

Hi there,

Last week, we convened 25 GTM Operating Partners at the Insight Partners office in New York.

Working session first. Dinner after. The conversation at the table outlasted the meal.

A few things came up consistently.

**Fundamentals are still the unlock.** ICP discipline, hiring consistency, and process clarity are being violated more often than not. Most companies still don't have the basics nailed.

**AI amplifies strong systems and exposes weak ones.** Layered on clean data and solid process, it creates real leverage. Layered on fragmentation, it accelerates the mess.

**Expansion is the underinvested growth story.** Most growth is already coming from the installed base. It is not getting the capital or attention it deserves.

**Fragmentation is the core constraint.** Misalignment across marketing, sales, and customer functions is not a culture problem. It is a design problem.

**The KPIs gaining traction:** time with customers, and revenue per employee.

***The red thread running through all of it: the constraint on growth is less about effort and more about architecture.***

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What keeps me coming back to these gatherings is the honesty of the conversation. We've hosted twenty-plus events over three years, and the quality of the people and the candor in the room have not changed. If anything, the questions are sharper. The stakes are higher.

The firms making real progress are not figuring this out in isolation. They are in rooms like this one, exchanging what is actually working.

That is the spirit we are bringing to San Francisco on May 12...

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## **Playing to Win Together: How Growth Operating Partners Are Re-Engineering GTM**

*PE Panel · Impact Summit 2026 · May 12, 1:30 PM · Convene, San Francisco*

I will be moderating a panel with four people doing this work at the highest level:

- Hilary Headlee — Operating Partner, Insight Partners
- Amy Kramer — Head of Go-To-Market, Level Equity
- Erik Kristjanson — Director of Go-To-Market, Vista Equity Partners
- Scott Allen Graham — Operating Partner, Diversis Capital

Across these firms, there are nearly 1,000 companies and deep pattern recognition on what is and is not working. We will go into the initiatives actually moving the needle right now, where AI is creating real operational leverage, how GTM orgs are being rebuilt for this era, and where the smartest firms are placing their bets for the next 12 to 24 months.

The best answers are not coming from any single firm working alone. They are coming from this community, working together.

>> [Register for Impact Summit 2026](#) – and use code **PE-SUMMIT** for **30% off** your ticket.

>> [Join the Operating Partner Dinner](#) — evening of May 12, San Francisco (attendance at the Summit is recommended, but not required to join)

I hope to see you in SF next week!

**To continued growth,**

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