

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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Learning High Velocity Leadership

Alliance leaders speed into distinct competitive advantage



Merijn te Booij
Genesys

By Warren Lutz

Merijn te Booij (Group T225) can tell how much leadership skills have changed just by talking with his father.

"My dad was a leader in the 60s, 70s and 80s; back then perfectionism was a great skill for a leader to have," says te

Booij, who serves as Executive Vice President of Product and Solution Strategy for Genesys, a provider of customer experience technology. "But being perfect means it takes a long time to reach a decision, and I don't have that time anymore."

In today's fast-moving, hyper-connected economy, te Booij knows that business opportunities come fast and furious. In such an environment, leaders who act quickly gain distinct competitive advantages. Yet they can also encounter greater risk.

According to te Booij, speed is especially intense in the high tech industry, a challenge that Genesys is confronting on several levels. Besides conducting research into consumer trends and consulting with highly rated analysts, te Booij creates specific teams to think strategically about new opportunities. "If we look toward the long term, we use a very limited number of people on the team," he said. "But if it's something that's going to happen next year, we'll need a much bigger team because we'll need to have everyone aligned very quickly."

Failing fast is also a critical component to high velocity leadership, te Booij added. "The earlier an idea fails, the better. And when something fails, you better get rid of it quickly," he said. "You don't want to sit on failures, because they take energy and time."



Sanjay Uppal
VeloCloud

Sanjay Uppal (Group 321), CEO and Co-Founder of VeloCloud, a provider of cloud-delivered networks, said the current pace of innovation has become "hyper exponential," which places increasing pressure on leaders to make quicker decisions. In response, Uppal has developed three tools.

The first is intuition and "gut sense," based on the behaviors of VeloCloud customers. In fact, Uppal compared VeloCloud's clients to "flashlights" that help illuminate the company's direction. "That's really part of building one's intuition and gut sense—let your customers lead you in the direction you should go," he said. The second tool is real-time data, which he uses to learn how VeloCloud's solutions are being deployed, which apps are being run, and whether there are any glitches. "If I have all this data at my fingertips, I can make better decisions," he said.

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Instead of Seeking Answers, Create Conditions for Discovery

Lisa Kay Solomon: Design moments of impact and strategic conversation



Lisa Kay Solomon
Innovation
Strategist

By Brett Garling

Lisa Kay Solomon, Innovation Strategist and acclaimed author, [addressed a gathering](#) of Alliance CEOs in San Francisco on August 14th at the Bently Reserve, and urged the assembled leaders to think of themselves as designers that are crafting moments of impact. In a world that is increasingly more volatile,

uncertain, complex and ambiguous, winning leaders don't pretend to have all the answers. Instead, they combine functional utility with emotional engagement to design moments – meetings – that trigger the right responses in their colleagues.

Instead of more meetings, Lisa urged more strategic conversations. In order to get above the fray of daily noise and drive positive

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The Power of Ignorance



**PAUL WITKAY
FOUNDER**

When I created my first company in 1979 and had my first entrepreneurial experience, I developed what I called the "Power of Ignorance."

My concept of ignorance is not to be taken literally - intelligence does matter. The Power of Ignorance, however, was a mindset that drove me to seek out every expert I could find and pick his or her brain. In doing so, I discovered that people were very willing to share their knowledge, particularly with someone who sincerely wanted to learn.

This experience is why I found Liz Wiseman's latest best-seller, *Rookie*

Smarts, so absorbing. Wiseman, who also wrote *Multipliers*, proposes in her new book that the "critical skill of this century is not what you hold in your head, but your ability to tap into and access what other people know."

Although most of us would agree with this statement, Wiseman found that as we gain experience and climb our personal learning curves, it is natural to reduce our quest for new ideas. Experience eventually leads to habits, and once we form a habit, our brains stop working on alternative solutions. Yet, this doesn't have to be the case.

In the process of writing *Rookie Smarts*, Wiseman studied the traits of many highly successful leaders and found they shared a set of qualities: "an insatiable curiosity, a humility that makes them lifelong students, and a playful but intentional approach to achieving their goals." To break down these definitions a little further:

- **Curiosity** – Highly successful leaders have a thirst for understanding that grows from a deep-seated belief that "what you don't know is more interesting than what you do know." They intentionally seek out a wide variety of sources for a diverse range of ideas and opinions.
- **Humility** – The first step to learning is accepting that we don't know everything. The best leaders believe they can learn something from anyone and are not concerned with the appearance of ignorance.
- **Playful Approach** – Leaders with a thirst for learning don't need to leave work to play. Their work becomes play, and as such, people simply enjoy working with them.

Wiseman also identified four sets of behaviors that differentiate leaders:

Backpackers vs. Caretakers

Caretakers tend to protect the status quo and do things the way they've always been done, while Backpackers explore new possibilities and find new approaches.

Hunter-Gatherers vs. Local Guides

Local Guides look for data that confirms what they already know and are happy to offer their advice. Hunter-Gatherers, acknowledging they are new to the scene, seek help and create collaborative teams to address their challenges.

Firewalkers vs. Marathoners

Marathoners move at a steady, comfortable pace, while Firewalkers operate with a sense of urgency and take calculated but quick steps. Firewalkers also seek feedback and pivot accordingly.

Pioneers vs. Settlers

Settlers rely on available resources and strive for comfort, while Pioneers push boundaries, improvise and maintain a hungry mentality.

How do we avoid being trapped by our natural desire to develop into "experts?" Consider that information and knowledge are accelerating at exponential rates. It's impossible for any leader to know everything they would like to know in order to guarantee success. In this fast-paced environment, it shouldn't be that hard to maintain our inner rookie mindset, keeping us hungry for new ideas and insights.

Famed UCLA basketball coach John Wooden once said, "it's what we learn after we know it all that really counts."

I recommend we train ourselves to never succumb to the temptation of thinking we actually know what we're doing. Continue to reach out to others who have different experiences from our own, and ask lots of questions. By seeking information from many diverse sources, rather than one expert, we will generate more fresh ideas and creative strategies to achieve our objectives.

My advice is to stay curious, stay humble, and have fun along the way!

In a fast-paced environment, it shouldn't be that hard to maintain our inner rookie mindset, keeping us hungry for new ideas and insights.



Tapping the Alliance Community to Connect Job Seekers with Job Opportunities

Thanks to a new partnership with **Cerius Executives**, Alliance members will soon have access to a comprehensive database of executives and job opportunities via our website! In just a few clicks, using this integrated tool, members can:

SEARCH for seasoned, executive talent from an Alliance/Cerius partner network. There are **no costs** to search or connect with other Alliance members.

JOIN the Alliance Executive Network at **no cost**, during a career transition to access interim, consulting assignments or board positions.

REFER a Respected Executive to the Alliance Executive & Job Search Network and watch our community grow.

www.allianceofceos.com/member_network

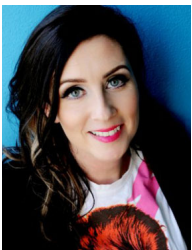
Contact Jeanne Wallenstein, Director of Alliance Communications, at (925) 942-2400 ext. 222 or jwallenstein@allianceofceos.com for more information about the Alliance Executive & Job Search Network.

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.

Cat Lincoln: Actions Speak Louder than Contracts



"If you've seen actions conducted over and over again, they will continue, no matter what kind of agreement you have in place."

Cat Lincoln, Founder and CEO, Clever Girls Collective

The case at hand was brought by a CEO who was considering a new business enterprise with an old acquaintance. He was seeking advice about the contract, agreement structure and specifics of the legalese.

If I were in your situation, I'd consider the risk of entering into a contract with individuals who have demonstrated that they put self-interest above the law.

In our time together at the Alliance, you have demonstrated the highest standard of ethics. Nobody here would doubt your commitment to what you promise. However, be careful not to apply that confidence too liberally to others. Take your potential business partner. If you've seen actions conducted over and over again, they will continue, no matter what kind of agreement you have in place. In this negotiation, the only thing your

partner has to think about is himself – how *he* will benefit from an agreement. You have to think about yourself, the law and the people who rely on you. Your burden is heavier, and that puts you at a disadvantage.

One of my first jobs was working in a compliance department at a financial company. The FTC audited us and we had to pull our paperwork and registration. The paperwork was in order thanks to the diligence of those in charge of the filings. The crossing of the "Ts" and dotting of the "Is" rarely leads to large issues. In that experience, the big problems that were unearthed came from an emotional need to do something different, whether it is an affair, an incorrect use of money or anything else. In those circumstances, it doesn't matter what was written in the agreement, or paperwork or law — people were doing things for emotional reasons, not legal reasons.

Ebbe Altberg: Before you "Scale Up," you have some answering to do



"Even if you have a great technology, you have to be more than just a technology. You have to make a great product and a strong business."

Ebbe Altberg, CEO, Linden Lab

The case at hand was brought by the CEO of a technology company that was on the doorstep of rapid expansion. The CEO was looking for advice and best practices on "scaling up" his business.

You have a great technology offering, which is often the case here in Silicon Valley. However, you have to be more than just a technology. You have to make a great product and a strong business. The technology itself often doesn't offer insights into how to do this. If I were you, I would start asking questions. Do you want to be acquired in the medium

term or are looking to build a stand-alone business? Are you creating a product that will stand on its own, or a built-out feature that will eventually become attractive to a tech giant?

Take, for example, Apple and Oracle. One is a product company with a sales team. The other is a sales company with a product team. What are you building? And what does a sale look like? Are you a self-service company that is selling a product that costs hundreds of dollars to thousands of customers a day? Or are you selling

a product that costs tens of thousands of dollars to a few customers a month? And if you're looking to be acquired, what companies might do that? What are their needs, not only for technology, but also personnel and skills? How do those needs affect your current hiring strategy? Or perhaps you are planning to stay privately held? Or an IPO? What does success look like in 5 years? In 10 years? All of these considerations and many more will shape your strategy to "scale up." Put on your thinking cap.

Failure is Endemic and Real Winners Use it to Their Advantage



Mark Coopersmith:
Embrace the failure value cycle for future success

By Brett Garling

Did you know that 99% of patents make no money at all? A full 75% of VC-funded startups don't make a dime back on their investment. If these stats are not enough to throw you into depression, consider

that 70% of all startups die within the first 18 months. What a waste. Or is it? At the September 10th [Alliance Regional meeting](#) in Santa Clara, Mark Coopersmith, Senior Fellow, Haas School of Business, argued the opposite: smart leaders, teams and entrepreneurs not only fail, but they put that failure to work in a way that fuels future success.

At the core of Mark's credo is what he calls the "failure value cycle." No matter what you do, always be preparing for failure. **Respect** that it could arrive tomorrow, **rehearse** what you'll do if it does and **recognize** failure when it is upon you. The captain of the ship does no favors when she doubles her resolve in the 9th hour and the ship sinks anyway with everyone on

board. Indeed, she should have sounded the alarm and filled the lifeboats. Mark argued that leaders must above all **react** during an episode of failure. And after the boat sinks and you sit in the life raft, **reflect** on what happened, **rebound** to new successes and, critically, **remember** why you failed in the first place.

Look at the remarkable failure-turned-success stories all around us. Though it had just disrupted the Blockbuster model, Netflix's DVD mail service was quickly threatened in the face of the mass media migration to online. Management reacted swiftly and embraced online content delivery and the eventual content creation that puts Netflix at a nearly \$50B market valuation today. Or consider Marvel Comics, which refused to be swept aside by the rapid decline in print, and leveraged the intellectual property of their characters to propel the company into the cinema.

Having launched, built, and led high-growth businesses from startups to global enterprises, Mark understands how to leverage seemingly unlucky situations into strategic advantage. For more wisdom on the power of failure, read his recent book *The Other "F" Word*. With failure in such abundance, we'd be remiss to not turn lemons into lemonade.

Lisa Kay Solomon

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organizational change, she advocates for creative and collaborative problem solving sessions to sow the seeds of discovery and innovation. Unilateral presentations of tired corporate dogma only beget more lackluster results. Utility is no longer enough. Emotional engagement is key. Indeed, the human essence is what drives real change and innovation. Therefore, put humanity into crafting your moments of impact.

Lisa has helped executive teams like ING, Andreesen Horowitz and Nestle bring innovation into everyday work and behaviors. Outlined in her book, *Moments of Impact: How to Design Strategic Conversations that Accelerate Change*, there is a straightforward recipe for achieving moments of meaningful impact. Key considerations include broad choices: is the goal of the meeting to build understanding, shape options or make decisions? But also, Lisa digs into impactful minutia like deciding what materials are sent in advance, how the scene is set and even what method will be used to capture meeting notes. For the executive striving to get more out of meetings, she offers much to chew on.

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
Arun Anur	T125	Yodlee	www.yodlee.com	Financial Management Platform
Suresh Balasubramanian	321	LiveHive	www.livehive.com	Sales Engagement Platform
David Brown	210	Berkeley Nucleonics Corporation	www.berkeleynucleonics.com	Precision Instrumentation Manufacturing
Sam Hassoun	431	GLA Corporation	www.gla-corp.com	Mediation & Dispute Resolution
Ken Horne	280	Symic Biomedical	www.symicbio.com	Biotherapeutics Platform
Nadim Maluf	309	Qnovio	www.qnovocorp.com	Battery Improvement Software
Kes Narbutas	271	Cypress Private Security	www.cypress-security.com	Comprehensive Security Services
Scott Rendleman	T125	Ingenium	www.pureingenium.com	Sustainable Hazardous Waste Management
Jeff Stone	105	Diamond Construction	www.diamondconstructioninc.com	Residential & Commercial Construction
TR Thirucote	321	TesoRX	www.tesorx.com	Specialty Pharmaceuticals
John Tortora	T300	Sharks Sports & Entertainment	www.sharkssports.net	Professional Sports Team
Tim Tran	341	4WholeSale	www.4wholesalecorp.com	Wholesale Consumer Electronics
Albert Yanez	T300	Asteelflash	www.asteelflash.com	Electronic Manufacturing Services
Dean Zikria	110	Spirometrix	www.spirometrix.com	Respiratory Medical Devices

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 Farm Fresh to You Tour

In August, Alliance member, Freeman Barsotti, Co-CEO of Farm Fresh to You, hosted his Alliance Group 431 and provided a tour of Farm Fresh to You's West Sacramento Distribution Center.



From left to right: Ramona Davis-Frenn of Life-Assist, John Hubacz of JH Technologies, Modie Katz, Alliance of Chief Executives Director, Dennis Erokan, CEO of the Placemaking Group, Rick Lunsford of Blossom Ridge Home Health Agency, Craig Sardella of Guild Mortgage, Freeman Barsotti of Farm Fresh to You, and Doug Bergman of UCP of Sacramento & Northern California/MRSI

Group 108 Lake Tulloch Retreat

In September, Alliance member, Bob Klotz, Founder/CEO of Bayside Solutions, hosted Group 108's meeting and annual fall retreat at his resort home on Lake Tulloch. In addition to their private meeting, the group enjoyed great food and wine, an incredible location and fun lake activities.



From left to right: Daren Young of DRYCO Construction, (standing) Alan Huttman of HA Logistics, Jeff Antrim of Proforma Construction, Craig Hertz of AEI Consultants, Sean Marx of Give Something Back, (standing) Tom Partlow of Acorn Health Solutions, (standing) Bob Klotz of Bayside Solutions, Bob Brown of TELADATA, and Matt Clementz of Cultured Marble Products

Alliance Fall Dinner

The Alliance hosts three All-Alliance Dinners each year to enable all members and their guests to meet other members from regions throughout the entire Alliance. Many Alliance members and their guests, including Curtis Allen of Altair Technologies, and his wife, Mary, (pictured below) came from throughout Northern California to enjoy our 2015 Alliance Fall Dinner at The City Club in San Francisco on September 24th.



Alliance Roundtable: Necessary Adjustments When Becoming a Public Company CEO

On October 14th, Alliance member, Andrew Giacomini, hosted an interactive Alliance Roundtable at the offices of Hanson Bridgett in San Francisco. Alliance member, Lisa Im, CEO of Performant Financial, left a senior position in a multi-billion dollar company to lead Performant when PE firms bought in, and then took it public in 2012. During this Roundtable event, Lisa shared her journey as a CEO, and discussed her lessons learned for managing analysts, and understanding the realities of how the market rewards (or doesn't) current performance. Those in attendance learned that the IPO journey for a CEO is surely a race to learn about public investors, new approaches to communication and very different expectations as a leader.



Learning High Velocity Leadership

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Lastly, Uppal has developed a “learn fast” culture at VeloCloud and recruits people based on their skill for learning. “People who learn fast, create a company that learns fast, and when the company learns fast, we can outpace everybody else,” he said. “Every person in the company has a responsibility to look around and ask questions, which is why we don’t have any walls. I want people to ask stupid questions because that teases out what’s happening in the future.”



Manoj Leelanivas
Cyphort

Manoj Leelanivas

(Group 309), President and CEO of Cyphort, who has spent more than 20 years in Silicon Valley, agrees that the need in higher velocity leadership has increased in the past five years, given the fact that technology cycles have compressed significantly. “Decisions

that do not require much thought need to be made ASAP,” he said. “Strategic decisions need more thoughtfulness since they have a long term bearing; however you do not have time for “analysis paralysis” for tactical execution decisions and people decisions. You have to drive hard and execute, otherwise another company will leapfrog you. You cannot wait for someone to sink or swim anymore.” But Leelanivas said it is important for a CEO to let others make decisions. “If someone else can do it, delegate it, and make the person own it,” he said. “That’s the only way to scale.”

Just as important, Leelanivas said, is attracting people who practice high velocity concepts, which isn’t easy. “When things are working, people have a tendency to step back,” he said. “But these days, stepping back is not possible. If you don’t have a high velocity leader, you’re going to get a manager—and you need leaders, not managers.”



Chris Linthwaite
Thermo Fisher Scientific

At Thermo Fisher Scientific, a life sciences instruments and tools company, **Chris Linthwaite** (Group T300) has developed an R&D resource allocation system that assesses new opportunities against existing programs. To encourage researchers

to create new, potentially disruptive investments, his team holds “open mic” pitch sessions in a specific, custom built room dubbed the “Innovation Space.” Linthwaite, who is President of the company’s Genetic Analysis Division, is responsible for allocating or reallocating money across a broad portfolio of investments. Using tools such as

Wheelwright charts, projects are scored as Breakthrough, Platform or Derivative investments and the allocation of funds are aligned with strategic priorities and financial constraints relevant to a specific year. For brand new, speculative investments, roughly 10% of funds are held back to capitalize on new ideas that bubble up during the year.

To pick the best ideas, Linthwaite uses a process that is similar to what venture firms do. “We do monthly pitch sessions, normally lunches or dinners which are like an open mic night,” he said. “For 5-7 minutes, anyone can get on the schedule and show proof of principle data or concepts to a cross functional group of developers. The evening sessions include beer and wine. We vote on the best ideas, and typically release seed funding to the top 2-3 ideas so they can advance towards full blown proposals. Product managers are assigned to the team to assess market demand for the concepts. Successful ideas graduate into a more formal program stage gate process.”



Craig Goehring
Brown and Caldwell

Even industries that aren’t particularly known for speed are finding ways to accelerate. **Craig Goehring** (Group Q200), CEO of environmental engineering firm Brown and Caldwell, says his company is not immune to a higher velocity business climate, even if “we are not on that hyper growth curve that tech companies have.”

Borrowing a sports analogy, Goehring said Brown and Caldwell has installed a “no-huddle, hurry-up” leadership team approach, referring to the strategy used by football teams when they want to change the cadence of the game. To make the hurry-up offense translate to business, Goehring says companies need three things—the right people, trust, and a clear and clean decision making process. The goal: fewer standing meetings, more ad hoc decision making by only the relevant players, and a cadence better suited for today’s business demands.

“Some people are not well suited to high speed leadership, so it’s a matter of having the right people on the bus,” Goehring said. “You also have to commit to having better organizational health, so you have the full trust of your executive team.” However, companies can have both traits and still be too slow if they don’t have a sound process for making decisions—which is especially important in engineering. “We are a high collaboration, high consensus type culture, where decision making is not always consistent with speed,” Goehring said. “So for us to be timely and speedy, and change up that cadence, that process of decision making has to be well understood.”



Jag Duggal
Quantcast

Jag Duggal (Group T300), SVP of Product Management for Quantcast, which leverages data to drive more relevant and effective online advertising, says that high velocity companies must “genuinely understand their strategy deeply” to stay ahead.

“This is an old fashioned concept and one that Silicon Valley has dismissed as archaic, but opportunity favors the prepared mind,” he says. “You must know what you want to achieve, or you’re not going to sort out the signal from the noise.”

Quantcast has incorporated a three to four-year strategy cycle where its leaders “think about the world and what’s likely to change.” The result of each cycle is a 40-word strategy statement that clearly describes what is unique of the company’s offering, which then guides the company’s actions. “Clearly” is the key to this statement, Duggal says. “The founder of Instagram has a saying: ‘We may be wrong, but at least we’re clear,’” he said. “It’s better to be clear than anything else, because then you can tell if your hypothesis is no longer conforming with reality, and you can adjust it.”

Duggal has also created a small team of five people dedicated to creating the company’s strategy up to 24 months into the future. A veteran of Google, Duggal says a similar team was responsible for the tech giant’s highly successful DoubleClick acquisition in 2007. “Everyone thought it was nothing in terms of the grand scale of Google, but that acquisition filled a fundamental gap in the company’s portfolio,” he said.

Duggal, who has been tracking disruptive technology since 2008, says it used to be that some game-changing technology would deliver a “shock to the system” every seven years. Today, he says, it’s happening every nine months. “If you miss one of those shocks, you’re in real trouble, and if you miss two of them, you’re dead,” he said. “Something drastic will change every three quarters, so you’ve really got to be on your toes.”

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

“People who learn fast, create a company that learns fast, and when a company learns fast, it outpaces everyone else.”

Members In The News



Peaxy Closed \$15 Million in Series B Funding

October 1, 2015

Peaxy, a software provider that enables data access and supports advanced analytics across the enterprise, has closed \$15 million in Series B funding. Alliance member, Manuel Terranova (Group 307), is the President & CEO of Peaxy.

Alliance Members on the List of Silicon Valley's 50 Fastest Growing Private Companies

September 30, 2015

Congratulations to Alliance members, Cat Lincoln (Group 275), Founder & CEO of Clever Girls Collective, and Rick Sutherland (Group 305), Founder & CEO of ClickAway Corporation, whose companies are among Silicon Valley's 50 Fastest Growing Private Companies for 2015.



Battery Startup Qnovo Picks Up \$8.6M Series B

September 2, 2015

Battery startup Qnovo has secured \$8.6 million in Series B funding. The investors included Intel Capital, RockPort Capital, US Venture Partners and Blue Run Ventures. Alliance member, Nadim Maluf (Group 309), is the CEO of Qnovo.

12 Alliance Members Make the INC 5000 Fastest Growing List

August 17, 2015

Congratulations to the following Alliance members whose companies were named to the 2015 INC 5000 list of the fastest growing companies in America:

- AlphaSense, led by Founder & CEO Jack Kokko (Group 275)
- Arborwell, led by President Peter Sortwell (Group 120)
- ClickAway, led by Founder & CEO Rick Sutherland (Group 305)
- Corefact, led by Founder & CEO Chris Burnley (Group 110)
- Free Flow Wines, led by Founder & CEO Jordan Kivelstadt (Group 272)
- Jade Global, led by CEO Karan Yaramada (Group 305)
- Jobvite, led by VP Business Development Skip Hilton (Group T225)
- Kovarus, led by EVP, Professional Services Operations Mitch Sharp
- Mommy's Bliss, led by CEO Yasmin Kaderali-Birch (Group 105)
- Patxi's Chicago Pizza, led by CEO Bill Freeman (Group 202)
- Senturus, led by CEO & Co-Founder John Peterson (Group 210)
- The FruitGuys, led by Co-Founders Chris Mittelstaedt (Group 272) & Erik Muller (Group 271)



6 Alliance Members on the List of the Bay Area's Largest Corporate Philanthropists

July 23, 2015

Congratulations to Alliance members Anthony Sperling (Group T225), EVP of Global Client Experience at Advent Software, Christine Heckart (Group T300), Chief Marketing Officer of Brocade Communications, John Curcio (Group T225), Chief Commercial Officer of Cupertino Electric, Andrew Giacomini (Group 202), Managing Partner of Hanson-Bridgett, Bill Freeman (Group 202), CEO of Patxi's Pizza, and Jes Pedersen (Group Q200), President & CEO of Webcor Builders, whose companies were named to this year's list of the "Largest Bay Area Corporate Philanthropists."



Alliance Group T300 at AT&T Park

Alliance member, Leilani Gayles, Chief People Officer for the San Francisco Giants, welcomed Group T300 to their August meeting. The group enjoyed great views and a tour through AT&T Park, the home of the San Francisco Giants.

From left to right: Stuart Latta of Nestle Dreyer's Ice Cream, Paul Witkay and Michael Burns of the Alliance of Chief Executives, Gordon Heneweier of CooperVision, Mathew Caldwell of Instacart, Chris Linthwaite of Thermo Fisher Scientific, Albert Yanez of Asteelflash, Leilani Gayles of the San Francisco Giants, and Russ Harrison of the Alliance of Chief Executives



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.



Alliance Holiday Dinner: Thursday, December 3 in Pleasanton

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



Keynote: Curt Carlson, Founder, The Practice of Innovation: Thursday, December 10 in Santa Clara

Curt Carlson, Founder of the Practice of Innovation, will join us for this Regional Alliance meeting. Curt is widely sought as a speaker and thought leader on innovation and global competitiveness. He is the co-author of *Innovation: The Five Disciplines for Creating What Customers Want*, selected by *Business Week* as one of the top 10 business books for 2006. He is finishing a new book of "next-generation" innovation best practices, called *Creating Abundance: Prosperity and Meaningful Employment Through Innovation Across Society*. Event begins at 7:30 am at the Hyatt Regency Santa Clara.

PROFESSIONAL SERVICES

Professional Services Roundtable: Thursday, January 28 in Alameda

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 at MBH Architects in Alameda.

LIFE SCIENCES

Life Sciences Roundtable: Friday, January 29 in South San Francisco

This invitation-only Life Sciences Roundtable will address the specific challenges and opportunities in an industry that continues to change. In addition to our private, confidential groups, Alliance Roundtables are designed to enable top executives from throughout the Bay Area to leverage the collective wisdom of our entire Alliance community. Event begins at 7:30 am at SutroVax in South San Francisco.



Keynote: Eamonn Kelly, Author, *Powerful Times*: Friday, February 12 in San Francisco

Eamonn Kelly, author of *Powerful Times* and CMO of Deloitte Consulting, will join us for this Regional Alliance meeting. Eamonn advises senior leadership at leading corporations, key global and national public agencies, and major philanthropic foundations. He also develops and delivers programs to help current and future leaders acquire the knowledge, judgment and skills required to succeed in a complex and unpredictable future. Prior to joining Deloitte Consulting, he 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.



Keynote: Adam Leipzig, CEO of Entertainment Media Partners: Friday, February 19 in San Ramon

Adam Leipzig, CEO of Entertainment Media, will join us for this Regional Alliance meeting. Adam is the former Senior VP with Walt Disney Pictures and President of National Geographic Films who oversaw some of the most financially successful and iconic films ever – including *March of the Penguins*, *Dead Poets Society*, and *Good Morning Vietnam*. Now, as the CEO of Entertainment Media Partners, Adam provides informed guidance, deal making intelligence and relevant connections for corporations and prestigious media companies to garner greater success in the marketplace. Event begins at 7:30 am at the San Ramon Valley Conference Center.

SOFTWARE

Software Roundtable: Tuesday, March 22 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 Jobvite in San Mateo.



Alliance Spring Dinner: Thursday, April 21 in San Jose

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



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