



Join us for our Quarterly Executive Leadership Forum

Hosted By:



C-Suite Partnering with Board Members = Dynamic Success

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Event Details
December 2, 2021
9:00 a.m.-10:30 a.m.
(cst)

Join us on **December 2, 2021**, for our **Executive Leadership Forum Session** entitled **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.

Panel Presenters

Al Rajwani

**Board Member for BioBridge Global
and Texas Biomedical Research Institute**



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. During the first 18 years of his career, Al worked in North America including 7 years at P&G's HQ in Cincinnati. 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. A key part of the profit turnaround strategy was "winning from the top" i.e. targeting 1/1+ Indian consumer's with premium brands/tiers. 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. Another key part of Al success was in deeply understanding consumer/shopper needs and developing Win-Win partnerships with all key stakeholders i.e. Customers, Distributors, Govt Entities, Agencies etc. A notable achievement was being recognized for delivering a Best-in-Class integration of the huge and complex Gillette acquisition.

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. This had a major societal impact as many other companies followed P&G's lead. 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. The laidback life and diversity of the city attracted them to be a part of the 7th largest city in the US. 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.

Diane Miller
President & CEO
Wilcox Miller & Nelson Firm



Diane D. Miller is President and CEO of Wilcox Miller & Nelson (WMN), an executive and board search and governance consulting firm. During her tenure she restructured the company to include board advisory services. She is an experienced public company director and served on numerous national boards, For-Profit and Non-Profits.

As one of few women to serve on a large financial institution board (before, during and after the 2008 recession) and three bank boards. Diane has honed her experience in ESGRC (environmental, social, governance, risk, and compliance). 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, including ten years as the prime consultant on CAIPERS/CalSTRS3D Project (the Diverse Director Datasource) In her prior work, she participated 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 Practising 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.

Non-Profit Organization



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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.

Co - Facilitators Barbara A.F. Greene and Phil Walker - CPI Partners

Barbara A. F. Greene

CEO and Founder

Greene and Associates, Inc, A Career Partners International Firm

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 was recently recognized as one of the top Business Women by Fortune and Forbes.



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 and Rotary Club of San Antonio. Barbara has hosted people from around the globe in her home. At any one time, her guests represented 14 different countries.

[Learn More About Greene and Associates, Inc.](#)

Phil Walker

Managing Partner

Career Partners International - Austin

Phil Walker is the Managing Partner for Career Partners International - Austin, a global talent development and human capital management consulting 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 is a strategic advisor to CEO's, senior -level executives and board members on various human capital areas such as: Executive Assessment and Selection; Talent and Leadership Development; Succession Planning and Career Management/Transition related matters. His diverse business experience and expertise across multiple industries and geographic regions includes:

- Corporate Sales Executive and Business Unit Leader for Fortune 500 companies
- Business Consultant to small and emerging companies
- Multi-unit franchise business ownership
- Founder of three business start-ups
- Member of the 1978 NBA World Champion Washington Bullets
- Keynote Speaker - 2002 Millersville University Fall Graduation Ceremony

Phil has worked and consulted for a number of major corporations including Xerox, Steelcase, Haworth, and Right Management. He has served on various non-profit boards including the National Adoption Center, Sustainable Business Network, Philadelphia Futures and Millersville University Foundation. Currently, he serves on the Board of Directors for Workforce Solutions Capital Area in Austin, Texas.

Phil holds a Bachelor of Arts in Psychology from Millersville University of Pennsylvania, and a Master of Arts in Administration/Organizational Development from Antioch University.

[Learn More About CPI Austin](#)