

**NACD Northwest  
Program Takeaways  
2018-2019**

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**Inventing and Reinventing: Leading in Turbulence**

October 11, 2018

Seattle, WA

**Panel:** Jackie Davidson, Director, BuildPulse; Jon Gacek, VP of Sales & Marketing, Veritone; and Ian Morris, Cofounder and CEO, Likewise

**Submitted by:** Liz Huebner NACDNW Board member and Program Captain

The MarketLeader story was one of transformation of the company and guiding it through very challenging times. The board was instrumental in helping navigate this journey to a successful outcome. The key takeaways are:

- 1) The composition of the board is critical during difficult times. MarketLeader had a board that was patient and focused on the long-term. They were very supportive of management as they navigated through numerous challenges.
- 2) Open and transparent communication to all constituents is critical. This includes employees, board, investors and customers.
- 3) Taking a long view when dealing with lay-offs and treating people fairly paid off as many employees returned to the company when it got back on track.
- 4) Investors appreciate openness and transparency even when the results are not good.