



Private Meeting Agenda

CEO COUNCIL

April 29-30, 2014

Confidential: please do not share outside Council

NOTE: This agenda has been changed so it can be shared as a sample of the kinds of topics and discussions our CEO Councils have.

Names and identifying company information have been removed.

Real agendas are never shared outside the individual private council meetings.



CEO COUNCIL

Day 1: Tuesday, April 29, 2014

7:55

Arrive - meet at entrance to be escorted in

We will require a group escort to gain access to the 4th Floor Boardroom, so it is critical for us all to arrive no later than 8am in order to be escorted up together.

8:00 - 8:45

Breakfast

We'll have breakfast waiting for you. Come eat with us and get a good start to our council meeting!

8:45 - 9:00

Welcome, Opening Remarks & Agenda Review

Moderator

4th Floor Boardroom

9:00 - 10:15

Introductions (5 minutes each)

- Brief Intro - Name, brief company description
- Update - What's new with you? Include one thing you've done outside your comfort zone
- OSM - Share an "Oh S**t Moment" that has defined you as a CEO and leader

10:15 - 10:30

Break

Theme: Leading Culture Change

10:30 - 11:15

Case Study: Cultural and Customer Change at a Turnaround - A Work in Process

Led by Council Member

CEO took over an organization that had little customer understanding. To date, he has conducted a robust set of marketplace research initiatives that has led to a richer set of customer insights and significant brand changes. While the change in mindset has gained traction, there's still a ways to go to establish the cultural shift needed to transform the company and really focus on the customer. He will share the current situation and success to date, and then ask for thoughts on the remaining challenges to overcome.

Additional Contributions

- *CEO, Company XX*
Mid-way through driving data (particularly AB Testing) into company's DNA. There's been progress, but it's not yet fully a part of the culture.
- *President & CEO, Company XX*
His company is in need of a brand revamp, and with recent acquisitions, it may be an opportune time to take this on. But, since they haven't launched a brand recently, he's looking to learn from others as he creates a path forward.



CEO COUNCIL

Day 1: Tuesday, April 29, 2014 { Continued }

11:15 - 11:45 **Winning the War: What Should My Plan Be?**

Discussion Kickoff: Led by Council Member

CEO is working with her Head of Digital Strategy who has been transitioning the company to a new digital platform. The senior leadership changes and turf battles that are coming with the new CEO's transition are killing the momentum of the digital initiative. Organizational changes in particular have pushed the digital team further down in the organization. There are skirmishes on all sides, a constant need to reprove the value of the digital platform, and morale is taking a hit inside the digital team. The CEO doesn't want to spend the next few years convincing / selling the organization and fighting a series of battles.

- How does he put together a cohesive battle plan that helps him win the war rather than battling one crisis at a time? Now he is losing ground to this.
- How does he keep morale up and ensure the company realizes the benefits of the investments they have already made?
- How does he know when to give up or change course?

11:45 - 12:30 **Buy vs. Build: What skills do you hire / what do you train?**

Building a strong company means attracting and retaining the best people. But there are tradeoffs to be made, and often the biggest is in understanding what you should be hiring for, and what you should be planning to train after you hire? Several members have different theories and approaches that we will share. Our goal is to see if there are some universal rules, guiding principles, or general approaches that seem to work better than others.

12:30 - 1:15 **Lunch**

Food for thought

Customer Crossfire - Through the Eyes of our Retail CEOs

Our retailers will take on the issues that most concern them, including:

- Amazon: Can you be a frenemy? How do Amazon resellers change the game?
- Competition: Competition is not against classic competitors. Some are "cousins" (loosely related) but others are fads or statement products like gadgets. How do I think about that?
- Disruption: The conversation can change quickly and small upstarts can become major disruptors, leading to new competitors.

Theme: Tough Problems in Complex Organizations

1:15 - 2:15 **How Should Mobile's Invasion of Everything Affect Your Structure?**

****Come prepared to share your IT structure****

Share and Tell Kickoff: Led by Council Member

CEO is grappling with how to best organize IT and support his CTO, particularly with respect to mobile. How is your company structured for mobile? What's working, and what's not?



CEO COUNCIL

Day 1: Tuesday, April 29, 2014 { Continued }

2:15 - 2:45

Matrix-Impaired: Why do Smart, Senior Folks Struggle to Solve Business Problems?

Cross-organizational challenges are often only attacked as special initiatives or at off-sites, and they don't typically get past the "deck" stage. What does it take to really tackle and solve business problems when they cut across the whole of the business? In a matrix organization, you are cross-functional only at the highest/executive levels, but it's too high to really understand enough to get to the solutions. She wonders:

- Does every executive have to either dive into the details or hire a forensic consultant in order to solve the problem?
- Does every cross-functional problem have to be raised to the executive level?
- How do you create a problem solving / learning organization capable of tackling problems at all levels?

2:45 - 3:00

Flex Time

3:00 - 4:00

Walking Break: American Eagle Design Center Tour

We will seize the opportunity to not only tour the facility but to engage with the design staff in their element.

Theme: Executive Development

4:00 - 5:00

Stepping Up to the Executive Table

Roundtable Kickoff

How do you support your new senior leaders? When they make that last leap to the Executive table, how do you help make that transition?

- What role shifts did you undergo as you became an executive?
- What skills have you needed to focus on to support your new senior leaders
- How did you get those skills?

5:00 - 5:30

Dinner Discussion Kickoff: Managing your Executive Career Roundtable

At this point in our careers, we're less likely to experience the 2-3 year predictable promotion/rotation rhythm our earlier careers took.

- How do you ensure you continue to push yourself as a leader? Do you engage an executive coach? Rotate roles? Reorganize for your own benefit? How are you rounding out your own skills?
- How are you managing your development? How do you develop yourself, and challenge yourself beyond the challenges of just the business?
- Who are your best advisors in this and what help do you need?
- How do you teach the next generation?

6:00 - 8:00

Private Council Cocktails & Dinner



CEO COUNCIL

Day 2: Wednesday, April 30

American Eagle Outfitters, 393 Fifth Avenue, between 36th & 37th streets

7:55

Arrive - meet at entrance to be escorted in

** Please arrive on time, so that our escort is not inconvenienced**

8:00 - 8:45

Breakfast & Connections

We'll have breakfast waiting for you so you can eat and connect!

8:45 - 8:55

Day 2 Kickoff

Moderator

Dates for Fall Meetings - October 7 and 8 in San Francisco

Please RSVP on your devices right now - and add it to your calendar!

Theme: Managing Toward the Future

8:55 - 10:00

Toward the Future: What are the trends we see?

Guest Contributor and Roundtable Kickoff

Guest is a curator of ideas, talent and disruption. For nearly 25 years, she has guided businesses through key points in their development: connecting them with the individuals and companies that help them realize their objectives and explore new possibilities. Author, serial entrepreneur, mentor and advisor.

As a guest contributor to our council, she will kickoff a roundtable discussion about the future - discussing future trends, disrupters, and how to think about the future.

10:00 - 10:15

Break

10:15 - 11:00

Strategic Assets: Outsourcing Genius of Big Data

Share and Tell Kickoff: Led by Council Member

CEO will kick off our discussion by sharing how her company has dealt with their need to harness one-of-a-kind Big Data experts (MIT professors, specialist firms) to develop and refine multiple pricing models and algorithms (used for different products, types of customers, etc.).

Additional Contributors

11:00 - 11:15

Review Meeting and Discuss Agenda for Fall Meetings

Assess meeting and review the topics in "parking lot" for next time.

11:15 - 11:30

Tips, Tricks, Tech & Trends

Share the top 5 cool things that make your life more efficient, fun, effective or productive. It could be an app, gadget, book, website, consultant or anything else.



CEO COUNCIL

Day 2: Wednesday, April 30 { Continued }

11:30 - 11:45

Net Promoter Survey

Please fill out the survey: <http://www.surveymoz.com/s/fall2014>

We ask that every member fill out the net promoter feedback.

12:00 - 12:15

Transportation to Convene West for Cross-Council Sessions

Convene West: 810 7th Ave (between 52nd and 53rd)

12:45 - 1:45

Lunch Buffet – Council Members, Alumni and Guests

Rockefeller Foyer, Seating in the Rockefeller North Hub F

For the first time—and to celebrate the launch of Collaborative Gain—we are inviting alumni to return and join us for lunch and the general session. We are excited to see some old friends and welcome them back to our community.

Alumni joining us include longtime friends like:

- Jeff Glueck, former CMO of Travelocity who went on to become CEO of a startup that he's just successfully sold
- Beth Ferreira, who until recently was COO at Fab

Phil has also invited some guests to join us for lunch including prospective members, friends and partners.

Buffet set up in the Rockefeller Foyer with seating in multiple rooms. We will plan to meet in the Rockefeller North Hub F.

1:45 - 2:45

General Session – “Culture Matters”

Empire Ballroom

Phil Terry, CEO, Collaborative Gain

Michelle Peluso, CEO at Gilt

Nick Beim, General Partner at Venrock

To also celebrate the launch of Collaborative Gain, Phil has invited two long-time friends to join us in a conversation about culture matters and the art of humble leadership.

Michelle has a unique proven method of building great cultures and Nick, alone among venture capitalists, focuses on finding and investing in entrepreneurs who build great cultures.

2:45 - 3:00

General Session – “Culture Matters – Part II”

Empire Ballroom



CEO COUNCIL

Day 2: Wednesday, April 30 { Continued }

3:00 - 4:15

Cathy Salit, CEO, Performance of a Lifetime (and her team)

Phil has decided to have a second all member general session that continues the dialogue about culture matters but does so in a provocative and interactive way.

Phil has invited Cathy Salit and her team to do what they do best: combine their discoveries about how to use theater and performance “offstage” with breakthroughs in the human development sciences.

4:15 - 5:45

Cocktail Reception at Convene

Members will be invited to stay and have a cocktail and connect with each other, our alumni and friends.

Note: A few small groups of members are meeting at 4:45 privately. This is an experiment Phil is running to see if we can create better crosscouncil sessions.

Upcoming Meetings Fall 2014 Councils: Tue-Wed, Oct 7 & 8, San Francisco

(Marty Cagan - General Session Keynote)

Spring 2015 Councils: Tue-Wed, Apr 21 & 22 New York