

# ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER

EXCHANGING STRATEGIC INSIGHTS

TAPPING COLLECTIVE EXPERIENCE



Volume 3, Issue 2

Spring 2010

*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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## What a CEO Needs

**Alliance members share insights on balancing their organizations' demands with their own**

**By Warren Lutz**

For Marty Reed (105), the theory is simple. Take care of your responsibilities, your customers, and your people, and you'll get taken care of, too.

"If you are working for the right investors, as long as you look out for the best interests of the company, then the investors will take care of you," Reed said.

Yet Reed, CEO of Cardstore.com, says there are other things that CEOs need from investors, too.

"Their job is to hire me and make sure we are performing to our annual plan and budget," Reed said. "But I don't want them involved in the day-to-day decisions of the company. You have to have auton-

omy as CEO to actually be able to deliver on the plan without having to second-guess yourself."

Generally speaking, the role of a chief executive is to ensure everyone is happy. That includes investors, customers, partners and employees, and it also extends to being good community citizens. But with so many to please and so few hours in the day, there's not much opportunity for CEOs to think about their own needs, let alone to act on them.



Marty Reed  
Cardstore.com

Continued on page 6

## From spenders to savers?

**Wells Fargo CEO Stumpf gives his economic outlook**

**By ACE Staff**



John Stumpf  
CEO, Wells Fargo

It's not often Alliance members are treated to insight from a CEO that handles a trillion dollars worth of business - \$1.2 trillion, to be exact.

That's what happened when John Stumpf, CEO of Wells Fargo, spoke at a recent Alliance meeting, giving his take on the nation's economic crisis from his role leading one of the nation's largest financial institutions.

"This downturn will define this generation," Stumpf said. "We were a spending nation, overspending by five percent.

Now we're a saving nation -- by about five percent."

Stumpf predicted the country's economic growth would be around 2-3% in 2010, but it will still feel bad because of lagging job creation.

Stumpf noted several important trends driving today's economy: Consumers are deleveraging their assets; unemployment and underemployment will stay above 10%; job growth is decreasing; and the U.S. debt and national deficit remain too high.

Continued on page 7

# The Breakthrough Idea Recipe

## Diversity, environment and candor among factors that increase the odds of having "aha moments"

When I launched the Alliance of CEOs in 1996, I believed that bringing CEOs together with diverse backgrounds and experiences would enable them to accelerate the learning process and result in better decisions and more successful businesses. I'm pleased when Alliance members tell me how much they gain from having access to other CEOs with much deeper



**PAUL WITKAY**  
FOUNDER

experience in areas which they are lacking. However, I gain the greatest satisfaction when I hear that a CEO has had a breakthrough idea that was generated as a result of their participation in the Alliance. Therefore, I'm constantly searching to identify the critical factors for creating environments in which breakthrough ideas – or "aha moments" – happen more frequently.

Let's define a

breakthrough idea as one that results in a major change in the course of the CEO's business or life. Some people think that innovation applies primarily to new technology products, like the iPhone or HDTV. However, I believe CEOs can innovate in virtually every aspect of their businesses. So, how can we maximize the potential of generating breakthrough ideas? Although I haven't found a simple "5-step recipe," I believe that the following factors increase the odds of experiencing that "aha moment."

### **Power of Diversity & Collaboration**

The Alliance intentionally brings together CEOs with experience in different industries, markets, skills, philosophies, education, problem-solving techniques and cultures. The best-selling book, *"The Medici Effect"* by Frans Johansson, discusses how breakthrough ideas are generated at the intersection of diverse ideas, concepts and cultures. I have found that the power of diversity is much greater than simply the collective knowledge of an individual group. CEOs who run similar companies find it only natural to compare themselves to each other. But when they run very different companies, they feel free to ask all of the "dumb questions" that create an environment for fresh insights and new ideas.

### **Safe Environments for Creative Brainstorming**

CEOs must communicate a compelling vision for the future and a clear strategy for how they will get there. However, as Andy Grove of Intel said, "only the paranoid survive." Most CEOs are constantly evaluating all of the threats to the company and opportunities available to it. However they quickly learn to choose their words carefully, because employees, investors, board members and others judge every word for what it might mean to them. Therefore, if we hope to generate breakthrough ideas, it is absolutely critical that we create environments where CEOs feel safe to express their wildest ideas and their worst fears.

### **Challenge Assumptions**

Patrick Stahler of Fluidminds says that the only way you can rock an industry is to "challenge the hidden dominant logic of the industry." He calls it the "unlearning phase." Alliance member Doug Tomlinson (202) of Volo Volo wrote a great article titled *"Bottom-Feeding for Blockbuster Businesses"* in the March 2003 issue of the Harvard Business Review, which found that the contrarian approach of looking for "customers that others don't want" has resulted in companies that created new business models for their industries such as Paychex, Schwab, Progressive Insurance, Salesforce.com and Southwest Airlines. Southwest Airlines questioned the need for the hub and spoke airline system and created an airline that was profitable when other airlines were going bankrupt. I have witnessed breakthrough ideas occur when one CEO asks another "why do they still do things the way they do?" ... or simply "what if....?"

### **Empathy, Visualization & Simulation**

When we were kids, most of us played pretend games of war, cops and robbers, or whatever you played in your neighborhood. These games became really fun when you could truly imagine yourself as being the person you were playing. Neuroscientists have shown that deeper parts of the brain are tapped when we are visualizing ourselves into the story. The Alliance has developed a unique methodology that strives to "force" CEOs to believe that they are actually the CEO of a variety of different companies in different scenarios. They not only

learn faster this way, but often ask questions and make decisions that no CEO that is burdened by industry norms would make. Every so often, these ideas have breakthrough potential.

### **Focus on "Game Changers"**

Breakthrough ideas more often come when addressing the biggest questions and issues. These are questions such as: "What business are we really in?" or "What do our customers really want?" or "What if we started the business today from scratch – would we build the same facilities, hire the same people, provide the same products or services with the same distribution channels, price them the same way, etc.?"

### **Patience**

Breakthrough ideas rarely happen overnight. They evolve over time, as someone questions whether there is another way to do things than the way it's always been done. Questions and ideas often have to ferment awhile until they come together. If the big ideas don't come immediately after some intense brainstorming, it's best to take some time away. The subconscious mind continues to work on the idea while your conscious mind relaxes.

I hope that all Alliance CEOs experience a breakthrough idea that propels their businesses to the next level and/or enhances their lives in significant ways. Please let me know when you have your next "aha moment."

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

*Some people think that innovation applies primarily to new technology products. I believe CEOs can innovate in virtually every aspect of their businesses.*

# Global Expansion Strategy Viable For Many

## Given the right circumstances and criteria, going global, even for a small firm, can become a strong driver for growth

Many CEOs will take a deep breath before even thinking about putting down a permanent footprint overseas. For years, global operations have been the province of the large firm, but this is changing. Alliance member Raju Reddy (Q200), CEO of Sierra Atlantic, stepped into China in August of 2007



### CASE STUDY by ROBERT SHER

without any major hiccups, and in two years has doubled the size of his China team, supporting global sales. Moreover, he is generating significant revenues from sales within

China. Sierra Atlantic was only a \$56 million revenue firm at that time.

Sierra Atlantic is a software development firm that in 1994 partnered with Oracle on integration work. Having a footprint in India was a prerequisite for growth, and by 1999 they had operations in India. As Oracle's go-to partner for integration, their work was global by nature.

#### Selection Criteria for the Region

Starting in 2002, Raju began looking for ways to enter China. There were two key strategic reasons. First, China had both supply side and demand side opportunities. China has many talented engineers and software developers, and a development center there would help staff an ever increasing number of projects, helping him keep up with demand. In addition, Raju saw the growth in opportunity within China to execute projects for Chinese companies. Second, as more and more of the integrations for Western-headquartered firms were taking place in China, Sierra Atlantic was expected to have a presence there as well.

Rather than start from scratch, Raju thought an acquisition might be the best route. He diligently reviewed opportunities, but kept his standards high. His firm made acquisitions in 2004 and 2006, both in Western countries. Having two under his belt, he

knew what he was looking for.

#### A Global Culture

The firm to be acquired must have a global culture. That meant that Raju was not interested in a firm with all locally born, raised, and trained people. The clash in practices, outlooks, values and more, not to mention the lack of comfort with foreigners, was too risky. Instead, he looked for firms that were already doing business in the developed world, with some management that had been trained in the U.S., and a mix of nationalities within the firm. This mix, and the tolerance and openness it required, was a much better match for Sierra Atlantic. At Sierra Atlantic, it was the norm to have five nationalities sitting around the table and a few more nationali-

*Raju was not interested in a firm with all locally born, raised, and trained people. The clash in practices, outlooks, values and more ... was too risky.*

ties on conference screens. Cultural differences between people were automatically accepted at his firm, and any acquired company had to fit right in.

#### Scale proves Competence

Raju also wanted to find a firm that had grown to a certain scale, with Western reference-able customers. This was proof that they were doing something right, and that the business was sustainable. Acquisition targets in the home country are difficult to assess and to be confident in the "story", but it is many times more difficult when the firm is overseas, and still harder in emerging countries. But if they were good enough to sell and satisfy a repu-

table Western company, confidence in the firm's management and its future would be enhanced. If they've done it enough times to build a sizeable firm, their success in the future is much more likely.

In Raju's case, most of his customers were based in U.S. or Europe. So he was particularly interested in a firm with a predominance of Western clientele. This would assure that a development center would more seamlessly be able to serve Sierra Atlantic customers, and would understand the West's expectations of support and quality. Another criteria was that the acquired firm's capabilities would either deepen the skill sets in the highest demand, or add adjacencies to the service offerings.

Lastly, he looked for a strong in-country management team. They would know the strengths and weaknesses of the team, and would be on-site, providing continuity and local management.

Five years after initial exploration, he found ArrAy Inc. The company was headquartered in Boston, but all of its development work done in Guangzhou and Shanghai. While they were just 12% of the size of Sierra Atlantic as a whole, they were equal in size to Sierra Atlantic's outsourced product development unit. They fit all the desired characteristics, and having a U.S.-based headquarters meant that the communication patterns between the Chinese development center and headquarters were already in place.



Raju Reddy  
Sierra Atlantic

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click or type [http://www.allianceofceos.com/forum/international\\_business/2010/global\\_expansion\\_strategy\\_viab.php](http://www.allianceofceos.com/forum/international_business/2010/global_expansion_strategy_viab.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](mailto:rsher@allianceofceos.com).

# Business climate in need of repair

## Wunderman: Constitutional Convention holds promise

### By ACE Staff

While CEOs are doing all they can to help the economy, the state of California ought to start doing its share as well, Bay Area Council President and CEO Jim Wunderman recently told Alliance members.

The Bay Area Council, a business-backed public policy organization led by its CEO members, is striving to keep the Bay Area a beautiful, vibrant place, Wunderman said. But it could use more help from state regulators, who dispute the fact that California has become a difficult environment for business.



*Jim Wunderman  
President & CEO  
Bay Area Council*

Wunderman told Alliance members about Repair California ([www.repaircalifornia.com](http://www.repaircalifornia.com)), a statewide movement to fix the state government through a limited California Constitutional Convention. The organization is trying to collect 1.4 million signatures to place the issue on the November ballot.

"The state government has a myriad of broken systems," Wunderman said, adding that political power is controlled by rookie legislators, an entrenched bureaucracy and overly powerful lobbyists. Wunderman spoke of the need for a California Constitutional Convention as the way to attack

the status quo and break the legislative logjam.

Wunderman added that while the federal government believes the main problem with the economy lies in the Rust Belt, it is California that is a bellwether for the nation's financial health.

Join us for our upcoming CEO Roundtable on March 4th in San Francisco when we will ask CEOs "What would you do to fix California?" Visit the Alliance

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.

# Nine steps to "unusual excellence"

## Author Hamm describes the keys to lead

### By ACE Staff

Being a CEO can feel like a three ring circus — but when the ringmaster has credibility, accountability and reputation, you're bound to get a heck of a show.

Such was the message Alliance members recently heard from John Hamm, former CEO of Whistle Communications (acquired by IBM) and the author of two of the most read articles in Harvard

Business Review history: "Why Entrepreneurs Don't Scale" and "Five Messages Leaders Must Manage."

Hamm spoke on the subject of his newest book, "The Necessary Nine," about the leadership skills that define our best leaders.

Great leaders, Hamm said, project the right, imperative, and opportunity to lead through credibility, accountability and reputation. And great consideration

should go to one's followers.

"They want a leader they can relate to, who they can trust, and who they want to follow," Hamm said.



*John Hamm  
CEO, VC,  
Author & Coach*

## Welcome New Alliance Members!

Rob Bernshteyn	333	Coupa Software	<a href="http://www.coupa.com">www.coupa.com</a>	e-Procurement Software
John Clauss	210	Marker Seven	<a href="http://www.markerseven.com">www.markerseven.com</a>	Web Design & Development
Jeff Cleland	333	Versartis	<a href="http://www.versartis.com">www.versartis.com</a>	Therapeutic Protein Development
Matt Danilowicz	333	Vitec Group Communications	<a href="http://www.clearcom.com">www.clearcom.com</a>	Intercom Technologies
Thomas Groh	310	Bi3 Solutions	<a href="http://www.bi3solutions.com">www.bi3solutions.com</a>	On-Demand BI Platform
Joe Heanue	110	Triple Ring Technologies	<a href="http://www.tripleringtech.com">www.tripleringtech.com</a>	Medical Product Development
Wyatt Jones	431	Airco Mechanical	<a href="http://www.aircomech.com">www.aircomech.com</a>	Mechanical Contractor
Ed Lazar	212	Threshold Group	<a href="http://www.thresholdgroup.com">www.thresholdgroup.com</a>	Wealth Management
Grant Pickering	202	Juvaris BioTherapeutics	<a href="http://www.juvaris.com">www.juvaris.com</a>	Vaccine Development
Sreeram Pydah	310	MEDantex	<a href="http://www.medantex.com">www.medantex.com</a>	Medical Transcription Services
Mihir Shukla	333	Automation Anywhere	<a href="http://www.automationanywhere.com">www.automationanywhere.com</a>	Automation Software
Richard Stierwalt	Q200	Associated Third Party Administrators	<a href="http://www.atpa.com">www.atpa.com</a>	Benefit Plan Administration

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

# CEO Roundtables



## Succession Planning

What will happen to your company when it's time for you to move on, or you're no longer able to run it? Succession is a difficult issue from a number of perspectives so we brought chief executives together to discuss strategies and issues. Some of the issues raised were: How do you find, build, and develop confidence in a leader and team that can fill your shoes? What tools and techniques are available to fund the purchase of a founder's shares? What personal wealth planning/protection are needed and appropriate to assure financial freedom after the succession? What are other attendees doing related to succession planning, and what is working (and what is not)?

*[Top: Kathleen Holmgren, Bob Tasker and John Carpenter share their succession planning ideas. Bottom: Alliance members discuss finding and developing new leaders to fill their shoes.]*



## How Green Should You Be?

Your employees and customers have probably asked you to run a very green company, and you may have interest in doing so yourself. But what is the right amount of focus on environmental sustainability for your business? What is the low hanging fruit? What might it cost you, or save you if you make some "green" changes? At this Roundtable, CEOs came together to share experiences and issues as they contemplate and execute plans to make their businesses more environmentally friendly.



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### Community Partners

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



### Series Sponsor (Life Science Series)

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



## Alliance Holiday Dinner

Alliance members celebrated the holidays at the Orinda Country Club on December 3rd. Our members have consistently enjoyed our annual Alliance Holiday Dinners, and this year was no exception. Members from throughout the Alliance came together and were able to get to know other CEOs in other Alliance groups. Look on our website for information about our upcoming Spring Dinner in San Jose on May 27th and Fall Dinner in San Francisco on September 23rd. Our Alliance Dinners are free to members and their guests.

*[Top: The Alliance recognized its long-time members who helped build the collaborative culture of the Alliance. Bottom: Carol Hehmeyer, Alex Hehmeyer and Jeff Connors enjoying getting to know each other before dinner.]*



# CEO Needs: Compensation only part of the equation

Continued from page 1

So how do CEOs consider their own needs in a way that is not in conflict with their responsibilities and values? And what exactly are those needs, anyway?

Among Alliance CEOs, "needs" could consist of everything from proper compensation to a healthy work-life balance to the sort of autonomy that a CEO requires to do his or her job.



Sylvia Summers  
Couder  
Trident Microsystems

Regardless of one's outlook, Reed says, "it's a challenge, not only with dealing with investors and board members. It's also a challenge with yourself and your own expectations."

In a static situation, that professional challenge is ominous enough. But what happens to a CEO who is thrust into flurry of growth?

Take Trident Microsystems Group, for example, presently in the midst of two acquisitions that took it from a \$150 million company to \$700 million, and from 500 employees to 1,700.

"Right now, the concept of what my needs are have become pretty irrelevant," says CEO Sylvia Summers Couder (Group Q100). As a result, she added, her personal life has taken a temporary backseat.

"Whether you have a work-life balance depends on the stage of the company," she said. "Once you hit that stage where results and behaviors become predictable, then you can have a pretty good balance."



John Dulchinos  
Adept Technology

John Dulchinos (Q200), CEO of Adept Technology, believes job satisfaction ranks at the top of a CEO's requirements. At least it should.

"If the work itself isn't satisfying, then it's a big problem," Dulchinos said. "I personally get a lot of satisfaction out of the company and the people who are part of my organization."

Like many CEOs, Dulchinos wants the opportunity to leave an imprint on their organization, as long as it's done in the context of helping the business.

"I tend to gravitate toward driving sales and marketing initiatives within the company – more so than pure operational lines – because that's what's more interesting to me," he said. "The idea is to realize what your strengths and weaknesses are, so you can put your energies where they can make the biggest impact."

Glenda Dorchak (Q100), CEO of VirtualLogix, believes CEOs have an obligation to understand what their needs are before they take a CEO assignment. Not only that, but they also have a responsibility to the organization to look after their own well-being.

"When you see people getting run down, it always takes a toll on the business," she said.

*"If the work itself isn't satisfying, then it's a big problem..."*

*I personally get a lot of satisfaction out of the company and the people who are part of my organization."*

According to Dorchak, most CEOs are "extremely driven" and would put every spare moment into their work, if they could. Being able to "compartmentalize" one's responsibilities to the company and to himself or herself is key, she said.

"Otherwise, CEOs wouldn't survive, because you wouldn't be able to sleep at night," she said. "You have to be able to manage the different parts of your life with a specific focus."

But job satisfaction can also have its drawbacks, says Stephen Pieraldi (333), CEO of iForem. Pieraldi said lots of CEOs have a "damn the torpedoes" mentality when it comes to their product or market and for getting things done. And that can extend into one's personal life.

"It's a passion," he said. "You fill your time with it like a hobby.... I work my normal day, and whenever I have spare time, I'm thinking up another idea or working through another business plan."

ness plan."

While Pieraldi has learned to have a work-life balance over time, he knows entrepreneurs who "consume themselves in the business completely ... that's why a lot of entrepreneurs are burnt out and resentful."

"I think it's a conversation CEOs should be having with themselves," he said.

But do they?

Raju Reddy (Q200), CEO of Sierra Atlantic, acknowledges that he does not think "a whole lot" about his own needs as a CEO. "In many ways, the CEO is the custodian of so many different stakeholders and assets," he said. "My philosophy is if I do a good job being a responsible and effective custodian, my interests are pretty much solved."

Not that Reddy doesn't consider the personal costs.

"I certainly do think about effective ways to deal with the demands and associated stress that comes with being a CEO," Reddy said. "Over the years, I've found that children are the best stress buster there is. I absolutely try to get that extra time I can with my family, but especially with my children."

Reddy says he draws from the ancient India scripture Bhagavad Gita, in which a battle is about to break out between two groups of cousins. As one man questions the purpose of battling his own relatives, Lord Krishna convinces the soldier to focus on his duty and selfless action.

"Then the right things will happen," Reddy says. "I guess to some extent I do believe in that philosophy, that in the long term, that really will yield the right results."



Stephen Pieraldi  
iForem



Glenda Dorchak  
VirtualLogix

Warren Lutz is Editor of the Alliance of Chief Executives newsletter. He may be contacted at [wlutz@allianceofceos.com](mailto:wlutz@allianceofceos.com).

# Members In The News

## Doug Tomlinson, CEO of Vino Volo, profiled in SF Business Times

January 22, 2010

Alliance member Doug Tomlinson (202) and Vino Volo were profiled in the San Francisco Business Times.



## Adept Lands \$3.2M Order for Robots

January 13, 2010

Adept Technology, a leading provider of intelligent vision-guided robotics and global robotics services, received a \$3.2 million order for high-precision robots from a major international manufacturer of test automation equipment. Alliance member John Dulchinos (Q200) is CEO of Adept.



## Zero Motorcycles Raises \$5.56M

January 6, 2010

Zero Motorcycles raised \$5.56 million in an add-on first round. The Scotts Valley-based company, which makes high performance street and dirt bikes, is led by Alliance member Gene Banman (305).



## Alliance CEOs Featured in WSJ

December 21, 2009

Alliance CEOs Mihir Shukla (333) of Automation Anywhere and John Dulchinos (Q200) of Adept Technology are featured in Cari Tuna's Wall Street Journal article, "Balancing Job of Overseeing With Overdoing."



## MEMC Invests in Tioga Energy

December 19, 2009

Tioga Energy has lined up silicon wafer maker MEMC Electronic Materials (WFR) as one of the investors in the company's B round. Alliance member Paul Detering (302) is President & CEO of Tioga Energy.



## Oclaro Acquires WSS Company Xtellus

December 17, 2009

Oclaro announced it has acquired Xtellus. Oclaro now has a complete family of wavelength selective switches (WSS) capable of powering reconfigurable optical add/drop multiplexer (ROADM) applications over the entire optical network, from the edge to the core. Alliance member Alain Couder (Q200) is the President & CEO of Oclaro.



## Tenant Advisers Carpenter/Robbins Tap Government Pipeline

November 13, 2009

Carpenter/Robbins Tenant Advisory Services, led by Alliance member John Carpenter (105), has found a way to thrive during the worst real estate climate in decades.



## Alter-G Featured in NASA's Spinoff Magazine

November 12, 2009

Alter-G and CEO Lars Barfod (110) were highlighted in NASA's Spinoff magazine, which is used by NASA to publicize the agency's innovative partnerships program. In addition to the article, Alter-G was highlighted in the NASA boss Charles F. Bolden's foreword.



## Riverbed Technology Hits Milestone of \$100M in Quarter

November 6, 2009

Riverbed Technology and Alliance member Jerry Kennelly (Q100), the co-founder, president and CEO of Riverbed, celebrated crossing the \$100 million mark in quarterly revenue for the first time.



## Stumpf: Consumers are deleveraging their assets

*Continued from page 1*

From Wells Fargo's standpoint, he said, the company's "financing box has shrunken. Wells is not doing some things it did three or four years ago."

A 26-year veteran of the company, Stumpf most recently led Wells Fargo's merger with Wachovia, creating North America's largest distribution system for financial services.

A Pierz, Minnesota native, Stumpf received his MBA in finance from the University of Minnesota. He joined Norwest Corporation in 1982 and held a number of management positions with the company. In 1998, with the merger of Norwest Corporation and Wells Fargo & Company, he held a succession of management roles with Wells Fargo until being named president and COO in 2005 and CEO in 2007.

Stumpf also serves as Chairman of the Board for Visa USA, Inc., Visa International, and the Bay Area chapter of Junior Achievement.

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.

## Get LinkedIn to the Alliance!

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

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

To join the Alliance of CEOs LinkedIn group:

- Sign in to [www.linkedin.com](http://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](http://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](mailto:lmadal@allianceofceos.com).



## Keynote: Bob Hagerty, Polycom: Friday, February 5 in Santa Clara

This Regional Alliance Meeting will feature Bob Hagerty, Chairman of the Board, Chief Executive Officer and President of Polycom, a provider of total conferencing and collaboration solutions. Prior to Polycom, Bob served as president of Stylus Assets, Ltd. and held key senior management positions with Logitech, Inc., Connor Peripherals, Signal Corporation, and Digital Equipment Corporation. Event begins at 7:30 a.m. at the Techmart in Santa Clara.

## CEO Roundtable: Maximizing Real Value in Your Company: Tuesday, February 10 in Sacramento

CEOs know a company's real value is generated from great customers, products and services that solve real problems, loyal and talented employees, and more. Attendees at this event will dig deeply to uncover the real engines of value in each of their businesses. Event begins at 7:30 a.m. at KVIE in Sacramento.



## Keynote: Eamonn Kelly, Global Business Network: Friday, February 12 in San Francisco

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

## Keynote: Victor Cheng, Author of "The Recession-Proof Business": Friday, February 19 in San Ramon

This Regional Alliance meeting will feature "America's Business Coach," Victor Cheng. Victor is an expert at showing business owners how to profit in even the worst of economies. He will be discussing "Lessons from the Winners of the Past 12 U.S. Recessions" with us. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.



## CEO Roundtable: California is Broken: What Would CEOs Do To Fix It?: Tuesday, March 4 in San Francisco

The Alliance of Chief Executives and the Bay Area Council are bringing Bay Area CEOs together to ask the question: "If you were the chief executive of California, what would you do to fix our state government?" A Constitutional Convention is only one of the strategies that we will discuss this Roundtable. Event begins at 7:30 a.m. at Hanson Bridgett in San Francisco.

## CEO Progressive Dinner: March 17 in San Francisco

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



## Keynote: Nilofer Merchant, Rubicon Consulting: Friday, April 2 in Santa Clara

Nilofer Merchant, CEO, Rubicon Consulting, is a trusted strategic advisor for companies such as Adobe, Symantec and VMware. She will be discussing the subject of her new book, "The New How," which is about how people and companies can collaborate. Event begins at 7:30 a.m. at the Techmart in Santa Clara.

## Alliance Spring Dinner: Thursday, May 27 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 6 p.m. Reserve your space early. Note: The Alliance Spring Dinner is FREE for all Alliance members and their guests.



100 Pringle Avenue, Suite 233

Walnut Creek, CA 94596

(925) 942-2400

[www.AllianceofCEOs.com](http://www.AllianceofCEOs.com)

