



FT-ODX

Outstanding Directors Exchange

The only conference exclusively for directors

The Metropolitan Club,
New York

October 16-17, 2013



10/16/2013

Morning Sessions (8:30am-11:45am) Presented by FT-ODX & Korn/Ferry International

8:15 am - 8:30 am

Welcome

Heather Wolf, FT-ODX Program Director, *Financial Times Live*

8:30 am - 9:00 am

The Year in Board Leadership

Glean insights from Korn/Ferry's annual board leadership survey and from trends the firm has spotted. Q&A will cover changes your boards are making to leadership and composition.

Bob Hallagan, Vice Chairman, *Korn/Ferry*; Director: *ResCare*

9:00 am - 10:15 am

The Board's Role in Long-term Succession Management

Whether your CEO has been in the role for 10 weeks or 10 years, succession planning is a critical board responsibility. This panel will explore the role of the board, its working relationship with the CEO, and how responsibilities change at different points in the transition process.

Jane Stevenson, Vice Chairman, *Korn/Ferry*

Joe Bower, Baker Foundation, Professor of Business Administration, *Harvard Business School*; Director: *Anika Therapeutics, Loews Corp., New American High Income Fund*

Ellen Marram, President, Barnegat Group; Director: Eli Lilly, Ford Motor Company, New York Times

Sheri McCoy, CEO, *Avon*

10:15 am - 10:30 am

Networking Break

10:30 am - 11:45 am

The New Gen Director

Whether out of necessity or by design, boards are recruiting first time directors in ever greater numbers. Hear how younger, more diverse directors were recruited and integrated into established boards, and how they are now adding significant value.

Nels Olson, Vice Chairman, *Korn/Ferry*

John Hayes, Chief Marketing Officer, *America Express*; Director: *Green Mountain Coffee Roasters, Yahoo!*

Bruce Gordon, Chairman, *ADT*; Director: *CBS, Northrup Grumman*

Stephanie Tilenius, Executive in Residence, *Kleiner Perkins Caufield & Byers*; Director: *Coach, IronPlanet*

Glenn Youngkin, Managing Director & Chief Operating Officer, *Carlyle*

11:45 am - 1:00 pm

Lunch & Keynote: China's Transformation and Its Global Implications

The dean of China's largest private business school (Cheung Kong Graduate School of Business) will share what he sees as the changing realities of doing business with and in China.

Xiang Bing, Dean, *Cheung Kong Graduate School of Business*

1:00 pm - 1:20 pm

Networking and Dessert Break

1:20 pm - 2:20 pm

60-Minute Case Study: Procter & Gamble

Bill Klepper, Professor of Management, *Columbia Business School*

2:20 pm - 3:30 pm

Risk: A Game of Connect-the-Dots

Financial, operating, and increasingly cyber risk oversight weigh heavily on directors' shoulders. This panel will tackle the challenges of translating the myriad data from internal and external audit and risk management sources into usable insights, enabling directors to ask the right questions about enterprise risks.

Ruby Sharma, Partner, *EY*

Jeanette Horan, Chief Information Officer, *IBM*; Director, *Microvision*

Chris Lynch, Chairman, *Freddie Mac*; Director: *AIG*

George Muñoz, Partner, *Tobin & Muñoz*; Director: *Altria Group, Anixter, Marriott International*

3:30 pm - 3:50 pm

Networking Break

3:50 pm - 5:00 pm

Partner Roundtables

1. Audit Committee Disclosures: More Companies Going Beyond the Minimum

Ruby Sharma, Partner, *EY*

2. Board Evaluations: How Effective?

Bob Hallagan, Vice Chairman, *Korn/Ferry*; Director: *ResCare*

3. Ensuring Pay for Performance: Goal and Range Setting

Jamie McGough, Partner, *Meridian Compensation Partners*

5:00 pm - 5:45 pm

Cocktail Reception

5:45 pm - 8:30 pm

Outstanding Directors Awards Dinner

Keynote: Leadership in Times of Crisis at AIG

How a CEO and his board successfully organized and executed one of the greatest saves in the history of Corporate America.

Interviewee: **Bob Benmosche**, President & CEO, *AIG*

Interviewer: **Tom Braithwaite**, US Banking Editor, *Financial Times*

Upon conclusion of the interview, dinner will be served and the Outstanding Directors Awards will be presented.

Evening Concludes

8:30 pm

10/17/2013

7:45 am - 8:45 am

Beyond the Low-Hanging Fruit: Sustainability in the Mainstream

Rather than politics or altruism, good business sense is pushing some companies towards a culture of sustainability. Panelists will share how their organizations have integrated environmental, social, and governance targets into their business models and how they're diffusing ESG activists and concerns about corporate political spending along the way.

Heather Wolf, FT-ODX Program Director, *Financial Times Live*

Lydia Thomas, Trustee and Retired CEO, *Noblis*; Director: *Cabot Corp.*, *Mueller Water Products*

Jim Lusk, Chief Financial Officer & EVP, *ABM Industries*; Director: *Glowpoint*

8:45 am - 9:00 am

Networking Break

9:00 am - 10:00 am

Concurrent Breakout Sessions

1. Comp Plans That Motivate Managers, Not Activists

External pressure on boards has brought a homogenization of executive comp programs, increasingly hanging off a single metric: relative TSR. Panelists will describe situations that called for different solutions, and how they stuck to what was fair and right for their executives.

Annette Leckie, Partner, *Meridian Compensation Partners*

Laurie Siegel, Retired SVP and CHRO, *Tyco International*; Director: *CenturyLink*

Kelvin Westbrook, CEO, *KRW Advisors*; Director: *ADM, Camden Property, Stifel Financial, T-Mobile US*

2. China's Consumer Market: Grasping Challenges and Seizing Opportunities

A decade from now, China is expected to be the largest importing nation in the world, and digital marketing is opening up new channels to reach consumers. Hear how your companies can get into and position themselves as major suppliers to the burgeoning Chinese market.

Baohong Sun, Associate Dean and Professor of Marketing, *Cheung Kong Graduate School of Business*

John Allen, Chairman and CEO, *Greater China Corporation*

Joan Warner, Managing Editor, *Financial Advisor IQ*

3. Getting the Most Out of Executive Sessions

Most boards have adopted the practice of holding executive sessions at every board meeting. Hear what seasoned board leaders think about when and how to conduct them, what should be on the agenda and how to loop in the CEO.

Tony Chapelle, Senior Reporter, *Agenda*

Chuck Boesenberg, Chairman, *Callidus*, Director: *Boingo Wireless, Keynote Systems, Silicon Graphics*

Cindie Jamison, Former CFO, *AquaSpy*; Director: *B&G Foods, Office Depot, Tractor Supply*

10:00 am - 10:15 am

Networking Break

10:15 am - 11:15 am

The Board's Role in Bet-the-Company M&A

With all the time spent on box checking activities, some directors admit they don't fully engage in potentially game changing strategic planning and execution. Those who have been through recent mega mergers, demergers and reorganizations will share what directors can do to fully engage without over stepping.

Toby Myerson, Partner, *Paul Weiss, Rifkind, Wharton & Garrison*

Lloyd Segal, Managing Partner, *Persistence Capital Partners*; Former Chairman and CEO, *Thallion Pharmaceuticals*; Director: *Valeant Pharmaceuticals International*

Jeff Watanabe, Chairman, *Hawaiian Electric Industries*; Director: *Alexander & Baldwin, Matson*

11:15 am - 11:30 am

Networking Break

11:30 am - 12:30 pm

Global Economic Outlook for 2014

FT's chief economics commentator has a long history of "getting it right." Mr Wolf will share his views on the business climate in key global regions and on what boards should be keeping a sharp eye in the new year.

Martin Wolf, Chief Economics Commentator, *Financial Times*

12:30 pm

Closing Remarks and Conference End