

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 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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Building Deeper Benches

As their companies grow, CEOs are placing more focus on developing tomorrow's managers and leaders



Tim Maly
SurveyMonkey

By Warren Lutz

Leading online survey provider SurveyMonkey had grown tremendously in recent years, from 14 people in 2008 to 470 people this year. It had launched new products and was recruiting even more people to sell. There was just one problem—a lack of leaders.

"Our middle management was filled with first-time managers who were talented and great performers, but had no experience managing people," says COO & CFO **Tim Maly** (Group T105). "We decided we weren't going to scale if we didn't focus on management training."

With an improving business climate fueling the growth of many businesses, skilled leadership is at a premium. As CEOs try to deepen their bench, the challenge is whether to look outside the company or train and mentor employees into leadership positions so they can grow with the business.

Drawing on his six years of experience at Google—renowned for its employee development efforts—Maly helped SurveyMonkey roll out its first management training program this year. Each SurveyMonkey executive sponsors a training module that educates would-be leaders on everything from setting team goals to the

legal pitfalls of hiring and firing. "The idea was to create a safe environment where people felt comfortable building key skillsets and were able to bond with their peers," Maly said.



Manuel Terranova
Peaxy

Other Alliance members are stepping up both their leadership recruiting and training efforts as well—but there have been hurdles. When **Manuel Terranova** co-founded Peaxy, a data access technology company, three years ago, he was surprised to discover that many of the experienced technology professionals he was recruiting had never been professionally managed. As a former executive at GE, where Jack Welch had developed an extensive leadership training program, "this was a huge revelation to me," Terranova (Group 307) said. "There is a lot of exceptional technical talent here in the Valley, but it's just not a core cultural strength to professionally manage people."

Terranova, Peaxy's President & CEO, created a 90-day Goals and Objectives program for his staff to keep everyone aligned and focused on top company priorities. Every employee identifies their individual goals for the quarter, which are reviewed and discussed with their line managers.

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With Freedom Comes Great Responsibility

Patty McCord on HR: Creating a Self-Directing Culture of Excellence



Patty McCord
Principal, Patty
McCord Consulting

By Brett Garling

Patty McCord, our keynote speaker at the February 6th Alliance Regional meeting in Santa Clara, made a strong case for the common-sense, laissez faire approach to HR that made her a legend in Silicon Valley. The defining manifesto of her philosophy, released in 2009 when she was at

Netflix, is entitled [Netflix Culture: Freedom & Responsibility](#). Despite being a collection of 127 plain-looking slides – no animation, no pictures – the deck went viral and has over 11 million views to date. Sheryl Sandberg of Facebook called it "the most important document ever to come out of the Valley." McCord, Principal of Patty McCord Consulting, asked the Alliance crowd how many had read her deck and, indeed, many hands went up.

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Being a CEO is HARD!



PAUL WITKAY FOUNDER

who lead companies ranging from early-stage ventures to global public companies. Everyone has had to deal with numerous disappointments, setbacks and near-death experiences. However, every problem in every company can be attributed in some way to the CEO. The CEO sets the strategy, hires the executive team (or fails to fire them when necessary) and has the capability of changing most any process, procedure or policy. Yet, there is no training program that can truly prepare someone to be a CEO. Every CEO learns to be a CEO by **being** a CEO.

Horowitz, who is the former CEO of LoudCloud and OpsWare, writes about the challenges CEOs face based on his direct experience as a CEO and from his observations as a venture capitalist. In addition to many tactical and strategic challenges that CEOs need to address, Horowitz says the most difficult skill he had to develop "was the ability to manage my own psychology."

Although he learned to deal with the constant day-to-day challenges, there were times when Horowitz felt all alone as the CEO. Indeed, major setbacks can cause even the most optimistic CEO to question the core viability of the company. Horowitz believes that when faced with extreme situations, CEOs must move "aggressively and decisively without feeling emotionally

I've read hundreds of books on leadership, strategy, innovation and business, and many of them offer recipes for creating, building and scaling successful companies. However, I have found few books that describe the reality of being a CEO better than *The Hard Thing About Hard Things*, the new book by Ben Horowitz, the co-founder and general partner of the highly-respected venture capital firm, Andreessen Horowitz.

As the title of his book suggests, being a CEO **is** hard. Over the past two decades, I've had the privilege of meeting several thousand CEOs,

*There is no training program that can truly prepare someone to be a CEO. Every CEO learns to be a CEO by **being** a CEO.*

culpable." During these stressful times, Horowitz found CEOs often make one of two mistakes:

- **Taking things too personally:** CEOs either take their stress out on everyone around them, or keep it all inside and make themselves sick; or
- **Not taking things personally enough:** CEOs rationalize that the problems aren't all that serious, and nothing gets fixed.

Horowitz learned that the role of CEO becomes very lonely when facing the toughest times. CEOs must recognize that there is no one else that can make the decision for them. Board members, advisors and employees rarely see the whole picture, and typically have biases that prevent them from making the tough calls for the future benefit of the organization.

What does Horowitz recommend to CEOs to help them get through these difficult times?

- **Make some friends.** Talking to other leaders, who have been through similar challenges, may not give you the exact answer you're looking for, but collegial conversation can uncover many fresh approaches to issues as well as deliver the confidence to help you get through most anything.
- **Get it onto paper.** The process of writing down your solution to a challenge helps to clarify your thoughts and make better decisions.
- **Focus on the road, not the wall.** Like the best race car drivers, CEOs must concentrate on the road ahead. Focusing too much on current problems can cause them to drive their companies into the wall.

Horowitz's new book is an excellent read for CEOs who want to understand how to deal with a wide range of difficult challenges that face every CEO. In addition to dealing with "bet the company issues," he also discusses other lessons learned on the job, such as how to hire and fire key executives, deal with politics, and encourage innovation while also creating a culture of accountability.

It's not easy to be a CEO, but by sharing our experiences – both successes and failures – we all can become better leaders.

New Communication Tools on Alliance Website

There are 2 great, new Communication Tools available to our members on the Alliance website. These features will help you communicate more easily with your fellow Alliance group members. Just follow these simple steps:

- **Log into** the Member section of the website. If you've forgotten your password, click the "**Forgot your Password?**" link to reset it.
- Click "**My Contacts**" located under the "Members" Tab
- You'll see 2 new blue buttons:

Email Group: This tool drops the email addresses of your Alliance group members into a new, blank email. It defaults to include everyone in your group, but you can select only specific people by clicking the box next to each member's name. Click the **Compose Message** button and then type your message. This feature works on both mobile and desktop versions.

Download as Excel: This feature launches an Excel file containing the contact information of everyone in your Alliance group. This feature works only on the desktop version.

Our website is a tool to help make your Alliance experience exceptional. We welcome your [comments and suggestions](#). To discuss further or for login assistance, please contact Jeanne Wallenstein, Director of Alliance Communications, at (925) 942-2400 ext. 222 or jwallenstein@allianceofceos.com.

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.

Ittai Bareket: The CEO Should Be the Best Salesperson in the Company



"Without getting your hands dirty, you'll never know what is hanging up your sales process – or if a sale is even possible."

Ittai Bareket, CEO, Netformx

The case at hand was brought by the CEO of a company that had invested heavily to develop a new product. Though the company saw great potential in the product, no significant deals were being closed. The CEO wanted to know how to get through the roadblock.

If I were piloting your plane, I'd identify your top five sales prospects and personally try to sell them this new

product. Without getting your hands dirty, you'll never know what is hanging up your sales process – or if a sale is even possible.

I know how excited you are about this product, and I can understand the frustration that it isn't flying off the shelves. Still, I would counsel dispassionate fact gathering so you can crystalize what isn't working. It could

be a product issue, a market readiness issue, a price issue, a timing issue – the point is, you as CEO don't know what the hang up is. If I were you, I'd identify the top five sales prospects and approach them directly. If you can't sell them this product, how could you expect anyone else in your company to do so? If none of them bite, there is probably a bigger issue at hand.

Recently, I had to kill a product that we had invested millions into. Why? After false starts with customers, I went to try to make the sale myself. I came away with the realization that in order for the product to truly bring value to the customer, we had to make a much larger investment. It simply wasn't worth it and I pulled the plug. Likewise, I would use your expertise to assess whether your new product has compelling value to your customers. If not, you need to tuck immediately.

Paul Finkle: How to Get to a Recurring Revenue Model



"Instead of engaging projects as service providers, engage entire companies as strategic partners."

Paul Finkle, President & CEO, SharedHR

The case at hand was brought by the CEO of a software services company, whose revenue was almost entirely project-based and billed hourly. He was searching for ways to move from a project-oriented structure to a recurring revenue model.

If I were at the helm, I would reposition your services firm as a strategic partner to your clients. By recasting yourself as an outsourced strategic IT group, you can offer strategic guidance and appropriate solutions for your clients' technology needs. Instead of engaging

projects as service providers, engage entire companies as strategic partners.

This is the first time we've met, but seeing as we both run service-based consulting firms, I think I can offer some helpful advice. Studies show that clients consistently start out with big ideas of how many software modules they can implement — but only 30% are able to do so. This means that most clients need ongoing help. Position your firm as their strategic partner in your area of expertise and organize at least annual

strategy meetings to review client data from the previous year (which your team could capture – on say software utilization); then, present best practices of other clients; and finally make customized recommendations for the coming year.

Now that you are offering both strategy and solutions, you can package your services into meticulously scoped, recurring revenue packages on a retainer or per employee per month basis. Model out every service line with estimated hours (fully loaded), and then rigidly track hours based on budget throughout the year. Ideally, your outsourced service should be less than an FTE with a professional firm supporting the model. If a client goes outside of scope, train your team to immediately counsel them on available solutions, including referrals to other companies. Also, make sure to incentivize your team to keep clients in budget. Recurring revenue carries its best momentum when you are running right at — or just under — budget. My own firm was once 90% project-based. Now, having followed the strategy laid out here, we consistently hit 65% recurring revenue.

Build Competitive Enterprises on Communication



Christopher Davis & Charles Follett
The Stratam Group

Christopher Davis & Charles Follett: Effective Communication and Coordination
By Brett Garling

The list of common CEO desires is familiar: delight customers, create inspired strategy, align the executive team, and bring new and exciting products to market. But the

path to achieving these coveted results is often unclear. Christopher Davis and Charles Follett, core members of the Stratam Group, spelled out a communication-centric approach to streamlining business process and growth during their keynote presentation at the February 20th Alliance Regional meeting in San Ramon. Effective communication and coordination, it turns out, is the essential ingredient enabling the CEO to get the items on his or her wish list.

A misaligned executive team, the speakers argued, creates unsustainable drag on enterprise momentum and morale. That's where a big idea comes in: realize there are multiple realities and yours is just one of

them. In short, listen very well, especially to those you disagree with, so that differences can be bridged and progress made. Arguing over whose interpretation of reality is the right one fuels dysfunction and distraction.

Communication, the duo posited, has a universal underlying structure. Fluency in this language dramatically improves cooperation. How could chemists discuss chemistry without the periodic table? Or musicians music without staff paper? So it goes for corporate communication, which they argued hinges on six simple communication actions: requests, offers, promises, declarations, assessments and assertions. Coding communication in these silos creates a commitment loop that generates real results.

But the benefits of strong communication don't stop at inter-employee or even inter-departmental interactions. These principals can be applied at an enterprise level and inform innovative process redesigns that lead to simpler, more efficient business, both internally and externally. Moreover, fluency in communication's universal underlying structure, can successfully extend into the foundation of corporate DNA: top-level strategy, innovation and culture. Indeed, the Stratam Group have consistently found that companies that employ this kind of communication methodology gain real competitive advantage and market advancement.

Patty McCord

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McCord is an executive coach for CEOs and their teams to help define leadership and company culture. Her philosophy advocates a "tightly aligned, loosely coupled" culture of talented people with high degrees of freedom and large responsibility. And, McCord discourages implementation of process to the point that, at Netflix, she decided the best vacation policy and tracking was to have none at all. People take whatever vacation they want, as long as they create stunning results. She quipped, "There was also no clothing policy at Netflix, but no one came to work naked."

Starting her career for Seagate and Sun Microsystems, where she met Alliance Director, Kathleen Holmgren, McCord developed a belief that managers must own the responsibility to build great teams. "If we hire someone amazing, and we no longer need them, we can let them go with dignity," she said. "Good people don't go bad. If you hire someone incompetent, whose fault is that?" Above all, McCord emphasized that transparency and performance feedback is critical. "It's like breathing. Mandate 1-on-1s every 2 weeks. And make every third 1-on-1 a performance review. Get feedback from your peers. People can hear anything if it's true."

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
Ebbe Altberg	275	Linden Lab	www.lindenlab.com	Virtual Reality
Mike Batesole	T300	Shaklee Corporation	www.shaklee.com	Natural Nutrition Products
Kirsten Bay	272	Cyber adAPT	www.cyberadapt.com	Network Security
Mike Black	T115	Kelly-Moore Paint Co.	www.kellymoore.com	Paint Manufacturing & Retail
Barrett Cohn	202	Battery East Group	www.batteryeast.com	Institutional Investments
Rob Cord	T115	Voit Real Estate Services	www.voitco.com	Commercial Real Estate Services
Colby DeRodeff	T115	ThreatStream	www.threatstream.com	Cyber Security
Leilani Gayles	T300	San Francisco Giants	www.sfgiants.com	Professional Baseball
Virginia Klausmeier	271	Sylvatex	www.sylvatex.com	Low-Carbon Blended Fuel
Kevin Kujawski	T105	Menlo Equities	www.menloequities.com	Commercial Real Estate Acquisition/Development
Manoj Leelanivas	309	Cyphort	www.cyphort.com	Network Security
Cat Lincoln	275	Clever Girls Collective	www.clevergirlscollective.com	Social Media Marketing Agency
Paul Ling	153	justTek	www.justek.us	Mobile Software Design
Jack McGannon	302	Canto Software	www.canto.com	Digital Asset Management
Walter Moos	202	SRI Biosciences	www.sri.com/about/organization/biosciences	Bioscience R&D
Sean Moran	275	Reflektion	www.reflektion.com	eCommerce Solutions
Sameer Padhye	309	FixStream Networks	www.fixstream.com	Big Cloud Data Center Analytics
Steve Severaid	T110	Greenspan Co./Adjusters International	www.greenspanai.com	Public Insurance Adjusting Firm
Steve Son	T105	SK hynix Memory Solutions	www.skhms.com	Semiconductor Memory Design
Jack Stark	T300	Imergy Power Systems	www.imergy.com	Energy Storage Solutions
Mark Stutzman	Q200	Terra Millennium Corporation	www.tmcorp.us	Industrial Services & Construction
Steffan Tomlinson	T300	Palo Alto Networks	www.paloaltonetworks.com	Cyber Security
Rick Wescott	T110	ThreatStream	www.threatstream.com	Cyber Security

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

Group 431 UCP Adult Program Facility Tour

In January, Alliance Group 431 toured the UCP Adult Program at their Orange Grove Facilities. Alliance member, Doug Bergman, President/CEO of UCP of Sacramento and Northern California, hosted the group.



From left to right: Doug Bergman, Ramona Davis-Frenn, Craig Sardella, John Hubacz and Alliance Director Modie Katz

Group 271 Koshland Pharm Facility Tour

In March, Alliance Group 271 enjoyed a tour of Koshland Pharm's San Francisco facility, hosted by CEO, Peter Koshland.



From left to right: Erik Muller, Curtis Burr, Alliance Managing Director Greg Hargrove, Peter Koshland and Virginia Klausmeier

Building Revenues & Enterprise Value FAST

In addition to our private Alliance Groups, Alliance members have found it extremely valuable to discuss their specific situations with other leaders who face some of the same challenges, including how to build revenue and enterprise value. Leading off the February 10th discussion was member Craig Saxton, Founder and CEO of [Specialty's Café & Bakery](#). Specialty's has shifted from an entrepreneurial mindset, elevating them to \$100 million revenues, to a more disciplined and process driven approach required to arrive at \$200 million by 2018.



Group 272 Second Annual Spring Retreat

In March, Group 272 enjoyed their Second Annual Spring Retreat at [Kivelstadt Cellars](#). Alliance member and winemaker, Jordan Kivelstadt, hosted the group at his stunningly beautiful family winery where they enjoyed a private wine tasting and dinner before getting down to their monthly meeting business.



Attending this event were: Kirsten Bay, Alliance Director Michael Burns, Paul Chapuis, Ian Cohen, Todd Defren, John Keagy, Jordan Kivelstadt, Lilah Koski, Chris Mittelstaedt and Jeff Smith

Building Deeper Benches

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He also hired several veteran technology managers on a part-time basis, “deep-wisdom people who bring a more holistic management mindset to the table.” For example, one manager is particularly skilled at staffing. “It’s been extremely effective to have him sit with my key folks on a one-on-one basis and talk about how their careers are progressing and whether they are being stretched enough,” Terranova says.



Anthony Sperling
Advent Software

Anthony Sperling (Group T105), EVP of Advent Software, a provider of automated portfolio accounting solutions for investment managers, says his company believes strongly in building and developing managers from within and mentions Advent has several internal leadership and management

development programs. But, he does not rely on a single strategy for bench-building. “If I see new challenges on the horizon, and there are new elements to our strategy, I tend to pivot,” Sperling said. “Right now, we’re building new technologies which have not been our history. It was important for me to augment our management team by bringing some of these skillsets from the outside to add to what we have internally.”



Charles Smith
bebe Stores

Charles Smith (Group T105), SVP of Human Resources for the women’s clothing chain bebe Stores, is in the second year of a very detailed corporate talent management system that includes six strategies for retaining top talent. Among other components, the talent system

includes a pipeline strategy of talent acquisition through top schools, rotating internships, and lateral and vertical career opportunities; a Human Capability Development strategy, with bebe University playing a key role, and is a continuous learning model with some formal training coupled with significant coaching and counseling; and a competency-based Performance Management to allow for single and multi-rater feedback to employees not only on **what** they have accomplished (i.e. performance goals), but also the behaviors behind **how** effectively the work was performed. This includes integration of a competency-based model for job descriptions, interviewing, compensation management and on-going

performance management resulting in an Individual Development or Action Plan (IDP). This also facilitates a discussion rather than a numeric rating, and a shift toward fostering a coaching and development-focused environment.

“We want to develop tomorrow’s leaders by preparing them to take the next step,” Smith said. “We have seen great success with our talent system so far, but it will continue to evolve.”



Paul Levitan
Galaxy Desserts

Paul Levitan (Group 212), President of Galaxy Desserts, has seen that a training program can make a huge difference. His company’s training is “evolving,” but received a major boost after Galaxy was acquired by a French company, Brioche Pasquier, that places a

major focus on training. Galaxy has sent 10 employees to France for training, and Brioche Pasquier sent mentors to the U.S. as well. All of Galaxy’s managers meet twice a year offsite and talk about their goals, their projects, and what is going well and what isn’t.

“Before, we would promote the best guy in the warehouse to be the warehouse manager,” Levitan said. “But just because you’re good in the department doesn’t mean that you can manage. Through our new training program, we’ve discovered people who are future stars who we never would have suspected.”

When it comes to management training, Levitan has learned that larger companies have advantages that smaller companies do not. “Training doesn’t even enter the conversation when you’re small and clawing, fighting and building. But if you are a large company with a lot of resources and a smoothly functioning business, you can afford to invest time and money on training.”

But smaller companies can successfully develop leaders, too.



Susan Molineaux
Calithera Biosciences

Susan Molineaux (Group 307), President & CEO of Calithera Biosciences, a developer of small molecule drugs to fight cancer, came up with a unique solution for her company, which has a staff of about 50 people. “I hired someone who is an executive coach—only she coaches

everybody,” Molineaux said. “She sits with our staff and deals with their individual goals and issues.” While Molineaux doubts it would work with much larger companies, this strategy seems to prevent politics and unblock conflicts between coworkers. “We’re in a really small rowboat, and a potentially very valuable rowboat, and nothing is more important than people getting along,” she says.

Mostly, however, Calithera’s coach helps the company identify and grow a deep bench of leaders, which is critical for the success of any small biotech firm. “We look for people who have the ability to see the big picture, who have really great judgment, who can synthesize a lot of information rapidly, and who are curious,” Molineaux said. “My management team has these skills across the board, regardless of their discipline.”



Rob Cahill
Jhana

Rob Cahill (Group 280), Co-Founder & CEO of Jhana, a leading provider of manager effectiveness software for the tech industry, says that a company’s leaders have “a tremendous impact” on employee engagement, retention rates and job performance.

Jhana provides online leadership advice through content they research and develop internally, aided by the input of veteran technology managers.

While investing in top-line leadership training is important, Cahill thinks companies need to place more focus on front-line managers. “These are the people who are closest to the customer and manage the most people, so companies need to be careful about not overlooking them.”

According to Cahill, the most sought-after advice in Jhana is how to handle one-on-one conversations with staff, which many new leaders find awkward. “There are a lot of things that are awkward if you haven’t led people before, which leads to tough situations. When you are an individual contributor, you control your own destiny. But when you’re a manager, it’s not just your work, but your team’s work that matters. There’s a mindset shift that has to take place.”

Continued growth for every company requires a larger team of managers and leaders. Given the strong competition for leadership talent, no company can afford to squander leadership talent hidden in the ranks. As these Alliance Members have demonstrated, training and career development is a crucial investment.

Members In The News

WildPackets Becomes Savvius, Inc.

April 16, 2015



WildPackets announced that it is changing its corporate name to Savvius, Inc. to reflect the company's focus on both network performance management and support for security forensics. Alliance member Larry Zulch (Group 110) is the President of Savvius.

HyTrust Secures \$33 Million to Expand Cloud Security Business

April 1, 2015

HyTrust, a provider of policy management and access control solutions for virtual and cloud environments, announced that it has secured \$33 million in new funding, including \$8 million in venture debt and credit facilities. HyTrust is led by Alliance member John De Santis (Group 307).



CODA Energy Names Paul Detering as First CEO

March 11, 2015

CODA Energy announced the appointment of Paul Detering as the company's first CEO following its transformation from electric vehicle manufacturer to a leading energy storage solutions provider in June 2013. Paul Detering, a member of Alliance Group 302, has more than 20 years of experience in the clean technology, networking and software industries.



Andrew Giacomini Named to the Leadership Council on Legal Diversity Board of Directors

February 18, 2015

The Leadership Council on Legal Diversity (LCLD) member Hanson Bridgett LLP announced that Managing Partner Andrew Giacomini has been named to the LCLD Board of Directors. Hanson Bridgett has been a member of LCLD since 2011. Andrew Giacomini is a member of Alliance Group 202.



HansonBridgett

Jim Harrison Named One of the Most Powerful People in Residential Real Estate

February 2, 2015

Alliance member Jim Harrison (Group 310) was named to the *Swanepoel POWER 200* (SP200), which includes the 200 most powerful people in residential real estate for 2014-2015. Harrison leads one of the largest MLSs in Northern California.



Datapipe Acquires Big Data Multi-Cloud Pioneer GoGrid

January 20, 2015

Datapipe, a global leader in managed hybrid IT solutions for the enterprise, announced that it has acquired GoGrid, an industry leader in multi-cloud solutions for Big Data deployments. GoGrid is led by Alliance member John Keagy (Group 272).



European Partners From CEO Collaborative Forum Visit Alliance

The Alliance of Chief Executives welcomed its European partner, the CEO Collaborative Forum (CEO-CF), at the February 6th Regional meeting in Santa Clara. Alliance members had the opportunity to meet and gain global perspective on their strategic issues with CEO-CF members. From Left to Right: CEO-CF Founder, Dave Darsch; Friday Ventures CEO, Jörg Sievert; NKT Photonics CEO, Jakob Skov; CEO-CF Co-Founder, Lisa Darsch; Dhatim CEO and Co-Founder, Thomas Bourgeois; and Alliance of Chief Executives Founder & CEO, Paul Witkay

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.



Keynotes: Christopher Davis & Charles Follett, The Stratam Group: Thursday, June 11 in Santa Clara

Two core team members of the Stratam Group, Christopher Davis and Charles Follett will join us for this Regional Alliance meeting. The Stratam Group's practice focuses on companies where the business requires coordinating the efforts of highly educated specialists to produce innovations and then bring them to market efficiently, such as life sciences and high tech. Event begins at 7:30 am at the Santa Clara Convention Center.



CEO Collaborative Forum (CEO-CF) Summer Meeting: June 14-16 in Barcelona, Spain

Through our close relationship with the CEO Collaborative Forum, Alliance members are invited to attend the 2015 CEO-CF Summer Meeting held at the World Trade Center in Barcelona, Spain. The CEO Collaborative Forum (CEO-CF) is an organization for CEOs throughout Europe, which brings CEOs together in environments similar to the Alliance of CEOs.



CEO Roundtable: A Commitment to Survival vs. a Commitment to Winning: Wednesday, July 15 in San Jose

Alliance member, CEO Jorge Titinger, was recruited by the board to lead Silicon Graphics International (NASDAQ: SGI) during a difficult time after years of struggle. Changing the behavior of leaders from a commitment to survival to a commitment to winning was required to shift the course of the business. Learn Jorge's approach and how the shift unfolded, and discuss other common challenges CEOs face. Event begins at 7:30 am at Brocade Communications Systems in San Jose.



Professional Services Roundtable: Thursday, July 23

The Alliance brings leaders of Professional Services companies together in our Alliance Professional Services Roundtable. Members in this sector are invited to discuss their challenges in high-level, direct, candid discussions in this invitation-only Roundtable. Event begins at 7:30 am. Stay tuned for location details!



Life Sciences Roundtable: Friday, July 24

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. Stay tuned for location details!



Keynote: Adam Leipzig, CEO, Entertainment Media Partners: Friday, August 7 in Santa Clara

Adam Leipzig, former Senior VP with Walt Disney Pictures and President of National Geographic Films, will join us for this Regional Alliance meeting. As the CEO of Entertainment Media Partners, Leipzig provides informed guidance, deal making intelligence and relevant connections for corporations and prestige media companies to garner greater success in the marketplace. Event begins at 7:30 am at the Hyatt Regency Santa Clara.



Keynote: Eamonn Kelly, Author, *Powerful Times*: Friday, August 14 in San Francisco

Eamonn Kelly, author of *Powerful Times* and CMO of Deloitte Consulting, will join us for this Regional Alliance meeting. Kelly advises senior leadership at leading corporations across multiple sectors, key global and national public agencies, as well as major philanthropic foundations. Prior to joining Deloitte Consulting, Kelly served as CEO of Global Business Network (GBN), the pioneering scenario planning consultancy and futures think-tank. Event begins at 7:30 am at the Bently Reserve in San Francisco.



Software Roundtable: Tuesday, August 25 in San Mateo

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 Reflektion in San Mateo.



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" CEO 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!



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