

# 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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## Business Across the Pond

*Expanding to Europe? Plan well, say these Alliance CEOs*

**By Warren Lutz**

Want to sell your technology to the European market? You'd better be prepared, says Ashok Santhanam (Group 305) – and be patient.

"The level of due diligence that a European customer does before choosing a vendor is much greater than in the U.S.," says Santhanam, whose company, Bristlecone, advises clients on how to maximize the strategic value of their supply chains.

"You get into the details of the technical aspects of your solutions and the backgrounds of your people and where they are based. If that means it takes them three to six months longer to make a decision, so be it."

But there's a good side, too, he says. "It's hard to get in, but it's hard to get

out once you get in. Once you've broken through and established that customer relationship, as long as you keep doing a good job, your exit barriers will be much higher."

Within the Alliance, there is a growing desire to do business across the pond, whether it's a U.S. CEO going to Europe, or a European executive moving stateside. But doing business in Europe – and coming from Europe to do business in America – involves unique opportunities and challenges, as CEOs who have "been there" can attest.

According to Santhanam, U.S. companies



Ashok Santhanam  
Bristlecone

*Continued on page 6*

## Purposeful, personal leadership

*'Lead by Greatness' author: Authority comes from character*



David Lapin  
Lapin Consulting International

**By ACE Staff**

Common thinking may say otherwise, but according to David Lapin, author of "Lead by Greatness," a leader's authority should come from his or her personal stature rather than positional success.

Lapin shared this and other aspects of his leadership philosophy at this Feb. 8th Alliance event in San Francisco.

As an example, Lapin discussed the threat of commoditization in business and companies driving down costs without increasing value.

However, the Swatch company — led by Lebanese entrepreneur, Nicolas Hayek — took over the Swiss watch industry in the mid-1980s by understanding that human beings crave art and will pay more for art than they will for technology.

"If you thought watches were about telling the time, you would be out of business," Lapin said. "A watch is a coveted work of art wrapped in a useful technology that is portable."

Lapin pulled from real-world examples of companies that

*Continued on page 4*

# How to Think Differently

*'Right brain' skills of creativity, sensing and learning could be key*

Steve Jobs was credited with inspiring Apple's trademark advertising campaign challenging each of us to "think differently." But, how does one go about thinking differently?



**PAUL WITKAY**  
FOUNDER

Since founding the Alliance of Chief Executives in 1996, I have passionately studied and experimented with how CEOs can generate breakthrough ideas – which are the most visible examples of thinking differently.

I recently had the opportunity to speak with Marty Neumeier who in 2003 launched a think tank called Neutron to merge design thinking with business management. He's written three best-sellers, "The Brand Gap", "Zag" and

"The Designful Company" about how business leaders can build a culture of nonstop innovation ("If you wanna innovate, you gotta design.").

Marty's newest book, "**MetaSkills: Five Talents for the Robotic Age**," suggests that we are entering a new age in which the "left-brain" skills of the industrial age, while still very important, will be surpassed by the "right brain" skills of creativity, sensing and learning. He quotes former IBM CEO, Lou Gerstner, who believes that complexity is accelerating at a pace faster than our capability to handle it.

As computing advances have made information immediately and almost totally accessible, Neumeier believes that we must develop the ability to cultivate five "metaskills" if we are to reshape the world.

- **Feeling** – "The ability to draw on human emotion for intuition, aesthetics and empathy, is a talent that's becoming more and more vital. It's the ability to connect deeply with people through vicarious imagination, or "putting yourself in another person's shoes."

- **Seeing** – "Integrative thinkers don't break a problem into separate pieces and work on them one by one. Instead, they see the entire architecture of the problem – how the various parts fit together, and how one decision affects another. By resolving the tensions that launched the problem, they can craft a holistic solution which often requires them to reject the urge for certainty and grapple with the messiness of the paradox."

- **Dreaming** – "The #1 hazard for innovators is getting in stuck in the tar pits of knowledge. Knowledge has a powerful influence over creativity. When we're stumped or in a hurry

to solve a problem, our brains often default to off-the-shelf solutions based upon *'what everyone knows.'* The proper approach to invention is not logic but wonderment. Creative thinking begins with phrases such as *'I wonder'*, *'I wish'* and *'what if.'*"

- **Making** – Creativity is a messy process and we arrive at "better decisions by making not-so-good decisions and then constantly improving upon them. The best designers believe in failing fast. Their drawings, models and prototypes are not designed to be perfect solutions."

- **Learning** – "If you're seeking new information or fresh insights, you need to look beyond your clique, since a clique is a closed system that acts more like a mirror than a window. The antidote to the clique is to open the window. Connect with groups outside your own. Put yourself in the way of meeting like-spirited people, not just like-minded people."

So how do normal people like us, think differently? Steve Jobs was smart – but not exceptionally smart. However, he learned the trick of divergent thinking. Biographer Walter Isaacson said Steve's "imaginative leaps were instinctive, unexpected, and at times magical. He had the ability to make connections that other people couldn't see, simply because they couldn't let go of what they already knew." We need to stop seeking only current best practices and challenge our assumptions about our current limits and ask questions about what might be. Howard Schultz once said that *"who wants a dream that's near-fetched?"*

In order to solve the global problems facing us, we must think differently than we have done in the past. No single individual is as smart as all of us, so we must learn from others

with different knowledge and skills. By seeing our problems from new perspectives, dreaming big ideas and fast prototyping new solutions, we can make a dent in changing our world.

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

*"Jobs had the ability to make connections that other people couldn't see, simply because they couldn't let go of what they already knew."*

# Check Your Strategy When It's Working

*Many companies don't realize difference between strategic and operational planning*



**ROBERT SHER**

Any company that has weathered the recession of 2008-2009 well should congratulate itself for exemplary performance amidst truly trying times. And with the stock market at new heights and the broader economy on the upswing, the leaders of many high-flying companies could not be blamed for feeling that now is the time to double down on their strategy. Yet ironically this could sow the seeds of trouble.

This lesson was brought home to me in a recent Alliance meeting. One CEO's firm, with a nine-figure top line, is growing at nearly triple-digit rates. He and his team are working overtime to hire, train and serve customers. Yet the board is pushing management for a full-blown strategic planning process. Is this a waste of time—or worse, a distraction—given the rapid growth? Two examples suggest not.

The first is Blackberry (previously known as Research in Motion Ltd.-RIM), whose once-ubiquitous Blackberry was an early leader in smart phones. Today, Blackberry is struggling to remain relevant and profitable as a one-product company amidst mega-firms. The time for Blackberry to lay down a new strategy was before 2007, the year before its stock peaked (at 140) and long before the stock fell below 60 in early 2011 (it now trades in the low teens). 2007 was also the year that Apple introduced its iPhone, which upended the smartphone market that Blackberry had ruled.

The second example is JC Penney, which had long clung to the ever-narrowing market space between discounters and high-end department stores. In what looked like a last-ditch effort to ignite growth, the company switched strategies with a new CEO in November 2011. The following year, however, its revenue plunged 25% and years of slim profits turned into a net loss of nearly \$1 billion. Penney now needs a turnaround. The new CEO, Ron John-

son (who had helped Apple become a hugely successful retailer in the last decade), won't be the one to lead it. He was fired.

Companies that make a big shift in strategy need to start early, long before a crisis envelops them. That will increase the odds that they plan carefully. Success on short-term execution is no guarantee of longer-term stability and growth.

So what is the problem that runs through such companies? It's that they aren't rigorous about strategic and operational planning, often don't realize the difference between the two, and even when they do, they don't connect them well. In the most successful companies I've seen, CEOs separate

*Companies  
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strategic from operational planning and set a cadence for each. They call out pre-determined early warning signs focused on underlying assumptions that support the strategy. A change in these assumptions triggers a reevaluation of the strategy.

While all company leaders think about their strategy, the level of formality varies greatly. Many firms blend strategic and operational planning into one process (often referred to as business planning). Some emphasize operational planning but aren't rigorous about long-term strategic planning. Others spend hundreds of thousands of dollars on big consulting firms to assess and capture the macro-economic trends and competitive shifts, but don't translate it well to actionable tactics. Still other leadership teams work hard every

day but don't plan much at all. What is the right balance between strategic and operational planning?

Conducting and connecting strategic and operational planning effectively first requires clearly delineating the two. This may seem obvious. However, many managers use the term "strategic planning" and "operational planning" interchangeably. Let us be specific about how we're using the terms.

## **Strategic Planning**

Strategic planning is a deep examination of a company's business model—its position in the marketplace three to five years out (or longer for capital-intensive firms). It sets aside the strengths, weaknesses, opportunities and threats (SWOT) of today, and strives to envision the SWOT of the future—and how the company must adapt to that future. For example, strategic planning led IBM, which used to be a products company, to largely become a consulting firm today.

A diligent effort on a strategic plan can take hundreds of hours of top management's time—time away from running the business. A solid strategic planning process looks at competitive positioning, shifts in customer demand and preferences, substitutes, adjacent industries, industry maturation and more. Consulting firms like Bain and McKinsey love to lead strategic planning exercises. But the investment is significant, and often too much for middle market firms. This is altogether different from operational planning.

## **Operational Planning**

Operational planning focuses on the year ahead. It identifies priority projects for each person on the leadership team, with deadlines & scope identified in writing. It includes monthly objectives/KPIs for each leader, and the strategies that each function will use to

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click on or type <http://www.allianceofceos.com/forum/> into your Web browser.

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## Communicating Persuasively

*Juliet Erickson: Lead with the objective, not the subject*

### By ACE Staff

Juliet Erickson, a 20+ year communication coach and strategist, joined us for this Regional Top Team Alliance meeting to discuss Persuasive Communication.

Erickson encouraged CEOs to prepare an agenda and "lead with the objective" rather than subject matter. "What are people supposed to do or think as a result of this meeting?" she said.

She also encouraged CEOs to "get to the why" when communicating and to understand the "context-emotional issues technique" of



*Juliet Erickson  
"The Art of Persuasion"*

communicating.

Erickson spoke about "gravitas," the effectiveness of seeing and being seen, and how to be okay with silence and manage the tension between you and your audience.

Erickson has worked with some of the world's leading financial, publishing, technology, media, marketing and academic organizations, celebrities, sportsmen and women and politicians. She recently worked with the London Olympic Bid team and has published two books – "The Art of Persuasion" and "Nine Ways to Walk Around A Boulder."

## David Lapin

*Continued from page 1*

were able to break out of industry molds and differentiate themselves. In doing so, he made the case for driving performance by embracing a higher purpose.

He said his company, Lapin Consulting International, can help "any company led by "individuals of character and integrity."

"We help them embed their character into their offerings, and this differentiates them in ways that cannot be imitated by competitors — and drives their results," Lapin said.

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
Andrew Barrons	T115	Navis	www.navis.com	Marine Terminal Operations Software
Nocair Bensalah	T115	Energy Recovery	www.energyrecovery.com	Energy Recovery Systems
Vishnu Beri	T110	Digital Nirvana	www.digital-nirvana.com	Knowledge Management Solutions
Kevin Chance	Q100	Molecular Devices	www.moleculardevices.com	Bioanalytical Products
Chen Chang	309	BEEcube	www.beecube.com	Reconfigurable Platforms
Tim Danison	210	Tracker Corporation	www.trackercorp.com	Immigration Law Software
Derek Fung	T205	Total Phase	www.totalphase.com	Embedded Systems Tools
Hiren Hindocha	321	Digital Nirvana	www.digital-nirvana.com	Knowledge Management Solutions
Cathal Lathrop	T205	Components Direct USA	www.g2tech.com	Electronic Components
Patrick Lowry	105	Alta Visa Solutions	www.altavistasolutions.com	Engineering Services
Bruce MacDiarmid	272	Shari's Management Corp.	www.sharis.com	Restaurants
Camillo Martino	Q400	Silicon Image	www.siliconimage.com	HD Connectivity
Mike Richey	T110	diaDexus	www.diadexus.co	Medical Diagnostics
John Spottiswood	T115	Inflection	www.inflection.com	Public Record Data
Joe Tatum	Q400	Ascension Insurance	www.ascensionins.com	Insurance Brokerage
Xiaodong Yang	121	Apexigen	www.apexigen.com	Biopharmaceuticals

**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

## Building An A+ Top Team

A top team that you'd rate as A+ is a dream come true for most CEOs. Yet it is no easy task. Alliance members came together to share successes and challenges. Some of the issues we heard about at this event included picking the right new top team members - and avoiding mistakes; how can you help loyal executives step up their game; how hard should you drive your top team; discerning poor teamwork from poor individual performance, and what to do about it; and strategies and approaches to firing a key executive.



**Left to right:** Sblend Sblendorio (Group 127) of Hoge Fenton, David Bleiman (Group 271) of Rutherford + Chekene, Paul Witkay, Founder of the Alliance of Chief Executives, and Helen Fehr of Rutherford + Chekene.

## Professional Services

On April 24th, Alliance of Chief Executives held an invitation only Professional Services Roundtable. Professional services firms (i.e. law, accounting, architecture, engineering, consulting) have unique issues and the Alliance is bringing its members together to share the collective wisdom. For this event, we focused on issues relating to partners. 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.

## European Dinner

Top Photo: Dave Darsch, founder & CEO of CEO-CF in Europe, enjoys meeting with our Alliance CEOs when the CEO-CF members joined us for dinner and CEO meetings in April in Santa Clara.



Bottom photo: Alliance members Gene Banman, Rick Sutherland and Craig Cohen share stories at our dinner at Parcel 104 in Santa Clara on April 4th.



## Doing business in Europe carries risks, opportunities

*Continued from page 1*

may be more willing to pay premium prices for unique products, whereas in Europe, pricing is more uniform. But, he adds, "you also don't go below a certain level. They are accustomed to paying more for things, and that translates into



Lane Bess  
Zscaler

reasonably decent pricing for you." Santhanam makes about six or seven trips to Europe each year. But he has to plan ahead, since European labor laws are very liberal with vacation time and holidays. "I may give my European team two weeks in May and ask, which one works?" he says. "It may turn out that both are vacation weeks ... so we have to factor it into our planning."

Lane Bess (Group T115), former CEO of Palo Alto Networks (and now with Zscaler, a provider of cloud-based security solutions) has extensive experience building businesses in Europe. He says that CEOs who are looking to make a splash across the Atlantic need to prepare – particularly if their business is technology.

He says there are three questions CEOs need to answer before doing business in Europe: when, where and who. Answering any of them incorrectly could spell trouble. "If you make any of the wrong judgments, you can make a bad investment, move too quickly and quite honestly, set the business back," Bess says.



E.J. Dieterle  
YES Partners

"Getting the right leadership, the right sales team and the right support in Europe can be challenging – especially if you are a small or startup company and you don't have the brand recognition to attract the best talent," he adds. "For the unsuspecting and unknowing American executive, you can be very easily taken in by the need to get somebody in place in Europe. But you might hire somebody with a fair degree of experience, but not the exact degree of competence to ensure success."

Bess recommends relying on trusted networks to find the right people. "Many times it's people who have worked for you or with you in the past."

E.J. Dieterle (Group 333), a German native and CEO of YES Partners, a global

executive search firm, says there are some similarities between Europe and the U.S. in terms of how each U.S. state, like each European country, has different regulations. But there are many, many differences. For one, consumers in both continents value products differently. "From the typical German point of view, a good washing machine is something that has twenty or twenty-five different programs for using it," he says. "Americans just want it to be easy to use and 'convenient.'"

Dieterle advises CEOs who are thinking about expanding to Europe to "be GloCal" – think global with the company mission, philosophy, management, strategy, finance and manufacturing, but act local with marketing, sales, distribution and staffing. For example, it often makes sense for companies to hire local employees rather than bring in ex-pats. "That way, they have no issue

*"From the typical German point of view, a good washing machine has 20 to 25 different programs for using it. Americans just want it to be easy to use."*

with language or dialect," Dieterle says. "They can hit the ground running, and they may already know the industry and potential clients—and more importantly, the decision-makers with the potential clients." Another reason to hire locally, he said, is that the employee and his or her family do not have to resettle.

Another difference between the U.S. and Germany is that responsibilities are also typically shared in Germany, Dieterle says. "You have something called a joint signatory (Gesamtprokura), which means a company has to have two people authorized to sign important company documents, such as checks. This surprises people because, in America, there's only one person who is the boss, who typically is responsible for the company and signs the check," he said.

Dieterle agrees that many U.S. and European companies looking to do business across the Atlantic make the mistake of starting with the wrong people.

They also underestimate the financial commitment it takes, he adds. "The most important thing is if you expand in an overseas market, you have to get into the local culture, and that goes beyond language. It is about understanding the culture, how to do business, and how to build relationships."

Dieterle suggests that CEOs exploring Europe for business should adapt to the environment they are in. "As the saying goes, 'when in Rome,'" he adds.

Some CEOs who have moved their businesses to the U.S. have seen equally striking differences. Eric Baissus (Group 309), CEO of BuzzForces, which provides a social sale and paid referral marketing platform, moved from France to the Bay Area two years ago. He has seen great opportunities in the U.S. "Companies are much more open to new ideas and to working with small players, so business grows much faster," Baissus says. "Change is much faster in the U.S., too." Baissus has had challenges as well. "In Europe, it's pretty easy to find engineers, whereas in the U.S., the turnover is much higher," he says. "Companies tend to lose some momentum when they can't retain people."

Risto Lahdesmaki (Group 302), CEO of Idean Enterprises, a Finnish creative design agency that specializes in digital services, said his company has seen rapid growth since moving its headquarters to Palo Alto two years ago. Idean's customers include many top Fortune 500 companies, Silicon Valley startups and venture capital firms. Lahdesmaki has found no obstacles to business in the U.S. so far. "I really like the speed and how entrepreneurial this area is. It's a great place to be. People are so willing to share, and the attitude is great. People are always pushing the envelope."

"From my point of view, being in Europe is pretty stable, but you can't really grow," he added. "Here, I have way more opportunities to grow our business. We have trouble meeting the demand."

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



Eric Baissus  
BuzzForces



Risto Lahdesmaki  
Idean Enterprises

# Members In The News

## Grockit's Learnist Wins Cool Tool Award

April 9, 2013

Learnist, Grockit's online tool that makes sense of online information for free, won the "Cool Tool Award" in EdTech Digest's 2013 awards list honoring trendsetters and leaders in the education and technology sectors. The Cool Tool Award "recognizes new, emerging and established technology solutions for education." Grockit is led by Roy Gilbert (Q300).



## Liverpool FC Installs Xirrus Wi-Fi

April 4, 2013

Liverpool FC, one of the world's most famous football clubs, installed Xirrus Wi-Fi networks in its stadium, making it easier for fans to share their gametime experiences on social media. Xirrus is led by Shane Buckley (Q100).



## Entrepreneur of the Year Awarded to Rajesh Subramaniam

March 22, 2013

Congratulations to Alliance member Rajesh Subramaniam (Group 152) upon receiving the Entrepreneur of the Year Award from the Indo-American Federation of Fremont. Subramaniam leads embedUR systems.



## Dave's Gourmet Bottles Insanity

March 1, 2013

San Francisco Business Times reporter Nathalie Pierrepont profiled Alliance member Dave Hirschkop (Group 212) and his insanely hot sauces.



## Rodan & Fields Acquires New Office Space to Handle Growth

March 1, 2013

Rodan + Fields, the dermatologist-created skincare products company, has grabbed 62,500 square feet at 60 Spear Street in San Francisco, to more than double its current footprint at 111 Maiden Lane. Alliance member Lori Bush (Group 272) is the President of Rodan + Fields.



## Ceil McCloy Named to California Small Business Advisory Council

February 24, 2013

The Department of General Services Small Business Advisory Councils adds a new member, Cecelia McCloy (Group 107) President & CEO of Integrated Science Solutions, Inc.



## Profile of Tyson Lawrence and PacWest Distributing

February 22, 2013

San Francisco Business Times reporter Jeff Hughes profiled Alliance member Tyson Lawrence (Group 111) and PacWest Distributing Inc.



## Skyera Closes Over \$51 Million Series B Financing

February 21, 2013

Skyera has closed over \$51 million in Series B financing to accelerate its next-generation enterprise solid-state storage solution. Dell Ventures leads the syndicate of investors to promote an award-winning enterprise solid-state storage systems provider. Alliance member Rado Danilak (Group 309) is the CEO of Skyera.



## 4 Alliance Members on List of the Best Places to Work

Congratulations to the following Alliance Members whose companies were named to this year's list of the "Best Places to Work in the Bay Area!"

- Advent Software - Anthony Sperling (T105)
- Grockit - Roy Gilbert (Q300)
- Kaiser Permanente - Sandra Pham (T300)
- Syserco - Derek Eggers (Group 121)



Sperling



Gilbert



Pham



Eggers

## 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](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 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](mailto:lmadal@allianceofceos.com).

## Keynote: Marty Neumeier, Liquid Agency: Friday, May 3 in Santa Clara

Marty Neumeier, Director of Transformation at Liquid Agency, is a recognized thought leader in brand strategy, innovation and design whose insight helps transform businesses from the inside out. He will discuss his latest book, *Metaskills: Five Talents for the Robotic Age*, in which he presents the metaskills that will keep you two or three steps ahead of the machines, the algorithms, and the outsourcing forces of the "robot curve." Event begins at 7:30 a.m. at the TechMart in Santa Clara.



## Cleantech CEO Roundtable: Tuesday, May 7 in San Mateo

The environment for cleantech companies continues to be quite volatile and uncertain. Our members expressed their desire to come together to discuss their challenges in high-level, direct, candid discussions in this invitation-only Roundtable. Event begins at 7:30 a.m. at Baillard in San Mateo.

## Consumer Companies Roundtable: Wednesday, May 8 in Emeryville

Consumer markets are undergoing rapid and radical change. This invitation-only Roundtable will allow consumer-focused leaders to discuss their experiences and challenges in direct, candid "Alliance-style" roundtable discussions. Event begins at 7:30 a.m. at Jamba Juice in Emeryville.



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

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

## CFO Roundtable: Tuesday, May 14 in Cupertino

The CEO and CFO can become a powerful duo that balances growth with financial prudence. While CFOs must run a great finance and accounting department, they can also play a significant role in business strategy and operational excellence. At this invitation-only Alliance Roundtable, CFOs will share their collective wisdom on a variety of topics, including strategies and techniques for more closely partnering with their CEO to make a strategic difference. Event begins at 7:30 a.m. at Seagate Technology in Cupertino.



## Alliance Spring Dinner: Thursday, May 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 is free for Alliance members and their guests! We host three "All-Alliance" CEO Dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area CEOs. Event begins at 6 p.m. Reserve your space early!

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

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



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

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

## Keynote: David Gensler, Gensler Architecture: Friday, August 9 in San Francisco

David Gensler, who leads the world's premier design firm, Gensler Architecture, Design & Planning, will join us for this regional Alliance meeting. As architects, designers, planners and consultants, Gensler partners with their clients on over 3,000 projects each year – projects as small as a wine label or as large as a new urban district in China. Event begins at 7:30 a.m. at the Bently Reserve in San Francisco.



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