

ALLIANCE OF CHIEF EXECUTIVES

LEADERS COMING TOGETHER
EXCHANGING STRATEGIC INSIGHTS
TAPPING COLLECTIVE EXPERIENCE



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Since 1996 the Alliance of Chief Executives has been helping CEOs address 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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Leadership in a Digital Age

Challenges CEOs face are increasing with the pace of technology



Johnny Loiacono
Movius

By Warren Lutz

Johnny Loiacono (Group 307) knows a thing or two about how quickly technology can change, having seen many tech companies come and go during his career. That includes one-time Silicon Valley giant, Sun Microsystems, where Loiacono used to work, as well as Adobe Systems.

But the rate at which technology changes is much, much faster today. In fact, Loiacono said being a leader in what has become a truly digital age is "invigorating and terrifying at the same time." For him, "it's similar to bungee jumping."

"It's a daunting task to keep up with the pace," said the CEO of **Movius**, a provider of cloud-based secure mobile communications software. "It's not just the pace of technology, but also the people, the skillsets, the operations, the marketing—and the pace by which those things change."

As other Alliance members can attest, accelerated

change has profoundly impacted the challenges they face, including how they manage, who they hire and how they communicate. It also forces business leaders to confront an almost impossible question: How does one lead when everything seems subject to change?

One way to begin answering that question, Loiacono said, is to remember where innovation really comes from.

"Everyone thinks it's all about hardware and software technology, or the resulting patents, but most of a company's deepest intellectual property walks out the door and goes home every night," he said. "Your job is to motivate them to come back and innovate the next day, then rinse and repeat."



Linda Hand
Prealize Health

Linda Hand (Group 309), CEO of **Prealize Health**, which uses machine learning to create proactive healthcare management, said recruiting in today's fast-changing world is another critical challenge. "Do you hire for the skills you need

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Alliance Keynote: Maddy Dychtwald

Age Wave Co-Founder



Maddy Dychtwald
Age Wave
Co-Founder

On October 11th, Alliance members welcomed **Maddy Dychtwald**, Co-Founder of **Age Wave**, to the San Francisco Bently Reserve for a private, insightful conversation. For more than 30 years, Maddy has been deeply involved in exploring all aspects of the age wave and how it's transforming the marketplace, the workplace, our world, and our lives. Along the way, she has become an internationally acclaimed author, speaker and thought leader on longevity, aging, the new retirement, and the economic ascent of women.

Alliance members enjoyed learning about Maddy's work with more than half of the Fortune 500 companies in industries ranging from healthcare and medical technology to financial services and consumer products. With women at the forefront of the longevity revolution, Maddy discussed her research into women's endurance-

related wants, needs and challenges and shared a number of surprising insights into the increasing influence of women on most every aspect of our economy and our lives.

Maddy has led numerous acclaimed studies on women and money, including the landmark "Women, Money and Power" sponsored by Allianz and, most recently, "Women and Financial Wellness: Beyond the Bottom Line" for Bank of America Merrill Lynch. In addition, she has been involved in more than 25 thought leadership research studies worldwide on aging, longevity, retirement, health, family, caregiving, housing, and leisure, which have cumulatively garnered more than twelve billion media impressions.

Maddy has written on the economic ascent of women, including how it will transform financial services, healthcare, and consumer marketing. She is the author of three books, *Cycles: How We Will Live*,

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Are You Playing with an Infinite Mindset?



PAUL WITKAY
FOUNDER

As a student of leadership, I greatly enjoyed Simon Sinek's breakthrough book, *Start With Why*, which discusses the value of starting with a purpose in both our business and personal lives. Therefore, I was eager to read his newest book, *The Infinite Game*, and it didn't disappoint.

Sinek expands on the work of James Carse, who communicated the difference between the strategies used to play infinite games and finite games. Finite games, such as football

and chess, have known players, defined rules and result in clear winners and losers. Infinite games are commonly found in areas such as business, politics and life itself. Although we can debate who may be healthier, happier or wealthier, no one can claim to be **the** absolute winner in life.

I've had the privilege to get to know thousands of CEOs and, although some are more competitive than others, I've never met a leader who lacked a competitive streak. Even CEOs who don't need to win at everything compete with themselves to constantly improve. And it's only human to take pleasure after beating your toughest competitor for a critical deal.

Building successful organizations requires winning many battles along the way, and Sinek believes the critical difference is in the leader's mind. In business, Sinek states that leaders who embrace "infinite mindsets" build stronger organizations, while those who lead with "finite mindsets" focus on achieving short-term goals such as market share or growth targets. Leaders with infinite mindsets don't focus on beating specific competitors. Instead they focus on achieving their long-term visions and may even view direct competitors as potential partners who share the same vision.

In 1981, when IBM launched the IBM PC to challenge Apple to see who would dominate the growing personal computer market, Apple responded with a full-page ad in *The Wall Street Journal* titled "Welcome, IBM. Seriously." The ad said Apple "looked forward to responsible competition in the massive effort to distribute this American technology to the world ... what we are doing is increasing social capital by enhancing individual productivity. Welcome to the task."

It so happened that IBM gained the dominant market share, but Apple had a vision to enable people to express their individuality. IBM eventually sold their PC business when it became commoditized, while Apple has continued to build the most profitable company in the world.

Great leaders are able to communicate a clear and compelling vision that inspires others to join their cause and go over and

above all expectations. Sinek describes this as a "just cause," which is a very specific vision of a future state that does not yet exist. A just cause is not simply to be the best. It must be:

- **For Something** – affirmative and optimistic
- **Inclusive** – open to all who would like to contribute
- **Service oriented** – for the primary benefit of others
- **Resilient** – able to endure political, technological and cultural change
- **Idealistic** – big, bold and ultimately unachievable

Sinek's desire to persuade more leaders to communicate a just cause and embrace an infinite mindset is inspiring. However, not all businesses actually have a just cause that fits Sinek's definition, and that's okay. Leaders should not feel obligated to play the infinite game in each and every business they lead.

We owe a ton of gratitude to all entrepreneurs who create companies that simply provide products and services that customers value, and jobs that provide stable incomes for their employees.

Organizations of all sizes can have a just cause. However, CEOs of larger organizations with financial investors (public shareholders, private equity or venture capital) will typically feel much more pressure to achieve certain finite goals that can be easily measured, such as quarterly earnings or market share gains. Sinek makes the case that great CEOs who lead companies with an infinite mindset will often face challenges to the authenticity of their just cause, which require courage to address.

Examples of organizations that have a just cause are all around us. In 2014, physicians and hospitals were asking the CEO of CVS Caremark why they continued to sell cigarettes when their just cause was to "*Help people on their path to better health.*" Although there was no public pressure to do so, the CEO decided to take a \$2 billion revenue hit by removing cigarettes from all stores. If they were playing a finite game, they would never have considered such a move. They took a beating from Wall Street analysts and their stock dropped. However, their customers appreciated the move as a demonstration of their commitment to their health and, during the next 18 months, their stock doubled. Even better, studies showed many CVS customers were finally able to stop smoking.

The world is changing at exponential rates and, as a result, the competition for talent, customers and investors is more intense than ever. Competitors are now global, and new entrants can appear at any time and from any place. So that others may feel they can make a meaningful difference in this dynamic new world, leaders must be able to communicate the opportunity of joining them in their cause.

If this is true for you, there is no better time to cultivate an infinite mindset than now.

Leaders with infinite mindsets don't focus on beating specific competitors. Instead they focus on achieving their long-term visions and may even view direct competitors as potential partners who share the same vision.

Nuggets from Behind Closed Doors

Alliance members allow selected insights to be captured and shared

Inside every private Alliance meeting, there are hundreds of years of experience. While keeping confidentiality of the member who provided the challenge to their group, we've captured (with permission) just a few of the insightful comments from a handful of members. Read what these two members had to say to get a glimpse of what it is like to be an Alliance member.

Nadim Maluf: When Pivoting, Hypothesize, Then Act



*Business leaders considering a pivot are often faced with big questions about the market and how to change course effectively. Alliance member **Nadim Maluf**, CEO of **Qnovo**, recommends testing your hypothesis—and quickly.*



The situation at hand involves an executive who needed to pivot and was seeking insight into effective next steps. He not only had questions about strategy, but was also hoping to marshal the enthusiasm of his team to embrace a new course.

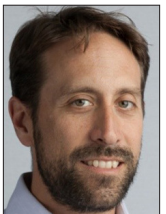
Nadim Maluf comments: If I were in your shoes, no matter what direction I'm considering, I would start by determining if there's a product-market fit. It is easy to get swept up in a new idea, but fundamentally

one cannot know at the start if it is the right choice. Therefore, I would establish my hypothesis and test it as quickly as possible. The reason for the speed imperative is that when pivoting we are usually operating on borrowed time with a shortened runway. A great way to quickly gather information is to speak with customers and partners. However, I would remember that the customer does not always know what is best—or even what they want! I would soak up information, but maintain skepticism as well. I admire Steve Jobs as an example

of someone who understood what the customers needed before they did.

I've seen leaders decide on a pivot and then realize their team is not exactly chomping at the bit to change course. Perhaps certain executives have their own departmental inertia, like a head of engineering who is not inclined to redesign the product from the ground up. But remember, this is not a democracy. If a leader has decided on a new direction, he or she now has the responsibility to gain confidence, not consensus, from the troops. I find this is best done by sharing some—usually not all—of my thinking with the team. Even though I may have been mulling over this decision for months, they are often just getting up to speed. Have patience, communicate clearly and, if there is still resistance, then consider helping folks transition within or out of the company. Best of luck!

Brian Sohmers: To Scale a Sales Team, Invest in Budding Talent



*Many companies opt for exclusively hiring sales professionals with extensive experience, minding a strategy believed to save the organization money. While a veteran sales team may be successful, is it scalable? **Brian Sohmers**, Founder and Chief Product Officer of **PropelPLM**, shares insight into building a team that can both perform and grow with the company's revenue goals.*



In the situation at hand, a business executive was seeking insight into finding highly capable sales account executives to execute on its 2020 revenue growth plan.

Brian Sohmers comments: If I were in this position, I would take the long view and develop my team by hiring the best people I can find who might not have much if any domain experience with my product or industry. To onboard them, I would invest in a formal sales training program aimed at bringing them quickly up the learning curve on our customer needs, our product benefits, and the general industry. I have found that the formula to a successful and scalable sales team is to invest in training

– “sales enablement” – and measure their performance early on. Training is expensive, so with established benchmarks in mind I can clearly determine who will be worth the investment and who might have to be let go.

An interesting tactic I might try is group training. Shared perspective is essential in developing well-rounded individual contributors. Within a group setting, I find that employees are encouraged to learn from each other, rise to the challenge and be active participants in sales training. A way to catalyze this dynamic is to provide a group incentive bonus to reward the entire sales team, including experienced members,

even though newer employees are still ramping up on the training and experience curve.

A few years ago, I wanted to develop a well-balanced team of both experienced professionals and younger employees just beginning their careers in sales. However, I found that successful salespeople were hesitant to leave a role they were performing well in – why should they start from scratch? To incentivize them to transition onto my team, I offered them a draw on their future sales commissions. It's not a signing bonus because it's tied to performance, which will keep engagement and motivation high. Best of luck!



Alden Mills
Perfect Fitness
Founder,
Unstoppable Teams
Author

Alliance Keynote: Alden Mills

Perfect Fitness Founder & Author of Unstoppable Teams

"No one cares how much you know, until they know how much you care," are words that **Alden Mills**, Founder of **Perfect Fitness** & Author of **Unstoppable Teams**, considers one of his mantras in both his business relationships and personal life. Spoken by former President Theodore Roosevelt, the message is an important piece of wisdom, certainly appreciated by the attending Alliance members who welcomed Alden to our Regional meeting at the Foster City Crowne Plaza on November 14th.

Throughout his inspiring talk, Alden shared how these words have impacted his life's work by describing several lessons learned from his newest book, *Unstoppable Teams: The Four Essential Actions of High-Performance Leadership*, which tells the story of an inexperienced ship captain who learns the secrets of success in life from an experienced skipper. These four essential actions focus around Alden's "C.A.R.E." based leadership framework: Connect, Achieve, Respect, and Empower. Connect, and you'll build trust. Achieve more, and you'll create direction. Respect

others, and you'll build an environment of continuous contributions. Empower others, and you'll create ownership within your team.

A fascinating path has shaped his unique perspective on work: he conquered childhood asthma, jumpstarted his professional life after becoming a standout at the US Naval Academy, and then rose up through the ranks as a three-time Navy SEAL platoon commander. He then transformed himself into an entrepreneur. He founded and grew Perfect Fitness to more than \$90 million in sales. *Inc.* magazine recognized Perfect Fitness in 2009 as the #1 fastest growing US consumer products company and number 4 on its overall list of the Inc. 500. In 2011, Alden sold Perfect Fitness to Implus, and continued working with the brand until 2015. Additionally, he has created more than 40 patents in the consumer sector. He credits his accomplishments to his persistence – more specifically, being persistent about learning from his failures.

Alden's experience and vibrant storytelling skills makes him a sought-after speaker around the world, and he leads speaking engagements that focus on leadership, team building and high performance. He enjoys publishing articles to his personal LinkedIn profile, offering encouraging bits of insight on handling day-to-day communications in the workplace with bosses and peers alike. You'll find links to his recent blog posts and articles at: alden-mills.com.

Alliance Keynote: Maddy Dychtwald

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Work, and Buy, voted Book of the Year by the National Community Colleges Association; *Influence: How Women's Soaring Economic Power Will Transform Our World for the Better*; and the children's/young readers' book *Gideon's Dream: A Tale of New Beginnings*. Currently she is writing a new book that combines her professional and personal passions: *Ageless Aging: 50 Simple Hacks to Reboot Your Life*. Maddy has also been featured in various media outlets including: *Bloomberg Businessweek*, *Forbes*, *Newsweek*, *U.S. News & World Report*, and *TIME*. As a member of the *Wall Street Journal's* Expert Panel on Retirement, her articles have climbed to the *Journal's* top-read lists for 2017 and 2018, covering topics like wealth management and financial planning.

In her personal life, Maddy is committed to eradicating dementia after watching family members struggle with the disease. She is the co-founder of Women Against Alzheimer's and a board member of BrightFocus Foundation, which funds early stage research to eradicate diseases of the brain and eye. She is also a founding member of the XPRIZE Alzheimer's Braintrust, gearing up to globally crowdsource innovation solutions to end the Alzheimer's disease. She considers longevity both a "demographic phenomenon and a personal journey" with the perspective of a working mom living as a now empty nester, which fuels her focus in her professional life as well. Learn more about Maddy and Age Wave at agewave.com.

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
Joshua Ballard	T125	Energy Recovery	www.energyrecovery.com	Pressure Energy Technology
Ed Brennan	388	Ravix Group	www.ravixgroup.com	Finance & Accounting Human Resources
Jessica Carps	T250	Skyline Construction	www.skylineconstruction.build	Construction
Pere Codina	275	Kompyte	www.kompyte.com	Competitor Analysis Software
Bill Draper	202	NextPhase Systems	www.nextphasesystems.com	IT Services
Paul Estey	T300	Maxar	www.maxar.com	Earth Intelligence & Space Infrastructure
Tim Fitzpatrick	307	Guardtime	www.guardtime.com	Enterprise Blockchain
Joel Garcia	271	AllCode	www.allcode.com	Cloud Applications Development
Anneka Gupta	T300	LiveRamp	www.liveramp.com	Identity Platform
Mireille Helou	T300	Orange Silicon Valley	www.orangesv.com	Telecommunications
Andrew Hsieh	277	Feasible	www.feasible.io	Advanced Battery Diagnostics
Roman Kaplun	321	Zoolatech	www.zoolatech.com	Software Development
Ervinna Lim	T225	Jumio	www.jumio.com	AI-Powered Identity Verification
Jeff Lindgren	271	Vasquez Benisek & Lindgren	www.vbllaw.com	Law Firm
John Loiacono	307	Movius	www.moviuscorp.com	Mobile Communications Software
Alon Matas	309	BetterHelp	www.betterhelp.com	Online Counseling
Tekedra Mawakana	T225	Waymo	www.waymo.com	Self-driving Service
John McDonald	T300	Poshmark	www.poshmark.com	Social Marketplace
Rick O'Connor	388	Invicta Medical	www.invictamedical.com	Sleep Apnea Treatment
Pek Pongpaet	388	Impekable	www.impekable.com	Web & Mobile Technology Innovations
Ravi Rao	275	TRex Bio	In stealth mode	Biotechnology
Clayton Salch	Q200	Redmond & Greer Pharmacy Supply	www.redmondandgreer.com	Generic Drug Wholesaler
Sunder Sarangan	T250	Sahaj Software	www.sahajsoft.com	Software Development
Tom Sego	375	BlastWave	www.blastwaveinc.com	Secure Mesh Network
Daniel Souweine	153	GetThru	www.getthru.io	Large Scale 1-to-1 Communications
Jeff Sprau	Q200	Therma	www.therma.com	Mechanical Solutions Provider
Meng Sui	388	EEnovate Technolgy	www.eenovatetech.com	Water Cleaning Technology
Akhilesh Tripathi	375	Digitate	www.digitate.com	Cognitive Automation

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

Alliance Community Activities

Alliance Holiday Dinner

The Alliance hosts three "All-Alliance" dinners each year to enable our members and their guests to meet other leaders within the larger Alliance community. Attendees from throughout the Bay Area gathered on December 5th to enjoy our 2019 Alliance Holiday Dinner at the Peninsula Golf and Country Club in San Mateo. We were pleased to recognize many Alliance members who have been part of our community for more than 5 years, some of whom have been Alliance members for more than 20 years!



Junior Achievement Entrepreneur Event

In celebration of National Entrepreneurship Month, the Alliance teamed up with Junior Achievement of Northern California in November to host the JA Centennial Entrepreneur Summit at the Google Community Space in San Francisco. Students from Galileo and El Cerrito High Schools connected with business leaders, including Alliance members **Nathan Harding** of **FoxEye Robotics**, **KaiYen Mai** of **Fusion Jerky**, **Mark Ruggles** of **Development Solutions & Services**, and **Hanna Wu** of **The Burlingame Company**, who shared their entrepreneurial journeys and how an "entrepreneurial mindset" can enable anyone to start a business.



Alliance Keynote: John Bates, Founder, Executive Speaking Success

On October 18th, we welcomed **John Bates** back for our Alliance Regional Meeting in San Ramon. As one of the most prolific TED-format trainers in the world, John has been privileged to get to know and work with many accomplished executives. Alliance members engaged in a lively discussion with John about the importance of establishing "Emotional Credibility™" in their leadership, and how to wield it effectively.



Alliance Keynote: Philippe Bouissou, Managing Partner of Blue Dots Partners

At our Alliance Regional Meeting in Santa Clara on October 4th, **Philippe Bouissou** joined us to discuss his unique methodology helping companies build sustainable revenue growth engines. During his 29 years in Silicon Valley, he has led more than 120 management consulting projects and served on the board of 20 companies. As a venture capitalist, he successfully invested \$43M and generated double-digit IRR.



Leadership in a Digital Age

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today, or do you hire for the ability to develop any skill?" she said. "We're hiring for rapid growth and rapid change, so I want to hire for the stuff we're doing today—but I also want people who have a significant track record of learning and applying new technology."

Hand applies the same standard to her leadership team. "Our Chief Commercial Officer, our Chief Financial Officer, our Chief Technology Officer—they all have the ability to understand new markets, be proactive and anticipate new things," she said. "The real challenge for a team, however, is how to collate and distill everything that's happening and decide what to do with it. You can't be strategically planning all the time. You have to pick and choose."

The increasing access to information presents additional hazards for today's leaders. "You can find out things very quickly about your competitors because everyone is online," Hand said. "But they can find out things quickly about you, too."



Rick O'Connor
Invicta Medical

Rick O'Connor (Group 388), Chief Operating Officer of **Invicta Medical**, a clinical-stage company that is developing a first-of-its-kind treatment for sleep apnea, agrees that rivals can come from anywhere. "Our competitors used to be mostly domestic and European companies," O'Connor said. "Now we have competitors emerging what were once 'developing markets' that are bigger, wealthier and have capital resources that are as big, if not bigger, than ours."

O'Connor said communication is another major challenge. It's not just that communication is evolving to a hybrid of email, text and online chat, but the fact that there are fewer guarantees of confidentiality. "The importance of the written word cannot be understated," he said. "Every time you write something, you have to assume it's going to be public information at some point. It shouldn't be, but content never goes away and is infinitely discoverable."



John Kelly
Zenreach

John Kelly (Group 277), CEO of **Zenreach**, which specializes in driving in-store foot traffic through online advertising, said tech CEOs in particular are dealing with a generational shift in the workforce and a highly competitive job market, which requires a different leadership style.

In order to retain top talent, organizations need to recognize that, in today's environment, compensation alone may not be a sufficient tool. Consistently low unemployment and increasing salaries mean that top employees have many options available to them. As a result, organizations need to pay attention to all aspects of the employee experience. High salaries are great, but when top talent is getting recruiting calls every week, you may not be successful if that is your only lever. Organizations need to ensure that employee morale and employee environment are healthy. "We can't be as top down as we were before. We have

to adjust our approach to put a stronger emphasis on company purpose, culture and environment," Kelly said. "Inspiration is more important today than ever."

According to Kelly, another effect of accelerated change is how companies must be prepared to change direction when needed. "We might put together 3 to 5 year plans," he said, "but no one is under the delusion that they are fixed." In just one 12-month span, he added, Zenreach saw five new competitors in its space. "This fast-evolving environment requires all of us to be much more flexible and nimble. If you have a very rigid plan, you're probably going to miss opportunities and competitive threats as they develop."



Said Ouissal
ZEDEDA

Ultimately, digital technology will impact every company, according to **Said Ouissal** (Group 375), CEO of **ZEDEDA**, a provider of edge computing technology, who adds that companies that don't rethink everything they do from the ground up digitally simply won't last. "It doesn't matter if you are a Fortune 500 company or a startup—if you don't embrace digital technology not only in how you work, but also in how you serve your customers and everything else, you will be irrelevant," he said.

As an example, when Ouissal launched ZEDEDA, "we decided to not use paper and not deploy infrastructure that could not be accessed by a laptop," he said. "Everything had to be developed, launched and accessed in the cloud." The young developers who work at ZEDEDA understood. "They grew up in the digital age, so everything to them is an app," Ouissal said.

At the same time, leaders need to understand and cater to how younger employees communicate. "The next generation of workers are used to working anywhere and are very accustomed to communicating online and by chat," he said. "They are not picking up their phones, and even email is considered outdated."



Alon Matas
BetterHelp.com

A distributed workforce was also perceived as a digital age benefit by several Alliance members. **Alon Matas** (Group 309) is the Founder and President of **BetterHelp.com**, which connects consumers looking for counseling to a network of nationwide, licensed, accredited and board-certified therapists through email, online chat, phone and video sessions.

"We are in a fast-paced consumer business with lots of changes," Matas said. "Efficiency is super important, so we took the hard approach of having a real office. In my organization, you can do many more things with more people by doing it in a shared, physical space." On the other hand, he said, "the digital age has opened up a lot of services people need that were not accessible before. Most people who need to go to therapy don't because it's too expensive and

too inconvenient. We solved all of these problems through an online medium."

Interestingly, when BetterHelp.com began, Matas assumed most of the therapists he hired would be young, tech-savvy recent grads. "What happened has almost been the opposite," he said. "Most of our therapists are on the older side, which means that older people are not as un-tech-savvy as people think. They are also more willing to look into non-traditional ways to work."

John Aisien (Group 110), CEO of **Blue Cedar**, a no code mobile app security integration platform, said digitization reduces entry barriers for everybody, which is both an opportunity and a challenge. "It's easier to start a business, but it's more difficult to stay ahead of the curve and more complicated to figure out who to stay ahead of," he said.



John Aisien
Blue Cedar

In such an environment, Aisien believes that leading with "authenticity and credibility" is more important than personally keeping up with every new trend. "If one's objective as a leader is to know more about every relevant element of running the business than one's employees, investors and customers, by definition, that's a guaranteed recipe for failure," he said. "My approach is just to be authentic and be comfortable with not knowing—but knowing that *somebody* in my ecosystem knows. It could be a customer, an employee, or a board member, and that's fine."

Aisien doesn't think the accelerating pace of technology will change the CEO's role that much, either. "Technology creates opportunities, but it's not a substitute for sound leadership. I lean on my team a lot, and I set broad goals, and I try to recruit and manage an effective team. I reward good performance, and I constantly test the efficacy of our strategies. It's pretty evident to see how digital tools and the use of data for everything we do helps across all these dimensions, but I think there will be some fundamental tenets of the CEO role that will remain broadly the same."

O'Connor agrees. "What are the leadership skills that work now, compared to what worked in the past?" he asked. "They really aren't much different. The things we're talking about – engaging and motivating your people, communication, adaptability, constant learning – those skills will always have good outcomes."

Trying to lead in an increasingly digital age may not be easy. But as science fiction author Isaac Asimov once wrote, "No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be." The above Alliance leaders would probably agree—and fortunately, they appear more than ready for the challenge.

Warren Lutz is a writer for the Alliance of Chief Executives newsletter. He may be contacted at lutzwrite@yahoo.com.

Members In The News

Primary Care Organization, One Medical, Goes Public

January 31, 2020

Shares of health care provider One Medical surged nearly 58% in first-day trading. The San Francisco-based company, which offers primary care facilities and telehealth services in multiple U.S. cities, began the week with a market cap around \$3 billion. Congratulations to Alliance member Amir Rubin, President & CEO of One Medical (Group Q400).



Axiom Exergy Captures a Place in the 2020 Global Cleantech 100

January 16, 2020

Axiom Exergy, a technology company that uses artificial intelligence to transform the world's thermal systems into intelligent, flexible, and resilient assets, was named a 2020 Global Cleantech 100 company by Cleantech Group. Axiom is led by Alliance member Amrit Robbins (Group 110).

Collette Bunton Named 2020 "Women of Influence" Award Winner

January 16, 2020

Congratulations to Alliance member Collette Bunton (Group 309), CEO of Whistle Labs, on being named one of *Pet Age's* 2020 "Women of Influence" award winners.



Virtual Incision Corporation Raises \$20 Million

January 8, 2020

Virtual Incision Corporation, a medical device company pioneering a first-of-its-kind miniaturized surgical robot, announced it has raised \$20 million in a Series B+ financing. Virtual Incision is led by Alliance member John Murphy (Group Q400).

Novome Biotechnologies Raises \$33 Million Series A Financing

January 7, 2020

Novome Biotechnologies, a biotechnology company engineering first-in-class, living medicines for chronic diseases, announced that it has secured \$33 million in a Series A financing and has appointed Alliance member Blake Wise (Group 110) as Chief Executive Officer.



Cadent Acquires 4INFO

January 2, 2020

Cadent, the advanced TV platform company, announced the acquisition of 4INFO to expand its cross-screen solutions for national advertisers with advanced audience targeting, and over-the-top (OTT) and connected TV (CTV) video buying capabilities. Alliance member Tim Jenkins (Group 307) is the CEO of 4INFO.

Ekso Bionics Announces Closing of \$5 Million Registered Direct Offering

December 20, 2019

Ekso Bionics, an industry leader in exoskeleton technology for medical and industrial use, announced the closing of its previously announced registered direct offering of 11,111,116 shares of its common stock and warrants. Ekso Bionics is led by Alliance member Jack Peurach (Group 272).



Lattice Semiconductor Wins GSA's 2019 "Analyst Favorite Semiconductor Company" Award

December 9, 2019



Lattice Semiconductor, the low power programmable leader, announced that it won the Global Semiconductor Alliance's (GSA) 2019 "Analyst Favorite Semiconductor Company" award based on technology and financial performance. Alliance member Jim Anderson (Group Q200) is the President & CEO of Lattice.

Bailard Wins a 2019 Pensions & Investments Best Places to Work Award

December 9, 2019

Congratulations to Bailard, a boutique asset and wealth management firm led by Alliance member Peter Hill (Group 110), on earning a Pensions & Investments "2019 Best Places to Work in Money Management" award.



Three Alliance Members on Deloitte's Technology Fast 500 List

November 25, 2019

Congratulations to the following Alliance members whose companies were named to the 2019 Deloitte Technology Fast 500 List:

- Big Switch Networks, led by CEO Doug Murray (Group Q400)
- CytomX Therapeutics, led by President & CEO Sean McCarthy (Group Q200)
- Nozomi Networks, led by President & CEO Edgard Capdevielle (Group 309)

Ellie Mae Signs Agreement to Acquire Capsilon

October 28, 2019

Ellie Mae, a cloud-based platform provider, announced it signed a definitive agreement to acquire Capsilon, a provider of AI-powered mortgage automation software for lenders, investors and servicers. Alliance member Jonathan Corr (Group Q200) is the President & CEO of Ellie Mae.



Three Alliance Member Companies on the List of the Bay Area's Fastest Growing Private Companies

October 17, 2019

Congratulations to the following Alliance members whose companies were named to the Bay Area's list of the Fastest-Growing Private Companies for 2019 by the *San Francisco Business Times* and the *Silicon Valley Business Journal*:

- Innwave Marketing Group, led by CEO Stu Birger (Group 305)
- OnQ, led by Founder & CEO Paul Chapuis (Group 272)
- Oportun, led by SVP of Retail, Marketing & Product Management Nick LeCuyer (Group T250)

Ervinna Lim Wins "Women in Cybersecurity" Award

October 15, 2019

Congratulations to Alliance member Ervinna Lim (Group T225), who serves as Jumio's Vice President of Global Customer Success, and won a "Women in Cybersecurity" award for her achievements in the cybersecurity industry recognized by *Cyber Defense Magazine*.



Upcoming Alliance Events

For an updated list of all Alliance events, go to www.allianceofceos.com/events_upcoming

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: Eamonn Kelly, Chief Futurist, Deloitte: Friday, February 14 in San Francisco

Eamonn Kelly, author of *Powerful Times* and Chief Futurist of Deloitte, will join us for this Regional Alliance meeting. Eamonn advises senior leadership at leading corporations across multiple sectors, key global and national public agencies, as well as major philanthropic foundations. He also develops and delivers programs to help current and future leaders acquire the knowledge, judgment and skills required to succeed in a complex and unpredictable future. Prior to joining Deloitte, Eamonn served as CEO of Global Business Network (GBN), the pioneering scenario planning consultancy and futures think-tank where he led GBN's thought leadership about the future and the development of insights, tools and methodologies for mastering change and uncertainty. Event begins at 7:30 am at The City Club of San Francisco.



Keynote: Scott Seidewitz, Principal, The Seidewitz Group: Thursday, March 12 in Foster City

Scott Seidewitz, Principal of The Seidewitz Group, will join us for this Regional Alliance meeting. A graduate of MIT, an ex-P&G branding expert and a former political activist, Scott has never shied away from challenging the conventional wisdom. With a sharp business perspective and deep understanding of market research best practices, Scott specializes in showing how conventional research often stifles innovation and growth. He offers business leaders provocative new approaches to using customer insights to drive business results. One of the key areas where Scott has innovated is in applying the science of memory and motivation to marketing. Event begins at 7:30 am at the Crowne Plaza in Foster City.

LIFE SCIENCES

Life Sciences Roundtable: Wednesday, March 18 in South San Francisco

This invitation-only Life Sciences Roundtable will 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 am at Bellicum Pharmaceuticals in South San Francisco.

SOFTWARE

Software Roundtable: Wednesday, March 25 in Santa Clara

Software companies are undergoing rapid and radical change. This invitation-only Roundtable will allow software leaders to discuss their experiences and challenges in direct, candid "Alliance-style" roundtable discussions. Event begins at 7:30 am at PropelPLM in Santa Clara.



Alliance Spring Dinner: Thursday, April 23 in San Jose

All Alliance members and their guests are invited to attend our Alliance Spring Dinner at the Silicon Valley Capital Club in San Jose. Our wine reception and dinner are free for Alliance members and their guests! We host three "All-Alliance" dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area leaders. Event begins at 6:00 pm. Reserve your space early. This is always a popular event.



CyberSecurity Roundtable: Friday, April 24 in San Jose

The world of cybersecurity is becoming even more complex and vitally critical. This invitation-only CyberSecurity Roundtable allows Alliance members in this industry to come together and discuss their specific challenges and opportunities. Event begins at 7:30 am at WhiteHat Security in San Jose.



Keynote: John Murphy, CEO, Virtual Incision: Friday, May 15 in San Ramon

Alliance member John Murphy, CEO of Virtual Incision, will join us for this Regional Alliance meeting. John will speak about his journey and the lessons he's learned from executive leadership roles at some of world's largest enterprises (Allied Signal, Honeywell and Perkin-Elmer) to mid-sized, PE-backed companies (Celerity and NDS Surgical Imaging) to his latest, Virtual Incision, which is an early-stage, VC-backed, surgical robotics start-up. Event begins at 7:30 am at the Roundhouse Conference Center in San Ramon.



Keynote: Rao Mulpuri, CEO, View Inc.: Friday, June 5 in Santa Clara

Rao Mulpuri, CEO of View, will join us for this Regional Alliance meeting. View is a technology company that is creating smart and connected buildings to improve people's health and wellness, while simultaneously reducing energy consumption. Under Rao's leadership, View has developed groundbreaking technology and products, and has achieved several milestones including the first large-scale commercialization of dynamic smart glass, building state-of-the-art manufacturing, and achieving rapid commercial growth. Prior to joining View, Rao served as President of Novellus Systems Japan and VP/General Manager of the Integrated Metals Business. Event begins at 7:30 am at the Santa Clara Convention Center.



Alliance Fall Dinner: Thursday, September 24 in San Francisco

All Alliance members and their guests are invited to attend our Alliance Fall Dinner at The City Club in San Francisco. Our wine reception and dinner are free for Alliance members and their guests! We host three "All-Alliance" Dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area leaders. Event begins at 6:00 pm. This is always a popular event so reserve your space early.



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