

ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER
EXCHANGING STRATEGIC INSIGHTS
TAPPING COLLECTIVE EXPERIENCE

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Since 1996 the Alliance of Chief Executives has been helping CEOs solve their most profound, strategic challenges.

As the premier organization for chief executives in Northern California, we gather leaders from virtually every industry and market sector to engage in confidential exchanges that typically wouldn't—or couldn't—take place anywhere else.

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Sailing the sea of uncertainty With one global crisis after the next, CEOs find ways to focus on the things they *can* control

By Warren Lutz

Thanks to a new CEO, a major turn-around initiative, and a rededicated focus on store franchising, things are looking up for Jamba Juice.

And while global economic uncertainty is putting the damper on business investment, Jamba Juice CEO James White (Q100) is finding that plenty can still be done.

White's team is much more focused on cash management and is using greater diligence to take risk out of the company's initiatives. But they're also making investments "that set up a more sustainable business structure," he says.

For example, the company recently

invested in labor scheduling technology that tells when and where the company needs staff. And it hired three executives, two of whom are key to the company's renewed focus on store franchises.

"We think this is a great time to add talent," White said. "At the end of the day, that's going to be one of the elements of building a sustainable business."

Whereas a U.S. recession was the obvious challenge last year, global uncertainty is



James White
Jamba Juice

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How far can your team go? Former triathlete tests limits of team performance



Andrew Meikle
Human Performance
Researcher

By ACE Staff

What does it take to reach the highest levels of team performance?

Andrew Meikle, a high-performance researcher and consultant, delved into how to tune a team for maximum performance, just like racing teams tune an engine. Over the years, Meikle's researchers have analyzed hundreds of top performing teams to identify which changes in team dynamics produce the highest performance.

At the keynote, Meikle

talked about making certain changes in team dynamics. Narrowing the range of acceptable performance by a team member is one such change. Allowing too low of a bottom end to the range takes the pressure off the middle performers and makes the top performers arrogant.

Another move is stopping pressure leakage, where team members have too many easy excuses for missing targets. If pressure is too low, innovation is stifled and distractions will have

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Sound CEO Judgment is Critical

Judgment is a process that involves preparation and execution—before and after making the call

Great leaders are described as having good judgment, and it is often the leader's judgment that is the difference between success and failure. I founded the Alliance of CEOs to enable CEOs to come together to find solutions for their most vexing problems and the best ways to capitalize on their most exciting opportunities. Experienced CEOs know

that their time is spent most valuably on those issues that will have the biggest impact on their businesses, issues that don't appear to have simple answers. The Alliance is committed to helping CEOs make better decisions which lead to more successful businesses and better lives.

But what is judgment? For answers, I looked to Noel Tichy's and

Warren Bennis' best-selling book, "Judgment: How Winning Leaders Make Great Calls." Tichy and Bennis make a distinction between judgment and decision making. Decision making happens in a single moment, while "judgment is a process that unfolds over time encompassing three domains: people, strategy and crisis. Success hinges on how well the leader manages the entire process, not just the single moment when a decision is made."

Here's how the authors describe the judgment process:

- **Preparation Phase** – Leaders who demonstrate sound judgment pay close attention to the preparation phase. They first "sense and identify" the signals that create the need to adapt or change. They then "frame and name" the issue, to cut to its core. Finally, they "mobilize and align" all other stakeholders to gather ideas from anywhere.
- **Call Phase** – The decision gets the most attention, but the preparation prior to making the call and the execution afterwards are often the reasons strategies succeed or fail.
- **Execution Phase** – Once a leader makes a decision, they need to engage their organizations to "make it happen." Good leaders include "redo loops," which enable organizations to "learn and adjust" along the way. The wisdom of the decision is based upon whether the execution was successful.

Our work at the Alliance involves many of these themes. In fact, we created an Alliance methodology designed to force CEOs to explore how they make decisions by observing what other CEOs would do in the very same situations.

In a typical Alliance meeting, CEOs must gather information and sense the critical variables to deal with a wide

range of real-world strategic situations. This process helps CEOs perceive when it's time for a new direction, or to test their theories on new strategies prior to making critical decisions. Strategic decisions are rarely "black or white." It's not about getting a predetermined "right answer," but identifying fresh new ideas to solve difficult problems or gain competitive advantages that will enable them to win. Every so often, ideas that will disrupt entire industries are generated.

After making a major strategic decision, when they're totally focused on executing their plan, some CEOs believe they don't have time to do anything else. However, the best leaders know the value of continually reviewing their progress with their fellow Alliance CEOs who can give them independent feedback to confirm whether they're still on the right path and help them deal with any bottlenecks during the execution phase.

During the past year, I was introduced to Caren Danielson, founder of the Dynamic Consulting Group, who was recommended by several Alliance members. Caren introduced me to the Judgment Index (JI), which provides a measurable assessment of an individual's capacity for good judgment. Unlike most other assessment tools, the JI is not a personality profile, but provides actionable information that numerous Alliance CEOs have already used to better understand their own strengths and weaknesses as well as those of their people.

I engaged Caren and her team to work with the Alliance to help us continue to build the Alliance of CEOs into

a uniquely valuable organization for CEOs – the best in the world. In addition to working with our team of Alliance Directors and internal staff, we agreed to enable Alliance members to take the Judgment Index for free. We hope that this will bring additional value to our members as well as helping us make their Alliance Groups more powerful as well. If you would like to take the Judgment Index, just let us know.

CEOs are ultimately judged on their wins and losses. There is a saying that "practice makes perfect." Leadership decisions are too complex to ever believe we can make "perfect" decisions. However, I believe that CEOs who address a greater number and broader range of complex and critical situations will ultimately make better decisions with experience. Our Alliance Groups of 10 or more CEOs enable our members to learn at a rate ten times faster than normal CEOs, by exercising their decision-making muscles more frequently while also gaining insights into how other CEOs would decide the exact same issues.

Leadership decisions are too complex to ever believe we can make "perfect" decisions. However, CEOs who address a greater number and broader range of complex and critical situations will ultimately make better decisions with experience.



PAUL WITKAY
FOUNDER

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

Spurring Bureaucracy to Action

How AE Biofuels used a three-step plan to shake government officials into funding long-awaited grants

Around the world, governments often slow the pace of business. What should take a month frequently takes a year. What should take three months might never emerge to see the light of day.

Eric McAfee, CEO of AE Biofuels, had been waiting for more than a year for his business to get funding from a grant program that had already been passed by the State Legislature and signed into law by Governor Schwarzenegger. The



CASE STUDY by ROBERT SHER

alternative energy bill had provided \$120 million per year for ten years in grants to advance renewable energy technology and encourage innovation by aiding green energy companies. Many Californians, delighted that the bill was passed, assumed the funds had been dispersed and were being used to make the world a greener place. *But the funds were not being deployed by the agency in charge of the program.* As a direct result, investors were also being stalled because they were waiting for funds to be delivered before they could determine the amount of additional funding required to complete projects.

In California, Eric's team had already been interacting with the government at lower levels, explaining their project plans, educating them about his firm and encouraging action. But for all that effort, it was unclear if they had crept any closer to a tangible result. It was time to change tactics. AE Biofuels launched a campaign designed to get California to deliver the legislated funding. *Imagine the bureaucracy as a ten-story pyramid.* Here's a breakdown of the strategy:

Step 1: Lay the Ground Floor. At this stage, all the standard forms, letters, explanations and documentation must be submitted and reviewed with the intake-level bureaucrats. Most everyone does this as a starting point,

and AE Biofuels did as well. But this step is much more than just sending in forms. It includes face to face visits with lower level bureaucrats, confirming not only that the bureaucrats had received the documents, but that they understood them as well. This step is complete when you know they understand and they tell you the matter has been passed upstairs.

Step 2: Persuade Middle Level Bureaucrats. You must next build awareness of your situation on floors 2-6 of the ten-story pyramid. Even though the ground floor people have told you they passed your documents on, the truth is those documents are sitting in a long queue of other matters the bureau-

*Eric's team had
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crats on floors 2-6 are dealing with. They may not notice your issue for months—unless of course, you reach out to them. This requires some working knowledge of the organizational structure of the bureaucracy.

AE Biofuels hired two firms that help with government relationships and then invested management time into the effort to make these middle levels aware of the need to take action. These meetings help the agency become comfortable that your request is in the public interest, and is prudent. The first thing that will happen is that they will ask the intake-level bureaucrats if everything is in order, and if they are satisfied. If they say no, your progress is halted. That's why step

one is so critical. However, once the persuasion of levels 2-6 is accomplished, more than likely, *nothing will happen.* For a bureaucrat, making a decision is all risk, and no reward.

AE Biofuels spent over four months on steps one and two. Over that time, the lower and mid-level bureaucracy was educated and persuaded that giving a grant to AE Biofuels was a good idea. But one more push was needed.

Step 3: Bring in the High Level Emissary. For Eric, this step began long before the other steps.

For years, he's been politically active, supporting causes and candidates that he believed in. It was more than just financial support—he worked shoulder to shoulder with influential political figures on charitable boards and political campaigns.

Eric happened to support the same charitable organization as a particular former top U.S. government official. After a dinner event, the sponsor of the event had arranged for the former official and his security attaché to fly home on Eric's plane. During the flight, the two men talked about government policy and AE Biofuels' projects. The former official agreed to assist Eric by bringing attention to the value of immediately implementing the policies and grant funding. A week later, the former official wrote a cover letter, attached Eric's four-page brief describing the projects and the programs, and provided the document



Eric McAfee
AE Biofuels

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click on or type http://www.allianceofceos.com/forum/executive_education/2010/spurring_government_bureaucrac.php into your Web browser.

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

Advisors Join Alliance

In our ongoing efforts to create the premier organization for CEOs, the Alliance has brought the Dynamic Consulting Group (DCG) on board as advisors in the areas of organization and leadership development.

One of the tools used by DCG is The Judgment Index™ (JI), a leading edge instrument for the evaluation of judgment and decision-making capacity. The JI provides real-time guidance for leadership development, hiring and long-term strategic planning. Through our relationship with DCG, the JI is now available at no charge to Alliance members.

Since joining the Alliance team, DCG Executive Consultants Caren Danielson and Pat Rawa have participated in a number of Alliance Group meetings, CEO Roundtables and other Alliance activities to fully understand what we do and how we do it. DCG has signed an Alliance confidentiality agreement and completely understands the privacy required within the Alliance community.

We hope you will join us in welcoming Caren and Pat into the Alliance community.



Danielson



Rawa

Keynote: Success, the mensch's way

By ACE Staff

Noah Alper might be the man behind the \$100 million bagel business, but his path to success wasn't exactly straight.

Alper, who founded Noah's Bagels in Berkeley in 1985 and went on to sell it at the peak of the bagel's popularity, started a number of businesses with mixed results before opening up his first bagel store on Berkeley's College Avenue that changed how many Californians thought about breakfast.

During a recent Alliance keynote event, Alper talked about his recent book, "Business Mensch: Timeless Wisdom for Today's Entrepreneur," in which he writes about the need for ethical business



Alper

practices and integrating spirituality into one's professional career. In Yiddish, a "mensch" is a decent, responsible person with admirable characteristics.

Alper spoke about keeping far enough away from the business "to stay out of the weeds," yet placed importance on "customers and community." Before any Noah's store came to a neighborhood, Alper always got involved in a local community project or service.

While financial riches are great, Alper said, "doing good is good for business."

Keynote: Meikle

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a bigger effect.

Meikle's discussion generated a lot of interest among our Alliance members to learn more.

Members throughout the Alliance are welcome to attend any of our keynote breakfasts and meet other members. Look on the back page for a list of upcoming events, or go to the "Events" section of the Alliance of CEOs website.

Welcome New Alliance Members!

Member	Group	Company	Website	Industry
Clem Bason	272	Hotwire Group	www.hotwire.com	Travel Website
Larry Bawden	Q300	Bloo Solar	www.bloosolar.com	Solar Technology
Gopi Chandran	105	ETIC Engineering	www.eticeng.com	Environmental Engineering
Ted Cocheu	310	Altus Learning Systems Group	www.altuscorp.com	Enterprise Video Management
Terry Copeland	302	Altair Nanotechnologies	www.altairnano.com	Energy Storage Technology
Jim Farrell	105	f'REAL! Foods	www.freal.com	Blended Frozen Drinks
George Feiger	271	Contango Capital Advisors	www.contangoadvisors.com	Wealth Management
Jim Harrison	310	MLSListings	www.mlslistings.com	MLS Services
Ken Haven	107	Acorn Product Development	www.acornpd.com	New Product Design
Peter Hill	110	Bailard	www.bailard.com	Investment Management
Henry Hsu	202	Altheos	www.altheos.net	Biopharmaceuticals
Eric Kelly	Q100	Overland Storage	www.overlandstorage.com	Data Management
Kevin Lalor	111	Business Intelligence 101	www.bi101.com	Software Consulting
David Moulton	271	BAMO	www.bamo.com	Interior Design
John Myers	153	Economic Packaging & Cleanroom Supplies	www.economic.com	Industrial Supplies
John Quereto	153	ExpressWorks International	www.expressworks.com	Management Consulting
Greg Quilici	271	The Giampolini Group	www.giampolini.com	Construction & Restoration
Sunil Rawat	308	Crescendant	www.crescendant.com	Internet Infrastructure
Greg Richardson	333	Gelcompany	www.gelcompany.com	Biotechnology
John Taylor	202	Ecast	www.ecastinc.com	Interactive Media
Edward Van Deman	305	Financial Navigator	www.finnav.com	Portfolio Management Software
Nigel Wenden	110	MDC Vacuum Products	www.mdcvacuum.com	High-Tech Vacuum Equipment

To learn more about the Alliance of Chief Executives, including membership information, visit us online at www.AllianceOfCEOs.com or call (925)942-2400.

CEO Roundtables

Mergers and Acquisitions

Whether you're thinking of selling or buying, now is the time to start planning if you'd like to do a deal as the economy recovers. At this April 23rd CEO Roundtable in San Francisco, Alliance Members learned how to execute critical strategic moves, including M&A activity, even during difficult economic times. Acquirers who plan now will pick up the best bargains that will produce the biggest market share gains, while sellers who position their businesses well in advance will get top dollar for their hard work, and will keep more of it after taxes.

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Exiting Via IPO or M&A

IPOs and M&A take significant legal and financial preparation to minimize risks and maximize deal value. This event focused on the preparation that should begin now for every company hoping for an exit in 2010 and 2011. The event began with two 15 minute summaries of critical issues by our discussion leaders, then broke up into small discussion groups, each with a facilitator, a legal expert, and a financial expert, where the specific issues and concerns of attendees were discussed and analyzed.



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Community Partners
Alliance Community Partners are committed to supporting the entire Alliance community of CEOs and the organizations they lead.



Series Sponsor (Life Science Series)

Alliance Series
Sponsors support a series of events for a selected group of Alliance CEOs.



Alliance Spring Dinner

Bringing CEOs together is even more important in a challenging economy, so the Alliance is pleased to again host three "All-Alliance" CEO Dinners for all Alliance members and their guests in 2010. Our members have consistently enjoyed the opportunity to meet other Bay Area CEOs at our Spring Dinner in the South Bay, Fall Dinner in San Francisco and our Holiday Dinner in Orinda. Our Alliance Spring Dinner was held at the Silicon Valley Capital Club on May 27th and featured a wine tasting reception prior to dinner. Mark your calendars now for the Alliance Fall Dinner in San Francisco on Thursday, September 23rd and the Alliance Holiday Dinner in Orinda on Thursday, December 2nd.



[Top: Qasim (Electro Imaging) & Salam Tarin enjoy meeting Mihir (Automation Anywhere) and Neeti Shukla. Bottom: Alliance Founder, Paul Witkay, pours wine for Paul Meissner of Santur.]

Global uncertainty: Good time to check under the hood

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the primary obstacle today. Between cascading European credit markets, the Gulf oil spill, and the possibility of a double-dip recession, many CEOs such as White are trying to press forward against shifty currents.



Nigel Wenden
MDC Vacuum
Products

Take Nigel Wenden (Group 110), for instance. Wenden wouldn't be where he is today if he didn't enjoy a good challenge. Right now, he's got a couple of doozies.

Not only is Wenden only three months into his job as CEO of MDC

Vacuum Products, but he's adjusting to his new role during one of the most uncertain economic and political periods in at least a generation.

"If you love a challenge, it's a great place to be," Wenden says.

Global uncertainty is causing MDC's customers to spend less and require all decisions to pass through internal loops, which in turn translates into project delays.

But the situation isn't horrible, Wenden says, since customers are still spending. And it is providing opportunities. MDC is focusing its own investments toward positioning the company for long-term growth. "You need to manage the short term," Wenden says. "But long term, business is going to come back."



Joe Heanue
Triple Ring
Technologies

That seems to be the theme among Alliance CEOs dealing with global uncertainty. It's not about the things you *can't* control — it's about the things you can. Even so, when the economic climate is unclear, no decision is easy.

"It's interesting, because a few months ago I thought that the outlook for North America was a lot brighter than it appears today," says Ashok Santhanam (Group 305), CEO of Bristlecone, a leading supply chain consulting firm. "But the uncertainty has gone up."

Santhanam says Bristlecone is managing its utilization rates similar to how

they did during the recession. And instead of hiring new staff, the company is looking at opportunities to cross-train existing employees in other areas. But even these choices were tough.

"We're making a conscious decision that we may lose some revenue because we don't have the team deployed," Santhanam says. "But if you go and hire ahead of demand, that cost is a certainty. The revenue is not a certainty."

Joe Heanue (Group 110) is also focusing on the long-term goals for his company, Triple Ring Technologies, a contract research and medical product development company.

Business isn't bad, Heanue says — in fact, it's better than last year. So

"We're busy, but not so busy that we can't look at our internal operations and tune them up."

Triple Ring is investing in its long term customer relationships and taking time to examine the organization and its strategy so it will be able to execute when the time is right.

"We're kind of tuning up the engine," Heanue says. "Last year, we were just making sure we were going to survive without losing people. This year, we're stable; we're happy with where we're at. We're busy, but not so busy that we can't look at our internal operations and tune them up."

Not all CEOs are reacting similarly to the current business climate. Paul Meissner (Q300), CEO of Santur Corporation, says his company is holding course and is "cautiously optimistic" about the future.

"We're actually ahead of our plan," Meissner said. "So no, there hasn't been anything that we've put on hold."

However, Santur, an optical device manufacturer, took bold steps during the recession by reducing overhead costs and infrastructure and is benefiting from those moves now, Meissner added.

"We took some very severe action during the recession. We were very aggressive," he said. "I'm glad we did

that because it allowed us to do an excellent job of managing cash through this cycle."

For Leinani Nakamura (Group 305), Managing Partner of Mohler, Nixon & Williams, periods of uncertainty are a good time to take a look not only at the company's investments, but how those investments are made.

"I think this has strengthened our evaluation process," Nakamura says. "We now weigh more critically short term and long term objectives and estimated ROI on making investment decisions."

But one investment remains key to the CPA and advising firm — its people.

"We continue to invest in our professional development programs," she said. "We actually made some increased investments in this area over the last year, and are continuing that trend. Other investments, in technology, for example, are being pushed out if the shorter term ROI is not compelling."

Prem Uppaluru, (Group 202) CEO of Transera Communications, believes uncertainty is a good time to dip into the well of ideas.

For one, Transera—a provider of on-demand virtual contact center solutions—is creating partners with companies that offer complementary solutions, an effort that Uppaluru says is going well. And it's using Web 2.0 techniques to generate customer demand, including Facebook fan pages, Twitter and blogs, as well as white papers and webinars.

While today's CRM software industry is relatively mature, "now the differentiator is knowing your customer and customizing your offer to their needs," Uppaluru says. "We have certainly focused on that."



Leinani Nakamura
Mohler, Nixon &
Williams



Prem Uppaluru
Transera
Communications

Warren Lutz is Editor of the Alliance of Chief Executives newsletter. He may be contacted at wLutz@allianceofceos.com.

Members In The News

Orion Capital Group's Neil Shroff Honored July 26, 2010

Neil Shroff (Group 310) of Orion Capital Group was honored by The M&A Advisor as one of "40 Under 40" Top M&A Advisors. Winners were chosen from a pool of international nominees for their accomplishments and expertise by an independent judging panel of distinguished business leaders.



Oclaro Acquires Mintera Corporation July 21, 2010

Oclaro announced it has acquired Mintera Corporation, a privately-held leader in high-performance optical transport sub-systems solutions. Oclaro is led by Alliance member Alain Couder (Q200).



Palo Alto Networks Selected As Global Entrepreneurial Company of the Year July 21, 2010

Palo Alto Networks announced that it has received the prestigious recognition of Frost & Sullivan's "2010 Global Entrepreneurial Company of the Year Award" for its accomplishments in the firewall market. Alliance member Lane Bess (Group 307) is CEO of Palo Alto Networks.



VirtualLogix CEO Discussed Future Consumer-Friendly Phone Designs at Mobile Conference July 12, 2010

VirtualLogix Vice Chairman and CEO Glenda Dorchak (Q100) discussed designing consumer-friendly phones with mobile industry leaders at a session at the MobileBeat 2010 Conference in San Francisco.



Calithera Biosciences Closes \$40 Million in Series A Financing July 8, 2010



Calithera Biosciences completed Series A financing totaling \$40 million to support the development of novel cancer therapeutics. The company also announced the formation of its management team, including Alliance Member Susan Molineaux (Group 307) as the company's CEO.

Sierra Atlantic Recognized as a Top China Export and Service Outsourcer July 6, 2010



Sierra Atlantic has been recognized as one of the top software export and service outsourcing companies in China by Software and Service Outsourcing Network. Alliance member Raju Reddy (Q200) is the CEO of Sierra Atlantic.

Coupa Software CEO Profiled June 18, 2010



Larry Dignan, Editor in Chief of ZDNet and SmartPlanet, profiled Rob Bernshteyn (Group 333) and Coupa Software.

7 Alliance Members on the List of Best Places to Work April 30, 2010



Seven companies led by Alliance Members were among the "Best Places to Work in the Bay Area 2010." Congratulations to Hanson Bridgett, led by Andrew Giacomini (Group 202); Kimpton Hotels & Restaurants, led by Michael Depatie (Q100); MedAmerica, led by Mike Harrington (Group 127); Mohler, Nixon & Williams, led by Leinani Nakamura (Group 305); Palo Alto Networks, led by Lane Bess (Group 307); RINA Accountancy Corporation, led by Ed Fahey (Group 127); and Riverbed Technology, led by Jerry Kennelly (Q100).

Alliance Progressive Dinner



On May 5th, Alliance Members and their guests had the opportunity to meet other Alliance CEOs in a beautiful setting at Scott's Restaurant in Walnut Creek.

Alliance Progressive Dinners are held around the Bay and we all rotate by sitting at one table for appetizers, another for main course, and a third table for dessert. Members get to meet and befriend nearly everyone at the dinner. Spouses and guests are welcome too and the focus is more personal and less business. All profits go to support Junior Achievement which provides business education to students from 1st grade through high school.

Get LinkedIn to the Alliance!

Several of our members have suggested that they'd like to connect with each other via LinkedIn, a free online service that facilitates business networking (as opposed to social networking).

We have now set up an Alliance of CEOs group on LinkedIn, and we encourage those of you who are on LinkedIn to join our group.

To join the Alliance of CEOs LinkedIn group:

- Sign in to www.linkedin.com
- Click the Group heading in the list on the left side
- In the blue Groups Directory box on the right side, click on "Find a Group"
- Type in "Alliance of CEOs"
- Click the gold "Join the Group" button

Enjoy!

Upcoming Alliance Events

For an updated list of all Alliance events, go to www.allianceofceos.com/events2

The core of the Alliance is our private CEO groups which meet throughout Northern California. Because the collective experience within the Alliance 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.



Keynote: Mike Depatie, Kimpton Hotel & Restaurants: Friday, August 13 in San Francisco

This Regional Alliance meeting will feature Alliance member Mike Depatie, president and CEO of Kimpton Hotel & Restaurants. According to Market Metrix Hospitality Index™, Kimpton has the highest customer satisfaction scores and emotional attachment scores of any hotel company operating in the U.S. Event begins at 7:30 a.m. at The Bently Reserve in San Francisco.

Keynote: Eamonn Kelly, Global Business Network: Friday, August 20 in San Ramon

This Regional Alliance Meeting will feature Eamonn Kelly, CEO of the renowned California-based future-oriented network and consulting firm, Global Business Network, and author of "Powerful Times." Eamonn will share his views of the future. Breakfast begins at 7:30 a.m. at the San Ramon Valley Conference Center.



Alliance Fall Dinner: Thursday, September 23 in San Francisco

Join Alliance members and their guests for a wine tasting reception and dinner at the Bently Reserve in San Francisco. The wine reception begins at 6 p.m. Reserve your space early. Note: The Alliance Fall Dinner is FREE for all Alliance members and their guests.

Keynote: Bob Johansen, Institute for the Future: Friday, October 1 in Santa Clara

Futurist, Distinguished Fellow with the Institute for the Future, and author of the visionary book "Leaders Make the Future: Ten New Leadership Skills for an Uncertain World," Bob Johansen, will join us to discuss how leaders must adapt from the chaotic world of today to the uncertain, but challenging world of tomorrow. Event begins at 7:30 a.m. at Techmart in Santa Clara.



CEO Progressive Dinner: Thursday, October 28 in San Jose

Our smaller, intimate dinners for Alliance members and their guests have been very popular ways to meet other Bay Area CEOs in a much more personal and fun way. A progressive dinner means we all change seats with each course so we can meet nearly everyone at the dinner. Event begins at 6:30 p.m. at the Left Bank Restaurant in San Jose. There is a dinner charge of \$125 per person and all profits will be donated to Junior Achievement of the Bay Area. Space is limited, so please register early.

Keynote: James White, Jamba Juice: Friday, November 19 in San Ramon

Fellow Alliance member and Jamba Juice CEO James White will be our keynote speaker. James joined Jamba Juice in 2008, previously served as Senior Vice President of Consumer Brands for Safeway, and has held executive and management roles with Gillette North America, Nestle Purina Petcare Company and the Coca Cola Company. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.



Alliance Holiday Dinner: Thursday, December 2 in Orinda

Join Alliance members and their guests for cocktails and dinner at the Orinda Country Club in celebration of the holidays! Event begins at 6 p.m. Reserve your space early. Note: The Alliance Holiday Dinner is FREE for all Alliance members and their guests.

Keynote: Lenny Mendonca, McKinsey & Company: Friday, December 3 in Santa Clara

Lenny Mendonca, Director of Firm Knowledge for McKinsey & Company and head of the McKinsey Global Institute, has helped numerous corporate, government, and not-for-profit clients solve their most difficult management challenges. Lenny is the Chairman Emeritus of the Bay Area Council and is Chairman of the Economic Institute of the Bay Area. Event begins at 7:30 a.m. at Techmart in Santa Clara.



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