

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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Resiliency and Survivability

Alliance members discuss worst-case disaster planning and what they're doing about it

By Warren Lutz

When it comes to disaster planning, Larry Lang, CEO of QuorumLabs, doesn't monkey around. He gets someone else to do it.

Lang (Group 308) employs the use of a "chaos monkey," an idea borrowed from Netflix. The chaos monkey is a member of the team whose job is to "think of the most chaotic thing they could do, and how would we recover from that."

"We basically say, 'I designate you to come up with the most fiendishly chaotic things you can,'" Lang said. "It makes it a little more fun and competitive, more like something people look forward to doing."

Lang's is just one example of how CEOs

plan for worst-case scenarios, a very particular skill that was driven home by the recent earthquake and tsunami in Japan. The scenes of devastation that were blasted across the globe served as a poignant reminder that disaster can strike anytime, and that no one, or any one organization, is ever truly safe.

But that does not mean one cannot plan for the worst, or enact policies and procedures that can ease the impact of a tsunami-sized disaster.



Larry Lang
Quorum Labs

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The Secret To Powerful Presentations

Duarte: Effectively communicated ideas change the world



Nancy Duarte
Duarte Design

By ACE Staff

Can a single presentation change the way millions of people think?

If that presentation is the documentary film, "An Inconvenient Truth," the answer is a no-brainer. But what made it so powerful?

On April 1st, Alliance members got an insight from the woman who transformed the original slides Al Gore had into the award-winning documentary, Nancy Duarte, CEO of Duarte Design, one of the largest design firms in Silicon Valley. An American author and

graphic designer, Duarte is particularly known for her book "slide:ology: The Art and Science of Creating Great Presentations," and her follow up book, "Resonate." Duarte spoke about the power of great ideas that are effectively communicated can change the world. Great communication, she added, is similar to telling a story, which build human connections.

In her new book, "Resonate: Present Visual Stories that Transform Audiences," she discusses the pattern that the greatest presenters use to resonate with audiences.

Great CEOs "See Around Corners"

By challenging assumptions and asking "what ifs," CEOs can develop a feel for strategic decision-making

As we celebrate the 15th anniversary of the founding of the Alliance of CEOs, I would like to say "Thank You" to all of the Alliance members, staff and supporters who have contributed to making the Alliance of CEOs the incredibly innovative and strategically valuable organization it is today. The Alliance has become a very special community of passionate, talented leaders who make a huge difference in our world!



PAUL WITKAY
FOUNDER

I have often been asked what makes the difference between good, solid CEOs and the truly exceptional visionary leaders. I won't pretend to have all of the answers but the past 15 years have offered me the opportunity to gain a few insights.

Every good CEO must be able to deal with all of the standard issue

CEO requirements, such as vision, leadership, strategic thinking, raising capital, team building and the ability to adapt to constant changes and address a steady stream of fresh challenges.

So what differentiates the great ones from the good? It's the ability to "see around corners" and envision things that other people can't see. When faced with business decisions, most of us gather as much data as possible and then make our best decisions based upon what the data tell us. However, the "CEO of the decade," Steve Jobs of Apple, doesn't rely on customer surveys or market data to decide which new products will amaze and delight their customers. He seems to know what we want before we even want it.

So how do Steve Jobs and other great CEOs do this? And, is there a way for the rest of us to learn this skill? For clues I looked to Malcolm Gladwell, who in his best-selling book, "Blink," discussed how "great decision makers aren't those who process the most information or spend the most time deliberating, but those who have perfected the art of 'thin-slicing' – filtering the very few factors that matter from an overwhelming number of variables."

In other words, great CEOs look for "what's *not* there." They don't feel constrained by historical methods for addressing their most strategic issues, and are capable of re-framing most issues in new ways. So how can we mere mortals improve our abilities to see those things that others cannot see? Here are a few ideas:

- Identify and challenge all assumptions. What once may have been true will almost always change with time – we just don't know when.

- Test the extremes for every strategic decision by asking "what if?" For example,
 - *What if you gave away your products or services for free and earned revenue in other ways – or – you decided to raise prices significantly?*
 - *What if you asked your customers to "self-service" – or – you provided service way beyond anything anyone else has even considered?*
 - *What if you simplified or unbundled your products/services to "bare bones" levels – or – you developed one absolutely complete solution with complementary products and services?*
 - *What if you focused on only a core segment of "sweet spot" customers – or – you diversified your offerings to try to reach every segment of the market?*

- *What if you reengineered your entire distribution supply chain from scratch?*

- *What if you were the dominant player in your industry – what would you do differently?*

- *What if you were a new entrant in your industry – what would you do to disrupt the entrenched competitors?*

In addition to independent and intuitive thinking, great CEOs also know how to balance their organization's need for constant innovation with a need for flawless execution and constant improvement. It's been said that Jack

Welch, arguably the best CEO of the 20th century, only attempted three major strategic changes during his 20-year tenure as the CEO of General Electric.

Great CEOs are like chess masters who are always thinking several moves ahead of both their organizations and their competition. They can "feel" when the time is right to switch gears. Great CEOs know when their organization must go through major change and transform itself into a different kind of organization in order to compete successfully in the future. They also know when it's time to make sense of all of the changes and refocus on execution and growth.

I like to think that one of the outcomes of participating in the Alliance of CEOs and sharing our individual experiences and insights is an improved ability to see things in new ways, and an enhanced "feel" about when to stay the course and when to change. Together, our collective intuition and wisdom is vastly improved. I appreciate your support as we work together to make the next 15 years even more incredible.

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

So what differentiates the great ones from the good? It's the ability to "see around corners" and envision things that other CEOs can't see.

Managing Multiple Constituencies

Listening, relationship-building and ability to connect interests are key to creating positives for everyone

We all know that “being the boss” doesn’t really mean we get what we want. Some companies have a simple ownership structure with clarity on who has the last word. But Alliance member Jim Harrison, CEO of MLS-Listings Inc. (Group 310), has multiple overlapping constituencies which



**CASE STUDY by
ROBERT SHER**

blend ownership, industry associations, governance, sales channels and customers.

Multiple listings service (MLS) companies provide a service all real estate agents must use to

telegraph to the world that real property is available for purchase. Jim Harrison’s firm, one of 70 geographically bounded MLS companies in California, covers the South Bay down to Monterey, the Peninsula and parts of the Central Valley. MLSListings is owned by eight real estate associations (“the shareholders”) whose members include brokerage firms and agents. It is governed by a board of 15 directors, who are chosen by a nominating committee consisting of five members from the current board and four members elected by the eight associations who are shareholders. (Confused yet?)

Jim’s typical board consists of brokers, real estate company owners and corporate officers of real estate brokerages, many of whom are in the leadership ranks of their own associations (both shareholder and non-shareholder associations), and all of whom are subscribers and users of MLSListings services. The brokerage firms make the decisions about which MLS listing service their agents must use, but the agents pay the \$50 monthly dues. The seven MLS companies in the greater San Francisco Bay Area have arrangements with each other, which provide for the sharing of listings data. In southern California, another seven large MLS entities have a similar reciprocal arrangement.

The 70 California-based MLSs are primarily owned by their local real estate associations, which are very dependent on them for survival. This has been especially true during the recent economic downturn, during which the number of Realtors has dropped nearly 40%. Consequently, MLSs are experiencing a decline in subscriber memberships, so their revenues are lower as well.

After Jim Harrison had success-

When you remember something about the people you meet, it makes them feel special, and giving tokens of appreciation creates the desire to reciprocate.

fully turned around a multiple listings service in Dallas, Texas, he was hired in May of 2005 at MLSListings (formerly RE InfoLink). The firm had been without a CEO for a year, and their online service had recently crashed and stayed off-line for three weeks, causing chaos in the industry. With no leadership, the many different interests of the shareholders made them feel at odds with one another, so decision-making was impaired. Into the fire stepped Jim Harrison.

He didn’t sit around in his office. He hit the road, spending 60% of his time visiting brokers, shareholders, agents, and association leaders. He established a task force and educated them on how other successful MLS companies worked.

In all situations, but especially complex ones, people work well with people they like, those with whom they feel they have a relationship. Jim’s dedication to creating all those relationships was a most critical

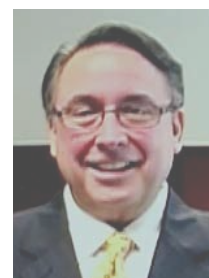
piece of effective leadership. Astute leaders connect widely and listen carefully to really understand those around them. They are generous, whether it’s giving out a nice bottle of wine, some free advice, a round of golf, or treating you to a fine dinner. When you remember something about the people you meet, it makes them feel special, and giving tokens of appreciation creates the desire to reciprocate. Making these kinds of connections long before you need to call upon them is crucial.

Jim knew what was required. The shareholders of the best multiple listings services had long since given up control, instead sharing governance with strong regional brokers. They even gave the users – the agents – a role in governance.

When he arrived, the board was elected by the shareholders directly. Getting them to vote to dilute their own power seemed an impossible task. But Jim didn’t try to impose it. Instead, he worked with the task force to help them come to this conclusion in their own time. He met with leadership of the shareholder associations, slowly helping them understand. At the same time, he began talks with six adjacent multiple listings services concerning mergers.

The bigger the group, the more variation there will be in how people react to change. The patient leader listens to everyone, never reacts impulsively, and works in the interest of building consensus.

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/managing_multiple_constituenci.php into your Web browser.



*Jim Harrison
MLSListings*

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

Opportunity for Top Team Executives to Join the Alliance

Over the years, Alliance member CEOs asked if we could enable their senior executive team members to address their most difficult challenges and develop their personal leadership skills by accessing other Alliance executives. As a result, the Alliance launched two Top Team Alliance Groups in 2010 with a diverse mix of CFOs, COOs and top marketing, sales, operations, legal and product development executives. Our Top Team Alliance Groups tackle their own real world issues and opportunities just like our Alliance groups for CEOs.

We are happy to report that our Top Team Groups are a success and invite you to let us know if you know a top team member that could benefit from such a group. Contact Paul Witkay at: paulwitkay@allianceofceos.com to nominate a candidate for an Alliance Top Team Group.

Paul Limbrey: Improving Team Performance

By ACE Staff

High-performance researcher and consultant Paul Limbrey joined us for our East Bay Regional Meeting in February. Paul discussed methods for improving the performance of an organization based on his very latest research into performance pressure and stimulating improved outcomes from teams.

Elkiem researches human high performance and has compiled a research bank of over 6,500 interviews over 16 years with people such as Nelson Mandela, Carl Lewis & Nobel Prize winners as well as the leaders of



Paul Limbrey

performance environments such as the Military Special Forces, MIT, NASA and the Juilliard School in New York City.

Elkiem assists leaders to successfully build a high performance environment by leveraging the lessons and methods of some of the world's greatest performance environments. The research and insights have been applied in companies such as Accenture, Microsoft, Cisco, McKesson, GSK, AMP Australia, BT Financial, ING, Coca Cola and McDonalds. The culmination of Elkiem's research is the High Performance Environmental Structure [HPES]. Limbrey will be joining us again on May 13th at the Bently Reserve in San Francisco.

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
Wendy Arienzo	308	Array Converter	www.arrayconverter.com	Solar Power Systems
Jean-Gabriel Bankier	212	Berkeley Electronic Press	www.bepress.com	Academic Publishing
Brian Button	333	Interactive Fitness Holdings	www.ifholdings.com	Fitness Equipment
Sabine Castagnet	T101	Data Physics Corporation	www.dataphysics.com	Signal Processing Systems
Howard Cheng	T101	Omnitrol Networks	www.omnitrol.com	Business Automation Software
Daniel Dargham	321	Lohika	www.lohika.com	Software Development
Jay Gilson	T100	RINA Accountancy Corporation	www.rina.com	Accounting Services
Mike Gustafson	Q200	BlueArc Corporation	www.bluearc.com	Data Storage Systems
Scott Howarth	Q400	Integrated Silicon Solutions	www.issi.com	Integrated Circuits
John Hubacz	431	JH Technologies	www.jhtechnologies.com	Microscope Maintenance
Michael Kamm	Q400	Cassidy Turley BT Commercial	www.naibtcommercial.com	Commercial Real Estate
Therese Kingsbury	431	Miles Treaster & Associates	www.mtaoffice.com	Office Design
Robin Klaus	Q400	Club One	www.clubone.com	Fitness Management
Doug Leeds	Q300	Ask.com	www.ask.com	Internet Search
Marco Marini	210	ClickMail Marketing	www.clickmailmarketing.com	Email Services
Rick Martig	T101	BlueArc Corporation	www.bluearc.com	Data Storage Systems
Russ McMeekin	Q400	Scientific Conservation	www.scientificconservation.com	Energy Management Software
Brad Mendonsa	127	Clare Computer Solutions	www.clarecomputer.com	IT Services
Peter Micchiche	Q400	Certain Software	www.certain.com	Event Management Software
Sean O'Toole	121	ForeclosureRadar	www.foreclosureradar.com	Real Estate Software
Ursheet Parikh	333	StorSimple	www.storsimple.com	Cloud Storage Solutions
Tyrone Pike	302	Sparxnet	www.cemaphore.com	Business & IT Solutions
Kumaran Santhanam	333	Total Phase	www.totalphase.com	Embedded System Tools
Dirk Schapeler	302	Artificial Muscle	www.artificialmuscle.com	EPAM Technology
Mark Sieczkarek	Q400	Conceptus	www.conceptus.com	Medical Devices
Jason Stern	333	Selectica	www.selectica.com	Contract Management Software
Lesley Stolz	T101	Sutro BioPharma	www.sutrobio.com	Biotherapeutics
Rob Stump	333	ANI Training	www.ani-training.com	High Tech Training
Mark Swoboda	321	Intematix Corporation	www.intematix.com	LED Lighting Solutions
Michael Yang	307	Become.com	www.become.com	Internet Shopping Services
Yan Zhang	T101	NuGEN Technologies	www.nugeninc.com	Genomic Technology

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

Top Team Roundtable: Building Companies on Private Equity Fuel

Growing a business with private equity backing has unique opportunities and challenges which are different from those faced by VC-backed companies, public companies, or owner-operated companies. Future liquidity events, funding rapid growth, financial leverage and alignment of investor and management's goals are all critical areas for success. Chief executives, CFOs, COOs and select private equity firms came together on March 25th at this Top Team Roundtable in San Francisco to combine their collective wisdom and discuss the issues and opportunities.

Sponsored by:



Scaling Up From A Lean Base

As the economy winds back up, manufacturers have a unique challenge to scale up quickly and effectively to respond to surges in demand. Since the pace of the recovery is uncertain, placing big investments in anticipation of growth is often risky and many firms continue to run very lean, with little excess capacity. At this March 8th Executive Roundtable in San Ramon, Alliance members and leaders of mid-market manufacturers came together to share issues and strategies.

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Building High Functioning Executive Teams

As 2011 begins, we're seeing more and more businesses determined to accelerate their growth. These businesses need executive teams that execute well and hit their targets. Yet so often we hear company leaders who don't think their top team is performing as well as they need. Attendees at this February 25th CEO Roundtable in San Ramon brought their own challenges and issues, and heard the collective wisdom of the chief executives at their table.



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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.



Disaster Planning: Redundancy and starting early are key

Continued from page 1

Business continuity is the primary focus of QuorumLabs, which makes virtualization easy and affordable for small and medium-sized businesses. Yet protecting data from disasters is becoming easier through the continued adoption of cloud computing and virtual storage networks, Lang said. "It essentially allows you to create copies of your servers and have them ready to run," he said. "You can now press a button and have your server up and running almost immediately."



Fariba Danesh
Glo AB

Despite the dangers, many small to medium businesses still use tapes to backup their servers. "The tapes you'd bring back from your bedroom could take days to restore, and you'd be out of business for that time. That's not good," Lang said.

Brad Wurtz (Group Q300) of Power Assure, a software company that provides data center solutions, said duplicate physical assets can also help insulate an organization from disaster as well. "It depends on what you're making, but if you're a larger-sized manufacturing company, you need to make sure you have duplicate, backup ability to manufacture in other countries," Wurtz said.

However, Wurtz, like most CEOs, could not put a dollar amount on what they would spend to survive a disaster or remain resilient in the face of one. "It's more about the tools you have than the funds," he said.

But disaster planning should also account for the potential loss of a key member of one's team. "The harder ones are when you have a startup and you have a very key individual, like the founder, who is the only source of knowledge," Wurtz says. "Then what do you do? There is no backup for that person."

"The only way you can prepare for something like that, as a matter of culture, is to try to get as much out of that person's head as possible," he said. "It's important to always be doing knowledge transfers, so it's lessening your risk."

Fariba Danesh (Group 308) of glo USA, a Swedish company with an R&D effort recently located here in Silicon Valley focuses on the development of

light-emitting diodes (nLED) using nano-technology. Glo AB felt the impact of the disaster in Japan second-hand. "We have some critical Japanese suppliers, and we are still struggling with supply issues caused by the shipments delays," Danesh said. "We live in a very interconnected world, so you feel it everywhere."

For Danesh, it was a somber reminder that the Bay Area is earthquake territory, and perhaps one can't plan enough. "We follow the regulations in California, but applying cautionary measures beyond what we normally do may be something to think about. We have some very sophisticated tools with dangerous chemicals in our fab here in Sunnyvale."

Danesh says a sound risk prevention plan can help lessen the impact of major disasters. Among other things, this includes building depth in critical area, run very lean administratively, choose customers carefully, and outsource activities

"Two-thirds of our team are at the airport, and we were all staring at each other... The bulk of our intellectual property was on that one flight."

that cannot be clearly defended as a core competence.

As far as disaster protection from a personnel standpoint, Glo AB has thought about that, too. "We don't have a very huge team. Everybody is a little bit well-rounded, and we're scattered around three countries. We run MOCVD reactors in all three locations with very rigorous safety systems and controls," she said.

The company is also "very disciplined" when it comes to data backup, she added. "All the value and the know-how are in the intellectual property, so we're super careful to update our backups and use our multi-location circumstance as a disaster recovery approach."

Melinda Richter (Group 202) of Prescience International, which creates, manages and develops research innovation centers for emerging companies, said disaster planning is a key function for bioscience companies. "We are always prepared for emergencies because in a lab, things go wrong," Richter says. "We have had fires, floods, spills and power outages."

"What we haven't been as good at

doing is hardcore disaster planning," she said. "After the events in Japan, it occurred to us that we needed to imagine something beyond managing things within our building. For example, backup solutions for your information should also include a solution that is well removed from your location," Richter said.



Pat Poling
The Lyle Company

Whatever path an organization takes, it's best to get started early, Richter said. "The downside of things going bad can be so bad that insurance will never cover the extent of the damage to your business.

To that end, we're also very specific about the type of insurance all our companies must have before coming into our centers which is dependent upon the type of work that they do," she added. "It protects them and it protects us."

The idea of disaster planning struck home for Pat Poling (Group 121) one day when he and his team at The Lyle Company found themselves at an airport after a very good trade show. "Two-thirds of our team are at the airport, and we were all staring at each other. Suddenly it dawned on us that if this plane crashes, literally, there is no one left to figure out what to do," Poling said. "The bulk of our intellectual property was on that one flight."

Shortly after that, the company made a policy -- no more than two owners and/or senior leaders could be on the same flight.



Melinda Richter
Prescience
International

Is worst-case-scenario planning in a CEO's DNA? Poling thinks so, but it's probably more ingrained in the CFO -- which is why it's good to have a great one around, he says.

"They seem to be more wired towards downsides and risks, and how those issues can be managed," Poling said.

"I've had the fewest agreements and the most vigorous disagreements with my CFO, but it's by far the most valuable relationship I have within my business," he said. "I know by the end of the day we will end up on the same page -- and that will lead to the best decision."

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

Members In The News

AE Biofuels' Subsidiary Receives Grant

April 22, 2011

AE Biofuels reported that their wholly-owned subsidiary AE Advanced Fuels Keyes has been awarded a \$1.88 million matching grant from the California Energy Commission to accelerate the commercial implementation of its patent-pending, enzyme based, cellulosic ethanol production technology. Eric McAfee (Q100) is CEO of AE Biofuels.



Beat the Traffic Celebrates One Million Mobile App Downloads

March 23, 2011

Beat the Traffic®, the fastest-growing provider of vehicle traffic reporting solutions, announced its mobile apps have been downloaded more than one million times on smartphones throughout North America. Andre Gueziec (Group 310) is CEO of Triangle Software, which operates Beat the Traffic.



SciClone Buys NovaMed

April 19, 2011

SciClone Pharmaceuticals Inc. (NASDAQ: SCLN) bought NovaMed Pharmaceuticals, a Chinese specialty pharmaceutical company backed by American venture capital firm Atlas Ventures, in a cash and stock deal. The combined revenue of the company in 2011 is expected to be \$140-145 million. Freidhelm Blobel (Group Q100) is CEO of SciClone.



Sentrigo to be Acquired by McAfee

March 23, 2011

McAfee, the world's largest dedicated security software company, announced it will acquire Sentrigo, an innovator in database security. Nathan Shuchami (Group 333) is CEO of Sentrigo.



ShareThis Launches Widget, Announces Growth

April 2, 2011

Online content-sharing network ShareThis launched the availability of its new widget that broadens the service's social media and networking capabilities, as well as announced it has reached 100,000 publishers in the ShareThis network. Tim Schigel (Q300) is CEO of ShareThis.



Kimpton Hotels & Restaurants Among World's Most Ethical Companies

March 15, 2011

Kimpton Hotels & Restaurants was included on a list of the world's 110 most ethical companies compiled by the Ethisphere Institute, a New York City think tank. Alliance member Mike Depatie (Group Q100) is the CEO of Kimpton.



Clare Computer Installs New CEO

April 1, 2011

Clare Computer Solutions, a technical services and consulting company for small and medium-sized businesses, appointed Brad Mendonsa (Group 127) as CEO. Mendonsa joined Clare in 2006 when it merged with Golden State Networks, where he was a co-founder.



Advisor Software President Interviewed on ABC News

March 11, 2011

Neal Ringquist (Group 153), president of Advisor Software, a provider of web-based hosted solutions that facilitate the investment decision-making process for financial advisors and their clients, was interviewed on ABC News, where he discussed "Getting Personal Finances Back on Track."



OnDemand Recognizes Five Alliance Members

Congratulations to the following Alliance Members whose companies were named to the list of 2011 OnDemand Top 100 Private Companies:

- Certain Software, led by CEO Peter Micchiche
- Coupa Software, led by CEO Rob Bernshteyn
- DotNetNuke, led by CEO Navin Nagiah
- GoGrid, led by CEO John Keagy
- TriCipher, led by CEO John De Santis



Peter Micchiche



Rob Bernshteyn



Navin Nagiah



John Keagy



John De Santis

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 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.

Top Team Roundtable: The Engaged and Motivated Workforce; Tuesday, May 24 in San Francisco

More than ever, the employees of our companies are diverse, spread throughout the globe, and 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. Attendees will provide their own live case studies to benefit from the collective wisdom at the table. Event begins at 7:30am at Protiviti in San Francisco.



SILICON VALLEY
CAPITAL CLUB
A Member of the ClubCorp Family

Alliance Spring Dinner; Thursday, May 26 in San Jose

Join Alliance members and their guests for a wine tasting reception and dinner at the Silicon Valley Capital Club in San Jose. The wine reception begins at 6pm. Reserve your space early. Note: The Alliance Spring Dinner is FREE for all Alliance members and their guests.

Keynote: Gary Kovacs, CEO of Mozilla; Friday, June 3 in Santa Clara

Gary Kovacs, CEO of Mozilla, will join us for this South Bay Regional Alliance meeting. Gary will share some of his lessons learned from his career with IBM, Macromedia, Adobe, Sybase, SAP and also his strategic vision for keeping the Internet independent and open now that he is the leader of Mozilla, an open source software phenomenon. Event begins at 7:30am at TechMart in Santa Clara.



Life Sciences CEO Roundtable: Is the Life Sciences Business Model Evolving?; Thursday, June 23 in San Carlos

As the forces within the life sciences industry shift, business models may be shifting as well, leading industry veterans thinking about where value really resides and how the key generators of value will be tied to the enterprise. Join your life sciences CEO peers to discuss the business model and its evolution, and the issues and opportunities confronting attendees today. Event begins at 7:30am at NuGEN Technologies in San Carlos.

CEO Roundtable: Leading Your Board of Directors; Wednesday, June 29 in Santa Clara

Boards are one of the most common sources of frustration for many CEOs. While a well-built, functioning board can be a big asset for any CEO, many fall short of ideal. At this Alliance Roundtable, CEOs will discuss common challenges that they face when dealing with their Board of Directors. Event begins at 7:30am at Network Meeting Center, 5201 Great America Parkway in Santa Clara.



CEO Roundtable for CEOs in Transition; Wednesday, July 13 in San Jose

At the request of our members, the Alliance has been bringing CEOs who are "in transition" together during the past year. CEOs will be able to share their strategies, experience and connections. Event begins at 7:30am at Comerica Bank, 226 Airport Parkway in San Jose.

CEO Roundtable: Building & Managing Personal Net Worth Outside the Business; Tuesday, July 26 in San Ramon

Too many CEOs spend all their efforts building the business, and neglect their own personal net worth – and often put it at risk. Most of us already know what we should do, but this discussion will allow CEOs to share what they have successfully done to build, invest and protect their own finances, and to share their challenges. Event begins at 7:30am at Bishop Ranch 3, 2623 Camino Ramon, Suite 175, San Ramon.



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 7:30am at TechMart in Santa Clara; on August 12, event begins at 7:30am at the Bently Reserve in San Francisco.

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 6pm Reserve your space early. Note: The Alliance Fall Dinner is FREE for all Alliance members and their guests.



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