

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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CEO Succession Planning

Changing leaders is risky, but not preparing for it can be lethal

By Warren Lutz

Succession planning is one of the most important things a CEO can do. So why do so many seem to resist it?

"Some CEOs fear succession planning is about putting themselves out of a job," says David Traversi (Group 275) of Traversi Capital Advisors, an investment banking and executive advisory firm. "They can't wrap their heads around the counter intuitive truth: the ability to build an organization that will operate effectively in their absence is precisely the thing that makes them valuable."

The personal nature of the topic aside, succession planning stirs up other challenges for leaders. When is a good time to start? What factors should be considered? Should one look inside or outside for a re-

placement? Is help needed? What challenges would the incoming CEO face, and how can the outgoing CEO help?

Jeff Kuhn (Group 321) of FLG Partners, LLC, which provides financial and operational guidance to companies from funded startups to mid-size, public firms, agrees that succession planning is "not a comfortable conversation for the CEO," but critical nonetheless.

In the unexpected loss of the CEO, Kuhn said, companies should at least be able to identify a "designated hitter" to carry on the business until a permanent successor is



David Traversi
Traversi Capital
Advisors

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Steve Jobs' 12 Lessons for Leaders

Guy Kawasaki: Apple legend taught 'believe it, and you will see it'



Guy Kawasaki
Former Apple Chief Evangelist

By ACE Staff

At our October 10th Top Team meeting, Guy Kawasaki, author, cofounder of Alltop.com, founding partner at Garage Technology Ventures and former Apple chief evangelist, shared with Alliance members 12 lessons he learned from working alongside legendary CEO Steve Jobs. Here they are:

1. **Experts are usually clueless.** "Do not listen to the experts, not one of them should be believed. Listen to your heart," Kawasaki said.
2. **Customers cannot tell**

you what they want. They say they want it "faster, better and cheaper." You need to jump ahead of them.

3. **The action is on the next curve.** Concentrate on the benefits, not the processes of your organization.

4. **The biggest challenges beget the best work.** Apple embraced IBM's entry into the computer business. "It became a huge goal: Defeat IBM," he said.

5. **Design counts.** People care about thin, beautiful devices, not black ugly laptops.

Continued on page 4

The Secrets to Greater Creativity

How the 'zig zag' method can help us tap our creative powers

Exceptional leaders constantly seek opportunities and ideas that will enable their organizations to achieve their mission and objectives. So for years, I have been studying how creativity happens so the Alliance of Chief Executives can be the place where leaders come to challenge their assumptions and generate fresh approaches and breakthrough ideas.



PAUL WITKAY
FOUNDER

Steve Jobs was quoted as saying that *"Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something. It seemed obvious to them after a while. That's be-*

cause they were able to connect experiences they've had and synthesize new things. And the reason they were able to do that was that they've had more experiences than other people."

One of my favorite authors is Keith Sawyer, the author of *"Group Genius."* Sawyer recently accepted an exciting new role at the University of North Carolina where he will be creating a new master's program in innovation, technology, and entrepreneurship—the first such program in the U.S.

Sawyer's newest book, *"Zig Zag: The Surprising Path to Greater Creativity,"* discusses how neuroscientists have proven that the capacity for creativity lives within each of us, just as it does within those who wow us with amazing new innovations. He believes there are eight specific steps to being more creative—and they don't always have to be done in order. In fact, most innovators "zig zag" between the various steps.

Asking – Exceptional creators ask questions no one has thought of before. It's best to move beyond asking familiar and obvious questions and become an "opportunity-finder," not just a "problem-solver." The late Egyptian novelist and Nobel Prize winner Mahfouz Naguib said that *"You can tell whether a man is clever by his answers. You can tell whether he is wise by his questions."*

Learn – Creative people are life-long learners, and learning tends to start most creative journeys. Learning about what came before helps you understand what questions have already been answered. Remember, we are looking for surprising new questions.

Look – According to Sawyer, the first exercise for "looking" is to *"use fresh eyes."* Thoreau once said that *"the question is not what you look at, but what you see."* I'm

constantly amazed at how many things are right in front of our eyes each and every day, but we don't see them until one day when we are actually looking for it.

Play – Shunryu Suzuki, a Zen monk, stated that *"There are many possibilities in a beginner's mind; in the expert's mind there are few."* We are much more creative when we are relaxed and "at play" rather than grinding out work. The most creative people intentionally schedule activities which enable their minds to relax and wander. Harvard researcher Jeffrey Ellenbogen found that people are 33 percent more creative after sleep.

Think – Linus Pauling said that *"the best way to get a good idea is to have a lot of ideas."* Studies have shown that creative geniuses actually had far more bad ideas than the average person. However, they simply created so many ideas that a small percentage of them turned out to be blockbusters. "Zig Zag" gives us a number of great methods to generate more ideas.

Fuse – Creativity isn't always singular—often it happens when creative minds associate and combine two or more different ideas.

Choose – It requires tons of ideas to be truly creative. To achieve successful innovation, you have to kill most of these ideas. Masters of creativity never get too attached to one idea. Scott Adams, the creator of the cartoon "Dilbert," says that *"Creativity is allowing yourself to make mistakes. Art is knowing which ones to keep."*

Make – Like many, my most creative ideas happen in the shower. Nolan Bushnell, founder of Atari, says that *"everyone who's ever taken a shower has an idea. It's the person who gets out of the shower, dries off and does something about it who makes the difference."* IDEO is famous for their "Design Thinking"—the philosophy behind their innovative firm. One of the most critical steps of design thinking is "Rapid Prototyping," which requires IDEO designers to create a crude model as quickly as possible to allow them to play with it.

Many people seem to go through life in a pattern of getting "an idea" and then focusing on executing that one idea until that doesn't work so well any more. They then look for a new idea and repeat the cycle. However, creativity is not a trait or a property or a gift. It's a set of behaviors that we need to learn and practice every day. In "Zig Zag," Keith Sawyer gives us the tools to help us behave in ways that will result in much higher creativity—and the kinds of ideas that can set ourselves and our organizations apart.

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of ideas to be
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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 turned to his group for help, 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.



"I need someone I can really depend on, even if that person does not understand the language."

-Ittai Bareket, Netformx

Ittai Bareket: You Need Someone You Can Trust

The case at hand was brought by a fellow Alliance member who was preparing to enter Japan with a huge partner that would resell its software. The member wanted to know what to do to succeed and whether to hire locally or not. Here's what Ittai Bareket of Netformx, a collaborative requirements-to-order software solutions, shared with the Alliance member:

"This sounds like a great win for your company, particularly since you have a legacy product and this move gives you the opportunity to find other channels. Since I happen to have six years of experience selling software in Japan, I have a strong perspective on your situation.

"Other members here today suggested hiring a local person to oversee your operations in the new country. I may be the oddball in the room, but if it was my company, I would find someone I can trust who already works for me here in the U.S., and get that person to relocate. Keep in mind, this is a very different country with a very different culture, so I need someone I can really depend on, even if that person does not understand the language. A local person may not provide the insights I need because that person may not necessarily be loyal to me.

"Second, when I visit my partner in Japan, as CEO, protocol requires that I be treated very respectfully, but as a result, shielded from many important truths. As a result, I might

not get the information I need. For example, I've heard you say you were wondering whether you could directly spiff your partner's sales team. I would be surprised if those folks even get commission, because that is not how things work in Japan. Not only will they object to it, they won't even know what you're talking about. So this is another reason to have someone I trust to engage with the Japanese partner, to live there to gain access to the realities of partnership and the local marketplace."

Dan Peterson: Put Values First When Choosing Team

The case at hand was brought to a recent Alliance meeting by an Alliance CEO whose early stage startup company was about to close a B round of financing. The CEO was preparing to build the executive team with some key hires. Here's what Dan Peterson, CEO of ePAY Healthcare, a provider of online healthcare payment solutions, shared with the Alliance

member:

"Congratulations on the new funding! It is a great opportunity to build exactly the team you want. I also know you have previous experience hiring key people as a CEO, which good, too. However, I must encourage you to be absolutely positive that your first key hires have the right attitude for the challenges your company will face.

"I realize you know how to hire key execs in a large corporate environment. But in world of entrepreneurship, hiring a top team takes a ground-up approach. It's like the difference between tending the farm and planting the seeds.

"For a startup company, values and culture are incredibly important. If I were in your shoes, I would focus on the culture I wanted to create and have 100% certainty that 'my' top team fit the creative, fast-moving, take-no-prisoners type of company I wanted to build. I would also make sure 'my' key hires met everyone in the organization, and I would use assessment tools to help me understand just who I am hiring.

"Years ago, when I was running my own startup, I developed a mantra: 'Every organization is aligned perfectly to get the results it gets.' Culture and values lie at the very heart of that. People roll their eyes at me when I talk about values, because I sound like a broken record. But I feel it so deeply, and so should you."

"I would have 100% certainty that 'my' top team fit the creative, fast-moving, take-no-prisoners type of company I wanted to build."

-Dan Peterson, ePAY Healthcare



Get Your Team to Think Smart

Comaford: Leaders should encourage innovative thinking

By ACE Staff

A CEO who thinks smart and makes smart decisions may get better results. But how about getting your team to think smart, too?

At the October 4th Regional Alliance meeting, Christine Comaford, author of the New York Times best-selling "SmartTribe: How Teams Can Become Brilliant Together," shared her thoughts on the subject by first describing how brains actually work. Our mammalian brains, she said, our home to the limbic system, which sends people under stress into "fight, flight or freeze" mode.

"When our people feel overwhelmed, when they aren't feeling accountable, and when they don't have a sense of urgency, it's probably because they are in fight-flight-freeze," Comaford said. "When we aren't clear as leaders, we're sending people right into their limbic system."

The idea is to shift team members into tapping the pre-frontal cortex part of their brains, where problem



Christine Comaford
Author, "SmartTribe"

solving, innovation and "A-ha" moments take place. "This is where we want people to hang out," she said.

Getting teams to use their pre-frontal cortexes is how "smart tribes" are created, Comaford said. The payoff behind this shift is that it increases the emotional engagement of team members by 67 to 100

percent and helps stress turn into enthusiasm—which leads to more energy.

The average ROI of a "smart tribe," Comaford said, is 50 percent faster sales closings and a 210 percent jump in annual revenues and profits.

Comaford also spoke of "smart tribe accelerators" and the power of keeping the brain in a "smart state," where it can focus on high value instead of low value activities.

For over 30 years, Comaford has been helping leaders navigate growth and change and create predictable revenue, deeply engaged and passionate teams, and highly profitable growth.

Guy Kawasaki

Continued from page 1

6. **Use big graphics and big fonts.** Do this, and you'll be better than 90 percent of Powerpoint users.

7. **Changing your mind is a sign of intelligence.** In one year, Jobs went from blocking third party apps on the iPhone to having a developer platform.

8. **Value is not equal to price.** Try never to fight on price.

9. **'A' players hire A+ players.** Insecurity causes leaders to hire B players, who hire C players, who hire D players. Pretty soon you have a "bozo explosion" in the organization.

10. **Real CEOs demo.** They don't pass it to a VP of engineering or a PR weenie. "If you cannot do the demo, you are a loser," Kawasaki said.

11. **Real entrepreneurs ship products.** Xerox created the computer mouse... Apple shipped it!

12. **Marketing = unique value.** Create something that is unique and truly valuable.

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
Ittai Bareket	321	Netformx	www.netformx.com	Enterprise Software
Tim Chen	275	NerdWallet	www.nerdwallet.com	Web-based Financial Information
Jeff Dandridge	271	InfoCentricity	www.infocentricity.com	Analytic Solutions
Benjamin Davis	275	Phizzle	www.phizzle.com	Marketing Automation
Doug Dooley	T120	CORAIID	www.coraid.com	Ethernet Storage
Peter Hladun	T205	Cork Supply USA	www.corksupply.com	Wine Closures
Maria Latushkin	T110	Peet's Coffee & Tea	www.peets.com	Coffee & Tea
Christopher Linthwaite	T300	Life Technologies Corporation	www.lifetechnologies.com	Life Sciences
Darren Milliken	T120	Accuray	www accuray.com	Radiation Oncology Equipment
Greg Mitchell	Q100	First Tech Federal Credit Union	www.firsttechfed.com	Credit Union
Steven Renata	272	Les Mills	www.lesmills.com	Fitness Training
Rajan Raghavan	307	The Fabric	www.thefabricnet.com	Entrepreneurial Business Development
Jeff Smith	272	Lunar Design	www.lunar.com	Product Design & Engineering
Dave Tognotti	T300	Monster, Inc.	www.monstercable.com	Audio Products
Mick Zdeblick	T300	El Camino Hospital	www.elcaminohospital.org	Hospital

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

Junior Achievement

On October 4, the Alliance of Chief Executives hosted 25 area students for a Job Shadow event through Junior Achievement (JA) of Northern California. JA partners with the business community, educators and volunteers to help children dream big and reach their potential by providing hands-on, experiential programs teach the key concepts of work readiness, entrepreneurship and financial literacy to students around the world.



Top: Andy Coan, CEO of Splice Communications, and EJ Dieterle, CEO of YES Partners, talk with San Jose high school students about their futures.



Left: Stu Birger, CEO of Innwave Marketing Group, and Mihir Shukla, CEO of Automation Anywhere, share their experience as Silicon Valley CEOs with the Junior Achievement students.

Fall Dinner

The Alliance hosts three All-Alliance Dinners each year to enable all members and their guest to meet other members from throughout the entire Alliance. Many Alliance members and their guests came from throughout Northern California to enjoy our 2013 Alliance Fall Dinner at The City Club in San Francisco on September 26th.

Top Photo: Paul Witkay, founder & CEO of the Alliance of CEOs, pours wine at our wine reception for Alliance members.

Bottom photo: Alliance members and their guests fill The City Club at our Fall Dinner.



Successful transitions more likely when exiting CEOs help

Continued from page 1

chosen. "Most of the time it's a senior executive, or it could be a board member who steps in on an interim basis," he said.



Paul White
Muir Equity

For poorly performing CEOs who are not ready to leave, an independent board can play a key role in succession planning by questioning the CEO about his or her assumptions. "It's a pretty rare individual who owns 90 percent of the business and decides that he or she is not the person to run it anymore and that they need a successor," Kuhn said. "If the board can say to the CEO, 'you know, a year ago you said we'd be at X and we're not at X,' a mature person would conclude that he or she can't do the job or needs help."

Paul White (Group 120), who leads investment and consulting firm Muir Equity, which helps owners maximize the value of their businesses, says that CEO-owners in particular can have a hard time letting go or seeing their transition options. However, a third party like Muir Equity can help analyze the business and its potential, and then help add the right team members in place to realize this potential.

"This takes some of the risk off the CEO's plate," White said. "The owner can hire a new CEO and remain as chairman for a while, or stay as CEO



EJ Dieterle
YES Partners

and hire a president. The time spent working together with the new leader enables a much smoother transition that's better accepted by all stakeholders and better for the business."

Many CEOs promote someone from the executive team to take over. However, there is sometimes a disparity between the CEO's capabilities and those of a would-be successor, White said. "The CEO that has grown the business for many years is often heavily involved in different aspects of the business, but the CEO may not have grown people who can think strategically and drive growth efficiently across the business as a whole," he said.

EJ Dieterle (Group 333) of YES Part-

ners, a business advisory and executive search firm, says that in an ideal world, every company should have a succession plan for every position in the drawer. When someone leaves for whatever reason, the organization could pull that list from the drawer and start right away to approach the potential person to fill that position, he said. But it doesn't usually happen.

Based on experience, "I would say that the higher up in the company's hierarchy, the less importance is actually placed on succession planning," he said.

Succeeding a CEO—particularly a founder—can be tough. Kevin Chance (Q100) of Molecular Devices, a leading provider of bioanalytical measurement systems and products, did it two years ago, when his business needed real help. "You need to come up to speed quickly with the specific issues the busi-

"When you have a three- or six-month period of not knowing exactly who is in charge, you have ambiguity, and people and organizations can freeze."

ness is facing," he said, "but it's hard to come up with the domain experience to tackle those issues early in your tenure."

"I've been lucky—the people I've succeeded have generally been available and had good insights to offer, and relying on them helped mitigate the risks," he added. "But there are limits. It could also be that the person you're replacing is leaving because they have not been successful, so you must temper their advice."

Kevin Fleming (Q200) of Paradigm Management Services, a medical hub that connects people with catastrophic and complex injuries to medical providers, has also succeeded an incumbent CEO. In his case, too, the company needed help fast. Fleming acted quickly to move the business into adjacent markets. "In my situation, there was no downside to change," he said. "I would quickly be road kill if I didn't produce results, so I didn't hesitate at all."

Fleming said he sat down with executive managers—some of whom he would later replace—and had "very

honest conversations" about his expectations. He told his new team that if a company blew through its numbers, those who contribute will participate in the upside. "To have those discussions right up front, you're also trying to see what the people on the other side of the table are thinking," he said. "Will they give the new CEO some flexibility, or will they fight you?"

Alex Dodd (Group 202) of Mammoth Equity Partners, an investment firm founded by experienced CEOs, has also been a CEO of three businesses in which he took over from the existing CEO. Every situation is different, he says, but in general, quick transitions are better. "Long, drawn out transitions run the risk of confusing the organization," he said. "When you have a three- or six-month period of not knowing exactly who is in charge, you have ambiguity, and people and organizations can freeze."

Transitions also fare better when the outgoing CEO hands over key relationships and contacts to his successor and when the CEO and board fully endorse the new CEO to the organization and explain the reasoning behind the choice, he said. "When the exiting CEO inspires confidence in the employees that the choice of a new CEO is a good one, the employees will suspend disbelief. As the new CEO, that goodwill will help carry you through," Dodd said.

Most everyone agrees: the biggest risk to CEO succession planning is choosing the wrong CEO. It can cost companies millions, even their lives, Traversi said. "In structuring a succession process, and then a plan, you have to be brutally rigorous and honest," Traversi said. "Given that the CEO position is the most difficult in an organization to execute, and therefore to fill, there is nowhere that the Peter Principle pres-ents more of a risk."



Alex Dodd
Mammoth Equity



Kevin Chance
Molecular Devices

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

Members In The News

Black Angus Steakhouse Names Dave Wolfram CEO

October 14, 2013

Dave Wolfram (Group 121), who recently stepped down as chief executive of Andre Boudin Bakeries, has been tapped to lead the Los Altos-based Black Angus chain through its next phase of new restaurant growth.



William Freeman of Patxi's Pizza Among Most Admired CEOs

October 10, 2013

Congratulations to William Freeman (Group 202) of Patxi's Pizza, who was named by the *San Francisco Business Times* as a 2013 Most Admired CEO.



Jorge Titinger Returns Silicon Graphics International to Profitability

September 30, 2013

Alliance member Jorge Titinger (Q400) and Silicon Graphics International were profiled in *Smart Business*.



LawRoom Takes Gold and Silver at the Annual Stevie Awards

September 16, 2013

LawRoom, led by Alliance member Ralph Yanello (105), was honored with two Stevie Awards for Best Training Site at the 11th Annual American Business Awards.



How Doug Leeds is Working to Create a Better User Experience at Ask.com

August 28, 2013

Alliance member Doug Leeds (Q300) and Ask.com were profiled in *Smart Business*.



Coblentz CEO Breaks Mold

August 23, 2013

San Francisco's Coblentz Patch Duffy & Bass LLP broke tradition in the legal world recently when it hired a non-lawyer and Alliance member, Carter Brown (Q200), to lead the 75-attorney law firm.



BioTime Appoints of Lesley Stolz EVP of Corporate Development

August 21, 2013

Top Team Alliance member Lesley Stolz (T105) has been appointed Executive Vice President of Corporate Development for BioTime, a biomedical research and product development firm.



Grockit Sells Social Learning Platform Focuses On Learnist

July 31, 2013

Test prep provider Kaplan has acquired the test prep assets and social learning platform of Grockit. With this acquisition, Alliance member Roy Gilbert (Q300), will spin off and direct full attention to Learnist, a web and mobile social learning app focused on broader social learning.



13 Alliance Members on the List of Fastest Growing Companies

Congratulations to the following Alliance Members whose companies made the Bay Area's list of the Fastest-Growing Private Companies for 2013 by the *San Francisco Business Times* and the *Silicon Valley/San Jose Business Journal*!

- Alta Vista Solutions, led by Principal **Patrick Lowry**
- Arborwell, led by President **Peter Sortwell**
- BEEcube, led by Founder & CEO **Chen Chang**
- Carpenter/Robbins, led by Principal **John Carpenter**
- ClickAway, led by Founder & CEO **Rick Sutherland**
- ClickMail Marketing, led by President & CEO **Marco Marini**
- LogiGear, led by President & CEO **Hung Nguyen**
- Patxi's Chicago Pizza, led by CEO **Bill Freeman**
- Phizzle, led by CEO **Ben Davis**
- Rodan & Fields, led by President & CEO **Lori Bush**
- Syserco, led by CEO **Derek Eggers**
- Xantrion, led by President **Anne Bisagno**
- Yes To, led by CEO **Joy Chen**

Get LinkedIn to the Alliance!

Our members suggested that we enable them to connect with each other on LinkedIn, a free online service that facilitates business networking (as opposed to social networking).

We setup an Alliance of CEOs group on LinkedIn and we encourage you to join the group.

To join the Alliance of CEOs LinkedIn group:

- Sign in to www.linkedin.com
 - Click the Group heading in the list on the left side
 - In the blue Groups Directory box on the right side, click on "Find a Group"
 - Type in "Alliance of CEOs"
 - Click the gold "Join the Group" button
- Enjoy!

Upcoming Alliance Events

For an updated list of all Alliance events, go to www.allianceofceos.com/events2

The core of the Alliance is our private groups which meet throughout Northern California. Because the collective experience within the Alliance is truly extraordinary, we enable our members to come together in a variety of ways to "cross-fertilize" their diverse knowledge and experiences and connect in meaningful ways. If you would like to be invited to any of the Alliance events below, please contact Laurel Madal at (925) 942-2400 ext. 201 or lmadal@allianceofceos.com.

Keynote: Joe Saunders, former CEO of VISA: Friday, November 8 in San Francisco

As executive chairman and former CEO of Visa, Joe Saunders led a global company that connects consumers, businesses, financial institutions, and governments in more than 200 countries and territories. During his tenure, Visa became the world's leading payments technology company and the largest IPO in U.S. history in 2008. Event begins at 7:30 a.m. at the Bently Reserve in San Francisco.



CEO Roundtable: Leading Your Board of Directors: Tuesday, November 12 in San Francisco

Boards are one of the most common sources of frustration for many CEOs. While a well-built, functioning board can be a big asset for any CEO, many fall short of ideal. Regardless, CEOs are charged with leading the firm and the board, and getting what they and the business need from the board is paramount. Come discuss common challenges that CEOs face when dealing with their their boards of directors. Event begins at 7:30 a.m. at Hanson Bridgett in San Francisco.

Keynote: Sandy Costa, Attorney & Author: Friday, November 15 in San Ramon

Sandy Costa is an experienced senior executive and former COO at Quintiles Transnational, an international provider to the pharmaceutical industry, where he helped raise company revenues from \$90 million to \$1.6 billion and oversaw over 40 successful acquisitions. His book, "Humanity at Work," captures the spirit and heart of his nontraditional leadership style. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.



Alliance Holiday Dinner: Thursday, December 5 in Pleasanton

Join Alliance members and their guests for cocktails and dinner at Castlewood Country Club in Pleasanton to celebrate the holidays! The Holiday Dinner is one of three "All-Alliance" CEO Dinners held throughout the Bay Area each year to enable our members to get to know their fellow Bay Area CEOs. Event begins at 6:00 p.m. Reserve your space early. This is always a popular event, and it's free for all members and their guests!

Keynote: Matt May, EDIT Founder & Author: Friday, February 7 in Santa Clara

EDIT founder Matt May works with creative teams all over the world and is a close advisor to senior management of companies such as Toyota, ADP, Intuit, and Edmunds.com. He is the author of several books, including "The Laws Of Subtraction: 6 Simple Rules For Winning In The Age Of Excess Everything," and "The Shibumi Strategy: A Powerful Way To Create Meaningful Change." Event begins at 7:30 a.m. at the Techmart in Santa Clara.



Keynote: Tom Kippola, The Chasm Group: Friday, March 7 in Santa Clara

Tom Kippola, a Managing Director with The Chasm Group, assisted in the early strategy development for several of the most successful tech companies of the last 15 years and also provided consulting and/or training for many well-known and established companies, including Microsoft, Hewlett-Packard, IBM, Motorola, AT&T, America Online. Event begins at 7:30 a.m. at the Techmart in Santa Clara.

CEO Summit Meeting: Alliance / European CEO-CF: April 4 in Santa Clara

At this CEO Summit Meeting, Alliance members will have the opportunity to meet personally with members from our European partners, the CEO Collaborative Forum (CEO-CF), in this high-level confidential private meeting in Santa Clara. Event begins at 7:30 a.m. at the Techmart in Santa Clara.



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