



2020 FALL VIRTUAL SERIES LEADERSHIP DEVELOPMENT SESSIONS OCTOBER 13 – OCTOBER 17

Join other Black Business Leaders from Global Companies for Four Days of Iconic Leaders, Innovative Content, Inclusive Audiences and Immersive Experiences

For Senior Mid-Level Leaders • Team Leaders • Project Leaders • Senior Individual Contributors • Entrepreneurs and Small Business Owners



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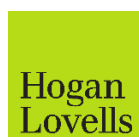
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Chief Program Officer and Event Producer

Eric Wingo

Program Manager

ABOUT CALIBR'S GLOBAL EXECUTIVE FORUM AND FALL MEETING SESSIONS

Virtual Leadership Development Content for

- Senior Mid-Level Leaders
- Project Leaders
- Team Leaders
- Senior Individual Contributors
- Entrepreneurs and Small Business Owners

CALIBR Virtual Conference Center (Unless Otherwise Indicated)

CALIBR believes investing in leadership development enhances organizational performance by preparing senior mid-level leaders to motivate, inspire, respond and work with people to build strong teams that can navigate volatility, uncertainty, complexity and ambiguity (VUCA) such as the current global health pandemic. Investing in developing diverse leaders helps to retain talent and ensure a pipeline that drives growth.

In lieu of CALIBR's traditional Fall Meeting, the series of sessions during the 4-day fall period is offered in concert with partners. In keeping with its learning approach, CALIBR will present cutting-edge leadership skills development training and speakers to help prepare and position members for coveted leadership roles and opportunities.

The Fall Series offers individual sessions on the following topics:

- Business Acumen Excellence: Products, Finance, Strategy and Performance
- What The CEO Wants You To Know
- C-Suite Perspective: The CEO's Agenda
- C-Suite Perspective: A Day In The Life of COO and Business Unit President
- C-Suite Perspective: Narratives of Numbers
- C-Suite Perspectives: CIO & CTO: Enterprise Tech Leadership
- Whole Executive Wellness
- Resiliency Practices
- Virtual Leadership Best Practices for Improved Team Engagement (*Not a session but practices and tips offered during sessions.*)

REGISTRATION INFORMATION

HOW TO REGISTER FOR SESSIONS

Registration is \$1,375 for renewed members who are not all-inclusive. Thursday Entrepreneurship and Alternative Investment Sessions are free to members before September 15th and an additional \$150 per session after. To register, click the link below.

<https://negn.memberclicks.net/2020-virtual-global-executive-forum-registration/>

Note: If you paid the all-inclusive rate, you will not be charged at checkout. Meeting dial-in information will be provided to registered members one day before the sessions.

Guest Participation – Registration is \$1,375 for guests. Additional costs will apply for Business Acumen Sessions and Thursday Entrepreneurship and Alternative Investment Sessions.

CALIBR RULES OF THE ROAD

Here and now— no (war) stories
Explore the possibilities—suspend disbelief
Respect and responsibility for the group
Openness—spirit of inquiry
Energy – be positive and upbeat
Strategic thinking and listening

Participation without side conversations
Attack challenges, not each other
Confidentiality – share what, not who
Timeliness – please arrive on time

OPTIMIZING THE VIRTUAL EXPERIENCE FOR YOURSELF AND OTHERS

- Unless otherwise indicated, CALIBR's virtual platform for Global Executive Forum Sessions will be offered via RingCentral
- Plan to log in to the virtual platform 10 minutes early to allow for any troubleshooting
- When logging in, please set MUTE your audio.

OTHER IMPORTANT INFORMATION

- For members, see Member Portal for Member Code of Conduct.
- For non-member participants, please refer to Session Norms.
- Data Privacy is important to CALIBR. We will not disclose your information without express written permission.



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HOW FIT ARE YOU FOR C-SUITE LEADERSHIP?

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FALL SESSIONS ROADMAP

About the CALIBR 2020 Global Executive Forum and Fall Sessions

Experience
(At-A-Glance)

TEST YOUR BUSINESS ACUMEN:
*Complete your online Business
Acumen Excellence Assessment*

*Upon completion of Business
Acumen Excellence Sessions,
participants will qualify for
Certificate of Completion*



Pre-Conference Activities Tuesday, October 13

Virtual Coaching Café, Prospective Member Information Sessions and New Member Inductions

Schedule time with CALIBR Coaches:

- Alan Shatteen, Andrew Frazier, Felicia Byrd and Monique Jefferson



Business Acumen Excellence Sessions Wednesday, October 14

Working from results and insights from the assessment, participants will take part in workshops designed to help them improve business excellence acumen in 4 areas: Products, Finance, Strategy, and Performance.

Featured Speakers and Executive Leaders:

- Steven Haines, Business Acumen Institute



Business Acumen Simulation Thursday, October 15

Experiential learning simulation on key business acumen excellence topics including: 1) *Capabilities to Compete*; 2) *Markets and Metrics*; 2) *Narratives and Numbers*

Featured Speakers and Executive Leaders:

- David Greene, CALIBR Chief Programs Officer
- Kaihan Krippendorff, Outthinker



Business Acumen Executive Perspectives Friday, October 16

Discussions with c-suite leaders on learnings and lessons about readiness and realities of a Black leader's path to and preparation for senior leadership

Featured Speakers and Executive Leaders:

- Ram Charan, Best-Selling Author, *What the CEO Wants You to Know*
- Roger Ferguson, Chief Executive Officer, TIAA (Invited)
- William Washington, Chief Financial Officer, Hogan Lovells
- Paul Sanford, Chief Transformation Officer, CIGNA (Invited)
- Wolfgang Koenig, Category President, Kellogg
- Michelle Greene, VP, Information Technology, MASCO
- Wettey Joseph, Chief Financial Officer, Catalent



Mental Health and Relationship-Building Sessions: Saturday, October 17

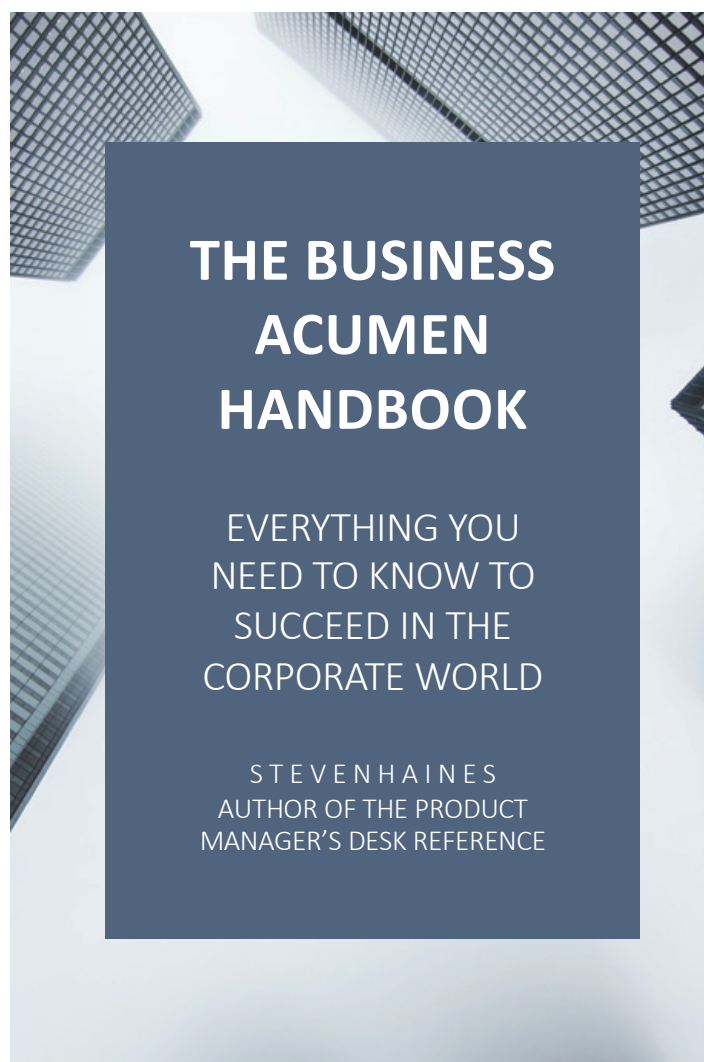
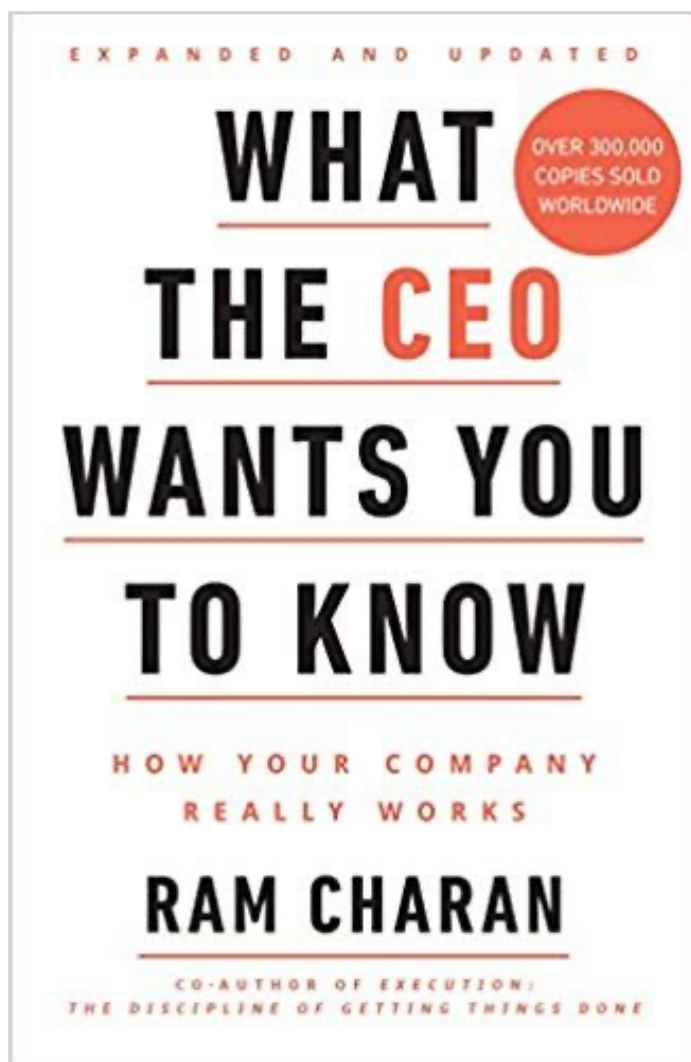
- Whole Executive Wellness Session
- Resiliency Practices for Facing Racism and other Risks

Featured Speakers and Executive Leaders:

- Dr. George Nichols, Occupational and Psychotherapist
- Nichols Associates and Dr. George Wheeler, Hogan Lovells
- Alex Brown, Mindfulness Coach The Center for Koru Mindfulness

CALIBR 2020 FALL GEF AND MEETING FOCUS AND GOALS

CALIBR is a leadership development organization and global leadership talent network dedicated to accelerating readiness of senior, mid-level Black executives. With the rapid pace of change and disruption of business as usual, CALIBR believes that business acumen excellence is more important than ever to support Black leaders and to ensure they have the greatest possible impact on their organizations and in their careers.



TUESDAY, OCTOBER 13TH FALL PRE-CONFERENCE SESSIONS CALIBR Virtual Conference Platform (Unless Otherwise Indicated)

OCTOBER 13TH

8:00A – 9:30A EST | 5:00A – 6:30A PST

GETTING THE MOST OUT OF THE CONFERENCE SESSION AND/OR VIRTUAL MEETUP

CALIBR's Fall Meeting is being conducted on our virtual platform. This session will provide information on how to enjoy the best virtual experience for yourself and other participants. In addition, participants will learn virtual leadership best practices that leaders can employ to strengthen team engagement.

Facilitator(s): David Greene, Chief Program Officer and Steering Committee Members

Location: Provided with Registration

OCTOBER 13TH

11:00A – 12:30P EST | 8:00A – 9:30A PST

Premium - \$250.00

Non All-Inclusive

Non-Members

VIRTUAL COACHING CAFE

CALIBR Coaches are available to meet with members and guests by appointment. If you are interested in being coached, please select this session in the registration form and email info@mycalibr.com to schedule time with one of our certified coaches.

Facilitator(s): Alan Shatteen, Andrew Frazier, David Greene, Felicia Byrd and Monique Jefferson

Location: Provided with Registration

OCTOBER 13TH

2:00P – 3:30P EST | 11:00A – 12:30P PST

INFORMATION SESSION FOR PROSPECTIVE MEMBERS

Want to learn more about CALIBR and what membership can offer? This session provides the information you need to make the career and life changing decision to apply for CALIBR membership.

Facilitator(s): Jessica Battle, Brian Jones and Eric Wingo, CALIBR Membership Team

Location: Provided with Registration

OCTOBER 13TH

5:00P – 6:30P EST | 2:00P – 3:30P PST

NEW MEMBER INDUCTION

The CALIBR 2020 Class is officially inducted into the organization. Meet this impressive group of new members and get to know them as they build relationships and support along their executive development journey for senior leadership.

Facilitator(s): Jessica Battle and Brian Jones, Membership Committee Co-Chairs

Location: Provided with Registration

OCTOBER 13TH

7:00P – 9:30P EST | 5:00P – 6:30P PST

VIRTUAL MEETUP AND CONFERENCE KICK-OFF

Join CALIBR for its virtual kick-off of the Fall Meeting. This online gathering will celebrate four days of engaging content, executive excellence and career enrichment with fun and fellowship. Members and their guests will interact and prepare for four days of stimulating, authentic and moving dialogues that set participants up for the next level of leadership.

Hosted (s): CALIBR Leadership Team

Location: Provided with Registration

WEDNESDAY, OCTOBER 14TH FALL SESSIONS

CALIBR Virtual Conference Platform (Unless Otherwise Indicated)

OCTOBER 14TH

8:00A – 9:30A EST | 5:00A – 6:30A PST

BUSINESS ACUMEN EXCELLENCE: INTRODUCTION

During the introductory session to the Business Acumen Excellence Framework, you will receive the results of your assessment. This is an opportunity to confirm or challenge your assumptions and create your personalized itinerary for the next 3 days of sessions that feature engaging experiences, interactive exercises, and thought-provoking discussions.

Facilitator(s): Steven Haines, Business Acumen Institute

Location: Provided with Registration

OCTOBER 14TH

11:00A – 12:15P EST | 8:00A – 9:15A PST

BUSINESS ACUMEN EXCELLENCE: PRODUCTS

A 75-minute introduction to foundation of products and product management. Focus is on servicing needs of customers as well as clarifying key market segments and competitors. This is then channeled into a conversation around how to create a product investment opportunity around an unmet customer need.

Facilitator(s): Steven Haines, Business Acumen Institute

Location: Provided with Registration

OCTOBER 14TH

2:00P – 3:15P EST | 11:00A – 12:15P PST

BUSINESS ACUMEN EXCELLENCE: FINANCE

This session on accounting and finance will ground participants in the practices of creating budgets, assessing P&Ls, reading balance sheets, and cash flow. These are building blocks for performance management.

Facilitator(s): Steven Haines, Business Acumen Institute

Location: Provided with Registration

OCTOBER 14TH

5:00P – 6:15P EST | 2:00P – 3:15P PST

BUSINESS ACUMEN EXCELLENCE: STRATEGY

This session will cover the essential aspects of strategic inputs, synthesis of market data and financial performance to inform a future state vision. As with other modules, high-level perspective integrates products and finance into the calculus of a strategy formulation model to understand performance.

Facilitator(s): Steven Haines, Business Acumen Institute

Location: Provided with Registration

OCTOBER 14TH

8:00P – 9:15P EST | 5:00P – 6:15P PST

BUSINESS ACUMEN EXCELLENCE: PERFORMANCE

This session examines data and metrics for products, financial targets and strategic goals to assess actual performance against targets and goals. Each of the preceding sessions are considered to create a holistic perspective on the operation of the business.

Facilitator(s): Steven Haines, Business Acumen Institute

Location: Provided with Registration

THURSDAY, OCTOBER 15TH FALL SESSIONS

CALIBR Virtual Conference Platform (Unless Otherwise Indicated)

OCTOBER 15TH

10:00A – 1:00P EST | 7:00A – 10:00A PST

BUSINESS ACUMEN EXCELLENCE: INTERPLAY SIMULATION

The Interplay Simulation will give participants the opportunity to apply and practice business acumen skills in a real-time experience. The ability to link keen insights about operations through a thorough assessment of the business landscape with an awareness of how money is made and then executing a strategy that delivers results are the skills that distinguish senior leadership readiness. During this session, Outthinker will facilitate this immersive leadership simulation activity, giving participants an opportunity to work on real business problems with engaging content that has tangible benefits.

Facilitator(s): Kaihan Krippendorff, Outthinker and David Greene, CALIBR Chief Program Officer

Location: Provided with Registration

OCTOBER 15TH

11:30A – 1:00P EST | 8:30A – 10:00A PST

PRICE NOTE:

- Members: This session is free before September 15th for all members and \$150 after September 15th for members who are not all-inclusive.
- Guests: This session is \$150.

SMALL BUSINESS AND ENTREPRENEUR'S EDGE

Discover and discuss new business opportunities in the Low Touch Economy and learn how to reinvent your business model to take advantage of the current and foreseeable market conditions.

Panelist(s): Wells Fargo, URGE and NFWBO

Location: Provided with Registration

OCTOBER 15TH

2:30P – 5:00P EST | 12:30P – 2:30P PST

PRICE NOTE:

- Members: This session is free before September 15th for all members and \$150 after September 15th for members who are not all-inclusive.
- Guests: This session is \$150.

AROW: ALTERNATIVE INVESTMENTS, RETIREMENT AND OTHER WEALTH BUILDING STRATEGIES

Have questions about opportunities in the current climate? Thinking about how to capitalize in a down market? Considering what will help grow your retirement income even though it may be quite some time before you hang it up? CALIBR is assembling a panel of experts from leading financial services and other firms who will be able to address your questions and concerns.

Panelist(s):

Location: Provided with Registration

OCTOBER 15TH

6:00P – 9:00P EST | 2:00P – 5:00P PST

Premium - \$250.00
Non All-Inclusive
Non-Members

VIRTUAL BUSINESS COACHING FOR THE ENTERPRISING LEADER

Back this year by request, CALIBR is offering coaching for aspiring and current small business owners. Frequently overwhelmed with day-to-day issues such as cash flow, competition, and employees? Or have an idea for a product or service but don't know where to start? Schedule a session with Andrew Frazier. He's a CFA and trusted advisor to countless business owners and institutions.

Speaker(s): Andrew Frazier, Founder and Author of Small Business Like a Pro

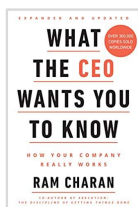
Location: Provided with Registration

FRIDAY, OCTOBER 16TH FALL SESSIONS

CALIBR Virtual Conference Platform (Unless Otherwise Indicated)

OCTOBER 16TH

8:00A – 9:30A EST | 5:00A – 6:30A PST



KEYNOTE: WHAT THE CEO WANTS YOU TO KNOW

What the CEO Wants You to Know will offer important insights about the CEO's perspective and explain in clear, simple language what great CEOs do instinctively and persistently. During this session, you will:

- Understand what creates growth and why.
- Learn how the price/earnings ratio is calculated and used.
- Link initiatives to the five essential elements of business.

Speaker(s): Ram Charan, New York Times Best Selling Author

Location: Provided with Registration

OCTOBER 16TH

11:00A – 12:30P EST | 8:00A – 9:30A PST

C-SUITE PERSPECTIVE: THE CEO's AGENDA

This engaging session will tackle a range of topics and discuss the knowledge and skills needed to prepare for c-suite leadership from the perspective of a sitting CEO and other senior-leaders who serve as trusted advisors.

Speaker(s): Roger Ferguson, TIAA (Invited)

Location: Provided with Registration

OCTOBER 16TH

2:00P – 3:30P EST | 11:00A – 12:30P PST



C-SUITE PERSPECTIVE: DAY IN THE LIFE OF COO/BUSINESS UNIT PRESIDENT

Understanding what makes for a successful chief operating officer is vital because the effectiveness of COOs is critical to the fortunes of many companies. As the session suggests, the second-in-command executive is a role that is becoming increasingly prevalent. Learn how the COO helps make the CEO's vision a reality and, in some cases, is expected to make the CEO more effective.

Speaker(s): Wolfgang Koenig, Kellogg Company

Location: Provided with Registration

OCTOBER 16TH

5:00P – 6:30P EST | 2:00P – 3:30P PST



C-SUITE PERSPECTIVE: CFO AND NARRATIVES OF NUMBERS

Using the power of stories to drive corporate value, add substance to numbers and persuade even cautious investors to take risks is an important skill in business. There are storytellers who spin compelling narratives and the number-crunchers who construct meaningful models and accounts. Both are essential to success. But a business must combine the two in order to deliver and sustain value. Whether an aspiring CFO or an entrepreneur, this session will help you understand key concepts to tell the stories beyond the numbers.

Speaker(s): William Washington, Hogan Lovells and Wetteny Joseph, Catalent

Location: Provided with Registration

OCTOBER 16TH

8:00P – 9:30P EST | 5:00P – 6:30P PST



C-SUITE PERSPECTIVES: CIO & CTO: ENTERPRISE TECH LEADERSHIP

The leader for information technology, Chief Information Officer (CIO) lead strategies for risk management, business strategy, and finance activities. Not to be confused for Chief Transformation Officer (CTO), in many companies, the Chief Information Officer is referred to as the Chief Technology Officer who partners with Chief Transformation Officer to redesign how work gets done.

Learn how the CIO & CTO help enable: Customer Journey Mapping, Business Model Redesign and Business Architecture, Agile Ways of Working, Incubation and Scaling Platforms, etc.

Speaker(s): Michelle Greene, MASCO Corporation and Paul Sanford, CIGNA

Location: Provided with Registration

SATURDAY OCTOBER 17TH FALL SESSIONS

CALIBR Virtual Conference Platform (Unless Otherwise Indicated)

OCTOBER 17TH

8:00A – 9:30A EST | 5:00A – 6:30A PST

Whole Executive Wellness

Being healthy is one thing. Staying healthy — body, mind and emotion — requires carefully curated practices and approaches to each day that come together for your peak performance. As busy managers and executives, performing your responsibilities as a leader can take priority over the practices that keep you physically, mentally and emotionally fit. However, achieving and sustaining peak performance begins with your mind and emotional well-being and this session will offer effective practices for staying fit to perform in all aspects of your life - as a Black person, and as a leader.

Location: Provided with Registration

OCTOBER 17TH

11:00A – 12:30P EST | 8:00A – 9:30A PST

Resiliency Practices in Facing Racism and Other Risks

Resilience among Black people is very strong. The reasons for that resilience are complex. This kind of resilience can also be exhausting. We will discuss effective practices that can help navigate what can seem like an onslaught of daily inequities. Hear from leading Black authorities and discover some highly recommended practices to build resilience, and how to continue to deliver results despite adversity.

Speaker(s):

Dr. George Nichols, Occupational and Psychotherapist, Nichols Associates and Dr. George Wheeler, Hogan Lovells (Invited)

Location: Provided with Registration

OCTOBER 17TH

2:00P – 3:30P EST | 11:00A – 12:30P PST

Virtual Networking: Black Card Revoked Game

CALIBR will take this popular, fun and nostalgic game celebrating American black popular culture online. It's bound to invoke hilarious debates among young and old alike. Don't get your black card revoked! CALIBR attendees will wrap up their meeting experience with this fun activity that is sure to strengthen bonds.

Directions will be provided with Registration