

ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER

EXCHANGING STRATEGIC INSIGHTS

TAPPING COLLECTIVE EXPERIENCE



Volume 8, Issue 4

Winter 2015

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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Doubling Down in 2015

Alliance Members share next year's major investments—how they chose them, and how they eliminated other options



Douglas Murray
Big Switch Networks

By Warren Lutz

Big Switch Networks, a provider of software defined networking (SDN) solutions, is doing well as a startup with disruptive technology. The company is currently doubling bookings every quarter, says the company's CEO, Douglas Murray (Group 302).

Yet Big Switch has also created a buzz that has lured some major players into its market, which means Murray has to act. In 2015, he'll be investing heavily in sales, growing the go-to-market team by nearly 100%.

"We have a lead time on the market, but it's about getting as much mind share and market share as we can," he says. "That will determine who the winners will be over the next three to five years."

There is slow and steady growth, and then there is the kind of major growth that transforms companies and vaults them ahead of the pack. But that kind of growth takes a major investment, and just like doubling down at the blackjack table,

such investments could either pay big or go bust.

Still, a number of CEOs examined the strategies and approaches that worked in 2014 and have decided to "double down" in 2015 with heavy bets. What would it take to convince them? How did they eliminate other options? And what's at stake if their "double down" goes bust?

In the case of Big Switch, there has been a lot of hype about the SDN market, and Murray says tech giant Cisco is already jumping in. "We need to accelerate investments in sales resources now," he says.

Earlier this year, Murray and his leadership team took a close look at Big Switch's average-sized deals, then mapped out how many salespeople and systems engineers were required in order to reach its goals in 2015.

To validate his decision to invest in sales, Murray consulted with Big Switch's board members, as well as his Alliance Group, who he says provided "incredible feedback. As a first-time CEO, that was invaluable."

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Don't Go The Way Of The Dinosaur

Curt Carlson: Establish a Process for Innovation



Curt Carlson
"Innovation: The Five Disciplines for Creating What Customers Want"

By Brett Garling

S&P 500 companies are having shorter and shorter lifespans of dominance. Like dinosaurs, they can't keep up. Curt Carlson, our keynote speaker at the August 1st meeting, suggested their biggest point of failure is having no process for innovation. He contended that 80% of what's being worked on has no value from the start. Without vetting whether an idea is truly

innovative, these companies spin their wheels, waste resources and ultimately fall to the wayside.

Curt Carlson was President of SRI International from 1998 through 2014 and is a world-renowned expert on innovation. He defines innovation as the creation and delivery of new customer value in the marketplace with a sustainable business model for the enterprise producing it. Carlson made it clear: having a bright idea is not enough. Companies must go beyond ideas or creativity and think of innovation as an organization-wide, managed process.

Key to this process, Carlson said, are SRI's 5 Disciplines of Innovation:

- 1. Important Customer & Market Needs:** Understand customer needs to ensure that an idea creates real value.

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Pixar's Braintrust: How to Build a Creative Organization



PAUL WITKAY
FOUNDER

If you've read any of my columns, you know that I am a student of how ideas are generated. Many great books on creativity and innovation have been written by professors and researchers, and I've read quite a few. However, the best book I've read by an actual CEO on how they personally developed a real-world creative organization is Ed Catmull's recent work, *Creativity, Inc.: Overcoming the Unseen Forces that Stand in the Way of True Inspiration*.

Catmull is the Founder and President of Pixar, which continues to dominate the world of animated movies. His book begins with an entertaining story about how Catmull was a PhD student at the University of Utah with a dream to make the world's first computer-animated movie. He didn't set out to build a major company, or even to be a CEO. But in 1986, he teamed up with John Lasseter, a Disney animator, and founded Pixar with financial backing from Steve Jobs. It took nine extremely challenging years for Catmull and Lasseter to create their first full-length animated movie, *Toy Story*. The rest is history.

Although Catmull claims to be an "accidental CEO," he has clearly thought deeply about how to build and sustain a creative organization and openly shares his philosophies in his book. This article discusses one of the most critical elements of Pixar's culture: its *Braintrust*.

The Genesis of Pixar's Braintrust

According to Catmull, *Toy Story* was developed by five brilliant men. They were all very smart and funny, but when they came together to discuss the status of their project, they were laser focused and candid with each other. Catmull felt that the manner in which they collaborated was so powerful that he created and institutionalized the *Braintrust* as a critical element of the development process for every future Pixar film.

Why use a Braintrust for every project?

Catmull found that people who take on complicated projects become lost inside them at some point. The creation process can be so intense that the creators **become** the project. After a while, they become so

overwhelmed that they lose sight of the forest and only see trees. The Braintrust was used as a tool to help get the developers of *Toy Story* back on track.

So what makes a Braintrust work?

The Braintrust must have two critical elements:

1. All members of the Braintrust must have a **deep understanding** of the customer experience—in Pixar's case, the storytelling—and must have personally been through the creation process before.
2. The Braintrust has **no authority**. This is critical, because it means the director *does not have to follow any* of the specific suggestions from the Braintrust. As a result, the team is able to speak more candidly and the director has no need to defend his decisions or actions. By removing the power of mandated solutions, the group's dynamics are powerfully affected.

The obvious question is: why would the movie's producers not want to maintain authority? "We don't want the Braintrust to solve a director's problem, because we believe that our solution won't be as good as the one the director and his team will come up with," Catmull writes. But there was another reason.

Building Up, Not Tearing Down

Catmull realized that if he gave the Braintrust authority, it would have made the creative process competitive and inherently critical, almost like "a trip to the dentist," he says. On the other hand, without authority there was no debate to be won. Instead, the Braintrust only added value by challenging and testing the director's ideas, by using candor, and by allowing the director to see things through other people's eyes.

"Candor isn't cruel. It does not destroy," Catmull writes. "On the contrary, any successful feedback system is built on empathy, on the idea that we are all in this together, that we understand your pain because we've experienced it ourselves. The Braintrust is fueled by the idea that every suggestion is in service of a common goal: supporting and helping each other as we try to make better movies."

Interestingly, the key characteristics of Pixar's Braintrusts are very similar to the philosophies behind the Alliance of CEOs. Just like a Braintrust brings value to the creative process, so too does the Alliance, by getting CEOs to challenge assumptions, think deeply and generate fresh perspectives and ideas.

The Braintrust is just one example of many used in *Creativity, Inc.* If you're looking to build a more creative organization, Catmull's book is a great place to start.

Just like a Braintrust brings value to the creative process, so too does the Alliance, by getting CEOs to challenge assumptions, think deeply and generate fresh perspectives and ideas.

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.

John Maydonovitch: Inspire with Breakthrough Objectives and Stretch Goals



"Set a singular breakthrough objective for the company, something to strive for on an organization level. Then huddle with your department heads and translate that inspirational goal into specific departmental breakthrough objectives."

John Maydonovitch, CEO of MCE

The case at hand concerns a CEO who had prepared a very detailed business plan to guide his management team through the next fiscal year. The plan, which the CEO presented to his fellow ACE group members, set forth scores of objectives and actions with related criteria for success. Here's what John Maydonovitch, CEO of MCE, shared with his Alliance group.

If I were you, I'd chuck the 100-page business plan and come up with *one* company-wide breakthrough objective – not the countless maintenance objectives that keep the doors open – but one clear goal that, if reached, would take your business

to the next level. That is where your focus should be.

Your mind has an incredible knack for detail. However, that talent shouldn't condemn you to bogging yourself down in minutia. This plan you've made is essentially a detailed project plan, and you'd need a project manager to keep track of it all. If I were you, I'd hone in on your strongest value to the business: inspiring your company to breakthrough to the next level. Do this by setting a singular breakthrough objective for the company, something to strive for on an organization level. Then huddle with your department heads and translate that

inspirational goal into specific departmental breakthrough objectives.

Make it clear from outset that this breakthrough objective isn't binding. There are no penalties for not reaching it. But it's something to strive for. A stretch goal. And when you ask your management team to imagine a year of – not 10% growth to keep up with the competitors – but 50% growth to blow the doors off a new market, *then* you engage another level of thinking. You inspire your team to think about transformational business. Don't get bogged down in project management. Your true calling as CEO is to set the bar – and set it high.

Burt Cummings: Sell Yourself through the Pain You Solve



"Go to the core of what your services enable your client to do. Don't focus on the intermediary steps, but rather go straight to the pain you solve. Therein lies your core value proposition."

Burt Cummings, CEO of Versaic

The case at hand involves a CEO who was the focus of an Alliance meeting. After the group heard his presentation, they challenged him to more clearly explain his company's value proposition. The CEO engaged the group in a fruitful brainstorm to better understand what his company offers. Burt Cummings, CEO of Versaic, shared the following insights with his Alliance group.

If I were you, I'd go to the core of what your services enable your client to do.

Don't focus on the intermediary steps, but rather go straight to the pain you solve. Therein lies your core value proposition.

Although you're new to the group, you know already that nobody here pulls punches. If we did, we wouldn't really be helping each other out. If I were in your shoes, I'd conclude that I have much more than a technology training company. Your clients call you in because their field engineers require technical expertise to sell new products. Yes, your company

provides services that fulfill that function. But, what does your service really do for the customer in the end? In my opinion, you enable them to accelerate their sales cycle. Your client's real pain isn't lack of technical savviness, but the resulting sluggish speed to sale. The core of what you do is help them sell faster and make more money. How you do it doesn't matter, it's the return you provide that counts.

Through our meetings, I've been impressed with your immense technical knowledge. Yet, your clients aren't buying this. They are buying the promise that things will get better. Focus less on what you offer and more on your clients' real pain. Are you just a technology training company? Or, are you a one-stop-shop for rocketing your client's revenue through the roof?

You Already Know How To Be Great



Alan Fine
InsideOut
Development

Alan Fine: Remove Interferences and Thrive

By Brett Garling

Alan Fine, pioneer of the modern day coaching movement, gave a keynote speech at the

Alliance's August 15th Regional meeting in San Ramon and delivered a simple, but powerful message: greatness already lies within each of us. Too often, we strive for outside input to improve our performance, when really, our performance is far more enhanced by removing interferences that inhibit our innate abilities.

In other words, we often feel that Performance = Capacity + Knowledge and therefore, rely on experts to provide knowledge transfer (which often fails). According to Alan, our Performance = Capacity – Interference. This inverted approach is called "Inside-Out" coaching, where the power emanates from within, as opposed to "Outside-In" coaching that focuses on inputs.

So what is interference and how can we reduce it? Take for example the "ticking clock countdown" in the middle of a stress

filled request. These interferences often lead to "Watch Out Mode," which distracts our focus from that which is truly important. Alan made an example for the group and unexpectedly asked for an Alliance member to give a 3-minute impromptu discourse. As the crowd grew nervous, hoping to not be called upon, Alan pointed out that anyone could easily give a 3-5 minute rant on a variety of topics. Yet, the "sudden" interruption and formality of his request made a distracting interference that stunted performance.

Alan believes that ensuring proper focus and doing what we know, leads to greatness. He offered a useful model (applicable to sports/business/personal life): **Say Do Co**

Say what you will do

Do what you say

Communicate when you cannot

Through these methods, fleshed out in his recent *New York Times* bestselling book, *You Already Know How to be Great*, Alan believes we can all claim our power to *choose what we focus on, moment by moment, towards greatness*. As CEOs, this lesson underscores the need to watch out for those events or behaviors that interfere with our people's lives and performance – to remove the interference and allow human greatness to shine through.

Curt Carlson

Continued from page 1

2. Value Creation: Guided by the NABC method (below).

3. Innovation Champions: Every project is driven by an indispensable, passionate advocate. No champion, no project.

4. Innovation Teams: The champion taps into the collective genius of the network to form a multidisciplinary team.

5. Organizational Alignment: Innovation teams align with customer and partner needs to create the highest value.

Carlson concluded by sharing the NABC method – Needs, Approach, Benefits (per costs) and Competition – which quickly defines, creates and communicates ideas that have innovative value. First, describe the specific *need* the idea addresses. Second, explain the uniqueness and relevance of the *approach*. Third, define the benefits vs. costs. Fourth, explain how your idea is superior to the alternative approaches of the *competition*. SRI uses NABC analyses constantly and limits them to 10 minutes. It's this standard, efficient process for vetting innovative ideas that keep companies from going the way of the dinosaur.

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
Bill Bourdon	271	Bateman Group	www.bateman-group.com	Public Relations
Joe Budelli	T120	ABBY USA	www.abby.com	Artificial Intelligence Technologies
Jason Chang	121 & T205	CS Bio Company	www.csbio.com	Peptide Production & Synthesizers
Curtis Cresta	T120	F-Secure	www.f-secure.com	Security Software
Atul Jhalani	T105	Paramit Corporation	www.paramit.com	Medical Device Manufacturing
Rony Kay	307	cPacket Networks	www.cpacket.com	Network Performance Monitoring
Stuart Latta	T300	Nestle Dreyer's Ice Cream	www.dreyers.com	Ice Cream
Tim Maly	T105	SurveyMonkey	www.surveymonkey.com	Web-based Survey Solutions
Peter Meechan	T105	ABBY USA	www.abby.com	Artificial Intelligence Technologies
Erin Mendez	Q400	Patelco Credit Union	www.patelco.org	Credit Union
Erik Muller	271	The FruitGuys	www.fruitguys.com	Farm-fresh Fruit Delivery
Hugh Njemanze	321	ThreatStream	www.threatstream.com	Threat Intelligence Platform
Matthew Patterson	280	Audentes Therapeutics	www.audentestx.com	Biotechnology
Jennifer Munkner	T205	MedAmerica	www.medamerica.com	Physician Practice Management
Bob Polizzi	105	California Hydronics Corporation	www.chhydronics.com	HVAC Equipment
Rob Seim	T105	Omnicell	www.omnicell.com	Medical Automation Software
Karl Schade	280	The Presidio Group	www.thepresidiogroup.com	Financial Services
Leighton Smith	T115	Software AG	www.softwareag.com	Business Process Technology
Josh Stevens	280	Keas	www.keas.com	Employee Wellness
Mark Verheyden	Q400	ECS Refining	www.ecsrefining.com	Electronics Recycling & Reuse

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

When to Raise the White Flag

On August 22nd, Sblend Sblendorio hosted an interactive Alliance Roundtable meeting at his offices for Hoge, Fenton, Jones & Appel in San Jose. During this closed-door event, Alliance member Doug Leeds, CEO of Ask.com, talked about the process leading up to his firm's decision to surrender Internet search to Google in order to focus on their core mission to be the leading online brand for questions and answers. The discussion centered on the need to know when to raise the white flag and accept failure, as running a business is as much about minimizing losses as it is about maximizing wins.



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 came from throughout Northern California to enjoy our 2014 Alliance Fall Dinner at The City Club in San Francisco on September 25th.

Doubling Down in 2015

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Jorge Titingher
SGI

Jorge Titingher (Group Q400) President and CEO of SGI, a global leader in high performance solutions for compute, data analytics, and data management, said 2015 will be a key year for his organization. Innovation has long been a focus for his company, and Titingher says the company will continue

to invest in research and development as well as data analytics. But next year, it's also investing in business development and marketing. "We aim to capture new customers and develop partnerships with system integrators and key software providers in that market," he said.

Other options were considered but we narrowed our approach down to what would make sense in the long run. "The main issue was understanding what we could really afford," Titingher says. "We want to do what's right for a company our size, so we need to be mindful of how many things we put through the funnel. We must be laser focused and targeted in our approach."

Titingher said the decision about where to double down was made through the company's strategic planning process. "We developed a strategic plan that looks out three years from a business perspective and five years from a technology perspective," he said. "We ask ourselves, 'If we had everything we want, with no constraints, what would we do? Then we start adding the constraints from a budget and human capital perspective to come up with the plan.'"

The planning process is coordinated by the company's head of strategy, who manages the cadence of the strategic planning meetings. "The final decision is with me, but we collectively build a strategic planning framework that guides our direction and goals," Titingher says.

But what if Titingher bets wrong? "There is a high probability that the world may not evolve the way you thought," he said. "That's part of the reason we have regular reviews and continuous monitoring of our plan. We

either want to make sure we are on the right track, or fail quickly so we can change our strategy."

Mihran Berejikian (Group 431), President of Belami, a home furnishings e-commerce company, said his company is leaning toward investing heavily in online marketing next



Mihran Berejikian
Belami

year, as well as acquisitions and collaborative endeavors with other industry players.

"We see consolidation in our industry and a continued blurring of the lines between manufacturers, vendors, importers, distributors and end customers," Berejikian said. "The biggest opportunity for growth is to take advantage of this consolidation."

Though the decision is not yet final, it has been the focus of a formal strategic planning process that takes place twice a year between Belami's owners and senior management. Berejikian said the best part about the process is that it allows the company to track its strategic plans "and be honest about the ones that aren't going to happen."



Erin Mendez
Patelco Credit Union

Erin Mendez (Group Q400), President and CEO of Patelco Credit Union, is also planning a major investment in 2015. The company will be building an entirely new digital platform and upgrading all of its technology, which Mendez says is "woefully outdated."

"My focus is to rejuvenate our member-centric focus, bring superior value and service to our members and build products for the future," she said.

The decision to invest in rebuilding Patelco's technology was made by Mendez and her executive team, with approval from the technology committee of its board and the board itself. But the process began with a thorough review of Patelco's member surveys, and what its members thought the credit union was missing. "We used that kind of internal intelligence and compared what we have against what we could do, and then determined what we needed to do. It was a huge team effort."



Andy Barrons
Navis

Navis, an enterprise software company serving shipping container terminals, will be developing software to increase throughput at shipping container terminals and business intelligence solutions, so that terminal operators can automate their operations and extract

real time and performance data from the company's systems.

Navis' customers need both solutions. "The ocean supply chain is going through a transformation because of huge cost pressures," said Andy Barrons (Group T115), Navis' Vice President & Chief Marketing

Officer. "Carriers are replacing smaller vessels with 'mega' vessels and sailing them more slowly to save fuel. But goods still need to arrive on time, which has a cascading effect on terminals, which have to buy new equipment and increase operational productivity."



Manuel Gonzalez
Rabobank
International

Manuel Gonzalez (Group T115), Managing Director of Rabobank International, is trying to double the number of clients, so he plans to invest in his sales force. "Our bankers spend a lot of time talking to clients, which means we need help from a stronger junior

team, so that's what we're building. We're adding to the bench."

The decision was easy. "Competition in our business is very intense, partly because there's so much liquidity, but not a lot of volume."



Andy Coan
Splice
Communications

Andy Coan (Group 305), President and CEO of Splice Communications, had already made a major investment when the company recently decided to pivot from being an Internet Service Provider to a Managed Service Provider through a joint venture with CSS, a firm based in India and San Jose.

Splice saw huge upside for becoming the sales arm of CSS, but the cash flow was slow in coming—and it took Splice's sales team away from its other businesses.

The lesson? "A mid-sized company that makes a huge investment in a new area of business has to plan for the impact that decision will have on existing businesses," Coan said. "We planned for it, but we didn't plan on it taking more than two years to roll out. That was the biggest lesson—build in contingencies, because nothing goes exactly according to plan."

Many Alliance companies are placing big bets in 2015, looking for big results. But far from relying on lady luck, these CEOs have planned diligently with the help of their board, their management team, their Alliance group and experimentation during 2014. Big bets do carry outsized risk, but these leaders will be watching and measuring progress, with their teams standing ready to make adjustments as 2015 unfolds.

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

Members In The News



Word-Parsing Wizard Idibon Picks Up \$5.5M

October 16, 2014

Idibon, a startup that has developed applications that make sense of text in scores of languages, has raised \$5.5 million in new funding. Idibon is led by Alliance member Rob Munro (Group 280).



Heritage Bank of Commerce Enters Into Agreement to Acquire Bay View Funding

October 8, 2014

Heritage Bank of Commerce signed a definitive stock purchase agreement to acquire Bay View Funding, a nationally recognized leader in the factoring industry. This acquisition diversifies and expands Heritage's commercial offerings. Alliance member Glen Shu (Group 305) is the President and CEO of Bay View Funding.



Calithera Biosciences, First Bay Area IPO in 2 Months, Raises \$80M

October 2, 2014

Cancer drug developer Calithera Biosciences, led by Alliance member Susan Molineaux (Group 307), completed its \$80 million initial public offering.



Boeing & Liquid Robotics Sign Agreement to Develop Solutions for Maritime Surveillance

September 23, 2014

Boeing and Liquid Robotics, the market leader in unmanned ocean vehicles, signed a global, multi-year teaming agreement for collaboration on product development, maritime services and operational deployments. Alliance member Gary Gysin (Group 307) is the CEO of Liquid Robotics.



Sutro Biopharma & Merck KGaA to Partner on Development of Antibody Drug Conjugates

September 17, 2014

Sutro Biopharma, a biopharmaceutical company developing antibody drug conjugates and bispecific antibodies, and the biopharmaceutical division of Merck KGaA, Darmstadt, Germany announced a collaboration and license agreement to develop antibody drug conjugates (ADCs). Sutro CEO, Bill Newell (Group 307), and CFO, Ed Albini (Group T120), are Alliance members.



Accellion Introduces kiteworks Cloud Content Connectors for Box and Dropbox

September 16, 2014

Accellion, an industry leader in providing secure, enterprise mobile file sharing and collaboration solutions to enable increased business productivity, announced the launch of kiteworks™ content connectors for Box and Dropbox to extend IT management and oversight to content stored by employees in cloud accounts. Accellion is led by Alliance member Yorgen Edholm (Group 321).



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

September 5, 2014

Congratulations to the following Alliance Members whose companies were named to this year's list of the "Bay Area's Healthiest Employers!" by the *Silicon Valley/San Jose Business Journal* and the *San Francisco Business Times*.

- Giant Creative Strategy, led by Managing Partner Alyse Sukalski (Group T120)
- Jamba Juice, led by SVP & GM Tom Madsen (Group T120)
- The Vita Companies, led by President Karl Hansen (Group 341)



16 Alliance Members Make the INC 5000 Fastest Growing List

August 22, 2014

Congratulations to the following Alliance Members whose companies were named to the 2014 *INC 5000* list of the fastest growing companies in America.

- Alta Vista Solutions, led by President & Co-Founder Patrick Lowry (Group 105)
- Arborwell, led by President Peter Sortwell (Group 120)
- Celigo, led by CEO & Founder Jan Arendtsz (Group 280)
- ClickAway, led by Founder & CEO Rick Sutherland (Group 305) & VP Operations Oliver Rowen (T205)
- ClickMail Marketing, led by President & CEO Marco Marini (Group 210)
- Crescendo Bioscience, led by COO Brian Bertha (Group T105)
- Jade Global, led by President & CEO Karan Yaramada (Group 305)
- Jobvite, led by VP Business Development Skip Hilton (Group T120)
- LogiGear Corporation, led by President & CEO Hung Nguyen (Group 305)
- Patxi's Chicago Pizza, led by CEO Bill Freeman (Group 202)
- Senturus, led by Managing Partner John Peterson (Group 210)
- The Fruit Guys, led by Co-Founders Chris Mittelstaedt (Group 272) & Erik Muller (Group 271)
- Tracker Corporation, led by CEO Tim Danison (Group 210)
- Xantrion, led by President Anne Bisagno (Group 153)

Alliance Group 275 enjoyed a retreat at the Ritz-Carlton in Half Moon Bay for their September meeting. Back Row (from left to right): Ben Davis, John Ford, Robert Dykes, Bruce MacDiarmid, Jack Kokko Front Row (from left to right): Barry Kayton, Alliance Director Marion McGovern, David Traversi, Mick McGee, Aaron Mann



Group 202 enjoyed dinner and a "Happy Hour" evening together after their September meeting in San Francisco. (from left to right): Andrew Giacomini, Melinda Richter, Grant Pickering, Praful Saklani, Peter DiLaura, Richard Stone, Kurt Lindorfer, Bill Freeman, Henry Hsu, Andy Berkenfield



Alliance Group T115 met at the NASA Ames Research Center in Moffett Field for their August meeting. (from left to right): Ken Christiansen, Sarah Cooper, Mathai Mammen, Nocair Bensalah, John Spottiswood, Alliance Director Petra Chequer

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: Louis Patler, President, The B.I.T. Group: Friday, November 14 in San Francisco

Award-winning author, speaker and consultant, Louis Patler, will join us for this Regional Alliance meeting. Patler brings pioneering technologies for identifying emerging business and consumer trends, organizational culture, and strategic initiatives to Fortune 500 companies, multi-national corporations, and foreign governments. Event begins at 7:30 a.m., at the Bently Reserve in San Francisco.



Keynote: Robert Sher, Founding Principal, CEO to CEO: Friday, November 21 in San Ramon

Robert Sher, Founding Principal of CEO to CEO, a consulting firm of former chief executives that accelerates the performance of mid-sized companies, will join us for this Regional Alliance meeting. As a frequent speaker on the successful leadership traits and skills of CEOs of mid-sized companies, Sher has been published in the *Harvard Business Review*, *Forbes*, *CFO*, and other leading publications. Event begins at 7:30 a.m., at the San Ramon Valley Conference Center.



Alliance Holiday Dinner: Thursday, December 4 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" 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 p.m. Reserve your space early. This is always a popular event, and it's free for all members and their guests!



Keynote: Rich Karlgaard, Publisher, Forbes Magazine: Thursday, December 11 in Santa Clara

Rich Karlgaard, angel investor, board director and *Wall Street Journal* bestselling author of *Life 2.0*, will join us for this Regional Alliance meeting. Rich is the longtime publisher of *Forbes* magazine and writer of the *Forbes* column, "Innovation Rules." He has also been a regular panelist on television's "Forbes on FOX" show since its inception in 2001. Event begins at 7:30 a.m., at the Santa Clara Convention Center.



Keynote: Patty McCord, Principal, Patty McCord Consulting: Friday, February 6 in Santa Clara

Patty McCord, Principal of Patty McCord Consulting, will join us for this Regional Alliance meeting. McCord is an executive coach for CEOs and their teams to help in defining leadership and company culture. In the early days of Netflix, McCord decided to "write down the things we expect in people." This simple idea led to an infamous document and philosophy now known as, "Netflix Culture: Freedom & Responsibility." Sheryl Sandberg of Facebook called it "the most important document ever to come out of the Valley." Event begins at 7:30 a.m., at the Santa Clara Convention Center.



Keynote: Charlene Li, Founder, Altimeter Group: Friday, February 13 in San Francisco

Charlene Li, Founder of the Altimeter Group and the author of the *New York Times* bestseller, *Open Leadership: How Social Technology Can Transform the Way You Lead* will join us for this Regional Alliance meeting. Li, an independent thought leader on social and emerging technologies, is also the coauthor of the critically acclaimed, bestselling book *Groundswell*, which was named one of the best business books in 2008. Event begins at 7:30 a.m., at the Bently Reserve in San Francisco.



Keynote: Matt May, EDIT Founder & Author: Thursday, March 12 in Santa Clara

EDIT founder Matt May will join us for this Regional Alliance meeting. Matt 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.



Alliance Spring Dinner: Thursday, April 23 in San Jose

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



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