

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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Making the CEO Judgment Call

Alliance members discuss how to go against the advice of stakeholders — and the risks it involves

By Warren Lutz

Daniel Dargham (Group 321) of Lohika admits he's not a "consensus-oriented" CEO, saying that being too focused on building consensus can lead to disasters.

That's not to say he won't ask for others' opinions before making a strategic decision. "But in the end, the CEO is solely accountable for the results," Dargham says. "You have to make the decisions. That's what you are paid for. Board members can give their advice, but the CEO decides whether or not to take it. Even though I may ask board members for advice, I don't set the expectation that I will always follow the advice given."

Such is the balancing act CEOs face

when they find themselves at odds with their boards, their executive teams and other stakeholders when facing a major strategic decision in their organization. Whether the call involves whether or not to enter a new market, a change in pricing structures, strategic alliances or new funding sources, each is rife with professional risks for the CEO — not to mention the organization itself.

While it behooves a CEO to be certain in his or her decision-making, Dargham says there



Daniel Dargham
Lohika

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Kovacs: Competing with Web Giants

Mozilla CEO talks innovation amid Web browser battle



Gary Kovacs
Mozilla

By ACE Staff

Gary Kovacs, CEO of Mozilla Corporation, joined our South Bay Regional Alliance meeting to speak about leading innovation for one of the world's leading non-profit, public benefit technology companies. Kovacs leads the overall direction of Mozilla and its products, including Firefox, currently the second-most popular Web browser.

According to Kovacs, a fundamental shift has happened with the Internet. Before, people used it to find information. Now they use it to connect

with people. He said that there will soon be more smartphones than computers, another example of the switch from finding information to connecting, and gave three observations for 2012:

- Identity and privacy really matter.
- Everything is social.
- The Internet goes local — community matters.

Kovacs joined Mozilla this past November as part of a planned leadership transition. Most recently he was a senior vice president at Sybase. He also held prominent roles with Adobe Systems, Macromedia and IBM.

Designing for Innovation

History filled with lessons of creative breakthroughs

In a recent Alliance Group meeting, John Keagy (Group 272), CEO of GoGrid – an early innovator in cloud computing – was asked by a new member why he participated in the Alliance. John said that even though he doesn't get new ideas at every meeting, he found that about four to six times per year, he got ideas that significantly changed his company.



PAUL WITKAY
FOUNDER

Ever since I began bringing CEOs together in 1996, I've been on a quest to learn how our members could create breakthrough ideas more frequently and more reliably. I've read hundreds of books on strategy, management, leadership, creativity, innovation, group dynamics and even neuroscience to find the best ways to extract the most value from the unbelievably deep pool of wisdom and creativity of our Alliance community.

Recently, I read "Where Good Ideas Come From: The Natural History of Innovation" by Steven Johnson.

Johnson does a deep dive into the history of innovation, from Darwin to Freud to Google and Apple, and found seven key patterns that create the most fertile grounds for innovation. These patterns, or concepts – which Johnson synthesizes from history, scientific research and anecdotes – are consistent with how we design Alliance meeting environments to maximize the creation of great new ideas. I believe there might be some ideas for your organizations as well.

Johnson's first concept is what scientist Stuart Kauffman called the "**Adjacent Possible.**" The "adjacent possible" means that, although the world is capable of extraordinary change, innovation happens on the edges. The history of life and human culture is a story of gradual but relentless probing of the boundaries, and each new innovation opens up new paths to explore. The best Alliance members push the boundaries to create breakthrough ideas for their fellow members.

Malcolm Gladwell wrote a great book called "*Blink*" that discusses the power of intuition, or the instant hunch. However, Johnson found that world-changing ideas are more often the result of what he calls the "**Slow Hunch.**" Slow hunches start with a vague, hard-to-describe sense that an interesting solution to a problem exists. But these hunches typically linger in the shadows of our minds – sometimes for decades. Over time, additional pieces of information gather together until one day the discovery of a new idea completes the puzzle, and it blossoms into an "aha moment" that has incubated for many years.

The third concept, **Serendipity**, can be described as a "happy accident." Serendipitous discoveries typically involve exchanges across different disciplines. One core philosophy of the Alliance is to "craft" our private Alliance groups with members who bring diverse experiences from different industries, business models, functional skills and many other measures of diversity. By doing this, we lay the groundwork for happy accidents to occur.

Berkeley professor Charlan Nemeth investigated the relationship between noise, dissent and creativity in group environments. She found a paradoxical truth about innovation: good ideas are more likely to emerge in environments that contain noise and "**Error,**" Johnson's fourth concept. One would think that innovation would be more strongly correlated with the values of accuracy, clarity and focus, and that good ideas should be "correct" to have any value. However, noise-free environments are too sterile and predictable to maximize creativity. A few errors in the process of discovery actually helps foster the creation of good ideas.

For the fifth concept, Johnson looks to Stanford professor Martin Ruef, who studied the relationship between business innovation and diversity – the diversity of professions and disciplines, not of race or gender. Ruef discovered that the most creative individuals had broad social networks that extended outside of their own organizations and involved people from diverse fields of expertise. Diverse, horizontal social networks were three times more innovative than standard networks that include people more similar to ourselves. Long-term familiarity, conformity and convention dampen potential creative sparks. Entrepreneurs who built bridges outside their own industries were able to borrow or co-opt new ideas from the outside and put them to use in a new context. Evolutionary biologists call this "**Exaptation.**"

Many Silicon Valley companies talk about developing "platform technologies." Johnson found that in nature and in business, "**Platforms**" were often hotbeds of innovation. This sixth concept involves creating physical spaces where different kinds of thoughts productively collide and recombine, causing people to think differently and build upon the platform in unanticipated ways. The Internet

infrastructure is an example of a platform that continues to enable unbelievable innovation.

Finally, psychologist Kevin Dunbar studied research scientists to determine how and when they achieved breakthroughs. Rarely did "eureka moments" happen when they were thinking on their own. The most important ideas would emerge during regular meetings with their lab peers. Dunbar found that the most productive tool for generating good ideas was a circle of humans at a table. This "**Liquid Network**" (as Johnson calls it) is not the "wisdom of the crowd," but the wisdom of someone in the crowd. It's not that the network itself is smart; the individuals get smarter because they're connected to the network.

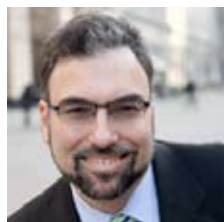
Our vision for the Alliance of CEOs is to create the most innovative and strategically valuable organization for CEOs on the planet. We're blessed to be located in the most diverse and innovative region in the world. As a result, we have many of the ingredients at hand that Steven Johnson believes are necessary to build an environment where good ideas happen. Please let me know if you have any recommendations on how we can continue to grow our innovative community.

A few errors in the process of discovery actually helps foster the creation of good ideas.

Developing in the Developing World

Gensler's foray into China was difficult, but sparked a unique strategy that would aid the firm's future efforts

He dropped the cold, hard fact on the table between us. 90% of global urbanization—the building of new cities—is happening in developing countries—not in the U.S., and not in Europe.



CASE STUDY by ROBERT SHER

David Gensler leads Gensler, a 3,000-person global architecture and design firm that was once primarily domestic. In the late 1980s, Gensler's global customers began building abroad, and they asked the firm to support them there. Gensler said yes, and then began the

odyssey of learning to build thriving, high-performing offices in China and other developing countries. Today, the firm has secured its position as a truly global organization and is poised to benefit from the shift toward urban development in developing countries.

Gensler's first step into the developing world was China, and it was a difficult beginning. Its first attempt in-country was the ex-pat solution, sending over Americans steeped in the firm's corporate culture and processes. That got the firm started, but the ex-pats didn't have local relationships and couldn't develop new relationships to the level that was required. They tried joint ventures with local firms and hiring veteran architects already in the country. But they found this seriously eroded

the cultural cohesion and created as many problems as it solved. Ten years later, the office had only 30 people in total and was still led by ex-pats. Given that real estate is fundamentally local and Gensler's ex-pat team was not, it became obvious a fresh approach was needed.



David Gensler
Gensler

Meanwhile, as Gensler expanded domestically, it was experiencing a growing base of foreign-born employees who had come to the U.S. to study and live. One such man was Jun Xia, who had graduated from one of China's most prestigious architecture schools. He started his architecture career in China, moved to the U.S. and began working at Gensler, and had been with the firm for 14 years. Jun was a utility player who could lead, design and sell. After working on several projects in China (from the U.S.) he eventually put his hand up to return to China and take a leadership role in the Shanghai office in 2004. That one change began a dramatic shift in Gensler's practice.

Jun took with him the organizational values, systems and practices that maintained the firm's culture, but enabled a Chinese personality. He allowed the office to feel and think Chinese and to connect with its customers and suppliers in a distinctly Chinese manner, which helped establish a level of comfort and trust. He worked to reestablish contacts and relationships in the area, many of which stemmed from his university days and early work colleagues who had risen in Chinese government and industry over the intervening years.

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/2011/developing_in_the_developing_w.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.

Top Team Alliance

Top Team Alliance is growing. These groups for very senior executives and those reporting to the CEO run just like our CEO groups and represent professional development for members. We introduced them based on requests from our CEO members, who view them as helping their top executives grow and better support the CEO. Here is a snapshot of a few of the issues that came up recently.

International Expansion.

This member's firm was opening an office abroad for the first time. No one in her organization had deep experience internationally. Several members had opened and managed foreign offices in the past, and several were multinational companies now.

On-Boarding. This #2 executive was being promoted from VP Sales to EVP, and was hiring his own replacement. But the sales directors were not happy to have a layer inserted between them, and there was a lot of pressure for fast action by the new VP. We discussed different strategies of on-boarding to get the best possible results.



Beyond Values. The company had gone through ten weeks of work on their values and culture with good results. Yet the VP of Sales told us that with the business growing, too many people were not stepping up to the increased pace, nor willing to take on something new. We talked about what decisions—some of them hard—might create a can-do environment with more passion and a faster pace.

Deadline Pressure. Six months into development of a big new product, the engineering team was showing signs of pressure. They were being held accountable, but the camaraderie and the sense of fellowship seemed to be eroding. Morale was falling, and people were acting selfishly. What could be done? To what extent was it the CEO's responsibility vs. the top team executive? A rich discussion followed.

If you're interested for your firm or want to refer an executive to us, please call Sharon Ruiz at (925)942-2400 x214.

John Keagy: A Portrait of Business in the Cloud

By ACE Staff

Alliance member John Keagy, CEO of GoGrid, joined our East Bay Regional Alliance meeting to discuss cloud computing, one of the hottest new trends in the Internet infrastructure industry.

A pioneer in the field, Keagy shared his thoughts on what cloud computing means for our industries and businesses. His company is a global leader in cloud and hybrid infrastructure hosting. It has more than 10,000 customers across all business verticals, including Macy's, the Associated Press, Casio and BMW, to name a few.

Keagy mentioned recent figures that indicate by next year, 20 percent of all businesses will not own any IT assets in the form of physical, on-site servers -- and will be 100 percent cloud-based.

He also provided a breakdown of the benefits and downsides of cloud computing technology including Software-as-a-Service (SaaS), which is easy to

access over the Internet, although offers no control or knowledge of the underlying technology; cloud platforms (PaaS), which offer more control than a cloud application; and cloud infrastructure, which enables full control of a company's IT infrastructure.

Automation provided by cloud computing removes labor and hardware costs, Keagy said, which currently comprise a majority of the \$3.3 trillion IT economy.

GoGrid is a service of ServePath, a managed hosting and colocation provider based in San Francisco. Keagy is an Internet infrastructure pioneer, having built and sold several successful Internet service providers since 1991. ServePath, founded in 2001, serves the critical Internet infrastructure needs of thou-

sands of businesses worldwide from its headquarters and data center facility in San Francisco.

In 2006, Keagy saw the impending shift to the cloud as ServePath's second growth opportunity. His vision became a two-year development investment, now GoGrid, the cloud server hosting service launched in March 2008 that enables customers to deploy, scale and manage load balanced servers in the cloud in just minutes through a web-based control panel.



*John Keagy
GoGrid*

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
Andy Ball	Q400	Webcor Builders	www.webcor.com	Construction
Mihran Berejikian	431	Belami	www.1stlighting.com	Lighting Fixtures
Sandeep Duggal	121	Extron	www.extronlogistics.com	Supply Chain Management
Yorgen Edholm	321	Accellion	www.accellion.com	Secure Collaboration Software
Jorge Fernandes	Q300	MobiBucks	www.mobibucks.com	Mobile Payments
Paul Gaffney	Q100	AAA of Northern California	www.csaa.com	Auto & Insurance Services
Bruce Ge	341	Jobirn.com	www.jobirn.com	Job Referral Network
Kurt Kalbfleisch	T200	Overland Storage	www.overlandstorage.com	Data Storage Solutions
Lisa Kelley	111	SFDATA.NET	www.sfdata.net	IT Consulting
Daniel Lang	111	Centricity Solutions	www.centricity-solutions.com	HR Outsourcing
Karen Luey	T200	Jamba Juice	www.jambajuice.com	Retail Food & Restaurants
James Munn	T100	American Technologies Network	www.atncorp.com	Precision Optics
Brett Newsome	T200	GoGrid	www.gogrid.com	IT Cloud Infrastructure
John Ralston	321	Droplet Technology	www.droplet-technology.com	Mobile Video Technology
Padman Ramankutty	110	Intrigo Systems	www.intrigosys.com	SAP Implementation
Curt Schacker	T200	Real-Time Innovations	www.rti.com	Integration Infrastructure
Glen Shu	305	Bay View Funding	www.bayviewfunding.com	Invoice Factoring
Kelly Truman	321	Deeya Energy	www.deeyaenergy.com	Electrical Energy Storage
Michael Weickert	308	S.E.A. Medical Systems	www.seamedical.com	IV Medical Devices
Brad Wurtz	Q300	Power Assure	www.powerassure.com	Data Center Management Software

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

Leading Your Board of Directors

Boards are one of the most common sources of support and often frustration for many CEOs. While a well-built, functioning board can be a big asset for any CEO, many fall short of ideal. Regardless, CEOs are charged with leading the firm and the board, and getting what they and the business needs from the board is paramount. Alliance CEOs came together on June 29th at this Roundtable in Santa Clara to discuss common challenges that CEOs face when dealing with their boards. Discussion questions included: What are best practices for CEOs and board members? What can a CEO do to deal with conflicts of interest on their board?

When a board is not functioning well, what can the CEO do to change the dynamics?

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Engaged and Motivated Workforce

More than ever, the employees of our companies are diverse, are spread throughout the globe, and are constantly connected to many social networks, not just their own office. Keeping the employees motivated, focused, engaged and happy is a challenge. Missteps can lead to dramatically decreased productivity, turnover, and litigation. Executive attendees provided their own live case studies to benefit from the collective wisdom at the table. Specific issues ranged from motivational techniques, compensation and benefits structures, cross cultural communication, legal risks and more.

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Alliance Spring Dinner

Bringing CEOs together is even more important in a challenging economy, so the Alliance hosts three All-Alliance Dinners for all Alliance members and their guests. Many Alliance members and their guests came from throughout Northern California to enjoy our 2011 Spring Dinner at the Silicon Valley Capital Club on May 26. You'll want to mark your calendars for the 2011 Alliance Dinners on September 21 in San Francisco and on December 1 in Orinda.

[**Top:** Lisa Locke (Group 127) of Locke and Key Recruiting Services and Linda McCracken (Group 105) of Junior Achievement. **Bottom:** Eric Kelly (Q100) of Overland Storage and Tim Schigel of ShareThis (Q300).]



The CEO Judgment Call: Listen, but be ready to stand firm

Continued from page 1

is a huge risk when the CEO not only goes against the advice of other stakeholders, but doesn't listen to it, either.

"You are bound to make some bad decisions," he says. "But if you're unsure about the decision—and everybody's saying that you need to go left and you go right—then you're not being reasonable."



Dan Peterson
ePAY Healthcare

Dan Peterson (Q200) of ePAY Healthcare, recalls a decision he made in the late 1990s when he had to basically overrule his entire company.

"It was when I decided to push toward a Software-as-a-Service (SaaS) delivery model rather than the licensed software model."

"People said it's going to change the whole company. But I said it's my company and this is what we're going to do," he says. "None of us knew very much about SaaS. I was operating on instinct and what I understood were the benefits of it."

Peterson says he always thinks about the ways in which a decision could go wrong. "I'm not really afraid of problems," he says. "It's the problems I'm not prepared for that concern me."

He says listening is key to approaching any major decision, but especially so when the CEO encounters a chorus of disagreement. "When it comes up, shut up and listen, and make sure you understand what people are actually telling you," he says. "Are they talking



Eric McAfee
AE Biofuels

about a real issue of substance, or is it a 'meta' issue and they are actually unhappy with you or something else?"

Eric McAfee (Q100) of AE Biofuels points out the CEO of a startup company is "by definition a contrarian" and is likely to find himself at odds with

other stakeholders. "There are different states of maturity of a business, and during the startup phase and often during the growth stage, the CEO often takes a path that is not supported by a wide variety of necessary participants," McAfee says. "His primary goal in life is proving everybody else wrong."

Going against advice is a three-step process, McAfee says: make the plan, sell the plan, then do the plan – but it's

selling the plan that is most important. Not all CEOs are ready for this challenge, he says.

"I've had CEOs in my portfolio companies who have had tremendous skills, but did not have the capacity to say, 'I'm right, you guys are mistaken, and I'm sorry, I'm going in a different direction.'" McAfee says. "They would prefer to say, 'We're all on the same page.'"

Jorge Fernandes (Q300) of MobiBucks had an issue with one of his board members over a strategic decision involving the acquisition of outside funding. Fernandes was for it, and the board member was against it. At risk was the life or death of the company, because the board member was himself the company's primary investor.

As Fernandes moved ahead with his analysis of the new funding opportunity, "I started ignoring his advice and tried to solve the problem," he says.

"People said it's going to change the whole company. But I said it's my company and this is what we're going to do ... I was operating on instinct and what I understood were the benefits."

"It did take a complete analysis of the problem, where I isolated the variables. Over a period of time, I realized getting the outside funding was the right thing to do."

The new funding came in last month. With the board member no longer the company's main cash provider, Fernandes has more autonomy now. "It was tough," he says. "It would have been easier to continue taking the cash and to not complete the analysis. But one of the reasons I kept going is that I could see that every adjustment I was making was working."

Scott Howarth (Q400) of Integrated Silicon Solution (ISSI) says it sometimes takes a tremendous effort to get people on board with a decision. But if they aren't able to do it, "it's very difficult to take everybody in the direction you want to go."

"When I was at Intel, there were often big debates on which product technology path to take," Howarth says.

"If you look at a smaller company with limited resources, those decisions become critical, because if you make the wrong choice it's going to significantly impact your business or limit future growth."

"For strategic decisions, you at least need to get the team on board with you," he says. "Inside the company, if you don't get some level of support, especially from key managers, they may try to resist it. Those are real risks that I've run into in the past."

For higher-risk decisions, Howarth tries to get additional partners on board to "distribute that risk."

Peter Micciche (Q400) of Certain Software agrees stakeholder support is always key, regardless of which direction the CEO goes. "When I'm dealing with a strategic decision and the board is pushing back, the role I'm expecting them to play is to test my own biases," he says. "In the absence of any bias, the next thing is, do they have the same facts I do? Have I provided them with a good analysis? If not, I make that a priority."

One benefit of getting stakeholder support, Micciche says, is that the process often uncovers flaws in one's decision. Technology can help CEOs make quicker decisions by securing faster feedback, he adds. "It's very easy now to reach out to somebody in your network to get a quick opinion on something."

Often times, resistance that comes from stakeholders is fear of the unknown, Micciche says. But if the CEO cannot build support, the decision can generate conflict and create disenfranchisement within the organization.

"Whenever making a decision that generates conflict, I try to make an extra effort post-decision to get those people on board to elicit their support," he says. "But at some point you have to say, the train is leaving the station, either get on or get off."



Jorge Fernandes
MobiBucks



Scott Howarth
ISSI

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

Members In The News

Callidus Software Acquires iCentera July 6, 2011

Callidus Software, the leader in sales performance management (SPM), has acquired the leading provider of on-demand portal software for sales enablement, iCentera. Callidus is led by Alliance member Leslie Stretch (Q100).



AE Biofuels Acquires Industrial Biotechnology Company Zymetis July 6, 2011

AE Biofuels, a global advanced biofuels company, has acquired Zymetis, Inc., an industrial biotechnology company that develops products for the renewable chemicals and advanced fuels industries. Alliance member Eric McAfee (Q100) is CEO of AE Biofuels.



Aradigm Announces Private Placement for \$4.75 Million July 6, 2011

Aradigm Corporation agreed to a sale of common stock to three existing shareholders in a private placement for aggregate gross proceeds of \$4.75 million. Alliance member Igor Gonda (Group 202) is CEO of Aradigm.



Scientific Conservation to Acquire Servidyne June 27, 2011

Scientific Conservation, a leading provider of energy efficiency solutions via Predictive Diagnostics and Analytics for the \$5 billion commercial building market, announced it has signed a definitive agreement to acquire Servidyne, an energy management and demand response company. Alliance member Russ McMeekin (Q400) is CEO of Scientific Conservation.



Hanson Bridgett Named Official Law Firm of America's Cup June 9, 2011

Prestigious law firm, Hanson Bridgett LLP, has been named as the Official Law Firm of the 34th America's Cup. Alliance member Andrew Giacomini (Group 202) is Managing Partner of Hanson Bridgett.



Nimbic Secures \$6.9M Series B Financing June 2, 2011

Nimbic, a leading provider of SaaS-based, cloud-computing electronic design automation (EDA) solutions, announced that new investor Austral Capital and existing investors Madrona Venture Group and WRF Capital have invested \$6.9 million in venture funding. Alliance member Raul Camposano (Group 302) is the CEO of Nimbic.



iGATE Buys Patni for \$1.2 Billion May 12, 2011

In a sign of growing consolidation in the outsourcing industry, iGATE merged operations with Patni, creating a combined company with annual revenues of nearly \$1 billion. The acquisition positions iGATE Patni to compete with the largest competitors in the industry: Tata, Infosys and Wipro. Alliance member, Phaneesh Murthy (Q100) is the CEO of the new entity, iGATE Patni.



Kimpton Hotels Practices Random Acts of Kindness May 1, 2011

A recent article in Smart Business explains how Kimpton Hotel & Restaurant Group improves customer satisfaction by focusing on its employees. Kimpton is led by Alliance member Mike Depatie (Q100).



Steven Pinsky, CEO of Babette, gives his fellow members of Alliance Group #107 a tour of their Oakland facilities. From the left: Steven Pinsky of Babette, Jim MacDonald of R. F. MacDonald, Chris Crawford of ClearPath Business Advisors, Lou Parrague of Capture Technologies, Ken Haven of Acorn Product Development, Bill Gallagher of Lori Bonn Designs and Clint Ramsey of Mission Bell Manufacturing.

Get LinkedIn to the Alliance!

Our members suggested that we enable them to connect with each other on LinkedIn, a free online service that facilitates business networking (as opposed to social networking).

We setup an Alliance of CEOs group on LinkedIn and we encourage you to join the 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 groups which meet throughout Northern California. Because the collective experience within the Alliance is truly extraordinary, we enable our members to come together in a variety of ways to "cross-fertilize" their diverse knowledge and experiences and connect 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: Rob Majteles, Treehouse Capital; Friday, August 5 in Santa Clara and August 12 in San Francisco

Former Alliance member Rob Majteles will discuss the art of "Board of Director Brainstorming" and how Board Members should seek to add value. Rob often serves as an active board member for the companies in Treehouse's portfolio. Prior to Treehouse, Rob was the CEO who led his teams to turn around CAMAX Systems (CAD/CAM software) and ULTRADATA (banking software) from near ruin and were successfully sold to larger, strategic buyers. On August 5, event begins at 7:30 am at TechMart in Santa Clara; on August 12, event begins at 7:30 am at the Bently Reserve in San Francisco.



Keynote: John Hamm, Author, "Unusually Excellent;" Friday, August 19 in San Ramon

John Hamm is an advisor to leaders of all types of organizations worldwide – and has a diverse background as an operating executive, a start-up CEO, a venture capital investor, a leadership coach and an advisor/board member to dozens of technology companies. His new book, "Unusually Excellent," is an excellent resource for leaders that brings the fundamentals of leadership together in a new and comprehensive way. Event begins at 7:30 am at the San Ramon Valley Conference Center.

CEO/CFO Roundtable: Fund Raising in this Economy; Tuesday, September 13 in San Jose

A lot of capital is on the sidelines, but with the market rising and many high profile IPOs in the works, there will be money flowing into the markets. How to grab your share, choosing the ideal capital source for your needs, and how to structure the deal will all be discussed. CEOs, CFOs and other experts will share a diverse range of insights into the capital markets. Event begins at 7:30 am at Comerica Bank, 1800 Behring Drive, in San Jose.



Alliance Fall Dinner; Wednesday, September 21 in San Francisco

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

CEO Roundtable: Competitive Strategy; Friday, September 23 in San Jose

With the downturn fading into the past, companies are grabbing for leadership and dominance in their segment. But as they reach in for a fistful of customers and revenue, they are finding lots of competition. Should you go head to head on price? Bump up benefits and shave margins? Acquire the competition? CEOs will work live case studies to develop a sharper sense of competitive strategy in this growing economic cycle. Event begins at 7:30 am at Hoge Fenton in San Jose.



CEO/Sales Executive Roundtable: Managing Your Sales Leadership; Tuesday, October 11 in San Ramon

One of the most difficult hires for CEOs is the organization's sales leader. It is quite hard to separate reality from bluster, and once hired, it's hard to know the difference between an unrealistic objective and poor performance at this level. At this roundtable, we'll welcome both CEOs and VPs of sales executives. No two execs from the same company will be seated at the same table, but we'll facilitate a lively discussion between the two camps, focusing on real live case studies brought by attendees. Event begins at 7:30 am at Robert Half International in San Ramon.

CEO Roundtable: Managing Corporate Culture in a Multinational Firm; Friday, October 27 in San Francisco

A healthy, strong and unified corporate culture is as critical as ever for a company to thrive. But more and more companies are multinational with locations and teams scattered across the globe. Maintaining control over the corporate culture is challenging and can be costly. CEOs will come together to share strategies, challenges and experience in their leadership in a global world. Event begins at 7:30 am at Hanson Bridgett in San Francisco.



Keynote: George Halvorson, Kaiser Permanente; Friday, November 11 in San Francisco

George Halvorson, chairman and CEO of Kaiser Permanente, will join us for this regional Alliance meeting. Kaiser Permanente is the nation's largest nonprofit health plan and hospital system, serving about 8.7 million members and generating more than \$42 billion in annual revenue. Event begins at 7:30 am at Bently Reserve in San Francisco.



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