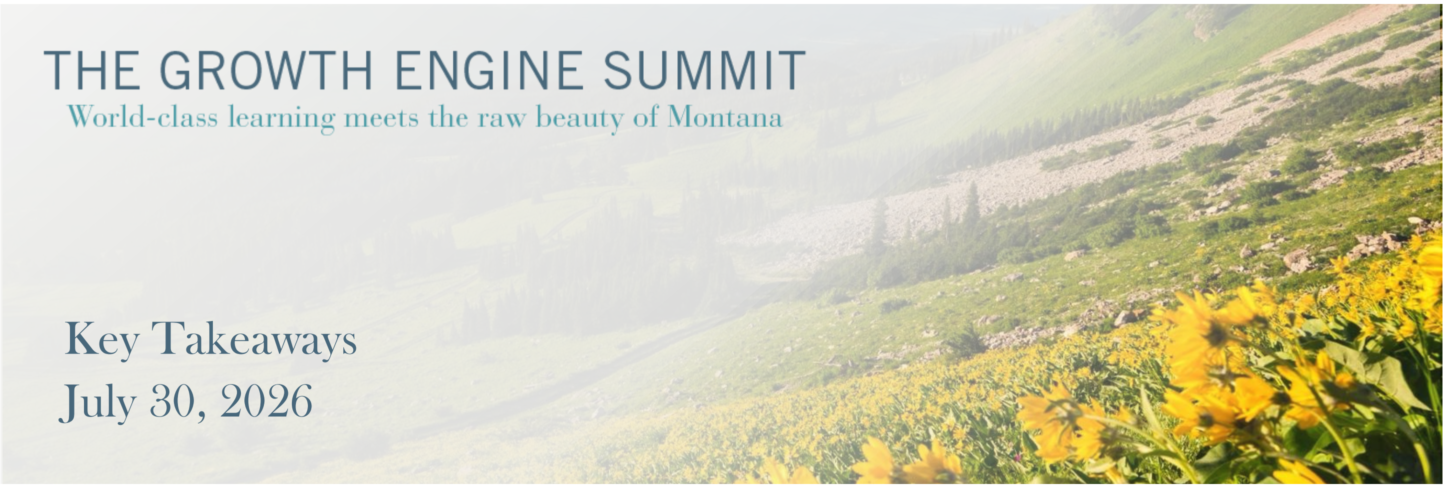

Unlock the Growth Engine Already in Your Organization with Kelly Mooney

Organizational growth problems stem from invisible barriers surrounding talent, rules, and work. Unlocking growth requires identifying unrecognized talent, documenting unspoken rules, and redefining performance to reward work contributing to the health of the organization’s ecosystem.

- Highly capable employees often go unrecognized by leadership and do not have the tools and abilities to self-advocate for career advancement. Equipping talent with self-leadership training improves employee engagement, increases workforce confidence, and motivates individuals to seek out stretch assignments.

- Unspoken rules at organizations, which are prevalent and only clear to tenured employees, result in the majority of the workforce not knowing what is expected of them. Organizations with clear and documented behavioral frameworks grow quicker and have demonstrably higher sales productivity.

- Important but unrecognized work that rarely surfaces in performance reviews either does not get done or disproportionately falls on women, limiting their ability to advance and perform high-value activities. Organizations need to be reframed as ecosystems requiring contribution from all employees towards holistic organizational health. Transitioning performance reviews to an ecosystem model ensures that all employees are held accountable for contributing to the organization instead of focusing on just individual high performance.

Role-Based Breakout Session: Elevating Marketing to a Strategic Growth Driver

Showing the value of marketing depends less on perfecting attribution than on connecting activity to firm strategy, aligning marketing and business development teams, and activating expert content.

- Quantifying the commercial return on marketing investment is a persistent challenge. Moreover, over-indexing on making attribution to a single marketing activity can be shortsighted and lead to non-strategic or prematurely abandoned marketing. Tying marketing to a firm's longer-term strategic plan creates a more focused approach that drives quality over quantity.

- Structurally integrating marketing and business development functions creates a coordinated and complementary growth engine. Shared CRM data, joint governance frameworks, and pre- and post-event accountability processes make marketing activity less reactive, more strategic, and more closely tied to growth outcomes.
- Activating content and thought leadership is the bottleneck for marketing teams, and experts contribute when the lift is small (e.g., 3-question interviews, reacting to drafts, 2-sentence comments on social media). Having a content strategy in which one hero piece can be fragmented across multiple mediums stretches the value of content further. Podcast and video formats show promise but can present measurement and funding challenges.

Role-Based Breakout Session: Structuring the Team and Revenue Operations

Driving growth requires aligning people to roles that fit their talents, freeing top sellers from delivery obligations, grounding revenue operations in financial rigor, and rethinking pricing in the age of AI.

- A small portion of producers drive the vast majority of revenue for an organization – this is unsustainable and often the result of management not putting individuals in roles that best suit them. To solve this, firms must prioritize proper role alignment as well as measuring activity but rewarding results.
- Stripping top sellers of delivery obligations allows them to focus on business development and produces outsized results. Beyond that, enforcing discipline around internal meetings, CRM hygiene, and intentional planning can improve sales productivity.
- The traditional time-based billing model threatens to become obsolete as AI dramatically compresses project delivery timelines. Organizations are experimenting with value-based billing and success fees, though they expect corporate buyers to drive down prices through mechanisms such as reverse auctions.
- Revenue operations teams can stay small if they have clearly defined obligations. Embedding finance personnel into these teams can tighten processes, counterbalance sales optimism, and improve forecasting and conversion.

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Closing the Gaps: Adoption, Pricing, and the Customer of the Future

AI is changing how firms deliver services, develop talent, and engage clients, requiring organizations to defend pricing and contracts against AI-driven pressures as well as improve training and operational processes to remain competitive.

- As AI increases the efficiency of service delivery, clients expect the cost of those services to decrease. At the same time, corporations are beginning to justify their own AI investments by reducing reliance on outside professional services, threatening long-term demand.
- Clients' needs for AI disclosure clauses and other protections in Master Services Agreements have become a point of friction, often slowing the contract process. Firms that put client-friendly language in their contracts are closing deals faster.
- Delegating foundational, entry-level tasks to AI accelerates project timelines but removes the experiences that build critical thinking skills in junior talent. Senior leaders now must teach analytical abilities to junior staff so they can evaluate and refine AI-generated outputs, in addition to testing junior staff on their AI literacy.

Facilitated by

Erika Flowers
Chief Client Officer
eflowers@profitableideas.com

Jacob Parks
President and Partner
jmparks@profitableideas.com

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