

The CTO Institute

THE INDISPENSABLE CTO

Strategic Leadership of Technology and Innovation

ANNE T. & ROBERT M. BASS
KNIGHT MANAGEMENT CENTER
645 KNIGHT WAY

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The CTO Forum
3945 Freedom Circle, Suite 400
Santa Clara, CA 95054


CTO FORUM
CTO INSTITUTE



STANFORD
GRADUATE SCHOOL OF BUSINESS

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June 18 - 21, 2012

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CTO FORUM

This exclusive executive education program is a collaboration of the CTO Forum and Stanford Graduate School of Business. It established the CTO Institute, a program aimed at identifying, examining, and overcoming the challenges that senior technology and business executives face in fostering a culture of smart innovation, corporate renewal and system growth.

Using leading-edge research and teaching materials that have been field-tested with leading corporations, Stanford's world-class faculty members and distinguished members of the CTO Forum have collaborated to create a dynamic and highly relevant learning experience for senior executives from Fortune 500 companies.

apply online
www.gsb.stanford.edu/exed/cto



Andy Grove, Chairman & CEO, Intel



John Chambers, Chairman & CEO, Cisco

2010 HIGHLIGHTS



Robert Pearl, CEO, Kaiser

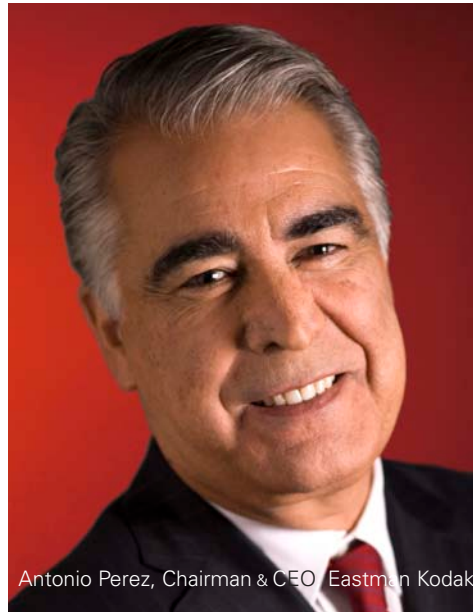
The Indispensable CTO

The Strategic Leadership of
Technology and Innovation

Join us...



Andy Bryant, CEO, Intel Corp.



Antonio Perez, Chairman & CEO, Eastman Kodak

2011 HIGHLIGHTS



Dan Hesse, CEO, Sprint Nextel Corp.



John Donahoe, President & CEO, eBay



Who's Who could be YOU.

Left to Right: Laura Haas, Fellow and Director of Computer Science, IBM • Dr. Pat Conolly, Executive Director Technology, Kaiser Permanente • Marc Frons, CTO, New York Times • Priscilla Moyer, SVP and CIO, Franklin Templeton Investments • Mark Cages, EVP and CTO, eBay • Darlene Solomon, EVP and CTO, Agilent Technologies • Edward Screven, Chief Corporate Architect, Oracle • Kevin Magee, Deputy CTO, CIA • Dr. Ahmad Bahai, CTO, National Semiconductor • Dan Gray, VP Technology, McKesson Corporation • Steve Hoover, CEO, PARC (a Xerox company) • Bob Wadsworth, VP, Blue Shield of CA

2011
Innovation
Roundtable
Speakers



"More than a flash in the pan... more than hype... I do believe it does afford some opportunities, especially for small companies who want to get started on an idea and the biggest roadblock [is] infrastructure."

– Sherrie Littlejohn, EVP of Enterprise Technology, Architecture and Planning for Wells Fargo & Co.



"I've learned a ton. I've met some great people. I couldn't be happier, really."

– David Allen, CTO & CIO of i365 Seagate Company

INNOVATE

"Great experience. Good network. Very outstanding subjects, and great faculty. The subjects we discussed are very helpful and they connect to the day to day activity we deal with."

– Mazen Rawashdeh, VP of Technology Operations, eBay



CREATE

"It's been an incredible experience and I would highly recommend anyone attending... It's really been invaluable."

– Sheila Jordan, VP of Communication and Collaboration IT for Cisco





PROGRAM

Why this Program is Needed

Traditional strategies for increasing profits and share value—perpetual cost cutting, mega-mergers, spinoffs, share buybacks, de-mergers, outsourcing, and other financial tools—occasionally provide value for shareholders, but fail to create new industries, markets, and wealth. It is not financial engineering, but rather smart innovation that acts as the wellspring of competitive differentiation, industry leadership, and positioning for long-term success in an increasingly competitive global marketplace. Incremental advances are no longer enough, and only brilliant innovation can propel a company to the forefront of an industry.

CTOs are tasked with spearheading strategies and employing tactics to foster a culture of innovation. And yet, many CTOs confide that innovation appears to have hit barrier. Fewer than 10 percent of the companies in the Fortune 500 are generating double-digit growth. Many of the largest technology companies have seen revenues and profits drop. Even Silicon Valley's engine of innovation, which is fueled by venture capital, seems to be stalling, and the typical venture fund barely beats the rate of return of the money markets.

What is preventing profitable, long-term growth, and what can be done about it? These questions are critical for CTOs, who are first in line to experience the consequences of under-investment in R&D, increasing emphasis of the short-term over the long-term, and the difficulties of helping business leaders withstand the tremendous pressures for quarterly results.

The executive education program serves a vital need by bringing together CTOs from many organizations, industries, and countries to share experiences and learn new ideas and frameworks for navigating an increasingly complex business environment.

Program Overview

This executive education program focuses on the strategic leadership role of CTOs and their contributions to the long-term success of their companies. The major goal of the program is to bring together a diverse group of CTOs for three-and-a-half days, creating an extraordinary opportunity to discuss common strategic issues, problems, and solutions within a structured context led by Stanford faculty. The program includes formal in-class discussions as well as informal discussions in the social setting of the Schwab Residential Center. The object is for participants to return to their organization re-energized, re-vitalized, inspired, and empowered with tools to contribute to corporate growth through innovation.

The first day of the program introduces foundational ideas about the key challenges to innovation and the strategic leadership disciplines required to overcome these challenges. The following three days explore each foundational idea in depth, focusing on the indispensable role of the CTO. That role includes reinventing corporate new business development, creating an organizational culture that supports continued innovation, and leading the scaling of idea generation and change. Faculty will explore innovation challenges and opportunities in the automotive, energy, health care, retail, and semiconductor industries, among others. Participants will also hear about breakthrough research informing the future of innovation, such as the application of neuroscience in marketing.

Participants will receive a free, one-year membership to the CTO Forum. This membership provides access to all of the CTO Forum community, events, and content.

OVERVIEW



NOY

Why CTOs Should Attend

CTOs play an indispensable role in the continued development and renewal of innovation. They are among the few leaders with the expertise and vision to balance the allocation of corporate resources between current and future opportunities. What's more, they are uniquely positioned to influence the chief executive and board of directors to share the vision.



KEY TAKEAWAYS

The most effective CTOs take an active role in authoring their organization's future through business transformation, resisting the temptation to hold too much affection for the past. We expect that each participant in the program will take away a unique set of insights, tools, and strategies for energizing and revolutionizing the organization, including how to:

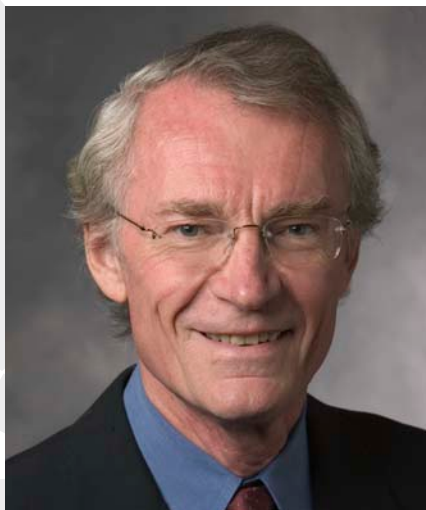
- Master the design rules for radical, nonlinear, and systemic innovation in today's fast-paced business environment
- Prevail against a built-in bias towards perpetuation to launch an agenda for game-changing innovation
- Transform innovation from an occasional act into a systemic capability
- Differentiate smart innovation from R&D and new product development
- Recognize decaying strategies, and replace them with tools that help sustain organic growth through new business development
- Apply the principles of collective intelligence to scale innovative ideas and organizational change
- Promote organizational ambidexterity by training employees to be switch hitters
- Inspire disengaged employees to apply their imagination, creativity, passion, and courage in the workplace





Program Executive Director

Faculty Director



Basheer Janjua is the Founding Chair and President of The CTO Forum and its focused workgroups, The CIO Council, The Energy Council, and The CTO Institute. The CTO Forum is a non-profit organization dedicated to fostering a trusted, creative, and non-commercial network of the brightest minds of our generation. Janjua is known among his peers for his passion to advance our modern world. For the last decade, Janjua has also served as the Chairman and CEO of Integology, a consulting practice. He is also a board member of the Lawrence Hall of Science, University of California, Berkeley.

Robert A. Burgelman, the Edmund W. Littlefield Professor of Management, has been a faculty member of the Stanford Graduate School of Business since 1981. His research interests include corporate entrepreneurship, strategic business exit, and the role of strategy in firm evolution. During the last 25 years, he has analyzed a broad range of companies and authored several papers and books, including his most recent, *Strategy Is Destiny: How Strategy-Making Shapes a Company's Future* (Free Press, 2002). He is a member of the Academy of Management, the Strategic Management Society, and the editorial boards of *Strategic Management Journal* and *California Management Review*.

Telephone

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Fax

408.980.0007

Program Executive Director Email

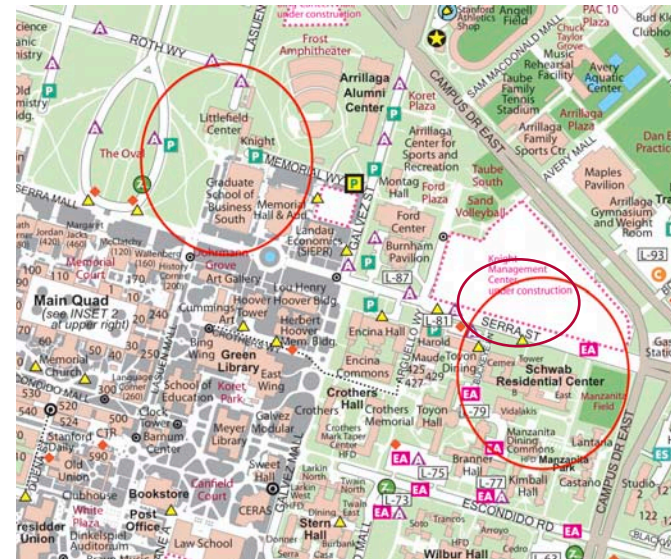
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Website

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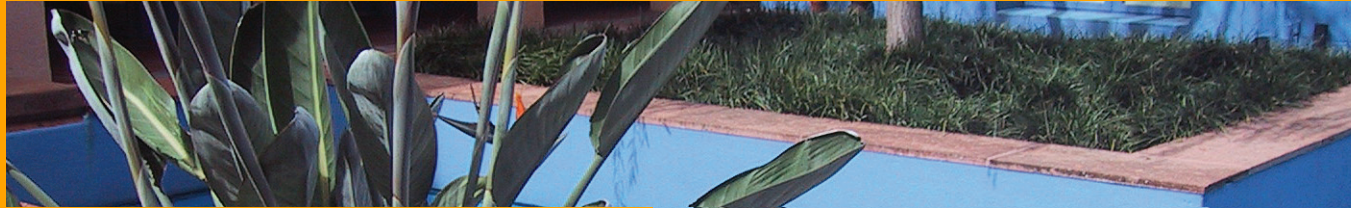
Mail

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655 Knight Way on the Stanford Campus. The cross street is Galvez.

CONTACT



LOCATION

Event Location

The program is held at the Stanford Graduate School of Business, on the Stanford University campus, which is situated on 8,180 acres in the rolling foothills. Located 35 miles south of San Francisco, Stanford University is just a few miles from Palo Alto and the high-tech industrial center of Silicon Valley. The campus is 25 miles south of San Francisco International Airport and 20 miles north of San Jose International Airport.

Opened in spring 2011, the Knight Management Center has transformed the Stanford Graduate School of Business into a vibrant and unified indoor-outdoor, living and learning community. Participants will take classes at this new state-of-the-art campus, which features tiered classrooms with extensive floor-to-ceiling glass, the latest in audiovisual technology, numerous breakout and study rooms, outdoor seating areas to encourage informal discussion, and an open collaboration lab that employs hands-on and design thinking techniques.

Designed to facilitate interaction and spontaneous intellectual discussion between faculty, students, and alumni, the Knight Management Center is also Platinum certified by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program—an inviting and stimulating space that encourages people to learn, innovate, and dream. [Visit the Knight Management Center Website: <http://www.gsb.stanford.edu/knightcenter/>]

Participants will reside in the Schwab Residential Center, across the street from the Knight Management Center. With its modern architecture and decor, the Schwab Residential Center provides an unparalleled living environment for executives. Each air-conditioned suite

includes a private bath plus a shared kitchen. The Center combines convenient on-campus housing, well-equipped group study areas, access to a comprehensive computer network, and both indoor and outdoor space for informal meetings with peers. The Center's outstanding dining facility provides a wide array of choices for breakfast, lunch, and dinner and will accommodate special dietary needs and preferences. [Visit the Schwab Residential Center Website: <http://www.gsb.stanford.edu/schwab/>]

Stanford has many amenities located nearby. A large shopping center and Palo Alto's commercial district are only a mile away. Music, theater, sports, and fine restaurants are available in the communities that surround the campus. Monterey Bay, spectacular portions of the Central California coast, and Napa wine country are all accessible within a few hours of the campus.

LOCATION



Jennifer Aaker

General Atlantic Professor of Marketing

A social psychologist and marketer, Jennifer Aaker is the General Atlantic Professor of Marketing at Stanford University's Graduate School of Business. Her research spans time, money and happiness.

She is widely published in the leading scholarly journals in psychology and marketing, and her work has been featured in a variety of media including The Economist, The New York Times, Wall Street Journal, Washington Post, BusinessWeek, Forbes, CBS Money Watch, NPR, Science, Inc, and Cosmopolitan.

STANFORD

William Barnett

Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; BP Faculty Fellow in Global Management for 2010-2011; Sr. Fellow, Woods Institute for the Environment at Stanford; Director of the Center for Global Business and the Economy

William Barnett studies competition among organizations and how organizations and industries evolve over time as strategic differences and strategic change among organizations affect their growth, performance, and survival. His research includes empirical studies of technical, regulatory, and ideological changes among organizations.



Hayagreeva Rao

Atholl McBean Professor of Organizational Behavior and Human Resources; Morgan Stanley Director of the Center for Leadership Development and Research

Professor Rao has published widely in the fields of management and sociology and studies the social and cultural causes of organizational change.

His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields.

THOUGHT LEADERS

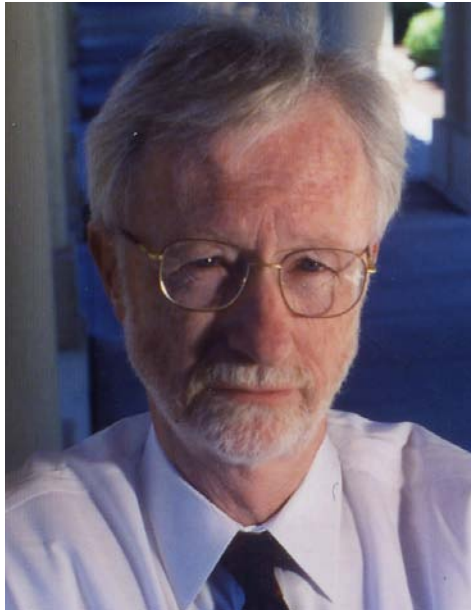
Francis (Frank) J. Flynn

Professor of Organizational Behavior; The Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research

Professor Flynn's research focuses on interpersonal relations in organizations.

His work bridges the fields of management and social psychology, leading to scholarly as well as practical insights on organizational life.





Charles O'Reilly

*Frank E. Buck Professor of Management
Director of the Leading Change and
Organizational Renewal Executive
Program*

Research includes studies of leadership, organizational culture and demography, the management of human resources, and the impact of change and innovation on firms. He has published widely in his field. His recent work investigates how managers can design organizations that can generate streams of innovation and deal with disruptive technological change. Professor O'Reilly has consulted for a variety of public and private firms in the U.S., Europe, Africa, and Asia.



Paul Pfeleiderer

*C.O.G. Miller Distinguished Professor of
Finance; Professor of Law (by courtesy),
School of Law; Director of the Wealth
Management Executive Program*

Focus is on issues arising in financial markets when traders are asymmetrically informed. He has developed theoretical models to analyze how information is incorporated in prices through trading and how information flows determine trading volume. He has analyzed how information is sold to investors when the value of the information is reduced the more widely it is disseminated. His current research concerns corporate governance.

THOUGHT LEADERS

Peter Reiss

*MBA Class of 1963 Professor of Economics
Professor of Economics (by courtesy),
School of Humanities and Sciences
Younger Family Faculty Fellow for
2010-2011; Director of the Center for
Entrepreneurial Studies*

Peter Reiss is an industrial organization economist and applied econometrician. His research studies how technology, consumer tastes, and industry structure affect firms' competitive positions. He has examined multi-part pricing policies, strategic entry and entry deterrence strategies, and the organization of securities, energy and airline markets. Also, research on statistical issues that arise in applied economic research.



CTO Institute, 2011





Application - The Indispensable CTO: Strategic Leadership of Technology and Innovation June 18-21, 2012

Fields marked with an astrisk (*) are required

General Information

Salutation*: Dr. Mr. Mrs. Ms.

First/Given Name*: Middle Initial: Last/Family Name*:

Gender*: Male Female

Job Title*:

Company/Organization*:

Start Date for Current Job*:
(mm/dd/yyyy)

Business Address*: Business Address Line 2:

City*: State (US)*: State/Providence (Non-US): Zip/Postal Code*: Country*:

Business Phone*: Fax*: Email*:
Format US number as XXX-YYY-ZZZZ, Include country codes for international number Very important: Please include Complete email address

Personal Information

Home Address*: Home Address Line 2:

City*: State (US): State/Providence (Non-US): Zip/Postal Code*: Country*:

Home Phone*: Date of Birth: Name for Identification Badge*:
Format US number as XXX-YYY-ZZZZ (mm/dd/yyyy)
Include country codes for international number

Emergency Contact Name*: Emergency Contact Relationship*:

Emergency Contact Phone*:
Format US number as XXX-YYY-ZZZZ, Include country codes for international number

Country of Citizenship*:

List of Language(s) in which you are fluent*:
Applicants must be proficient in the English language. All classes and discussions are conducted in English.

Company/Organization Information

Website Address: Number of employees/staff* Annual revenue/budget (inUSD)*

Is your company/organization a subsidiary or division of another company/organization? Yes No

Name of parent company/organization:

Number of employees in parent company/organization:

Parent company/Organization revenue (in USD):

Industry Information

- Accounting
- Advertising/Marketing
- Aerospace/Defence
- Agriculture/Food/Beverages
- Biotechnology
- Chemicals
- Computer/Peripherals
- Construction/Engineering
- Consulting
- Education
- Electronics/Semiconductors
- Entertainment/Leisure
- Environmental Services
- Financial Services/Insurance
- Food Services/Lodging
- Government
- Health Care Services
- Legal/Advocacy Services
- Manufacturing - Consumer
- Manufacturing - Industrial
- Military
- Mining/Metal Processing
- Petroleum/Oil/Gas
- Pharmaceuticals/Medical Devices
- Printing/Publishing
- Real Estate
- Retail/Wholesale
- Software
- Telecommunications/Informal Services
- Transportation
- Utilities
- Other (please specify):

Position Information

Number of people who you manage directly*

Job title of person to whom you report*

Annual budget in your control (in USD)*

What function best describes your position?*

- Logistics
- Operations/Production
- Research/Development
- Sales/Marketing
- Other (please specify):
- Financial/Accounting
- General Management
- Human Resources/Administration
- Information Technology

Additional Information (Please include the following items with this application)*

Resume

Corporate professional photograph

Short bio

Please describe one success or failure example in which you and/or your organization drove innovation or organizational change.*
Please share what you learned from the experience and how it shapes your approach to innovation within your organization or how others learn from it. Based on your submission, you may be selected to present your idea at the program.

