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Making your world secure

WELCOME

A Message from International Chairman Fulton Collins

Dear YPO and WPO Friends,

This issue of *Ignite* shines the spotlight on education, the heart of YPO-WPO. Our organization is defined in great measure by the multitude of learning platforms where ideas, experience, best practices, expertise and thought leadership come together. While some of these channels are technology-based, others convene in actual classrooms and still others occur in mentor relationships. They all share one goal: to connect and engage each of us — and, ultimately, to challenge old perspectives and provoke change through education and idea exchange.

In an organization where achievement, influence and success are norms, *Ignite* provides a place to share good news and great ideas, accelerate momentum, and take pride in the remarkable accomplishments of this organization and our 21,000 members.

Ignite is also an oasis in the sound bite age — a haven where innovations, enterprise, good deeds and in-depth analysis find sanctuary in the shared space of a magazine.

In response to outstanding feedback on *Ignite's* first two issues, we have expanded the magazine's editorial footprint with a quarterly electronic newsletter that debuted in early November. *Ignite* magazine will continue to be semiannual, and quarterly newsletters will bridge the gap between issues to connect members, spouses, partners and families year-round.

In YPO-WPO there is never a lack of great stories or opportunities to connect through education and idea exchange. The content in this issue is a testament to that:

- The global classroom of YPO-WPO takes the spotlight in our cover story on education.
- A report on the social media revolution examines why business must get serious about getting social.
- In our feature on daredevils, members push leadership to the limits through extreme sports and adventuring.
- The SEN Summit unites social entrepreneurs and visionaries dedicated to taking business beyond the bottom line.
- Our story on the business of wine uncorks a world where tradition meets innovation.
- The timeless question, "Can you have it all?" inspires a lively discussion on balance vs. integration.

These are only a few of the stories. I hope this issue inspires you to reach out and connect to your trusted peer network in new ways. Most of all, I hope *Ignite* lives up to its name by lighting a spark and setting in motion great things for you, your business and your family.

With warm regard,

Fulton Collins (YPO Lone Star-Dallas)
2013-2014 YPO-WPO International Chairman



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COVER STORY: Extraordinary Education 48

This special section explores the YPO-WPO quest for knowledge in its many forms, from the time-honored tradition of the classroom to the education ecosystem of infinite online options.

FOR MEMBERS, ABOUT MEMBERS

Ignite is a member-based publication of YPO-WPO, the world's leading network of chief executives. For more information, visit ypo.org. A digital version of Ignite, accessible only by YPO and WPO members, spouses and partners, is available at ypowpo.org/ignite.



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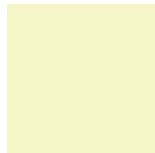
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Family Classifieds

Chapter or Regional Family Officer

Bring families together. Create a unique family program for your chapter or region.

YPONextGen City Group Mentor

Connect the next generation. Foster networking and educational programs for YNGers living in the same city.

Event Champions

Create lasting memories. From start to finish, produce an unforgettable experience for your peers.

YPONextGen Mentor Program Champions

Inspire future leaders. Organize and oversee the mentoring program for YNGers.

YPONextGen Forum Mentor (formerly YAF Champion)

Share the power of forum. Organize and oversee the creation and health of YPONextGen forums.

WANTED: CHAMPIONS

Create meaningful experiences for YPO-WPO families! Take your membership to the next level and become a family champion. "Having now championed multiple YPO-WPO events, I can attest that the act of service, giving back and making a difference in other members' lives is truly rewarding. As a champion you will experience tremendous life-learning experiences, have great fun and create great long-term friendships," says Reza Etedali (WPO Santa Monica Bay). **Contact askfamily@ypowpo.org for more information.**

Chapter or Regional Spouse/Partner Officer

Provide meaningful opportunities. Develop programming for spouses and partners in your chapter or region.

YPONextGen @University Group Mentor

Make learning fun! Connect members' university-aged children for networking and educational opportunities.

Chapter Global Internship Program Champion

Kick-start someone's career. Encourage your fellow members to offer internships and inspire parents to get their young adults involved.

YPONextGen Mentor/Mentee

Exchange ideas. Share your professional and personal experiences with YNGers ages 18+, while also learning about the top trends and issues affecting this important age demographic.



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Maridel Allinder is a writer and editor with 30 years of experience as a journalist. She began her career as a newspaper reporter and has since worked in marketing and communications for the business and nonprofit sectors, including serving as a YPO communications project director from 1995-1998 and as YPO-WPO senior editor and internal communications director from 2008-2011. She now provides editorial services to a wide range of clients.



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Angela Shah is a writer whose work has appeared in *The New York Times*, *TIME*, *Forbes Asia* and on *Newsweek's* website, *The Daily Beast*. She has written about women entrepreneurs in Afghanistan; Arab Spring movements in Egypt, Tunisia and the United Arab Emirates; and the economic collapse in Dubai.



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TECHNOBABBLE BLIGHT

Q&A with word warrior *Tim Phillips*

Interview By Maridel Allinder

The war between corporate jargon and clear communication rages on in offices and boardrooms around the world. One warrior in the battle to eradicate business speak is British journalist Tim Phillips. His book, *Talk Normal: Stop the Business Speak, Jargon and Waffle*, is a YPO-WPO getAbstract title. *Ignite* asked this soldier in the trenches of technobabble to share his thoughts on buzzword blight.

Is there one corporate cliché that stands above others as the worst perpetrator of communication homicide?

Every industry and every country has different problems, and I wake up every week with a different word or phrase that irritates me. The problem isn't just about words; it's a problem of words that disguise a lack of clear thinking. A few weeks ago, I was irritated by the use of the word 'solution' to describe any type of business. I speak to a lot of companies, and often the ones that claim to have 'X solutions' and 'Y solutions' can't properly explain to me what the problem is that they are trying to solve. Any company that can't explain the problem it solves doesn't need to exist, whatever the 'solution.'

Are there any corporate clichés that inspire your affection?

Most of the innovation in the past 30 to 40 years has been from technology and office jobs, and they have generated a lot of jargon. Some of it is funny. I like, for example, 'facepalm.' It describes a real emotion. We forget that the words we use today were jargon at some time in the past. The phrases and words that are useful are adopted by a larger group, so they become commonplace. A phrase like taken 'aback' originally described a ship that turned the wrong way into the wind and was blown backwards. I have a copy of *Fowler's Modern English Usage* for the 1960s, which complains about the jargon word 'babysitter.' Part of the richness of English as a language is that it has no committee or set of rules. So it's perfectly possible that the things that irritate me will be loved by future generations.

Was the language of business ever pristine and free of jargon?

Never. Jargon exists for a good reason: There is always an 'in' group, and the use of jargon among them is a way to signal that you are part of the group, an expert, or a member of the community the 'out' group doesn't understand. So jargon can create a sense of teamwork and belonging.

"The problem isn't just about words; it's a problem of words that disguise a lack of clear thinking."

— Tim Phillips

The difference now is that we communicate much more with people who are outside the group: customers, suppliers, people we meet online. When we communicate in English, most people we communicate with will have English as a second or third language. Sometimes we exclude people through thoughtlessness. This is the difference in an era of email, social networks and websites.

How many word warriors will it take to save language on our planet?

We all should take responsibility by trying to be understood. So it will take all of us. There are about three billion English speakers on the planet. I may have set my bar too high. But every new 'talknormalist' makes the world easier to understand. ▲

CORPORATE JARGON: A GLOSSARY OF WORST OFFENDERS

This sampling of worst-offender words and phrases from the lexicon of business speak highlights a few of the clichés crowding corporate culture. *Ignite* invites YPO and WPO members to expand the list by emailing your favorite examples of executive argot to ignite@ypowpo.org.

- Action item
- Bandwidth
- Core competency
- Drill down
- Drink the Kool-Aid
- Game-changer
- Incentivize
- Liaise
- Low-hanging fruit
- Monetize
- Move the needle
- On the same page
- Outside the box
- Paradigm shift
- Scalable
- Seismic shift
- Silos
- Take it to the next level, or take it offline
- Tiger team
- Touch base
- Under the radar
- Value added
- Win-win
- Window of opportunity



PHILLIPS

TRAVEL BAG

On the Road (Again)

Whether traveling for business, heading to a YPO-WPO event or embarking on a family vacation, YPO and WPO members can rack up miles and time away from home. We asked travel veterans for their tips and what they can't leave home without.

Carlos Betancourt (WPO São Paulo) makes health and fitness a priority when he travels. "One of the first things I look for in a hotel is the fitness center capabilities and the possibility to go out for a run," he says. "I even have my personal list of best places to run around the world. I also can't leave home without my fitness equipment: a Garmin GPS watch, heart monitor, hat, sunglasses and regular fitness gear."

A million-mile member by the age of 30, **Rajeev Kapur** (YPO Orange County) has now collected more than 2.5 million miles on the road. "I would highly recommend members become both Global Entry approved and pre-check approved, or whatever the equivalent is for those outside of the United States," he advises. "I also try to travel in off-hours. You have more options and opportunities to get upgraded, and you can use the extra time to work with your team in the morning."



BETANCOURT



KAPUR



GOUDSMIT

Cynthia Cleveland (WPO Santa Monica Bay) travels once a month, preferring to fly but finds trains a delight under the right circumstances. No matter how she travels, Cleveland finds mobile apps essential. "Travel apps like Trip It (for everything), Waze (if driving), Uber (on-call limos and taxis) make life smoother," she says. "For pleasure, having the Kindle app on my iPad has eliminated a device for reading, and it holds presentations as well."

Joelle Goudsmit (YPO Philippines) finds herself traveling once a week on average. "I always pack running shoes, workout clothing and yoga paws (sticky hand and feet mitts so that I can do yoga on a hotel towel). When I travel for pleasure, I bring my inspiration diary, where I jot down ideas or thoughts as they come." ▲



THE BUSINESS OF POLITICS

A conversation with industrialist-turned-politician Adrien Pouliot

Interview By Mary Woods

Adrien Pouliot (WPO Quebec) was elected the leader of Quebec's Conservative Party in February 2013. From his early career as a corporate and securities lawyer, Pouliot has also secured a track record for success in the private sector. He took the helm of his family's broadcasting and cable television firm, CFCF Inc., in 1997 and then acquired Entourage Technology Solutions Inc., the largest telecommunication field services company in Canada, which he later sold to Bell Canada. He currently heads his own private equity fund, Draco Capital Inc. For most of his life, Pouliot has had a keen interest in public policy. As chairman of the Montreal Economic Institute, a free-market think tank that he co-founded in 1999, Pouliot became increasingly troubled over Quebec's direction and decided to throw his hat into the political ring.

At this stage in your life, why run for public office?

You go through cycles in your life. I was 56, and I sold most of my businesses with the exception of one. I felt the need to really 'jump onto the ice' as they say in Canada. I was questioning my legacy. Other parties were stronger, with more backing; however, the Conservative Party reflected my values.

How do your business skills translate to politics?

As a businessman, I brought structure to the strategic planning process. In business, we set short- and long-term goals and objectives to create a clear road map with which to achieve our vision. I also believe I brought my ability to motivate people. Managing human resources in a political party is much more challenging than in a business. In politics, you are relying on people who are passionate about the cause, but, at the end of the day, they are volunteers.

Adrien Pouliot's (WPO Quebec) "It's time" slogan promotes the party's push for change.



They are not working for you 40 hours a week, nor counting on a salary and pension to drive them or serve as their motivation.

What topped your immediate agenda upon taking leadership of the Quebec Conservative Party?

I am a businessman, but I am pro-free market, pro-consumer. As a party, we want to have more competition in Quebec and reduce the number of monopolies, as well as lower the trade barriers and business taxes, making it easier for people to become entrepreneurs. I have friends in the WPO Quebec Chapter who are pro-government, whose businesses benefit from government regulations. This makes for many healthy discussions.

Does membership in YPO-WPO make a difference in your political life?

Actually, without the support of my forum mates, I can honestly say I would not have had the courage to make the big leap. They were the deciding factor. They know me best, better than myself, and helped me listen to my heart, as well as rationalize why I needed to run for public office.

"Managing human resources in a political party is much more challenging than in a business."

— Adrien Pouliot (WPO Quebec)

Would you recommend that fellow YPO or WPO members run for public office?

It does not always follow that if you are successful in business, you will be (successful) in political office. It is a big commitment, and I would not recommend it for a young YPOer who is just starting out. You have to be passionate about public service, have the ability to persuade others by touching their hearts and minds, and you have to be, or become, humble. ▲

Interested in running for public office? Continue the discussion with **Adrien Pouliot** at apouliot@dracocap.ca.

BUILDING A BETTER FUTURE

YPO and WPO members drive urban development in Palestine's first planned city.

By Rola Tassabehji (spouse, WPO London)

On a picturesque hilltop north of Ramallah, a construction site with more than 3,000 local workers is set to become Palestine's first planned city, Rawabi.

With the initial phase scheduled for completion in 2014, Rawabi, which is Arabic for hills, will house more than 40,000 inhabitants within seven years. The project represents the largest investment in the history of the Palestinian private sector and has captured the attention of dignitaries, multinational groups and interfaith missions around the world.

The attraction is not another grand design, man-made island or underwater hotel, but the first planned city to be built from the ground up in Palestine, home to ancient biblical cities like Bethlehem, Nazareth, Jericho, Hebron and Nablus.

Not surprisingly, the team behind this urban development is a small group of YPO and WPO Palestinian entrepreneurs who helped organize the Live Palestine event in March 2013, the first international YPO-WPO event in Palestine. As part of the event, members from around the world visited Rawabi and have since become a source of encouragement for the project. "The city is an extraordinary endeavor that will provide our many Palestinian friends with hope for a better future," says **Edward Eisele** (WPO Arizona).

The Palestinian context

In the developing world, many countries face the challenges of land scarcity, high population growth and rapid urbanization. Palestine is no exception. The country's fertility rate is estimated at 4.6 percent, among the world's highest, while the population is expected to reach 4.7 million in 2015.

But these challenges pale in comparison to the ones faced in the Palestinian context. Territorial fragmentation, geopolitical disputes and the absence of urban planning have led to random housing developments that are putting pressure on agricultural land and an aging, inadequate infrastructure.

"Most Palestinians now are living in isolated cities due to the illegal settlements built on confiscated land," says **Issa Kassis** (YPO Palestine), vice mayor of Rawabi and CEO of Palestine Mortgage & Housing Corporation. "When you see Rawabi coming up like a dream come true, you believe in a better tomorrow."



THIS PAGE: Construction is underway on Palestine's first planned city, Rawabi.

RIGHT: The Rawabi master plan depicts the developers' vision to build Palestine's first sustainable, eco-conscious planned city that will provide a modern infrastructure and affordable housing for 40,000 residents.

A modern inspiration

Bashar Masri (WPO Greater MENA), founder of Rawabi and chairman of Massar International, which is implementing the project, explains that the master plan includes 6,000 apartment units, a commercial center, several public and private schools, an integrated infrastructure, mosques and churches, and a park and amphitheater that will seat 20,000. The city already has a municipal council appointed by the Palestinian cabinet.

"The story of Rawabi is like a dream becoming a reality."

— **Manal Zraiq**
(spouse, YPO Palestine)

"The projected 2.9 percent internal rate of return hardly qualifies as a good investment considering the very high risks involved," says Masri, this year's recipient of the SEN Sustainability Award for Economic Justice/Community Impact. "The main motivation is developmental, to first prove to ourselves, the Palestinians, that we can build a better life despite the military occupation. It is also a major catalyst for economic development by creating a large number of badly needed jobs."

Given current living conditions, the significance of a modern infrastructure also cannot be underestimated. "We are used to collecting water by tanks on roofs," says Kassis. "In Rawabi, water is provided for each home through an underground central water network. It's a basic right for you, but for us, it's a luxury. Providing water, gas and Internet represents a new, affordable lifestyle for a new generation of working, middle-class, educated families."

For the first time, middle-income families will also be provided with mortgage options, with prices ranging from US\$60,000 to US\$150,000 for the majority of units, which vary in size from 990 to 2,476 square feet (92 to 230 square meters).

Cautious optimism

As the first families prepare to move in 2014, Masri admits that making the vision a reality will be challenging, but he remains an optimist. "The remaining challenges, mostly political, include securing appropriate access roads from and to the city to link it to Ramallah and the northern city of the West Bank," he says. "These roads travel into areas controlled by Israeli authorities and require permits from them. The permits have been extremely difficult to obtain."

Another challenge the developers of Rawabi face is securing a sufficient water supply for the city, a process that also requires Israeli approval. Job creation for the inhabitants of Rawabi remains an issue as well. Although still in the construction phase, the project is already the largest Palestinian employer, with women engineers working alongside men on site.

"Job creation is a problem in the West Bank at large," says Masri. "We are trying to convince a few international companies to set up small operations in Rawabi to create jobs, so we don't end up with a bedroom community. Our focus is on services, particularly IT, outsourcing, and research and development."

A people's dream

Along with her husband **Samir Zraiq** (YPO Palestine), who is a partner in the project and heads its industrial section, Manal Zraiq (spouse, YPO Palestine) is in top management for the Rawabi project and is responsible for administration and finance. In April, former U.S. Secretary of State Hillary Clinton presented Manal with the Vital Voices Global Leadership Economic Empowerment Award recognizing her leadership in promoting sustainable economic development and women's entrepreneurship in Palestine.

"The story of Rawabi is like a dream becoming reality," says Manal. "Peace is coming but we cannot just sit and wait; we have to keep working." ▲



EISELE



ZRAIQ



KASSIS



MASRI





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the WRITE STUFF

By Mary Woods

From biographies to murder mysteries, new book releases by members, spouses and partners offer entertaining reads.



BATES

Seaside, poolside or bedside, there is nothing as satisfying as turning the last page to savor the final lines of a well-chosen book. The latest titles by YPO and WPO authors include a look at budding entrepreneurship in the Middle East, a cyber-medical thriller and a “how-to” for entrepreneurs looking to leave a lasting business legacy.



LEVEEN

Driving Excellence is the story of one man with no formal business training who turned an entire industry on its head. When **Mark Aesch** (YPO Florida, YPO Palm Beach) took over the Rochester Genesee Regional Transportation Authority in 2004, it was in terrible shape, operating with a US\$27.7 million deficit, laying off employees, slashing service and raising fares. Under Aesch's leadership, the company replaced deficits with multi-million dollar surpluses, reduced its reliance on taxpayer subsidies and increased the demand for service at a rate three times the U.S. national average. His consulting firm, TransPro, is driven by a mission that encourages bringing a private-sector mindset to public-sector management. In his book, Aesch shows readers how to create a culture of selflessness and motivate employee investment — powerful principles that any organization can implement to achieve exceptional results.



Growing up in a family of entrepreneurs inspired **Carl Bates** (YPO Johannesburg Golden City, YPO New Zealand) to transform the attitudes and practices of business owners worldwide. Chief executive of the Sirdar South Africa Group, Bates is passionate about growing small and medium-sized businesses and empowering communities through sustainable enterprise. In his book, *The Laws of Extreme Business Success*, Bates lays out the 12 groundbreaking rules for enabling a business to define its market and lead its industry. For Bates, business owners must move beyond practicing their craft to creating an enterprise. He challenges owners to create a business legacy built with pride.

As we head for the digital cloud, we should ask ourselves what is the value in being grounded in heritage technologies such as paper, wood and ink? In *Holding Dear: The Value of the Real*, Levens CEO and co-founder **Steve Leveen** (WPO Miami/Ft. Lauderdale, WPO Metro New York) contemplates the role of the physical in helping us find balance as we move deeper into the virtual. His book features guest essays by more than 30 contributors, including Patti Smith, David McCullough, David Allen, Kate DiCamillo, Joseph Finder, Kevin Kelly and Ross King, who reveal what inspires them. As we move further into a virtual age, Leveen believes that we can look back to our rich physical heritage with renewed appreciation. YPO and WPO members receive a 20 percent discount on Leveen's book when ordered online from Levens.com using promo code 1YPOWPO.



In *Why Not? The Story of a Retail Maverick and Courts*, **Terry O'Connor** (YPO Singapore) recounts how he brought a British household name to Singapore. Part autobiographical, the book provides fascinating insight into the history of Courts, a general goods store established in 1850 in Canterbury, England, its expansion into Southeast Asia, and its transformation from a furniture retailer to a purveyor of electronic goods. O'Connor shares his personal journey from trainee buyer in a Liverpool electronics store to chief executive of Courts Asia and offers insights on doing business in Southeast Asia. All author proceeds from the book go to the Make-A-Wish Foundation Singapore.

Michael R. Sandler (WPO New England), a lifelong entrepreneur, and founder and chairman emeritus of Eduventures, Inc., authored a book that represents the culmination of more than two decades of experience at the intersection of business, government and education. *Social Entrepreneurship in Education: Private Ventures for the Public Good* examines the ins and outs of using social entrepreneurship to improve education in the United States. It chronicles the 25-year efforts of entrepreneurs who responded to the call of “A Nation at Risk,” the 1983 report by the National Commission on Excellence in Education that launched an education industry. Sandler describes these “education entrepreneurs” and the lessons they learned, using entrepreneurial skills to tackle public problems and improve outcomes in education. His book is part of the Rowman & Littlefield Education Series, which provides educational leaders, entrepreneurs and researchers with the opportunity to share insights on 21st-century education reform. Learn more about the series at socialentrepreneurshipineducation.com or rowman.com/RLEducation.

From civil unrest in Egypt and war in Syria to protests in Turkey, turmoil in the Middle East makes headlines every day. But in the midst of it all, a quieter revolution has begun to emerge, one that may ultimately do more to change the face of the region: the rise of technology-based entrepreneurship. In *STARTUP RISING: The Entrepreneurial Revolution Remaking the Middle East*, Internet entrepreneur and venture investor **Christopher Schroeder** (YPO US Capital) delivers a timely look at the surge of entrepreneurship occurring in the Middle East — and the potential hidden behind the violence and chaos. Parallel to this story is one that runs counter to the narrative we read in the news each day, and its significance transcends the boundaries between the worlds of politics, business, international affairs and technology. Schroeder explores how the landscape has evolved for the hottest startups and the entrepreneurs leading them as they navigate the Arab world's unique obstacles and opportunities. *STARTUP RISING* introduces a new narrative for the future of the Middle East, in which a widespread entrepreneurial spirit is driving the region into the center of the global marketplace at lightning speed.

Dr. Frederick “Fritz” Strobl (WPO Twin Cities) is a fan of mysteries and a lifelong reader whose experience in the fields of medicine and engineering inspired him to create the Dr. Jack Stevens series of medical-political thrillers. His first books, *Presidential Migraines* and *Greek Flu*, take readers into the worlds of biological and cyber terrorism and introduce a true yet unlikely hero for our times. In his third novel, *Cyber Death*, Strobl brings hero Jack Parker Stevens and heroine Dana LaFontaine back to their hometown of Wayzata, Minnesota, where they are drawn into a maze of medicine, murder and multinational politics. ▲



O'CONNOR



SANDLER



SCHROEDER

PARENTS TAKE NOTE

YPONextGen groups are growing in number and changing the lives of a new generation.

By Mary Woods

From Bangkok to London to São Paulo, young adult children of YPO and WPO members are leveraging the YPO-WPO network to connect with peers and mentors. With regional boards, conferences and events, YPONextGen young adults are sharing experiences.

“We have a common ground and kinship like no other group,” says Clarissa Delgado, Manila YNG leader, co-founder of Teach for the Philippines and daughter of **Edward Delgado** (WPO Philippines). “Being the children of YPO members, we grew up hearing about forum, confidentiality and peer exchange. It is a language and a shared experience that binds us together.”

The brainchild of **Chan “Charles” Bulakul** (WPO Thailand), YNG began in Thailand in 2009 as a way to broaden the engagement of WPO members by encouraging them to mentor young adult children.

“Our children did not know each other very well,” explains Bulakul. “As they grew older and began attending university and working, I felt the connectivity that would occur by forming a YNG group would be extremely helpful and prepare them to one day become YPO members.”

The dissemination of a good idea

Since its inception, YNG has spread worldwide with 22 active groups offering social networking opportunities and programs for college-age and working young adults. **Kelly Kelly** (WPO New England) is the project director of one of the most popular YNG programs, Preparing for Professional Life, which began 10 years ago. After attending the Harvard Business School’s Owner/President Management Program while in her 30s, Kelly realized that YPO-WPO young adults needed mentors outside their family at an early age.

“I wanted to develop a program where YPO youth could learn the rules of the road in business and be introduced to resources who could help guide them with their career goals while they were still in their 20s,” says Kelly.

“YNG is not so much about business as it is about learning how to be a better leader, regardless of professional pursuit.”

— Richard Blossom
(WPO Singapore)



BENNINGTON

Through the program, YNGers are coached by resources as well as YPO and WPO members, who help them develop their resumés and personal branding. Young adults can also explore valuable information on master's programs through interaction with resources and YPO-WPO alumni from the University of Chicago and Harvard Business School. All PPL participants take the Predictive Index, a scientifically validated behavioral assessment that forecasts workplace behavior, personal style and skill sets.



KELLY

"After the Predictive Index, we usually get young adults who have aha moments," Kelly says. "These are the instances when YNGers weigh their strengths and challenges and gain clarity on career paths."

As the world economy struggles, YNGers graduating from college are entering extremely competitive job markets. **Mike Regan** (WPO Chicago), whose three children are YNGers, believes the program will make a huge difference in the lives of young adults because it gives them permission to take the time to look at "where they are going," as he told many YNGers during his PPL presentation, "Life, Balance, Mission Statement."

"Life will happen by accident or design," says Regan. "What do you want?" He emphasizes that most young people have not thought of life as a mission statement.

"These programs help YPO youth understand that they are not alone, that they have legitimate concerns about life and career," says Regan, "and that they have a degree of intentionality that they would not otherwise have when thinking about what they want to do with their lives."

YPO-WPO resource Emily Bennington specializes in coaching college students entering the workforce and women leaders entering executive management. She is a frequent speaker on the topic of career success and has been featured on Fox Business, CNN and ABC. In August, she joined YNGers at a Preparing for Professional Life program in Chicago. In her session, "From Badass Grad to Kickass Executive: Secrets of Superstars," Bennington shared with the group that for the most part, employers who are looking to hire new talent love the energy and enthusiasm that recent grads bring to their organizations, but the challenge is assimilating that energy into the established work team.

"It's a hierarchical issue," says Bennington. "Graduates today are accustomed to being

participatory in their families. They have a seat at the table and have a say in everything from where the family travels on vacation to what's for dinner."

Other avenues

YNGers also turn to one another as a source for support and networking, embracing forum as a vital tool to help them maneuver their career and life challenges.

"During my second year of university in London, I discovered through the YNG Facebook page that I could join a forum here," says Misha Patel, daughter of **Kalpesh Patel** (YPO Nairobi, YPO Harare). "I immediately realized how much I could learn from the others in my group, and living away from my home in Nairobi, I now feel I have a network of support in London."

Paolo Delgado, son of **Edward Delgado** (WPO Philippines) and the first chair of the YNG Southeast Asia Regional Board, attributes the success of the region's YNG groups to strong events and forum participation. He also emphasizes that YPONextGen groups must remain flexible because YNGers are very mobile and often move from city to city for school or career.

"Using online groups like Facebook and mobile chat groups really helped spread the word, and the momentum has grown throughout the region," says Paolo. With the YPONextGen mobile app, YNGers can connect around the globe, create profiles, manage micro-communities, message and get the latest YNG news.

"The local WPO chapters have been invaluable especially with our group in Manila," says Clarissa. "Members open their chapter events to the YNGers, and it gives us a time to reconnect with one another as well as gain access to some incredible education resources."

As YNG circles the world, the network remains true to its original mission: encouraging next-generation leaders and forging friendships. "YNG is not so much about business as it is about learning how to be a better leader, regardless of professional pursuit," says WPO Southeast Asia Regional Chair **Richard Blossom** (WPO Singapore). "It is more about the complete person, and it is very much about building a wider network of trusted friends." ▲



More information on YNG can be found at ypowpo.org/ynng (members, spouses and partners) and yponextgen.org (YPONextGeners).

SOUND BITES

YNG ambassadors foster global community, raise YPO-WPO awareness

YPONextGen young adults find that local connections lead to a global community. "We are one large family," explains Clarissa Delgado, daughter of **Edward Delgado** (WPO Philippines). "When I travel on business throughout Asia, I have an incredible network of friends from Singapore to Vietnam."

Kaley Lillibridge, daughter of **Todd Lillibridge** (WPO Chicago), knows how invaluable the YNG network can be and has become a YNG ambassador to help build forum experiences for young adults.

"There are not enough parents in YPO-WPO who know YNG exists," says Kaley. When she moved to London from Chicago two years ago, she tried to connect with YNGers in the area and join a forum but found there was a lack of structure and presence. "There are many young adults who really don't know what YPO-WPO is all about, let alone YNG forum," she says. "City groups are a middle ground, but I really want to connect people and help them to understand the other benefits of YPO-WPO and how YNG can be a part of their own lives."

Rachel Preston, daughter of **Simon Preston** (WPO Pennine, WPO Le Mess Euro) and a YNGer living in London, connected with 2011-2012 Chapter Education Officer **Andrew Douglas** (WPO London) to organize a WPO event that YNG members could attend. "That was all it took," says Kaley. "The YNGers connected with WPO members and the chapter learned more about YNG and how it can benefit their own children."

Kaley, who has since relocated to Los Angeles, and Rachel are now creating a database of young adults interested in YNG and gathering best practices. Their goal is ambitious and global: "Ideally, we'd like to have one ambassador in every YNG city."



To find a young ambassador or to join a forum in your city, contact Katie Krell, director family engagement, YPONextGen at kkrell@ypowpo.org.



TOP: Mike Regan (WPO Chicago) talks with young adults during his 2013 PPL presentation, "Life, Balance, Mission Statement."

MIDDLE: The first YNG regional event in Africa, held in April 2013, was hosted by YNG Durban with the support of the WPO Durban Chapter.

BOTTOM: Young adults gathered in March for Mystical India, a regional event hosted by YNG Delhi.

YPO-WPO EXCHANGE

BY THE NUMBERS

YPO-WPO Exchange is your connection to everything in YPO-WPO. With a dynamic activity feed, new chapter sites and redesigned user profiles, the Exchange puts you in touch with the news, events and information that keep you connected to the world's leading network of chief executives.



414
Chapters online

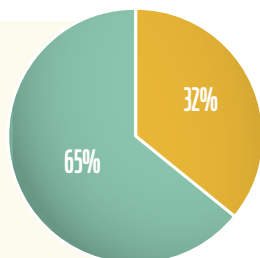
Chapter news stories	255
Total events listed on the Exchange	2,144
Chapter events entered on the Exchange	7,259
On Demand videos	906
Average pages per visit	7.48
Chapters using chapter sites	81%
Chapters with events listed on the Exchange	94%
Spouses and partners with access to the Exchange	45%

57,197
Total user profiles



549,486
Visits

Unique visitors 180,073
 Returning visitors 359,851
 Visits via mobile device 43,204
 Logins via desktop computer 506,282



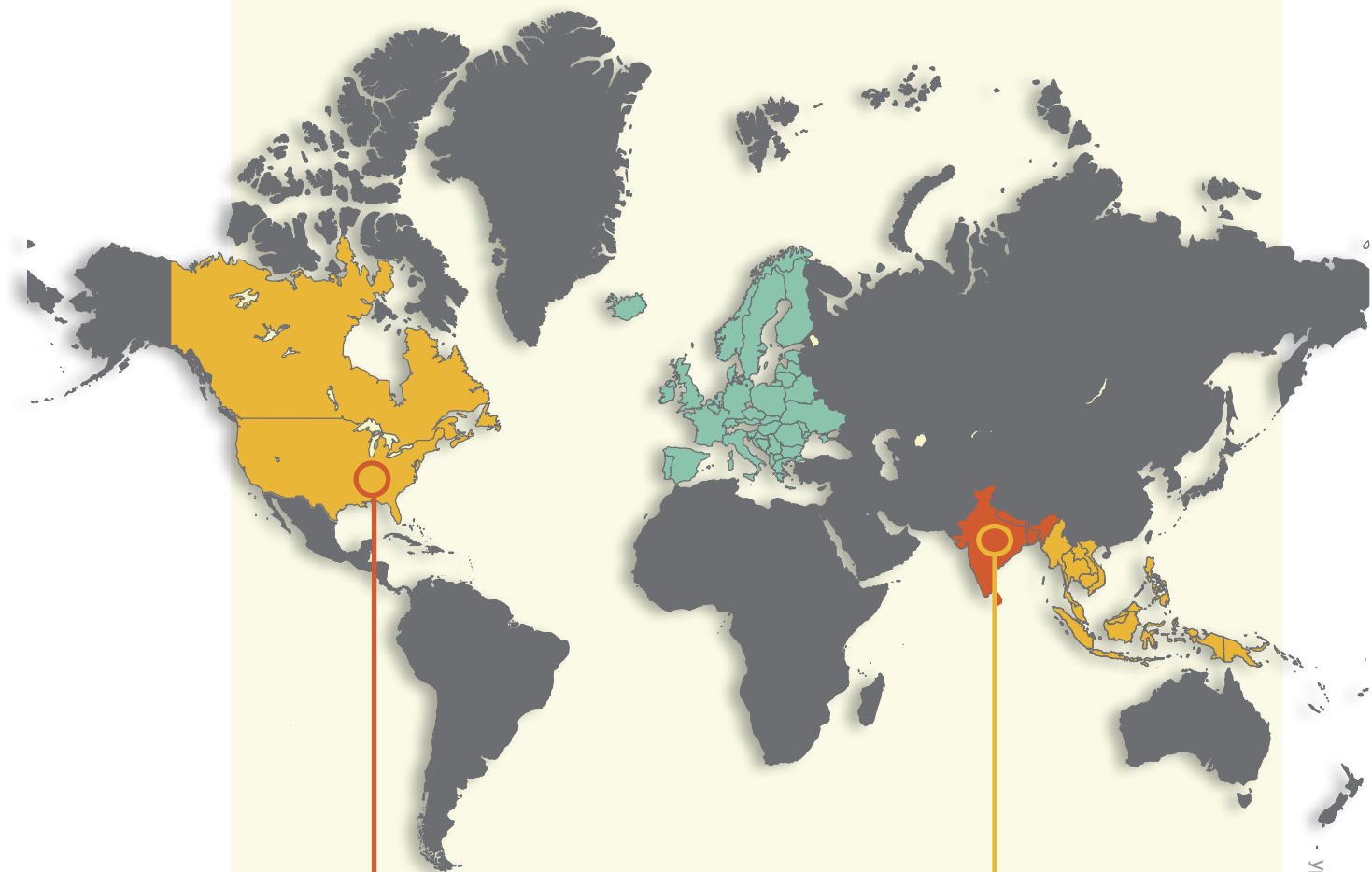
DID YOU KNOW?

On the Exchange, you can:

1. Visit your new chapter and region sites to stay connected to news, discussions, events and more.
2. Check your activity feed for the latest updates from your chapter, region, networks and groups.
3. Update your profile information and photo.
4. Access M2Mx (Member-to-Member Exchange) in an emergency. [Read more about M2Mx on page 101]
5. Search for and RSVP to events.
6. View or listen to On Demand educational content. [Read more about On Demand on page 57]
7. Set your email communication preferences.
8. Invite your spouse or partner to participate on the Exchange.
9. Use My Schedule to view upcoming and past events.
10. Explore the Community for all things YPO-WPO.

Regions with 100% of chapters using chapter sites

Regions most active with the invite/RSVP feature for chapter events



Chapters with the most chapter news stories

YPO Miami - 15
 YPO Santa Barbara - 15
 YPO Pennsylvania - 11

Chapter with the most media files in its Chapter Media Gallery

YPO Delhi - 6,204

Metrics as of September 2013



A TOAST TO TOUGH LOVE

Whether born into the business or leaving the boardroom for the vineyard, YPO and WPO winemakers are capitalizing on a growing global market.

By Brandi Neal



RATCLIFFE

Following two decades as an international entrepreneur, **Steve Griessel** (WPO Pacific Northwest) made good on a promise to his wife Bridgit and bought a winery in 2011. Instead of logging long hours at the office, Steve now spends time working in the winery and inspecting vineyards, and while the day-to-day operations and landscape may differ, he says the work is just as cerebral.

“The flywheel of wine is very slow. You spend 90 percent of your time thinking about quality versus quantity. There are no shortcuts. It’s a completely different mindset than any other business I’ve been involved with.”

Owning a winery was a “deliberate” dream for the Griessels, allowing them to spend more time together. The couple, originally from South Africa and avid collectors of both new and old world wines, purchased Betz Family Winery in Redmond, Washington. Steve is learning firsthand from winery founder and winemaker Bob Betz while completing a four-year program in enology and viticulture at Washington State University — absorbing the business from the inside out.

“It’s a passion. We live at the winery,” Steve says. “We are the proprietors; we clean the floors; we drive the forklift. There’s the romance and there’s also exceptionally hard work.”

Bridgit considers owning a winery tough love. While the business is family-owned, finding family time is difficult.

“Working shoulder to shoulder with Steve and living at the winery is incredible, but it’s a 24/7 business, and we have to be disciplined to ensure we have enough family time,” she says. “The Betz family has changed our lives in so many positive ways, and it is very rewarding, but we have our eyes wide open about how tough this business is.”

The family tradition

For some YPO and WPO winemakers, the business is in their blood. Third-generation South African winemaker **Mike Ratcliffe** (YPO Cape Town), co-founder and managing partner of Vilafonté (a partnership with U.S. winemakers) and managing director of Warwick Estate, agrees that passion drives success in the wine industry.

“People who are passionate will go a long way,” Ratcliffe says. “In order to be successful you have to be all in. Anybody who treats the industry as a hobby needs to have deep pockets or they can expect to fail.”

Ratcliffe’s mother Norma is considered one of the matriarchs of the South African wine business, and he learned as a boy at her side. Norma, head winemaker at Warwick since the late 1970s, is the first woman to become a member of the Cape Winemakers Guild and the only woman to serve as chairperson. Her passion became a family affair when, in his 20s, Mike joined a class of three students to earn one of the first post-graduate diplomas in wine business management from the University of Adelaide in South Australia.

Like Ratcliffe, **Andrew Buttery’s** (YPO South Australia) family has been in the wine business for generations, but it was Buttery who urged his family to expand its portfolio from vendor to winery. Gemtree Vineyards was founded in 1998 when Buttery’s father asked him to return to South Australia from the oil business in Melbourne to run their vineyard management company. Buttery agreed with one caveat — that the family start its own winery.

At the urging of Buttery’s viticulturist sister Melissa, Gemtree was certified organic in 2011, allowing the family to nurture the land from which they profit. They brought sheep to the vineyard in 2008 to control weeds and minimize the use of tractors, and they applied biodynamic preparations to the soil and canopy, a process focused on soil fertility and the relationship between plant growth and the lunar cycle. With its emphasis on the ecosystem, biodynamic farming allows farmers to function as providers for, and caretakers of, the health and welfare of the community and environment.

“We are firm believers in making sure we give back to the land we make our living from. By using natural farming practices, we can grow more flavorsome grapes that make better wines,” says Buttery. “It’s not for everyone, but for us, it’s a commitment that we are passionate about, and we hope that our customers appreciate the effort and quality of our products.”

Global wine culture

For the Griessels, Buttery and Ratcliffe, their passion and hard work are paying off — the business of wine is booming. Agence France-Presse’s *Wine-Searcher* reports that despite a long-term decline in consumption in old world Western European wine-producing countries like Italy, France and

Germany, global wine consumption increased 10 percent during the past 10 years, largely fueled by China and the United States.

David Spencer (YPO Pan Asia), Asia concierge and North Asia regional chair for the YPO-WPO Wine Network, attributes the evolution of the wine culture in Asia to Hong Kong abolishing all duty and customs controls on wine in 2008, helping Asia surpass Europe and the United States to become the world’s preeminent wine market.

“You spend 90 percent of your time thinking about quality versus quantity. There are no shortcuts.”

— Steve Griessel
(WPO Pacific Northwest)

Spencer began collecting wine when he moved to Hong Kong in 2005. His passion evolved after intense exposure to other wine aficionados and the realization that wine consumption in China has increased 125 percent in five years.

“Contrary to conventional wisdom, Asia does produce wine and there are major wine producers in China, India, Japan, Thailand and Indonesia,” he says. “At present, some estimate China’s annual domestic wine production at more than 150 million cases per year, and India has more than 125,000 acres of vineyards.”

While not all of this wine is export quality, the evolution and education of the Asian palate continues at a rapid pace.



Bridgit and Steve Griessel
(WPO Pacific Northwest),
owners of Betz Family Winery.

1-3: Betz Family Winery located in Redmond, Washington.



2



3

Buttery entered the Asian market, executing a Chinese partnership to build a national distribution platform in China. Gemtree is now in line to become the first Australian winery certified organic by the Chinese Organic Food Certification Centre, positioning the brand for niche success in the Asian market.

“Since January 2012, we have established 23 distribution branches and employ more than 300 people in China exclusively around the Gemtree brand,” Buttery says. “My partner and I share a vision to build Gemtree to be one of the most recognized wine brands in China.”

New world order

Spencer, Buttery, the Griessels and Ratcliffe (members of the Wine Network) are all considered “new world” in the wine industry — they cultivate and sell in countries not historically known for winemaking that enjoy looser growing regulations. And while competition with the “old world” European countries is a reality, they all agree it is healthy and valuable for the industry. Each of them sharpened their palates on old world wine and appreciate the quality that comes from its heritage and strict attention to detail. They say that the old and new worlds can learn from one another and use their mutual knowledge to create better products industry-wide.

Sustainable practices and the lack of watering regulations give Buttery and the Griessels an edge over old world countries that rely on rain and can only

Below: Betz Family Winery located in Redmond, Washington.

plant specific varietals due to strict wine appellation regulations. Ratcliffe says he relies on South Africa’s predictable climate to consistently produce high-quality wines.

He explains that a few decades ago, old world wineries dominated the market, but now consumers understand they can get a similar quality wine at a lower price, and with wine consumption up around the world, there’s room for everyone.

“A lot of our success comes from taking the best ideas from around the world and making them into one single project,” says Ratcliffe. “Some of my best ideas have been modified from others.”

Steve says Washington is on its way to becoming a world-class wine growing region. “We have a perfect climate with more than 17 hours of sunshine a day in summer, only six inches of rain per year and soils that give Washington wines their unique character.”

Buttery credits the grape-growing environment in Australia for expanding the new world market.

“The climate and soil types here are very different from old world countries, and our wine styles are quite different as a consequence,” he says. “The key for us is to make high-quality wines naturally that match the best wines in the world.” ▲

To learn more about YPO and WPO winemakers, visit ypowpo.org/Wine_Offers.

FORUM BY THE NUMBERS

82%	YPO and WPO members in forum
50%	YPO and WPO spouses and partners in forum
26,100	Members, spouses, partners and YPONextGen young adults in forums
3,200	YPO and WPO forums worldwide
1,400,000	Hours YPO and WPO members invest in forum each year
92	Certified forum facilitators
14	Members, spouses and partners serve on the international Forum Committee
5	Winners of the first forum retreat competition (winners received US\$2,000 each toward the use of a certified forum facilitator)
34	Transformational Forum-certified facilitators
585	Forums that completed the forum health survey in FY2012-2013
700	YPONextGen young adults in forum
#1	Members ranked forum the top-valued YPO-WPO benefit
3	YPO-WPO apps that include the forum microapp (Connect, Spouse and Partner Connect, YPONextGen)
15	Languages spoken by YPO-WPO certified forum facilitators
28	Countries where YPO-WPO certified forum facilitators reside
656	Regional and chapter forum officers and spouse forum officers

Metrics as of September 2013, sourced from YPO-WPO 2012 member and spouse surveys.

In 1975, **Jiggs Davis** (WPO Northern California) began the first YPO forums in Northern California. Nearly 40 years later, forum has become an indispensable part of YPO-WPO, providing members, spouses, partners and young adults with a safe, confidential haven in which to share their challenges and successes.

“Our diverse Forum Committee hails from 11 time zones all over the world, banded together by the passion they have for forum and dedication they feel toward YPO-WPO, and they are expressly focused on enhancing the forum experience for all of our members, spouses and partners.”

— **Jim Schoeneck** (WPO Northern California), chair of the international Forum Committee



“Forum can be an instrument of change, a pillar of support, a tool for learning, and a catalyst for fun ... all rolled into one great experience! It’s a very powerful force. That is why our forum, which has been together 17 years, still takes the time to participate in forum training, and continually re-evaluates our norms, procedures and assumptions.”

— **John O’Neill** (WPO British Columbia)



“Forum is a life-transforming opportunity that you have to experience to really know what it’s like. I’ve been part of a chapter forum for 15 years and a regional one for two, and they have impacted me in improving my communication skills, self-confidence and family relations. Forum is a safe haven that encourages and empowers you to be the best version of yourself.”

— **Maria Eugenia Sosa** (spouse, WPO Venezeula), chapter spouse forum officer





A PURPOSEFUL LIFE



Augie Nieto was a pioneer in the fitness industry until a debilitating disease changed his life.

By Jovie Barclayon

Augie Nieto (WPO Pacific US At Large) has been called many things during his quest to find a cure for ALS (amyotrophic lateral sclerosis): Inspirational. Courageous. Caring. Unselfish. ... But funny?

“How can anything be funny about having ALS?” asked **Alex Cappello** (WPO Los Angeles), YPO’s 2003-2005 international chairman, when fellow board member **Rob Rodin** (WPO Los Angeles, WPO City of Angels) recommended that Augie present his “Top 10 Best Things About Having ALS” at a YPO event.

“I have to admit, it was truly the funniest thing I’d ever heard in my life,” says Cappello. “It made you cry, laugh and think all at the same time.”

Augie was diagnosed in March 2005 with ALS, or Lou Gehrig’s disease, a progressive degenerative disease that affects nerve cells in the brain and spinal cord.

He joined YPO in 1988 as co-founder of Life Fitness, one of the world’s biggest makers of exercise equipment for gyms. Augie sold the company for US\$310 million in 1997. Learning he had ALS nearly a decade later was devastating.

Now in a wheelchair, Augie relies on machines to breathe and technology to communicate. But that doesn’t slow him down.

Augie and his wife, Lynne, partnered with the Muscular Dystrophy Association to found Augie’s Quest in 2006 and have raised more than US\$38 million. He is chairman of ALS TDI, the world’s largest ALS research program, and a board member of numerous organizations. The couple hosts annual fundraisers and raises awareness of the disease as

guest speakers at major events, including YPO-WPO’s 2011 Global Leadership Conference in Denver.

“Attending the Denver GLC was like coming home,” says Augie. “Lynne and I both feel that YPO-WPO is our family and we wouldn’t be here today without this support system.”

John Kontopuls (YPO Coastal San Diego), a good friend of the Nietos, served as Denver GLC workshops and leadership development chair.

“As a result of knowing Augie and Lynne, I have seen love, inspiration and a call to action.”

– John Kontopuls (YPO Coastal San Diego)

“I had the privilege of producing the opening ceremony,” says Kontopuls. “I knew that having Augie and Lynne on center stage, sharing their story, would inspire and warm the hearts of all attendees. I was thrilled when they accepted my invitation.”

Singer-songwriter John Ondrasik, also known as Five for Fighting, performed during the GLC. He wrote the song “Augie Nieto” in 2009.

“As a songwriter, I am always looking for inspiration. Augie’s song was perhaps the easiest song to write in a decade,” says Ondrasik. He met Augie while performing at a YPO event in Los Angeles and became a proud soldier in “Augie’s Army.”

In July, Augie was featured in a Discovery Network television series, *Through the Wormhole*, on a segment exploring the iBrain, a brain monitor that enables him to communicate with others by thought. **Paul Jacobs** (WPO San Diego) introduced Augie to iBrain developer Dr. Philip Low. The episode was narrated by Oscar-winning actor Morgan Freeman.

Augie and Lynne also took part in a special CNN series focused on ALS. CNN anchor Suzanne Malveaux, whose mother has ALS, says that Augie is the first person to give her hope.

Augie defies the odds of a disease that has a typical life expectancy of three to five years. In 2012, he began using a custom-made Life Fitness leg press machine and, since April 2013, he has exercised on the Octane Fitness xRide, a customized elliptical. A motor moves the arm and leg pedals at first, but he can overpower it and drive the pedals himself.

“We all need goals to reach out for,” says Augie. “The ability for me to experience the feeling of progression versus regression is a feeling that is hard to describe.”

Augie’s next big goal is to walk his daughter Lindsay down the wedding aisle in July 2014. He works out three times a week with a physical therapist through a program called Project Walk, which helps people with spinal cord injuries regain mobility. He experienced what he calls “an unbelievable

moment” in August 2013, when he felt movement in his arms.

The past year also brought joy and growth to the Nieto family with the birth of grandchildren Scarlett Rose and Michael Andrew. The Nietos have three daughters and a son.

“I’ve never seen Lynne so excited,” says Augie. “We are in such a good place right now and overjoyed with our expanding family.”

Augie’s purposeful life and focus on the future serve as inspiration to his family and friends.

“When I first met Augie, he was still able to talk and he told me he’d never been happier,” says Ondrasik. “Augie has found what matters in life through facing death. He will not let the failing of his body deter the beauty of his life.” ▲

To learn more about Augie’s cause, contact Gretchen Simoneaux at gsimoneaux@mdausa.org or visit augiesquest.org. Watch Augie’s segment on CNN at ypowpo.org/AugieCNN.

AUGIE’S TOP 10 REASONS WHY IT IS GOOD TO HAVE ALS

10. The fatter you are, the longer you live.
9. I can give advice to my kids, and they might even listen.
8. I can hire out as a carpool dummy.
7. I never have to pay for a meal ... because I can’t reach for my wallet.
6. I get to drink wine through a straw.
5. I never have to buy new shoes.
4. I use the ALS card to get out of jail with my wife.
3. When I go to the bathroom, I don’t have to wash my hands.
2. I get to shower with my wife every day.
1. I get to experience the love and generosity of my family and friends every day.



1. Lynne and Augie Nieto (WPO Pacific US At Large) spoke during the Denver Global Leadership Conference opening ceremony in February 2011.

2. Augie Nieto and wife, Lynn, at a Cystinosis Research Foundation event in California in April.

3. Five for Fighting musician, singer-songwriter John Ondrasik performs his “Augie Nieto” song at the 2011 Global Leadership Conference in Denver.

4. Left to right: Linda Cappello (spouse, WPO Los Angeles), Lynne and Augie Nieto and Alex Cappello (WPO Los Angeles) at the Tradition of Hope Gala to benefit the Muscular Dystrophy Association’s Augie’s Quest initiative in 2007.



REDEFINING LEADERSHIP AT THE TOP

A new governance model reveals emerging practices that shape shared leadership between directors and chief executives.

Know when to take charge, when to partner and when to stay out of the way. These three actions comprise a call to leadership for corporate boards. While smart chief executives are reassessing their relationship with board members, directors are encouraged to rebalance their responsibilities in a partnership model of leadership defined in a new *Harvard Business Review* Press book publishing in December 2013.

A pre-release excerpt from *Boards That Lead: When to Take Charge, When to Partner, and When to Stay Out of the Way*, authored by three boardroom veterans and authorities on business management and leadership, Ram Charan, Dennis Carey and Michael Useem, provides a road map for leveraging board oversight while avoiding pitfalls through topics from “Defining Boards That Work” and “Leading the Leaders” to “Value Creation.” The following excerpt focuses on one chief executive’s self-reflective exercise on shared leadership.

LOOKING IN THE MIRROR

While it is the responsibility of directors to define when to take charge, when to partner, or when to stay away, chief executives can help sharpen the dividing lines as well. As tensions arise over where the lines should be drawn — and they inevitably do — chief executives should consider how their own actions might have contributed. As one Fortune 500 top-20 chief executive advised, when ambiguities arise over what is or is not board business, the first thing a CEO should do is look in the mirror. In his own experience, after a director probed too far for details, this CEO began to furnish the board with that area’s particulars so that directors would not waste board time in the future.

Kevin Sharer, a chief executive of Amgen and long-serving director of Chevron, Northrop, Unocal, and 3M, is of that school. As CEO, he explained, “I developed what you might call a mature relationship with my board,” and as a result “the board was as much my partner as my boss.” The directors were supportive, but still, “not every meeting was a lovefest.” From “time to time,” he

said, “the board or individual board members would develop operational points of view that made me feel like they were crossing the line on decision rights.” It was not often nor directive when it came, but when it did, Sharer reported, it made him uncomfortable.

The chief executive’s occasional annoyance was not surprising given the fact that he was on the job every day while the directors convened only several times a year. “But the tension was always constructive,” Sharer found, “and often they were right.” He had opposed, for instance, Amgen’s entry into producing “bio-similar” drugs, generic drugs that are akin to patented biologics. The company’s culture, he believed, would not support such an initiative, but the directors believed that it would help sustain the company when existing patents expired. “I was wrong on that,” Sharer later confessed, “and they eventually convinced me.” Fortunately, “they had their hands on the wheel” even though at the time it felt like backseat driving.

With a glance in the mirror and working under the premise that it’s more productive to act than to complain, Sharer developed a mental checklist of four conditions for defining the dividing lines, conditions for which he would take prime responsibility along with the lead directors:

Shared reality: Directors and executives agree on where the company is going and the market threats and opportunities ahead.

Mutual respect: Directors and executives have confidence and trust in one another.

Performance: Directors and executives concur on the company’s financial, operational, and compliance targets.

Alignment: Directors and executives are in accord on company strategy, capital budget, and their respective decision rights.

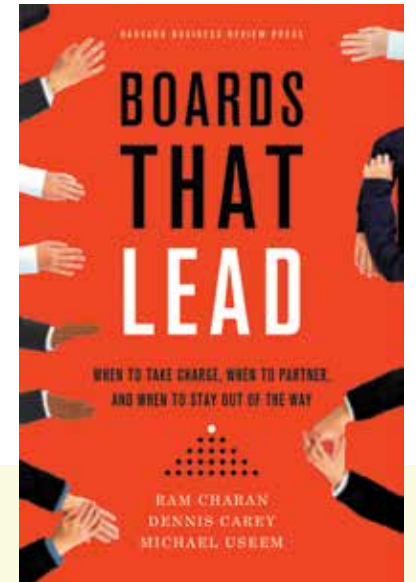
Sustaining those four conditions came to guide Sharer’s work with the board. “Whenever things started to go wrong,” he recalled, “I’d pause and think, ‘Why is the board getting out of control?’” He would ask himself, “Was it something I did or didn’t do? Maybe we don’t have alignment, or share the same reality. Maybe we’re losing trust and respect.”

To establish the four conditions, Sharer had taken several tangible actions. First, he penned a message to his directors before every board meeting that identified new developments in the company and the market, an approach he’d learned while working for then senior manager at General Electric, Larry Bossidy. He would single out a dozen developments with just a sentence on each — “the kind you would have underlined” — and when combined, they created a brief but “comprehensive view of the business” for the directors. Looking at it from the other side was vital as well: “I tried to be sensitive to having the right level of detail and context,” he explained, “so it was easy for them to see my reality.”

Second, Sharer created a handout with basic facts about the company for distribution to the directors at every meeting, including obvious particulars such as the company’s product names and the diseases they combated. Third, after each board meeting, he summarized the directors’ deliberations and what he himself had taken away from the meeting, in effect asking, “Did I get this right?” And fourth, he intervened when he perceived that the dividing lines on decision rights were blurring, meeting privately with individual directors to sharpen them.

Finding the right dividers for when directors should exercise authority over management, collaborate with management, or stay clear of management is the work of directors — but also of executives. “If, in their heart of hearts, CEOs see the board as a bunch of meddlers who don’t know anything about the company and just get in the way,” Sharer warned, “they’ll never become true partners.” ▲

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ABOUT THE AUTHORS

Ram Charan is a business advisor who has worked with executives and directors of many companies, including Bank of America, Dupont, General Electric, Novartis, and others. He is the author of *Execution* (with Larry Bossidy), *What the CEO Wants You to Know* and *Boards That Deliver*.

Dennis Carey is vice chairman of Korn/Ferry International and specializes in the recruitment of chief executives and corporate directors. He is the co-author of several books, including *CEO Succession: A Window on How Boards Can Get It Right When Choosing a New Chief Executive* and *How to Run a Company: Lessons from Top Leaders of the CEO Academy*.

Michael Useem is professor of management and director of the Center for Leadership and Change Management at the Wharton School. Useem works extensively in executive education in the United States, Asia, Europe and Latin America. He is the author or co-author of eight books, including *The India Way*, *Leading Up* and *The Leadership Moment*.



Left to right: Authors Dennis Carey, Ram Charan and Michael Useem

POWERFUL PARTNERSHIPS

New strategic alliances offer educational advantages

By Mary Woods



ZELTNER

YPO-WPO's strategic alliances are founded on a belief that chief executives, and their businesses, become stronger through sharing ideas, knowledge and experiences. What makes these alliances so valuable, especially for chapter education chairs, network and event champions, is the exclusive access to facilities, professionals, expertise and leadership materials.

This year, YPO-WPO welcomed global partnerships with KPMG, one of the largest accounting, tax and advisory service firms, and UBS, a leading wealth management company.

"Our partnership offers unique opportunities for learning and collaboration," says Urs Zeltner, UBS vice chairman of Wealth Management Europe.

The alliance connects YPO and WPO members with experts and business partners around the world and offers market insights, thought leadership and unique knowledge-sharing opportunities. A number of YPO-WPO networks, including Personal Investing, Art and Global Family Business, are also partnering with UBS to leverage this benefit.

"In addition to its wealth management expertise, UBS will prove to be a powerful strategic alliance for the Art Network due to its deep roots in the contemporary art community," says Art Network Chair **Will Ramsay** (YPO Greater Europe).

UBS, the owner of a contemporary art collection with more than 35,000 pieces, unlocks many advantages for the network, partnering with select foundations and art events around the world and providing meeting-in-meeting opportunities and educational resources on topics including art procurement and protection. The new global partner also provides information for YPO-WPO network libraries and resources for global conference calls.

"We gladly add the know-how and ideas of a leading global investment manager into these conversations on matters as diverse as personal



investing, philanthropy or the management of family businesses," says Zeltner.

The KPMG partnership offers customized business solutions for members' companies, in-person and online workshops, publications and research materials, and complimentary meeting spaces for YPO and WPO members at 150 offices around the world. KPMG also supports the Women's International Network (WIN), Doing Business Globally Network and Global Family Business Network.

In May, Christophe Bernard, who heads KPMG's Centre of Excellence for Family Business in Paris, and Christine Blondel, adjunct professor of entrepreneurship and family business at INSEAD, joined the Global Family Business Network for a luncheon in Paris. The Centre of Excellence for Family Business provides GFBN members with quarterly family business case studies, key findings and resources. KPMG and INSEAD have also created a website, newsletter and blog to support YPO and WPO family businesses.

WIN member **Rosa Scarcelli** (YPO New England) has embraced the partnership and is excited about drawing on KPMG's wealth of knowledge and access. "The (KPMG) team I work with is energetic, creative, strategic and willing to dig deep to provide great content, resources and venues for our members," she says.

WIN is working with KPMG to advance a top priority: increasing female membership on executive boards. "We are excited that KPMG and WIN are strategically aligned," says **Cynthia Cleveland** (WPO Santa Monica Bay). "KPMG's global access is invaluable to WIN's board initiative." ▲

To learn more about YPO-WPO's many global partnerships, visit the Sponsorships and Alliances page at ypowpo.org/sponsorshipsandalliances.



WPO ENTREPRENEURS PROVE TIME IS ON THEIR SIDE

By Rola Tassabehji (*spouse, WPO London*)

For those who think creative innovation is all about being young and hungry, think again. The accelerating entrepreneurial activity among WPO members confirms the latest research finding on age and entrepreneurship — experience matters. *Ignite* investigates what drives these members to innovate and welcome personal disruption in their lives.



MOËD

Entrepreneurs with a social mission

After selling a successful airline catering business in 2009, **Roy Moëd** (WPO London) was looking forward to slowing down and spending his retirement days on his polo farm outside London. But less than a year later, he decided to launch LifeBook, a company that helps older people write autobiographies for their families. Moëd's startup was inspired by the experience of witnessing his father's frustration late in life — and how much it meant to him to share memories with a good listener. LifeBook secured its first venture capital funding in 2012, three years after its founding.

“After selling my business, I realized I could use my entrepreneurial skills to help others who are elderly and alone,” says Moëd, a 60-year-old serial entrepreneur who now views himself as a more “mature” entrepreneur, driven not only by profits but also by a social objective.

Many WPOers have ventured into new projects with social benefits. **Meir Arnon** (WPO Israel) joined YPO in 1990, founded the YPO Automotive Network in 2005 and WPO Israel in 2006, and is chairing the Touch Israel Experience in 2014.

After a long career leading an investment company specializing in distressed situations, Arnon, at age 60, started EcoMotion, a global innovation center for smart transportation. This non-profit organization helps innovators share ideas, access first-stage funding and secure connections in the global automotive industry.

Arnon explains that Israel has a strong start-up culture, irrespective of age. More than 50 members in his WPO chapter have started businesses. “I have been entrepreneurial since I started my career, but the social and community aspect is more important now,” he says.

In her *Harvard Business Review* blog post, “Entrepreneurs Get Better With Age,” Whitney Johnson, co-founder of the investment firm Rose Park Advisors and author of the book *Dare, Dream, Do: Remarkable Things Happen When You Dare to Dream*, confirms that entrepreneurs are more likely to pursue meaningful work that matters as they grow older, not just for themselves but also for future generations. She cites psychologist Erik Erikson's eight stages of development

from infancy to adulthood, which show that the seventh stage of development typically occurs between the ages of 40-64 and centers around productivity and creativity, including a strong commitment to mentoring the next generation.

“Individuals in this developmental stage are supremely motivated to generate value, not just for themselves, but for others, asking the question: ‘What can I do to make my life really count?’” says Johnson.

Building more sensible companies

The social dimension aside, could it be that innovators really do get better with age? According to Duke University scholar Vivek Wadhwa, who studied 549 successful startup founders, entrepreneurs who are more than 50 years old started twice as many companies as those under 25. In other research, he found that the average age of a successful entrepreneur in high-growth industries such as information technology, health care and aerospace is 40.

“There is a general trend toward older entrepreneurs,” says Wadhwa. “This is partly because people are living longer, but also because the attitude toward entrepreneurship is more positive now.”

While age is no limit for entrepreneurship, society needs both the young and old. “The young come up with the audacious ideas,” he says. “They take big risks. The old have experience. They bring a lot of thoughtfulness and often build more sensible, practical companies. The young don't know what can't be done. But it's not a question of one or the other. We need both.”

This duality can be found in the career of 54-year-old **Lincoln Pereira Filho** (WPO São Paulo). He joined YPO in 1999, shortly after securing investment funding for his telecom company. In 2004, he sold the company to Telefonica of Spain and shifted his focus to the auto dealership business. Seven years later, he sold that company to the third-largest auto retailer in Brazil, joining the ranks of the Fortune 500 in the automotive retail industry.

“I am policing myself to avoid starting another new project,” says Pereira Filho. “In a way, a new project has probably already started, but this time within the worldwide car dealership market. With experience, I have a better



understanding (of the risks). I was a little crazy in the past, but I enjoy it even more now because I recognize the things I didn't see before.”

Pereira Filho credits YPO-WPO with encouraging his entrepreneurial ventures and providing connections. He has been in a forum for the past 10 years and is attending the YPO London Business School Program this year for the fourth time. He is among an increasing number of WPO members who are attending the LBS executive education program, which has seen a rise of WPO participants from 25 in 2012 to 35 in 2013. [Read more about the LBS program on page 64.]

The youth bias

From his base in Silicon Valley in California, Wadhwa confirms a strong investor bias toward the young in the technology industry. “People openly talk about this bias, but it is misplaced and they need to look at both young and old,” he says. “As venture capitalists fail more and more, they will come to their senses. In India, for example, old age is a sign of wisdom, while in the United States there remains a systematic bias against older people.”

Samir Inamdar (WPO Bangalore) began his career as an engineer in the Indian automotive industry before completing his management degree and moving to senior management positions with several leading local and multinational companies in South Asia.

“As I approached 47 years, I felt it was time to do something on my own rather than be constrained by large corporate culture,” says Inamdar. “I had led companies through explosive growth and had great fun, but always felt I could do it faster and better. I also wanted something more impactful and meaningful.”

Inamdar launched a private equity fund in 2008, and despite the financial crisis, he was able to build a US\$50 million fund, with several investments closed and more in the pipeline. “I was driven by passion and a desire to help small and medium-size entrepreneurs in India and fill a gap in the market by providing rich business leadership and robust operating expertise, along with capital,” he says.



“I have been entrepreneurial since I started my career, but the social and community aspect is more important now.”

— Meir Arnon (WPO Israel)

WIN MEMBERS LEAN IN REINVENTING THEMSELVES

Far from becoming invisible as they age, women entrepreneurs become more ambitious. Based on her research on women entrepreneurs over 40, Whitney Johnson, author of the book *Dare, Dream, Do: Remarkable Things Happen When You Dare to Dream*, found that women in their 40s and older reach new levels of creativity, clarity and confidence. She says, “If you’re looking for innovation, women are more likely to be entrepreneurial in their middle years, contradicting the perception that 40 is past a woman’s prime.”

Within YPO-WPO’s Women’s International Network there are countless personal stories of women reinventing their careers as they transition to WPO, while mentoring younger women along the way.

Christine Brendle (WPO Hong Kong) has worked in media all her life, starting out at Hachette Filipacchi and joining Dow Jones in 2007 as managing director for Asia Pacific and publisher of the Asia edition of *The Wall Street Journal*. She left Dow Jones in February, returning to her entrepreneurial roots to scale up a company that publishes newspapers for kids in English, Cantonese and Mandarin. “I was 43 then, and I’m 52 now, returning to what still feels like a startup.”



Cynthia Cleveland (WPO Santa Monica Bay) was running two divisions for Universal Studios when the company was purchased by Vivendi. At age 48, she decided to leave Vivendi instead of taking a new position and established her own boutique branding and business development agency. “In 2012, we launched a second startup after acquiring the 100-year-old library of *True Love* and *True Romance*, which we republished as e-books. Some might call me crazy, but I am loving my ‘new’ life!”



Lynn Clarke (WPO Southern US At Large) left a corporate career after 17 years at PepsiCo and General Mills and four years running companies for private equity firms. “I put every penny I had on the line and acquired the first e-commerce, direct-to-consumer site in the upscale kitchen tools space,” she says. “This involved a physical move (from Philadelphia to Atlanta) and continues to be a great learning experience in building an online business.”



Arvid Petersen (WPO Sydney), 61, can relate to this. He left the stability of a corporate career and has never looked back. After nearly 20 years with Pepsi Cola, he started his own educational services company at age 44 and built the business for the next 16 years. He has since established a family office where he not only manages his ongoing business interests but also supports his sons in their entrepreneurial efforts. The family also created a foundation led by his daughter.

“Most of my contemporaries are active and keenly interested in business and entrepreneurship,” says Petersen, who has been in the same forum for 21 years. “They are not slowing down.”

A former Disney executive, **Debra Fine** (WPO Pacific US At Large) has launched several media technology companies. She is now involved in a startup marketing consultancy venture helping to devise and implement launch and growth strategies for consumer goods and media companies. She’s also leading a foundation to help victims of violent crimes. “I like to be in the game,” she says. “What drives me is a sense of restlessness but also passion about a vision.” ▲

Since 2000, Inamdar has belonged to a forum that played a big role in his decision to go out on his own. “I had been discussing with my forum setting up a private equity fund management company using my experience and skills,” he says. “They were the first to encourage me to create a business plan, and some even invested in my company. A couple of my forum members are now actively involved in my board.”

Shesh Kulkarni (WPO Bangalore) explains the context that has helped Indian entrepreneurs succeed. “Until 1991, India was a closed, highly regulated economy, but a change of government opened the door for foreign direct investment.”

In the late 1980s, Kulkarni, who comes from a consulting background, recognized that the service industry was growing. The nascent logistics industry caught his attention, so he moved to a managerial role with a North American logistics company that became a market leader. After more than 20 years working in the global corporate world, Kulkarni decided to follow his dream and start his own entrepreneurial venture at age 50. YPO-WPO played a key role in the decision.

“In 2009, I went to the YPO Harvard Presidents’ Program and that was a turning point in my life,” he says. “Nearly everyone there was an entrepreneur, and when someone asked what

was stopping me from becoming one, it got me thinking.”

Now, revenue from his two-year-old freight management business is close to US\$12 million with six offices across India.

Ahead of the S-curve

A behavior pattern known as “personal disruption” unites entrepreneurs of all ages. Some scholars use the “S-curve” business model to understand how quickly innovation will be adopted. Johnson suggests it helps us understand the psychology of disruption.

“In the S-curve, it takes a while to gain momentum; then there is acceleration into a sweet spot of competence and confidence,” says Johnson, who is a regular *Harvard Business Review* blogger on leadership and innovation and was recently shortlisted for the prestigious 2013 Thinkers 50 Award. “But once these entrepreneurs achieve saturation, the personal growth will level off. As they reach the top end of the curve, they start to get bored. A lot of them need to do something new, to jump into a new curve.”

She acknowledges that some people are happy to stay on top of the curve but Type A personalities often feel tempted to jump to a new curve. “These are innovators,” says Johnson. “They like moving forward rather than backward. It’s about a hunger inside.”



INAMDAR



PETERSEN



FINE

SOCIAL BEARINGS

Stanford survey shows chief executives adrift in a sea change of social media.

■ By Angela Shah

In early September, British Airways lost the luggage of Hasan Syed's father and ignored the complaints. So, Syed bought space on Twitter's self-serve ad platform in the airline's two major markets, New York and Britain, to shame the carrier.

More than 77,000 people saw his campaign, retweeted it and responded with grievances of their own against British Airways and other carriers. BA found itself in the news and not in a way that promotes business. The carrier was on the defensive when it finally decided to control the damage and respond to Syed.



NICHOLS

A power shift puts the consumer in charge

It seems obvious that using social media is an important part of any corporate marketing strategy, yet many executives still do not understand how to use it. And they fail to understand how, with just one post, customers like Syed can erase brand goodwill created over years and millions of dollars in advertising.

“If you look at the perfect storm of consumer technology, availability and vastness of data, computing power, and new ways to leverage analytics combined with smart phones, mobility and social connectivity, you’ve got a remarkable and powerful shift underway,” says **Wes Nichols** (YPO Los Angeles), founder and CEO of MarketShare in Los Angeles. “Instead of calling a complaint line, they get on Twitter.”

And customers like Syed are more empowered than ever before, turning to social media advertising tools that typical consumers have not used such as Twitter’s self-serve ad platform. In this way, customers can use social media to change the conversation from a private one between you and your customer, into a conversation involving you, your existing customers, the media, and also your potential customers.

Survey finds many companies in denial

The days of opaque information, “of yell and sell marketing, where you just turn up the volume, put some positive spin on a product and hope some suckers buy it, are dead,” Nichols says. “Consumers have access to just-in-time knowledge.”

Despite knowing this, less than one third of companies today use social media to support their corporate strategy and risk

management practices, according to a recent study conducted by Stanford University’s Rock Center for Corporate Governance, the Center for Leadership Development and Research at the Stanford Graduate School of Business, and The Conference Board.¹

Only 59 percent of companies in the survey use social media to interact with customers, 49 percent to advertise and 35 percent to research customers. About 30 percent use social media to research competitors, new products and services, or communicate with employees and other stakeholders.

“The majority of those we surveyed don’t have social media guidelines in place at their companies, haven’t had a social media expert consult with their company and don’t have systems in place for gathering key information,” says David Larcker, director of the corporate governance research program at the Stanford Graduate School of Business. “They are putting themselves at serious risk by not taking action.”

A new CEO mantra: Let go of the need to control

Unlike typical surveys on social media, which assess mostly young practitioners, the Stanford/Conference Board sample included only C-level executives, with the average age of survey respondents being in their mid-50s.

And while the survey found that executives use social media equally well in both their personal and business lives, this familiarity is not crossing over into the company to create systemic use. Executives themselves must make it clear to employees that social media is a priority.

“CEOs like control, and with social media, you turn that control over to your customer/client,”

says Eric Qualman, author of *Socialnomics*. “They need to understand that we don’t have a choice on whether we do social media; the choice is in how well we do it. They also need to understand social media starts with them — at the top.”

Be prepared (and know your platforms)

The first question marketers must answer is where the company should concentrate its social media time and money. The Stanford/Conference Board survey found that of those who use social media, 80 percent have a LinkedIn account and 68 percent have a Facebook account.

“Facebook’s power is often underestimated,” says **Bart Steiner** (YPO Arizona), who recently sold his marketing and social media campaign company to e-Prize in Detroit. The capacity to be able to log in to a variety of social media platforms through Facebook is game changing according to Steiner. “That technology is going to continue to make Facebook a dominant force.”

Executives need to understand the different types of online presence a company can have, says Patrick Barwise, a professor of management and marketing at the London Business School. A corporate website is very different from having a social media presence and should be used differently. “Things like Twitter are fast, lightweight social media and are very good ways of keeping customers informed of what’s going on,” he says, “whereas the website is more legalistic.”

Social media 101: Four trends

Social media experts say executives should keep in mind these key trends:

The increasing amount of data that surrounds us requires that business use paid media more. “In the early days of Facebook, it was largely free other than people required to manage the effort,” Steiner says. “Those days are largely gone. For the most part, effective campaigns that reach a large, broad audience require advertising spending. That’s a relatively new recognition for a lot of brands.”

Video is taking on increasing importance in social media campaigns, especially through platforms like YouTube and Vine. “It’s getting to be less words and more sharing of pictures and video and telling stories in that way,” says **Marc Brownstein** (WPO Philadelphia), president of The Brownstein Group and

past chair of YPO-WPO’s Digital, Marketing & Media Network. “The world is becoming much more visual and much more experiential in social media and is relying less on words.”

How prepared are you? More companies are incorporating social media into their crisis communications plans. “Every company should have a social media preparedness kit, much like a disaster preparedness kit,” Nichols says. “This helps them move quickly and try to diffuse potential PR nightmares.”

So far, social media use has largely been ignored by B-to-B companies, but that’s changing. “It can create awareness and help you, at low cost, drive leads and retain customers,” Brownstein says. “For example, if you really position yourself as a critical leader, your customers are more likely to stay with you, to say, ‘OK, I’m with the best here.’”

Rules of engagement: It’s about sharing not selling

The biggest mistake executives make is forgetting that social media is not just a one-way tool to sell products to customers. “They oversell, not realizing they are in a conversation with their consumers,” Steiner says. “Everyone says content is king but I say engagement is queen, and she does all the shopping.”

The idea is to interact with your customers so that they feel compelled to share your social media content with their friends and followers. But it’s this latter step that often gets overlooked. “It might sound a little cliché but giving your supporters a place to share their passion changes the relationships around your business,” says **Buddy Teaster** (YPO Global One), president and CEO at global not-for-profit, Soles4Souls and chair of the Digital, Marketing & Media Network. “Allowing them to connect with each other, whether about shoes or places we travel, means that their buy in to our mission goes much deeper.” Teaster explains, “Often our main job is to prime the pump with a powerful story or image and then get out of the way. Letting them talk about what they’re doing is our best way to get more people engaged.”

“Everyone says content is king but I say engagement is queen, and she does all the shopping.”

— Bart Steiner (YPO Arizona)

1. From The Conference Board’s “What Do Corporate Directors and Senior Managers Know about Social Media?” 2012 report, available online at <http://www.gsb.stanford.edu/cldr/research/surveys/social.html>.



TEASTER

“There is a lack of focus on outcomes,” says Charlene Li, managing partner with the Altimeter Group and the co-author of *The Seven Success Factors of Social Business Strategy*. “Half a million people follow them, so what? What do you get for that? What is the plan for engagement?”

Li says companies also forget that social media is useful for internal communications as well. “It’s not always externally oriented,” she says. “It’s not just ‘how can I use this for marketing’ but also to support sales, HR and internally inside the organization.”

Social media can help organizations get out of their inboxes. Through social networking tools that encourage employees to engage in conversations and follow news feeds, companies can avoid the communication inertia of the ever-expanding email inbox.

The social media Wild West: Saddle up

At heart, executives must remember that all of social media’s bells and whistles do not replace the fundamental practice of marketing. “Most of the old tools in the tool kit still apply,” Barwise says. “And we have a whole lot of new

tools in addition. So the task of the CMO has never been more exciting or more challenging.” Qualman says executives must know their audience, even in social media. “One size doesn’t fit all,” he says. “In the offline world you might shake your grandfather’s hand, high five your dad and fist-bump your nephew.”

Social media is still “slightly in a ‘Wild West’ stage,” Barwise says. Eventually standardized metrics and terminology will come into use, and this will make the return-on-investment for social media clearer. Right now, marketers’ natural tendencies to be different tend to foster obsessions on trivial differences, which complicate life for the customer.

“It’s what Peter Drucker said,” he adds. “To be really successful in the long term, you have to deliver on category basics: A better product, more reliably, at a premium price.” ▲

To learn more about social media marketing and other new media trends, check out the Digital, Marketing & Media Network on YPO-WPO Exchange.

REGIONAL ROUNDUP

With 15 regions creating unique networking and education opportunities, YPO-WPO connects members in all time zones, in every corner of the world. From regional conferences to couples retreats, here’s a glimpse of peer activities in 2013.

1. YPO families gathered in April for the North Asia Region’s second Movieland! Family Fun Weekend at Universal Studios in Osaka, Japan. Left to right: **Tadahiro Kawada** (WPO Japan), **Michelle Chan** (YPO Hong Kong), **Don St. Pierre** (YPO San Diego), **Scott Matthew Miao** (YPO Taipei), **Gray Wang** (YPO Taipei), **Noni Purnomo** (YPO Indonesia) and **Takashi Okura** (YPO Japan).

2. More than 450 members, spouses and partners from as far away as Moscow gathered in Napa, California, in October for the Central U.S. Regional Conference. A vineyard bicycle tour provided a workout with wine-tasting rewards. Bike riders in front (left to right): **Kelli Grubbs** (spouse, YPO Iowa), **Jeff McDonald** (YPO Indiana) and **Steve Grubbs** (YPO Iowa).



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3. YPO membership and education officers from the Southern U.S. Region gathered in May for a development session in Atlanta. Left to right: **Jeremy Wing** (YPO Southern 7), **Lindon Hayes** (YPO Florida), **Mike Ward** (YPO Bahamas, YPO Orlando), Ritz-Carlton chef **Kevin Hourigan** (YPO Florida, YPO Palm Beach), **Ben Gordon** (YPO Palm Beach) and **Rafe Wilkinson** (YPO Virginia).

4. Members from the Australia/New Zealand Region gathered in St. Kilda Melbourne, Australia, for an e-business roundtable in May. Industry experts **Finn Hänsel**, co-founder of The Iconic, and **Andrew Bassat**, co-founder of Seek Limited, shared their insights and ideas on shaping e-business strategy and strengthening online businesses.

5. WPO members and spouses from the Middle East/North Africa Region attended “Don’t Retire, Rewire,” a couples retreat in Muscat, Oman. Left to right: **Imad Badran** (WPO Jordan), **Rami Malhas** (WPO Emirates) and **Ghassan Nuqul** (WPO Jordan).

6. YPO families explored the bush in July at Lion Sands Game Reserve in South Africa. The Africa Family Safari Experience is the region’s flagship program and one of YPO’s most popular events. More than 45 families attended the 2013 program. Read more on the 2014 family event at ypowpo.org/AFSE2014.





TORBAR

As Latin America Regional Education Officers **Rolando Gadala-Maria** (WPO Miami/Ft. Lauderdale, WPO El Salvador) and **Luis Diego Osborne** (YPO Costa Rica) wrote in their congratulatory letter: “Member passions drive our organization. We thank you for harnessing the power of YPO-WPO to share life-changing ideas and experiences.”

In a year packed with 18 programs ranging from political forecasts to photography workshops, two bold events took risks and raised the bar in a way that is unquestionably only-in-YPO.

Paths to new perspectives

On the long bus ride from Caracas to Tocoron, Venezuela’s most dangerous prison, YPO and WPO members passed the time in one of three ways: worrying, role-playing or going over the rules.

“We were all extremely anxious,” says Torbar, who took some heat for organizing a visit to his country’s most notorious prison, a gang-run “city” of more than 5,000 inmates. “Everyone was having second thoughts. You could feel the anxiety in the air.”

Three hours later, when they crossed the threshold that separates Tocoron from freedom, no one from the outside world accompanied them.

“The prison director basically told us, ‘you’re on your own,’” says Torbar. “In our country it is well known that prisoners and gangs control the jails. Tocoron is like a small city. The prisoners have a social system, an economy, a government — and they are armed to their teeth. When we announced this program to our chapter, I received letters from members saying that it was completely nuts.”

Torbar credits Day Chair **Alberto Vollmer** (YPO Venezuela) with making the opportunity

possible. As the founder and head of Proyecto Alcatraz, an inmate outreach and rehabilitation program, Vollmer had the connections, both in government and among prisoners, to arrange the unprecedented visit.

“Tocoron is Alberto’s world, and he was excited to share it with us,” says Torbar. “We could never have put the event together without Alberto’s access.”

Once inside the prison, a gang leader served as their guide. With no jail cells, prisoners moved about freely.

“We saw some crazy things,” says Torbar. “You could feel the tension and the unorthodox rules. Inmates walking around with guns and grenades. Bullet holes everywhere. But the inmates treated us with respect. It was a privilege to be there.”

Reon Shutte, a former South African Special Forces agent who spent 12 years in Zimbabwe’s notorious Chikurubi prison, accompanied the chapter members to Tocoron, serving as a resource both within the prison and beyond.

“Reon walked with us throughout the prison and we gathered a number of inmates who wanted to hear him,” says Torbar. “He spoke to them and Alberto translated.”

After leaving Tocoron, the group traveled by bus to Vollmer’s home, Hacienda Santa Teresa, to join chapter members who had not visited the prison for a follow-up program with Shutte. The conversation inevitably turned to Tocoron.

“Our stories lasted for months,” says Torbar. “If anything had gone wrong, it would have been a huge blow to our chapter and my reputation. But everything went as planned. It was a remarkable experience that taught us never to be afraid to do the unimaginable.”

Tocoron would not be the only Torbar-championed education program asking chapter members to overcome their fears.

Paths of triumph and tribute

Summitting a mountain is never routine, even for a seasoned climber. Torbar asked YPO and WPO Venezuela members, spouses and partners to take a leap of faith.

“We wanted to do something ambitious, and reaching the summit of a mountain is definitely that,” says Torbar. “Our chapter isn’t particularly sporting, however. We have members who had never slept in a tent, but they signed up.”

In January 2013, 14 members and spouses gathered at the base of Auyantepui, Venezuela’s iconic “flat top” mountain, to begin an eight-day trek. With an elevation of approximately 8,000 feet (2,500 meters), it is one of Venezuela’s most treasured destinations and the home of Angel Falls, the world’s tallest waterfall.

For the YPO-WPO group gathered at base camp, it was more than an adventure. It was a tribute to the memory of **Alvaro Talayero** (YPO Venezuela), a chapter member who was killed when his helicopter crashed on Auyantepui one year earlier. “He was an active member and an amazing person,” says Torbar. “Alvaro was top of mind for all of us the entire time.”

Before beginning their ascent, the group spent a day in the Kamarata Valley at the base of the mountain, visiting a village where Torbar’s foundation, Eposak, is promoting sustainable development through tourism entrepreneurship.

“We had lunch with the entrepreneurs and toured their operations,” says Torbar. “It was very special to see them share their stories with YPOers and show how Eposak is helping to transform their lives and their community.”

While the trek went mostly as planned, it was not without challenges: one climber pulled a muscle and another became dehydrated. But everyone summited and Torbar describes it as a magical moment.

“It was extremely emotional for all of us,” he says. “Most people were in tears. Auyantepui is a mystical place for Venezuelans. For the local tribes, it is the house of gods; for us it was a journey to explore the unknown, conquer our fears and realize our dreams.” ▲



“It was extremely emotional for all of us. Auyantepui is a mystical place for Venezuelans.”

— Esteban Torbar
(YPO Venezuela)



TOP: A moment of camaraderie on Auyantepui.
MIDDLE LEFT: The view from a rooftop at Tocoron.
MIDDLE RIGHT: Trekking toward the summit.
BOTTOM: Alberto Vollmer (YPO Venezuela), center in white, translates as resource Reon Shutte talks with inmates at Tocoron.

FAMILY BUSINESS SUMMIT – 3G:

Sustainability through Enlightened Succession and Leadership

26 - 27 September 2013
Jakarta, Indonesia



PHOTOS CLOCKWISE FROM TOP LEFT:

Left to right: **George Tahija** (WPO Indonesia), **Kavine Vaswani** (YPO Pan Asia), **Loy Teik Ngan** (WPO Malaysia), **Frederic Guinot** (WPO Paris) and **Metta Murdaya** (YPO Indonesia) participate in a family business panel discussion with resource **Joe Astrachan**.

Summit Chair **Pino Iskandar** (WPO Indonesia) shares his vision with attendees.

Members of 34 family businesses gather in Jakarta for the summit.

Left to right: **Sranyoo Chanate** (YPO Thailand), **Joe Astrachan** and **Pino Iskandar** (WPO Indonesia).

THIRTY-FOUR FAMILIES, THREE GENERATIONS, ONE GOAL

Southeast Asia's Family Business Summit brings shared challenges to the table.

Pino Iskandar (WPO Indonesia) was delighted his daughter, Titania, traveled from New York City to attend the 3G Family Business Summit in September in Jakarta.

As chair of Southeast Asia's first YPO-WPO multi-generational family business event, Iskandar appreciated her support, although he knew his journalist daughter wasn't likely to join the family business any time soon.

"My daughter is a writer with a passion for gourmet pastries," says Iskandar, a founder of PT Conbloc Infracore Group, established in 1974 as a concrete paving block plant and now a major road construction and mining contractor and building materials manufacturer.

Iskandar's son, Ruy, who is also pursuing a promising career outside the family business, could not fly home for the summit. An actor, he was in rehearsals for a production of Shakespeare's "Macbeth" at Lincoln Center for the Performing Arts in New York City. Iskandar's wife, Lily, is active outside the business as well, pursuing a degree in Catholic theology while engaged in community service and church work.

Stronger through sharing

In need of a road map for his own family business, Iskandar decided to champion the summit, knowing that the challenges unique to family businesses were relevant to many of his YPO-WPO peers throughout the region.

"More than 70 percent of YPO and WPO members in Indonesia have family businesses, and the percentage is almost as high throughout Southeast Asia, with the exception of Singapore," says Iskandar, who conceived the idea for the multi-generational summit after attending a conference sponsored by the world's largest family business organization, FBN International.

"It was inspiring to be with 700 other family business leaders, but the depth was not there for me," says Iskandar. "There was a lot of lecturing and downloading of source materials, but not enough sharing."

Iskandar developed his vision with summit co-chair **Sranyoo Chanate** (YPO Thailand), who also serves as regional chair for YPO-WPO's Global Family Business Network. Believing that the best way to build stronger family businesses wasn't through traditional conference methods, Iskandar decided to use a proven YPO-WPO powerhouse — forum — to encourage sharing at a deeper level.

"We used forum protocols and moderators to inspire communication," says Iskandar, who consulted with the GFBN on resources and marketing. "The summit was unconventional. We asked everyone to take risks, and it worked because of the camaraderie we have in YPO-WPO. We focused on what we could learn from each other."

Stronger across generations

The 3G Family Business Summit attracted 57 participants from 34 family businesses in nine countries. Many families were represented by three generations. YPO and WPO members from 13 chapters attended, including YPO Hong Kong, YPO and WPO Indonesia, WPO Malaysia, YPO Pan Asia, WPO Philippines, YPO and WPO Singapore, YPO and WPO Thailand, YPO Vietnam and WPO Paris, as well as WPO SEA At Large.

While professor **Joe Astrachan**, a family business scholar and Wachovia Eminent Scholar Chair of Family Business at Kennesaw University, served as the summit's lead resource, the emphasis was on learning through sharing. From the welcome dinner to the concluding event, participants shared personal stories in a spirit of forum confidentiality. This made the experience more holistic for everyone, including family members who had never been in a forum.

"Pino and his team took numerous risks and transcended many boundaries," says Southeast Asia YPO Regional Chair **David Spencer** (YPO Pan Asia). "Bringing together the very best of academic research, practical realities, case studies and forum techniques, they created a learning experience with enduring value."

"We asked everyone to take risks and it worked because of the camaraderie we have in YPO-WPO."

— **Pino Iskandar** (WPO Indonesia)

For participants, the take-home value was both practical and inspirational. "The summit was one of the most applicable education sessions I have attended," says **Cindy Tahija**, niece of **George Tahija** (WPO Indonesia). "But beyond that, it was a chance to widen my horizons about possible approaches to family business ownership."

For Iskandar, who has been approached about making the event an annual tradition, the summit was the culmination of a personal calling. "My philosophy is simple," he says. "If you don't know it, champion it." ▲



TO PAUSE IN PRAGUE

YPO Prague Presidents' University

By Rola Tassabehji (spouse, WPO London)



LOBKOWICZ



The composer Wolfgang Amadeus Mozart had a special relationship with the city of Prague, where some of his greatest operas premiered. In May 2014, 200 YPO and WPO members, spouses and partners will forge their own relationship with this legendary city when they attend Prague Presidents' University, YPO's first university in the Czech Republic since 2002.

For University Chair **William Lobkowitz** (WPO Czech and Slovak), the event is closely aligned with a personal mission: sharing his ancestral holdings and the country's rich culture and history with the rest of the world. Lobkowitz grew up in Boston but moved to the Czech Republic 23 years ago, after the fall of the Communist government. His family's influence dates to the 1300s, and he descends from a long line of princes.

Since returning to his homeland, Lobkowitz and his wife, Sandra, have dedicated their time to restituting properties once owned by his family while opening the reclaimed art collection to the public.

"For 40 years, everything was closed under the Communists. But (after Communism fell) there was a historic opportunity to make the collection, left virtually intact, available," says Lobkowitz. "Looking forward, we want to keep the history and quality of the collection accessible to people. We're the custodians and have the family connection but want to make sure the collections live on their own."

Immersing in art and music

The university, which has a waitlist, has attracted a global delegation of participants, including a large contingent of WPO members with a deep appreciation of the arts and culture. Members will visit their host chair's historic Prague home, Lobkowitz Palace, to view royal portraits, fine porcelain, ceramics and rare decorative arts dating from the 16th to 20th centuries, as well as musical instruments and original scores and manuscripts dedicated to the Lobkowitz family by Beethoven and Mozart including three symphonies by Beethoven and Mozart's re-orchestration of Handel's "Messiah."

An evening at the family's former country home, Nelahozeves Castle (the composer Antonin Dvořák was born in a cottage on the estate grounds), will take visitors back in time to a 16th-century Renaissance celebration.

"We want to build on Prague's rich history in the education program," says Lobkowitz, "linking the past and the future in one continuum across different tracks, one of which is music."

The world premiere of Mozart's opera "Don Giovanni" took place in Prague in 1787 at the Estates Theatre. During the university, the opera will be deconstructed at the same venue in an exclusive show for YPO-WPO, under the guidance of **David McCue** (WPO New England), a British-born opera aficionado who serves on the board of the Boston Philharmonic Orchestra.

"We will take it apart to see what is inside it," says Lobkowitz. "Some people who are coming know nothing about the opera, and we have people from different cultures and backgrounds. As chairs, we need to ensure we deliver the inspirational part to all. We will look at characters to see how they connect with YPO and WPO members today, pulling these themes out of history and making connections with our own lives."

Exploring past, present and future

The education program will also look at the present and future of a country in transition. **Jan "Honza" Bubeník** (WPO Czech and Slovak), university offsites chair, will share his experiences as a student leader of the 1989 Velvet Revolution and the youngest member of parliament following the revolution. Participants will meet members of the Czech and Slovak Chapter who became successful entrepreneurs in telecommunications, finance and other industries after the revolution, as well as economists, politicians and business leaders who will share insights on everything from Czech-operated Skoda, one of the world's oldest car manufacturers, to the growth of women in business in Eastern Europe.

"This will be a moment to think about what we have accomplished so far and what we want to do next," says Education Chair **Peter Randall** (WPO London). "It will be a pause between the past and the future in an extraordinary place. Our objective has been to capture Prague's rich culture to create inspiration and introspection." ▲

SOUTH AFRICA CHAPTERS CREATE A SMASH HIT

Teamwork transforms an education year



In the photos (clockwise from top left): John Nicolakakis (YPO Pretoria), Gillian Gamsy (spouse, WPO Johannesburg), Gil Oved (YPO Johannesburg) and Andrew Robinson (YPO Johannesburg Golden City).

The chapter education chairs of YPO Johannesburg, YPO Johannesburg Golden City, YPO Pretoria and WPO Johannesburg are sharing more than a vision, a budget and an education calendar — they also have starring roles in a music video that makes leadership education look more hip than hip-hop.

"The video was a great way to position our collaborative education program for the year," says Chapter Education Chair **Gil Oved** (YPO Johannesburg). "We premiered it at our opening event, where we had 250 people. The video was a hit, but what was even better was the turnout, which really set the stage for the success of our year."

The four chapters have collaborated on joint events before, but this was the first time they united to create one education calendar.

"Our YPO chapters in the greater Johannesburg area were struggling with issues of attendance and chapter engagement," says Chapter Education Chair **Andrew Robinson** (YPO Johannesburg Golden City). "The education officers from each YPO chapter got together to discuss collaborating. Since all of us are single, it was also a great way to support each other. When we added WPO Johannesburg's wisdom and experience to the mix, we realized we were on to something big."

WPO Johannesburg is represented in the video by Gillian Gamsy (spouse, WPO Johannesburg), who serves as education co-chair with her husband **Dennis Gamsy** (WPO Johannesburg).

"We knew that we had to come up with an out-of-the-box idea," says Gillian. "The video was the perfect vehicle. The

real success was that the 250 members present that night bought into the idea of the benefits of ongoing collaboration." The four chapters have one, united education calendar for the 2013-2014 year, with each chapter championing different joint programs. The year will end with separate closing events.

For Chapter Education Chair **John Nicolakakis** (YPO Pretoria), the spirit of collaboration has made a huge difference. "Our member response has been fantastic," he says. "They love the extra networking opportunities with other chapters."

Even with one calendar of events, each chapter still maintains its own theme for the education year. YPO Johannesburg will "Touch, Pause, Engage," YPO Pretoria plans to "Push the Limit," YPO Johannesburg Golden City is focused on "Head and Heart," and WPO Johannesburg members are preparing to "Get Connected."

While these education themes are not unusual, the collaborative approach that unites them is. "The keys to a strong education year are experiential programs, great networking and high take-home value," says Robinson.

For Oved, it's also a matter of teamwork. His advice: "Leave your egos at the door and use every opportunity to collaborate with your peers rather than compete with them." ▲

View the video at ypowpo.org/southafricavideo. For more information on planning collaborative programs, contact: Gil Oved at gil@creativecounsel.co.za, Andrew Robinson at andrew@siand.co.za, John Nicolakakis at john@romanspizza.co.za, or Dennis Gamsy at dennis@gib.co.za.

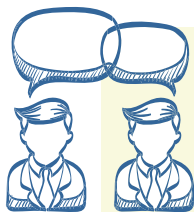
CHAPTER EDUCATION

BY THE NUMBERS

From 50 original members to 21,000 chief executives united by membership today, YPO-WPO connects leaders seeking to learn from the best. As these statistics attest, chapter education continues to drive participation, engagement and satisfaction.



- 12** Average number of events a YPO chapter organizes annually
- 9** Average number of events a WPO chapter organizes annually



- 199** Number of education officers trained at the 2013 Global Leadership Conference
- 104** Number of assistant education officers trained at the 2013 GLC



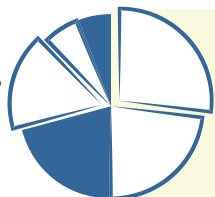
- 270** Number of chapters participating in at least one joint-chapter event in 2012-2013
- 232** Number of joint-chapter events between a YPO chapter and WPO chapter
- 38** Number of joint-chapter events between two YPO chapters or two WPO chapters



- Region with the highest average number of chapter events in 2012-2013: South Asia with **16** events per chapter.
- Region with the highest average number of chapter event attendees: East Central U.S. with **96** attendees (attributed to a large number of joint-chapter events)



- US\$306** Average cost per person of a chapter event
- US\$164** Median cost per person of a chapter event



- 4,500+** Total number of chapter events in 2012-2013
- 27%** Personal Development
- 23%** Business
- 21%** Family
- 17%** Leadership Development
- 6%** Retreat
- 6%** Spouse and Partner

TOWARD A NEW TOPOGRAPHY OF LEARNING

A powerful knowledge ecosystem is redefining YPO-WPO education

By Maridel Allinder

FOR MORE THAN SIX DECADES, young chief executives have looked to YPO as the ultimate classroom — a global learning community committed to bringing the best minds together to inspire better leadership. From business seminars and presidents' universities to global conference calls and YPO-WPO Exchange, education has always been front and center. Now online options are transforming how, what, where and when members learn.

As chair of the international Education Committee, **Devan R. Capur** (YPO Maumee Valley) is committed to expanding the YPO-WPO education platform in powerful new ways.

"The Education Committee's goal is to ensure that every YPO and WPO member has relevant education within easy reach," says Capur. "This means more focused content and member-curated content. It also means members will be able to create and share education without the constraints of having to appeal to a minimum number of participants. It's the 'long tail effect.'"

A lineage of learning

Surveying the history of YPO-WPO education, Capur identifies five distinct benchmarks:

1. Learning between a resource and an audience (what he calls "classic education")
2. Learning from each other (peer exchange in many forms, from roundtables to groups to social networks)
3. Learning supercharged with forum protocols (a model used throughout YPO-WPO)
4. Web-enabled learning (interactive, multimedia options from video conference calls to virtual seminars)
5. Education On Demand (anywhere, anytime, multiple formats, many contributors)

"We are seeing an explosion in education: more choice, more automation, more relevance, more customization, more independence," says Capur. "Today the Education Committee's role is to provide the canvas, palette and brush for learning — not the framed painting. Our focus is on facilitating the process, as opposed to delivering the product."

Launching "For Presidents By Presidents"

One powerful example of the Education Committee's vision for member-curated content is "For Presidents By Presidents," which will debut at the 2014 Global Leadership Conference in Los Angeles.

Capur describes this new platform as a series of TED-like talks. "Members will champion the content, all of it generated by YPOers and WPOers for YPOers and WPOers," says Capur. "This is simply a new way to accelerate sharing what we already have: the DNA of a trusted community of peers who learn from each other."

Once "For Presidents By Presidents" is launched, Capur anticipates that members will seed it with new content, and the YPO-WPO online community will curate — or mediate — the content through social networking arbitration such as likes and shares. "It's a grassroots model," says Capur. "It's about sharing members' thought leadership and expertise on hundreds of topics in a way that is time-and location-independent."

Education On Demand: The ultimate knowledge ecosystem

If learning is leverage, then Education On Demand is the ultimate power tool: a searchable platform for knowledge sharing that operates anytime, anywhere, on virtually any topic.

Whether you want to watch a video, listen to a global conference call or identify the best resources for a program on succession planning, Education On Demand makes it fast and easy to connect with information, ideas and inspiration.

"Education On Demand is YPO-WPO's knowledge ecosystem," says Capur. "It's the bandwidth of our organization shared with every member through our online community via YPO-WPO Exchange. On Demand won't replace 'in person' when it comes to education, but it will enable more choice and consumption. It's a space where members can browse, share, discover — or search for the precise piece of information they need, whether that is a forum tool, network discussion, executive education program or interview with a world leader."▲



CAPUR

Visit Education On Demand on the Exchange to explore hundreds of searchable learning options, from media coverage of the YPO Global Pulse survey results to the latest leadership development research to Speaker Showcase videos.

EXECUTIVE EDUCATION GOES NEXTGEN

A YNGer's week at Harvard



GEORGE

YPO and WPO members' young adult children are connecting in record numbers thanks to YPONextGeneration. Through education programs, social networking and YNG forums, these young adults ages 18 to 29 — known as YNGers — are finding leadership development, professional experience, peer exchange and lifelong bonds.

More than 700 young adults are active in YNG forums, and many participate in economic development trips and community events through YNG.se, which leverages the activities of YPO-WPO's social enterprise networks. For Susannah George, daughter of **Ian George** (WPO Queensland), the ultimate YNG opportunity took her to Harvard.

ALL I GOT WAS THIS MAROON T-SHIRT

(And a lifetime of learning and memories)

By Susannah George

When I was 12, I remember Dad coming home from an executive education week at Harvard, unpacking a maroon tee, and sharing a thousand stories about his experience and his exceptional peers. Ever since, I have dreamt of enjoying the same, life-changing Harvard opportunity.

They say good things come to those who wait, and in August 2013, I had the chance to attend the YPO-WPO Harvard Spouse/Partner Program as a young adult participant: six days, 19 lectures, 53 incredible colleagues, two choreographed YouTube clips and one Ivy League business school. Oh, and my very own maroon tee.

Harvard teaches via the "case study method," taking the experiences of real-world organizations (both large and small) from across the globe. Pre-program

prep was just as challenging as you'd imagine Harvard study to be. During the four weeks leading into the course, we read and digested 13 cases, from the importance of innovation and teamwork in designing a World Cup-winning yacht to the socially conscious business model of a flourishing retailer and manufacturer in India. We also discussed the threats facing the capitalist system and potential impact on our personal and business lives.

With the case studies under our collective belt, we entered the cloistered world of Harvard Business School. Every minute we were challenged to reframe and broaden our thinking, gathering momentum as we learned equally from Harvard's elite educators, from our peers, and surprisingly (in my case), ourselves.

Over six days, we analyzed the precursors to Greece's financial crisis (incredibly, the way in which the situation was presented allowed me to follow the discussion regardless of the fact that finance is not my forte); we studied and practiced negotiation with two of the university's most skilled negotiators; we discussed the importance of doing well and doing good, debating the relevance of social entrepreneurship; we peered inside some of the most innovative companies on the planet and dissected the commonalities of their success — all the while reflecting on what these discoveries and connections meant for our businesses back home.

The subjects were diverse, the line of questioning always challenging and the pace frenetic — precisely why we all enrolled. Would I go again? Absolutely. My business, my team and I all grew immeasurably.

Sign me up next year. ▲

Susannah George is the director and founder of The Urban List (theurbanlist.com), a hand-selected guide to all that's worth eating, drinking, buying and booking in Melbourne, Sydney and Brisbane, Australia. She attended the YPO-WPO Harvard Spouse/Partner Program as a young adult participant and shared her experiences with Ignite.

E-CODE: ENERGIZING YPO-WPO EDUCATION

If YPO-WPO's greatest core value is education, then E-CODE is the measure of excellence guiding every quest for knowledge — and the benchmark used worldwide to uphold YPO-WPO standards. The principles of E-CODE were established in September 2005 during an international Education Committee meeting in New York City. After hours of intense discussion and debate, the five-letter acronym emerged.

Extraordinary resources

Content tailored to YPO-WPO and leadership perspectives

Out-of-comfort-zone, innovative, interactive formats

Delivers change

Employs activities that strengthen YPO-WPO networks and member-to-member connections

FACULTY TO GLOBAL LEADERS

Building a bridge from research to the real world

By **Raj Mitta** (WPO Singapore), **Stephen Hecht** (WPO Quebec), **Rajiv Sahney** (WPO Mumbai) and **John Donnelly** (WPO West Michigan)

YPO and WPO members will soon have an inside perspective on cutting-edge research through Faculty to Global Leaders, a new program encouraging idea exchange between YPO-WPO and select centers of excellence. The vision behind the initiative: to build a bridge from research to real world — and to connect thinkers with doers.

Faculty to Global Leaders will focus on eight fields of study with the greatest potential to impact industry and society, as well as universities and research centers with international reputations in these areas. By connecting scholars and industry leaders, the program will strengthen the technology transfer that turns research into real-world applications.

The YPO-WPO international Education Committee is delighted to announce the first partnership, for engineering and robotics with Carnegie Mellon University. The program's first phase will be launched in March 2014 and is expected to include four other fields of study with institutions renowned for their expertise in these areas:

- Behavioral and mind sciences: Columbia University or the University of Chicago
- Geopolitics: the Council on Foreign Relations, Chatham House (the Royal Institute of International Affairs) or Georgetown University
- Digital business: Stanford University or The University of Texas at Austin
- International economics: the London School of Economics or Columbia University

During the program's second phase, our targeted learning areas and centers of excellence will be:

- Developmental economics: MIT or Yale University
- Nanotechnologies: Cornell University or University of Michigan - Ann Arbor
- Structured finance: The Wharton School at the University of Pennsylvania or Princeton University
- Behavioral economics: the University of Chicago or University of California, Berkeley

Once an alliance is established with an institution, approximately eight faculty members will be designated as Faculty to Global Leaders. Every year, these professors will each produce a 20-minute video highlighting the cutting-edge research in

their fields and its implications for industry and society. These videos will be hosted on YPO-WPO Exchange, along with quarterly bulletins on the latest global developments in each field.

Scholars participating in Faculty to Global Leaders will also connect with YPO and WPO chapters in countries and cities where they travel, sharing their expertise at chapter events. In return, members will provide these visiting scholars with local access, insights and market knowledge.

The Education Committee is seeking champions with a passion for breakthrough thinking to help secure access to institutions selected for the program and chaperone the relationship during launch. ▲

If you are interested in being one of the champions for the Faculty to Global Leaders program, contact **Raj Mitta** (WPO Singapore) of the international Education Committee at mittaraj@evconsult.com. **Raj Mitta, Stephen Hecht, Rajiv Sahney and John Donnelly** are members of the international Education Committee.



MITTA



HECHT



SAHNEY



DONNELLY

SOUND BITES

Knowledge exchange at the frontier of the future

"If we believe that YPO changes the lives of those who change the world, it is critical that we align ourselves with those in the global academic community who are at the cutting edge of change."

— **Rob Dorfman** (WPO Hong Kong.), YPO-WPO International Board member

"I have been transformed by YPO seminars led by professors from the world's best business schools. The incredible learning, however, was limited to attendees only. I am excited to see that the Faculty to Global Leaders program will now reach our entire global membership."

— **N. K. Tong** (YPO Malaysia), YPO-WPO International Board member

"Our intent as the international Education Committee was to create a unique, only-in-YPO-WPO member channel to tap hyper-relevant emerging knowledge and content, resulting in true member value."

— **Devan R. Capur** (YPO Maumee Valley), international Education Committee chair

"Faculty to Global Leaders is a great example of members fostering Better Leaders Through Education and Idea Exchange by partnering with global centers of educational excellence in a creative and non-traditional manner."

— **Pierce Dunn** (WPO Washington DC & Baltimore), WPO Board member

MILESTONES IN THE HISTORY OF YPO-WPO EDUCATION



1950

YPO founder **Ray Hickok** (right) and **Dick Sellars** (left) welcome Gen. Robert Wood Johnson, chairman of Johnson & Johnson, the guest speaker at the first YPO meeting.



1951

YPO's first School for Presidents, the forerunner of the presidents' university, convenes at the Virginia Beach Cavalier Hotel in Virginia.

1952

First YPO Harvard Seminar is held in Cambridge, Massachusetts.

1959

First YPO education program exclusively for spouses attracts 61 participants to a four-day gathering in Minneapolis and St. Paul, Minnesota.



1960

YPO holds the first presidents' university in Miami Beach, Florida, at the Fontainebleau Hotel. YPO returns to the Fontainebleau nearly 50 years later for the 2009 Miami Global Leadership Conference.

1961

YPO establishes its first Education Committee to oversee seminars, conferences and other education programs.

1964

First YPO seminar open to executive associates is held at Columbia University in New York City.

1970

Pope Paul VI greets YPO members attending the Rome University, the first university held outside the United States.

1977

YPO appoints two spouses to the Education Committee to increase awareness of family program needs.

1979

YPO Traveling Resource Program is launched to bring top speakers to chapters worldwide.

1980

First family university convenes at Disney World in Orlando, Florida, in conjunction with a presidents' university. The first stand-alone family university is held the following year in Hilton Head, South Carolina.

1988

YPO Berlin University convenes in the divided city just 17 months before the fall of the Berlin Wall.



1990

YPO Q2 University sails from England to Spain, Portugal and Morocco with a record 550 YPO couples on board.

1995

Three Nobel Peace Prize laureates – Nelson Mandela, F.W. de Klerk and Archbishop Desmond Tutu – open the South Africa Presidents' University.

1998

YPO launches the MyYPO website and education information is available online for the first time.



1999

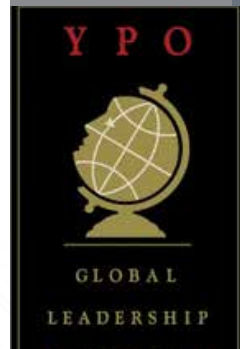
YPO San Francisco University becomes the first to broadcast keynote sessions via the Internet, including a panel discussion with Yahoo co-founder Jerry Yang (left) and amazon.com founder Jeff Bezos (center) moderated by broadcast journalist and talk show host Charlie Rose.

2000

First Global Leadership Conference unites chapter officers worldwide in Dallas.

2002

First Global Leadership Summit (for chapter officers attending the GLC) takes place in Los Angeles.



2005

The guiding principles of E-CODE are established during a meeting of the international Education Committee in New York City. Since its development, E-CODE has become the standard by which YPO-WPO education programs worldwide are measured.



2010

First Global Leadership Summit open to all members, spouses and partners is held in Barcelona.

2011

YPO-WPO holds the first Harvard executive education program for spouses and partners.

The international Education Committee launches a three-year initiative to transform officer education.

2012

The first phase of YPO-WPO Exchange, a new interactive web platform for members, launches. Mobile technologies drive a new era of connectivity.

Chapter officer eBooks are introduced at the Singapore Global Leadership Conference.

The YPO Harvard Presidents' Program celebrates its 60th anniversary, and the WPO Harvard Program launches in Shanghai.

The YPO London Business School Program celebrates its 10th anniversary.

Event in a Box comes online with templates for creating award-winning events.



2013

World leaders George Papandreou, Gerhard Schröder and Tony Blair (pictured below left to right) share the stage at the Global Leadership Summit in Istanbul.

Education On Demand launches an anywhere, any time learning platform on YPO-WPO Exchange.

2014

The next evolution of the Global Leadership Summit, Global EDGE, to debut in Los Angeles on 26-27 February.





BOARDROOM TO B-SCHOOL

YPO-WPO executive education proves that leading and learning go hand in hand

By Maridel Allinder

IN AN ORGANIZATION OF 21,000 chief executives, it isn't surprising that executive education is a driving force. The YPO Harvard Presidents' Program is almost as old as YPO itself, the YPO London Business School Program celebrated its 10th anniversary in 2012, a seminar at the Stanford Graduate School of Business will debut in 2014 — and new programs from Dubai to Mumbai are expanding executive education for a geographically diverse membership.

"Busy executives have a limited amount of time," says **Sunil Lalvani** (YPO Emirates, YPO Russia), co-chair of a new YPO London Business School Program in Dubai. "By taking advantage of YPO-WPO executive education, the vetting process is done and the quality is well beyond what you get as a walk-in customer. The faculty members I have met verify this by confirming that they push to get on the teaching faculty for these programs. As YPOers and WPOers, we really get the best of the best."

YPO and LBS celebrate 10 years

The YPO London Business School Program has guided nearly 400 members to business growth since its founding in 2002.

Last year, the program celebrated its 10th anniversary with a gala at London's Natural History Museum. Attended by 144 members from 75 chapters in 36 countries, the gala also welcomed another benchmark: all participants who were five-time or more attendees became full-status LBS alumni.

"Over the past 10 years, the LBS program has developed to accommodate the changing global business environment," says nine-time attendee **Marwan Kheireddine** (YPO Lebanon), co-chair of the 2014 program with seven-time attendee **Shabir Randeree** (WPO London) and **Neveen El Tahri** (WPO Cairo, WPO Greater MENA), also a seven-time LBS veteran, with 10 YPO Harvard programs to her credit as well. "For many members, the program has created a yearly opportunity to review and assess their business growth."

All case studies look at entrepreneurial firms that are dealing with growing pains, and a number of chief executives featured in case studies make personal appearances to share their perspectives.

Paul Wedgwood (YPO London) attended the LBS program for the first time in 2012 and became an immediate fan. "The YPO week at LBS was the single best education event of my life," he says.

Like many members, Kheireddine has also attended YPO Harvard several times. He sees the two programs as complementary.

"Both programs are critical for any CEO," he says. "While HBS covers the latest developments in the business world, LBS concentrates on businesses that are comparable in size and nature to those of its attendees. The formats of the two programs are very similar in structure, but LBS has a more entrepreneurial, startup spirit."

For Randeree, the success of the LBS program is a testament to the growth it has inspired in YPO and WPO businesses around the world.

"No one business is the same and no two business growth plans are alike," he says. "Members from many countries and industries have gathered yearly to share their successes and failures, challenges and opportunities in a forum-style week of learning. They have all become better business leaders as a result."

Kheireddine shares an example of that transformation. "Looking back, I believe that the growth I achieved in my banking business — growth of more than 20 times — was linked to what I learned at LBS."

Read more about the YPO London Business School Program at ypowpo.org/lbsinfo.



LALVANI



KHEIREDDINE



RANDEREE



VALRANI

LBS debuts in Dubai

A self-described "junkie for executive education courses," Lalvani has attended the YPO London Business School Program four times and the YPO Harvard President's Program five times. This year, he brought his passion home by chairing Raising Your Team's Innovation Game, YPO's first LBS program in Dubai, United Arab Emirates.

"At last year's LBS event in London, the chairs were discussing expanding the program internationally," says Lalvani. "As soon as my hometown of Dubai was suggested as a location, it was an easy decision for me to take it on."

The Dubai program held in November offered all the benefits of the London-based program, plus a unique addition: members were encouraged to bring their executive teams.

"As much as you can learn from the many excellent programs offered through YPO-WPO, we all face the same challenge of implementing lessons learned when we get home," says Lalvani. "By taking your team with you, you can leave with an action plan ready to go the day you get back to the office."

The new Dubai program attracted a balance of LBS veterans and newcomers. Although he has never attended the YPO program in London, Dubai program co-chair **Navin Valrani** (YPO Emirates) is no stranger to LBS — he earned his MBA there. He is also a three-time YPO Harvard attendee.

"I had always heard great things about the YPO London Business School Program from my chapter colleagues, so I was more than happy to co-chair the event," he says. "Since the Dubai program was developed for members and their executive teams, I believe it proved to be a fresh experience even for LBS veterans."

Two LBS faculty members led the Dubai program: John Mullins, associate professor of management practice in entrepreneurship and marketing, and John Bates, an LBS fellow, adjunct professor of strategy and entrepreneurship, and founder of Sussex Place Ventures, London Business School's in-house venture capital fund.

During two days of intense case study and discussion, participants examined a number of topics: rapid innovation, breakthrough business models, adjacency moves, industry transformations and digital world solutions.

"The world is moving and changing faster today than ever," says Lalvani. "Management styles, production technologies, marketing techniques, distribution structures, international markets and everything else you can think of are so different from what they were when YPOers and WPOers were last in school. For me, the constant need to go back to school is essential for business survival, if not prosperity."

For more information on Raising Your Team's Innovation Game, contact Sunil Lalvani at spl@globalproducts.com.

YPO-Harvard: Awe and exhaustion

YPO members convened in Cambridge, Massachusetts, for the first Harvard Seminar only two years after YPO's founding. They have returned to Harvard ever since. In January 2014, the 62nd YPO Harvard Presidents' Program will commence with a capacity enrollment and waitlists for both weeks.

"After more than six decades, the program is not only a YPO tradition but also a Harvard Business School institution," says **Adam Eiseman** (YPO New York City), a five-time Harvard attendee and chair of the 2014 YPO Harvard Presidents' Program (Week 2). "The HBS faculty and staff have grown up with this program, and because of this, they understand in a visceral sense the unique characteristics YPO brings to executive education. HBS has taken this knowledge, woven it into the very fabric of the curriculum, and created a truly only-in-YPO experience within the HBS Executive Education Program."

It is this powerful combination of two cultures — YPO and Harvard — that has attracted a fiercely loyal following among participants, who return year after year for academic coaching by the world's top business scholars.

John Vaughan (YPO Southern California) is a 10-time Harvard participant and chair of the 2014 YPO Harvard Presidents' Program (Week 1). Exposure to new ideas keeps him coming back. "It's also the relationships we build during the week that last a lifetime," he says. "It's the commitment of participants and faculty to growing together in an intensive and interactive learning environment."

For Eiseman, cross-cultural understanding — and the satisfaction of total exhaustion — are key. "It's seeing members from countries in conflict with each other hugging and offering support, helping each other to be



EISEMAN

better at business, life and YPO,” he says. “But the number one reward is the look on members’ faces when the week concludes. It’s a mixture of wonderment, awe and utter exhaustion.”

For more information on the Harvard Presidents’ Program, visit ypowpo.org/ypoharvard2014.

Harvard for spouses and partners: Expanding the benefits

In only three years, Janet Landucci (spouse, WPO British Columbia) and Radha Kantipudi (spouse, YPO Hyderabad) have seen their dream become a YPO-WPO institution. And more than 170 spouses and partners have experienced the benefits of the legendary YPO Harvard Presidents’ Program.

In August, the third annual YPO-WPO Harvard Spouse/Partner Program welcomed attendees from 22 countries; 35 percent were return participants.

For Landucci, who co-founded the program in 2011 with Kantipudi, the response confirmed her belief that spouses and partners are eager to take their own YPO-WPO experiences to a new level.

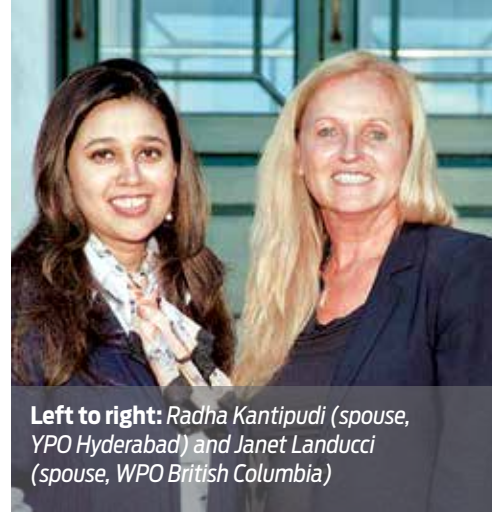
“The greatest satisfaction is offering professional spouses around the world this top-quality educational opportunity,” says Landucci. “Friendships and bonds are made forever through the experience of studying and sharing together at Harvard.”

Kantipudi also sees the program as a catalyst, both professionally and personally. “We have participants who have sold businesses, started businesses, expanded businesses and made significant life changes,” she says. “The ability to provide a serious platform for connecting working spouses is what keeps me inspired as co-chair.”

The spouses and partners who attend the Harvard program are senior executives, business owners and individuals seeking to advance their corporate careers. The program also accepts applications from the qualified adult children of YPO and WPO members, with six or seven seats each year reserved for them.

“It’s a great opportunity for young professionals,” says Landucci. “It’s the best of two worlds coming together: Harvard and YPO-WPO. Mentoring doesn’t get any better than that.”

Watch the Exchange for upcoming information on the 2014 YPO-WPO Harvard Spouse/Partner Program.



Left to right: Radha Kantipudi (spouse, YPO Hyderabad) and Janet Landucci (spouse, WPO British Columbia)

WPO takes Harvard from Shanghai to Mumbai

The WPO Harvard Presidents’ Program is on the move. After the success of the inaugural 2012 program at the Harvard Center in Shanghai, the 2013 edition convened a capacity class in October in Mumbai.

For program chair **Brian Cohen** (WPO Angeleno), a nine-time YPO Harvard attendee and five-time chair, WPO Harvard is unique. But two traditions remain unchanged: a robust enrollment and a ready base of return registrants. “We sold out again this year, and about 60 percent of participants were repeat registrants,” says Cohen, who is pleased that the WPO program is attracting large numbers of members from outside North America.

“Our programs in Shanghai and Mumbai are definitely more global, both in content and in the makeup of the attendees,” says Cohen. “Only 25 percent of our attendees are from North America, as opposed to 50 percent for the YPO Harvard program.”

The WPO program differs in three other ways, according to Cohen: 1) an emphasis on off-campus activities such as visiting local business leaders at their company headquarters, 2) increased interaction with faculty members, and 3) an enrollment limit of 90, which creates a more intimate experience.

But ultimately, says Cohen, it’s about the YPO and WPO programs working as natural extensions of each other.

“Our vision is to rotate the WPO program between Cambridge, Shanghai and Mumbai,” he says. “That way YPOers transitioning into WPO who still want to attend a Harvard Presidents’ Program will be able to experience something different.”

Watch the Exchange for upcoming information on the 2014 WPO Harvard program, or contact **Brian Cohen** at cohenbs@sbcglobal.net.



VAUGHAN



COHEN



MOUAWAD



KONSTANTINIDIS

YPO at Stanford: Exploring the soul of Silicon Valley

The birth of a new YPO-WPO seminar at Stanford University was destined. Last year, two YPO members attending the Stanford Executive Program — one from Thailand and one from Greece — came up with the same idea: Why not approach Stanford about a YPO-WPO program?

Unaware that they were thinking alike, both members separately reached out to the university.

“A few days after getting in touch with Stanford, I got a call from someone at the school telling me that another YPO member also approached her with the same proposal,” says **Fred Mouawad** (YPO Thailand).

Within a year, a new seminar was in development, with Mouawad and his fellow Stanford Executive Program graduate, **George Konstantinidis** (YPO Europe One, YPO Aegean/Macedonia, YPO London), as co-chairs. Soul of a Start Up: Sparking and Scaling Innovation is scheduled for 8-13 June 2014 at the Stanford Graduate School of Business.

“It makes sense to spend time on a campus that has played a key role in the formation of an ecosystem responsible for some of the most innovative companies in the world,” says Mouawad. “With this inaugural event, we aim to create a tradition like Harvard and LBS. The founding members who participate will make history by shaping the event for years to come.”

Both co-chairs approached the seminar with firsthand knowledge of how it would differ from YPO-WPO’s London Business School and Harvard Business School programs. Konstantinidis is a graduate of the LBS program and Mouawad earned his MBA at Harvard. “The seminar will leverage Stanford’s strength by focusing on innovation,” says Konstantinidis.

It will also provide the singular advantage shared by all YPO-WPO executive education programs.

“The magic happens when members interact with one another,” says Mouawad. “Leadership is a dynamic discipline that requires constant renewal. Going back to school is an opportunity to step away from daily operations and reassess many of the assumptions we have made over the years about how to run a business.” ▲

For more information on Soul of a Start Up: Sparking and Scaling Innovation, visit ypowpo.org/startup2014.

TAKING THE ACTIVE LEARNING PROGRAM TO THE NEXT LEVEL

A member-led innovation in executive education goes global

By **Ran Sharon** (YPO Israel, YPO Poland) and **Alessandro Di Fiore** (YPO Italy)

In the November 2012 issue of *Ignite*, we told the story of how three YPOers, together with Don Sull, London Business School professor of management practice in strategy and entrepreneurship, decided to examine the effectiveness of existing executive education programs. We then told the story of how YPO-WPO’s Active Learning Program (ALP) was born.

In October 2013, the third ALP pilot took place at London Business School, with 10 participating YPO and WPO members from Brazil, Canada, the Czech Republic, France, Greece, Israel, the United Arab Emirates and the United States. The program was co-chaired by **Jörg von Weiler** (WPO Poland, WPO Germany, WPO EuroChapter) and led by Stefano Turconi, an LBS strategy research associate, and Rebecca L. Homkes, a research associate at the London School of Economics.

To date, YPO and WPO members leading more than 25 companies have attended three ALP sessions at LBS, with the average rating exceeding 9.5. This excellent feedback caught the attention of the international Education Committee, which has endorsed ALP as an official YPO-WPO executive education program. The next step is training a select group of members to become ALP event chairs. Once trained, they can “import” the concept back to their chapters and regions and develop their own executive education programs based on ALP principles.

In November 2013, seven members were selected to participate in the first training session. The two-day workshop, which will be held in London and led by the two of us and **Jörg von Weiler**, is designed to prepare participants to chair ALPs in their regions.

A new ALP session led by professor Sull is scheduled for early 2014 at the Massachusetts Institute of Technology in Cambridge, Massachusetts. We also hope at least three ALPs will be launched around the world in the coming year by newly trained event chairs, who will be able to choose from a range of topics, identify the right academic partners in their regions and find the support they need from the international Education Committee.

To learn more about the Active Learning Program, contact **Ran Sharon** at ran@clariter.com or **Alessandro Di Fiore** at adifiore@ecsi-edu.eu.



SHARON



DI FIORE



THE EVOLUTION OF OFFICER EDUCATION

From the Global Leadership Conference to On Demand, officer education evolves into a progressive experience across many platforms



JOHANNSON

CHAPTER OFFICERS have been coming together to learn from each other since the first Global Leadership Conference convened in Dallas in 2000. During the past 14 years, regional and network officers have also joined in YPO-WPO's largest annual gathering of leaders. For participants worldwide, the GLC is both a remarkable opportunity to experience YPO-WPO networking and officer best practices on a global scale — and a powerful affirmation of shared purpose among leaders.

For Mohr, the top priority is the dialogue inspired by this open space. “Our goal is to connect members, share best practices, and inspire incoming officers to make their chapters, regions and networks even better,” he says. “It is a ‘good to great’ thing. By inspiring incoming officers to make the member experience even more extraordinary, we are making YPO-WPO stronger for every member worldwide.”

In addition to the GLC, officer education is now accessible via regional workshops and Education On Demand resources, including videos, officer eBooks, resource guides and more.

YPO-WPO international Education Committee Chair **Devan R. Capur** (YPO Maumee Valley) sees these content platforms as an essential leap in the evolution of knowledge dissemination.

“Officer education is no longer only one thing: an instructor-led model,” says Capur. “It’s a progressive experience across a number of platforms. The GLC is still the flagship and we encourage all officers to attend, but there are many paths to the core knowledge all officers need.” ▲

To learn more, visit ypowpo.org/officereducation.



MOHR

As **Derek Johannson** (WPO Manitoba), a veteran of 14 GLCs, puts it: “Nothing replaces face-to-face interaction. Although we have many electronic options to fall back on, the GLC gives us a rare opportunity you don’t want to miss.”

When the 2014 GLC opens in Los Angeles in February, nearly 2,000 incoming chapter, regional and network officers are expected to make it the largest leadership gathering in YPO-WPO history.

GLC Officer Education Workshops Chair **Mike Mohr** (WPO Angeleno) says officer workshops will leverage the GLC’s record-setting size to impact more members around the world while also creating intimacy and connections among attendees.

“All workshops will emphasize 75 percent dialogue in small groups versus the old model of 75 percent monologue by an instructor,” says Mohr. “By allowing more time for member-led discussion, we will not only create stronger connections between officer counterparts but also create open space for the free flow of ideas.”

1. (Left to right) YPO-WPO International Board member **Steve Sansom** (YPO Southern 7) and MENA Regional Chair **Ali Tabarra** (YPO Saudi) share the stage at the 2013 Global Leadership Conference in Istanbul.

2. **Ralph Sheridan** (WPO New England) addresses 2013 GLC participants.

3. YPO and WPO incoming officers gather to learn from each other.

“It is a ‘good to great’ thing. By inspiring incoming officers to make the member experience even more extraordinary, we are making YPO-WPO stronger for every member worldwide.”

— **Mike Mohr** (WPO Angeleno)

In case you missed it, check out the “Transforming Officer Education” article that ran on page 48 in the May 2013 issue of Ignite. Read it online at ypowpo.org/ignitemay2013.

OFFICER EDUCATION AT A GLANCE

From the over-the-top energy of the Global Leadership Conference to the ease of Education On Demand, officer education is available on more platforms than ever before, as leaders access the training tools they need anytime, anywhere.

eBOOKS

These handbooks for every officer role are as navigable as a website and as portable as a PDF. Filled with insights, resources, tools and best practices, eBooks consolidate the knowledge officers need to lead. Updated 2014 eBooks will be available for download prior to the Los Angeles GLC. Meanwhile download the 2013 eBooks in multiple languages at ypowpo.org/officerebooks.

WORKSHOPS

Whether officers attend the GLC, opt for a regional workshop or choose On Demand officer education, they will find a member-centered learning model that strikes a balance between peer exchange, external resources, planning tools and implementation strategies. For more information, visit ypowpo.org/regionalworkshops.

OFFICER EDUCATION TOOLS

Learn from thought leaders, scholars, authors and practitioners who are transforming leadership in the 21st century. Officers who do not attend the GLC can visit Education On Demand to access leadership development and GLC workshop content at ypowpo.org/officerresources.

YPO-WPO'S STRATEGIC VISION

Every year, officers attending the GLC meet with members of the YPO-WPO International Board to discuss strategy and vision. This meeting provides a platform for peer exchange between leaders at the chapter, regional, network and international levels. Officers who do not attend the GLC can access International Board presentations at ypowpo.org/intlboardminutes.

FOOD FOR THOUGHT

A carry-out menu of education feasts on YPO-WPO Exchange

AS EVERY YPO OR WPO leader knows, sometimes all you need is a good idea and a template for replicating it. YPO-WPO Education Committee Chair **Devan R. Capur** (YPO Maumee Valley) uses a culinary analogy to describe the many education tools and templates available on YPO-WPO Exchange.

“When it comes to chapter education, some officers want to be cooks and follow recipes, while others want to be chefs and create highly original experiences,” he says. “Frankly, it’s good to be a cook for some events and a chef for others. There is plenty of room for both, and there are many tools that make it easy to walk down the ‘pre-packaged’ grocery aisle and create a terrific educational feast.”

Here are some ingredients available on the Exchange to help education officers and other champions create memorable education programs without starting from scratch.

E-BANK

Find out how chapters around the world are delivering education. Approximately 5,000 education events are uploaded annually to this comprehensive storehouse, from brief overviews to detailed descriptions. Visit ypowpo.org/EBANK to learn more.

E-CODE

These five universal elements for creating extraordinary education programs are the cornerstone of the only-in-YPO experience familiar to members worldwide. [Read more about E-CODE on page 58.] Visit ypowpo.org/ecode to learn more.

EVENT IN A BOX

Draw inspiration and ideas from approximately 200 templates outlining how top-rated YPO-WPO events were planned and implemented. From recommended resources and venues to marketing techniques and words of wisdom, you’ll find everything you need to recreate award-winning events. Visit ypowpo.org/event-in-a-box to learn more.

FIND A RESOURCE

This directory contains biographical and contact information on resources and certified forum facilitators. All listed resources have either spoken to a YPO-WPO audience before or been recommended by a member. Visit ypowpo.org/find-a-resource to learn more.

GLOBAL EDUCATION ALLIANCES

YPO-WPO provides access to the latest thought leadership through partnerships with some of the world’s top education and research institutions and publications. Visit ypowpo.org/globaleducationaliances to learn more.

- *Harvard Business Review*
- London Business School/BUSINESS STRATEGY REVIEW
- *Financial Times*
- getAbstract
- Knowledge@Wharton
- KPMG
- Scripps Institution of Oceanography
- UBS

MEMBER RESOURCE GUIDE

Check out this impressive compendium of YPO and WPO members who are also accomplished resources on many topics. Visit ypowpo.org/member-resource-guide to learn more.

SPEAKER SHOWCASE

Want to see a video of a resource or learn more about a speaker? The Speaker Showcase and YPO-WPO Speakers Blog are great ways to preview resources. Visit ypowpo.org/speaker-showcase. ▲



HIGHER GROUND IN HYDERABAD

A chapter’s education collaboration inspires the spirit of giving

By Angela Mers

WITH AN IDEALISTIC GOAL of introducing YPO Hyderabad members to social enterprises in India, Samantha Reddy (spouse, YPO Hyderabad) and Kavitha Buggana (spouse, YPO Hyderabad) turned to YPO-WPO’s Thriving Communities Network.

Network member **Navroze Mehta** (WPO Northeastern US At Large) had the perfect solution — an Event in a Box he created several years ago with Ashoka, a YPO-WPO strategic alliance partner. [Learn more about Event in a Box on page 68.]

Reddy and Buggana consulted with Mehta, adapting his program for South Asia. In October 2013, they hosted Join in the Spirit of Giving, a showcase featuring nine social enterprises in India and representatives from Ashoka.

Reddy and Buggana began by creating awareness of Ashoka and social enterprise with a Facebook page and a website, which both served as marketing tools for the program. They also surveyed members to determine their social enterprise interests.

“The Indian space in philanthropy is very different than in the West,” says Buggana. “We are less aware of systematic giving and structures such as social enterprises. Much of giving in India is within the community and according to cultural norms or dictates. The survey was useful to determine awareness.”

Using the survey results, they worked with Ashoka to identify social enterprises that best aligned with members’ interests. “With a keen eye on achieving tangible outcomes, we meticulously cherry-picked the social enterprises and prepped them for the event with the help of our YPO members and the Ashoka team,” says Reddy.

The attention to detail paid off. “This was the most well planned, inspiring, thoughtful and impactful event I have ever experienced,” says Deepa Dodla (spouse, YPO Hyderabad). “India does have hope through her NGOs and social enterprises.”

Reddy and Buggana enlisted nine YPO champions to serve as facilitators before and after the event on behalf of each social enterprise. These champions have followed up with members to encourage ongoing involvement. As a result, two members are counseling organizations on strategy, another CEO is working with an agricultural social enterprise, and still others are planning site visits.

“Even though Indian society is facing serious ethical and governance issues and many people are deeply frustrated, YPOers at the event were inspired by the commitment and optimism of the social entrepreneurs who presented,” says Buggana.

The spirit of giving continues for the two co-chairs, who are connecting with social enterprises, following up with members and communicating online.

“We plan to dedicate time to networking and publishing success stories,” says Reddy. “We hope our outcomes will galvanize other chapters in South Asia to champion the spirit of giving.” ▲

For more information on creating your own program, contact Samantha Reddy at psamanthareddy@gmail.com and Navroze Mehta at navrozeme@gmail.com. Visit YPO-WPO Exchange to learn more about the Thriving Communities Network.



TOP: Event co-chairs Kavitha Buggana (spouse, YPO Hyderabad) and Samantha Reddy (spouse, YPO Hyderabad) listen to social entrepreneurs at Join in the spirit of giving. BOTTOM: Buggana (left) and Reddy welcome participants.

LESSONS LEARNED



Education best practices from the Best of the Best

YPO and WPO chapters listed in this article reflect membership affiliation at the time of the 2012 awards.

Ignite asked award-winning chapter education chairs to share three best practices for creating extraordinary programs. Here are words of wisdom from the experts: two chapter education chairs who won 2012 Best of the Best Overall Education Awards, and six chapter education chairs honored with Best International Awards for Chapter Education.



SIGAL

Sandy Sigal (YPO Santa Monica Bay)
YPO Best of the Best Overall Education Award

> Don't be afraid to take risks. On the rating scale, I much preferred a bunch of 10s and a few 1s to a unanimous 8. Only-in-YPO means pushing boundaries, taking chances and taking on some difficult topics.

> Sketch out your vision in a vision statement. Once I narrowed down my events, I wrote vision statements for each that highlighted in a short paragraph what I hoped to accomplish, what E-CODE elements we would integrate, and the type of location and resource. I provided vision statements to each day chair to ensure that we kept our vision in place throughout the planning process. [Read more about E-CODE on page 58.]

> Pick a mix of day chairs. We paired our day chairs so that one veteran member who had successfully run an event worked with a newer member who could provide fresh perspectives. In some cases, we added a third day chair responsible for marketing. Let your day chairs bring their passion to events. When your day chairs are excited, your chapter will follow.

Adrien Pouliot (WPO Quebec)
WPO Best of the Best Overall Education Award

> Understand your customers. Survey your chapter members or visit each forum to get a sense of what your members want. Usually, in YPO, at least half of the events need to be focused on "hard" business topics.

> Create an education committee, populate it with a combination of dreamers and doers, share the results of your survey and solicit their help to build the program. Then ask them to be day chairs.



POULIOT

> You don't need to spend gazillions for a great program. A tattered and battered event (a member who has lived through a particularly difficult experience: bankruptcy, hostile takeover bid, etc.) costs the price of a breakfast and can easily score a 10 if the resource feels confident enough to open up and share his or her real story.

Hakan Bulgurlu (YPO Istanbul)
YPO Best Large Chapter International Education Award

> Something that most education chairs overlook is making the committee meetings interesting and fun. We began our meetings nine months before our year started. We got together at one of the best restaurants in town during off hours. We made sure our meetings concluded in two hours and proceeded to have a very good time in each other's company. This increased the excitement and commitment of everyone.

> With "Beyond Limits" as our theme, we made sure that each event had a strong component that took our friends out of their comfort zones. This ensured exceptional take-home value and curiosity about upcoming events. We added a lot of outdoor, health-related topics and kept the venues varied and interesting. Only-in-YPO was our motto for venues, and I can say that this came back to us in very high evaluation scores.

> The most important aspect of YPO is ongoing learning — ensuring that the chapter has a good mix of events balancing fun, health, business and personal growth. We added six events to our original calendar as opportunities with great speakers came up.



BULGURLU

Stewart Christ (WPO Washington DC & Baltimore)
WPO Best Large Chapter International Education Award

> Start early, stretch yourself and your chapter, and plan, plan, plan ahead.

> Find day chairs with a real passion for their events, define their goals and budgets, and then support them like crazy.

> Pay attention to detail, then do it again and again.

Andrew Graham (YPO Pennine)
YPO Best Medium Chapter International Education Award

> Have a great theme for the year, market it well and choose interesting venues.

> Chose day chairs who have an interest in the resource, brief them well and encourage them to take responsibility for the event. It's their opportunity to put something back into the chapter.

> Encourage resources to think about what they can bring to the event that is only-in-YPO.

Arthur Gillis (WPO Cape Town)
WPO Best Medium Chapter International Education Award

> WPOers have different needs than YPOers.

> Research WPO needs carefully.

> Smaller and less glitzy with more meaningful content is always appreciated by WPOers as they are less impressed with the "big-name" resources and find more benefit in hearing from real experts, the best of which are usually other WPOers.

Paul White (YPO Connecticut)
YPO Best Small Chapter International Education Award

> Listen to your customer. I used a survey and made some calls to a cross-section of members, spouses and family members to gather areas of interest in developing the program. Throughout the year, I used the same approach to understand what I was doing well, and where I needed to modify to improve the program.

> Think wide. We know how to think big, but thinking wide is not something we generally do as well. I worked to develop a program that covered a broad range of interests wherever possible.

> Business sells. As much as the spouse/partner and family events are fun and can be educational, the business events draw the crowds and need to hit an even higher mark because of this. I tried to incorporate business lessons into every event — even spouse/partner and family events. It is never too early to teach our children business lessons, and many of spouses and partners are also involved in business.

Dennis Chin Yong Tan (WPO Malaysia)
WPO Best Small Chapter International Education Award

> Food is important. Have snacks for those who prefer an early dinner, then follow the program with a well-planned dinner. This way members are committed to staying and networking with each other.

> Select topical programs such as information technology, social media and the world economy. Member resources are popular and inexpensive.

> Health-related programs are winners with WPO members. ▲



GRAHAM



GILLIS



WHITE



YONG TAN

YPO-WPO DAREDEVILS

By Sherry Whittemore

Whether it's escapism, discipline or adrenaline that drives them, chief executives are finding leadership lessons in extremes.

Driving 175 miles per hour (282 kilometers). Descending 4,123 feet (1,257 meters). Motorcycling from Alaska to Argentina. YPO and WPO chief executives push extreme limits, and there is a reason why the stakes are high.

"Leaders are willing to take risks," says industrial and organizational psychologist Veronica Harvey. "They size up the end goal, or result, or return and are willing to be on the cutting edge."

Harvey, who specializes in leadership development and talent management, identifies three characteristics common to chief executives and those who enjoy participating in extreme sports and outdoor adventuring:

- **Ability:** the mental prowess for making effective decisions while having social intelligence and adeptness,
- **Aspirations:** the drive to push oneself, raising the bar on personal standards to break through the status quo, and
- **Agility:** an openness to new experiences and the ability to learn quickly while being self-aware.

The three "A's" are characteristics that help chief executives succeed, whether racing a car, flying an airplane or leading in the boardroom.

Courage, clarity and perseverance

Cheryl Bart (WPO Greater Sydney) set several world records in her quest for a physical and mental challenge. In 2000, Bart entered The Explorers Grand Slam adventure, a journey that took her to the North and South poles and the Seven Summits: Mount Everest, Mount Kilimanjaro, Denali, Aconcagua, Vinson Massif, Mount Elbrus and Mount Kosciuszko. Bart is the first woman in Australia to complete the challenge and the 31st participant in the world to climb all seven mountains and ski to the poles. She and her daughter were also the first mother-daughter team to reach the Seven Summits.

While "being humbled, standing at some of the most spectacular and remote places on the planet," Bart, chairman of the board at Shaw of Australia, found many parallels in adventuring and managing a company. Her list includes: establishing a clear vision, focusing on the task at hand, providing feedback and being determined.



YPO Indiana Chapter members descend Mount Rainier in July 2012, after a week-long adventure to summit the largest volcanic mountain in the continental United States.



HARVEY



CLARK

“More than that, it is setting a goal and chipping away at it bit by bit,” she says. “If you stood at the bottom of Mount Everest and looked at the summit, you might just give up because it looks impossible. But even an ‘impossible’ dream can be achieved through planning, risk assessment and mitigation, communication, teamwork, perseverance and courage.”

Bart also notes that flexibility and adapting as conditions change are crucial for success.

Harvey explains that many chief executives, like Bart, possess the ability to think strategically and look ahead. Courage, she says, is a fundamental characteristic of leadership. “Leaders face tough situations every day that constantly test their courage. Most keep pushing the envelope, never satisfied with status quo. Sometimes we see this spillover in other areas of life, like extreme sports.”

Adrenaline, resilience and absolute focus

Clinical psychologist-turned-business-psychologist Michelle Clark says chief executives who enjoy the adrenaline rush in extreme adventures have found the “right form of escapism.”

“This kind of high-risk activity requires absolute focus in the moment,” she says. “For CEOs who have 24/7 jobs and are awake at 2 a.m. worrying about the bottom line, they are forced to stop thinking about work. It is a healthy way to disengage.”

Brian King (YPO Indiana) organized a 2012 expedition to Mount Rainier in Washington state with seven peers from his chapter. The team trained for six months before climbing the largest volcanic mountain in the continental United States. The training and expedition were a forum-like experience that offered the members a break from the boardroom.

“We all work a tremendous number of hours. To be able to check out of professional life while we train is a much needed break,” King says. “Because there is an element of danger and risk calculation, our minds remain engaged and limits of risk/reward are discovered. I believe it keeps us mentally sharp, energized and more balanced professionals.”

Having motorcycled more than 70,000 miles around the world, sometimes traveling for months at a time, **Dan Moore** (WPO Cleveland) describes his sport as a challenge of endurance and discipline.

“The most important feature of these lengthy trips is that it takes you completely away and makes it difficult to keep in contact with your business,” he says. “A true adventure motorcycle trip requires full concentration.”

Moore advises any chief executive who takes up an extreme sport to “put your involvement with your company to bed.”

The mental acuity and physical endurance of adventuring are also a welcomed respite for Moore. “The man and the machine aspect of this type of travel is very appealing to me,” he says.

From the Silk Road in China, along the Continental Divide of the Americas and across Africa, Moore has experienced extreme conditions. “You typically are taking your motorcycle through very rough areas. You fall (from the bike) and have to figure out how to pick it up. It breaks down and you have to fix it on the fly. There’s the danger of injury and the danger of wild animals.”

Throughout his travels, Moore has encountered a black bear in Canada, played a game of Buzkashi in Kyrgyzstan — where he rode horseback carrying a headless goat carcass — and navigated the aftermath of an 8.8 magnitude earthquake in Chile. “There’s a sense of speed, exhilaration and freedom that is part of motorcycling,” Moore says. “To me, this truly is rejuvenating.”

Harvey notes, “In addition to laser focus, executives must be exceptionally resilient and bounce back from all types of adversity. Leadership takes the mental toughness to keep moving forward when others are crumbling.”

Checks and balances

Whether a solo endeavor or team sport, adequate planning and clear boundaries are crucial in extreme sports and adventuring.

“Establishing balance is key for chief executives,” says Harvey. “Driven people need to be cautious and ensure that they don’t push the limits too much.”

David Ducote (YPO Houston) has raced cars professionally for more than a decade. While training for heat tolerance (because the temperature climbs above 120 degrees Fahrenheit (49 degrees celsius) in the cockpit), speeding 175 miles per hour (272 kilometers) and driving for 10 consecutive hours, Ducote learned that preparation for performance is crucial and that every aspect of racing is highly organized.



1

He cautions chief executives interested in extreme sports to approach a new endeavor slowly and methodically. “I would suggest taking incremental and deliberate steps so that you are prepared mentally and physically. This also creates comfort levels or exit opportunities before you find yourself in over your head,” he says. “Even extreme sports have levels. Find one that suits you.”

Many chief executives who engage in high-risk decision making on a daily basis are required to maintain a sharp focus to succeed, Clark says.

For Ducote, it is challenging to switch gears from the demands of business. He has taken several work calls from the back of a race car trailer and acknowledges the single most important factor in an extreme sport is the absolute purity of focus required. “When I hang up and put on the helmet my mind is clear.”

Ducote has competed in several Petite LeMans Races and relies on a clear game plan and team of experts for optimum performance.



2



3

1. Ricky Arriola (YPO Miami) completed the Ironman Brazil triathlon in May 2013.

2. As the culmination of a 13-year journey to complete The Explorers Grand Slam, **Cheryl Bart** (WPO Greater Sydney) combined skiing and dog sledding to the North Pole in April 2013.

3. Dan Moore (WPO Cleveland) learned how to make fire with Namibian bushmen during a 68-day journey from Cape Town, South Africa, to Cairo in June 2012.

4. Wayne Naidoo (YPO Cape Town) and his wife Nino ran the Great Wall Marathon in China in May 2013.

5. David Ducote (YPO Houston) competed in the Petit Le Mans endurance race in Georgia in 2010.



5



4

DETERMINED AND UNDETERRED

A uniquely personal experience: Part deux

The term “go big or go home” doesn’t apply to 2012 Youth and Family Officer Cathy Mah Leibman (spouse, YPO Emirates).

To build the ultimate family experience, Leibman planned a seven-day expedition up Mount Kilimanjaro in Tanzania, the world’s largest free-standing mountain, with four fathers and five boys ages 13-15. “Highlights included the personal challenge, bonding with our children, and admiring how our teenagers handled the climb, the ability to be responsible and their determination to summit,” she says.

But the adventure was bittersweet for Leibman, who was the only team member unable to reach the summit. On the final day of the hike, she suffered from extreme fatigue and stayed behind while the others, including her two sons, reached the peak.

Leibman says she was disappointed with herself. “As their mother, I wanted to be their role model and to share in the summit with them as a memorable family experience.”

Leibman went home feeling that she had let down her family and herself. She questioned her peers, asking what kept them going. Their response, “mind over matter” and “the impossible is possible,” prompted Leibman to follow the old adage, “If at first you don’t succeed, try again.”

Six months later, Leibman returned to Africa. “There was no doubt in my mind that I would stand on Africa’s highest peak. I had visualized this,” she says.

She trained aggressively, brought a female friend to share in the experience, and armed herself with support from her forum members who had written letters of encouragement. “I read them each night and would laugh and handwrite a reply.”

This time, Leibman reached the summit. “I can now tick this personal challenge off my bucket list.”



Cathy Mah Leibman (spouse, YPO Emirates) summited Mount Kilimanjaro in Tanzania in March 2013.

“Every aspect of racing is highly organized. Every car is taken apart with all critical components examined. Every scintilla of data is analyzed and reanalyzed,” he says. “Very, very rarely are things good enough. The keys to success are teamwork, preparation, judicious aggression, grit ... plus a bit of good luck.”

The strategy behind racing is consistent with what a chief executive encounters when weighing business decisions.

“You have to walk a fine line between being overly aggressive, with disastrous results, or overly timid, with anemic results,” he says.

A marathon runner of 20 years and Ironman competitor, **Ricky Arriola** (YPO Miami) sticks to a plan with his personal training. He completed the 2013 Ironman Brazil triathlon in May, following months of 13-hour weekend trainings and daily biking, swimming or running.

The triathlon, hosted on six continents, features a 2.4-mile swim, 112-mile bike ride and 26.2-mile marathon (3.86, 180 and 42.1 kilometers respectively).

“Preparation for the race is the perfect parallel for an effective work life. It stresses the importance of preparation, consistency, feedback, focus and tenacity,” Arriola says. “The same holds true for being successful in business — if you develop a plan and work on executing it, regardless of the hurdles, you’re likely to be successful.”

Perseverance tests and personal bests

In the business world, the desire to win is evident in the competitive nature of many chief executives.

Clark says that while not all executives are daredevils, there is a higher percentage of risk-taking in chief executive roles. “There’s a desire to win. CEOs thrive on the game and stay up all night to strategize,” she says. “Competitiveness is not a requirement, but tends to be more of a characteristic of a CEO.”

Wayne Naidoo (YPO Cape Town) describes himself as “someone who is not an athlete.” But having turned 40 last year, along with his wife Nino, he reassessed his life. As the 2012 chapter education chair and an active forum member, Wayne also “looked at the entire chapter of people who already have just about everything they want to achieve,” and asked himself, “How do we reset certain parts of our lives for greater fulfillment?”

Nino was preparing to run the Great Wall Marathon in China and encouraged her husband to sign up. This was the impetus for Wayne’s education program theme, Forever Young.

The three-part transformational program offered a medical, physical and aesthetic makeover with a renowned team of medical and fitness professionals. Twenty-two members, spouses and partners from YPO and WPO Cape Town participated in the program to re-energize, reflect and achieve a fresh perspective on life. The experience sparked a healthy competition.

“The competitive nature was quite something to witness,” Wayne says. “Everyone took a look at themselves and our team. We reignited all kinds of passions and worked hard, but we also learned not to take ourselves too seriously. We had fun.”

Over the course of 12 weeks, the Forever Young team racked up some healthy numbers:

- 883,100 calories burned
- 117 pounds of weight lost (53 kilograms)
- 75 pounds of muscle mass built (34 kilograms)
- 4 buckets of blood, sweat and tears shed

Following the Forever Young program, Wayne and Nino were prepared for one of the world’s most difficult races. The Great Wall Marathon includes 5,164 steps over a course of 26.2 miles (42.1 kilometers).

Wayne’s competitive nature, and his wife’s encouragement, helped him complete the race when he felt it was nearly impossible.

“The biggest thing that concerned me was that I couldn’t let down my wife, or my kids or forum. I had no choice but to do it,” he says. “Now I have a new perspective: I am a normal guy who did something physically ridiculous, and I realized I can change a lot in my life.”

Soon after the Forever Young program, Wayne resigned as CEO of a large advertising firm and joined AFB, a consumer finance business committed to responsible lending in Africa. ▲

Psychologists Michelle Clark and Veronica Harvey are resources available through our international partnerships with AON Risk Solutions. Please contact David Drier (WPO St. Louis) at david.drier@aon.com to learn more about YPO-WPO’s partnership with AON.



BORGER



BORSCHBERG

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PERSEVERANCE WITH PURPOSE

Daredevils with far-reaching impact

André Borschberg (WPO Alpine) and **Bill Berger** (YPO Canada) have at least three things in common: a spirit of adventure, a passion for social enterprise and a penchant for setting world records.

Borschberg, an entrepreneur, pilot, mechanical engineer and CEO of Solar Impulse, works in the field of clean technologies. Together with his partner Bertrand Piccard, Borschberg is focused on flying around the world with no fuel. To achieve this ambitious goal, they built the first airplane capable of flying night and day, propelled solely by solar energy.

In 2010, Borschberg completed the first 26-hour, nonstop, solar powered flight. The Swiss duo went on to set many other records for navigating across Europe and the United States, including the first flight from Europe to Africa in a solar-powered plane. They hope to continue showcasing innovative technological solutions for today’s energy challenges and, with the first around-the-world flight without fuel in 2015, inspire other to be pioneers in their everyday lives.

“Our success will not only come from completing a round-the-world tour without fuel but will also motivate everyone to implement the necessary measures to reduce our dependence on fossil fuels,” Borschberg says.

For Berger, fortitude and philanthropy go hand in hand. Over a span of 11 years, he completed the Peak to Pond, an endurance feat of climbing Mount Everest and swimming the English Channel. Berger says he was fortunate to raise money for charity during his two major life adventures.

“The passion with which I approach life is beneficial to those around me,” he says.

Borger is the 18th Canadian and first Calgary native to swim the English Channel, and he is the first Canadian and fifth man to accomplish both feats.

Borger trained for two-and-a-half years before swimming the English Channel in 2000 and raised US\$110,000 for the Canadian Mental Health Association. It took him six weeks to climb Mt. Everest in 2011, and he raised US\$502,000 for the Calgary Handibus Association.

Read more about Borger’s adventures on his website, borgerpeakandpond.com, where he also chronicles ice and big wall climbing.

Visit solarimpulse.com to learn more about Borschberg and solar-powered aviation.

Are you a YPO-WPO daredevil? Send story suggestions to ignite@ypowpo.org.

YPO GLOBAL PULSE

FORECASTING THE ECONOMIC FUTURE

How's business? It's the question that is sure to come up when members get together, and the YPO Global Pulse provides answers. By combining the outlooks of thousands of chief executives in 100 countries, the Global Pulse survey is a unique source of information about where the economy is headed. With more than four years of data collection under its belt, the quarterly index has demonstrated its value as a leading economic indicator, anticipating movements in gross domestic product growth by three to six months.

These pages highlight member and partner perspectives on investing and the economy, as well as member comments on business and investment opportunities pulled from the anonymous YPO Global Pulse survey.

REGIONAL OUTLOOK

ZIMBABWE

"There is a serious shortage of medium-term funding for restructuring and capital investment. Current borrowing rates are less than 24 months and in excess of 16 percent per annum in U.S. dollars."

CONFIDENCE: 52.7

OTHER AREAS OF OPPORTUNITY: mining, agriculture, tourism, cash-only business

MEXICO

"In my particular region only, energy seems to be a good option due to the government reforms in this area."

CONFIDENCE: 58.2

OTHER AREAS OF OPPORTUNITY: agro-industrial products, IT, infrastructure

INDIA

"India offers good opportunities but is affected by media coverage and lower sentiment. I like sectors including technology, retail, healthcare and clean tech."

CONFIDENCE: 59.0

OTHER AREAS OF OPPORTUNITY: export-oriented businesses, food processing, fast-moving consumer goods

UNITED ARAB EMIRATES

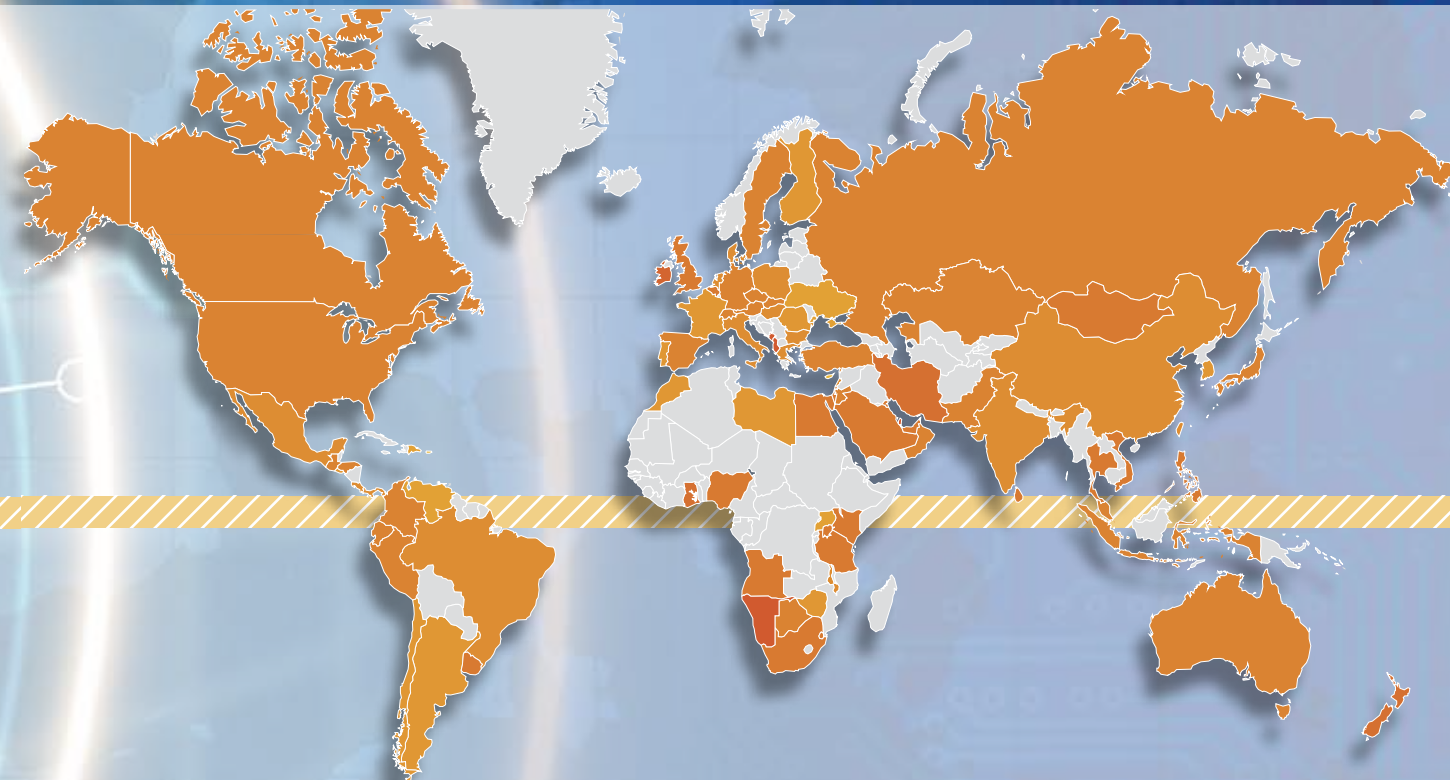
"Qatar and Iraq seem to spearhead growth potential in the construction industry in the short to medium term."

CONFIDENCE: 67.5

OTHER AREAS OF OPPORTUNITY: Africa, tourism, logistics, real estate equity

Qatar and Iraq seem to spearhead growth potential in the construction industry in the short to medium term.

— United Arab Emirates



Economic Confidence By Country

The YPO Global Pulse confidence index combines chief executive answers about expected and most-recent-quarter sales, employee numbers, fixed investment and business conditions. This sentiment map is shaded by levels of economic confidence among YPO and WPO members. The index is centered on 50. An index reading below 50 indicates a more negative outlook, and a reading above 50 indicates a more positive outlook.



*Data sourced from the October 2013 Global Pulse survey. YPO and WPO members have exclusive access to more than 850 write-in comments, as well as confidence indicators for sales, hiring and fixed investments in 100 countries and regions at ypowpo.org/globalpulse.

DISRUPTIVE, BUT CERTAINLY NOT DESTRUCTIVE

Worries of a 1997 crisis replay are overdone

By Yonghao Pu and Kelvin Tay



PU

The recent volatility in Asian currencies provides one clear example of how the U.S. Federal Reserve's monetary policy can impact global economies. By purchasing U.S. Treasuries and expanding its balance sheet to unprecedented levels since the start of the 2008-2009 crisis, the Fed has reduced the supply of U.S. Treasuries, depressed yields and encouraged investors to invest in risky assets, and not just in the United States.



TAY

The mere prospect of higher interest rates, since the Fed announced its intention to reduce, or taper, its massive bond-buying program in May 2013, has brought about a sharp rise in the yields of U.S. 10-year Treasuries and attracted money back to the perceived safety of developed-world assets. The result has been an exodus of capital from emerging markets, exposing the fiscal and current-account problems of the largest countries, particularly India, Indonesia and Brazil.

In India, the rupee has fallen to a record low against the U.S. dollar. In Indonesia, the rupiah has fallen to a four-year low, while the Brazilian real has recently fallen at a rate of 8 percent per month. Coupled with a U.S. economic recovery that is centered largely on the housing market and the shale gas industry — two sectors Asia has little exposure to — corporate earnings will likely continue to be flat until the U.S. recovery becomes more broad-based.

Luckily the Fed postponed tapering at the conclusion of its September policy meeting, giving emerging markets some breathing space to sort out their problems. However, eventually tapering and a tightening cycle will come. And other risks remain. Importantly, and as a result of its sharply decelerating economic activity since 2012, China is unlikely to be of much help to its neighbors in the coming years. India and Indonesia remain vulnerable, with current-account deficits that are unlikely to improve any time soon.

In such an environment, currencies and corporate earnings will continue to struggle. The Indian rupee and the Indonesian rupiah are considered the weakest in the region, given the two countries' reliance on capital inflows to finance their persistent current-account deficits. These currencies were recently sold off for two reasons: 1) because of capital outflows from local government bond markets, and 2) outflows related to ongoing current-account deficits. India and Indonesia are the only Asian economies running significant current-account deficits and fiscal deficits.

This means that as long as liquidity was abundant, capital inflows attracted by these higher-yielding currencies funded their current-account deficits and supported their currencies. Now that global liquidity is about to tighten, these inflows are turning into outflows, putting their currencies under severe pressure. With the prospect of the Fed starting to taper its bond-buying program, capital inflows are likely to be less forthcoming for these countries, further weakening their currencies.

Over the past few months, both India and Indonesia have drawn heavily on their foreign exchange reserves to defend their currencies, causing their foreign exchange reserves to fall to a mere 14 percent and 10 percent of gross domestic product, respectively. This makes it more difficult for them to intervene to stabilize their currencies.

Nonetheless, a replay of the 1997 Asian financial crisis is unlikely this time around as the circumstances are very different. Asian foreign exchange reserves are about 38 percent of regional GDP; they were 10 percent in 1996. Today, only two Asian economies have large current-account deficits, compared to more than six in 1996. In addition, gross external debt as a percentage of GDP was less than 30 percent in 2012 — a manageable amount in our view. It's also worth noting that perhaps the biggest difference between today and 1997 is the exchange rate regime.

Under the previous fixed-rate regime prevailing in the region, each currency's deviation from the equilibrium tended to be significant when the inflation differential widened and made currency adjustments more substantial. Now, most Asian economies operate under a relatively flexible exchange-rate regime, with currencies already moving freely, so potential adjustments should also be smaller.

Ironically, while the global economy was in better shape in 1994, Asian economies today, including the two weakest economies, are fundamentally much stronger. It's worth considering, for example, that India, the country with arguably the poorest fundamentals in the region, has a gross public debt-to-GDP of 6 percent. This is markedly lower than the eurozone's 81 percent and the U.S. economy's 107 percent. It should also be noted that in addition to foreign exchange reserves of Asian countries, excluding Japan (often referred to as AXJ), which total more than half of the world's GDP, corporate balance sheets are generally healthy. Despite a relatively sharp increase in debt over the past few years, the gross debt-to-GDP ratio for AXJ sovereigns averages 46.4 percent. This compares very favorably with many countries in the eurozone for example. In addition, GDP growth for this year and the next is expected to average around 6.3 percent — this is still well above the 3 percent average for the rest of the world. In addition, equity valuations appear attractive compared to pre-Asian financial crisis peaks. Asian currencies are also largely undervalued based on their purchasing power parity as calculated by the International Monetary Fund.

Therefore, the recent volatility in Asian capital markets is a reminder that short-term capital flows can be very disruptive to Asian economies, but with Asian economic fundamentals much stronger than they were in the mid-1990s, a repeat of the Asian financial crisis is very unlikely. ▲

Yonghao Pu is regional chief investment officer, Asia-Pacific, at UBS. Pu analyzes market developments in one of the world's fastest-growing regions. He is former head of Asian Economics at Cazenove (Asia) and senior consultant to the Asian Development Bank.

Kelvin Tay is regional chief investment officer, Southern Asia Pacific, at UBS. Tay was the Asian equities strategist at Deutsche Bank Private Wealth Management (Asia) and was a regional telecoms analyst (vice president) with JPMorgan Chase. UBS's Chief Investment Office Wealth Management oversees investment policy and strategy for US\$1.7 trillion.

For more information on the world economy, visit ubs.com/ypo-wpo.

A WORLD OF OPPORTUNITY

Member viewpoints on business and investment

When it comes to identifying business and investment opportunities around the world, there is no better source of insights than YPO and WPO members. A cross-section of viewpoints outlines the business climates, social and political contexts, and economic landscapes of Myanmar and Mongolia.

MOMENTUM IN MYANMAR



By Pascal B. Gerken (YPO Brussels)

Suddenly the world is abuzz about Myanmar, Asia's promising diamond in the rough. In the wake of the 2010 elections under the new constitution, investors have been watching the newly named Republic of the Union of Myanmar with great interest as the government works to demonstrate its commitment to democracy and economic growth, after almost 50 years of military rule.

According to the McKinsey Global Institute, "Myanmar is a highly unusual but promising prospect for businesses and investors — an underdeveloped economy with many advantages, in the heart of the world's fastest-growing region."

I am proud to share that YPO began its outreach in Myanmar early on. Since the first sign of the arrival of democracy in 2010, the YPO Brussels Chapter has been very active in promoting YPO to dynamic, young local entrepreneurs. With the help of chapters in the Southeast Asia Region, notably YPO Singapore, a dozen qualifying Myanmar citizens became YPO members, hosting events in their country and even facilitating Nobel Peace Prize winner Aung San Suu Kyi's appearance during the 2012 Global Leadership Summit in Singapore.

In October 2012, after the U.S. government lifted its prohibitions on investment in Burma, the YPO-WPO Deal Global Business Network hosted Myanmar/Burma Responsible Deal Opportunities: Reaching out to the 56 Million Lost Consumers. During this three-day event, 26 members had a privileged "first-mover" look into the country's burgeoning opportunities.

Along with other YPO members, I also organized three YPO excursions to Myanmar

1. http://www.mckinsey.com/insights/asia-pacific/myanmars_moment. (accessed 15 Oct 2013). The full report, "Myanmar's Moment: Unique Opportunities, Major Challenges", McKinsey Global Institute, June 2013, is downloadable at http://www.telenor.com/wp-content/uploads/2013/08/MGI_Myanmar_Full_report_June2013.pdf.

beginning in 2010, most recently as part of the Asian Showcases following the 2012 Global Leadership Conference in Singapore (rated 9.5). Currently, there are efforts in the Southeast Asia Region to launch a new chapter in Myanmar in 2014, tentatively to be called YPO Yangon.

Myanmar's challenges are loom large. The confidence of the international community in the government's commitment to true reform is still fragile, and the government needs to get many things right simultaneously in order to diversify the economy and bring enough of its population into the consuming class to sustain its growth.

At the same time, Myanmar has intrinsic advantages that can enable the country to overcome these challenges. Its proximity to other fast-growing economies, its tourism-attracting topography, its abundant natural resources, and the opportunity for technological leapfrogging highlight just a few facets of Myanmar's great promise.

YPO-WPO offers a number of ways to take advantage of the unique opportunities in Myanmar. In addition to the new chapter initiative there, which is connecting many of the country's brightest and most successful entrepreneurs to our global network, members can join Deal Southeast Asia, a sub-network of the Deal Network, or the Union of Myanmar (Burma) for YPO Group. ▲

Watch CNBC's interview with YPO members about investing in Myanmar, broadcast during the 2012 GLC in Singapore, at ypowpo.org/cnbc-myanmar.

Pascal B. Gerken, managing director of Gerken and CEO of the E Carbon Group, has been a passionate visitor to Myanmar for 20 years. Gerken has forged relationships between YPO-WPO and Myanmar and has organized a number of YPO events in the country. His Myanmar-based company, Coral Green, is developing the first high-end eco-resort and residences on the country's pristine coast. Gerken also serves as the 2013-2015 YPO regional chair for Europe.



"I am proud to share that YPO began its outreach in Myanmar early on. Since the first sign of the arrival of democracy in 2010, the YPO Brussels Chapter has been very active in promoting YPO to dynamic, young local entrepreneurs."

— Pascal B. Gerken (YPO Brussels)

HOW TO PROFIT

FROM MONGOLIA'S GOBI DESERT GOLD RUSH?

Sell the picks and shovels or, better yet, the luxury apartments

By David J. Spencer (YPO Pan Asia)



Mongolia, the rugged homeland of Genghis Khan, is rapidly becoming a favored frontier investment destination, with YPO and WPO companies at the forefront. Why is this near-forgotten, underdeveloped country of three million people attracting so much attention?

"There's gold in them there hills."

Mongolia is estimated to hold more than US\$2 trillion in mineral reserves. The massive Oyu Tolgoi mine alone contains more than 37 million tons of copper and 1,430 tons of gold. "OT" commenced production in July, employs thousands and generates US\$2 million a day in tax revenues. Mineral investment propelled the economy forward at 17 percent in 2011 and 13 percent in 2012, on the back of US\$3 billion of foreign direct investment in 2012 and US\$4.6 billion in 2013. Existing deposits of copper, gold, uranium and coal are expected to keep the economy growing at a double-digit pace for decades, and, with only 30 percent of the country explored, the likelihood of new discoveries is high. Add to this the planet's only significant rare earth mineral discoveries outside of China, and both the economic opportunity and strategic importance of Mongolia come more sharply into focus.

Progress, setbacks and promise

Boasting a democratic government, minimalist tax regime, strong property rights and no capital or exchange controls, Mongolia was the darling of international investors as recently as 2011, issuing its first US\$1.5 billion sovereign debt offering in 2012. However, the pandering to populist sentiments seen during the 2012-2013 elections, as well as a global pullback from emerging markets, has led to a souring of investor sentiment, and FDI has since more than halved, while the freely traded local currency has been under pressure.

Post-elections, the market is showing early stages of a reversal. Parliament has committed to revitalize FDI and investor sentiments are again improving, based on Mongolia's compelling growth trajectory.

How can you take advantage of Mongolia's next growth phase?

Direct investment in mineral assets is an obvious, albeit risky, opportunity in Mongolia. Perhaps an even more compelling way to benefit from the



newly generated wealth is by investing in the sectors that directly profit from the proceeds of mining: property, construction materials and financial services. Investors in these three areas should capture elements of the expanding wealth effect and benefit from the aggressive growth in domestic consumption. ▲

David J. Spencer is YPO's regional chair for Southeast Asia and serves on the board of directors of APIP, Mongolia's largest diversified property company.

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Ray Hickok recognized the importance of *strong networks*. We share his insight.

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THE BALANCING ACT REDEFINED

A NEW METAPHOR FOR “HAVING IT ALL”

■ By Rola Tassabehji (spouse, WPO London)

Since the 1970s when the term was first coined, work-life balance has been one of the greatest challenges for business leaders — an elusive goal involving trade-offs and tough choices. Through interviews with YPO and WPO members and experts from around the world, Ignite examines how the metaphor for work-life balance has evolved — and how it is playing a central role in leadership development today.



Success and the workaholic syndrome

In an excerpt from her book, *Sleeping With Your Smart Phone: How to Break the 24/7 Habit and Change the Way You Work*, Harvard Business School Professor Leslie Perlow draws a grim picture of today's professionals who are "always on." While smart devices and other tools may help executives stay connected to their teams, she argues that the technology is trapping workers in a cycle of instant responsiveness. "Sure, all this connectivity keeps you in touch with your team and the office," she says. "But at what cost for the worker and employer? Worker productivity actually improves if the worker is allowed to have a life outside the office."

Perlow believes that those who don't want to "turn off" thrive on validation rather than the work itself. "Some people are convinced that they are workaholics. I call them successaholics, needing positive reinforcement for working non-stop," she says. "If you want to build a team culture where people are encouraged to unplug and renew, rewire the signaling. Cheer when people come in and say that they unplug."

Tomas Chamorro-Premuzic, a professor of business psychology at University College London and vice president of research and innovation at Hogan Assessment Systems, offers a different perspective. He observes in his *Harvard Business Review* blog post, "Embrace Work Life Imbalance," that in today's world the boundaries between personal and professional lives have been eroded by technology, resulting in a more fluid work process and an environment in which you only achieve success if you're obsessed with a vision and realizing it.

"I think it's very selfish to think we are here to avoid stress. Most of the amazing accomplishments are a result of people working very hard on something meaningful," he says.

It's a matter of setting realistic expectations for Chamorro-Premuzic, because he believes most people want success without the sacrifice. "If you want to enjoy (life more), fine," he says. "But don't have these expectations. Many high achievers are driven by something that can have negative implications on their families and their health, but society will benefit."

For **Will Lyles** (WPO San Joaquin Valley), balance is not only unachievable but also often undesirable. He understands the importance of prioritizing but also recognizes his natural passion for business. "I go

through spurts where I'm definitely without balance. My trigger when I'm off balance is waking up early in the morning, when I have my most creative ideas. For a lot of us, business is what we love to do."

Integration versus balance

Expanding on his premise that balance may not be possible for high achievers, Chamorro-Premuzic recommends working toward "life fusion" rather than balance. "It's better to inject some personal interest and involve your friends and family in your quest. You can't keep personal and business apart in these times of hyperconnectivity, where we can scale our network and relationship levels as never before."

"Remember, when you say yes to something you say no to something else. Accept it and turn the page."

— Jean Laporte (WPO Quebec)

Leora Rajak (YPO Johannesburg Golden City) and her husband David Lipschitz agree balance is an outdated descriptor for professionals with families. They prefer "integration."

"I don't think people should want balance," Lipschitz says. "When I think of balance, I think of equal weight. I find this terminology is not very useful."

The couple shared their perspective with 62 YPO members, spouses and partners from the Johannesburg Golden City Chapter at a popular work-life balance event in March 2013. Lipschitz, a clinical psychologist who has been a member of a working spouse forum for seven years, finds integration a more realistic approach to managing life in today's technology-driven world. The key is integrating all aspects of life and shifting resources based on priorities. On a practical level, the couple has created a family system, structuring commitments and travel schedules days in advance while prioritizing their children's activities.

Stewart Friedman, practice professor of management at The Wharton School of the University of Pennsylvania and director of Wharton's Work/Life Integration Project, started raising questions about work-life integration 20 years ago after the birth of his first child.

He uses the metaphor of a jazz quartet to define the hectic lives of chief executives. The ensemble's four players are home or family, work or career, community or society and the self (encompassing the mind, body and spirit).

"Balance is retrogressive because it compels you to think in terms of trade-offs, while the metaphor of a jazz quartet implies creatively composing harmony," Friedman says.

In his book, *Total Leadership: Be a Better Leader, Have a Richer Life*, Friedman explains how, more than ever, success as a leader isn't just about being a great businessperson. "You've got to be a great person, performing well in all domains of your life — your work, your home, your community and your private self."

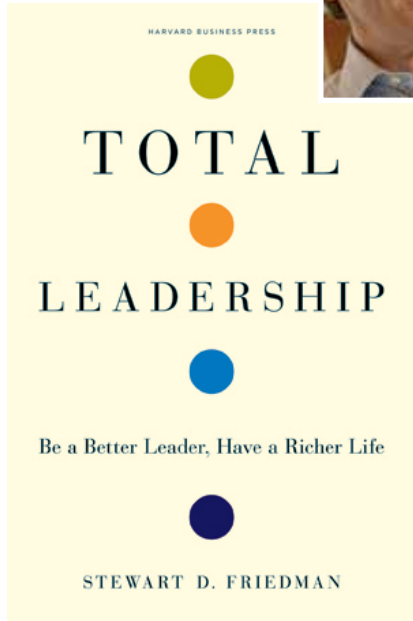
Work-life management tactics

Whether it is fusion, integration or harmony, **Elizabeth Lewis-Gray** (WPO Melbourne) provides inspiration as a mother of three — including twins — who grew a business from scratch while raising a family. Lewis-Gray and her partner founded Gekko Systems in 1995 after they identified a niche in the mineral processing field of gravity separation. The company now operates globally.

"At the beginning, I had no choice; it was a question of survival," Lewis-Gray recalls.

With a toddler and two infants, she managed business and family by surrounding herself with a trustworthy and well-organized staff, including a nanny and secretary who helped Lewis-Gray prioritize family time.

Lewis-Gray found additional support from her peers when she joined YPO in 2006. The first event she attended, a weekend course about relationships with children and spouses, marked a milestone in her life and resulted in her joining a couples' forum that still meets three to five times a year. She explains that the dynamic in the couples forum is "complex but with





LAPORTE

all couples committed to a positive attitude and deep confidentiality, the outcomes have been only-in-YPO. The experience has brought a Super Glue foundation, deep commitment and self-awareness to my relationship.”

Bryan Kin Wang Chan (YPO Shanghai), a real estate developer in a hyper-growth market, works long hours with many social commitments. Chan and his wife welcomed a baby in 2012 and struggle to manage a demanding work and family life.

“My job can completely consume me, and it does,” he says.

In a conscious effort to work smarter and prioritize better, Chan includes his wife in work functions and makes time for them to go out more regularly. “This theme comes up often — whether in forum or events in our chapter, which is quite family-oriented,” says Chan. At 38, he is the youngest in his forum and benefits from the advice of older members.



CHAN

Veteran entrepreneur **Jean Laporte** (WPO Quebec), shares his wisdom on achieving success during different life stages. More than 20 years ago, while working in corporate positions and raising a family, Laporte felt consumed by his job and realized he was not living in the moment. He began researching a solution. Finding none he liked, Laporte created his own life management approach, a five-year plan that integrated work, family and self. He later wrote *Success 101: Tips and Strategies*, which coaches executives on how to direct both career and life paths “more efficiently and with greater passion.”

Laporte, who recently received his certification as a master corporate executive coach, shares his perspective on the universal truth of trade-offs: “Remember, when you say yes to something you say no to something else,” he says. “Accept it and turn the page.” ▲



LEWIS-GRAY



CHAMORRO-PREMUZIC



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integrating all aspects of life and shifting resources based on priorities.

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BETTER LEADERS FOR A BRIGHTER FUTURE



KENEFICK

By Brandi Neal

William Foote (YPO New England) worked in Latin American corporate finance and as a business journalist in Mexico, where he discovered the challenges faced by cooperatives and small farmers who lacked access to credit and markets. Foote recognized an opportunity and Root Capital was born.

The company confronts global poverty by investing in agricultural businesses that help grow long-term prosperity for small-scale, rural farmers across Africa and Latin America. By providing credit, delivering financial training and strengthening the links to market, Root Capital improves rural livelihoods and promotes environmentally sustainable agricultural practices.

“Of the 2.6 billion people who survive on less than US\$2 per day, 75 percent live deep in the countryside at the end of dirt roads,” Foote says. “Too often, they are relegated to a subsistence living that stresses the natural environment and makes it difficult for them to support their families.”

Like Foote, a presenter at YPO-WPO’s Social Enterprise Networks Summit and recipient of the 2013 Sustainability Philanthropic/Nonprofit Organization Award, many chief executives recognize that social consciousness is changing. Today, leaders are called upon to be responsible to all corporate stakeholders — customers, employees, their communities, the environment and their investors — not just corporate shareholders.

Since 2008, socially-conscious YPO and WPO members, spouses and partners have gathered annually for the SEN Summit to discuss creating business models that translate their personal

and professional values into measurable action. **James Kenefick** (YPO Washington DC) chaired this year’s event, Building a Better World, which united participants from six countries in New York City in September.

Attendees brainstormed ideas to attract new members, especially spouses and partners like first-time summit attendee, Laura Giadorou Koch (spouse, WPO Big Apple), communications officer for the Sustainable Business Network, who started taking part in global conference calls and webinars to further her passion for microfinance.

In her spare time, Koch teaches financial literacy to high school students and uses what she learns from YPO-WPO resources to show her students how microfinance can lift families out of generational poverty.

“Teaching teens the benefits of microfinance helps them become more compassionate,” she says. “With very small loans of US\$25 to US\$500, microfinance has given more than 200 million people living in poverty the chance to live better lives. “Women are empowered to start small businesses and can afford to send their kids to school. It gives hope to future generations.”

The Social Engagement Network offers an entry point into the world of social consciousness and more specialized networks like the Thriving Communities Network (a merger of the Economic Development, Education Outreach, Humanitarian Health and Family Philanthropy networks), the Peace Action Network, the Helping Disadvantaged Kids Network, the Global Diplomacy and Public Policy Network and the Sustainable Business Network, all open to members, spouses and partners.



ALLEN



ZINDLER

Recognizing and fostering the relationship between business and community, these networks focus on doing well while doing good — a philosophy that promotes the notion that chief executives can increase their bottom lines by embracing social engagement and sustainable business practices.

“Companies embracing a sustainable business model are actually outperforming the competition,” says Sustainable Business Network Chair **Michael Tucci** (YPO Miami, YPO Costa Rica), who gave a network presentation at the summit highlighting the triple bottom line: profit, people and planet.

Kirk Allen’s (YPO Chicago) valve company has embraced this philosophy that good business is more than a matter of profits.

Allen’s company employs a director of sustainability and a cross-functional “green team.” Aside from environmental issues, his company promotes community engagement as a mantra and has participated in everything from urban community clean-up efforts to underwriting scholarships. Allen’s employees feel good about working for a company that gives back to its community, cares about its employees and works to reduce its carbon footprint.

“The people piece is so important,” he says. “People feel like they’re a part of something. That’s really important. Everyone wins.”

Tucci hopes to use the network as a recruiting tool for YPO to attract the socially conscious millennial generation that already feels strongly about sustainable business practices.

“If you don’t link environmental concerns to economic incentive, it’s not going to work,” he says.

Former CEO of a global disaster relief organization, **Randall Zindler** (WPO Alpine) predicts the sustainability and community engagement trend promoted by SEN Summit participants will become the norm.

“This is just the tip of the iceberg,” says Zindler, who sees opportunities not only for YPO-WPO on a macro level, but also for forums and chapters to effect change at the micro level. “YPO and WPO members are doing a lot to positively impact the world. Market trends and shifts in society point to an increasing move in this direction.” ▲

2013 SUSTAINABILITY AWARD WINNERS

Leadership Award
Andrew Kuper (YPO Sydney Pacific)

Employee Impact Award
Kacem Bennani Smires (WPO Morocco)

Economic Justice/Community Impact Award
Bashar Masri (WPO Greater MENA)

Sustainable Environmental Business Practice Award
Ramón De Mendiola Sanchez (WPO Costa Rica)

Sustainable Environmental Business Practice Award
James Skogsbergh (WPO Heartland)

Philanthropic/Nonprofit Organization Award
William Foote (YPO New England)

Read about the award winners at ypowpo.org/SEN_Awards



ABOVE: **Mayu Brizuela de Avila** (WPO El Salvador), **Carra Cote-Ackah** (spouse, YPO Philadelphia) and **Neil Hellmann** (WPO Johannesburg) engage their passion for social action during the 2013 SEN Summit in New York City.



FOOTE

From mastering the flying trapeze to planning A-list events, chapter administrators are YPO-WPO's shining stars.

ZAMORA

LEADERS AMONG LEADERS

BENNANI

RYERSON

KACHI

PRADHAN

By Annu Ross

Aziza Bennani, Star of MENA

YPO Morocco since 2005; WPO Morocco since 2011

Aziza Bennani is never bored. As the chapter administrator for YPO and WPO Morocco, a newly appointed events project director for YPO-WPO in the Middle East/North Africa Region, mentor and dedicated volunteer for humanitarian organizations, how can she be?

Bennani's passion, drive and experience make her a sought-after resource. When YPO Morocco was preparing its launch and development plan, the chapter called on her. When YPO-WPO needed an events expert in MENA, her name was at the top of the list. When a chapter administrator mentoring program began, she was eager to share her experience. It isn't hard to understand why Bennani is known locally as "the star of the MENA Region."

Through her work with the Morocco chapters, as well as her master's degree in private law, previous career as a notary and years of traveling the world with her family, Bennani has acquired a track record for achieving excellence.

"The key to success is to be very rigorous, very well organized in taking care of each detail," she says. "We should be very creative in all aspects of the job, in daily issues or exceptional situations. Above all, I love my job and do it with enthusiasm!"

Gauri Pradhan, South Asia's Event Guru

WPO Mumbai since 2004

After a decade spent working in South Asia's fast-paced hospitality and resource management industry while also raising a family, Gauri Pradhan took on the role of chapter administrator for WPO Mumbai, the chapter she helped to establish nine years earlier.

"Working with WPO Mumbai has been the most amazing experience," Pradhan says. "The opportunity to learn from the gurus in top businesses and corporations has been a dream. People pay thousands of dollars for their time, and here I have an opportunity to work directly with WPO members and train under their wing."

Pradhan, who identified a gap in the South Asian market for high-profile events planning, was inspired by WPOers in Mumbai to establish her own company, Gems Events, in 2009. She now offers this service to WPO Mumbai and other clients internationally.

Pradhan wears many hats — mother, entrepreneur, mentor, perennial student — but first and foremost, she is an optimist.

"Every day is a chance to deliver your best," she says.

"The opportunity to learn from the gurus in top businesses and corporations has been a dream."

— Gauri Pradhan
chapter administrator, WPO Mumbai

Harumi Kachi, Education Expert

WPO Japan since August 2005; WPO Asia since July 2010

Harumi Kachi's mission is to share "the fun of constantly being educated." Her role as chapter administrator for WPO Japan and WPO Asia has become a key project for her company, K & Associates, Inc.

Mutual respect and admiration guide Kachi's relationship with chapter members. They call on her frequently for guidance with visiting international members, retreats and events. Kachi also conducts leadership and English presentation trainings, helps companies to create and implement strategic plans, and facilitates next-generation leadership seminars for businesses in transition.

Among Kachi's many qualities is this vital one: She knows the value of a good relationship. The devastating loss of her husband 12 years ago gave her the impetus to clearly define what is important to her.

"I spend time doing only what I truly value," Kachi says. "I work only for people I like and respect, and WPO members are among them."

Lori Ryerson, Multi-tasking Manager

YPO and WPO Great Lakes Ontario since 2006

Fearlessness and a focused eye are valuable tools in Lori Ryerson's work with YPO and WPO Great Lakes Ontario. Ryerson attributes these qualities to leaps taken in her life outside YPO-WPO.

Despite her fear of heights, Ryerson spent the past 16 years mastering the flying trapeze. In 2010, she took another leap back into school to study fine art photography, and in 2012 she opened her own photo business, Focalocity.

Ryerson views YPO and WPO chapters as small businesses and prefers the title chapter manager, seeing the role of the chapter administrator as more akin to a general manager. "Many chapters have budgets that some small businesses would kill to have," Ryerson says. "As their chapter managers, we are responsible for ensuring the smooth operation of these businesses."

Rocío Zamora León, Globe Trotter

YPO Peru and WPO Peru since 2010

With a stress fracture in her foot, Rocío Zamora León ran her first marathon in 2010 at age 50. In pain and beginning to doubt that she would complete the New York City Marathon, Zamora looked around to see cancer survivors and people with disabilities running next to her. The inspiration carried her to the finish line.

Zamora meets life's challenges and obstacles with the same determination and strength. She began running as a way to work through a separation from her husband and a return to work after spending many years at home raising her children.

After a stint as a pension fund salesperson, where she learned she could "sell sand in the desert," Zamora accepted the position as chapter administrator of YPO and WPO Peru. She is also well known in Lima as a seasoned traveler, and her reputation as a globe trotter led Zamora to a second occupation: planning high-end, custom trips for International Travel Group (ITG), Mexico City's premier travel agency.

"I juggle, but I don't see it as a burden because I love both jobs," Zamora says. ▲



“You become so tunnel-visioned when you are working in your own field. YPOers are the people I can bounce ideas off.”

— Eythor Bender (YPO Aspen)

The audience responded with enthusiasm and many members asked how they could get involved or help advance the groundbreaking technology. For Bender, this immediate response and desire to make a difference embodies the commitment members have to each other.

“The YPO network is so responsive,” he says. “You become so tunnel-visioned when you are working in your own field. YPOers are the people I can bounce ideas off.”

Leading the growth of the fledgling consumer bionics industry, Bender has had his fair share of personal and professional challenges and changes. The support of his fellow members has been crucial during these times.

“In every transition, that’s when the YPO network really shines,” he says.

Bidding the California coast good-bye in April 2013, Bender took the helm of FitBionic, a bionic prosthesis company focused on whole-person care, and moved to Boulder, Colorado, FitBionic’s headquarters. Connecting with the YPO network in Colorado was a top priority for Bender. YPO Aspen welcomed him with open arms.

“We’re very excited to welcome Eythor to the chapter,” says Assistant Education Officer **Michael D. Fox** (YPO Aspen). “He brings a wealth of experience, both personal and professional ... and he’s a great guy to boot.”

Settled in yet another new home, Bender is ready, with the support of his new and former chapter mates, to usher in more miracles. ▲



TOP LEFT: To express his gratitude for peer support, **Eythor Bender** arranged a 2009 trip to Iceland with his former YPO California Coast Chapter.

MIDDLE RIGHT: Paul Thacker, a professional snowmobiler who was badly injured in 2010, demonstrates exoskeleton technology with **Eythor Bender** (YPO Aspen) at the YPO-WPO Pacific EDGE conference in 2012.

BOTTOM RIGHT: YPO California Coast Chapter members met with the President of Iceland Olafur Ragnar Grimsson (center).



By Annu Ross

Eythor Bender (YPO Aspen), an Icelandic expatriate in the United States, has reaped the most rewarding benefit of YPO-WPO membership: a sense of belonging.

“YPO has been like a second family for me,” he says.

A leader in bionic technology, Bender moved to Southern California in 2003 to manage the Americas division of global orthopedics company Össur. A chance meeting two years later led him to YPO. While watching his son play soccer, Bender started a conversation with **Fred Thiel** (WPO Pacific US At Large), who had a son on the same soccer team. Thiel, originally from Sweden, understood the challenges of running a company and adjusting to life in a new country and introduced Bender to the YPO California Coast Chapter.

“It can be really difficult to get to know people,” Thiel says. “Especially if you don’t know other fellow CEOs in the area, and you don’t have a forum of people you can rely on for advice.”

For Bender and Thiel, YPO-WPO has been the solution to what Ray Hickok discovered more than 60 years ago, loneliness at the top. “Sitting down every month with YPOers, you feel comfortable and secure,” Bender says, “and that’s often not easy to find — people who understand and people you can trust.”

Seven years after meeting Thiel and joining YPO, Bender, then CEO of Ekso Bionics, took the stage at the YPO-WPO Pacific EDGE conference in 2012 to introduce his company’s battery-powered, wearable exoskeleton that helps paraplegics walk again. While discussing modern miracles is second nature for Bender, this presentation felt different.

“It is not often that I am speaking in front of my friends,” he says. “So, it felt like I was just presenting to my family.”

An innovator in the business of using “superhuman” technology to transform lives, Bender quickly discovered the YPO-WPO family was the perfect sounding board for making miracles happen.

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PINNACLECARE PROVIDES PEACE OF MIND AND TOP-OF-THE-LINE MEDICAL ACCESS

YPO-WPO's exclusive medical referral partner expands member benefits

By Rola Tassabehji (spouse, WPO London)



SPECTOR

“When our son Tyler was born 12 weeks premature last summer, we quickly sought out both substantive information and contacts in the world of neonatology,” says Wendy Levine (spouse, YPO Santa Monica Bay), looking back at her son's first 66 days in intensive care.

Her husband, **Eric Levine** (YPO Santa Monica Bay), who had recently joined YPO, immediately contacted M2Mx (Member-to-Member Exchange), which connected him with PinnacleCare for expert advice. Within days, he received a report on top neonatologists in the area.



LEVINES

“We were fortunate UCLA's Dr. Devaskar rotated through the NICU, as PinnacleCare had identified him as one of the best,” says Eric. “Dr. Devaskar was wonderful. We were very grateful for his care and to know from PinnacleCare the depth of his expertise.”

Every year, PinnacleCare receives more than 900 medical requests from YPO and WPO members, making it one of the most frequently used and highly rated membership benefits.

For **Bruce Spector** (WPO Washington DC & Baltimore), chairman and founder of PinnacleCare, the partnership between the two organizations is a powerful expansion of M2Mx benefits.

“PinnacleCare supports the many medical requests coming into M2Mx each year by providing physician referral reports and expedited appointments to top hospitals for members and their immediate families,” says Spector. “Members can also purchase a program which extends these benefits to those outside their immediate families.”

In April, YPO-WPO expanded PinnacleCare benefits by making them available to extended family, friends and co-workers for a fee. “We found that many members were interested in offering the benefits to extended family

and friends,” says Spector. “In fact, recent data shows that more than 20 percent of all medical requests coming to M2Mx are for extended family members, friends and co-workers.”

In addition to physician referrals and expedited appointments, PinnacleCare also provides emergency medical advice for members on their way to a hospital or in hospital care, as well as medical experts for YPO-WPO webinars, conferences and events. ▲

To learn more about M2Mx and PinnacleCare, email support@m2mx.com or call +1.972.587.1615. Requests can be submitted on YPO-WPO Exchange.

Understanding the M2Mx and PinnacleCare Partnership

For the past 10 years, M2Mx has been connecting members to each other when it matters most. Whether it's a business issue, family matter or medical concern, M2Mx is the ultimate “go-to” for those seeking answers and advice from trusted peers.

More than 35 percent of M2Mx inquiries are medical in nature. Requests span a range of topics, from newborn care to aging parents. For the past eight years, M2Mx has partnered with PinnacleCare to provide the best possible medical expertise and access.

How does it work? YPO and WPO members, spouses and partners send a business, personal or medical request to M2Mx through email, YPO-WPO Exchange or by phone. The M2Mx team then searches an extensive database and directs the question to YPO and WPO members with relevant experience or directs the request to PinnacleCare. Members who make the initial request can choose to remain confidential.

PINNACLE CARE PRIVATE HEALTH ADVISORY



Member Benefits

YPO-WPO partners with more than 40 organizations across the globe. As a member, you have exclusive access to world-class education and business resources as well as special discounts on travel, hotel accommodations, and risk management and professional services.

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- Fairmont Hotels and Resorts** – 15 percent discount at all properties worldwide.
- Four Seasons Hotels** – Up to 40 percent discount at five selected locations around the world.
- Langham Pasadena** – 15 percent discount rates for members.
- Omni Hotel & Resorts** – 15 percent discount at all 50 sites in the United States, Canada and Mexico.
- Raffles Hotels and Resorts** – 15 percent discount at all properties worldwide.
- The Ritz-Carlton** – Discounts up to 55 percent for 15 selected locations around the world.
- StarHotels** – Option of upgrade on room, free breakfast buffet, complimentary cocktails or one-hour spa credit.
- The Edition, London** – Discounted rates up to 25 percent for members.
- The Kessler Collection** – Discounts up to 33 percent at seven North America properties.
- The Peninsula** – Discounts up to 55 percent at eight properties worldwide.
- Swissôtel** – 15 percent discount at all properties worldwide.
- Golden Door Spa** – Golden Ticket offer includes US\$500 off oneweek stay and US\$250 Golden Boutique credit.

International Partners



Professional services partner whose global network of 150 firms offers YPO and WPO members access to business insights, informed perspectives, office space for meetings and knowledge sharing opportunities.



Access to global security reports and discounted analysis and security services from this leader in the risk management and security services industry.



Provides safe travel solutions and emergency medical assistance complimentary to WPO members and at a deep discount to YPO members and families. U.S.-based members also receive access to exclusive group umbrella insurance policies at discounted annual premiums.



External promotion of YPO-WPO and opportunities for members to advise CNBC producers and share their experiences from the frontlines of the economy.



10 percent discount off Stephen Sifer's normal hourly billing rate and analysis of Global Pulse results.



Global wealth management partner offering exclusive access to its vast research capabilities, market insights and knowledge sharing opportunities, connecting members with experts and cooperating with selected global YPO-WPO networks.

Education Partners

Corporate Executive Board – 10 percent discount off executive guidance and education.

Financial Times – 25 percent discount off standard digital subscription rate.

getAbstract – Access to 8,000 business book summaries.

Harvard Business Review – Up to 71 percent member subscription discount on the *HBR*, online publications and free access to two peer-reviewed articles per month.

London Business School – 30 percent member subscription discount for *Quarterly Business Review* and free sign-up online for *e-Business Strategy Review*.

TEDMED – Discounted member registration for annual conference and free live simulcast for members and their company management teams.

Network Partners

Please note, you must be a member of the network, or join the network listed below to take advantage of the offers from these partners.

Automotive Network

Ferrari North America, Inc. – Dealership events and suite access

Christian Fellowship Network

Crown Financial Ministries – 50 percent discount

Equine Network

Royal Champion – 10 percent discount

Global Family Business Network

Business Families Foundation – Discounts on education resources

Family Business Publishing Company – Complimentary annual subscription to *Family Business Magazine* and various discounts

Golf Network

PGA Tour/TPC – Exclusive discounts and access

Manufacturing Network

Lean Enterprise Institute – Event and call access

Musicians Network

Rock 'n' Roll Fantasy Camp – Product discount

Photography Network

FrameStoreDirect – 20 percent discount

Plastics Network

Plastics News – Resources and industry content

Skiing Network

Backcountry.com – Product discounts

Global Rescue Alliance – Service discounts

Thriving Communities Network

Ashoka – Resources, networking and mentoring opportunities

Bridgespan – Content and resources

Social Enterprise Alliance – Networking opportunities

Tri Sports Network

Enve Composites – Resources and discounts

I/O Merino – Access and discounts

K-Swiss, Inc. – 25 percent discount and resource access

Xterra Wetsuits – Exclusive discounts and resource access

Water Sports Network

Noll Surfboards – Resources and discounts

Wine Network

ASC Fine Wines – Discounts and winery access

VinConnect – Discounts and winery access.

Warwick Wine – Discounts

Women's International Network

Citarella Inc. – Newsletter support

LeanIn.org – Networking and promotion

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Our network is your network.

YPO and WPO members know the power of relationships. Building deep and trusted connections, one person at a time, is how so many business leaders have forged their path to success.

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Incoming FY2014-2015 officers, spouses and partners are invited to discover the power of peer exchange and the meaningful connections that are formed when members from 15 regions come together to plan for their year as champions.

www.ypowpo.org/GLC2014

Global EDGE

26-27 February

Open to all members, spouses and partners, this two-day education-packed experience provides opportunities to network with members from more than 125 countries, engage with the most innovative thinkers and connect with the brightest business and entertainment stars.

www.ypowpo.org/GlobalEDGE2014



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