Her earned ascent to president had followed her brother, Scott Nolen, and before that, their father, Truly David Nolen, founder.

Much like her father’s career path in pest control, Scarlett was heavily involved in operations, the heart of the business. Her father was also involved with sales and as a technician, too.

As Scarlett said, “We kill bugs. That’s what we do. I really started in the thick of things, going out to houses.” From there, she became a branch manager, then as a district manager was the best performer three years running. Her field performance earned the confidence of the company and board. But she noted that the gap from district manager and operations to president was pretty significant.

So, what helped accelerate Scarlett to close the gap? Her Vistage group led by Chair, Linda Pfister. Linda and the Vistage group added a great deal of value and gave Scarlett helpful business advice from 20 different organizations.

A pivotal feedback point came from her Vistage group about Truly Nolen’s organizational chart. It was out of sync with its new leader. Scarlett was made aware the company structure was status quo with a top-down command and control structure.

This insight motivated Scarlett and team to rethink the organizational chart as bottom up. This paradigm shift opened the company to better communication and empowered team members. It was also in lock step with Scarlett’s training and background.

Scarlett is a realist. “My downside is I don’t have 50 years of experience as my father did. But my upside is that I’m strong at delegating and getting buy-in from others.”

Now, two years later, the buy-in is paying off. Truly Nolen has hit a new stride in financial performance driven by its new organization structure.

Scarlett admits while she still doesn’t know what she doesn’t know, she is a student of her peers in Vistage and sees years of long-term opportunities as she grows. She also knows how to empower a team to truly kill it in business.