

Hi there,

As I reflect on the conversations we're having with operating partners and portfolio CEOs right now, one theme is clear: growth is no longer about pushing harder — it's about *designing better systems*. In our latest issue of the [Growth Journal](#), we explore growth from three complementary vantage points: the boardroom, the PE lens, and the operating system itself.

Boardroom:

In my conversation with **Rich Liu** (Navan, former Facebook and MuleSoft), we unpack what disciplined growth leadership really looks like. Rich shares the pivotal shift from relying on heroic sellers to building repeatable systems — aligning boards around reality, making deliberate tradeoffs during scale, and resisting the pressure to chase short-term optics at the expense of durable value. His perspective reinforces a core principle: if leadership and boards are “perfectly aligned” all the time, you're probably not debating the hard things that drive real outcomes.

Private Equity:

AJ Gandhi extends that lens with a clear articulation of what private equity expects from modern GTM engines. Growth is the primary driver of valuation — but not growth at any cost. PE firms increasingly demand a productivity thesis alongside the growth plan, anchored in metrics like Magic Number, CAC payback, expansion, retention, and pricing discipline. The mandate is a dual one: accelerate high-quality revenue while structurally improving GTM efficiency and EBITDA. Strategy without operational rigor no longer passes scrutiny.

Operating System:

Dr. Dan Patterson brings these threads together in The Boardroom Growth Scorecard, introducing a physics-based, forward-looking model for growth governance. Instead of backward-looking dashboards, Dan outlines a system that reveals health, trajectory, alignment, and risk — making visible whether growth is truly compounding or quietly decaying. When paired with AJ's efficiency lens and Rich's leadership discipline, the message is consistent: growth is not a miracle. It's an engineered system. And the companies that win are those that learn to read — and redesign — the physics driving their revenue engine.

These full articles and more can be found in the complete issue - [subscribe here](#).

A Check on Upcoming Events

I'd love to see you at an upcoming event. These rooms provide great opportunities to connect with peers and uncover the drivers of growth across portfolios in 2026.

Operating Partner Dinner Series

- New York — April 14, 2026 ([RSVP](#))
- Boston — April 16, 2026 ([RSVP](#))
- San Francisco — May 12, 2026 ([RSVP](#))

Impact Roadshow ([more details](#))

- Chicago — March 11, 2026 ([Request an Invite](#))
- San Francisco — March 19, 2026 ([Request an Invite](#))

Impact Summit — May 12, 2026, San Francisco ([more details](#))

As always, I'm happy to discuss how I can support your portfolio priorities this year.

To continued growth,

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