

ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER

EXCHANGING STRATEGIC INSIGHTS

TAPPING COLLECTIVE EXPERIENCE



Volume 1, Issue 1

Winter 2008

Founded in 1996, the Alliance of Chief Executives has become the premier organization for chief executives in Northern California. Our members run companies in virtually every industry and market sector, ranging from emerging companies to multi-billion dollar global public companies.

INSIDE...

Founder's Message 2

Member Case Study 3

New Members 4

Member News 5

Holiday Dinner 7

Alliance Events 8

Indispensable Tech Tools for CEOs

Members talk about the devices that keep their lives organized — especially when it counts

By Warren Lutz

For Elizabeth Hutt (Group 272), the good old days of her business career were pretty good — even if she needed to carry a roll of dimes.

"When I started my sales career, I had no laptop, no mobile phone. I even used pay-phones," said Hutt, president and CEO of San Carlos-based NuGEN Technologies.

Today, she said, "I live and die by my Microsoft Outlook calendar, which is linked to my BlackBerry."

Hutt isn't alone. For many CEOs, tech tools like the BlackBerry have become the lubricants that keep their business lives and personal lives on track. And these tools come in many forms, including smart phones, GPS

systems, Microsoft Outlook—even a particular website can become an indispensable tool that keeps a CEO informed, accessible and organized.

The BlackBerry, however, is by far the tool of choice for people running their own companies. Hutt's device manages her schedule, delivers entertainment, keeps her informed of activities at the Alliance of CEOs and provides her access to Salesforce.com, which her company uses to manage business.

Good technology, however, really proves its mettle in a pinch. When she couldn't get a



Elizabeth Hutt
NuGEN

(Continued on page 6)

Intuit Chairman Speaks with Alliance CEOs November 30th, 2007 - Santa Clara



Bill Campbell
Intuit

The Alliance of Chief Executives in November was proud to welcome Intuit Chairman Bill Campbell as a guest speaker at our South Bay Regional Meeting.

One of today's foremost technology executives, Campbell was a longtime college football coach before he entered the technology industry. He has since been CEO of both GO Corporation and Claris, a Vice President at Apple, and Intuit's CEO.

During Campbell's tenure, Intuit's market value grew from \$700 million to nearly \$3 billion while Intuit solidified its position as the clear leader in tax, personal finance and small business accounting software.

Members from all regions are welcome to attend any of our keynote breakfasts to listen and meet other members. Check the back page for a list of upcoming events.

Don't miss these great business thinkers! □

2008 Outlook:

The need for collaboration among CEOs is more crucial than ever

As I reflect on the past year, I am overwhelmed by the thought that we are truly living in extraordinary times.

The pace of innovation is accelerating at unbelievable rates. I have the privilege to meet with CEOs on a daily basis and witness the incredible advances that their organizations are creating in every industry and market. The convergence of the advances in computing, biotech and telecommunications technologies with the opening of global markets is creating unprecedented opportunities and challenges for CEOs in every industry.



PAUL WITKAY
FOUNDER

As we enter 2008, I believe that the job of CEO has never been more difficult. We are expected to provide compelling visions for the future of our organizations and be the chief architect of successful strategies to achieve these visions. After having the "right ideas," the CEO must also be able to attract, motivate and lead talented teams capable of executing these strategic plans. At the same time, the public has become increasingly skeptical due to the media's focus on a few bad CEOs (i.e. Tyco, Enron, etc.), the exorbitant compensation to a few FORTUNE 500 CEOs and the shorter life-span for CEOs.

Because of the increasingly fast pace of change, I have yet to meet a CEO that was 100% confident that their current strategies would be successful for the long-term. Andy Grove, former CEO of Intel, wrote a great book called "Only

the Paranoid Survive" and I believe his observations ring even truer today. Uncertainty is increasing due to issues such as terrorism, politics, energy, global warming, credit markets, China, Google, social networking and many others.

I want to express my appreciation to all our Alliance members – especially those early members who helped build our culture and philosophy. Your willingness to openly share your knowledge and experience as well as your toughest challenges have created a powerful resource for CEOs and resulted in the continued growth of our Alliance community. Every member brings unique skills, experiences, problem-solving techniques and perceptions to the Alliance, but the real contribution each member makes is enabling CEOs to "sit in another CEO's seat" for awhile. This process forces us to think about different challenges and results in fresh ideas – often in unpredictable ways.

Being a CEO is definitely tougher and the need for collaboration among CEOs has never been greater. By sharing our observations of the changes in our industries, we can accelerate our ability to adapt and change our organizations. We continually seek new ways to leverage the awesome resources of the Alliance community, so please let us know if you have any suggestions as to how we can be of greater value. Thank you for your continued support. □

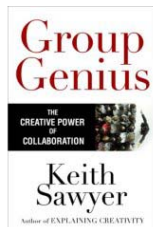
Paul Witkay is the founder and CEO of the Alliance of Chief Executives. He may be contacted at paulwitkay@allianceofceos.com.

Off the bookshelf...

I read a lot of books and am often asked about which ones I like the best. I would like to invite each of our members to let us know which books you personally find valuable so we can share them with the other Alliance CEOs. Here are a few of the best books I've read in the last six months:

Group Genius by Keith Sawyer.

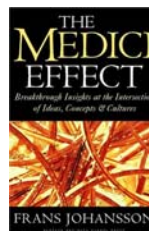
I enjoyed this book so much that I invited the author to be our Keynote speaker in Oakland in November and shipped copies to each of our members. The book discusses how creativity is always a collaborative process and disputes the "lone genius" myth. Keith spent 15 years studying creativity and innovation and uses a couple of my favorite



metaphors for the Alliance creative process – jazz ensembles and great basketball teams. Many of the secrets to group genius that Keith describes in his book parallel the philosophies that we have developed within our Alliance groups. www.groupgenius.net

The Medici Effect by Frans Johansson.

Johansson focuses on philosophies that were the foundation upon which the Alliance was built. He observed how the Medici Family helped create the Renaissance in Florence, Italy by bringing the best and brightest people from different fields together. Johansson describes how small teams of people can create an explosion of remarkable ideas by sharing ideas from different fields, cultures and industries. www.themediceffect.com



Health Care Reform Now by George Halvorson.

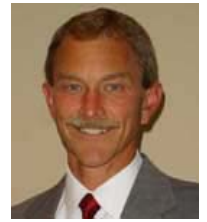
This book is not very entertaining, but if you are interested in the crisis in healthcare today, then you should read this book. George Halvorson is the CEO of Kaiser and has been an Alliance Keynote Speaker. George focuses on four hard facts about healthcare in the US. 1) Health care costs are not evenly distributed – 5 chronic diseases account for 70% of the costs; 2) Care linkages are extremely deficient – there is little sharing of healthcare information; 3) Economic incentives significantly influence healthcare decisions; and 4) There is no "systems thinking" in healthcare today. George offers practical solutions for each of these current problems.

www.healthcarereformnow.org □



The Courage to Fire — A Case Study

CEOs have a duty to dismiss execs that don't pull the company forward



Bud Michael
CEO, Availigent

Every business needs bright people. But some businesses *sell* what their bright people think about.

When CEO and member Bud Michael (Group 341) came to the realization that he would have to fire one of his brightest and most senior engineers, it took courage. Having only been CEO of Availigent for six months, the problem seemed clear to him.

The technical team, after five years and two prior management regimes had settled into a low productivity pattern. The software business had settled into a negative cash flow pattern. Bud's job was to turn the tide.



CASE STUDY by
ROBERT SHER

After six months of gentle leadership and building his credibility with the team of 16, he grabbed hold of the tiller firmly and announced some key targets and a time frame; and told everyone that to succeed, the team would have to work

hard. Everyone seemed ready for the stepped up pace. He brought the four informal leaders of the team into his office one by one and explained that their behavior would have to change to set an example for the rest. They confirmed that they were on board.

After two weeks, the senior engineer's behavior had not changed. The 10 a.m. arrival followed quickly by foosball games, extended lunches and long breaks was only occasionally interrupted by work. Bud had another meeting with him, advising him that change needed to happen, and fast. Again, the senior engineer said the right things.

The entire organization as well as Bud believed that this engineer held many of the keys to their core technology, called checkpointing. Numerous patents had been won, and everyone on the team would turn to this engineer for key answers and resolution of problems. And of course, he had kept about 60% of this key knowledge locked up in his head. He couldn't be fired — especially in this new crunch time.

A month after the CEO's big speech, the senior engineer's behavior was still unchanged. The rest of the team had improved some, but the senior engineer's call to the foosball table was still coming twice daily, and was heeded by the others.

Bud could either let it be and face a loss of personal credibility and know the company would never gain the momentum needed to turn around, or he could fire his most senior engineer — his best intellectual capital. Worst case, the company would fail sooner rather than later, saving the investors money. Best case, the remaining team would rise to the challenge of facing their past dependency on the senior engineer.

Bud did what CEOs are paid to do — make the big decisions.

♦The next morning, the senior engineer was gone.

♦That afternoon, there was shock, disbelief, insecurity and worry for the future.

♦Two weeks later, the team members knew they could fill in all the holes, and was more productive than they had been in years. Availigent had not missed a beat.

Within a month, the senior engineer had found a new job he loved, and was performing quite well there.

Most CEOs know that a common failing is firing too slowly. Most of us are guilty as charged. But the gutsy move that Bud made at Availigent serves as a reminder and as encouragement to all executives to fire executives that don't fit.

The underlying value that motivated Bud to dismiss the engineer was that every employee, including the CEO, must always be true to the business, and deliver value.

The underlying value that motivated Bud to dismiss the engineer was that every employee, including the CEO must always be true to the business, and deliver value. Too much play time and leading the other employees in bad habits was not about producing value, and likewise, for Bud to be true to the business, he had to step up the intensity of the whole organization.

When you have someone that everyone turns to for help, look for signs of unhealthy dependency. Is everyone relying on this person because it is easier to ask than to figure it out? Is the person not creating systems and documentation so that people can be more self sufficient? Do you have insufficient depth of staff such that no one else has a clue? Avoid unhealthy dependency, and the recovery period from a dismissal will be much shorter.

No one is indispensable. If this does not prove it, I don't know what will. I'm not saying that firing key executives, technology leaders, or key salespeople won't hurt — it usually will. But the on-going benefits are almost always greater than the damage during the recovery period.

Everyone in the company has to be on *one* team, and the CEO is the leader of that team. In matters of values, strategy and underlying behaviors, never tolerate anyone that is not following your lead. Tolerance of deviants destroys your credibility, weakens your leadership and damages the value set you are trying to create or enforce.

Of course, be sure you've firmly established your credibility as a leader before you take on an informal leader in the company. Many will feel a loss at the time of the dismissal, but you need them to feel safe and secure in switching their leadership to you.

The CEO's job is to replace anyone that doesn't fit really well into the company's future plans.

Fire the misfits. □

Robert Sher is an Alliance Director and principal of CEO to CEO. He may be contacted at rsher@allianceofceos.com

Group Genius at Work: Keynote speaker Keith Sawyer gets members thinking and talking

Keith Sawyer, author of the book, "Group Genius," spoke to Alliance members about how organizations can be more creative in collaborative group settings, how to change our organizations for the better, and how to tap into our own reserves of creativity. The event took place on November 16, 2007 at the Oakland Airport Hilton.



Keith Sawyer

Craig Sardella
431Remy Kozak
110Bob Morgan
104Jack Bieda
104Uwe Druckenmueller
153Ted Christianson
153Ryan McGredy
103Jon Fernandez
105Elliott Fineman
110

Peter Katz, Alliance Director

Jim Horan
153

Welcome New Alliance Members

Each new member adds to the collective wisdom and experience of the Alliance community. Please let us know of any CEOs that you recommend for membership in the Alliance. Feel free to call either:

Paul Witkay, Founder and CEO, (925) 942-2400 x203 or at: paulwitkay@allianceofceos.com

Laurel Madal, Director of Member Services, at (925) 942-2400 x201 or at: lmadal@allianceofceos.com

<u>Member</u>	<u>Group</u>	<u>Company</u>	<u>Industry</u>
Hassan Alam	308	BCL Technologies, Inc.	Document Technology
Steve Bachmann	272	Vinfolio, Inc.	Fine, Rare Wines
Rey Bruce	341	BiTMICRO Networks, Inc.	Solid State Flashdrives
Andy Coan	305	Splice Communications, Inc.	Network Solutions Provider
Steve Cooper	Q200	Skyler Technology, Inc.	Database Software
John Cummins	307	ZeroG Wireless	Low Power Wireless ICs
John Davies	341	MailSite Software, Inc.	Email Server Software
John De Santis	308	TriCipher	Online Security Solutions
Thomas Ewe	305	Synactive, Inc.	SAP Refinement Software
Bob Fahlman	Q200	Paradigm Management Services	Healthcare Management
Steve Fleming	110	Presidio Bank	Banking
Frank Glassner	272	Compensation Design Group	Executive Compensation
Robert Haaverson	153	Imanami	Group Management Software
Trevor Hughes	308	Star Analytics, Inc.	Financial Analysis Software
Mark-Eric Jones	Q200	Innovative Silicon, Inc.	Semiconductors
Dave Kellogg	308	Mark Logic	XML Content Server
Aman Makkar	341	AppraiserLoft	Real Estate Services
Don Massaro	Q100	Sendmail, Inc.	Messaging Technology
Alexandra McIntyre	104	Record Preservation & Management	Record Management
Tom Norris	104	Consultants in Engineering Acoustics	Acoustic Engineering
Jeff Saake	307	Aurora Systems	LCOS Devices
Stan Schneider	308	Real-Time Innovations, Inc.	Real-time Software Solutions
Doug Thompson	110	MedData	Medical Billing

Members In The News

Capture Technologies Reels in Clients

January 11, 2008

Capture Technologies, a security and identity authentication company led by Alliance member Lou Parrague (Group 107), was profiled by Ilana Fried in the San Francisco Business Times.



Galaxy Desserts Unveils' New Product at Winter Fancy Food Show

January 11, 2008

Galaxy Desserts unveils a Parisian Macaron cookie at the 33rd Annual Winter Fancy Food Show in San Diego. Alliance member Paul Levitan (Group 212) is the CEO of Galaxy Desserts.



InfoWorld Names Riverbed the leader in WAN Acceleration for Fourth Year

January 9, 2008

Riverbed Technology, the technology and market leader in wide-area data services (WDS), announced that InfoWorld has named Riverbed's Steelhead® appliances running RiOS™ 4.1 and Steelhead Mobile client software as co-winners of the best WAN Accelerator of 2008 award. Alliance member Jerry Kennelly (Group Q100) is the CEO of Riverbed.



Mike Gregoire Interviewed by East Bay Business Times' Publisher

January 4, 2008

Mike Consul, Publisher of the East Bay Business Times, profiled Alliance member Mike Gregoire (Group Q100), CEO of Taleo, in the publication's Publisher's Notebook column.



Motorola Ventures Co-Leads Series C Investment in Intellex

December 12, 2007

Motorola Ventures, the strategic venture capital arm of Motorola, invested in the Series C financing round in Intellex along with new investor Arcapita Ventures. Intellex is led by Alliance member, Rich Bravman (Group Q200).



ClairMail Wins Red Herring 100 Global Award

December 11, 2007

ClairMail, the leader in 2-way mobile phone-based customer interaction, announced today that it has been selected as a winner of the Red Herring 100 Global Award. Alliance member, Joe Salesky (Group Q100) is the CEO of ClairMail.



Lam Research Announces Intent to Acquire The SEZ Group

December 10, 2007

Lam Research announced that it has signed a definitive agreement to acquire the SEZ Group, the leading supplier of single wafer clean technology and products to the global semiconductor manufacturing industry. Alliance member Steve Newberry (Group Q100) is the CEO of Lam.



Adomo Secures \$15 Million in Series A-1 Funding Round

December 4, 2007

Adomo, a provider of flexible, resilient unified messaging solutions for large enterprises, announced the completion of a \$15 million Series A-1 funding round led by Menlo Ventures and Storm Ventures. Mathew Frazer (Group 302) is the President & CEO of Adomo.



Zopa's Entry Into the US Featured in the Wall Street Journal

November 28, 2007

Zopa, a United Kingdom player in the person-to-person online lending market, is starting operations in the U.S. where it will join a handful of other companies, including Prosper.com, that have popularized the market in recent years. Alliance member Doug Dolton (Group 271) is the global CEO for Zopa.



SpinalMotion Closes \$14 Million Loan Facility

November 27, 2007

SpinalMotion, developer of two investigational artificial discs for treating patients with degenerative disc disease, has closed a \$14 million loan facility with GE Healthcare Financial Services. Alliance member David Hovda (Group 301) is CEO of SpinalMotion.



Pharsight Trading on NASDAQ

November 26, 2007

Pharsight Corporation's stock moved from the Over the Counter Bulletin Board to Nasdaq. The company trades under the symbol PHST. Pharsight is led by Alliance member, Shawn O'Connor (Group 105).



NovaBay Drug Does Well in Early Safety Test

November 26, 2007

NovaBay Pharmaceuticals said a drug candidate aimed at resistant infections did well in a Phase I trial. The Emeryville company (AMEX: NBY) is testing the drug, NVC-422, against bacteria resistant to other drugs. Ron Najafi (Group 202) is Chairman and CEO of NovaBay.



Lars Barfod joins Alter-G as CEO

November 12, 2007

Specialized treadmill maker Alter-G Inc. hired Lars Barfod (Group 110) as its CEO. Alliance member Barfod was previously CEO of Elsevier MDL, a biology research software company.



Fat Spaniel Raises \$3M Bridge for Renewable Power Tracking

November 12, 2007

Fat Spaniel Technologies has raised a further \$3 million bridge round and is seeking a total of \$20 million for its second round. Alliance member Chris Beekhuis (Group 301) is the President of Fat Spaniel.



INC. Magazine features Pamela Kan

November 1, 2007

Alliance member Pamela Kan (Group 107), President of Bishop-Wisecarver, uses daily micrometings with her executive management team. Her experiences are shared in a recent INC magazine article.



Wall Street Journal Highlights Netshare.com

November 29, 2007

Wall Street Journal writer, Terry Cullen, refers readers to Netshare.com in her "Fiscally Fit" column. Netshare is led by Alliance member Kathy Simmons (Group 501).



Indispensable Tech Tools for CEOs

(Continued from page 1)

computer connection, Hutt has used her BlackBerry to access crucial legal agreements and financial reports while traveling in Europe. "Sometimes it's very, very difficult to get on an ISDN line, and in smaller areas, there's not even wireless service," she said. "At times, I've gotten (email) attachments that I could only get on my BlackBerry."

Times have sure changed since Bjorn Espenes (Group 307) got his first BlackBerry six years ago. "It had three lines on it," Espenes said. "It was not all that helpful."

Now, says the CEO of Salt Lake City-based Infopia, his full-sized BlackBerry with a phone is "synced up with everything ... I have my Google maps on it, I can go look for information, I get all the feeds, all the news... it's fantastic."

With technology developed by his own company, Joe Salesky (Group Q100), CEO of Novato-based ClairMail, uses his BlackBerry to access Web-based applications such as LinkedIn, ZoomInfo and Hoover's for business contacts. "At the end of the day," Salesky said, "it all comes down to relationships, and how efficiently you can establish a relationship."

Despite their overall popularity, BlackBerrys do not have a stranglehold on the CEO market. John Cummins (Group 308), CEO of Sunnyvale-based ZeroG Wireless, was a BlackBerry user for many years but now uses a Treo, preferring the latter device's Palm-based operating system.

"The BlackBerry can be a curse, because you get so much email," said Cummins, referring to the BlackBerry's focus on instant email access. "You have to control the temptation to look at it all the time. They don't call it a 'crackberry' for nothing."

Richard Bravman (Group Q200), president and CEO of Santa Clara-based Intellex Corporation, is a proud owner of an iPhone, Apple Com-



Joe Salesky
ClairMail



Rich Bravman
Intellex

puter's recent entry into the cell phone market. Among other things, Bravman uses his iPhone to listen to audio blogs. "That's mostly how I catch up with Science magazine and the science section of the New York Times," he said. "All of them have podcasts. It's certainly a time-saver."

Bravman admits he hopped on the smart phone bandwagon rather late, and admires the "coolness factor" of his chosen device, which plays movies and songs and stores photos. Yet sometimes there is no compelling reason to aim for the slickest of gadgets.

Consider Gary Gysin (Group 307), president and CEO of Santa Clara-based Asempra Technologies, who finds the BlackBerry rather limited as a tool for taking and storing notes. So Gysin uses a day timer—definitely not high-tech, but definitely useful. "I always had it," he said. "Some things I just like to write. I make lists of what I have to do every day."

For the CEO who travels often, GPS devices are a hot item. Bruce Nagle (Group 108), president and founder of Alamo-based RW3 Technologies, recently bought a Telenav GPS Navigator that works with his BlackJack, a handheld device similar to the BlackBerry. "Essentially, I can punch in the address I'm going to and the voice and instructions comes out of my cell phone," he said.

The best tech tools aren't just good at handling business. Not long ago, ClairMail's Salesky was in a board meeting when he received a message

from his daughter, who had just been in a car accident. "I was able to literally step out the board meeting, into my car, and be at the hospital less than 15 minutes after they arrived," he said.

During personal emergencies, a good tech tool allows CEOs to stay informed on business matters. Bud Michael (Group 341), CEO of San Jose-based Availigent, doesn't normally use the phone service on his BlackBerry. That changed

after a brother-in-law was diagnosed with a brain tumor and Michael found himself in British Columbia, trying to get work done during spare moments. "In and out of hospitals, in waiting rooms and driving around, I needed to stay connected," he said. "I really relied heavily on my BlackBerry."

Another sign that business tech tools are getting personal—more than half of the CEOs interviewed for this story said they keep their handheld device by their bedside and use it as an alarm clock. Infopia's Espenes, however, is in the minority. "I've reached an agreement with the family," he said. "When I walk through the door, I leave it out in the hallway."

Still, the ubiquity of tech tools among CEOs is so strong that many struggle to recall life without them.

"Business would probably slow down a little bit. Would it have a material impact on my life? Probably not," said Availigent's Michael. "It'd probably be like water seeking other avenues."

For her part, NuGen's Hutt is a little shocked at how recent technology innovations have pushed executives into a near-24/7 lifestyle.

Without such tools, she joked, "I'd go back to a relaxed, manageable work life." □



Gary Gysin
Asempra
Technologies

"The BlackBerry can be a curse, because you get so much email... You have to control the temptation to look at it all the time. They don't call it a 'crackberry' for nothing."

Warren Lutz is a Member Development Coordinator for the Alliance of Chief Executives and a freelance writer. He can be reached at wLutz@allianceofceos.com

Alliance Holiday Dinner Orinda Country Club December 6, 2007



David Hayes
271

Rich Bravman
Q200

Diana Hoffman
341

Patrick Galvin



Ceil McCloy
107

Patrick Forden
153



Peter Engler
Director

Cathy Witkay
Director



Modie Katz
Director

Steve Cooper
Q200



Jon Fernandez
105



Amelia Thorton
Director

Lou Parrague
107



Jason Moreau
153



Ann Blackburn
Director



Hung Nguyen
305



Jim Horan
153

Sam Colt
153



Daren Young
108



Bill Oldenburg
Director

Alan Lattanner
Director



Alex Hehmeyer
105

Paul Witkay
Founder

Upcoming Alliance Events

Updated list of all Alliance events at www.allianceofceos.com

The core of the Alliance is our private CEO groups which meet throughout Northern California. Because the collective experience within the Alliance community is truly extraordinary, we bring CEOs together in a variety of additional ways to enable our members to connect with other CEOs in meaningful ways. If you would like to be invited to any of the Alliance events below, please contact Laurel Madal at (925) 942-2400 ext. 201 or lmadal@allianceofceos.com.

Friday, February 1st: Keynote: Geoffrey Moore, author of "Crossing the Chasm;" Santa Clara

Geoffrey Moore is the world famous technology marketing guru and best-selling author of "Crossing the Chasm" and a Managing Director at TCG Advisors. Breakfast begins at 7:30 am at the Techmart in Santa Clara.



Friday, February 8th: Keynote: Eamonn Kelly, CEO of Global Business Network; San Francisco

Eamonn Kelly, CEO of GBN, the renowned future-oriented strategy firm and author of "Powerful Times," will share his views on the major forces shaping the future. Breakfast begins at 7:30 am at the City Club in San Francisco.

Friday, February 15th: Keynote: Paul Clayton, CEO of Jamba Juice; Oakland

Fellow Alliance member, Paul Clayton, CEO of Jamba Juice, will discuss his experiences in growing two major retail food brands: Burger King and now, Jamba Juice. Breakfast begins at 7:30 am at the Oakland Airport Hilton.



Tuesday, February 26th: CEO Roundtable — Building High Functioning Executive Teams; Palo Alto

Few things are more important than having a great executive team leading the way forward. At this CEO Roundtable, CEOs will share their successful techniques (and challenges). Event begins at 8:00 am at DLA Piper in Palo Alto and is sponsored by Tatum.

Thursday, February 28th: Biotechnology CEO Roundtable; Il Fornaio Restaurant, Palo Alto

At the request of several of our members, we're bringing Biotech CEOs together to discuss industry specific issues. Sponsored by Deloitte. This event begins at 8:00 am.



Friday, April 11th: Keynote: Jim Pouliot, CEO of CSAA; San Francisco

Jim Pouliot, CEO of CSAA, will share his experiences on how value-based behaviors in his organizations led to better performance and higher profitability. Breakfast begins at 7:30 am at the Bankers' Club in San Francisco.

Friday, May 16th: Keynote: Bill Novelli, CEO of AARP; Oakland

Bill Novelli, leader of one of the most powerful organizations in the country, AARP, with 65 million members, will join us to discuss "How America Can Afford to Grow Older." Breakfast begins at 7:30 am at the Oakland Airport Hilton.



Friday, June 13th: Keynote: Tom Campbell, Dean of Haas Business School; San Francisco

Tom Campbell, Dean of the Haas Business School at U.C. Berkeley, will discuss "Leading through Innovation." Breakfast begins at 7:30 am at the Bankers' Club in San Francisco.



100 Pringle Avenue, Suite 233
Walnut Creek, CA 94596
(925) 942-2400
www.AllianceofCEOs.com