

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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The Joys of C-Suite, Board Diversity

Members discuss the benefits—and how to get there

By Warren Lutz

Lisa Im (Q200), CEO of Performant Financial, has always sought executives with different experiences and professional backgrounds.

It just makes sense, and the results—which include 65% growth over the past three years and an IPO in 2012—seem to speak for themselves.

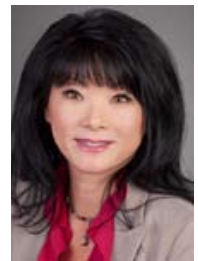
"Diversity at the executive team level definitely adds to the strength of a more creative vision, and that translates directly into revenue growth and earnings growth," Im says. "I've seen it, and our company is living proof that it happens."

And yet, the boardrooms and executive suites of America's biggest companies remain predominately white and male. According to the Alliance for Board Diversity, in 2010, 71.5 percent of Fortune 100

boards were comprised of white men. And according to the Center for American Progress, less than 5 percent of Fortune 500 CEOs are non-white and only 18 percent are female.

This is happening even as research from global management consulting firm McKinsey & Co. ("Is there a payoff from top-team diversity"; McKinsey Quarterly, April 2012) and others have found that companies with greater diversity among their top teams and boards enjoy better financial performance.

Such benefits are also why Im and other Alliance members are trying to increase diversity



Lisa Im
Performant

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Bill Reichart: The Traits of Innovators

Great organizations woo VCs with great teams and value



Bill Reichart
Garage Technology Ventures

By ACE Staff

Winning over venture capitalists is not easy, but the most innovative companies share common traits, according to Bill Reichart, managing director of Garage Technology Ventures, an early-stage venture capital firm.

Reichart shared his thoughts on innovation and what it takes to create an innovative organization at the November 8th Regional Alliance Meeting in Santa Clara.

He also shared the characteristics of good entrepreneurs,

who are generally problem solvers and opportunists who "seek to adapt the world to their ideals."

Among the other factors involved with innovative companies:

The fundamental objective is creating value, not making money.

They need brilliant teams that include optimists, pessimists and realists—not just brilliant founders.

They have a global strategy from the start.

They realize that change

Continued on page 4

Passion: More Critical Than Plans

Passion rules, but an effective, consistent strategy can turn a company with heart into a more effective and successful organization

At a recent gathering of CEOs, the speaker asked the audience how many had taken the time to write a formal business plan. The speaker was shocked when only a few hands went up. The very next day I met with a public company CEO who had recently completed a 100-page strategic plan and was disappointed in how long it was taking the organization to embrace the plan and change how they did business.



**PAUL WITKAY
FOUNDER**

Why such resistance to business plans when so many consultants recommend them? Personally, I was not at all surprised that many CEOs operate their companies without formal plans. I

have met far more CEOs who operate their companies by passionately communicating a compelling vision and then trusting that their talented people will figure out the best way to achieve their objectives.

So, what is more important: passion or plans? I believe that both are important—but if you had to choose only one, I say that passion trumps plans.

In 1991, when I was an executive for a multi-billion dollar global organization, I made the mistake of suggesting the company's extremely rigorous budgeting process was a tremendous waste of time. As a "reward," I was told to create a better process and was named the new "Head of Strategy" — whatever that meant. Not having had any experience with strategic planning processes, I went to my business library and reread Michael Porter's classic books on competitive strategy and every other book I could put my hands on.

I put together a task force consisting of executives from throughout the organization and we went on an extensive listening tour of our employees in various regions and business units as well as a cross-section of our customers. I also put together a team of ten bright young MBAs, who performed a comprehensive analysis of our competition and crunched all of our internal operations and financial data in ways we had never done before. The process was an amazing learning opportunity and an unbelievable amount of work. I'm pleased to report that it resulted in a significant turnaround in the profitability, direction and culture of the company.

Since 1996, I have had the opportunity to meet with thousands of CEOs and witness many different ways in which CEOs build successful companies. Personally, I believe that passion without a plan is generally more effective than a plan that lacks passion. If people deeply care about the mission,

they will often find a way to make it happen. However, passion combined with an effective planning process can help teams work together more effectively and with less wasted effort.

The three most important elements that are critical to a successful planning process are:

- **Engagement** – A written "plan" can be useful, but it's not critical. What is important is: a) forcing people to think deeply about what success (or failure) will mean and engaging them to embrace in the vision (or leave); and b) creating an environment in which everyone is constantly thinking and talking about what needs to be done to succeed.

- **People** – Those who must execute the plan must "own" the plan. This typically requires that employees are part of the process of creating the plan. The most successful companies are generally not democracies, so employees don't necessarily get a "vote." However, people don't move as quickly or effectively if they don't understand or accept the objectives or the strategies behind the plan. There's nothing that gets faster buy-in than including your people in the process.

- **Alignment** – It's important to eliminate all systems or processes that are not aligned with the strategy. Objectives, action plans, metrics and rewards (financial, promotions, recognitions, etc.) must all be 100% consistent with the strategy.

Nothing kills a new initiative faster than a plan that says to do one thing while employees are rewarded by doing something else. In contrast, I personally witnessed how a new, well-designed bonus program that rewarded employees for driving new strategic objectives could get their attention and turbo-charge the speed of change.

While I still believe passion is the more important element to success, I believe it is possible to create a strategic plan that allows a company's passion to thrive and touch everyone in the organization. Plans that are efficient and consistent in nature, inspire strategic thinking and encourage employee buy-in can make a passionate company more effective and more successful.

Through our own plans and passion for new ideas, the Alliance of Chief Executives is building the most innovative and strategically valuable organization for leaders. We continually strive to provide the creative environments in which breakthrough ideas happen. We believe that great leaders make a real difference in the world and, by bringing leaders together to both support and challenge one another, we believe we make a real difference as well.

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

*If people deeply
care about the
mission, they will
often find a way to
make it happen.*

How Much Should You Risk for Growth?

The essential elements of sound decision-making in the face of negative cash flow

At one of many Alliance of Chief Executives meetings I participated in recently, I watched one member present his thinking on some significant but risky growth strategies. His \$300M+



ROBERT SHER

revenue company is a cash machine with strong and accelerating profitability, mid-teens annual revenue growth and a dominant market share. The risky strategies he proposed were designed to propel even faster growth. I had to wonder how much risk he should take on for the sake of faster growth. How will he know (in advance) the level of risk he's undertaking?

It's tempting for mid-market executives to believe that the only time their companies could face a liquidity crisis is when revenue is dropping off a cliff. On the contrary: mid-sized firms striving for growth are just as susceptible to becoming cash-dry, perhaps even more so. Simply put, they can spend too much too fast, or spend too little too late. It's like the driver who braves oncoming traffic to pass in the passing lane—misjudging speed, distance and timing can be deadly.

Unless management can incisively gauge the speed with which their expenses and revenues are likely to grow, mid-market companies with robust growth face the prospect of running out of money and all its ugly consequences – e.g., shelving new product development or cutting the sales force. Indeed, those moves will save cash. But they will also erode revenue over time, extending the cash drought. I'll talk about how Alliance member Rick Martig, then CFO of data storage company BlueArc, avoided falling into this cash black hole.

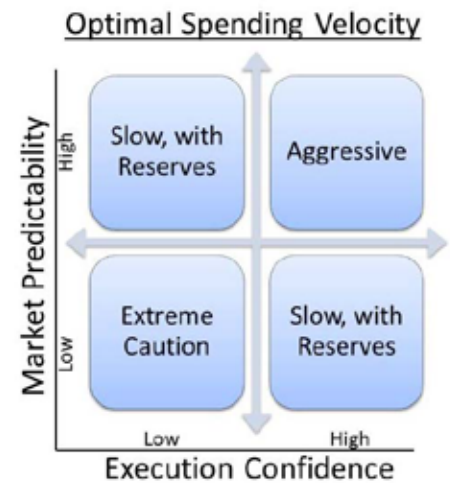
The dilemma is real and broad-based. A clear majority of the U.S. mid-market companies surveyed in the fourth quarter of 2012 (released January 23rd, 2013) by Ohio State University and GE Capital were highly concerned about costs. (OSU and GE Capital say the companies, which range

in revenue from \$10 million to \$1 billion, are representative of the 195,000 mid-market companies in the U.S.) When asked about their key challenges, 90% pointed to the cost of health care; 85% worried about the overall cost of doing business and 85% complained about their ability to maintain margins. Hanging onto cash is critical for mid-market companies. Driving the top line upward to offset expenses isn't an easy option either, with 86% of surveyed mid-market companies having concerns about their ability to grow revenues.

Examples abound of mid-market companies that couldn't or didn't adjust the velocity of their spending in a timely fashion. When a giftware company merged with another, company leaders

Examples abound of mid-market companies that couldn't or didn't adjust the velocity of their spending in a timely fashion.

were optimistic about the opportunities for growth as a larger player. But they greatly underestimated the cost and time of integration. While expenses mounted, integration hiccups angered customers and hurt sales. Undercut by growing customer defections and a deep industry downturn, the giftware company's revenue plunged 40% in one year. The business was operated at a loss for more than a year since they were ever hopeful that a higher top line was just around the corner. But the crumbling balance sheet grew less and less able to support its burgeoning debt. Last-ditch spending reductions cut to the bone, delaying production and subsequent billings. The downward spiral continues to this day.



CEOs and the boards of mid-market companies deal with negative cash flow from operations in numerous ways. Those with everything at stake act to defend what they have and become intensely frugal. By curbing investments in new products, marketing, sales and technology, they let cash-rich competitors gain market share and often never catch up. The business shrinks and delivers less cash to its owners over time. More aggressive CEOs try to spend their way out of the problem with the conviction that cash inflow will increase. But in all cases, they know they are making a critical judgment call, and most lose a lot of sleep over the decision.

From our research and consulting experience, we have found three elements of sound decision making when cash flow goes negative. Getting to the heart of these issues increases the odds of achieving positive cash flow:

1. Market predictability. Will sufficient market demand exist for your product when you need it?
2. Execution confidence. Will your team be able to build the product or capture the sales at the level you re-

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/> into your Web browser.

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

Speak Like a TED Speaker

TEDx co-mastermind John Bates on making an impact

By ACE Staff

John Bates, the founder of Executive Speaking Success and one of the masterminds behind the TEDx Speaker Boot Camp, knows a thing or two about public speaking.

At the November 16th Alliance meeting, Bates shared his belief that effective speaking skills are so critical for leaders that they should strive to make every communication as effective as the speakers at a TED conference. He offered specific ideas on how to become a speaker who is dynamic, engaging, entertaining and inspiring.

Bates worked with Alliance member, Melinda Richter, CEO of Pre-



*John Bates
Executive Speaking
Success*

science International, who “wowed” her TEDx audience. He also works with select high-level executives on public speaking and media training and he has spoken at hundreds of conferences, business schools and other venues all over the world, including speaking at TEDActive during the 2011 TED Conference, which he has been attending since 2009, TED Conference, TEDxWoodsHole, and TEDxLexington.

In 1994, Bates became the Director of Online Services for the first entertainment site in the dotcom domain, Virtual Vegas. In 1998 he cofounded BIGWORDS.com, raising over \$80M but subsequently failing in the dot-bomb explosion. He then became the first employee at Goldstar.com and was responsible for opening all the major markets in the United States.

Innovator Traits

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takes time.

They understand that people’s needs and wants trump technology, and that’s where innovation begins.

Instead of working a plan, startups plan as they go.

Failure is expected—but you still need to hit your plan.

Bootstrapping your business and getting traction on your own is the new rule.

Venture capitalists, Reichart added, most often “fall in love” with an organization’s team, but may also fall in love with its technology or its vision.

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
Michael Allen	321	Vascular Designs	www.vascular designs.com	Medical Devices
Evan Bailyn	272	First Page Sage	www.firstpagesage.com	SEO & Social Media Marketing
Harry Blount	321	DISCERN Investment Analytics	www.discern.com	Analytics Software
Sanjay Bonde	321	Mahindra AmpHere	www.mahindra-amphere.com	Electric & Green Technology Products
Chris Burnley	121	Corefact Corporation	www.corefact.com	Marketing Systems
Rob Conant	T115	Trilliant Networks	www.trilliantinc.com	Energy Grid Communications
Edmundo Costa	309	Catbird Networks	www.catbird.com	Virtualization Threat Management
Josh Crandall	210	Netpop Research	www.netpopresearch.com	Market Research
EJ Dieterle	333	YES Partners	www.yespartners.com	Global Executive Search
Pete Foley	321	Wave Semiconductor	www.wavesemi.com	Semiconductors
Arnold Friedman	T300	Space Systems / Loral	www.ssloral.com	Satellites
Raffi Garabedian	T300	First Solar	www.firstsolar.com	Photovoltaic Systems
Manuel Gonzalez	T115	Rabobank International	www.rabobank.com	Banking
Susan Lucas-Conwell	271	Great Place to Work	www.greatplacetowork.com	Human Resources Consulting
Bob Lundy	Q300	Glimmerglass Optical Cyber Solutions	www.glimmerglass.com	Optical Cyber Solutions
Jes Pedersen	Q100	Webcor Builders	www.webcor.com	Construction
Alyce Rados	T205	Carpenter/Robbins	www.crcr.com	Commercial Real Estate
Drew Roth	121	BioFina	www.biofina.com	Bio-Renewable Plastics
Oliver Rowen	T205	ClickAway Corporation	www.clickaway.com	IT & Telcom Services
Paul Sechrist	T300	Coherent	www.coherent.com	Lasers
Anthony Sperling	T105	Advent Software	www.advent.com	Investment Management Software
Elaine Traficante	127	JW Global	www.jwglobal.net	Power Supply Repair
Mark Vignoles	105	Service West	www.servicewest.com	Contract Furniture & Facilities Service

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

Hallmarks of Fast-Growing Alliance Companies

At this November 14th, 2012 CEO Roundtable in San Jose, a number of Fastest Growing CEOs discussed the strategies and tactics behind their success. After their brief presentations, CEOs in the audience weighed in on the discussion and probed the panelists for additional insights. We then broke into small discussion groups, each led by a skilled facilitator.

At each table, the attending CEOs had the option of sharing their own company's situation to act as a case study, gathering the collective wisdom of the CEOs around the table.



Defeating Your Arch Rivals

There is a lot of competition out there, trying to eat your lunch. What are you doing to eat their lunch instead? Going for the win-win is admirable, and simply running your "best race" can work, but often it's more of a chess game. Are you discovering your competitor's moves before they impact your sales? Are you able to lay out your next moves leading toward that check-mate when you seize industry leadership? These issues were discussed at this October 25th, 2012 CEO Roundtable in Oakland.

Alliance Holiday Dinner

The Alliance hosts three All-Alliance Dinners each year to enable members and their guests to meet other members from throughout the entire Alliance. Many Alliance members and their guests came from throughout Northern California to enjoy our 2012 Holiday Dinner at the Castlewood Country Club in Pleasanton on December 6. You'll want to mark your calendars for the 2013 Spring Dinner on May 23 in San Jose and the Fall Dinner on September 26 in San Francisco.



Diversity is worthy goal, but CEOs must lead the way

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in their own organizations—a job that begins with the CEO.

"If I had a team of folks who were stepped in our industry, I'd have a more limited view of the business," Im says. "But because we don't have that, we assess risk more sincerely."



James White
Jamba Juice

Im mentors high level female managers and directors who she thinks have potential. "Some of the mentoring I do personally, because I think these women are on a level in which personal involvement is absolutely critical," she says. "You have to walk the talk."

James White (Q100), CEO of Jamba Juice, says consumer-based businesses that value a diverse workforce have an advantage in the marketplace because consumers are more in tune with companies they do business with than ever before. Jamba Juice's management team is currently split equally between men and women. "I'd argue that it allows us to more creatively solve problems," White says.

According to White, ethnic and cultural diversity along with a diversity of industries and experience are needed to create a world class global company. When it comes to increasing diversity, the CEO is the catalyst for change. "That's where the buck stops and where the job starts," he says.

But having boardroom diversity is just as important as diversity among the management team.

"If you don't have a diverse board room, it's impacting the shape of your organization and the shape of your strategy," White says. "This is all about what's good for business."

According to Joy Chen (Group 202), CEO of YesTo, a leading provider of natural beauty products, diversity is not only about gender and ethnicity. It also means generational differences, personal strengths, hiring folks with experience at large corporations and small companies, as well as bringing on talent from other industries. For example, only 32 percent of YesTo's employees have previous experience in the beauty industry, and yet the company has quadrupled its revenue

in the past few years to become the number two brand in natural skin care.

"It really starts from the top, which is the boardroom and C-suite," says Chen. "If they cannot see the value of diversity, which is much broader than just gender and ethnicity, it will be very challenging for the rest of the organization to embrace it."

Shane Buckley (Q100) of Xirrus, a provider high-performance wireless networks, believes that executive recruiters could use a little diversity, too.

"They all seem to come from one set of backgrounds, and that may have an impact on the people they refer to companies," Buckley says. "They are also not always very sensitive to the needs of the candidates they put into companies."

Buckley believes change needs to happen at the beginning of the recruiting process and that organizations benefit by "throwing the net wide."

"If it's not important to the CEO, it's not going to be important for the organization."

"Human beings tend to work with people who make them feel comfortable themselves, people who are similar, who feel more safe," Buckley adds. "That really happens in the subconscious. So unless the organization has some pretty strong policy and direction about hiring minorities, particularly at certain levels, things are likely to stay the way they are."

Jorge Titingier (Q400) of SGI, a leader in technical computing, said that getting diverse perspectives at the C-level is critical for companies.

"Anytime you can have more perspectives looking at common problems, you get more complete solutions," Titingier says. "Unfortunately, when companies hire the same type of people for key roles, you have the potential for a very homogenous, non-conflictive environment, but I'm not sure you get to vet out the best ideas."

Compared to top team diversity, board diversity is often more difficult to achieve, says Titingier. "You usually have a nominating committee, and there is a tendency for the committee to find people they know and trust—which tends to be someone like them," Titingier says. "There are also very few

board seats that are open, and people want the experience of having been on a board before."

Lori Bush, (Group 272) of skincare providers Rodan & Fields, says women in business confront what she calls the "male competitive model" – typically when they are at the age where other women are having families.

"When women are dealing with the male competitive model, they are frequently making a decision between career and family," Bush says. "So you have a lot of weeding out of female talent because they are self-selecting out of the workforce, or they are relegating themselves to a lower level."

Sometimes getting diversity requires some extra effort. Bush just promoted a female chief marketing officer, but had to make compromises. "She's absolutely worth it in every possible way, but there were also compromises that had to be made because she's got young children," Bush said. "You get a lot of strong, professional creative women who are not willing to give up a family and a life for the corporate world."

An immigrant himself, diversity was something Merdad Parsey (Group 307) actively pursued as a CEO. His company, 3-V Biosciences, a provider of novel therapeutics that target host cell factors required for infection and currently has an entirely female medical staff. But, there have been challenges.

"We recently ran a search for a CSO, and had only one female candidate and no candidates who were African-American turn up in our search," Parsey says.

Parsey says that other factors that determine diversity, such as one's country of origin or sexual orientation, are not always captured when using the 'white male' lens. But there's one other aspect that diversity that is important.

"For me, the goal of having a diversity in backgrounds and perspectives does help run a company—assuming, of course, that there is a culture of listening to your team!"

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



Lori Bush
Rodan & Fields



Shane Buckley
Xirrus



Jorge Titingier
SGI

Members In The News

John Dulchinos and Adept on 60 Minutes

January 13, 2013

Alliance member John Dulchinos (Q200) of Adept was interviewed for the *60 Minutes* segment, "March of the Machines."



First Solar Acquires Solar Chile

January 9, 2013

First Solar, a leading global provider of comprehensive photovoltaic solar systems, has acquired Solar Chile, a Santiago, Chile-based solar development company, culminating a strategic working alliance the two companies formed in 2011. Raffi Garabedian (T300) is Vice President of Advanced Technologies for First Solar.



Sutro Biopharma to Collaborate With Sanofi Pasteur

January 3, 2013

Sutro Biopharma, led by Alliance member Bill Newell (Group 307), will be collaborating with Sanofi Pasteur—the largest company entirely dedicated to vaccines—to produce two undisclosed vaccine candidates.



Ctuit Serves Restaurants Efficiency Tools

November 16, 2012

The restaurant software company, Ctuit, was profiled in the *San Francisco Business Times*. Ctuit CEO Rob D'Ambrosia (Group 210) and Director of Operations Steven Johnson (T205) are Alliance members.



OptiMedica Closes \$35 Million Growth Round

November 16, 2012

OptiMedica Corporation announced the closure of a \$35 million growth round of financing to continue the rapid global commercialization of the company's Catalys Precision Laser System for cataract surgery. Alliance member Mark Forchette (Group 308) leads OptiMedica.



Four Alliance Members on Deloitte's Technology Fast 500 List

November 14, 2012

Congratulations to the following Alliance Members whose companies were named to the Deloitte Technology Fast 500 List. Combining technological innovation, entrepreneurship and rapid growth, Fast 500 companies—large, small, public, and private—span a variety of industry sectors, and are leaders in hardware, software, telecom, semiconductors, life sciences as well as emerging areas such as clean technology.

- Accellion, led by Yorgen Edholm (Group 321)
- Coupa Software, led Rob Bernshteyn (Q300)
- SciClone Pharmaceuticals, led by Friedheim Blobel (Q100)
- Oclaro, led by Alain Couder (Q200)



Ask.com Strategy Shift Starts to Pay Off

October 26, 2012

San Francisco Business Times reporter Patrick Hoge profiled the strategic changes at Ask.com, which is led by Alliance member Doug Leeds (Q300).



Members of Group 431 recently met at Airco Mechanical. From left to right: Airco Mechanical CEO Wyatt Jones, Ramona Davis-Frenn, Freeman Thaddeus Barsotti, Mihran Berejikian, John Hubacz, Craig Sardella and Mark Adams.

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: Evan Bailyn, First Page Sage: Friday, February 15 in San Ramon

Evan Bailyn is an internet entrepreneur and the bestselling author of "Outsmarting Google and Outsmarting Social Media." He is primarily known as a search engine optimization expert, having used his ability to rank at the top of Google to build and sell five businesses, including one of the largest children's websites online. Currently, he offers marketing services through his company, First Page Sage. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.



Keynote: Michael Klayko, CEO, Brocade: Friday, March 1 in Santa Clara

Michael Klayko has more than 30 years of experience in the storage, computer, and telecommunications industries, most recently as CEO Brocade. He will join us for this regional Alliance meeting and share his thoughts on Strategic Innovation. Event begins at 7:30 a.m. at TechMart in Santa Clara.

Life Sciences CEO Roundtable: Wednesday, March 13 in South San Francisco

The Alliance of Chief Executives is holding an invitation-only Life Sciences CEO Roundtable to address the specific challenges and opportunities in an industry that continues to change. In addition to our private, confidential groups, Alliance Roundtables are designed to enable top executives from throughout the Bay Area to leverage the collective wisdom of our entire Alliance community. Event begins at 7:30 a.m. at Sutro Biopharma in South San Francisco.



CEO Roundtable: Building an A+ Top Team: Friday, March 22 in San Francisco

A top team that you'd rate as A+ is a dream come true for most CEOs. Yet it is no easy task. How hard should you drive your top team? How can you help loyal executives step up their game? Alliance members are coming together to share successes and challenges. Event begins at 7:30 a.m. at Hoge Fenton in San Francisco.

CEO Summit: Alliance/European CEO-CF Summit: Friday, April 5 in Santa Clara

At this South Bay Regional meeting, we will welcome members of our European partner, CEO Collaborative Forum (CEO-CF). Alliance members will have the opportunity to meet personally with like-minded peers from across the Atlantic in this high-level confidential private meeting in the SF Bay Area. Event begins at 7:30 a.m. at the TechMart in Santa Clara.



Keynote: Juliet Erickson, Communication Consultant: Thursday, April 11 in Santa Clara

Juliet Erickson, a 20+ year communication coach and strategist, will join us for this Regional Alliance meeting. Juliet has worked with some of the world's leading organizations, celebrities, sportsmen and women and politicians, and has published two books: "The Art of Persuasion" and "Nine Ways to Walk Around A Boulder." Event begins at 7:30 a.m. at TechMart in Santa Clara.

Keynote: John Bates, Executive Speaking Success: Friday, May 10 in San Francisco

John Bates is one of the masterminds behind the TEDx Speaker Boot Camp and a seasoned TEDx Talker, having given talks for TEDx and TEDActive. At this Regional Alliance meeting, John will share his philosophies on speaking and performance and how to become a speaker who is dynamic, engaging and entertaining and inspiring. Event begins at 7:30 a.m. at Bently Reserve in San Francisco.



Keynote: Baba Shiv, Professor, Stanford University: Friday, June 7 in Santa Clara

Stanford Professor Baba Shiv's expertise is in the area of neuroeconomics, with emphasis on the role of neural structures related to emotion and motivation in shaping decisions and experiences. His recent work examines the brain's "liking" and "wanting" systems and its implications for marketing, innovation, leadership and decision making. Event begins at 7:30 a.m. at TechMart in Santa Clara.

Keynote: Godfrey Sullivan, CEO of Splunk: Thursday, July 11 in Santa Clara

Godfrey Sullivan, Chairman & CEO of Splunk, one of the hottest tech IPOs in 2012, will join us for this Top Team Regional Alliance meeting. Godfrey's career in Silicon Valley includes 11 years with Apple and the CEO of a startup prior to joining Hyperion which was acquired by Oracle in 2007. Godfrey is also on the board of Citrix and Informatica. Event begins at 7:30 a.m. at TechMart in Santa Clara.



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