

Executive Leadership Forum

C-Suite Partnering with Board Members = Dynamic Success

December 2, 2021
9:00 - 10:30 am (CDT)

FORUM



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Hosts & CPI Partners



Barbara A. F. Greene
CEO & Founder of Greene and Associates, Inc.



Phil Walker – Managing Partner at
Career Partners International Austin

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A Career Partners International Firm

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Executive Leadership Forum



Help companies pivot



Honor non-profit



Create resilient leaders



Complimentary quarterly sessions



Learn from each other



Connect with other leaders

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<https://biomedsa.org/donate/>

BioMedSA Hub of the Life Science Industry in San Antonio

BioMedSA is a member-driven hub for the life science industry in San Antonio with the mission to accelerate the growth of the healthcare and bioscience sector, create regional economic benefit, and contribute to the health of San Antonio and beyond.

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Al Rajwani brings to bear his extensive global experience with Procter & Gamble in serving as a Director on 2 non-profit boards in San Antonio. Currently Al is serving on the boards of Texas Biomedical Research Institute and BioBridge Global. Al is a past board member of the Advertising Standards Council of India and Vice Chairman of the American Chamber of Commerce in Korea.

During his 37 year tenure with Procter and Gamble, Al worked in several business units and geographies. He started with P&G in 1981 after graduating with a BSC in Chemical Engineering from the University of Calgary. Over the final 19 years of his career Al served as the Managing Director of Taiwan, Korea, the Arabian Peninsula/Pakistan and lastly in South Asia whereby he had responsibility for India, Bangladesh, Nepal and Sri Lanka.



Al pioneered the concept of BOF i.e. Brutal Obsession with Fundamentals in managing these business units. Some notable achievements were a major profit turnaround in India while maintaining strong topline growth. In the Arabian Peninsula, Al had the distinction of delivering highly profitable double digit topline growth over a span of 12 years coupled with Best-in-Class market share levels.

During his long and distinguished P&G career Al built a strong reputation as a “people person”. This translated into building strong organizations coupled with very successful talent development.

Al is highly committed to Diversity and Inclusion which is a key priority for P&G. Al has the distinction of getting license #1 to hire females in Saudi Arabia in 2005. Al championed an “All-Female” built house in Korea for Habitat for Humanity and developed several successful female leaders including the past 2 managing directors in Korea.

After retiring from P&G, Al and his wife Nimet chose to relocate to San Antonio.. After arriving in San Antonio Al was an active participant in class XVI of the Master’s Leadership program which is focused on exposing senior executives to all aspects of the strengths and challenges of the community in San Antonio. Al is fully committed to living up to MLP Class XVI’s motto of “From Success to Significance”. Serving on 2 Non-Profit Boards is one part of this commitment.

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Diane D. Miller is President and CEO of Wilcox Miller & Nelson (WMN), a human capital management and governance consulting firm. During her tenure, she has restructured the company to include board advisory services.

As one of few women to serve on a large financial institution board (before, during, and after the 2008 recession), Diane has honed her experience in audit, risk management, mergers and acquisitions, board governance, and corporate culture. She has driven such initiatives as corporate social responsibility, organizational culture, ESG, and stakeholder relations. Diane's governance work includes experience with some of the largest U.S. pension funds. In her prior work, she was involved in commercial real estate (REITS, asset management, and limited partnership strategy and management.)



Diane speaks on such topics as jobs and the economy, ESG, and board governance matters. For ten years, she served on the National Association of Corporate Director's Board Advisory Services Faculty, providing governance consulting, education, evaluation, and strategic advising to boards across the nation, from Fortune 400s to the largest institutional investors in the world, to large nonprofits.

Diane's for-profit board experience includes; Bank of Commerce Holdings Board (BOCH); Sacramento, CA; LeaderXXchange Advisory Board; Paris, Berlin and Sacramento, CA; Career Partners International Board; Columbus, OH; Umpqua Holdings Board (UMPQ); Portland, Oregon and Humboldt Bancorp Board (HBEK); Roseville CA.

She advises global organizations and investors that seek measurable outcomes in diversity, sustainability, leadership, and investment. Among her many board experiences

Diane has served on Audit Committees, Compensation Committees, and Loan & Investment Committees of multi-billion-dollar companies.

Her nonprofit board experience includes: AARP Foundation Board; Washington, DC; Women CEO Group; Sacramento, CA; The Host Committee Board; Sacramento, CA; California Chamber of Commerce Board; Sacramento, CA; University of the Pacific Board of Regents; Stockton, Sacramento, San Francisco, CA and National Association of Corporate Directors, Northern California Chapter; San Francisco, CA.

Diane has received numerous honors, including: Businesswoman of the Year, Sacramento Metro Chamber, and 2020 Women on Boards. Diane received her Bachelor's degree in Applied Behavior Analysis from the University of the Pacific and her MBA in Marketing from Golden Gate University. In 2021, Diane also completed the Ceres/UC Berkeley Law School ESG certification course for corporate directors, and the Practicing Law Institute's "ESG 2021: What It Means for Boards, Management, and Counsel." In 2022, she will attend Harvard University's "Governing for Nonprofit Excellence."

Diane has been married for 29 years to the Honorable Brian R. Van Camp (Ret.), a private arbitrator for complex business transactions. They reside in Carmichael, California.

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Poll

WHAT IS YOUR CURRENT STATUS REGARDING BOARDS OF DIRECTORS?

- Member of non-profit board
- Member of for-profit board
- Aspiring board member
- Not on a board at this time
- Executive level leader (CEO, COO, CFO, etc.)




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Al Rajwani

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Board Composition

 Time and Knowledge

 Vetting Process

 Passionate, Engaged, Committed

 Diversity and Inclusion

 Fresh Eyes

11

Board Effectiveness



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Board Deliverables

Ten Basic responsibilities of nonprofit boards

Stewardship, CEO Succession planning, External Equity etc.

BCP's – Business Continuity Plans - Sustainability

Organization Morale/Retention

Culture/Smell of the place

Accountability

External Focus

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High Performing Boards



Trust



Openness
and
Transparency



Operational
Discipline



BOF
Brutal
Obsession
with
Fundamentals

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View From The Other Side

Avoid Surprises

Ongoing/Proactive Communication

Tap Into Experience Areas

Relationships/Trust

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Business Case for Diversity and Inclusion



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Diane D. Miller

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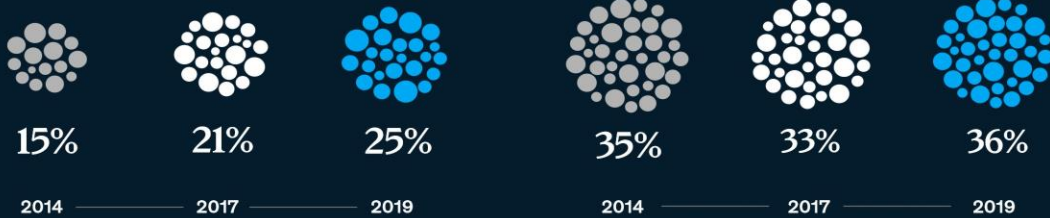
The business case for inclusion & diversity is stronger than ever

Diverse companies are **more likely** to financially outperform their peers

Difference in likelihood of outperformance of 1st vs 4th quartile¹

 Gender

 Ethnicity



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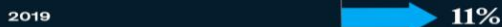
The **penalty for lagging** on gender diversity is growing, while top quartile companies are **more likely to be at an advantage**

Difference in likelihood of financial outperformance²

Penalty for bottom quartile



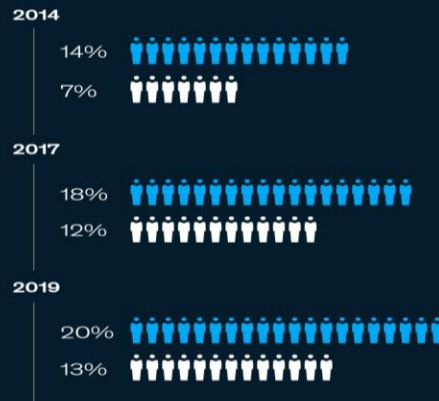
Advantage for top quartile



Progress on executive team diversity in our 2014 dataset **continues to be slow**

Representation in US and UK

 Gender  Ethnicity



¹ Difference in likelihood of financial outperformance vs the national industry median of five years average EBIT margin, using the full dataset of companies in each year.

² Difference in likelihood of financial outperformance vs the national industry median of five years average EBIT margin for 4th quartile vs 1st-3rd quartile, and 1st quartile vs 2nd-4th quartile, using the full dataset of companies in each year.

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ENVIRONMENTAL	SOCIAL	GOVERNANCE
<ul style="list-style-type: none"> • Climate Change • Energy Management • Environmental Impact of Product Portfolio • Environmental Management • Water Use and Sourcing • Natural Resources • Biodiversity 	<ul style="list-style-type: none"> • Culture • Health and Safety • Human Rights • Human Capital Management <ul style="list-style-type: none"> ◦ DE&I • Data Privacy • Employee Rights 	<ul style="list-style-type: none"> • Business Ethics • Compliance • Board Structure • Board Composition • Compensation • Shareholder Rights • Executive Compensation • Anti-Corruption

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CHALLENGE 1

Defining ESG for Your Organization

Use company products & services to anchor your company's definition of ESG.

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CHALLENGE 2

Integrating ESG Into Company Strategy

Identify the most material risks and opportunities.
Link ESG to the company financials.

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CHALLENGE 3

Moving the Board to Active Oversight

Clarify the board's ESG oversight responsibility and roles.
Ensure effective management reporting to the board.

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CHALLENGE 4

Addressing Increasing External Expectations

Engage with investors to understand their unique perspectives.

Understand critical stakeholder perspectives.

Externally report the current state of the company's ESG oversight

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Questions

*Raise Hand/Unmute
Chat*

Audio Settings ^



Chat



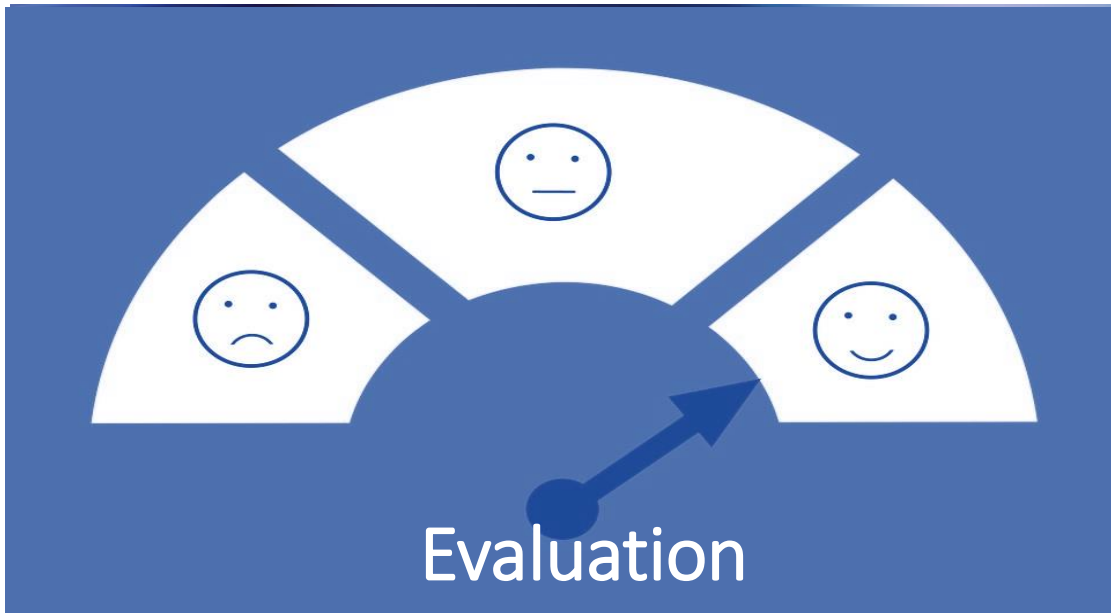
Raise Hand



Q&A

Leave Meeting

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Upcoming....

Looking Back – Looking Forward	The Leader's Edge Preparing for Performance	The Leader's Edge Preparing for Promotion	The Leader's Edge Preparing for Challenges
Dec. 14, 2021 9:00-10:00 a.m.	Jan. 19, 2022 9:00-10:00 a.m.	April 19, 2022 9:00-10:00 a.m.	July 19, 2022 9:00-10:00 a.m.
https://tinyurl.com/2txbidsz	https://tinyurl.com/jnrtp7ha	https://tinyurl.com/w5w3d4a6	https://tinyurl.com/22z7zfb

What is PowerAmp™ Coaching?

Interested? Contact Barbara.greene@greeneandassociates.com
210-366-8768

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Executive Leadership Forum

**C-Suite Partnering with
Board Members =
Dynamic Success**

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FORUM



Greene and Associates, Inc.
A Career Partners International Firm
CONNECT. INSPIRE.



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Barbara A. F. Greene is the Founder and CEO of Greene and Associates, Inc. She leads the company as the team partners with organizations globally as an equity partner in Career Partners International. Organizations engage Barbara and her team in providing executive coaching, leadership development, corporate mentoring, and career transition and management services. Barbara earned a master's degree, is an International Coach Federation Master Certified Coach, and a Marshall Goldsmith Stakeholder Centered Certified Coach.

She is involved in the community. Being selected to serve on the LSA 300 Steering Committee was a huge honor in the tricentennial year for San Antonio. She has been involved in the Texas Diversity Council, Association of Talent Development, CFO Forum, THRU Project, International Coaching Federation, San Antonio Lighthouse for the Blind and Visually Impaired, City Year, United Way Master Leadership Program, BioMed SA and San Antonio Council for International Visitors. Barbara has hosted people from around the globe in her home. At any one time, her guests represented 14 different countries.

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Greene and Associates Inc. Services

Executive Coaching

Leadership Development

PowerAmp™ Coaching

Onboarding

Corporate Mentoring

Career Transitioning

Career Management

Customized Training Programs

DE&I Programs

Leader As Coach Certificate Program

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Phil Walker is the Managing Partner for Career Partners International - Austin, a global human capital management strategy firm. He leads a team of talent experts that enable their corporate clients to drive sustainable business results by effectively aligning their people strategies to their current and future needs. Phil has worked and consulted for a number of major corporations including Xerox, Steelcase, Haworth, and Right Management. As a successful entrepreneur, Phil has started and been Managing Principal for the Walker Group, Alliance Capital Group and W2 Group. He has established businesses to help small and mid-sized organizations achieve their business objectives by providing market and business development consulting services that translate strategic plans into measurable tactical initiatives.

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Executive Leadership Forum Session
C-Suite Partnering with Board Members = Dynamic Success

Achieving that healthy tension in the boardroom—where the board is advising the CEO and management team while maintaining objectivity, independence, and skepticism—has always been a challenge. Yet, the mounting complexity of the current business environment has placed tremendous pressure on boards and CEOs to deliver results.

Rapid technological change and business model disruption, economic and geopolitical uncertainty, and investor demands to hold leaders and boards more accountable for performance all place possible strains on the board-CEO relationship. This intensifying external pressure raises the odds of adversarial dynamics between CEOs and directors, leaving many CEOs feeling unsupported and misunderstood.

Join us on December 2, 2021 as we discuss how boards and company leaders can effectively navigate this relationship to maximize corporate performance.

You'll learn how to:

- Set clear expectations that the board's role extends beyond compliance and oversight and that it includes serving as a resource for the CEO.
- Create transparency to build trust and confidence between the board and the management team.
- Develop seamless communication channels to find the right level of board engagement on such issues as strategy, risk management, talent, management succession, and the culture throughout the organization.
- Use executive sessions to identify issues and concerns that other directors may not feel comfortable sharing with the CEO during board meetings.