



*Private Meeting Agenda*

# COO/GM COUNCIL

October 7-8, 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 COO and Senior GM Councils have.

Names and identifying company information have been removed.

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



# COO/GM COUNCIL

## Day 1: October 7, 2014

### **Mission Bay Conference Center, UC San Francisco**

*MBCC, 1675 Owens Street, San Francisco*

*Robertson 3*

**7:55 Arrive - meet at entrance to be escorted in**

**8:00 - 9:00 Breakfast**

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

**9:00 - 9:05 Welcome, Opening Remarks & Agenda Review**

*Moderator*

Welcome to our fall 2014 Council Meeting! Please honor this time we have together by refraining from using your mobile phone or other device during our discussion. If you need to address something urgently, please feel free to step out of the room or extend your break time.

**9:05 - 9:45 Introductions**

New members: tell us your name, your company, your role, how long you've been with the Councils. Veteran members: Introduce yourself to the new members.

*Everyone:*

Share one piece of advice you were given at any point in your career that fundamentally changed you as a leader.

## **Product**

**9:45 - 10:15 Making Room for Innovation: When, How and Why to Discontinue Products**

*Led by Council Member*

Oftentimes, as COOs the product organization reports up to us. And when we think of Product, we think of build, build, build. But we don't have infinite resources and sometimes we need to make room for our next big idea. [This COO] will take us through his process for identifying when a product needs to be discontinued and how he goes about doing it. He will then ask you to share your experience with discontinuing products.



# COO/GM COUNCIL

## Day 1: October 7, 2014 { Continued }

**10:15 - 10:30**

**Break**

**10:30 - 11:15**

**Be Your Own Intolerant Customer**

*Led by Council Member*

Sometimes you come into the role of COO (or join a new organization) and every process is broken in one way or another. Where do you start? [This COO] starts by becoming his most intolerant customer. He believes everything can be fixed and if you know what is truly broken, you can prioritize from there. He will lead us through a hands-on practice exercise where we will become his most intolerant customer.

**11:15 - 12:00**

**Building a New Product Organization**

*Led by Council Member*

In July of 2014, [this COO] brought Marty Cagan to her company. Since then, she has launched a six month pilot of a newly designed product team. She will give a brief presentation on how things are going so far, what is working and what will need to be changed, then open the floor to discussion. Are your product teams effective? Have you ever built a team from scratch? What lessons have you learned?

**12:00 - 12:30**

**Services**

*15 Minute Discussion - Building a Service Product*

How do you help your company and your teams identify your customers' wants and needs when building a service product? How do you incorporate your customers' feedback into your process? How do you test it?

*15 Minute Discussion - Crowd-sourcing Services*

How will crowd-sourcing services impact your industry? Are there ways to incorporate crowd-sourcing into your product set?

**12:30 - 1:30**

**Lunch**

*Robertson Foyer*

Feel free to network and socialize during lunch or catch up on important calls/emails. For anyone who is interested, we will hold an informal discussion during lunch in our room.

*Lunch Chat Topic: Mike recently joined two for-profit boards.*

What does he need to know? Is anyone else considering joining a board?



# COO/GM COUNCIL

COLLABORATIVE GAIN

## Day 1: October 7, 2014 { Continued }

**1:30 - 2:15**      **From Interactions to Relationships: How to Build a Preferred Treatment Program**  
*Led by Council Member*

How do you find your most valuable consumers and instill the level of confidence needed so they choose not to shop around? She and her team have been working on just that. After a year-long pilot, she is rolling out an entirely new program. She will take us through the migration from Customer Interaction Management to Customer Relationship Management.

### People

**2:15 - 3:00**      **Moving from Hierarchies to Teams**  
*Led by Council Member*

How do you create engagement and increase productivity across your team structure when your HR systems are all based on a series of hierarchies (promotions, raises, offices, etc.)? What can you do to help your teams feel empowered instead of disappointed? She will give a brief presentation on what she has done and then open the floor to get your point of view.

**3:00 - 3:20**      **Break**

**3:20 - 4:05**      **Managing Across Generations**  
*Led by Council Member*

Every generation has its strengths and its weaknesses in the workplace. How do you better understand generations (including your own) to improve collaboration, ease tensions and increase productivity? She will give a quick presentation on the topic, then open the floor to discussion. What have you learned about managing different generations? What has worked best for you? What was a failure?

**4:05 -4:25**      **RFH: I Have to Build a Sales Team, Where do I Start?**

As COO, he wears many hats. He has responsibility for building out a sales team to increase the customer base. But, he's never built a sales team before. What advice do you have for him? What pitfalls can you help him avoid?

**4:25 - 5:00**      **Culture Matters: Sitting on the Other Side of the Table**

Two of our members moved jobs recently and both were very thoughtful about their approach to finding the right fit. They will each share their experience, what drew them to the company, why they finally decided to go that route, and how their experience will impact how they hire in the future.

**5:00 - 5:20**      **Roundtable: Leaders Make Mistakes**

Share one mistake you made in the last two weeks.

*Private Meeting Agenda*

# COO/GM COUNCIL



COLLABORATIVE GAIN

## Day 1: October 7, 2014 { Continued }

**5:20 - 5:30**      **Flex Time**

**5:30**              **Adjourn for Dinner** *Need to end meeting and leave for dinner.*

**6:00 - 8:30**      **Private Council Cocktails & Dinner**  
*The Slanted Door, 1 Ferry Building #3, San Francisco, CA 94111 (415) 861-8032*



# COO/GM COUNCIL

## Day 2: October 8, 2014

MBCC, Robertson 3

**8:00 - 8:50**

### **Breakfast**

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

**9:00 - 9:05**

### **Day 2 Kickoff**

*Moderator*

**9:05 - 9:45**

### **Roundtable: It is Hard to be a Leader**

Share the hardest thing you've had to do as a leader.

## **Projects**

**9:45 - 10:15**

### **To Set a Date or Not Set a Date? That is the Question**

*Led by Council Member*

In an effort to get things moving, he asked his team to see what they could do in six months. Before too long, the six month "deadline" became the most critical deliverable and they missed out on building what was best for the customer. How do you create a sense of urgency and still deliver a quality project? He will take us through a high level overview of his experience, then open the floor for discussion.

**10:15 - 10:30**

### **Break**

**10:30 - 11:15**

### **My Very Own Project Runway**

*Led by Council Member*

Recently he took his management team through a new exercise to determine their project priorities for the short, mid and long term. Part of the process was to set very clear parameters, which he calls "The Runway." He will talk through what he did and how it is going so far, then ask for your feedback on his approach and advice on how to stay the course for the long-term even when it might mean a sacrifice in the short term.

**11:15 - 12:00**

### **Innovation Roundtable: How Will Your Company Take Advantage of Wearable Technology?**

It's time to have some fun with the future. Wearable technology is becoming increasingly available to the consumer. With the recent releases of "smart watches" in particular, adoption seems inevitable. Have you thought about how your company can take advantage of this new form factor?

**12:00 - 12:15**

### **Agenda for Spring Meetings**

Thoughts on topics you'd like to see on the spring agenda.



# COO/GM COUNCIL

## Day 2: October 8, 2014 { Continued }

**12:15 - 12:30**

**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.

**12:45 - 1:45**

**Cross - Council Lunch**

Fisher Hall (downstairs @ Mission Bay Conference Center)

**2:00 - 3:00**

**Keynote: Marty Cagan**

*Partner, Silicon Valley Product Group*

“Continuous Innovation”

**3:00 - 3:15**

**Break**

**3:15 - 4:15**

**Talk: Irene Au**

*Operating Partner, Khosla Ventures*

“Cultivating Focus, Empathy, and Creativity for Better Product Design”

**4:15 - 5:15**

**Cocktails**

Details TBD