMBkq_sYf2GdCtP03)  
[Nashville, TN - Feb 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W5mBGtJ7jMj2yW5z5mtx4JBwrd0/5/f18dQhb0SfHw9dZyjHW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5S-1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ5591SMW54GvYq4cPqd_W55p8sw1TxP-_W2M3Mdw8WxW-ZW1WvCy62Mn1sBW32NjZl57kj7PVvdThQ2S17w_N2MTPSyKng6qW1Wg4bj77pcX9N4cdslks7XWzW1WfNks53hcrDW7P8XtY7NqRXgW1fvT_n8hTJV4W8lwVXY8hS296W7bj20M3dv1SsW3M3KtL2G2MjWN1pqBNS9HPghW73JmwH7P1-wKVxc8Ft1NC3KcW1F6KTt1tfRGnW7kvF904cPB6MN2QSBcpjpn1ZW1G83Kf8XxhzkW7SkYdX4jY8CvMtxHrYyGCb0W1Fq0487vyNR4N8S47-dmjhdFW67y7Dx8PD5v9W1M1Y0g6wyMrcVtdMxk8W3Vj4W4cQMKT7wnKxnW7ZjRCN1BxxJmW7ZdjLr73R1h2W224l1f6pHKM0W770mwh1YYyGTW4502qq49FShzW5MM42Z9gpNWBW8dkTbp2kVTkNW899K8f2LflsVW3G3k2q7TV04jW3wPByY3wqsqcf7HpH3f11)  
[San Francisco CA - Feb 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W7WDBQF2zjQF2W4DD03w4ckSjs0/5/f18dQhb0S8329dZyjHW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5RP1Nvw7TVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jHcl5v6ll6W1qM-c43Q0TWRW61LjRJ558TKLN8WmnZWJpcdrW55px6t55p8swW1TxP-_2M3MdwW8WxW-Z1WvCy6W2Mn1sB32N5KyW57kpJG2PynG3W1FpMh92MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3Kx5W60Rkcx4Dk-X2W1R4LwN2gvtCXW3Ndksl3ZQ23FW8vr5Ss62nQ_xW3nLr8V5w9HjdW41H3l23XPh7MW5qNPZv5NZYRhW8wwwLy5kdPvKW38lpRn14pzTdN38vqxdQ9mV_W16jJlp8NjfRHW5HGNkh124D1yW5CFxR85jksGBW8gC-G25y3FzcN11nMrCVx5G5VGBsw12280s0W98hpMN4Pw1VkN2sbPxnb2sQGW3W18Ph3W4TCKN1phNPdWDM00W2vC-t52V7bJSW9c7S9Z56fxF6W5fTS7J8yGC36W512KC69g8y6mW723QB271wShbV1fLbn6zlFT-103)  
[Dallas, TX - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W7BbNVR8NVnpvW5n-ty08NKlDT0/5/f18dQhb0S1Wd2RMFfcVWnLVh5VSmvnW1C-rfM4N23tNN2QdTC4nMgp-N3_X81_ShsjkW5nw2RT3tfTtpW190GS-32YtQqW6LXxr-22drm_N2vm1vFM9mbjW1s6Kfk3CT1MZW8brMkz7zdKlBW2-f-tH47TYfZW25ggg94wmk2HW88nwJN3gVWXgW3Ypgrn8s6p8wW2K6QF63zqt8TV89T1s8bhXyhW2QRjFk5jF13ZW1hgf_T4SrFczW44vFKq2phrpBW1f8GSg7V2MgbW6Qsyb_4y9lFgW4x4Kll7pdrLdW1Gh79v8FhDc8N15jVhycWYbnW5vM96D8kVkQbW50qBLc4KcdG-W2WzrmH5r1hn-VBc-dl8hzb6yN2hYhTmrd3h-N1wmYvjM4769W4b8wNq8BcNFzW1jHkLK86B0k4W2Htpjd7MxD_DW2LK2p291LBYyW2B0gXy4dXkyyVwNMB910JD92W4XM7G77GhKtkW7H87Tw6bn_1fW3NG2Tb1Z2NT3W1ZhPQ45stRRkW29MFPl8MSsC4W5LdK0V53Fz2QW7Sknvh7L9-B_W8GzFN_2mHLRSW1tp-cJ3x72rnW6_dLK6858GbhW17Nw937vFM3cW97dw6r9btnkhW7d9vtM7zqXnVW7fwTBF51pZknf7Qk45r11)  
[Los Angeles, CA - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W6slpHs1T9fldW2tMsGX85rmSK0/5/f18dQhb0S2C82RMFfcVWnxFX2qygqzN2YpPxxmN_qhW4cmz8Z2JS0RwW2BrJDV3BM4_fW1P7Dlg8qf_vLW4z6b6z2RG4gKW8kp2yS85Z-j-MqZsthmQFJ-N4H3BdgBGnJsW7xWD0z12Sln1VmkGWM4G2Xz-W39RKkx3mctX2W8HQT195JK3pWW46mSvq6x2dKPN2pzq_xPNlTxN5rg5hgy2qBLV-qKtx3my8kcW76hHYQ5K53rvN9jK6-5sfxR1W18n0wR3d9ntsW1-TnyK2Jx928VHd5rF5lNll3W7KpKvT4jHHBWW79KKvg6xFkg5VxC-zM6r4zJ8W2x0pX066Vlm7Vf3WLl63g60pVtjBRf8ysZ7gW7wvGGC3n8b3tW32wPTZ1K7lL0W8xCcfK3Yft8vW16bGDn61r8CcW4hrPht2vy0NJW5f0gK97gxkFPW4hW1BM3Mww88W8JtbwR7125VJW7XV6WN387RG9W5nW8mK3fddkvW4nwTnn15qwpqW3MT8sJ2D3ynbV_8zDQ56tgnKW6Tl9KL1DH6sTW3qw99m66FzVNW7_y88Z3gpWPYW8hxXDK808b72W5S9P911JtzMdW70KGfQ8spmwtW6-mv-Z7swfhjW8fLjwS3vXJkMW4G3shv9hsSd9W6fCBs97-Dlh0f2j6JL302)  
[Sydney, AUS - Mar 4, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W2NQKLy3jrZ3xW7qVvCl5BHNPG0/5/f18dQhb0S3j42f9Wg_VWnFjc1p0H2DW1c7L0p2rd9HcW4n0kJ-3NfLQmW4fFK7j27gyBCW1-7RQm4nBjS1W8KQC-r2TbHg0W385vXC1_XsR6N2km3fHvlCrKW4HjMR179cRzWVwLWS878HfYtW2gHTv92hxcJGW8M8Vll6l5nyGVySgt091q-cYW4T0-Z05vM2NPV7dbvp3bh52tW1tmMqy7p6BJqN2N4N1LYD3Y_W19h2Pf1W7-wdW1psTbR1gg7HTW49bJgx1Shw1RW42RNvX8zKtQxW1H-6x56hBrHNW8y-BtF6xWcMdW3dbhzs2YpmZ8W92DyVQ8PySZWW7DDYGY15S729W5HYNWd2KwHb9W7c3LLv3cL4DFN11tYr92kRk7W8ZFPV-8N9h6FW7svz7b8MrWC8W3wv0-F5ktfbnN7PgV4ZCg3RPW5fQsv624YgzgW26ZV625DHdRmW80QPSS7CZ9_6W6HwQfd858dn0W6f62fn6HyjD0W3-PmQx99JPBCW6z-hC64C5YZpW5b6xcF2Csxf9W84LMXk52BXb3W5yH4bj8fTybFW6Hm26n90tpt7W4B1xPj1CzYmPW3bsrHD811srfW2SnY799f2LzfW7zyp2Z7cHNVDW9cH1sm8k8mTcW93961317z141W7W56Wn3pw0m3f5Xr7h302)  
[Auckland, New Zealand - Mar 9, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W7F3QBM7cp0X8N5cp9zSK1Ygd0/5/f18dQhb0Sq5L8Y9YsWW6KB8JF1k63-nW1CXmPf57QqmvW6Dk5QM1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28tZDljVZ6sWH1pNWLnVNgVz85F306dMZwvby-_9TKW8mp2bw8p-Vr0W65kbjq66PvWhW352Jgk4qykswN64kQsC75xfmW8pmbSQ1mhW2DW3Vpxww96zRPSW6bT6L38RRjRDN5CkvrlwNrW5W1x4lQB6HdqlTW7nwG0k2lKchHN6pgXdsRFkK4W5G18Kh3y9KYQW3dgtM72-vbLbW5kSYZQ8rzLJ7N5DJ8wxCPM3WW3jhKT78wXfGJW6ky_J98DSWLmVX4n_Q15kbhgW3gQBNr5F05dnN8h3VyVKCzz0W2X-RSg8b8c86W3s4W1L3J-BZRVWvZFb8r1VKNW8rD4-55GG-F-W6wydXJ392FRmW6ylMBt4PxC8jW448fzV3vd65QW4WXgCP3VV5kKW2ljHhb8mhg5wW28nhdw97Ly-YW75zfWg4GNKGxW6_fZWK5svgs7W7j6cDc6qD59gW73yKD270RWM2f6PGl_k11)  
[Sydney, AUS - Mar 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W1QTg__8kjZByN2xXSX0DmRH80/5/f18dQhb0S65P2k6_h3N12h8BBlMYl1N2rBl9cs9TjcN7vP6y_83BrPW3SBpNP1Vzd14W5fBtXS8HJSZJW9c1mVy7wNnYTW6vCfCy7f25HwVBXNd12vkyDPMccJ4yfqx-jW6Xnycv8Q0nR6W2RWG7M87vDH1W2QjJhQ4kC0s9W80rWyK8tlNxcW1qtqN46kGpcdW12fvC32P7PsYW3dhDWl4PHtJsW4TxD3s5gMDr4V69QvZ6LqN7lN13lwvdG5wcqN3XFsXRnnffWW7xL3Wy2qGCXJVJ6FCW733Hy2W3nQWKZ40LLrSW8_jck72-lfMDW2qN2PD1JfRNfW6gvLt_5ZHJ8SW6zSX2v1mbcmcW7JLVph5P75VYVx6S179kwL69W7kNJ5p6rZ227VvV91T3FsY4SW25tqnK8gML6YW4cvRjm2vxtS3N8k5L38mH5kVW4lZDxV5XCh-YW9hpFBV7T3bg3W9hW05q2bccSdN8K0fXfBrzZNW9bKndg7GTLcVW8yM_Bq1t6T0CW3N9VDS8kRNBtW3T19pn6dDP0NW2M2WT17H7pV0W6DXjWl9jGRTkW2k1-3s1FT1c5W8x_9BJ8hbyZpW4cw-p79d4K2zW8C_Xmp5stMXWW4CCRFC8WMHgzW8Nts1N70pM_5W7ZxQNW8C29b-f66mLcc02)  
[Phoenix, AZ - Apr 9, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W88f46z3RNrlfW8PSN5w5y4kf80/5/f18dQhb0SbTH8YHs-8N81SjwlHyjJqVQsW6Y2zWKd6W3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXmW3jxWlJ3VVkFJW4LG55J3yZDDxW2xRXYD2BcvG-W5F_DLV3KCcY1W2p9BXW3T2C8gW60kpMm6JXVk-W6x1Y853znt3zW4tcrB33K8m40W3XL6s052ZXvBW2Wm-TK2nPqmKW4Lg9Tl4rfgTFW5qQ6wt3z0s4lW5FS9Sb5BdnpKW3Rymx-7k-2C-W3m2qZ_7y6mBsVrX3l16Vzt2RN4yR22DXrN7ZW6bnYZq1KRl6xW7mt3V-4gP0ZRW8-kPvX4V_bqkW9hztlf4GnCltW1BScx35c80YBW3s7NZZ4Q-5SVW4HzlZz6YT5T3111)  
[Henderson, NV - Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*N3-cl34-25hhW15cBvd8rNq-K0/5/f18dQhb0S2C87r69bkVWVcW94-ZKT2W4MGqC55TfMxvW48C3Rj73tXPTW3_wRBv3Xgrg7W6-sTBJ8KQJSyW1rKJVQ7pGgTbW6TgyQN5kKFmGW6cHvZq8v_4KPW1JkYL921zyZQVhC80z2D1Hc9Vzl2qj2WX67xW8Wh3kL7rT3fJVQgrBP1hSmTGW5CtsY04dwpKDW3kJ1Ql2D33_hW57wMBM2p3RNzW7Wt14n1BnJcbW5kNmjc2G5BxlW8m6mCw796yF-N72HdKnD6Hc9VH4ppB6vlPG0W1vvYqy5sHr1-W1Zwtz23mlqnWW7W1pGy8zGfB6N4k5T6NkWQwYW2L3bN01FMgMxW2p9kGw82T9MhW7g8GWJ7TZWhcW2y5P2B3ms4zQN3rVlzCBCMGkN40pBQHKDxT4W288mcy3tbvYGW8dsWT-6Hr4xRW4qdmzz80p7wNVQL--16tYVqfW2KJmYm3kbrxqW7Slk-13P58Z4W17nTJV6R7Gn2W84B_bz77KL41W2kX-lD6MJJbxW8N6TKl7zlv-tW43N_Kt376d55W2xqmWv863zlPW72TfZC7hXFy9W6qR4rx7zPTG_W4vGLZp4r8q82W4Hv8Bp85lwcfN8VfqWhzK6b0W6Dw-XP2tbJb-W5_DrBg5wYXvC0)  
[Brisbane City, Australia - May 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W48jv6m8D3S--W3-8f2t61P_fy0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqVQsW6Y2zWKd6W3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53b8ZPW56kKvC57R7KxW7vlcPZ4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrVrqR6Q53X_ZpW52Ylfx3_8mplW9fgwMT4fdry0W54Gmgn6xSkxsW1G6bXB7vzv1JW30nGDN4c9QKPW4C4LrS4b3bXyW6cw2Gv1jHZ58Vn4qGt1fQ2Z0V6z40Y2fjYN-W5n7PWY4PBpfMW33lgBM6xt8TBW3mD36v31qD6QW1jz0Pk5-6KwGV4slhZ3MYw74W4Bwc5j45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV8XPjC4QDcJ_W1ttzZy8xn2VpW88Lg4n2_yD63W7HjSQC3q-l3zW8SkRV_70K0TXMVMPVbVrLq8W2ZMdJ756dWZz0)  
[Sydney, AUS - Jun 11, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W6v77YD2Kb9PbW2Kszmj3rBPbj0/5/f18dQhb0S3j42dYBPNMWnFjSDQ9MDV44FMW5TKH73W5M_tkQ2-0wpRW5H0N8r6jw878W5wFmNy7y90vPW5MVJFK8k3mSmW5F0FjQ3Q-hcDVCJzn14PPJsWN4HjMQHJ0s5WW8Pq5GZ5L8k-rW7Mgvb377VcHdW3LSw6m8W8l6DN2f08ZDFcRBTW5y0fRM2R0YrJW2s6CJ85W8CL4W6sn-W45jPP8QVxb7zl2W_5Y8W1kF9Gz7HFjwgW4xtNzX74nn-8W5kQjTn1x2FmdW3VtF444s-cqsW3JVwNH343ZDZW9dXhzH56xDL4W8pZv157P28btW11_ZYC2bVfPyW7MKL3c8jt6ZrW4hqdqZ1w8s3tN3CtPWnrTkRnN1HzHqfx2fkzW4749473290ZsW3MLjly1_F7ZxW1JNvYb68R7jLW4rf7LB2wRSwhMvk2PhYPb2CW6lQWX21xMcJDW5H2bkB7L17hlW1S4jqv7ZdTGLW6JQ4F764_p-8W40fWKT99JPBjW6XHCSp4B_rqCN3YLM5vgw_C1W6jK8ZS8RHMpSVT9MXq9b_0mQW3J-mYc7szxdpW9c-3wv1JNGFFW85gMKm15HGf5W1Ywb8Z6qwYdLW9hpjLJ8VssrlW9l3fVZ7CgW5KW8nYTqB4chXS2W37lRyv3myPPWf2QrhY102)  
[Sydney, AUS - Sep 10, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W4CW30j6FnFgHVbYqrX1Bh9RR0/5/f18dQhb0S2C82k8ZZ2VWpz0234W0JwW4JbZfv6c_PHCN8xTlF5KWPg9VmN7RD742wG1W5wwhwt6tmmk-W3PK7SW1J1LrSV6fyWC4xJ5hQW4MwtT61l3vL7W1QRdgV5XP46LW43YTjV7Hd3Y1W96ZXLc4YPH5yW7nptvS3kGqK_W7VyYgF7FVXG7W76mwJw7CjgW-W4R687P3YqH9lW7N_Hfs4hDL4MW6295-D63Lhs5W4_T0wk3mBdSNN7Ks8lRDVJKtVbmXpC78VyqYW2B9nJL2Kqd_mW3Qv8dJ7L7vbBW5960zD7LxZR8W2hC8Jd5C2PcxVpvZNf7-8zq-W1zcDkY6ZqvRrVZXfFh4b0GvGW2H1M_Y3NylCcW70WGHZ2DLB4hW2y7h-L3zpPPsW1K7NXM7Lj1xqN3YlmqL2-R2vW1T3PpQ2gDc5RW3Bvzl93PFRFfVbkVxT74rRSkW3nCS8t84gWsRW3dXPNl22ZclBW8x1Bgj4gyvZ4W5d4rCF86X_JNVgNcNb2bh5yjW19mkd42VNtWgW6yLxmT8MpN0GW4-Q94h5yGXNGW7-5Sw87FPZRNW8tLrW66QCXCYW40XyzY6yBmcjN61W93DT6qg0W8Vqd617H3xGQW8VcpZX4Hyj5VW9fWhn_7BK-smW88NP4C3MTxWYN9h9xLq2jjsk102)  
[Portland, OR - Sep 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W3ltSlW5lvK8QV1dMJm6szCV80/5/f18dQhb0S2C82dYBPNVWnBwJ4-tk6SM44JlM2wtXNN5cYnP2jPYzkW3RsCmP1zyyxYW5DlG4q4d6tGNW1WtnL51ZSNwxVMg-tY7f8sDcW5gxnNR1w2cNyW7kh5rR1dsQHyW8Q1dC03Q74FQVnpKnB5-MzyyW6vjhsl6Ck5WfN3h64Jzw2B3vW306Gmw2gnWP4W4ff5Bn8r5ZyZN1tD8_hHPfd0W2vGV1c4sX7HpW4-DpX36mSbhkW1Y5hhR5Yqp-LW2XPvwd2vzqNmW2zMxrT6B_XdbW6GgXTm5DGtrnW48Ll7q234S_qN8Kc3c0qJNF0W1-hHrM8l2NMlW5gL8Ty5qK1jSVm6CBl3GbysGW73Cmhk4HLLCQW67Fx4T7PBFN9W61cP6d2nTXZGW8D3SdQ5hHNWgVVSzyj5PBRRvW8Pmn-54xFZ7jW6VGJVt8KK5LTW6gvl--84TsMgW1jr9SK36QnnzW9kNF1N6RbQgrW9c9Nwh8HPHKSW7NGJ1m7YjVDVW3YQmH87THc3PW3Md2Wy5CxlkyW7WTKVH5749pwW89jpPV8Xs2sfVjhhYk470bgpW8kMljQ8Nh9XNW4vC9_567nDbYW70vwwX4DC5zDW5-53894rGbRVW2bNlqM4cr9smV2tWk21dgVmY103)  
[Lancaster, PA - Oct 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W8hDfTc2klrm2W2wdp9q2NNvTk0/5/f18dQhb0SnG_9j1vWCN81SjwlHyjJqVQsW6Y2zWKd6W3hHh9N5Cgxh0VnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5mZ50NN33GykkKnkDtW7JfySk4g0HKrW1Ww7fN558_4hW8V2RP64gsg6VN6xhb7MqCqbzW5pqZgQ53b908W2Rgsz92P2FPtW1FFQfk4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF1ZJff8W9dSlS635rgClW94-4T07sLptqW41TlcR3TwTqzN19BjML9HSCrVrqR6Q53X_ZpW52Ylfx3_8mplW9fgwMT4fdry0W54Gmgn6xSkxsW1G6bXB7vzv1JW30nGDN4c9QKPW4C4LrS4b3bXyW6cw2Gv1jHZ58Vn4qGt1fQ2Z0V6z40Y2fjYN-W5n7PWY4PBpfMW33lgBM6xt8TBW3mD36v31qD6QW1jz0Pk5-6KwGV4slhZ3MYw74W4Bwc5j45Ly2MVkwRPg8cKL3TW1Hnwhl2RyhkDV8XPjC4QDcJ_W1ttzZy8xn2VpW88Lg4n2_yD63W7HjSQC3q-l3zW8SkRV_70K0TXMVMPVbVrLq8W3Pmk0n56dWZz0)  
[Costa Mesa, CA - Nov 10, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W8tq7Zc3Ps31-W2b_WkM53phnz0/5/f18dQhb0S2C82RwkM_VWnBwV4-ZKT2Vbcz_q2X_882N8DlybnX8FT8W38NX7-8WT64mW29N8jh1Wy03fW4xd5LR4gx8g3W84-6CJ8YxTvkN8F_n62Np0s2W5t3pdS64-Sx5N4MpQ9nywJnVW933W6Q7hWb8wW2xSm2p1MlyF9W2SpCXq5s3MJwN5xx39FQwZpsW2Vtz0d6wKg0MW6682fR3HtpNmN2tkCK8JgMTxW50sNGG49vKn-W16DX683dDHQ8V5yKPj1g855fVMC0rF5QlrT9W4M-_fM5M4Np-W5v1mlz2GkbXvW970gxb4zX5hJW6nR79q4KJ0rzVptQ8v54N1qZW1NqJmf6sJ8nVMKdLvdX5YZpW1DYm617QR1xWW7clm7X2nFnCnW5xgF9x1gCzWRW7TZq583b4dB3W7WV3Nk13HFcBW3QTW9p3lRlt5W4bM_pW6KgjKJW54S7Y12_L1d2W9fD31Y1-BSXpW4wFJ9s6BfhFXW7Tyd2z8Y274rW6ThVWL1M8c2ZW6DZcCL45fZT-W3lgNDd6BMLb-W7HHs964jSfhVW45vd50478xFfW7bgHbJ5fnwyFW2fkdRy99GSKNW4wB3q38Ltwb5W4jHv8f9gJzHPW6b2z3b1bP71BW98qZ0Z5wYXvC0)  
[Sydney, AUS - Nov 19, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W87Q0G_5y1_62W6MP1YJ85cH3Y0/5/f18dQhb0S65P2f9Wg_MWnFhkJwsgDN1c7XKW4jlCWW6T5tpl5B_1hsW5Y-1658Cwz3tW7PC-TZ87dYBRW82xQzh5M_ff2W6l9yfF40sTttW93rSYZ3_5J85W3ZL8c45svWrTW6089JK24lH0gW7htCzG7dkBlhW3LrfNG3g6TktW6CtpHl3m8YwxW2bJWQY6j1d5qW1ClGC811xRm0W5CXH8-65HfQbW6D8bXg5lD3yYW1fdJpq82mwQzW2DsZxf7FsRy-W6NhJzL1ghw95W2nNkV42vQPkVW2FCHvH2G7Q1ZW7DL5Nw4BmjV9N5fJ6ptGxx2MW8SMfqX3GK0dWW3pvXqC43RLgGW4M5Phv5Qh9ZKVWlDVl3nrsG2VJzQYh2tXXPGW1HZyHZ63g0_nW1WN6ZP4SVj5RW2Rv-NN2nTWf4W6GQ9WC1lz4x9VpYWDS8HGPy0W2Xb2CV8mzsbjW923cqJ1qNMcPW7FR7Dw3M-S5sN473q5tZQCT6N16dHqLRJWZ7W9jFcgv29mbTRVzqCvJ8LFvKWW5rXlpV6lRYcHW6_RMjY7tcYXwW6YkJXl5scQ6FW17m6914cpMFvW1HRGpr3QRS5LW1Xx5rs7R4mypW7C7ygV9kMHYYW4xDf1_7zT4X8W6Jf-tC24YYK7W5w65KS1GkcK7W8XV6BC6rgB4d0)  
[Atlanta, GA - Dec 9, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*N4sgkKvDmNg4W28CyS956lZbS0/5/f18dQhb0S2C82dYBPNVWnBwJ4_JSFgV3ldXQ5q7RlbW4hMprN4THG9lVKBdsQ6gR8RJW1SCVT_8qCvtjW96dnjM6mFgpBW2HPwq22J9934MrYmng8dxLYMlCTDmFXytJW4pcg3P7zdK0cW5SFMXt3v-tXMW4TvDP67W52GwW4s442c8k5XtBW6mvGqN5vj__VW2GK5_q4Nh5mxV45CM232NPpCW6LYY5H5jRzM-V4cr6c1NlRg5W76hHYQ57hncMW3kVsqx1_9tq9W5TQBXy54W_1JVP0Yjf1sfHsJW3MkWZR6mKZVPW4FczzC8y78LxN4sQ249d1JtgVLM1PZ1JQ42gW72KLXN76z1PSVLc_-W5zr90VW5PysBY784QWJW99FtYK6QdkkvW3Mx90l3CglKjW1hBw3l8d9YtrW3V3hsX1wKXCsW1fVhPf6hfht6W3999pm5pKzJGW6SF14Y8cGHh3W3QWDcJ45R42KW56tmPh7L159LW2DDRjV5YZGsvW4d_zHM38Z73mW24C7yk1jdl1MW8YVsCc4hJpB_W7JHtw15B6m5NW4sYfYY8m6PwsW7_ZJ8877QBx3W4HyRnw4gM4mNW3fC8x36zwj95W8WYGyB80lFS1W7T_d_J61bVkqW99mF488yBryV102)  
[San Diego, CA - Dec 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*N2zc-J_Mdn9hW3NYqGH25Mvgb0/*W5t2CpH86xF6tW49Jfl28zXsvJ0/5/f18dQhb0S2C828_vPpVWn_Zr2vywM2W4Nx0Xw5TKH53W5fqm1R76whg1W3FPwBC5tQXd_W3MT4yW5Lnp3SW5yPbRm3WkGJwW53Hv8v8j6ZvwW2JlSK85WP8rqW37Tp-422dmttV7Nr5N2d1647W85gKkk12l-jRW10GMFZ7C38R7W5GR2fv3257R9W2qv6NH3TSh2NW26wB6M7v_CHWW4N5HNd5hP_DSW1JkzZj2J8m9zW1kVtZ87nS49bW956gFS2nZqy9N4PHSnvL0Dw9Vnj0Z-2GSFSBW3h--_M304z2MVRxJXZ3TRrCCW5T8fsV4lYQNNW1wTdPN7j_fxkN1bkykXWFcGJW7LRxx05GW0N5M24w6_lxxqmW1D-10y7QSJx5W1mFYC72nFq0bW39_jhM1lz9CgVTKz6h6gfT8TW3-JgYt5bRs68W1WYGlJ2Syv92W6NYdh15Hr4wCW7bPDdp2ZYt0YW6yk8vQ3gD3WBW84NCl527KLZ2W43mG1s6Vcy5GW92HH5S6qHF1bW22967d8bNfx-W92hTpf7SW3_DW6BYCTM8wMl1yW8b-TzX8jNRCcW51rvpZ7B8SscW4vF3xk4y2PTBW9l2063994Nx9W4jQbtk8J6H2yW6nP3_z2myFgBW2XK4h15wYXvC0)

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We would like to offer you a **complimentary, personal follow-up** from our Scaling Up team to share how we can support you in scaling your organization.

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**12/20/2019**

**#1 Investment; #1 Biz Book; Top 5 Biz Books; Leaving a Legacy**

Dear ScaleUps,

Hope it’s been a productive and purposeful week. Here are some insights/opportunities to help you outlearn/outthink the competition.

|  |  |
| --- | --- |
| …your culture is how your company makes decisions when you’re not there… | |
|  | Ben Horowitz, author What You Do Is Who You Are |

**Latest ScaleUp News --**5 Top Business Books 2019; Record Unicorns Birthed in 2019 (66); On-Demand Delivery Startup Glovo Over $1 Billion Valuation – this news and more at [*ScaleUps.com*](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W1p4k-x8_Ny31W8f_zky2SBh220/5/f18dQhb0Sjvd8YHtdnN81SjwlHyjJqVRs0rR3Mqky-N3hHhdcVMsQMVnQ9Qq8-tZd7W4cy4pJ549CGtW4dQb0w2MTPSyVKng6q1Wg4bjW77pcX94cdslkVs7XWz1WfNksW53hcrD7P8XtYW7NqRXg1fvT_nW8hTJV48lwVXYW8hS2967bj20MW3dv1Ss3M3KtLW3dDvyr1cyTfXW1ks0Kj7SfkBcW2tw4VP2z_scnW6x2RKS5-lMJcW5tl2kL43Jw83W3zmy-S6PrnSgW36J99t537jzfW52XpYh5TrbHkW30Xj_v49SyTDW4V6JJH2L8D3HW6q9HD22WPBkJW5fC53x34xvtdW47Mk9M3M48pfW3gWQbc3QT26GW34xFbJ66SPQKW5vFhZ86cJNQWW82G-T-6p-TxVW46m11T3ygvH8W8c3mpl8hdNDGW7ykhcr2XsQW8W95_KkQ2LdjVlW8kSKxB59g_7RW17wq0H3R1Kg_W8G999S2W93c-W11ZPkZ8QR309VcYJKQ7dJ18nW8sW_z22VVBfg0), your one-stop weekly update.

**Top 5 Business Books 2019 --**My annual list is out, with details at [www.scaleups.com](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W29HyHd8DV6b6W1kx94Y1x0G_S0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqVRs0rR3Mqky-N3hHh9fXL0jYVp3s9r7s5LskW53qCZk30n1W6W8-y10r8_dDryW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW5tMKqj5mKjF6W3kFp_d8pY9rdW8QKpyr4sj3hVW2BcyM91mGWjzW5wrbdk5PP4y3VcFpLs5jN0gtW8JXpDL3JCmxpW5PMcTk8qn8ysV3xy_V7bTySGW5CbQ023TFPc7V2sK3r15HBslW50YQVw8yfyfBW51vQww41RQZWW7yJJgN2gZS8pW1qbRtC8dF6PDW3gXbvH6SSJNBMQDyCFr3Sb8W3ygvH88c3mplW8hdNDG7ykhcrW2XsQXY9dChGFW2nRzM357_nwLN1s2cP3Zy9JLVMgnWt976BKlW5RkQWg2KddGKN3V1LJQ9XfwsM7s2GR17ccFf84Dytg03). All five books did an excellent job digging under the bromides and delivering simple, specific, and actionable ideas to scale your business. Three of the five have keynoted our Scaling Up Summits and another, Ritz Carlton co-founder Horst Schulze, is keynoting our Dec 7 – 10 Scaling Up Master Class. FYI,

**Excellence Wins, #1 Book of 2019 --**Required reading for our leadership team in preparation for our 2020 strategic planning session, Horst Schulze’s biography [Excellence Wins](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W3ryXXs2q2g5CW7RRHpG3d-FCn0/5/f18dQhb0Sjvj8XJ8QKN81SjwlHyjJqVRs0rR3Mqky-N3hHh9fVMsQMVnQ9Qq8ZyZwJW8VmWcM8-vDh4W1j7b_R8Fdh1CN8k1dMQpSBF3W8Wj1L_3381T2W36Q7Px8WxhnBW1VbVZG2QrmCTW8h6MtR5mK36JW5hQNW07JCxGlW81bhDK7N_KqMW11X6sp83KHrFW7J3nH-3n1qXBW8mQMYT7NM5zGVrqHv362nGyhW7d094f6G7FblW4DFfS36Q91jYW3yR-Qm95yPxSW86Q-Yk96RqNcW6QrwzX2BPR81W4DdY532yj74JW7Z8zNL423JZcW36Yn3x7zjTbPW7-0Xhj8KbKW9W5CFlBG5Cky8yW6cn7Zs5Wx4pGW2-MKHD5Dm_0YW6Qy6FS3s0cYXW5brc741VtrNnW3NcrxJ7cNnGLW73R1h2224mr5W6pHKM0770mwhW1YYGhN24Zwh2W2nRzM357_nwLN1s2cP3Zy9JLVMgnWt976BKlW5RkQWg2KddGKN3V1LJQ9XfwsD7s2GRNp7vf6pVfg003) details how he scaled a brand that entered our common vernacular. How many leaders have strived to be the “Ritz Carlton” of their industry? And he beat an incurable form of cancer along the way! Horst (80) is still going strong and I’m looking forward to sharing him with you from the stage. Please devour his book in the meantime (As an Amazon Associate, I earn from qualifying purchases).

**25 Ideas Shaping the 2020s --**As past and future “best of the decade” lists roll out, Fortune always does a credible and researched job. [This list is no exception as it outlines 25 ideas](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*N4hGhFY20xfwW442gBl6m475r0/5/f18dQhb0S65L2WsqN3W12h8CD7bNTW9MQdzdyWDscHW1800Bv62SsfgN7PsqHJ9QgXKW6Ts2zj6SmJ7mN5CLg89lpff3W7mXfDp4CGdNSW1xhH142XtZ2nW86lV364t6gT6W822cSF8PM8n0W9fTrcS96DKXXW4y4mmr2Sb2nQW6VTYWX7TMsdRW1gMftG19NT81W3fvpbG3FRLF1W3NHrxd2Mf-GHTJg292GkWZyVjMhRD7qHjqJM8t27YDyMwkW4N2cJZ5gh5rhW5tQhJk7c8GryV9xdVk4BDFgbW5xh75h5m5G7wW7nqm4n7fWQrgW8p7xhZ5wW8CGW8wM1Xb6ZHJB-W5FdYSt5Bh_S6W3JZL9S3vh-QMW2CmZLX2VdpG1W690tkW81WZc0W2ZG_BS8J9V8HW7khgRb21wNP1W6Sbrrr1P2qF9N3QVlmQxrr7sVdhTd781c3d1W4lFjRz3Sy99FW7dRDbZ6xYf0MW6TqQfs7VxGJ8N97RhDLG9PT9W2zqFjw6bXKnKW3_V4V892tsckN4BSrv4_pqqGW55lTt78JqV5FW5pdmdw445RtWW197mQq5rLwJbW9h7jkQ8NlqpwW8LdfWZ54Ml1GW3mc0Jx5Zlvx_f6PRbvY11) that will shape the decade of the 20s – divided into categories: Economy and Markets, Health, Society, Tech and A.I., and Environment. Predictions of a gold standard of digital currencies and a 4-day workweek will drive further evolutions in how we fund and scale our organizations. It’s a substantial piece, so between my book list details and this article, grab a favorite beverage and chair and enjoy!

**#1 Investment of the Decade --**Speaking of digital currencies, bitcoin was the best performing investment of the past decade! A dollar invested in 2010 would be worth $90,000 today even though it’s had a roller-coaster 10 years. This [CNN piece](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*VzbFtv4b3hpLW4HqkQ69650Tq0/5/f18dQhb0S3j42dYTssMWnCwZC43PGVLFCzR1fCh-FW3R1zNb6h04BjW2N2_6C1ngQ7_W49P22t5FQwldW6K4jRG4QXG-rW4G4wdD74wBtqN1bVQ-djFgqkW7xWn2023mldZW2k8zVS927XFkW8qBJJY1vc1rRW3M5Ln741-XQCW4z5cwY3yBfRsN2qTsNkb9T_RW4MQJfM389PsVW1ts38b8zRC0DVSXgQy1PQysfVqhZLn6Z_8twW1cfXHN232Gn8W6T255-4jv2-gN4LmJsW6kFysW30mVsW1gNVC0N52s8bSqPnKdW8_5gQd1BcB9rW67B-c68JSfHRW5VSg742n_6SmVDKLbY76TS3LW1xCFJb2QtN5sW5shCN28XkSnFW6fRcjX2k12sRW4flvSg4pJsx2V-6CFK3L5bLYW1YPhbl2YG2HGW5_spjN8DkdrkW1LVXCV4Xrh40W52_Js53cbZcsW5vnYjb7SSWs-W7p7Yz71CkTZYW4G_F1R5Zpd8GV_mtYK1BKV05N2R8C7W6Rx4sV6qL696fRRwMW1-XRvw9k4l4fW24kMDX7gqmd3W7Vzv5188mt33W7brtvQ7b_-hxW2RRjT47Cnpkjf73YPvR11) outlines the best and worst investments – hope you bet wisely!

**Leaving a Legacy (Video instead of Reading!) --**One of the highest rated speakers we’ve ever hosted, Jeff Hoffman, in this video, talks about [*Leaving a Legacy*](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W1_-KDt3HJxbrW7b-_kH6grRr10/5/f18dQhb0S1Wd7B0DTMT_mCQ1fgB2tW7Rxl7l506gcrW658cBf7Ns3BRW1zJH5j914d98W43WWsS7LwRgpW7Q8v4Y9lbzYyN5WDmCygTTQ7W7HCSQj87vLdGW92kg_M6HZjRpW72-zxS6P8G5zW1DYwyF8Mbg4sW61JnR14fh1_7W81bbwx7YsS3gN5zq2M8CJcFZW533yTL2FSqJfW5k0bdp8k_ljHW1nwD2M53K27zW3qsTBC3DQnnjN7PkTjWcMzTYVhP-Xl86v_-PW3FWPvV6rkwsJW8zsqzD3wqsPzVffMzz5qD11gW1fQcg32kdghjW4WpTNG55SpTPW3HSYsG8nVd2ZW7sCj-L5wnBmdW6MhbV05tvlxNW3j5_0x7Zt9sCN6m4yz4yXPrnW3r4NJm30t4vlMpgxjj_Csm8V8W6JN7P9gmMW4J6LMW89Mmg6W7YCBcf1bBw33W5gRQnH974fspW1ynTSG6d5cdSN37Lv9JYzfJYW5yRzP63F-gZyW4H3cJH5pvvbrW5rXCM62cm0s6W9kXYvT8QvqcRW962DVq1-KwtQW8yYRLN6BLjrh102) End of year is a time to reflect and plan for the future. Have you ever asked yourself if people will remember you or your business if you ceased to exist tomorrow? Truth is, it all boils down to the impact you had on individuals - and the world. Jeff Hoffman has taught leaders from all walks of life how to build empowering organizations that leave lasting legacies. Watch his 1-hour seminar Leaving a Legacy, published by Growth Institute as part of their library of seminars. Check it out through a free 14-day trial of the Scaling Up Club by [clicking here](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*N3K4QY4zL0WyW7LxGGS3YD-1S0/5/f18dQhb0Sjv68XJ93YN81SjwlHyjJqVRs0rR3Mqky-N3hHh9fXL0jYVnQ9Qq8ZQc51W549yP28ZVgnPN8hT-4JtvWGNW4bJ02h4b_rKwW7MbC5J32q9YmW1yxyT-2dg7HhW7KKD-z4L6qT8W8VdxTC5mbVqFW1Z67wf8hTJV4W8lwVXY8hS296W7bj1-t2zfyqdW7NrMZs3ndfYDW59-lnR5mKjF6W3lPFQF7vL1vfW8gjY6L8WBKbVW56sy_82NhXFJW1DPnFq2btMPhVphSzS1gq7zQW84JtVf7pbK-2W2dn_pC7tFTCnV72Jx754CbJ-W1VgJ0M7Lh7YGV6Vy3J2fkhYfVHNMVD7JqHckVGXbFr85DMZmW5KknLj4yXfMrW2Rpdzk768Q9sW6wSr5h4lBZ50W40qnS23CVWzHW8csLSq1036f7W3bSmn08f36blW5G1g4B5L1tSqW19rcTf7gxWs8W5pB2hm58kxhzVp6HrF4zzhT9W7zLmpr1m66ndN6D3QhC4ZDMLD2LMBk3SNRf234FRC03)!

**Happy Holidays!! I’ll be back with more insights in 2020.**

**CEO-BOOTCAMP:** spend 3.5 days with Verne, serial entrepreneur John Ratliff, and 6 other CEOs in a beautiful retreat setting, addressing the constraints holding back you, your business, and your industry. [Jan 14 - 17; Mar 10 - 13; Jul 21 - 24; Aug 18 - 21, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*Vrn9BN6KLc-qW5R-LLS7C_h2V0/5/f18dQhb0Sjvf8YHrG2N81SjwlHyjJqVRs0rR3Mqky-N3hHhdQVMsQMVnQ9Qq8--HBkW8-xN0h4h_v__N2N5NN1rBQfkW4dQb0w2MTPR1W6WsDGT2d4khKW7P6jsP35_0LSW6WJ5WM57mqp2W7KJ7vd22Q6G2W1lr6mc60_rX_W6Bt4HJ1_QrvgW1Y_Y5J4Z1fhwW20Y98h1Yf--_W3bgZQs24ZF-xW1ZY5-P6t0MhhW3jxWlJ3VVkFJW4LG55J3yZDDxW4VJx2n5b-CYlW2FzJpJ3gnnNMW6vb6Fv2TBVGcW6GWzBS5qZmb1W3JP0gF3xhJH7W3z9zPN3PqGlQW4yG88g6V_7lcW32xgKb3dB28KW2TGzNH6-4t4RW5HKKNK5Pmls6W6skslP2-MrYhW2-vkxL7k-2C-W3lPDyG5Cn65YW1Q68w61MMh8vW3gvt5m63K13YW60T-4T3KhJJ1W714h8Z1ny0SMW94t03Q14jyW2W1MPHNV8FCZhRN7nb1TQXD4p8W6Wl1WB6ml62FN4Pv86f5XKFlf51fM_c02).

**ORDER a BOX of 20 SCALING UP BOOKS --**Want to save 50% over the price on Amazon? [Go to this link](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W1QMJFK28tJWqW2XBWM11SZWpW0/5/f18dQhb0Sq5J8Y9YsWW6KB8JF1k63-nW1CX2_B7sT5CMW6Dk5QM1Qt2G2VLDpF18BTcz4VTGDvy1rDn0TW8m6TF71nPLDMVf-x9D5qjXTCW60M4Zn8p-mXZVQBY-Q4VD_mpW30FqVP9gGg2rW2tSnlL4bJ02hW4b_rKw7MbC5JW32q9Ym1yxyT-W2dg7Hh7KKD-zW4L6qT88VdxTCW5mbVqF6sZf_YW7JCxGl81bhDKW7N0nwh6htR9wW69NG1w6Pr5qtW4NwcCJ96dt4SW4r1QvY3XCwlFW7cvxVf8q5qBxVVQf4X5vDhTYW3fzlQc4nZ54ZVMCL8V2xQTG_W6Tg2SW5rhzZZW4vM5M15C9Tq5Md6r8cR4xxyW3MxZyV65sqX9VhLc4c4xCKQkW1mywNd61LW5CW1kRpb66T83vYW25wr_G95RwvTW5HN0y44VcLtwW3KyZh-8GclM4VbWLyW97kycyVcWbVf4Wpz-0W2Mlrll7P1X4ZW7P9Lcq2PB4_2W1Ngx1f51bb6ZW9jrcH52DSt_QW56fw0N29FKPHW8VmHR-2B9tNtW1L4Rnd6gVCkGw3xWwfqcSnf3tH_QQ02).

**EXITING:** Looking to sell the business in the next 18 to 36 months? Want to avoid the traps many sellers fall into with today's buyers? You can download the white paper Seven Traps Sophisticated Buyers Deploy Against Unwary Sellers from align5 advisors [here](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*N5HhFb41cypVW6vlrm_4zlBxr0/5/f18dQhb0S4007r66_QW12g-Nn4S3NpxW609HrT1gwrjBW5BZTH76synR4W4zgvHq8DBPvbW8B8pDy2TktS8W4_0c4c2nVsszW6kqRNg568LZ7W1G34YX1GPVMyW6LwhCc4Kz5JbW6M_1fC4scdy-W6JTyRq8RrJbtW2KlRgn8hDJnfW6PBW_w1t7x_sW240Fbj5QL-JPW96ySt67FygSpN1Jh5HQhn75STMqBX5HK4MNW3_Gn_g71dZrnW7hJwr26HX0F7W7QD_WK5ZkPK1W5Twxlf1P-D3gW1MwH1B2QHQ68W3p04Qb5d-j6pW2N_DCL8WJ4FxW1s96Vm2mwCjzW3ZbXQD7dXnVRW5KDr6s1-6F_XW8VQTb_7mf3mRW7nXmPH6H0_TmW14gck35k1L8GW5HKcw16k0npxW5T5J_l1vyLl_W5c7r3533RRDjW6RckF270XlklW57q00C5nCYGNW5HD2l21yFMnkW2zVkK12sq73WW89n7N26SjKTjW62BBVm3kTC5xW6c9QMc7tb4LZN3Zv5Tj_qjxBW4MF_zL1MBtFBW3PNh3D4M7rb9W9gLr938Nw8x0W9d6mts9gh9X3W4q_Vyz4TWYKxf49tFLr02)

**Write Your Own Book --**Whether you want to make it to the bestseller lists or just sell a lot more of your goods or services, with a profound competitive edge over the competition, Book The Business: How to Make BIG Money With Your Book Without Selling a Single Copy is for you!Request your free copy of this ground-breaking book at [advantagefamily.com/scalingup](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W13d4xQ138MCPW955y221YrKCC0/5/f18dQhb0SbTH8XJ9l8N81SjwlHyjJqVRs0rR3Mqky-W3hHhch2P7_nXVbxYmW50F4lyW4r1LBw6bgg0kW5CkzbT7nwMJHW7dfwDB5CRk-9VcNnNL6PVKcrW6N3nBL8xGZPkW6bN1mw5tjgSCW5PJ0kc8wXNtZW2mzcnK4rDgrjN2HCrMJ-zgZ3W47YlYy4bfcHbW47Xx4z3C8dd2W5-GNDd3VKVtLW6nGl8C2r5Kr4W2HT8mr6knPj7W4Z09Tj57-WqMW3H_Pty2DzCtRW1yBHgV89m7kJW76L5ZH49PNTjN6fmXVkN98KKVMKY_92mMxtfW5_T4zx8mJ5LdVp7Y_z5qlHF8W3wdsdM5SyhCcW184LR0692-YsW8hvFmv7v7Wd7W6yQ9_y7DJGNJW692SS12WC7jnW1F97vx34hHGGW6Pc2MC89kbtLW46m11T3ygvH8W8c3mpl8hdNDGW7ykhcr2XsQW8W9606Qr2LdjVlW8kSKxB59g_7RW17wq0H3R1Kg_W8G999S2W93c-W11ZPkZ8QR309VcYJKQ7dJ18nW3hZ1P139GZgM0).

**EDUCATION:**

[“Scale Your Mindset to Scale Your Business” CEO Retreat – Costa Rica – January 27 – February 1, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W4Z9ky31l4ws7W62WL9c6S_8lb0/5/f18dQhb0Sq5G8Y9ZP0W6KB8JF1k63-nW1CX2_B7sT5CMW6Dk5VC1Qt2G2VLDpF18CSvhfW8CsQtn8rzDsYW8p-G2x5w5P_6W8y_DL18yVsyVW66FWK38tYp83W8qBGv_8ClzmSVScmW28r4mXpW5wMTWV5wL96LW1sL3M03MybvyW4XH_kR8srs54VYf-LZ3PwxLFVLvq-g6cc-4tW69LPZ72xZTXBW7cbF1c6bT6L3W8RRjRD5CktzDW83KHrF7J39rlTNt364Dl4vzW3sxGC-52pHl0W8gjY6L8WBKbVW56sy_82NhXFJW1DPnFq2btMPhVphSzS1gq7zQW84JtVf7pbK-2W2dn_pC7tFTCnV72Jx754CbJ-W1VgJ0M7Lh7YGV6Vy3J2fkhYfVHNMVD7JqHckVGXbFr85DMZmW5KknLj4yXfMrW2Rpdzk768Q9sW6wSr5h4lBZ6FW75hPws73QsnmW1d5pgb5m7WT6W6DzwRS1Z2rjmN32pfhh10NbdW5x6Q-78jvZ3tW4mbN3l754-_8W6y4M2h1mvJwKW3HskzC8Q8WmyN6Q3Qs6rLh9QMrHSFq7GtMp102)

[12-Month Scaling Up Master’s Program London Kickoff:  6 – 7 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W3DVRty5fsZVpW57mS4b1Q_MTL0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqVRs0rR3Mqky-W3hHhd92P7_nXVcnTGj98PVCtW4vd-D325G10SW61CrcQ96Ls6SW96SXPS5DQqSYW2zSnPd6wzVYDW58R2pq1GlVNbW7BQDl72SwLc3W3481Xq7sSJcTW7zLQQ01TCMx3W557YPh2KFPsdVWf_7H8W2c9WW32CQ2l8jxMNSW1Vx3Vl2xqTTrW328h7y3_lZVBW5mZjbq31H380W1GKQjY1tBsMLW1txG9N6GsfdKW8XNh8_7JMm8MVwc_3z7sDNrlW91NGdW7nY6nVW7GZB7y1Rff7KW8Ywfdc1zf2K4W7xzsgP45kqLlW6ck9Jt4hZ2JFW7mJkm247VnXgW7nGt_p7z1B0sN2Qy21fqCW98W59NwdS7nGscrW7MJWRV8SR1xgW4gVYWJ5HFpSbV6Bd9Y1zW062VzD-dg1tw7SdW7qb-8x4-0p48N6VxsRKNskCzW8TbH5T8MHbMXW3pd98-3wvsYnW3m6yh91LWx16W1SNQ9M8ctftNW2l5t0n3QzSg8VQN_Tj2_g7Xwf3kz7hv04)

[Sydney Scaling Up Summit 2020 | Verne Harnish LIVE - 10 February, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*V5WHS01shX67N3_qD_QgQ-HH0/5/f18dQhb0Sjv98XJ8hgN81SjwlHyjJqVRs0rR3Mqky-N3hHhdQXL0jYVnQ9Qq8--HBkN8ZyMjbHBKM3W1WwdhZ5mZ50NVH5sfr2MznrNN5nbq6BGXpVfW3-CjdQ6z3LqfW58j71D52H-cXW2L445z70v_5jW5LrK1d7Mz3ydW14qL527JCxGlW81bhDK7N_KqMW11GtpL520N2HW7v70tS2Hy8mbW9dH8_66V4m9NW87D2W_3X0g0yN6bp1cMbq5fxN4TKc2lRzM_3W25J6s91c8v90W3MncKN7dxMQ8W25fffR7ZnxCzW2_C5n95t-JKkW4M2wkx4VCqbXW5Pzl6Y8QxbkcW8QMg4T2TZNsyW3BbhNr25xqchW967_zX42F5jSW4rd2wh735x78W2BT1Vj2xS0TFW1bBvW3403Gr8W3Lc9Ld7dr9qWW72YqDy3KS8zQW5CBjwL5hk1wxN5x0FC910NbdW5x6Q-78jvZ3tW4mbN3l754-_8W6y4M2h1mvJwKW3HskzC8Q8WmyN6Q3Qs6rLh9QVrHSph5T2JvD102)

[12-Month Scaling Up Master’s Program Philadelphia Boot Camp Kickoff: September 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W8RXkN06Q72W6W31S_tx1G_8YQ0/5/f18dQhb0S1Wd2dYTs8V120yR5Tc8pRW2F-8Xg55yZ2SW7F4qbh228TY9W1GNb1j46gsfHW1pWJxR55V5RXVFcXhc7K59PlN1t1NZSpXNV6W1CY4g78Jw-BkW76N-pr8jjv6hW4xVcjL5-l0GFW1z2ZWP8s46qfW2h4Mbv7JyLkdW3yRzMc4ZyGyKVrQp2T4n8DtVW5Hmjx07-tySmN7X7XsSWNJBWW5qx9kj6p8B8FW71q6q75D-fDXN5gF5nLj7wszW3n579b1gBWwvW1ZFVXY1_kbD3W73qpQP1sQnRMW5HtTq419Cm7DN7h1pC41zJW9W3FND0x1kDFl8W6QdNWf2qDm2nW6RQ-8G2yfm6fW2PV0D23886VSVw3CZf36MQyPV9RYfR3g9LddW7xJTxD5lXPT_W4ssDcB6djDnrW64HLcM6GPRTnVbbjzd1vhYMFW2TnLlr3w7brhW2nPxZk52xNg6W42-0fY63gs2xVP28_X1-dDWsW1T3QL75YsXWGN91mXxVXxKDFW8_KnB-3RDzPnW8DDdCc398NhBW22rDrh8pB-l3W8kLTJ85dFKmmW7Qfs5w422l5dW1KGZNm2d3snq111)

[**Scaling Up Business Growth Workshops**](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W6XWlY-6_NmMcW7nsfHx1lS2sn0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqVRs0rR3Mqky-W3hHhb52P7_nXVcnTGj98RG8SW7lPvZQ4vd-D3W25G10S61CrcQW96Ls8X3KBKJrW7dF4v91nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky5sW1YjxGz75Rk01W94q7cq6VKJl2W1hC_8g5lppCBW2NK43b7BYfsRW4NnGmp7kYrxzW91wFhY6wmSsjW7zY2mT8WL4dcW4KkcrF8f_YGjW7tG6JX1XlkF8M1dzd8yShNyW7b1lns8Z9K3vW7bjl8421WHJ9W8tp2Pj5S16L6VK5qh98NVL6PW6j12M03qY36qN71skLrx_tJKW3ygvH88c3mplW8hdNDG7ykhcrW2XsQXF3H1QXKW19rcTf7gxWs8W5pB2hm58kxhzVp6HrF4zzhT9W7zLmpr1m66ndN6D3QhC4ZDMLM2LMBk1r4RXf2WBT_Y03)

[Vancouver, BC, CAN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W2rPDvs5_BplhMnJrZqZ0WGF0/5/f18dQhb0SnG_9jx83zN81SjwlHyjJqVRs0rR3Mqky-W3hHh9N5zh-NRVnQ9Qq8--HBkW8-2k5W8W1QkjW1SdH2N5ld431W8-tZd74cj21HW4hr8wb5nDllLW8W56w94jt-k-W7r6cd07sqgPTW54Gzrk4fsHrtW6yRt7x4jrBcrW58j8t61FVXmBW8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pkGnRW3m2fpy2LGsc9W52Ylfx3_8mplW9fgwMT4fd9GLW77F4yy8V-H4lW6YvFvr8TzrdBW4fNzM257CHkfW9gr_cJ52DKHbW6ycgMQ828s0mW6cWbDT5Nxg4xW6xZRMn83hzWZW1T8Rc91VwMT7W33FSBT2rYhS9W5_t-Tq1SG-6WW4hYXXt6W0rQ4W13L4VZ3MYt23W2QCzFV54qWs3W4PxC8j448jnBW3vd65Q4WXgCPW3VVjBx49X0tlN4QDgwJWWlFVW2W419f1X4mpsW1vxNKb8X7jyhW2kxKVY5qstkqN7K4X_8mRw0WDdXyXbszvHf1NPvJP03)  
[Nashville, TN - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*V1ycMw7mRYZKW1hkcWJ11s4qn0/5/f18dQhb0S2C82nS4GqW12NBpn5Z7vVGW2yqbVs6rWjtSW8KnGF-4SHS-yW2Sm-zV38ZZWjW48Tjp-3MnM7ZW2PnjdV5WKKg3W4KVDg54sT_n1W8_0z3K4PF4cQW2bstys8Jsx1MVBjZWD6_2JXcW5Q52YX2PTWZpW7w9M7M3f8SD1W2SpCDc5q8y69N31lMlCRlRrXW6XYgy21mtt2MW2y75041fjtjRW50lHGx2M7sZhW8XM6z41lxd4zW2gWHSx4nXnLzVq-kW51dpTRFW7wJcHN8s6PyMW5Bd6N_22Fl8YW6vJnPd6xtnFbW4hCRX72mRNMYW1bgH_64NgQYjW2LdfBq8F7NWHN3zZv2BFrLMKW7YHCR47Pr3x_W7q5y7C8ShTRJW8Rw-XQ6vgm_lW8B0JZd6lrfFzW4gQ9Hf4B1qqWW6NLMrT7T35JrW6zTjbw91vKY9W75ndX28wnhp5W7ZVwWf7_KNlcW44mgwg1KtwcVN3KssbZX2vsyW3_vDJM4gJvzVW8Z7wh17lCjxLN6SdvGSTyfDBW8zKfy26l9rL-N3YcsBb47zP5Vy-Fq23ch4PwVYyVfc4wFCvCW47WY036wRFMXW991pS98pKGTtW3Bg5kk6qmBkvN6318xvc687NW8__3bD5JQG0x0)  
[Denver, CO - Jan 14, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W7N3hyV1W7qTnW5z8qBW7TLFbz0/5/f18dQhb0S4002dYTssVWnCxp60Ry7rW53mjsW2wBPZ4W5FgL1g3jp5CbN7JCjdnHh1B4W3ppMNT5Jmhn7W34sC912Kthw3W1JTCtv8JZNZYW48lkNg42scFzW4pc2RK7ClXjwW1KDSPR2fw5wgW5707-m24-dm4W8q0t_H7kVV83W7qVgtB7Fp5Q3W62Clhn6svZlKVq2GHy11wMCgW3F_Hz55dqmj-W507HZT3D3xr8N2Yyy4gXZx9xW3MgX7227ML9LW6ZXCqQ7-bjCxW7RBzTp1KfHyGW2HxlRX1fw9NMW2p3-jy3rGL4-W5CpWN978F-J5W5TPDS_97kPMPW7JdNCQ5ns8RrVqlRVB72tD31W7BB8mv59BvlPW7wFtSx6mz7VGVgGqRd8DcQZWW4rkCSj5tztmvW38Byp02S-Qb4W44Bfy14s7B4qW7NnFVV2RzQ3hW1bQLrl4nQQmtW5hSDJF5m43KYW1TpP9921xLDKVw2Wpz8-0dZ0W6YQpk-5tGVs6W5-HxHr3X6ZHmW72Qvb311xZ3QW6cmV3l8tGJVZN8tGkFf_T6kgW2fQP6W4Hj3D0W7n6Wj77xFn9CW8p_Lj21W5MRWf1511J702)  
[Atlanta, GA - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W7pLSCv5PTtD0W8znMh_7JFxKB0/5/f18dQhb0SfHn9dZyjHW6KB8JF1k63-nW1CX2_B7sT5CMW6Dk5TK1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNg_8rVZvdDn3cRkgmW5Gy6jq8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qHN2m8DqKmmJhCVRTHmy5rkYxhVMMQxX80gSRfW97rB1b8xqWRFW4Y8KJj8qSVH8W4wVRB48n0_HwN8wxL0tW7lRgN97Qz2QP6xm2W3Nhd7p6LcrCYW34Hxnk27-xlRW3HSGHx6Lw7WYW3KkcYL3Q03csW65jLbX4VT9htW2BVZQT3JkYlxW8yWVT74qX0QwW27s9J87wTY46N5J7PqGSKtwXVcZLWR86l3lKN6-sdcCsL4QPW7NMbGq4HDMZgW7mtWSc6VrlWHW47RVRV4PNbQjW3_qnt96XChf9W7m6dGr4PzdjSW9jrjPx5V9WFRW3f5_rb5Qxqyqf5g74-j04)  
[San Antonio - Jan 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W87Wcm_3l4fqfW4B6DCH7xYb9c0/5/f18dQhb0S4007B0H3zW12P2Fq5k5C2bW2BPHj93dq4X4W1Xw3Jy7kYZr-W6zRPL06dCgl4W7M8_y52JMn0SN92r-Jsm_NtmW9fbJj62WQt1TW8cHHvH4R0_ytW15fbr314GNMCW4qv_rv4ym22YW7Cp6xJ5Gs5KqW1LpJDm3gYWVpW88z7bJ7-hWNqW3jRqnn7lFmvQVLrWBM7XysXYW4Jz57y1S8LkWW1wPnyT5m2rFRV2dVzY5NQWCRW2dfSpQ1cfsnqW2lxqBZ4bc55MN2KW3j7RpVyNW2p2Yf13Tcy_nW4H13Tj26ZZCHM4MfrBmJ0_TW2x4_2r4q-6jMW6NRtkq2_PrxLW3wXsGq99mwMNW122kDR2-xrJZW7fCVGr3xRdGsW3mnC1Y5nDjtXW72vw1b32YQSvN5fHBtN7GMw5VM4bCT594BHKW4kGK431s2137W586P-Q29bZT5W5DkK2v6GVQRrVh6lwr8b44WLW7X_1Bq3KW8RPW2V2xKf4Z9335W8WP-KK1Vw3PhW65nlr03r9PnYW2MxbKL8g47BLW4Pw2LH5sNKt1W1C1qzL70JsN9W39SlG_8CkMTjW8Gr2wp8-FmlGW35BgPc9bztDMW1zc3Vn1z0ZJ8VRRf0h5l49-H0)  
[Waltham, MA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W2W7FR24fDHBKN8fzpTfFcV4g0/5/f18dQhb0S3j42RwFJYMWnyMqG1JzwN5jZ3YJDHFXJVJWg8t2s9wY4W4j34vH4W5bDgW8r1nnb8mB4WqW10xVHB60vdV_W5T_rV47sh4l4N6dzW6RSG5DvW6QjsVS3R6zLJW77bv672g3jymW9d93ms1YcCm_W5Yj_TS6lJgMhW1vLtQG2mS2srW7qkNKV3PZYq4W4fw_8J5w1J9bW3KyzCn6LGJQ6W6Lf0W64_T0spW1HPDs71Y64S6W2vz0hM2wqXbQW4Q6Sr83b-X3bN26GNfYBcBfTW1n0zjv3wM9dpW2S7wdJ5BwrbfW4HY0kG69Dj-3W8VvdPr7Z8KqrW5ggww91LQb4fW3wshnB8G0zN7W7dr82s20wrgbN3Tj82Fh0mgSW8FzzV96wdwqgW58LvsP4hFbtvW8-_vj88FKF5zN89CrfW5CHkxW148nn042rKrCW5Jv5SF83BjPlW5xTZTG6zCZBDW5J406b3ndkVzW6HVFnG11j3cZW8H25xP1HwgWsW90BsmP9gJDyVW1csG6-7dgB7qW3hy15J3q67NGW4j6JCF7PRhzdL2L6W6KBxZVRzkYV2BG9-PW42VJNf703FKNVPw95p6ZmhWPW9gFty85BRtn5W8Dy7xS351d9RW1cL_Y93LrJwdf5_C12004)  
[Amsterdam, Netherlands - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W82wwc092dC3xW5VfBSy5T9sFf0/5/f18dQhb0SbTJ8Y9-zHW6KB8JF1k63-nW1CX2_B7sT5CMW6Dk5SC5Cgxh0VnQ9Qq8-tZd7W4cy4pJ8gjW4mVHG7v-31mqXfW2L7qHP2MDkWVW2KG36w8-y10rW8_dDry4bJ02hW4KT2lh8Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGW-jW1ZbjGy6pks9LW6m47S562nGyhW7d094f6G7FblW4DFfS36Q91jYW3yR-Qm95yPxSW86Q-Yk96RqNcW6QrwzX2BPR81W4DdY532yj74JW7Z8zNL423JZcW36Yn3x7zjTbPW7-0Xhj8KbKW9W5CFlBG5Cky8yW6cn7Zs5Wx4pGW2-MKHD5Dm_0YW6Qy6FS3s0cYXW5brc741VtrNrW5V_tNW7dr9qWW72YqDy3KS8zQW5CBjwL5hk1wxW5yvzd74TqVwqW2cyH2G9b_M2qVTj9FT3f6VZYW7SDpDL54ys6GW2PLnLK6MWN2YN2XjBYnZpcmqV9ZLdT7L03sr111)  
[San Francisco, CA - Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W6tNhQl4j8lBlW7pDsjP59hpDP0/5/f18dQhb0S3j42RwGk6VWnCzN4-Kqt9W1ftt3-1tb8pSW2wTltm93LSVjW6bLnf15nFtYZW7V-sg56XLkv3W1WsF0M47qpsxW2mW2-12MW232W3N16b-1dTq-YW55f_h76gSB1tN4Lqy5xsBVdtW9lSTX657FXZCW5v6p4l3RdBGzW61j1bM2qMGKdN7rQMMlB7kVzW2fFqMz13sK2dW4ZsWYn8qYvfRW8ZrBSk2wXxWHVNH4g58FX5GpW7JLP_-7hvmcdW6d0x2t4xPxnYVqN-C57nnbX7W3JzCZB8pw9m6F32YzZy-P6lW38tdM94hkxf7N3dGt9XBBYWtW4CPC-P29G1tKW2p37H-59dLqWW2Jl6jc7vj74ZW1Wff-65g6dsqW1VPwPs11KRkkW6cNZjf2NH5SBW3xQNzz5q_mZqW8Hv9m12FYjMjN4BpND8Sd69MW4dSN7638wr-PW7h4n-K6s4jS1W7_sYsh40bPlnW2F4Sh41KWRfyW11ch6m5zQx5cW1bZ1Lf1BJBXCW4FXyPl7C8wNLW9b9FFg5sq8bTVgsqj63SbR2VW89_v3Q4mvds2W7M9x928DF1-SW7Rbl7k4h7YNWW99876_98_MjBW7vr0v178pf06W1xtStC1q5YL9W7HNx4Q5GS5wl0)  
[New York City, NY – Jan 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*N4kmbZBDjgBwW3zDr7X98002f0/5/f18dQhb0Sjv78YHtvCN81SjwlHyjJqVRs0rR3Mqky-W3hHhbJ2P7_nXVbxYmW8pCQ6vW6c0lzy69W6MfW4vgKM1992jrcN7ZHC1mcNnNLW6PVKcr6N3nBLW8xGZPk6bN1mwW5tjgSC5PJ0kcW8wXNtZ2mzcnKW4rDgrj2HCrMJVZTlT_4DqHqzW6dgmw34yv2r0W3LmJLK20Y98hW1YfY8Y711PzfW5Rpkcd3bqp8HW9grn9h2hBQwBW1MqhJK7ldyjxW608MDR7HNJMQW6yyVv45VplcbW6wy2nW2dW7lBW1Fl5dV1WdwB-W2cJr_C19BjpPW6MyyXg1VWTLXW7x7BgK717dqYW78hL1V1Q0l56W6XlGcN1Q44CBW7vRGNw24TT7fW1rgV6s79m-ZzW2cZyBl1Cv9gxW3bwBC97Fn2K0N1cNSvqrX3l1W6VzHhF4yR22DVXrN7Z6bnY_nW1D7YXF61lQ4CW24c2kt7JNDg3W8S01xP4LYtywW7B8hNL963KThN7bcF07RpcR9W3y19vM3wMXFCM1kRVwjsBq0103)  
[Louisville, KY - Jan 17, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W54NLcX7FJMKdW4fd0z02WwWCP0/5/f18dQhb0S2C87B0HMWW12NqZc4_Bf4LW1gGnyn3wyHZlN57HvRb9djGwW6Ck5F24R2ZznW8ynZbn1krdm2V_76NP8hzyjRW2NYlhb52F50NW8NX4cq7sfCBqW3fv7dq6KD0nVW4pVr9113H-YZW85ZGJn3lYnyxN7JtFYdPWDQlW7_LhwN2KmKKTW95B7Tg5VNFnnW5cdpF_7twGMjW260KbS5zm6zhN2bpSZs4zSp1N7FHffjJ9_LgW4fwqP5752j9YN56w9zjyXxCrW3XYKjr8B0WVFV-V0mx2VnB10W4XXF-s2XtJk2W7PmnpQ2dHxpwN4YWbjMHNDj-MNP0YHWB8xXN452YtDctmrGW3xJ1Dl7MCp98W5C-NP615fvqvW90_-5F8bH7QjW5lj5KB4jY_rwW3Dj5QG1wTpvCW6vVtdC85J9QpW6q7rbV5-fbkJW4xrymn1gH6XQW6xGdWB3WD7NmW40pG9d25mrfhVwFc4J11WlKlW6jLp6X43MjJKW14rmQ1666BKKVcnqVf5Lvr80W6mDW0236xgkPN63qP7kDh9NqVCJV7N3hnjw5W8QF49N4H2dX5W3cmW1f2QTjlqW91ht4L6KfcvRW8Z7xlm9hvXRJW8p-vtJ5sX557f923vDw02)  
[Wiltshire, England - Jan 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*VyjSR565j1wDW3H2Jcb6wK86c0/5/f18dQhb0SbTP8XJ8QKN81SjwlHyjJqVRs0rR3Mqky-W3hHhd92P7_nXVcnTGj992gLmW4t26Qh5CRbZBN6PYX0JZfzkhW6bprKD6PZv-XW2yRl1Q95lxN0W61SSZm7mG7sDW51vX4y6HSmjJW7YCxrC2z9001W7cVJfV1nxjQnW3vgcQ32TKT0DW3Wgjxc5bNQ_RW3SQgn23_CV3gW3V_Tcn5bnH9YW2w15NM3M3Kx5W60Rjl64Dl4vzW3sxGxX8NbSlwW7R0x1433FK-yMqPkxDnjZC8W1G75Bf49pgXyW2sh5gS7vMrrxW55-3bx4dt20RW6wHFXh5ZcGkWN1CSxsw6_zl0Vn6RBC2d0QhLW8hXtG48jmDbnW5LXxX478n93fW4c2pYZ8X948vW85fPdQ8Ts4XRW4Q3KQm59K3SlW53GD8X2p8_TTW7_F8XP53NYtcW4PLwTV7pJmfyW1T2M3k1cxb7GN1KVZLG215_BW1J7M-77hT_dlW8Kpx6H4S4509W3L3Dc92MZx2_W7jY5F08fcXYrN4f28vsVs7V_VVmfTc3mhYkQ102)  
[Ann Arbor, MI - Jan 29, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W8kxN7F28p7D8W1tnF8K64kwSp0/5/f18dQhb0S2C87Bf-yPW12P2FJ1MMZzqW1T9Ngs4PFMZRN6Gbbw06Y1shW6HKK7l8v9zlNW6Vy3Wr86kjtpW8rNdtZ6X4684W97p2-P9hjLBhVhgV0q6_CxBLW4lc8WM6WDqDjW8Qg_0Z8fRrNVW8gC55f9f1SDHW3R3kJC6_C1GnW2LYjVv7C4DP4W2ZtZWX1kCs1PVdYB-41dVfW4W1Ldm-W1sZMlpN1Sw72Xq-vLXW4KBKx64MxLYPN1NCKFHlc8LPW50gC6R1VlHsDW1ys17g1G6yl5W1JfBH_2163lVN5rJkCkbLGlZW6j4CYd3xRqfdMYh4CWyKX62W6lN_pT1hc91_VX4tNd84s1bRVSlTNB4pZ9DGV713PB3WXRycW8rVkcY228RSCW8_XD_L7QZtvXW66C7tp3BfTFfW20BX0h1gQkvPW3rkL5_39K8R5W44s9ts4Bt7-WW51d8nj3yjjD8W7H9sQ_2Z3jF-W4NrDW57D2071VhlM7_8BxbCkW1jYd0W366j7xW3WKzS47J4_ktW4psSXC30lLypW7J9jY78s1P9CW7XHg_n3qbDKDW6WjHF29c1D4jW8hyJnK5vxZV6W8QvRy091dfwyW3X4K1t6gtnH4W52by90642yn3W2m4_fj5GS5wl0)  
[Columbus, OH - Jan 31, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W98Qws550rCBKN7BRZ9wgTvW_0/5/f18dQhb0S3j42p4p3vW12P2Hy1RLxmGW2y9v2r5WbWrfW7xdjGn4VP5WBW4l0jgp7DQFt5W2GJzRP6JFLhkW7xstgb4vWGKMW8Zr6wR8Hc4F-W2fbhCZ4CDJKZW6VDT8x4lck7pW77T3Kg4-4SxNW8xkLRl8DsMHSW7GwFy-8r51KvW8BCk3m96HvwhVFhY642QBxBXW2TW64T2N_P7gW2bLbW113HGKRN1mzKkRlp31gW79Q-dv2cwYRjW2DbqVF3RBFzPW7h9gbt5BZjsjW1bfGtb37rbkCW5tNKyV1r4FXrW7WYyBJ5yLzZTW2jvPph7YWF8JW2XCt0F1bGtGqW4J-C3y1fJDcNW4d_Jtq3_gPn3W1ccbs28BH4zYW8-xxkZ5zVqBfW6_sFG88n4Yb3W5fhV9k1kkMDgW146ZWL79sM41W2NVh4s3F5pvvW5p2n4m2CrQW0W5fyMZt18WYKgW4-sbwR8SfB3hW42-vTF6zyFzLW6C-c7L3Z9tHPW4lF3gS5nsw0gW3WKsyx43YDffW5W4Qgb69Yd1YW43Crkl60WG3DW6FhTzt6Sl_v4W6f86714cRssNW8dW5Sh7KbBTwW7MbrYh2jGG05W93bvTG9jCvm_W9gmFnZ28nmtRW4YR-GR2KVYMlW9h9ZV48sk9G3102)  
[Mexico City - Feb 5 & 6th](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W8mjS9Y7ZBYXNW321r2J3QTqx90/5/f18dQhb0SbTY8Y9-zHW6KB8JF1k63-nW1CX2_B7sT5CMW6Dk5SC5zh-NRVnQ9Qq8--HBkW8_1vj27r6cbPW8Wxkrn2MyWvzW8-y10r8-v5SNVHpVHK558sg7W8HbRxP8k1dMQVpSBF38Wj1L_W3381T236Q7PxW8WxhnB1VbVZGW2QrmCT8h6MtRW5mK36J5hQNW0W7JCxGl81bhDKW7N_KqM12CJpdW3VKVtL6mGYn8W1Qj6FQ6pzHWBW79p3ps4Z09TjW57-WqM3H_PtyW2DzCtR1yBHgVW89m7kJ76L5ZHW49PNTj6fmXVkMN98KKMKY_9W2mMxtf5_T4zxN8mJ5Ldp7Y_zW5qlHF83wdsdMW5SyhCc184LR0W692-Ys8hvFmvW7v7Wd76yQ9_yW7DJGNJ692SS1W2WC7jn1F97vxW34hHGG6Pc2P-W6rVvqM6t_HvdW8Ph58-59BvzgW6f_79H45yhlBW7x2DZT3tJZmbW1nCrbg8StPJ_N7gbcNQzMJZ-W6Cz3hq907x3_N1r5fTpw_5s8W94sZWq4Pxhj5W3DlwBb1w0TV_f3Dlwj-04)  
[Phoenix, AZ - Feb 6, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W4QW9XN188bgFW5Csmsq5fLShZ0/5/f18dQhb0S3gW7vQW_QW12trbY2yZzhhW5ktqZw4kMhnlW7NQH0p78rqfCW1SRl6C99FMZsW5g3hGZ88nDgpW2JnKFd2z4D38N23mpglSQ_wWW1-CPFY5wGs3tW2dgZpY6BBvLsW886kHD4CxF0KW4y4tLw1xkHj9W2Jw7LJ4V8RqFW5MV7Jq11mrCGW6R-D6M5cv902N1WDJ7YjqZ8VW4-nJLp5C8kDtW8Q4SbF7X4wTBN5WP8BgcZpMfW2tbTTw3B-DXsW5PW8WR2hrd7cW4VcJlw3DFbsHW4h3tC_5dJFh2W8qJJ2D4P27lPMFsXMnjqzXkW66fRn16FyW3HW2JLyNx4PHq5rN8-F8clsqWbBW6M78jc829kPgW13pLG45n77m-W3RrKTz6RN5HkW6RvcwL82HVmnW2_WwJy1-fD5dW1zQpf-5TlH0ZW7dPG2f30DwdVW6fv6wQ8DS2TDW7JQfS91GTtmXW1kxxNm7xdnz2W8KN3R62hFgmBW4wH8g-4YVj79W1hVldG61c_jWW5kVczS6c7l2BW5NtVdn8H3vWlW3NY58D63x9FgW876Lpy6KRSzcW8kyMZv8Vn7LWW9gZ4nr8H4Q9JW4nJ9hr4VsJ-_W1x1LX81LyWKLf1ld9P003)  
[Nashville, TN - Feb 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W2ZNv5z8zmD8yN6NcsSS9lJHs0/5/f18dQhb0S2C87B0mbNW12Nntd51k0ZnW549hMd4_vcPWW3GWSwd1DWV0qW38sqhY183hTmW24rscn3H5JJdW29Q4Nd5H4n7cW6_m5Hw50ysQ1N8HY2t0bllsjW3Y-pH87RS83_W91S7T68Msdd4W1j-kmh3V-bgHW1yzWwJ2NnqTXW97R3Hc2RTyJrW6NKCLd2Jp-CQMkr8fTNNQZMVMK00W2xkKH6W51m80R1SM3lFW6w6tLq1Q9FWjN2zF96S4dBXCW634-_45rYjVMW8-bbYg315JqcN7R1_2tnzDKcW4LRTxP4YmTr1W1KyMxZ5rGvJ6W2PLCd27m4xcqVQKxNg47vm5qW5_J0Vn8G6txnN2tZpnnVMLGQW75j6C61RvlSNW7jwhT_636TmLW8YS1GF58RFCNW4dp3Yk8883-lW8J6TV92Q_gHNW5_yWqF7TX10gVZNZ-37p9xnkW4hprnQ5LVvJNW8Slwc94c72LvN71_8pQp9SQfW43TpmJ3zY4BJW1B7G6L99Z7HmW7RxVYt1-bnkpW8rLdZC7SVwxgW44Cz1z2gPrRpW1-3w0x2VvHWtW1Lt7nF7CpcH2W4mHG8l8VqNMBW28VbZP9l0lGfW8JTtMx8pNwVVW1jDmZ96DN7cYW9k7xfw8t-fjy102)  
[San Francisco CA - Feb 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W4zRQ-y2XFpG9W43vL5c8f3s1K0/5/f18dQhb0S2C87B0mbNN12NntdG1T0xW52ssqg2YXc_-W42GMpB5wWgvCW41FfPn6dkdS5W24qxL18LrqKWN3MW-xvpTKyBW9kFvWn1rW8qbW8ZfJgj2nRvC5W2dq-7w8kL2_WVhxBTS653R9cW7jsKvB8WXzJpW6G1fYP7QBrDVW1-8cPD2m5N8vW55P13L7VYJP8N2hv1n7_21QwW52jxhP4_c2j2W1kjX-C38f61CW7xLJPR1zmXZ-W23Mm0Q50Qy_SW5VMq-C5F-YfdW6wV7dV627cK4W6tGydY28l4KbVc7XQJ2VVtTsW6_JyC064RH3qW5ty8cb1xW3jpN6mWSsXK343-W5q3Tbb7Gwq1yW5xdCHJ5Y_VrbW7L_FnZ45qcmMW6Vb4dg3ZSz6ZW4wFb5n39vVPvW4vGMyF92H9dwW3mYDQY6RPrkBW4dwB_J2V9FhLW8dZ1tF8N9ZtKW25j3kM5MzCWyW1YPhMx635hfCVFRJhf7QxDDHW5kGZVC2fJ0kPW2bRKqZ7B9H6qVP46b746qgVRW6JVTst4wdwf-W6DXCB32nhM8MV79KTw8V0YX4W8GxkCc20FC_ZW5yHz2D1JMpnyW7h_XSS9kn6n6W8qPLbr11d8MhW59TFb51s1_vqf7K6MXp11)  
[Newcastle, Australia - Feb 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*N2W8FczMQxHmW89Vpqj87hFx50/5/f18dQhb0S1Wd7Bf-yPN12P2FpYlj9kW1SJ6Sf6rxDSNW18lVVm1bQtQcVSdP5D42H3DCW5FQ_HM5yJCh1W4znFbl6K3WktW9k8LJ14xC55-W7FgVk916dmj7W4nWxzp86f-ysW93PHdK85dcp3W9lCpg86rHY-QW67WYhQ6lHDDFN6qBWqP4gbcjW6k1S_l6qNZxHW2523Zn7vFY8JW7nplhy7VgK_pW1Dppvq7JsHhLN6rN91bn8d3TW2RsDgv2-mKCDW505HH38pW1FHW1632kY2vC2KyN2QD2FXvn8BfW5GbfXV574c7mVJyvWz11glK5W3H1x5F5LpRBFVPjwd52xp4dnW7RbfBx4MBKS2W2035t47QW36bMrXchZ3S9FYW62Q3Ln6Kk3KrW5Rw2t55SKq_zW3W3x5W332LHGVyTxQb3rMMhtW8JggT46HFxjmW2V-X094M99nkW8HTy9H7HbmfzW6YcQ2n6SMdt_W5X6-mf4FrcclW8b6pYz4PhMTBW6Yfth591JVHFW71CWM18S7VWHW6QVDR82BmrScW8pGG_-7H-FB2W8fkmvg6QrlPgW288XSJ6PzCL8W9bScG48hN1q7W66jv-g4GPzjlW44LGJx976g4VW8_lG_07ddLJNW2kFgG231-rFdW95qn6C5SVgcB102)  
[Pensacola, FL - Feb 18 & 19, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W6Rfbrx1d3353W5bCvWn5yXdCw0/5/f18dQhb0S3j473p10-VWVGnt1b7YfVW1pfdkq2YVV0_W1pQdkd746t90W3bdTwD5zvGYYW6VxTHZ4ypy6rW55DXBm3G8DgrN724cd9b5ydlW6T1KWB15-pkdW7YXj0_6dSqQgW8PvmVs882ZsmN6y9BSxvLH6cW4ZrtrH1LVhQJW4c-sNB8bxQJ7W49hHy08xbkdLW5yx3H_5BkkvjW4PJBpl3y6413N2vB8RCxrqhzN22LY-VRKMLzN1yDPpBDHJjMW17s8BM5mwr8wW2ZvsTb4VRzkxW8JHV9B35LjfyW4ZZz4P6B_l9WN5rs0qc1T5t-W57p0x81Tk2bxF5dzjv5k6pCW8KSB3d1092-_Vj5svb5shMrTW3cNZtq8rJV4kW6MTX3054xCv1W3H-58R6MnG2FW3Wt_vm60gBynVzHN2M55VBfmW785gD74YpMnzW8q0_Qh8WqV8lW7Q5Z6h2WbRm4W4f-qbl6QGhrdW7S1zsm59pjFcW2xj_c05YgQFdW7RscZ15FJhjyW1bRxC138FCz7W2WB4Yh99y6sbW6X1S6b3hh4fHW1hSMhK6B9-sSW72STHq121_FkW6KBjpf92RS0vW7BWSFg3sfgt9W2k1yd_4xyJd3W1Y-Cgh8201qrW1SYj0Z8TH0QLV9J46X3qMGgC103)  
[Dallas, TX - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W2hTy3X1j15x-W5LSYy91fwqql0/5/f18dQhb0S1Wd2nS4GqVWp9pR72VYFTN3_bGsgbpKM3N8KVjfqk1xnpW1-pWz06HrYRBW5hKbTP3DD_r3W95B-Dt1q6JSNW9kFvkX9h9qZGW4ZBXyj7cKpqKW6RVjyP7T3xCfW92m0Yk6XSypyN7cHC2FvflwfW58T3HD6wZG_yVQR40b1tzVM_W8ntjV96wM3g-W6p01Wq3fwMbMW4MFXZ85-44nDN2qCXTQscnFCW8NR2pD7f92Y-W3XNc_F5M2jkvN2F4dQWNyGdcW7CmGzF8qBrxQW3wc5Ns41f2m3W7Vx1C9893KZyVfybB9500CbWW3sVbP619PJp5VdDd3q1x0x4wVQYQyZ6rNR6JW8_J5f41WRBV1W64Wn3y1rLZ_VW379T_x5cVZV5W24W7SK6-2bQ1W59yS8J6dTd6zW4kvVCR6x75yfW5Qdt2T3zrdtBW6xDsX030vY0_W2k_tDD3jMcnqW91ltdT81rmbTW3Md6Gm8tnXCRW5qZfKH7x89-kW8H3Yr47Fjx5VW5Zv1Cs5s2CQsW46wxzz5fmdH_W7VnCQm3_KgKlW26ffjR1Qr1nTV2SfR46szc6yW149ZpC8tzKpGW7ZkFWc8V-DWBW673VRG7CgZJnVQK7Yr3sJZ0DW1WjWHz1J2tr1W3Sl-Bw5XFY1F0)  
[Los Angeles, CA - Feb 20, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W5GkV4H2Q3XNvW172yJw4c0WS10/5/f18dQhb0S2C82WK2bdVWVN0z2XXY_fN4_9zlRnshbHW8KrkXH2HqF02W7YBldJ6GWT-RW5qp4YN5Hqz3hW7n9HFK6TnysHW3c7dSR4CFcQjW7cKlRB15Ll0sW4dNb6-4dzHfpW8tFbz086MV3LW5stVZ82Tz0gLW7KY0Ck40LbdDN3F0V0cHT1kQW3923FS6N67kgW4hsYCp7rGqv9W68Q9Kn5ryZNTW2_9cXb4Q5-DKW1SjXyK1r4Xy8W2wjTDW7fJxz3W6nX1_j2TPSKTN1Pj09RCcyZ7W7G1k-W7_x9kYN7bpgRGyHJmxW4_JQNq5zTfwPW3T4Pdn3zDf4qN1rF_NcgnTNGW7Rvqpj85_kW8W1RHdgS1cv6fyW5FPQDs5Tjk4PN7wcJkK9z23tW5P7ZRD35nr-0V34mZz7_XH_TVC0T3-4FnB-WW6zFfgb2jylmZW7PRh0f88B2HpW2Vgc_t41t611W7QlB1T90r0hBW7yfm6p67f4ghW8BY7Sg4DYCc-W1t-JXG7VWz1fW4pdnvm8Nvy4gW23t5WZ3z8vwQW67X2Yy4fjVMsW3MBmrf2B1Tv-W3Q06VV1nR2zLW65GnXr8kH1HSW10WVxv3vGXGXW2jgxLL38qqBPW8Qh-X789zqtMW8_8FwJ8tg2lgW48GbKY42-_k1f93BtLZ11)  
[Sydney, AUS - Mar 4, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W6_Gl8L16dG9_N8qc9bfgSTCf0/5/f18dQhb0S3j42k7jMsN12hrSllMFy9W1mWGXq23FwmQW7q4yCX4K5vcjW2wwk2n7-zyKpW7bG6l74f_XqrW89cs4b3lPyQsN9fdQdJTY2X3W4gHj2_32Qy-fW4gbVcl8vqD65W3rJ_T83vH3bmW5pgTDS6qwZxvW4XvWrm5s8rLmW20LDkH9hybRXW5N4q9d6kGpcdW11gWrG7l_CjkW2GnzDX2nSJrdW1MY-FW2v82WNVxbKkY52P_4RVBZJnS7kLfk3W11PvSB5lD9xbN6skjrYYqsdmW3HFQ6c42KC-fW7G2Vsr4M8jqJW3yKqd92WrPY_VRhStg19M3hhW3-xzPy1PkQ86W291QqR6Bc28LW35-Sbn5KmCDlMHHDF1Lv0f9W7yry3x1Dsv5hW8YW-fB3v2N5GW2jYTyG5pPhTzW2YZsX78NsBd3W1tG7J35622RXW2Yjgp45bbVrpW99tC7L3w6PtdW8MW2CJ1cbYj6W3xh0kk6GTSRwW6YhV9Y7RkxRwVhQZS816BCw_W2d5Bf67r-yN6N8fz5CJ94_HBW1wPxRF1BJMLSW7Skcmf7W0mtNW914ntQ68h4d2W8cPMmK7Z4X0nW8L4Mbm43HXGkW17NtLN2LP7KhW1JL_bq9bbLjJW6D0CKB92-YZbW3QGVc630BGR7W28HDxb6rgB4d0)  
[Auckland, New Zealand - Mar 9, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*VFX6TL818lZ5W1HtPRH1YXDFv0/5/f18dQhb0S1Wd2dYTssVVWBTg2xNng6W35McQF4-tcJPW3_X7k69gqTDVW2N36NV1D3SckW7mrhqG4xkbcJW2pNrwV3gqqwJW4LPqhq99kN4KW6LLDkY74h-7NW76P8Zh9cMqgwW8RM57f3Rsy7FW7spLnc7mnbF7VsDyWg5qZQbZN5s3VXqcyRK-W320nR02-y35mW1x7Wd64kKShlW3f7KgP62dTxDVGYzkC1hqB6bW1jhfbn67RP_HW8GYJy54RvRz_W3pS9Kz4dZ2_hW2L2lDM5gQpWfW94VvG46M2wglN3wy88nbzYnsN2h4sQ46DN5nN5KsN4Qx5VJXN5f8J_r_js-SW8Q7S8y2xCrdYW3b-rwn7r0JQRW78kztk1mZskyW6Dy65x7QFMzbW8Bv3b23fWpJmVS39Q-3gqrYqVM39jm6Ms-JPW6Mn-XK1w4MmWW64bSq12HFtZdN2CXnzh-VxKGVlsSSJ59dyHyW7dsHTm4R1jXfW2PLKlz58QdCMW1RyMDp4Q1fvbW7v4KXb35zv_BW4Hg0BB4zwk_MW7TVQtJ5S9WqlW3_lYc28QbCFvW8sZZc055bcTBW8pDRPD4bXfmY0)  
[Sydney, AUS - Mar 18, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W2b0-dG4K5RFPW2BDXr32jJdrh0/5/f18dQhb0S65P7B0mbNMWn-yRG1T1yW4_wplP1gBnpcW7PTtNY8ZBNFJW3Fn_c4853ChFW90gsZb7ZlzWKN6zxyn1DrpGXW5TdyLq3sqc5ZW8Z7Tdr2rw6_lW3R_FHs3lJ2WxW6Xnycv8S-qjBVgjgHh2hPBwSW8xcmzC1G7sxRW6RpfX65zFX5CW6kvBbZ5yQLFhW72_-qX2Jt5kCW32FCtW3JBVZSN4P3L3zmz2-8W1mfNFM377sRNW5styQF3DSCnZN5Dx6wNcxj-bW6fQnRC1mhtbbW4TmD_f1XpjC0W1ks11C1GsTPLW1CvYRm2QvppDW47tpSK8GWgb4W8ZcmZH1j9v5ZW7fqLcZ5bbKhnW4fT8S75tg5sMMC2lZVVlSq-N2hYb832lBDmW8PyQcJ97Jp6KW6X21t828PKRbW3rbTbD98_fpqW6RQ8cs70cN1pVQgYkK5LL1MsW8G3t0T1shCSmW6CgdR51KHlvPW7njsQ541BC6YW4cJYMv9cBNh8N1s_6cTwRDnwW6n8kgH8nWGLKW5_ffzt1wLBfHW3CclYt7xHFSWW7VhX_t7V0VCfW8-ZD_G71JzmCW5h4lzN3RNRHzW5L1pnD97g6RKW99124g2ZjfXFW8QvMsy89YpgyW5C_vYY8417L1W56gSbl2G7QT9f4KLcJl11)  
[Phoenix, AZ - Apr 9, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W9kC6cH4c_QJkN8rk_381syGt0/5/f18dQhb0SbTR8YHs-8N81SjwlHyjJqVRs0rR3Mqky-W3hHhb52P7_nXVcnTGj992jrcN7ZHC1mbQzJrW51fxNc6bnNb9N2z3K1VYgNcZW6PZxrZ1nrCGBW51LTg55DHNj2W8ffyph25DrmCVf3dJV5DHCRfW7cby8w3W4sL-W3VKqsF5jj8JBW47YlYy4bfcHbW47Xx4z3C810nW1Df0XL6yBPHzW1zlWpb5kky86W5FxwrJ24dlXQW3jxWlJ3VVkFJW4LG55J3yZDDxW4VJx2n5b-CYlW2FzJpJ3gnnNMW6vb6Fv2TBVGcW6GWzBS5qZmb1W3JP0gF3xhJH7W3z9zPN3PqGlQW4yG88g6V_7lcW32xgKb3dB28KW2TGzNH6-4t4RW5HKKNK5Pmls6W6skslP2-MrYhW2-vkxL7k-2C-W3lhLZ249XkzkW3Cdk0d3wv7SmW6x-wL52PjBM4W2FGwQ77qz-_dW4J35Sn2N3DcVW8QR7gc28D5P4W3yyvvB7-4BcrW5mj3Xn1Sd8PjW4pBGqB3pxWL3McTSRKcShbrf1DkGR502)  
[Sydney, Australia - Apr 23, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W3dTFQn39zMt_W8Yzg2Z6HhqKg0/5/f18dQhb0S3j47B0H3zN12NSpyFhPQSW2sL8l-52lX39W3H89CD1NJjQxW7tXlvv3m6HYMW7n0jLk5m-JB5W4BpGX54Ny-ZGV2_4WZ2WQt4lW7WhYFX1MpHZvW8195pr6KtHwZW8fs58w78y2Q1W7Gv5Bp6JHZ7_W9gSdyd2hzb1RW2KVCd270sp5CW4STZFp1pynFyW1Vn4tp2ZRKvLVg0jYF2qphJkW674bRX2GvRTgVdWbRt4p1THvW8Q4tHQ4YWbkSM6XCbjMCFbfW36t4Wj4Gr8jFW3Vmc8Y8D2416W7qF0LN271K48W4qLHVs5Lr4R2N7gQz6bvcp-ZW1cmCmx5kFh9GW6dvM4x1qV04RV1bR_G97wM-KW5vk11l94F-qRW4c3rN11HPfWjW2ZzhhT7cJ7_sW8-QW97969klnW1y99-b36Xm8ZN6HXRVpvDpWhW5tb8Pw4ThGK5W3Vgsk84Cmg-zW2d7x1884s8QMN4kYQKqbB_gPW5tYZkR3VCfWmW7DsCC94zSPC2W8KmL5T8Bn60YW4jLFJy7_ftT4W8qJR_621vYgRW8KBjVv2VCsdfW62L9SJ3Nd3kSW6Tp2P293Q0xJW6pFYN118bXrDW2hC92B4zDGl3W2FLptc1x3gf7W4GwcCl2tp6nM103)  
[Henderson, NV - Apr 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W4YGP_v4xV0r7W1rQnPx4GCRbW0/5/f18dQhb0S2C82RwGk6VWnCzN4_Bf3rW1fYttv2y8QT3W8w7WD29dt_2pW63jv762RvnxVW8m31-b1Ys0r9W846yyR9fflShW50_XsF4gbTpbW4TwZr57t15WcW8BtMR8129gmpW6Hw_TH9g6tz6VY98fz5tTkz1W5STP6F2GDzTwW1Bn0TL6NLCF0W6zPn1j8yRZLvW3Y_G0G25001zW4NX7ZS8qXJ3qW8ZBXkX2wXkvnVDWySq8m5X2cW8gDtk88cd-n2W2vPQrf4LPRKGW5Rmndn6Vz_JbN2xW0tjCgyqtW7-7Ly55RkpQ-W7yzBc072tgSmW2nvF3K3RwYhQW15M1Bb1JZfH-W7PghSs3RQv3zW3xlzvs8qpzhDW6FMCJ51s982tV8HQVc6wXKWbW1-TSz39bKB5PW70mg3N46Gt8xW86gR3N5WCj_0W7PBn0Q6DXylZW4ppV3d2zRd1-W3rVBVr7C6YrvW6p-ftm4mXmcjVbBYfz5sH0_zW383N026VyqJ_W8ktKZq5wq3qjW3WZ5HB5tBv-bW6Brwj46D7qz9W17DXzn5yqqfWW6TMtJZ6tv12mW4Ct_ZD3P82DNW6rbGSF7dDGpSW9l-tYV6mK7HQW41NC-z5nXwVRN5ltfXYcsF6Hf8m3vXb03)  
[Brisbane City, Australia - May 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*VKMj0p3hpN7XN2M0wmVc-hCn0/5/f18dQhb0SfHn9dZyjHW6KB8JF1k63-nW1CX2_B7sT5CMW6Dk5TK1SrC8dVLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW67jH911sLbGnW63nbP28v2QXHN3Q0gwxVbFJDW8p0cfb8vXzgZN3JsXVKV9mWjN1pNWLnNgVwPMVyz5QWyV7cW5BCrNH8mp2bwW8p-Vr065kbjqW66PvWh352JgkW4qyksw64kQsCV75xfm8pmbSQW1mhW2D3VpxwwW96zRPS6bT6L3W8RRjRD5CktzDW83KHrF7J39qHN2m8DqKmmJhCVRTHmy5rkYxhVMMQxX80gSRfW97rB1b8xqWRFW4Y8KJj8qSVH8W4wVRB48n0_HwN8wxL0tW7lRgN97Qz2QP6xm2W3Nhd7p6LcrCYW34Hxnk27-xlRW3HSGHx6Lw7WYW3KkcYL3Q03csW65jLbX4VT9htW2BVZQT3JkYlxW8yWVT74qX0QwW27s9J87wTY46N5J7PqGSKtwXVcZLWR86l3lKN6-sdcCsL4QPW7NMbGq4HDMZgW7mtWSc6VrlWHW47RVRV4PNbQjW3_qnt96XChf9W7m6dGr4PzdjSW9jrjPx5V9WFRW3f5_rb7RkfL2f5g74-j04)  
[Sydney, AUS - Jun 11, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W6PFFmc12wn9ZW81slvW3-8x0r0/5/f18dQhb0S3j47B0H3zW12NSqS503X9rN7bhLRHYRMZ4W8xkgXx8NSK3PW6DP5Jm6yJQhpW4486M186swZ9W59B0BL1fR5Z9W20r5PC48vSYZW8K2-Cn4PxwQkW1Bj3Mb3mbLbQW4YqYbZ7CcDnSW6rdTkk18stQjW6q4mm43ggC5dW8zNyPn5LH96jW6tZWrZ3ggFcNN3xH6T42wv6ZN2xCkKtk_4xHW7sPbz06QjRj6W4_T06n1pYCVLN1kxzxr8Ys9fW1dXgTM2GvsLvW3gLbKd2SWDvtW38j_DC3VQzYdW5spNGt7KP3VPW3ddGqn25nhxLW7N3rH52lpG2wW536r085P63J8W3lGQHx2qL4XKW2ymx3H8vdK6-N7YzpSCFZZw7W8Ydqnw1Dg0Z7W7mzRHZ6SbwFmW5w3Pfz2f1cj6V6j4Pg40qqCYV7VsBd87kZsBW5bFcxJ2WBwJTW904s2N5JtgR6N6smZ9Z2VmhMW43V9qP20ytzLW6PpMmD6CWVfZW3_819L15D8KFW2SBc-S730WvxW2F2nXm17BsYmN1gpsQbQW2TcW8Dj5mT1CfbWRW7_Zy-y5V8YrRW1PFllW1L4KMHW5N0msk9h1H78W8VjSsl5yq4HrW4bWCl78NpK1DW8QrrHG8C8P0DW4t3Kvf3fz8jkf63B1g011)  
[Sydney, Australia - Jul 16, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W3RPqZc3tm7NXW3wNsVv8LKwWG0/5/f18dQhb0S3j42nS4BgW12NSpy5kC4hmW4_VJT32Y2kJ_W2Sbf9C2rpsfGW59Ts0l6kJ4hgW65vV_J2JMn0SW9ldlKY4RRK8fV5_0M_5yPGJDN3-7sjTlH56PW3_SQLm42mthJW95b69p8P_872W9gqptX8_hm3dW8cvBcr34TQ3VW1Hgk9v8C6flsVk5TwW5G7dNPMd7ppLP2ZqsN3d_zMFN4bQtW7pgWbM60P8-yW4J6f-R6702dNW5f6yP82vc0s4VC6N_M5FySv3W6xsZMF6w9ngXV6jfkc2wbl4GW4ZvdB363NCylN73Djj9vJcSmV9v4pp2_VWCjW50b4nW5pKcJ3N2shhQ5fM88HN15PyxD2MbZnW27FSlt3bDXZ9N1XhL-W9HhC5W6xRhjR1dqx_SW5NfLmb9fwdPkW8869sY4v-h0lW1xmRc45Gch3wW7S6N_45QnzMxW20Y5mp5HvMYJW3mf5cR3mf78NVTbqV18bnSvjW6H1Zyj4WZZM9VXT2VP7_bmmlW8jLVkb98SG9nW2j272Y8Dj51vW4tyP371sf1cjW27TBt65NcTyKW9czj9Y9m47QKW3--YKC7TG0QDW953x-64lNxPTW5PrHbK8TntVtW2cyP8b49dlkWV6RjGZ3jNH-0103)  
Puebla, Mexico - Aug 18 & 19, 2020  
[Sydney, AUS - Sep 10, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W8qjTMD4qyJP5N6tyzVsg2XHy0/5/f18dQhb0S2C873FkvWN12Pt61Xm9zfW7jMfd_3cNxb1N3T_YlMDpcQgW559kvw7TZXkVW2RWFpM5m-L3RW4C-F1h3_kd-JN9kFjV-fkT-CW8NTN414pZbt7W8gqXLs8tD1ZPW76ztc185c8XtW8TKDVX5vDQS9W7rb-nt5HHdZ1W5b-dR553rL-4W6g6DVd5XJ3WdW7PRtCD6DDR02W5SnDgK4LMPDjW5jzfCB11znbsVH4lVq5z3tRlVWrbqR1YmnDrMj-2Sj4wwZHW1QB8Dt52kX6MW1lHVXX3WkY34W659G3X5fJm2jW1l41zq5z51d8W8WgPsJ1j2sBGW41dp8V5jFFRFMcNntFMCxz_N4GGhZ13FxmMW71PN3j2NbpY6W1dJClN6j0pM_Vk6RF38J9ZXhW3tmvcl16Ty69W85hbtZ6vXSHBW7NtLj33htfPHW26BWnw5mZnvjVJjdRL6GFTvNVjX7DY87d-B6W8qWkZX6VrSK1W90kvft4BQ8SfW60W3Lw4gt0WqW7yJV_91JLwSlW4_cxmY2Y4wKKW62F7bm2-LkjSW9dKfKg7HgTSwW376Xh43_7MNtW198rXS4wSY0QW6JM3dQ9m3zfGW4vDqQl812hCCW8V0Dnm2kW_nFW6Vj7Kg4qKpLgW21crvz3Y3jrXW9h9BXD7hMYW9102)  
[Portland, OR - Sep 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W8nJ2-r5-DJjhW6f4Q853nGm1T0/5/f18dQhb0S2C82RwGk6VWnCzN4_BbcNW5jCsJb2XWzZjW1XqVKM73qCGhW3hWLLH3Lp-VFW1-00VV21_5qSVYNx1K840gLFW9flcs97D4KgFV46MnH42Cf6gW3LHWK778vvT7W4pDmcp89V9MZW6plSVy5RMXDQN5lNB3_q5sYYW1WLb7V8bLsV6N3KZzMR17fM5W1nBqQb1JgLDDW1ZLdxw2wk8lWW2Rv5LL7nzCwqN4Nh-LzXwhpHW2bFxG_1Sy0FZW6Lj4JR1cH2_VW6NZBQk2NqtQDW3g9BRW6SzVVlW7N50_Q2ltcqKW3Tvsf298gCksW3ZBTwV2F7fb2N6_pkP2TsS3rW4-zqBc4m9CKMW58jH5f4TvGw5W7-5bJ64Dwt2DW28X1zz5jWB9QW6HXWl66-gmnJW411m856HH7S3W5bnT_32TmGKxW4m0pkQ1nW20ZW8Llp9C5HNwzwW3R01h07RN0pfW6-fTdC4gCjt-W24DGPf6VD403W6yTPlg3wcMQsW13rHHN3F156GW3Cb33T2TM9xcVTxMbN32Bh6jW996T813xNKYFW1Pp8753b7sWKW5dfZqq4D3JXwW2clhfk8nc0N1W4HypWV92gjrXW4H08Zr9fKcDMW5QVJKL1vV_kcf4yFJvQ11)  
[Brisbane City, Australia - Sep 23, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W5rtjWP59v5KHTWPXC7B9xfW0/5/f18dQhb0S2C82RwFJYVWnyL81TPHB9N2S2CfRbpGYwW3HG7Jw4S3x1dW7tNZ3S2GnSVzW2qx3YG3nGQsrW7my9ll8DJyJYW97mjx-2XhQ-tW8GcdqZ5SP3s1W4jFMjC3qh_2ZW2bCxsL8tCNLFW3mkmMm8Wx8V-W7rX7_t6bFJn1W3jbSKJ2vt-78N1Cvk45MxZVbW3nrsQR3B00K_VPMCJc1RrfztW33p4w747srs5W1p2-6z2q_KdgW1fn8Vh8VxDqlVlqzLM1lWTvxW2FZSL-6DXcjlV_T7-z5Ck8xwW5_YNqW6N40Y9W4ZMpmh23TLxWW23zcgM1MMPDGW5H26km8m2g2FW4-sbhx56dmK-N4yRf6zVRhFFW8hZSD53v28r0W42cJKt1c7gk6W5rmB1k6wRkktW3XyF_x8grwwKN3Vpd66_MP2QW4xTKGk410chXW1V48wY59rC5rW8rKMdL3kN4xLVNVxGd3G2mJBN421s1MYnzxqW33vwG34sjNjcW5xhlfN915nFrW6rH_Mq5zlWPRW3XddHq1vf7RrW8xkhvq8l_Tv-W457YCC3ZrCHlW2cmKT_6kkdX8W3zfQF294j49nW11vm3k94gfV9W8fkYmc8pBBYlN21JTvPPS2vgW9k7kyY6X-xTS102)  
[Sydney, Australia - Oct 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W80tr6J44C_gfW6kqQ5K4tswWF0/5/f18dQhb0S3j42p4p3vW12P2Hy2_V4zwW5jlZZ73dMM7DW3LYR1_2rW75QW3qVQ1Z7_dBfMW7KdG9Y40bKVwW8Wr-bH863ZnCW8yMPBl8K9s1gW2d9GjV5Sc5j4W439RK642Tb-cW77T3Kg4-4Wm3W97cdp96qx1NdW7jfcY_7w4bDBW68Mv2_6NLyT5Vk89Zl1kChFhVl7dKm68tmWNW4QXT1D5TH_mhW33yjCW1l_0kwV6sjG22bwYlfW4qxKRQ2st1JGW4L1fyx5549KqVPT0wW6GwygPW2fp-rY3BvTQRVPssbt5zR8CCW95S-Ls6hNtf4W1BK7n75hmhNMW2m9C9r15M1BbW1JZfH-7NNv3VVstVWn91CzvgW3M7GgT3vStRwN8VWf10kmDGHW63cgk51wcCRqW4v9S6q8N3JsXW4t8l9v11n8TgW2YjVPL40x9vLW5t4WhZ8kRQSzVxX7Rn6q7BJMW5Q9HCY6-gMcsN4d19bzcBf-rW5988P-1GQqxpW8zdf4R6Y0tKMW6TH8-j6GtKFlW5Lh07s2b1XK-N4rvbV0zJKvXW144H3B3ltpb1W8RGb3k8Z8jsrW7j1wYm3wdknCW8yhc1J4H9q75W2hCgDk2jjg1hW1hHgHL5mgKtLV_xKFC6vrcN6103)  
[Lancaster, PA - Oct 27, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W6B884f7lG8C6W6fThX58QtjT20/5/f18dQhb0S65P2RwGk6MWnQPYFPFv1N19_nt8LChskW1V28M44NLlmDW7MY7C87sQycwW3Y01NM447QY6W3R6zfK1KG8dxW5THrlT6mSx1vW7-V0xl7brjBLVtfFyR22m6VJVhpY3L18-r1FW9lT7165fHnvPW7PSrWs3RNfC0W1m06Y72qMwf1W5tmzq74TYKdYN5Mp48wwM0P4W2rMWXF4ctfVcW4kW7Wp1fZFtsVlTCbW8S71sJVG9Xmm19Nj6cW36jNFK8p-8V4VPHT8W3z8MFcW8y975d45sdwJMvJcSm9PLtkW1RMqvn2GlrC1W8lHFw68KS2L7W2RYHNW2rgwY9W9hgG2q2x7yh8VRg0415rPd5YW2DbHJL3LClBFW7PJ2cW1jScqvW8F-pHc8pg2NmW73yYw-59PDYNW62NGLh7jmThtW4tjnJV3Fk5VGW3Vz9rS6lKvt6N5HLhBr--7pTW3r9q5D44crBmW7JJ0NZ8mzNfZW8kTCKG3kQQg3W7-r5f35t9PXvW6kX9-z6byfjlM6TrsH5bYH1W2xZQNN7kGRBSW92Z93N3NxFkNW6PNy8r8CSBX1W4H9Bgk6vY635W5xXHWx1WZnGtW5k-RBM8b9Yvn111)  
[Colombia - Oct 27 & 28, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*VW69Qn4Sm6Q0W3vw5w15-G4fS0/5/f18dQhb0S3j42dYTssMVWnDhC43PGVLFD3Q5_KDrMW3TT65c38Y4pdW2N2_6C1nxb4_W6PQ9w87wYZwsW3l34Wp9cgRllVw-T-g8hG503W4561ZS22z5HzW84hfLt11HNQrW85fFgm8jqWr2W1Q54br62J8bsW3L1vSF7V0qHKN7LlMnPp9NGJVFPk4J5hDjF_W5kWBlV4Rsp5XW65jWCs4LxztWW3ypHk43JCjNjW4VQRPf7d1tb6VsTwL54Yc3rvW1gFHgd4Q9xFzW304dDZ1_QGnrV4ymKt1PMgsZN3wfwCSlRtRNW454Rdr5y_R16W6RyQ2M68_VqbW4HY49g6Gk0CFW1-BM9x6Zwnn-W3dRY5Z8DmJ0DW4p-h4h2SC-SyW6BQHSQ3z5VVqN3j6cZWbMxmFW3X1L_K2n9dynW70kKt17rFkjgW1J5WKT7_xXKbVcTplM3_dy8GW1XdVZF4XJxwsN7yZ2Gg11D3yW2yJZqc5CQLsVW5FTzXY2D0W16W2FRkwQ7rqSBzW4hxPDt2zQQGrW2c3wDq1LlQ8BW5QWWLk9d7RC_W3nLQd26mB-CQW8kRPzc8DxcJNW2GVY54975HnhW8mFC7b7bwrn4W1N-Wp256dWZz0)  
[Costa Mesa, CA - Nov 10, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W5z7xj_7jckXbW1qklqn1wBprk0/5/f18dQhb0S2C82WsqN3MWVCY6FPmfHW52FlwR2nnMnnW3M4KcS3fB5CqW80pxfR6dkdS5W3J9yCw83Pr81W6-gvl92R36CbW217KyN8w6Rh6W3NKK4r1xm84nW2ZFyCp436XkpW9csnck7nkDdfW7Cl9w37ZVj_TW3WB4HK6l8QlkW5TC-M17RjZkZW2KZ2zQ7772RpW2J3sHp6p38vCW682j1x5Kl38TW1kD02Z2sslxDW94F8S72m8GsvVWGfs44VC_PsN5gg4JvQT_ZrW60_v8D7rXZVJW1CvM_83FrWs0W3zV_fx1cCK85W7t8lH11vTSrJN1vkGppk9wgdW3zSm9c61Pb40W2fq9LP9j4nJqW2xkctJ3NZBvpW8_bJvf4cpnKvW6TYRp429GvPkW5QBDrB6gkQYNW2gfnmB88H89hVQgKM14gBcmcW6zStbZ5Nqb2BW455MlC4wY_4cW2gN3s94k5rtRM_LsGlNvvnPW4-q9SG8zHvDyW897V8m4yC3j-W4tF_QM2fmNqXW1B12MM8bY9QlW4lq7HR4kXyYcN7VpNrn47fXTMzdyScPxbzZW64M_VB6QZMf7N3nLhVgMxLVDW3vr9hK97dK2JW5BTy092lcNcCW10lRmr2G7QVGf4rHfsL11)  
[Mexico City - Nov 10 & 11, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W2Ty9YD8xp5W7W4bR3_b7wxM2J0/5/f18dQhb0S3j42dYTssVVWBVn199R_8N30w6L7DQkfmW1Qxm3F1sC6W3W3kxmZT1dpjbBW81QB246Ns5QJN1wZjr8zM7GcW74tWgW841wh0W2ySl184NJHDNW4ZTXP77ygp-cW1KLfg413RdNDVfcL_Y2L7t6tVXYqQG7_cP56W1dj01R6qP6cbW1trQS21NxXBKW284zYR71LxBFW82mgwz2Zzbv8W8cCvz03KQpGlW1syng637SlM3W8rDkw397knnsW6wkTtv5nCMCJVHBltJ7H57XvMfmBnR8y20VW8-WXgR7c-R6nVfldk64TvSD3N8n4qttJL1lsN5zj3cDvYQ2mV4kx7y3c_zZrW5pFQ1G2fJgbDW14JDQr13DBJMW3tcpj52y0GysW2_nPBH4bv72lW8XTN4c5tgFKDW6k9FbW5-tDRZW39MyKJ3fN5Q_W4LJzz24ddjt-W7mqx7k34Hqj7W6Gjb7g6PQpRSW8V9xYT64-RmTW1GGGJb3SPWNyW2svYYN1nmHssW3sz-6Z26CW13W94fRMH6Dvn8zW81dpXc96Qz9pW9bJ8cQ2HwcPdW6BFyYX42dk49W4zvR338Ljq9h111)  
[Guadalajara, Mexico - Nov 12 & 13, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W2bQ0-435S13GW9fNWGC7y4DGm0/5/f18dQhb0S3j42dYTssMVWnDhC43PGVLFD3P60JRYpW3_WKQ62DmFJ6W5v7qM02N1ZQ5W4bwYKt5FQvFkW1r1YWz9hbhQdW24Wyw44QXKy2W2pNqRv1bzdJLW4w6CQz8c9KgGW44gFFc5xWQ-qW7N1XSK30XFtBW8h6CqV3NDVktW4VbDTl6T_wcwW5VNfl82pMB44N4d_jTq1F1QZW6NBF6x5V7SyTW70XNx83KXppMN3m-sZp88cpzW1SkDj17TFC0pW5qLzG521QVj0W2KkmWM2B5gzJMZsxVtD82mHN7MnqcNMGRfPMZmZhGTbMrPW5s-lxC597D05W3zZs5L21Lk6fVpf9tP48nVQtW1GgsWh8FpblFW40_qtB3TxB57W2rk3FL1-b42BW3K6MGS5gsSwfW635npn6dRz7XW59q6hL25qc92W3d0zb03D-0VmV8DsZC7zd_lpW31qyfn3klQmVW788dMj5vXcYLW1xn6Ln8kClV3W425bcC5sLWRgV-5X8N5yqqmMW4tbjH494SqcqW8cwyP36STpfRW6P6hzV2VMsmdW6qNg5X1gst1XW8tn0wy7n9kyVW4_YTXY2--P45f4zFKpP04)  
[Sydney, AUS - Nov 19, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*N7f23kDgCKG3M9d9Xw46sGn0/5/f18dQhb0S65P1QwGK8MMvGkYlMD83W1x7xGN19pfBsN1G6MYCbpqzCW236JgW4YPfWkW1fTB3x4tSpKzW9f2-M_4vP1cdW6G5hch95nH7sW4Wwpxr4lF0XHW4YVm552rDWyZW6QcPSW12SrC5W4FybBT8N7pbXW5tv4NR6k-P8SW2t9T-R7GSCD7W314bfy1KytslN4MMSprK7sj1W8jsLFJ7p9NVtW58x6rq5w4V5RN5q1k-p9vw8dW49hvcv4rk4ZbW1TQVDR4Zv4MCW5hbcKH36mcgxW3rw2RD3_G2wGW4hDrm-37qD2cW4C0QWq73lFLkW7hxRM461zG2rV3d8_q6nDrN9V-k9m96tlclTW19r5JD1KD-LqW3xsCkb8hyhgKW1nLPv01RFX0wW1V3HYS2hwg4QVtZs365PY9wLW8_VgKp7vXJpdW7Sdwh48VFMh1W1RcCry79f6TrW6k6Mlk8GJv-wW2yHY0T25K80sW8yZ7lw5MrYVFW6GcGWs5HLQmgW6tR72B8-yqp0W51Wkb64C3tjJW8JwqWN23wrRDW38bPH97_1-p-W3ZFRXJ4YYLbDW1-KWX14Jjm1jW3yj7182-N0H8W8SfFbZ6qrbfyN937bxKrdbxhW6qgtgl6W6C8MW6j4tvv4lJ15FW1z3HTg2Gcw06f643wj011)  
[Atlanta, GA - Dec 9, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W79KKPh5jG664Vmpq3n2HgdNq0/5/f18dQhb0S2C82RwGk6VWnCzN4_Bf3BW4-pTrq4_c5fjW6vy3Tb5Rn5hrW35gkG61qHC9NW7m0c2_3TVQGfW846yyR8s1c04W5RByTZ1P4NyqW3w9d-n4kt9NhW6Mfp3h8fHVYDW2cjKZm5SFQkSW4mNb_h8xLg2qW2_sY4f1XZqr_W9bbQSN3mVr-6W1Dx6Dp8clJ_TMkSP40nm5hTW2RcSNj5g_YLPW1QvL-n22LY-LVFLmDB1q5xthVDJght7nSRwHW1n7h8S2FlJt5W1mGGN55vTvY-W5mF8-t3SkRKPN48RXljj85plW7R0N403vbPf0W1bFH6C4Sd1-cW2yg5X45znZ2sN2Z_Dlsj-y1GW7sTFG05CMcHmW85pZBb6pW9hSW93p9-X3F9LS4W5lXqWn8DVdh4W2MbZkL6nhSSxW6MJd-14rnHl0W9gntGM1kB8MJW91d-xb3CZ8GcW6Rq8kg6gpq3cW84MtGj2bhbfrW5r0Rzn4Zx04wW5Hw3-P4sm89dN8Sb6c8dH6sJW4_x7hS1V4HxJW3K3mkh39vvjgW1Q6h7m8w5QgBW5LJzcm5tT25QW7GnbdB3sR8SkW6qwqS-96vYDtW7TJKy11LtpPQW2WCX4G9kq1lvW5L31G48nkz7sf5CpLrm02)  
[Sydney, Australia - Dec 10, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W3zlpqw28TTNXW3469NB8cVD4v0/5/f18dQhb0SfHB9dZyjHW6KB8JF1k63-nW1CX2_B7sT5CMW6Dk5QC1Qt2G2VLDpF18CSvhfW8CZjSB8qZLHtW3KrVw-1nPLDMW1n91qL8yVv8rW8qBGv_8CRTwzW1q6QR38r4n2cW8CZxbk5y5wyqN5wM7c7T9QvrW8vXlPb3Px1hKW8Cn5qD5B4NsnW5G1Tg77-rCVZW7ZbClb8p63z_W5wL96L1sL3M0W3Mybvy4XH_kRN8srs54Yf-LZN3PwxLFLvq-gW6cc-4t69LPZ7W2xVZfZ96zRPSW6bT6L38RRjRDW5CktzD83KHrFN7J39qM1g5rzW49WVsf7DLYSHW3NKkkW7cvxVfN8q5qBxVQf4XW5vDhTY3fzlQcN4nZ54ZMCL8VW2xQTG_6Tg2SWW5rhzZZ4vM5M1N5C9Tq5d6r8cVR4xxy3MxZyVN65sqX9hLc4cW4xCKQk1mywNdW61LW5C1kRpb6W6T83vY25wr_GW95RwvT5HN0y4W4VcLtw3KyZh-N8GclM4bWNc-N99j4KLcWbVfW4Wpz-02MlrllW7P1X4Z7P9LcqW2PB9bD1Ngx1fW51bb6Z9jrcH5W2DSt_Q56fw0NW29FKPH8VmHR-W2B9tNt1L4RndW6gVCkG3xWwfqS3PT30fCW9102)  
[San Diego, CA - Dec 15, 2020](https://hl.t.hubspotemail.net/e2t/c/*W97jm1H48VLpyW82wtfc3xmlJ40/*W29_yks1nWWxYW74C9MB2GpqNf0/5/f18dQhb0S2C82RwGk6VWnCzN4_Bf4DMtqLsJLGF5MW59CX9c8cD_WXW3dcDcZ1QVwZsW6VdVzH92FdPZW577GZF6Mg4jWN1Wy-Psy0vkBW8VyvHC6MrkMxN5BDkj2xGSsGW8fTGxH6YwRTXW9g8qb82dR_3DW554mzb1JLhMjN6R-M1nWw-HpN1FnWNw9jYShW2QsmD32ZRJ9WN6dLdb_JVBd_N1WWwq4XnHZCW1mgCJj7m685lW1LvHB-1rjsMVVDn8BV3QbSZZW3KxsHq1KyTCtW1L559j6xwDz5Dyw4z_6VcNW1VR7623Hxtx5MSC23LjqCMYN81RLljJzN6LW1_3RJp89rHMHN5vw5jCWyVXsW7sfsd3185HsTW6zBP6d69BBCrW59D94R6Yl_1JW5FJWrG7yTDTVN14cBcslmZ6pW1NDPZH62KjctW1YgDKw3jN_6SW8WgfzJ42J9fDW6zG8X83dtp8LVQT9HM6lPW_yW89nxR_3CQCjzW7Fvfpf1lzP5nW3NNkBY1x5CzcW2jH2Fr7pSPY0W6vyN-h3PcZX0W4qfDnQ3sbLqMW13c5G64vDFVnW4BypQb5pCZL8W82zk1l9d9hf4W11fhcf7Ck5XrN31zzcQSKVnfW18ynvM5JQG0x0)

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