

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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Hiring in a Troubled Economy

Alliance CEOs face challenges finding, luring talent

By Warren Lutz

John De Santis (Group 308) of HyTrust, a policy management and access control leader for virtual IT infrastructure, knows a bit about hiring heartbreak.

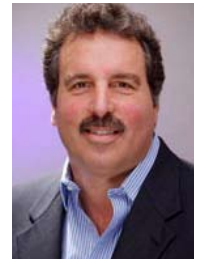
Until recently, De Santis says, a "flight to stability" had prevented some great talent from joining his startup firm. "Given the past state of the economy, three or four out of five applicants would take themselves out of the mix because they didn't want to risk joining a startup," he says.

De Santis isn't alone. In spite of relatively high unemployment and a large labor pool, several Alliance members say they are having a tough time finding employees with the skills and experience they most need. For some, the problem is a lack of applicants with specific expertise. For others, it's dislodging talent from larger, more stable

companies.

De Santis sees the conditions for hiring are improving. But there are still other hurdles. Little upside in the stock market and subdued multiples for acquisitions are making stock options - commonly used by startup companies like HyTrust - less attractive to applicants. The issue worsened after news broke that game software company Zynga had threatened to take back stock options previously given to its employees.

"Even mid-level engineering people who have been doing this for 10 to 15 years saw this news, and are saying, 'No, thanks, I'll take more cash than options,'" De Santis says. "Now that the risk



John De Santis
HyTrust

Continued on page 6

Kaiser CEO Breaks Down Healthcare

Halvorson: Industry needs transparency more than money



George Halvorson
CEO, Kaiser Permanente

By ACE Staff

George Halvorson, who has spent 31 years as a CEO in healthcare, has some valuable advice about reform in his industry: "Get a dog!"

"Walking is our best hope and our best strategy to improve the health of America," the current Kaiser Permanente CEO recently told Alliance members. CEOs should start walking and get their companies to do it, too.

Halvorson shared other valuable insights into the reform debate happening in Washington DC. The debate ef-

fects a \$2.8 trillion dollar health-care industry that represents 18.1% of the nation's GDP.

According to Halvorson, it's an industry that doesn't need more money but needs to be re-engineered to provide more transparency so consumers can make better informed choices.

For example, diabetes is the disease of urbanization, he explained, and diabetes treatment alone represents 32 percent of all healthcare costs. Yet less than 10% of treatments are effective based on current medical review.

Continued on page 4

Can 'Mere Mortals' Be As Innovative As Steve Jobs?

Maybe not — but having the courage to fail and associative thinking can help

I recently read the amazing story of Steve Jobs' life written by Walter Isaacson. Although Jobs had an extremely unique personality, he is arguably the ultimate icon of innovation. Jobs virtually single-handedly invented or re-invented at least five industries, including personal computers, music, animated films, mobile phones, and tablet computing. In addition, he created major waves in the entertainment and retailing industries. Was he a singularly amazing genius (yes – he was), or can we “normal” folks learn anything about innovation from Steve Jobs?



PAUL WITKAY
FOUNDER

One of the foremost writers on innovation is Clayton Christensen, author of the classic, *"The Innovator's Dilemma,"* which explains why most industry leaders are incapable of successfully disrupting their own industries. His most recent book, *"The Innovator's DNA,"* identifies the traits and skills that anyone can develop to improve their ability to create innovative business ideas.

I. Have the Courage to Innovate

- *Challenge the Status Quo* – Most people don't want to "rock the boat." However, entrepreneurs and innovators aren't happy unless they're fixing things (often they're not even broken) or creating new ways of doing things. Steve Jobs always said he wanted to "put a ding in the universe."

- *Taking Risks* – Leaders of the most innovative companies instill a philosophy that "innovation is everyone's job." They learn a lot from their successes, but they learn even more from their failures – and aren't afraid to fail.

II. Develop Four Behavioral Skills

1. Questioning

– Innovators tend to ask *more questions* and they ask *better questions*.

- Clayton Christensen discussed a tool that he developed that he calls "Question-Storming." Instead of brainstorming for ideas, he found that creating 50 questions about a particular strategic challenge was more effective than jumping to 50 solutions. Individuals who developed more questions were viewed as more creative, innovative and better managers.

- Steve Jobs hated PowerPoint presentations. He believed in bringing together "A" players and encouraged intense strategic debates to make better decisions faster.

2. Observing

– Most everyone is a "watcher," but few of us are great "observers." Innovators take time to intensely observe customers in real-life situations to fully understand how they experience their products and services through an entire life cycle. They also examine other companies to look for activities, strategies or processes that could be applicable for their own company.

3. Networking

– Innovators intuitively seem to understand that new ideas are often triggered by conversations with individuals who live and think differently. When I first launched the Alliance, I noticed that the more successful the CEO, the faster they grasped the value of engaging in deeply strategic discussions with other CEOs running companies totally different from their own.

4. Experimenting

– Gordon Moore, cofounder of Intel, said that "most of what I learned as an entrepreneur was by trial and error." The best innovators believe in "failing often and failing fast." They do this by building prototypes, test launching in small markets, co-developing with beta customers and running their strategic ideas past fellow CEOs for their unbiased feedback.

III. Associative Thinking

Einstein once called creative thinking "combinatorial play" and Steve Jobs said that "creativity is simply connecting things." Walt Disney once referred to his role as being the "creative catalyst." Disney didn't do any of the drawings for their animated films himself, nor did he build any of the rides at Disneyland. However, Disney put himself at the intersection of others' experiences and made connections between them. His insights changed the entertainment industry. Other innovative CEOs such as Marc Benioff of Salesforce.com, Jeff Bezos of Amazon and Richard Branson of Virgin observe both nagging problems and brilliant ideas wherever they go and then "re-package" them to create new products, services, experiences and processes.

Christensen's research found that every high-profile innovator excelled at associating. He also found that the best predictor of excellent associating skills was how often his subjects engaged in the discovery skills of questioning, observing, networking and experimenting. The more someone exercised their discovery skills, the more capable they became at understanding, storing and re-categorizing all of the new ideas. Neuroscientists have found that the brain doesn't store information in the same way as a dictionary. It stores information alongside other information that it "associates" with it – often in ways that aren't obvious. The more diverse knowledge one possesses, the greater the opportunity for the brain to make connections. And, the more connections ... the more fresh ideas!

Steve Jobs believed that the best way to create value was to connect creativity with technology. Jobs' hero was Edwin Land of Polaroid, who spoke about the importance of the people who can "stand at the intersection of humanities and sciences," and that these people would be the keys to creating innovative economies in the 21st century. Not all of us have the talent to connect the humanities and sciences all by ourselves. I founded the Alliance to bring executives together to do just this. We intentionally "craft" each Alliance Group of CEOs to maximize the diverse experiences and skills of the entire group, so that each strategic challenge and opportunity will be perceived differently by different people. The Alliance methodology requires intense questioning and strategic thinking on a wide variety of challenges and opportunities. The result is a steady stream of strategic connections and fresh ideas that result in improved business performance and occasionally break-through ideas.

Few of us can ever hope to match the creative genius of Steve Jobs by ourselves. By coming together and sharing our ideas and experience, I believe we all can become more innovative and successful.

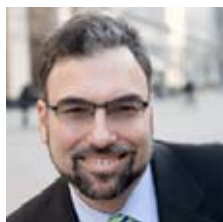
Paul Witkay is the founder and CEO of the Alliance of Chief Executives. He may be contacted at paulwitkay@allianceofceos.com.

*The more diverse
knowledge one
possesses, the greater
the opportunity for the
brain to make
connections.*

Preparing to Plant Your Acquisition

Deals take root well when placed in companies that are prepared

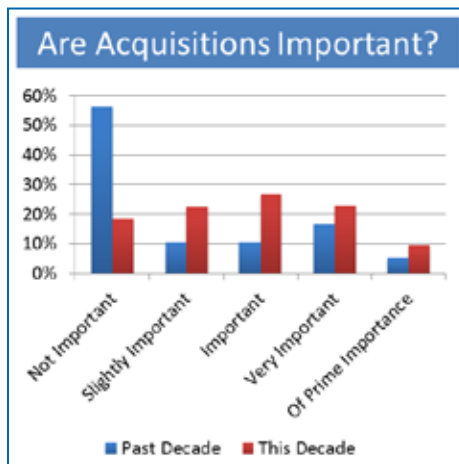
Growing through acquisition is an enticing prospect for many mid-market companies. Indeed, about 5,300 transactions among businesses valued between \$5M to \$1B took place in 2010, according to Dealogic and Robert W. Baird & Co., with the vast majority of involving deals valued at less than \$100 million. Sadly, though, many of these deals fail to fulfill expectations. Most evidence, in fact,



ROBERT SHER

suggests that mergers have only a 50 percent success rate – and even that figure may be generous.

Among members of the Alliance, CEOs who ran mid-market companies seem to fare slightly better when it comes to M&A success. A recent survey of Alliance of CEOs members found that nearly 60 percent had past deals which had achieved their non-financial objectives. Still, those are not great odds, considering that 40



percent of respondents did not. The matter becomes even more serious considering the growing importance of M&A activity as a means for growth. In the same survey, more than half of Alliance CEOs said that acquisitions will be either "important," "very important" or of "prime importance" to their company's success over the next decade. With so much at stake, it is critical that we do deals right – and the truth is we can.

Mark Iwanowski, an Alliance alumni and now Managing Director at Trident Capital, a private equity and venture firm, has been on both sides of the M&A scenario. Iwanowski once worked as a corporate officer for a consulting services firm that stood at the top end of the middle market. Acquisitions accounted for 25 percent of the company's growth rate, as the firm acquired businesses and integrated them or operated them as stand-alone business units. When approaching these deals, Iwanowski said, his company's goal was to set expectations early – no surprises. "In the case of a stand-alone business unit bringing new technology, new offerings and new capabilities, the context of the discussion was around working within the corporate culture," Iwanowski said. "The one thing we did ahead of time was cross-check the cultures, set expectations, so that everyone's eyes were wide open going in."



Mark Iwanowski
Trident Capital

Once they truly understood what their future would be like, 20% to 30% of target firms actually walked away from the deal, Iwanowski said. But his company was happy about that, since the talent would have walked away after the deal closed, anyway. More importantly, perhaps, is that his company had an acquisition failure rate of between 10 and 20 percent. We should all be so fortunate – but the fact is that doing deals right involves allocating enough real resources to make them work.

Alliance Member Laura Stark's (T500) firm, Rambus (NASDAQ: RMBS, Rev



Laura Stark
Rambus

Top Team Alliance

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

Competitive Taunt. A competitor made an announcement that they are moving into this member's market space—a taunt—and the CMO's CEO was considering an aggressive reply. The group debated the possible motivations for the provocation and the merits of a variety of competitive responses.

Defection. To his surprise, this SVP had two "loyal" director-level execs announce they were quitting to start a competing firm. The reaction was swift and uncompromising. But the group

talked about managing those who remain and dealing with self-doubt around the ability to judge people.

Reorganizing the Sales Team. This VP Sales has responsibility for fulfillment and new product development. Having tested some new channel sales techniques personally, she decided to hire a channel sales team. The group discussed alternatives and questioned why she should have responsibility for fulfillment.

Managing Experts. This EVP is now in charge of marketing, but doesn't have much marketing expertise and wasn't feeling too confident in directing their marketing director. The team talked about how to manage and hold accountable senior leaders with more domain expertise than those they report to.

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



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/2012/preparing_to_plant_your_acquis.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.

Finding and Attracting Rare Talent

Anders: Its the attitudes of applicants that matter most

By ACE Staff

CEOs spend significant time trying to attract talent, but many do not always recognize talent when it shows up.

George Anders, author of "The Rare Find," told Alliance members on December 2 that CEOs need to look for the "small stuff" behind a prospective hire's resume, not "showy performance."

"Jagged resumes" are not necessarily bad, nor is failing at things the applicant hated doing. It's attitudes that matter most — specifically, resilience, efficiency, self-reliance, curiosity and a



George Anders
"The Rare Find"

desire to improve.

CEOs who do not chase unrecognized talent risk overpaying new hires, Anders said. But they also need to ask applicants: How have they worked through trouble? What are their non-work passions? What they like best in high school? "Draw out stories and dig deeply," he said.

Anders' book, "The Rare Find," is geared toward

helping leaders find undiscovered talent based on talent-hunting techniques used by Google, Facebook, the MacArthur Foundation, the Army Special Forces and the FBI.

Halvorson: Get a Dog

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As the nation's population moved into the cities, he added, we have replaced fresh food sources with over-processed foods, and have stopped walking — an exercise the body needs to function properly. Walking just 30 minutes a day, or even 15 minutes twice a day, 5 days a week cuts the incidence of diabetes in half, while 10 pounds cuts the risk another 10 percent.

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
Freeman Barsotti	431	Farm Fresh to You	www.farmfreshtoyou.com	Organic Food
Lori Bush	272	Rodan + Fields	www.rodanandfields.com	Skincare Products
Richard Chow	272	ThermaSource	www.thermasource.com	Geothermal Engineering & Equipment
Rado Danilak	309	StorCloud	www.storcloudinc.com	Storage Technology
Sheeroy Desai	309	Gild	www.gild.com	Developer Skills Assessments
Ken Fine	T500	Financial Engines	www.financialengines.com	Independent Investment Advisor
Craig Goehring	Q200	Brown & Caldwell	www.browncaldwell.com	Environmental Engineering
Peter Havas	T500	Specialty's Café & Bakery	www.specialtys.com	Restaurants & Food Products
Max Henrion	310	Lumina Decision Systems	www.lumina.com	Decision Modeling Software
David Jeng	T500	Wintec Industries	www.wintecind.com	Electronic Components
Adnan Lawai	308	Folio3	www.folio3.com	Offshore Software Development
Scott Magids	309	Motista	www.motista.com	Consumer Intelligence
Phani Nagarjuna	121	Nuevora	www.nuevora.com	Marketing Research & Analytics
Pete Nelson	Q400	California Water Service Co.	www.calwater.com	Water Utility
Frank Patchel	T500	ABBYY USA	www.abbyy.com	OCR Technology
Michael Price	341	NBrella	www.nbrella.com	Fraud Prevention
Craig Saxton	Q100	Specialty's Café & Bakery	www.specialtys.com	Restaurants & Food Products
Bart Schaefer	210	iPost	www.ipost.com	Digital Marketing Services
Laura Stark	T200	Rambus	www.rambus.com	High-Speed Memory Technology
Rajesh Subramaniam	153	embedUR systems	www.embedur.com	Embedded Software
Dean Tang	307	ABBYY USA	www.abbyy.com	OCR Technology
Jerry Turin	Q200	Oclaro	www.oclaro.com	Optical & Laser Components
Jeremy Verba	309	eHarmony	www.eharmony.com	Relationships Web Service
Vic Viegas	321	Immersion Corporation	www.immersion.com	Haptics Technology
Mark Vorsatz	Q400	WTAS	www.wtas.com	Financial Advisory Services
Claudia Wentworth	121	Quick Mount PV	www.quickmountpv.com	Solar Roof Mounting Systems

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

Acquisitions in a Slow Recovery

Many firms that were disciplined during the downturn have significant war chests and little debt. Some are starting to see strategic acquisitions as a tasty way to spur growth and to steal the march on competitors with poor liquidity. Yet if the economy falters, they may need that war chest to stay strong. Therefore, the Alliance brought both CEOs and CFOs together in San Francisco to discuss "Mergers & Acquisitions." At this Alliance Roundtable, these executives were able to share their challenges and wisdom regarding a wide variety of M&A issues and potential sellers were also able to discuss their situations.



Managing Your Sales Leadership

One of the most difficult hires for CEOs is the organization's sales leader. It is quite hard to separate reality from bluster, and once hired, it's hard to know the difference between unrealistic objectives and poor performance at this level. At this Alliance Roundtable in San Ramon, we welcomed both CEOs and top sales executives and facilitated a lively discussion between the two camps, focusing on real live case studies brought by attendees.

Alliance Holiday Dinner

The Alliance hosts three All-Alliance Dinners each year to enable all Alliance members and their guest to meet other Alliance members from throughout the entire Alliance. Our 2011 Alliance Holiday Dinner was bigger than ever and we recognized over 40 members who have been active Alliance members for more than 5 years. We hope to see you at our Alliance Spring Dinner on Thursday, May 24th at the Silicon Valley Capital Club in San Jose.



[Top: Alliance Members and Directors prepare for wonderful meal at the 2011 Alliance Holiday Dinner in Orinda on December 1. Bottom: At our Alliance Holiday Dinner we recognized a large group who have been Alliance Members for five years or longer.]

Hiring: CEOs battle 'flight to stability,' compensation issues

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of going to a start-up is more palatable, hiring and retaining great talent has never been more expensive."

To overcome current hurdles for attracting talent, some CEOs are leveraging their company's stronger qualities.



Navin Nagiah
DotNetNuke

Navin Nagiah (Group 307) of DotNetNuke, which manages a web content management platform for building websites and web applications on Microsoft. NET, is finding success by offering a unique value proposition — an opportunity to work in a company that is focused on both making money and making a

difference by appealing to a higher-order motive. "We appeal to both altruistic motives and money making motives. We describe it as 'yin and yang,'" Nagiah says.

As the economy improves, however, Nagiah expects the competition for talent to get tougher. He also says there are not enough new people learning technical skills, either. However, he believes that a company that is performing well and is on a fast growth trajectory has an unfair advantage in attracting and retaining talent. "When we were hiring two years ago, it was pretty difficult because we didn't have much of a track record or success history behind us," he says. "But now we're growing 300 to 400 percent a year, so it's easier to attract people."

Nagiah helps sift out the best applicants by focusing on four questions: Are they hungry enough? Do they have the skills? Do they know the domain? What kind of track record of both success and failure do they have, and what have they learned along the way? "We look at all four of those things and keep them in the back of our mind as we converse with the individual," Nagiah says. "And, after all is said and done, we



Lori Bush
Rodan + Fields

go with what our gut tells us about the candidate."

Joy Chen (Group 202) of Yes To, a consumer-inspired line of hair and skin products, says her company needs generalists — people who have solid and diverse skills so they can do what they are hired for now but can also broaden their role and skillset later. For a smaller company like Yes To, Chen says, "it's pretty challenging to figure out what you need, because what you need now can be very different than what you'll need a year from now. As the company grows, the skillsets will

change."

Chen favors networking to find talent. "I think I hired 10 people last year, and most of them I hired through a network," she says. "You know who is referring the person and what their expectations are."

"I was looking for a supply chain person — which was hard to explain to a recruiter, because the recruiter may not know what that means," Chen adds. "Having someone in your network who has had a similar role helps cut through a little bit of the job explanation."

David Wolfgram (Group 121) of Boudin Holdings, a California-based restaurant company, says attracting talent in a rocky economy is tough because people perceive switching jobs as a risk. "During weak economic periods it becomes more difficult to motivate people to leave stable positions for a new challenge," he says.

Wolfgram says things are currently looking up for the restaurant industry. But

"You have to be pretty adept at contacting people and communicate the value of your business proposition very effectively."

this presents still another challenge. As companies start to grow, he says, "employees are seeing opportunities in the market, so CEOs have to make sure new opportunities within their own companies are clearly communicated to employees."

In order to attract great people, a company that has a compelling story to tell needs to leverage it, Wolfgram says. "We're not going to outbid the big players to get talent," he says. "But Boudin is an iconic San Francisco brand with a great story. Our applicants always walk away excited about the culture and how committed the team is."

Lori Bush (Group 272) of Rodan + Fields Dermatologists, says that although her company is growing and making good hires, it has not found and secured the breadth of technology expertise it needs. The economy has probably made things tougher because this is an area that is still in high demand — and good people aren't looking, they're staying put. "We know the criticality of getting the right people and the cost of a bad hire," Bush says. "Our efforts to strengthen our team started in 2010, when we realized the person that was in place was not the right person." She knows what needs to be done, however: "We need to get better clarity on

who is missing from our organization and how to attract them to our company."

Subsequent to this interview, Rodan + Fields was a case study for Group 272's January meeting. The outcome was a connection to a Silicon Valley entrepreneur who is helping the company profile, identify and tap technology talent.

Chris Norris (Group 307) of Alta Devices, a development stage company focused on improving the production economics of solar PV applications, has benefitted from the veterans of Silicon Valley's semiconductor industry, who are looking for new opportunities. But that's not to say things couldn't change. "High profile failures are scaring people away," says Norris, referring to Solyndra, the government-backed Fremont solar company that recently filed for bankruptcy. "The challenge is to explain how we're different in a compelling way."

An even greater challenge, however, will occur when Alta Devices moves from R&D to manufacturing. Manufacturing expertise has diminished domestically, Norris says, but particularly in California. A lack of economic incentives hasn't helped.

"It's just an enormous difference here, where government entities are taking your money, and in Asia, where they give you money," he says. "At the end of the day, it's an economic decision for us."

Roy Gilbert (Q300) of Grockit, an online social learning company, says finding technology expertise in a rocky economy has both pros and cons. "There's an enormous amount of talent on the market, an extraordinarily deep bench," Gilbert says. "However, there are a lot of startups in the Bay Area and many different opportunities. While we're trying to find the right people, applicants are evaluating different companies, too."

"In the rare cases where we lose job candidates, they either want to be in a larger, more established company that is already trading, or they want to go to a much earlier-stage company," he adds. "You have to be pretty adept at contacting people and you need to communicate the value of your business proposition very effectively."

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



Chris Norris
Alta Devices



David Wolfgram
Boudin Holdings

Members In The News

QuorumLabs Completes \$11M in Funding



January 17, 2012

QuorumLabs closed a \$11 million funding round led by Airtek Capital Group. Alliance member Larry Lang (Group 308) is CEO of QuorumLabs.

Kimpton Hotels Makes FORTUNE'S "Best Companies to Work For"



January 16, 2012

Congratulations to Alliance member Mike Depatie (Q100) and Kimpton Hotels & Restaurants upon being named the 16th Best Place to Work by *Fortune* magazine.

Private Ocean Navigates Choppy Financial Market



January 13, 2012

San Francisco Business Times reporter Hannah Albarazi profiled Alliance member, Richard Stone (Group 202) and Private Ocean.

Jamba Juice Launches Next Phase of Growth



January 9, 2012

James White (Q100) of Jamba Juice told Nation's Restaurant News that the company has achieved all the goals it set three years ago with its BLEND turnaround plan and company officials outlined a second phase of the smoothie chain's growth into a global health-and-wellness brand.

Lam Research to Buy Novellus Systems for \$3.3B



December 15, 2011

Lam Research agreed to buy Novellus Systems for about \$3.3 billion in stock, combining two of the chip equipment industry's biggest companies in a challenge to market leader Applied Materials. Steve Newberry (Q100) is now the Vice Chairman of Lam Research.

Toolwire Wins Red Herring Global 100 Award



December 12, 2011

Toolwire, the world leader in experiential learning technologies, has been named to the Red Herring Global 100, a prestigious list recognizing the leading private technology companies in North America, Europe, and Asia. Toolwire is led by Alliance member John Valencia (Group 307).

Microprobe Doubles Revenue



December 9, 2011

Microprobe, led by Alliance Member Mike Slessor (Group 321), is a 38-year-old manufacturer of semiconductor test equipment that is on track to do \$85 million in revenue this year, up from just \$35 million in 2009.

How Alain Couder Restructured Oclaro's Leadership



December 1, 2011

Alliance member Alain Couder (Q200) and Oclaro, a provider of high-performance optical components, modules and subsystems to the telecommunications market, were profiled in *Smart Business*.

Vine Solutions Serves Up Back Office for Restaurants



November 18, 2011

San Francisco Business Times reporter Rob Jordan profiled Alliance member Ed Levine (Group 212) and Vine Solutions, a full-service consulting and accounting for the restaurant and food service industry.

Tregaron to Sell Endurance International Group



November 17, 2011

Tregaron has signed an agreement to sell a majority of its stake in portfolio company Endurance International Group to Warburg Pincus and GS Capital Partners. Tregaron is led by Alliance member JR Matthews (Group 305).

7 Alliance Members Among Bay Area's Fastest Growing Private Companies



Congratulations to the following Alliance Members whose companies were named to the Bay Area's list of the Fastest-Growing Private Companies for 2011 by the *San Francisco Business Times* and the *Silicon Valley/San Jose Business Journal*:

Arborwell, led by Peter Sortwell (Group 107)
 ClickMail Marketing, led by Marco Marini (Group 210)
 Private Ocean, led by Richard Stone (Group 202)
 Specialty's Cafe & Bakery, led by Craig Saxton (Q100)
 True Wireless, led by Rob Chamberlin (Group 153)
 Vine Solutions, led by Ed Levine (Group 212)
 Xantrion, led by Anne Bisagno (Group 153)

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: Chip Conley, Joie de Vivre Hospitality; Friday, February 10 in San Francisco

Chip Conley, founder of Joie de Vivre Hospitality and author of "Rebel Rules," "Marketing Matters," and "How Great Companies Get Their MOJO from Maslow," will join us for this regional Alliance meeting. Chip will be speaking about the topic for his latest book, "Emotional Equations - The Simple Truths for Creating Happiness + Success." Event begins at 7:30 am at the Bently Reserve in San Francisco.



CEO Roundtable: Building Great Top Teams; Wednesday, February 15 in San Jose

More than ever, businesses need management 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 CEO Roundtable will bring their own challenges and issues, and will hear the collective wisdom of the business owners/chief executives at their table. Event begins at 7:30 am in San Jose.

Keynote: Craig Saxton, Specialty's Café & Bakery; Friday, February 17 in San Ramon

Alliance member Craig Saxton, Founder & CEO of Specialty's Café & Bakery, will join us at our East Bay Regional meeting to share his experiences in building Specialty's into a successful restaurant business with a unique business model. The event begins at 7:30 am at the San Ramon Valley Conference Center.



CEO Roundtable: Strategic Outsourcing: Risks and Opportunities; Thursday, April 26 in San Francisco

Many Alliance members outsourced key elements of their operations to get through the downturn and minimize fixed costs. Others can't find the talent they need here, and are becoming dependent on partners for aspects of their core business. What are the risk and opportunities, both strategically and operationally? Event begins at 7:30 am at Hanson Bridgett in San Francisco.

Keynote: John Hamm, Author of "Unusually Excellent"; Friday, May 11 in San Francisco

John Hamm is an advisor to leaders of all types of organizations worldwide – and has a diverse background as an operating executive, a start-up CEO, a venture capital investor, a leadership coach and an advisory/board member to dozens of high-tech companies. His latest book, "Unusually Excellent," discusses the nine necessary skills required for the practice of great leadership. The event begins at 7:30 am at the Bently Reserve in San Francisco.



Keynote: Andy Ball, Webcor Builders; Friday, May 18 in San Ramon

Alliance member Andy Ball, Founder & CEO of Webcor Builders, will join us at our East Bay Regional meeting to share his experiences and philosophies which enabled him to build Webcor into one of the leaders in the construction industry. The event begins at 7:30 am at the San Ramon Valley Conference Center.

Alliance Spring Dinner: Thursday, May 24 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 pm. Reserve your space early. Note: The Alliance Spring Dinner is FREE for all Alliance members and their guests.



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