KEYNOTE · WORKSHOP · FIRESIDE

The Soft Side Is the Hard Side

Why deals are won or lost on aligned, disciplined people, and how to measure that before the numbers do.

THE TALK

A quality of earnings tells you what a business earned, not whether its people will deliver the plan you just underwrote. Drawing on research across 108 organizations and integrations lived from the inside, Scott Kimball shows how to see the people risk early, measure it, and close it in the right order.

YOUR AUDIENCE LEAVES WITH

1. **The Three Gates.** Close Structure, then Stability, then Direction, and what skipping one costs.
2. **A People QoE.** Five diligence questions that predict whether a team will deliver the model.
3. **A Monday scorecard.** A one-page self-score that shows which gate the company is really at.

ABOUT SCOTT KIMBALL

Scott Kimball founded Scalewrights, an Integration Partner and Operating Partner to PE-backed and founder-led companies. He holds a PhD in I/O Psychology and completed a doctoral internship at Gallup University. As an operator, he helped grow a federal services company from two sites to seven and a $28M sale, and was EVP of Capstone Nutrition and CPO of INW.

FORMATS

Keynote
45 to 60 minutes

Workshop
Half day, teams score their own gates

Fireside or podcast
30 to 45 minutes

BUILT FOR

PE sponsors and operating partners
ACG and M&A conferences
CEO peer groups
Portfolio company boards

CREDENTIALS

PhD, I/O Psychology
Gallup University, 2003
Research across 108 orgs
Reliance Industries, Mumbai

> “The numbers run through the people.”

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