

# ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER

EXCHANGING STRATEGIC INSIGHTS

TAPPING COLLECTIVE EXPERIENCE



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Winter 2012

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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## Do Politics and Business Mix? Alliance members say there are risks on both sides

By Warren Lutz

Andrew Giacomini, Managing Partner of Hanson Bridgett, which represents both government and private sector clients, ought to know a little about taking political risks.

Last year, as California was mired in yet another budget crisis, Giacomini (Group 202) was part of a California constitutional convention effort designed to rewrite the California constitution. Besides failing to get enough support from the business community, he says, "we got blackballed by both the Democrat and the Republican parties, and it killed our initiative."

Even so, Giacomini is a firm believer in the politically-involved organization.

"The business community must take a substantial interest in our government,

because it impacts us so significantly -- and yet it's failing us so profoundly," he said. "When your schools are not educating enough people to work for you, that's a problem."

These days, with another election season about to heat up, the political rhetoric has never been louder. But whether it's wise for businesses to get involved either on a national or local scale seems to depend on a CEO's objectives and the political landscape in which his or her organization operates.

Regardless, Giacomini says, all businesses



Andrew Giacomini  
Hanson Bridgett

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## Learning leadership 'conversations' Hamm: CEOs can over and underestimate their influence

By ACE Staff

John Hamm has seen plenty of unusually excellent CEOs in his time — and plenty of just plain unusual ones, too.

Hamm, general partner of Venture Strategy Group and author of the book, "Unusually Excellent," recently shared his ideas with Alliance CEOs, building from his experiences as an operating executive, a start-up CEO, a venture capitalist, leadership coach and advisor or board member to dozens of technology companies.

Leadership always matters, said Hamm, but entrepreneurial

leadership matters more. This is because entrepreneurs create "something from nothing and do more with less." When leaders see and act, he said, problems get solved and opportunities are addressed.

Hamm also spoke about how leadership is a "series of conversations" that good leaders must learn.

Leaders in general, he said, regularly overestimate things like the influence they have on the minds and hearts of others, similar to how they often "fall in love with their own message."

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Jon Hamm  
Venture Strategy Group

# Can CEOs Actually See the Future?

## Collective wisdom helps leaders anticipate instead of react

Members of the Alliance of CEOs don't simply accept the hands they are dealt – they like to create their own futures. Successful CEOs create organizations that will make a difference and are able to envision how they will achieve their objectives. But how can they really know how the world will change? Or are they merely lucky?

Peter Micciche (Q400), CEO of Certain Software, recently recommended a book by Daniel Burrus titled "**Flash Foresight**" to his fellow Alliance members. Burrus is a leading forecaster and corporate strategist, and his book discusses a variety of triggers that enable us to separate what we can know about the future from trends that are only temporary.



**PAUL WITKAY**  
FOUNDER

To begin to predict the future, Burrus recommends we "start with certainty." There are "hard" trends that will clearly continue and there are "soft" trends that will not. Hard trends are based upon measurable, tangible and predictable facts or events that include such things as the aging of the

U.S. population and continued improvements in technology.

The accelerating pace of technological advancement will continue to drive major changes and change the way we do business and the way we live. If we are to create successful companies in the future, it is critical that we get in front of these advances rather than lagging behind them. They include:

**Dematerialization** – You only need to look at your phones, computers and cars to notice that most everything is becoming smaller, lighter and more portable, and with less environmental impact. Computers have evolved from mainframes to minicomputers to desktops to laptops to smartphones. Cars may not all be getting smaller, but they are becoming lighter and more fuel efficient.

**Virtualization** – Software has enabled us to simulate most any process. For example, online businesses such as Amazon and eBay have virtualized retail stores and garage sales.

**Mobility** – Just in the last few years, we have begun to take for granted that we can access almost anyone, anytime and anywhere, from anywhere.

**Product Intelligence** – Through the use of sensors and microprocessors, all of our tangible products and other things are becoming "smart" – not only our cars and appliances, but roadways and buildings as well.

**Networking** – The creation of highway, railroad and phone networks enabled the economic advances of the past. The next generation of kids will grow up taking their ability to engage and share with others around the world for granted.

**Interactivity** – Media of the past (books, newspapers, TV) provided one-way communication. Increasing interactivity will not only transform entertainment and advertising, but politics will never be the same as we witnessed with the recent "Arab Spring."

**Globalization** – We aren't globalizing because our governments think we should. We're doing it because technology has

made it possible. We want to engage with others around the world to enrich our lives as well as our pocketbooks, and it's impossible to stop.

**Convergence** – Technology has enabled products to be merged with other products. Just look at your smartphone and think about how it has eliminated the need for old products such as maps, calculators, restaurant reviews, etc.

What is driving this accelerating pace of change? Burrus points to three "digital accelerators."

**1. Processing Power** – Moore's Law found that computer processing power doubled every 18 months. This didn't mean much until about 2000, when the trend towards faster and faster speeds went almost vertical!

**2. Bandwidth** – Digital bandwidth is increasing at a faster rate than the growth of digital processing. This has enabled video streaming and 3D graphics that could only be dreamed of just a few years ago.

**3. Storage** – The capacity to store digital data is doubling every year – faster than either processing power or bandwidth. Data storage capacity is so huge it's almost unlimited and so cheap it's practically free!

So how can we take this knowledge and generate breakthrough ideas? The Alliance of CEOs strives to create innovative, confidential environments where CEOs can understand the changes that other industries are experiencing and explore ideas that could help them leapfrog their competition. We encourage you to consider several techniques proposed by Daniel Burrus to help us generate powerful new ideas.

**Anticipate** – Think ahead about the problems that you will be facing several years from now and address those opportunities before you're simply reacting to them.

**Transform** – Steve Jobs not only created the personal computer industry but he *transformed* the music, animation and cellphone industries. He understood how technology would enable new business models and got ahead of the curve.

**Take your biggest problem and skip it** – Many industries face issues involving limited legacy systems. Ask yourself how you might let go of the old stuff and skip into the future.

**Go opposite** – The path to success in the future will almost certainly be a path no one is currently on. Whichever way your competitors are going, think about going the opposite direction.

**Redefine & reinvent** – Agriculture is an industry that is challenged by lack of water, arable land and unpredictable weather. Solazyme, a local Bay Area company, is creating a new industry based upon algae that produces food, fuel and chemicals in ways that threaten to reinvent those industries.

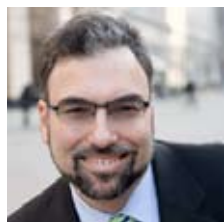
The Alliance was created to bring diverse CEOs to come together to share our knowledge and experience and create fresh ideas that will enable us to achieve our objectives. We believe that together our collective intelligence enables us to "see the future," so we can all make a difference.

*Steve Jobs not only  
created the personal  
computer industry but  
he transformed the  
music, animation and  
cellphone industries.*

# Developing Dual Core Competencies

## Case Study: Andy Ball and Webcor Builders leverage technology to get a step ahead of the competition

Construction company, Webcor Builders, proved its competency in the building industry long before the



**CASE STUDY by  
ROBERT SHER**

computer became such a powerful force in business. But Alliance member and Webcor President Andy Ball (Group Q400) always had the gut feeling that technology held great promise for his industry. For years he

pushed his firm to be an early adopter. Today he has invested millions in supporting and developing software that allows him to reduce building costs by

as much as 10% and shave an average of 30% off the time to complete a building. He developed a second core competency that helped fuel the firm's growth from \$400M in 2005 to \$1.4B in 2008.

Andy has loved computers since his college days in the early '80s. He was the first one with a laptop on a job site in Irvine, California, and was quick to write macros for Lotus 123 to process project data and streamline workflow. He even bought a technology support company in the late '90s to increase Webcor's internal capabilities.

As the new century started, Andy grew impatient with the limited features that building industry software firms were providing. AutoCAD had automated drafting, but the lines on the screen were as "dumb"

as those on paper. Working two-dimensionally was still the norm, and the 3D programs that were available didn't integrate with other programs. The Building Information Management (BIM) concept as a discipline was in its early stages.

Too often, Andy's teams—and thousands of other teams like them globally—came to a crashing halt on a jobsite when following their 2D drawings led to an impossibility, like a beam running through a stairway. The architect was called out while crews would stand by. The delay could be days or weeks, and too often re-work was involved. How often have you passed a construction project with no activity—for days or weeks? Andy kept thinking about how the Empire State Building was built in only 13 months, well before Webcor's time and the advent of computers. Today it would take 10 years to design and build the Empire State building, with seven years to get approvals, and three years for construction. He felt using computing technology to avoid all the delays had the potential to make building projects dramatically faster.

It wasn't just a case of avoiding construction problems. Although manufacturers could access programs that included bills of materials, standard costs and just-in-time logistics, nothing close to that existed for the building industry. The process, especially for large projects, was inefficient and hard to manage closely against planned timelines and budgets.

It is all too easy to grow comfortable with wasteful practices if they are



*Andy Ball  
Webcor Builders*

## Top Team Alliance

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

### Market Analyst Strategy.

This CFO is the firm's primary connection to the stock market analysts that cover the firm. The desired shift toward steadier institutional investors requires more analysts from big-name firms. A higher market cap would help attract the analysts, but could the chicken come before the egg? The group reviewed the CFO's analyst presentation and discussed strategies.

**Mis-Hire.** This freshly promoted EVP has hired two new executives to head up functional areas she led. One of them, just six weeks in, is showing signs of problems. She laid out the symptoms and group members asked hard probing questions, and then said what they'd do if they were her. The

result: dismiss and try again.

**Sales Hesitation.** This VP Sales for a software firm had opportunities to bring in some excellent business that would allow him to hit his targets. But he was hesitating because engineering kept stumbling on delivery, making problems for everyone. The CEO kept insisting on driving sales upward, but didn't seem to be interested in the nuts and bolts around execution. There were rumors that the CEO might replace the entire Top Team. What would you do if you were the VP Sales? The group unloaded.

### Difference of Opinion.

This COO was planning a doubling of warehousing space in a remote location, and the CEO had some different opinions about the operational requirements. The group dug into how to manage the CEO's expectation while at the same time being certain that the COO's assumptions were correct.

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



This story continues on the Alliance website, in our Forums. To go right to the page with the story, click on or type [http://www.allianceofceos.com/forum/2011/developing\\_dual\\_core\\_competenc.php](http://www.allianceofceos.com/forum/2011/developing_dual_core_competenc.php) into your Web browser.

*Robert Sher is an Alliance Director and principal of CEO to CEO. He may be contacted at [rsher@allianceofceos.com](mailto:rsher@allianceofceos.com).*



## Rob Majteles on Building Great Boards

By ACE Staff

Former Alliance member, Rob Majteles, recently spoke to Alliance members on the art of "Board of Director Brainstorming," and how board members play an important role in an organization -- but must seek to add value.

Majteles, founder of Treehouse Capital, often serves as an active board member for companies in Treehouse's portfolio. He also served as CEO for CAMAX Systems, a provider of CAD/CAM software, and ULTRADATA, a banking software provider. Under Majteles' leadership both companies were turned around from troubled pasts and sold to larger, strategic buyers.

Building a great board and structuring great decision-making, Majteles



Rob Majteles  
Treehouse Capital

said, takes brainstorming, setting a clear strategic direction, focused operating plans, "brilliant" communication, and the ability to lead with ethics.

Majteles said great board members are not "namby pamby" types and must have opinions and express them, and yet they must remember who runs the enterprise. He

also reminded Alliance members of the stakes of unethical board behavior. Prison sentences for white collar crimes, he said, are getting longer and harsher.

## Hamm: Lead in 'real time'

Continued from page 1

On the other hand, leaders regularly under-estimate the needs of their followers, as well as the power of questions and the need to be in touch with a broader group.

Hamm spoke about comparing leadership conversations to a sports event. In the pre-game leaders focus on building credibility and earning the right to lead. At game time, it's about competence, creating missions and leading execution.

During the post-game, the focus is on consequences, how leaders are judged and the legacy they leave, which is based on the culture and reputation they create. "Lead in real time," Hamm says, "knowing that you'll be judged in due time."

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
David Bleiman	271	Rutherford & Chekene	www.ruthchek.com	Structural & Geotechnical Engineering
Brenor Brophy	302	ENKI Technology	www.enkitech.com	Solar Panel Technology
Julie Borg	107	Borg Fence	www.borgfence.com	Fence Construction
Doug Crawford	T200	Crimson Consulting Group	www.crimson-consulting.com	Marketing Consulting
Rob D'Ambrosia	210	Ctuit Software	www.ctuit.com	Restaurant Management Software
Michael Gould	210	Manifeste Marketing	www.manifestellc.com	Branding Strategy Consulting
Mary Haak-Frendscho	T300	Takeda San Francisco	www.takedasf.com	Therapeutic Antibody Research
Dave Hirschkop	212	Dave's Gourmet	www.davesgourmet.com	Specialty Foods
Matt Larson	333	Confio Software	www.confio.com	Database Performance Monitoring
Victoria Livschitz	121	Grid Dynamics	www.gridynamics.com	Enterprise Systems Scalability
Josh Orum	111	Loud Dog Corporation	www.louddog.com	Digital Branding
Merdad Parsey	302	3-V Biosciences	www.3vbio.com	Infectious Disease Therapeutics
Tom Pounds	321	CalStar Products	www.calstarproducts.com	Sustainable Masonry Products
Clint Ramsey	107	Mission Bell Manufacturing	www.missionbell.com	Architectural Millwork
Rick Rosenthal	T200	Freeslate	www.freeslate.com	R&D Workflow Processes
Mike Slessor	321	MicroProbe	www.microprobe.com	Wafer Test Probe Cards
Larry Smith	212	Smith & Company Financial	www.smithcpas.com	CPA Firm
Daniel Swisher	Q300	Sunesis Pharmaceuticals	www.sunesis.com	Oncology Therapeutics
Carl Theobald	309	Avangate	www.avangate.com	eCommerce Solutions Provider
Marc Vayn	272	American Technologies Network	www.atncorp.com	Precision Optics
Jasper zu Putlitz	308	Robert Bosch Healthcare	www.bosch-telehealth.com	Healthcare Monitoring

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

## Competitive Strategy

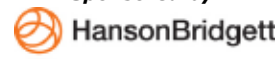
The race is on. With the downturn fading into the past for most industries, companies are grabbing for leadership and dominance in their sectors. As they reach in for a fistful of customers and revenue, they are finding lots of competition alongside. Should you go head to head on price? Bump up the benefits and shave margins? Acquire the competitors and shut them down? What can be done if big behemoths are pounding on you relentlessly, looking to crush you like a bug? At this Roundtable, Alliance members worked live case studies to develop a sharper sense of competitive strategy in this growing economic cycle.



## Fund Raising in this Recovery

A lot of capital is on the sidelines, but it is hopeful to see several high profile IPOs in the works. Even with the recent stock market volatility, sooner or later there will be money flowing into the equity markets. How to grab your share, choosing the ideal capital source for your needs and how to structure the deal are all critical aspects to discuss. At this Roundtable, the Alliance community of chief executives and experts shared a diverse range of insights into the capital markets.

Sponsored by:



## Alliance Fall Dinner

The Alliance hosts three All-Alliance Dinners for all Alliance members and their guests so that Alliance members have the opportunity to meet other CEOs from throughout the Alliance. We hope to see you on Thursday, December 1st at the Orinda Country Club for our annual Alliance Holiday Dinner.



[**Top:** Alliance founder, Paul Witkay, pours wine for Doug and Freda Bergman who drove from Sacramento for our Fall Dinner in San Francisco. **Bottom:** Our Fall Dinner on September 21st at the City Club in San Francisco was a great event with CEOs from throughout the Bay Area.]

## Politics: 'The government will be running your business'

Continued from page 1

are affected by what government does or doesn't do. "It can be really specific or really general. But the larger they are, the more regulated they are, and a substantial amount of their operations involve government regulations."



Cecilia McCloy  
ISSI

Cecilia McCloy (Group 107), CEO of Integrated Science Solutions, agrees.

"If you are not paying attention to politics, then the government will be running your business," she says. "As I tell my women CEO friends, that tug you feel is the

government reaching into your purse to take money – so make sure the money they are taking is being put forward to good business use."

Focus on the business issues and you won't go wrong, she adds. "If you want to give money to candidates, pick the ones who are business friendly. Democrat, Republican, it doesn't matter," McCloy says. "Meet with your representatives, state and federal; they want to meet you. Join a business lobbying group who support the issues that are important to you."

Yet for some Alliance CEOs, there are other factors to consider. Loryx Systems develops case management software for criminal justice systems. According to CEO Jon Rich (Group 310), politically active companies that provide similar goods and services often face suspicions of "pay for play" – in other words, expecting business when they donate to certain candidates.



Jon Rich  
Loryx Systems

"Some judges are not so lenient, and they do come up for election," Rich says. "So there are some politics involved."

But Rich has no interest in playing that game, or going anywhere near it. "The risk of interfering with a purchase process is just too high,"

he says. "And frankly, the government branches we sell to are scared to death of taking money or perceived preferential treatment."

For Rich, politics is more of an individual decision. "At my level, and for a lot of CEOs in my group, if we're going to make a political contribution, it's more of a personal conviction than done for a gain in our business."

For some CEOs, the important issue

is understanding how politics shapes the communities in which they operate.

Take Mark Dzwonczyk (Group 310), who runs Nicholville Telephone Company, a growing, locally-owned, 110-year-old telecom provider in rural St. Lawrence County in upstate New York. Dzwonczyk does not get directly involved in political races. But he is a strong advocate on the state and local level for increased access to broadband technology, since the lack of broadband is a serious economic development obstacle in many of the communities that Nicholville Telephone serves.

At the same time, St. Lawrence County is not fast-paced, hyper-connected, entrepreneurial Silicon Valley, where Dzwonczyk is from. This is an area where most jobs are in federal, state or local government.

"Politics is not the right word, but you need to understand the local community's culture," Dzwonczyk says.

***"The more your business depends on government regulation or non-regulation, the more important it is to be politically involved."***

"The challenge I've had to deal with is that I have to understand my assumptions are dramatically different than people who live outside Silicon Valley," he added. "If you're not conscious of that, you risk looking arrogant when you're just being naive."

Tom Pounds (Group 321) of CalStar Products, which develops sustainable building materials, made a conscious decision not to get the company involved in politics – at least when it comes to donating to individual candidates.

"The current political environment is so evenly divided between big groups of people who see the world in fundamentally different ways," Pounds says. "It's not worth taking political positions that might alienate a big piece of our customer base if we don't have to."

For example, CalStar's customers cover a spectrum from Chicago architects who are card-carrying environmentalists to Atlanta contractors who are not sold on the idea of climate change. "Fortunately our story has broad appeal – where some see CalStar addressing climate change, others see us helping

achieve national energy independence. Given this, donating to certain politicians based on their focused environmental advocacy is risky. We're better off preserving a more neutral position that lets everyone see CalStar through their own rosy lens."

Pounds believes that if the topic of political contributions came up for discussion on his board, there could be push-back given the "broad set of political views" among CalStar's board members. "The case for a more active political approach would need to be very targeted to a specific issue," he said.

Pounds does not rule out becoming quietly involved in policy and other strategic matters that could benefit the company. "We're a little small to have a political action committee (PAC), but there's no doubt that they can be effective in some situations," he says. "Even with a PAC it's a mistake to think political activism can be completely under the radar."

"I'm all for individuals taking political positions and supporting the causes they believe in, and many senior executives naturally have strong views," he adds. "As soon as you cross the line and take your organization with you, there is some risk."

Giacomini believes most organizations that are politically involved do so on an issue-to-issue basis. For many businesses, it starts with business trade groups and organizations. Giacomini says this is a good way for CEOs to join forces, meet people, get informed and "get engaged."

"We all have a responsibility to our organizations, and the more your business depends on government regulation or non-regulation, the more important it is to be politically involved," he says.

Sure, it's risky, Giacomini says. "But people take risks all the time," he says. "And I think the political risks these days are less risky, too. There's such apathy that I don't think there's going to be a big backlash."



Mark Dzwonczyk  
Nicholville Telephone



Tom Pounds  
CalStar Products

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# Members In The News

## DotNetNuke profiled in San Francisco Business Times

October 28, 2011

DotNetNuke, the most widely adopted web content management platform for building web sites and web applications on Microsoft.NET, was profiled in the San Francisco Business Times. Navin Nagiah (Group 307) is CEO of DotNetNuke.



## 7 Alliance Members Named to Fastest-Growing Private Companies List

October 28, 2011

Congratulations go to the seven Alliance members whose companies made the San Francisco Business Times' list of Fastest-Growing Private Companies:

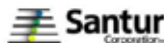


- Anne Bisagno (Group 153) of Xantrion
- Rob Chamberlin (Group 153) of True Wireless
- Ed Levine (Group 212) of Vine Solutions
- Marco Marini (Group 210) of ClickMail Marketing
- Craig Saxton (Q100) of Specialty's Café and Bakery
- Peter Sortwell (Group 107) of Arborwell
- Richard Stone (Group 202) of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

## NeoPhotonics Completes Santur Acquisition

October 13, 2011

NeoPhotonics Corporation, a leading designer and manufacturer of products for high speed communications networks, acquired Santur Corporation, a leading designer and manufacturer of Indium Phosphide (InP) based PIC products. Paul Meissner (Q300) is CEO of Santur.



## SciClone Pharmaceuticals Announced Share Repurchase Program

October 4, 2011

SciClone Pharmaceuticals announced that its Board of Directors has approved a share repurchase program that authorizes the company to repurchase up to \$20 million of its outstanding common stock over the next 24 months. Alliance member Friedhelm Blobel (Q100) is CEO of SciClone.



## Coupa Software Wins Technology Excellence Award for P2P Automation

September 27, 2011

Coupa Software announced that the Company has been selected by PayStream Advisors as a Technology Excellence Award winner for Innovation in Purchase to Pay Automation. Rob Bernshteyn (Q300) is CEO of Coupa.



## Power Assure Secures \$13.5 Million Funding Round

September 26, 2011

Power Assure, a data center infrastructure and energy management solutions provider, announced that it has closed a new round of funding, securing \$13.5 million in Series B financing. Power Assure is led by Brad Wurtz (Q300).



## Cecelia McCloy Named Entrepreneur of the Year in Technology

September 15, 2011

Cecelia McCloy (Group 107) was named Woman Entrepreneur of the Year by the Women's Initiative for Self-Employment. McCloy is CEO of Integrated Science Solutions, Inc. (ISSI).



## 4 Alliance Members on the List of the Bay Area's Healthiest Employers

September 9, 2011

Four companies, led by Alliance Members, received Bay Area Healthiest Employers Awards.

- Club One, led by Robin Klaus (Q400)
- Jamba Juice, led by James White (Q100)
- The Vita Companies, led by Karl Hansen (Group 341)
- Webcor Builders, led by Andy Ball (Q400)



## Steve Newberry, CEO of Lam Research, Transitions to Executive Chairman

September 8, 2011

Lam Research Corporation announced Alliance member Stephen G. Newberry (Q100) will transition from President and CEO to Vice Chairman, an executive position, effective January 1, 2012.



Alliance Group 305 went sailing on the San Francisco Bay courtesy of Karan Yaramada, CEO of Jade Global. Front row (L to R): Leilani Nakamura, Glen Shu, Craig Cohen, Uwe Druckenmueller, Hank Holzapfel, Sri Welaratna, DS Wen. (Back row (L to R): Curtis Allen, Karan Yaramada, Andy Coan.

## 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: George Halvorson, Kaiser Permanente; Friday, November 11 in San Francisco

George Halvorson, chairman and CEO of Kaiser Permanente, will join us for this regional Alliance meeting. Kaiser Permanente is the nation's largest nonprofit health plan and hospital system, serving about 8.7 million members and generating more than \$42 billion in annual revenue. Event begins at 7:30 am at Bently Reserve in San Francisco.

## CEO Roundtable: Recruiting and On-Boarding Executive Talent; Wednesday, November 16 in San Francisco

How do CEOs find great executives to hire that become embedded and productive within 90 days? Alliance CEOs discuss their own real world successes at finding top talent and on-boarding them efficiently, as well as the challenges they face right now, as talent pools are drying up. Event begins at 7:30 am at Protiviti in San Francisco.



## Alliance Holiday Dinner; Thursday, December 1 in Orinda

Join Alliance members and their guests for cocktails and dinner at the Orinda Country Club in celebration of the holidays! The wine reception begins at 6 pm. Reserve your space early. Note: The Alliance Holiday Dinner is FREE to all Alliance members and their guests.

## Keynote: John Thomson, Virtual Instruments; Friday, December 2 in Santa Clara

John Thompson, CEO of Virtual Instruments, will join us for this regional Alliance meeting. During Thompson's 10-year tenure as CEO of Symantec, he transformed the company into a leader in security, storage and systems management solutions, delivering world class products to a global customer base, including both individuals and large-scale enterprises. Event begins at 7:30 am at TechMart in Santa Clara.



## CEO/Top Team Roundtable: Navigating the 2012 Economy; Tuesday, December 13 in San Jose

Surrounded by the collective wisdom of the Alliance, CEOs and Top Team executives will perform a "what-if" analysis on your own business, given the economic expectations for 2012. For example, what will the impact to your company be if credit loosens slightly, but inflation begins to grow and interest rates rise, and one or more European countries default on their debt? Even more importantly, what can you do now to mitigate those risks? We don't know exactly what the economy holds, but this is a time to ignore the press of day to day work, and think about economics and your business strategy in the presence of peers. Event begins at 7:30 am at Hoge Fenton in San Jose.

## CEO Roundtable: CEOs in Transition; Wednesday, January 11 in Walnut Creek

At the request of our members, the Alliance has been bringing CEOs who are "in transition" together during the past year. The CEOs are able to share their strategies, experience and connections. Event begins at 7:30 am at the Alliance of CEOs headquarters in Walnut Creek.



## CEO Roundtable: Acquisitions in a Slow, Tenuous Recovery; Courageous or Foolish?; Friday, January 27 in San Francisco

Many firms that were disciplined during the downturn have significant war chests and little debt. Some are starting to see strategic acquisitions as tasty way to spur growth, and to steal the march on competitors with poor liquidity. Yet if the economy falters, they may need that war chest to stay strong. Potential sellers are welcome too, to discuss their situation and timing issues. Join your peer CEOs and CFOs and share both your challenges and your wisdom. Event begins at 7:30 am at Hanson Bridgett in San Francisco.

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

More than ever, businesses need management teams that execute well and hit their targets. Yet so often we hear company leaders who don't think their top team is performing as well as they need. Attendees at this CEO Roundtable will bring their own challenges and issues, and will hear the collective wisdom of the business owners/chief executives at their table. Event begins at 7:30 am in San Jose.



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