Yale CEO College Reunion
Sponsored by Deloitte & Touche LLP

8:15a Welcome/Introductions
Jeffrey A. Sonnenfeld, Yale School of Management
Mike Kearney, Deloitte & Touche LLP

9:00a Mastering Disruption & Innovation
David D. Blakemore, Business President, The Dow Chemical Company
Michael Monahan, Executive Vice President & Chief Financial Officer, Pitney Bowes
Douglas Smith, Vice President, McKesson Corporation
Andrew Blau, Deloitte & Touche LLP
Kyle Jensen, Yale School of Management
Rita Gunther McGrath, Columbia Business School
William P. Putsis, University of North Carolina at Chapel Hill

The “topple rate” – the rate at which leading firms fall out of their leading positions – has more than doubled in recent years, confirming executives’ fears that today’s top performing companies could be tomorrow’s laggards. What can smart companies do? This session will examine the latest research on the patterns of disruption, the way leading companies falter, and the steps you can take now to prepare to operate in this volatile, uncertain, complex, and ambiguous (VUCA) world.

10:00a Break

10:15a Firing Back
Donald A. Baer, Worldwide Chair & Chief Executive Officer, Burson-Marsteller
Rhoda H. Woo, Deloitte & Touche LLP
Thomas A. Kolditz, Yale School of Management
Jeffrey A. Sonnenfeld, Yale School of Management

An unforeseen event or crisis can stop even the most established organization in its tracks. A crisis is no time for leadership ambiguity. Companies that prepare for and practice their response plans learn how to execute them well in even the most difficult of circumstances. This session will provide case studies related to real world events, and will cover strategies for creating meaningful “war game” exercises.

11:30a The Character of Leadership
Anne van Faassen, Supply Chain Manager, The Procter & Gamble Company
Philip H. Kowalczyk, President & CEO, The Robert Allen Group; former President, The Body Shop
Keith T. Darcy, Deloitte & Touche LLP

CEOs and their executive teams are facing many challenges – stagnant growth, shareholder activists, impatient boards of directors, and an unforgiving business press. The pressure to stray from the company’s core values can be immense. In these circumstances, nothing is more important to the company’s long-term health than a strong culture anchored by core values. CEOs and their leadership team must constantly strive to create this culture. This session will discuss practical approaches that get out from behind the “check the box” practices most commonly deployed.
Cybersecurity has gone from a narrow issue managed by the company’s IT department to a position at the top of the list of strategic risks. Even industries that considered themselves safe from cyber threats are learning tough lessons about their preparedness. This segment will introduce the attributes of a modern cyber risk mitigation plan – one that focuses on being secure, vigilant, and resilient.

A new concept of global risk continues to unfold in the daily headlines. New geopolitical, regulatory, and operational risks emerge each day. In this segment, presenters will talk about global developments that executives need to understand to manage today and plan for tomorrow.

Leveraging cutting edge research and unmatched experience counseling CEOs, the speakers will talk about the attributes boards seek out in identifying CEO candidates. This session will also provide insights on how to best develop and market those attributes – internally and externally.