



SPEAKING

Speaking Topics

Keynotes • Fireside Chats • Panels • Executive Sessions

Maranda speaks at the intersection of modern leadership, Customer Success, B2B SaaS, AI, operating scale, and the lived experiences that shape how people lead. The topics below can be adapted for executive audiences, industry conferences, leadership events, podcasts, and company offsites.



FEATURED TOPICS

01 Leading Without Armor

Accountability, empathy, and trust in modern leadership.

02 Saying the Hard Parts Out Loud

Leadership lessons from the business memoir, grounded in real stories and real operating experience.

03 From Customer Success to Customer Growth

How B2B enterprise SaaS CS teams retain, expand, and generate revenue.

04 Should Customer Success Own Revenue?

When CS should own expansion, when it should not, and what has to change first.

05 AI Without Losing the Human

How CS teams use AI to scale while protecting judgment, empathy, trust, and human connection.

06 The AI-Native Customer Success Organization

What CS looks like when AI is built into the operating model instead of bolted onto old workflows.

07 Building What the Company Needs Next

How operators know when the structure, people, process, or model that got you here will not get you there.

08 From Rural Poverty to the C-Suite

A personal story about ambition, resilience, reinvention, and building a career from an unlikely starting point.

20+

years in leadership

300+

stages & podcasts

CCO

executive operator

7

books as a contributing expert

Leadership & Culture

Topic Bank

01 Leading Without Armor

How to pair accountability with empathy, build trust without losing authority, and lead with clarity without pretending to have every answer.

02 The Leadership Lessons Nobody Teaches You Before You Get the Title

The judgment, influence, loneliness, accountability, and people decisions that management training rarely prepares leaders for.

03 Making the Room Better

How leaders create environments where people contribute more, challenge ideas, take ownership, and know their voice has a place.

04 Candor Without Combat

How to surface hard truths, challenge assumptions, and disagree at the executive level without becoming combative.

05 Accountability Is Not the Opposite of Empathy

Why the strongest leaders stop treating care and high standards as competing ideas.

06 What Your Team Learns From What You Tolerate

How small leadership choices quietly become culture, and why what goes unaddressed matters as much as what gets celebrated.

07 Stop Promoting Every Great Individual Contributor Into Management

Why management is a different profession, not the default reward for strong individual performance.

08 The Difference Between Caring and Carrying

How leaders support people without taking responsibility for work, decisions, or emotions that belong to someone else.

09 Leading Through the Messy Middle

What it takes to lead when the company is changing faster than the organization can comfortably absorb.

10 The Executive You Become Under Pressure

What difficult seasons reveal about leadership style, decision-making, communication, and trust.

Customer Success, Revenue & B2B SaaS

Topic Bank

01 From Customer Success to Customer Growth

How to build B2B enterprise SaaS CS organizations that create retention, expansion, and meaningful revenue.

02 Should Customer Success Own Revenue?

A practical look at when CS should own expansion, when it should not, and what must change before putting a number on the team.

03 Your CSMs Aren't Account Executives, and They Shouldn't Have to Be

How to build commercial muscle inside Customer Success without confusing the role or turning every customer conversation into a sales call.

04 The Commercial CSM

How CSMs can identify value, uncover opportunities, create urgency, and participate in growth without becoming AEs.

05 Customer Success Has to Earn Its Seat

Why retention alone is no longer enough and how CS leaders connect their organizations to company growth and financial outcomes.

06 Building Customer Success for Enterprise SaaS

What changes when accounts are complex, buying committees are large, implementations are long, and expansion requires multiple stakeholders.

07 The Customer Journey Is an Operating Model, Not a Diagram

How to turn the customer lifecycle into real ownership, handoffs, metrics, accountability, and operating rhythm.

08 Why Your Onboarding Problem Probably Isn't an Onboarding Problem

How weak discovery, sales handoffs, product gaps, unclear ownership, and customer readiness often show up as implementation problems.

09 The Revenue Leak Hiding in Post-Sale

Why expansion opportunities stall after they are identified and how to build the operating muscle to move them forward.

10 NRR Is an Outcome, Not a Strategy

What companies actually have to build underneath net revenue retention to make it sustainable.

11 Customer Success in Vertical SaaS Is Different

Why domain expertise, workflow depth, operational complexity, and customer economics change the way CS teams need to operate.

12 What PE-Backed SaaS Changes About Customer Success

How expectations around retention, efficiency, expansion, accountability, and operating discipline shift in a PE-backed environment.

13 Building the Post-Sale Organization for the Company You're Becoming

How to rethink Customer Success, Support, Services, Education, and Operations as the company scales.

AI & the Future of Customer Success

Topic Bank

01 AI Without Losing the Human

How Customer Success teams can use AI to scale without automating away trust, judgment, empathy, or human connection.

02 The AI-Native Customer Success Organization

What CS looks like when AI is part of the operating model from the start instead of another tool layered onto old workflows.

03 Automate the Work, Not the Relationship

A practical framework for deciding what AI should do, what humans should do, and where the two should work together.

04 Your AI Strategy Is Not a Tool List

Why buying AI products is not the same thing as redesigning how work actually gets done.

05 What Happens to the CSM Role When AI Does the Admin Work?

How AI changes the skills, expectations, capacity, and value proposition of the Customer Success role.

06 AI Will Raise the Bar for Human Skills

Why judgment, curiosity, executive communication, business acumen, and relationship-building matter even more as routine work is automated.

07 Building AI Into Customer Operations

Practical ways to use AI across onboarding, customer intelligence, support, account planning, enablement, and internal workflows.

Operating, Scale & Executive Leadership

Topic Bank

01 Building What the Company Needs Next

How operators recognize when the structure, process, people, or operating model that got a company here will not get it to the next stage.

02 Zero to Scale

Lessons from building functions, teams, systems, and operating rhythms inside early- and growth-stage technology companies.

03 When Process Helps and When Process Becomes the Problem

How to add structure without suffocating speed, ownership, or creativity.

04 The Cross-Functional Operator

What leading across Customer Success, Support, Services, Operations, and HR teaches you about how companies actually work.

05 Customer Problems Are Rarely Just Customer Problems

How to diagnose whether the real issue lives in Product, Sales, Process, People, Strategy, or Execution.

06 Leading Through Hypergrowth Without Breaking the Team

How leaders balance speed, standards, hiring, communication, and organizational health during rapid growth.

07 The Quiet Signals That Tell You an Organization Is in Trouble

What experienced operators notice before the dashboard turns red.

08 The Operating System Behind Great Customer Organizations

The cadence, metrics, talent, accountability, segmentation, tooling, and cross-functional alignment behind durable customer outcomes.

Career, Resilience & the Business Memoir

Topic Bank

01 From Rural Poverty to the C-Suite

A deeply personal story about building a career from an unlikely starting point and what the journey taught Maranda about ambition, resilience, and leadership.

02 The Things That Helped Me Survive Became the Things That Helped Me Lead

How early-life coping skills can become professional strengths, and why leaders eventually have to understand their shadow side too.

03 Resilience Is a Skill, Not a Personality Trait

What resilience actually looks like in practice and why enduring everything is not the same as being resilient.

04 From Proving Yourself to Trusting Yourself

How high achievers move from constantly seeking external validation to trusting their own judgment.

05 Belonging Is a Practice

How leaders create belonging for others and how professionals stop waiting for someone else to tell them they deserve a seat.

06 The Career Behind the Bio

The mistakes, pivots, setbacks, unusual jobs, personal responsibilities, and decisions that never appear in the polished professional version.

07 Saying the Hard Parts Out Loud

Stories and leadership lessons from the business memoir, focused on the moments that shape judgment, belonging, trust, and how we lead.

08 Your Origin Story Is Already in the Room

How upbringing, early responsibilities, adversity, and experience quietly shape the way executives lead.

09 There Is No Straight Line to Leadership

A career conversation about reinvention, nontraditional paths, working while going to school, single parenthood, and building opportunity incrementally.

10 Ambition Without Self-Abandonment

How driven people can pursue difficult goals without making exhaustion, overfunctioning, or endless sacrifice part of their identity.