

Panel Discussions

The morning's panel discussion centers around the Chief Executive Officer's role in creating and sustaining visionary organizations. The following is a series of biographies for our panel participants, as well as a framework for directing the discussion.

CEO PANELISTS

Macon F. Brock

Mr. Brock has been Chief Executive Officer of Dollar Tree Stores since 1993 and a Director and President since 1986 when he founded Dollar Tree with Mr. Perry and Mr. Compton. He directs the overall operations of Dollar Tree. Until 1991, he was employed in a similar role with K&K Toys. Mr. Brock has 31 years of retail experience.

Michael D. Parker

Michael D. Parker is executive vice president, The Dow Chemical Company; president, Dow North America; and business vice president, Chemicals. Parker was elected to the Dow Board of Directors in July 1995 and serves on the Finance and the Environment, Health, Safety and Public Policy Committees. He is a member of Dow's Executive Committee and Corporate Leadership Team.

Parker has served in a wide variety of assignments in research, manufacturing and the commercial area since he began his Dow career in 1968. He joined Dow International at Freeport, Texas, in Organics Research and Development, and subsequently became a production engineer. In 1972 he moved to Birmingham, England, for a field sales position and in 1975 was named a district sales manager.

In 1977, Parker was named product marketing manager for Epoxy Resins, Dow Europe. He later became director of Marketing for Inorganic Chemicals, then assumed the same position for Organic Chemicals. In 1983 he was named commercial director for the Functional Products Department, Dow Europe.

Parker moved to Midland in 1984 as general manager of the Specialty Chemicals department, Dow U.S.A. In 1987, he moved to Hong Kong as commercial vice president of Dow Pacific, and in 1988 was named president of Dow Pacific. He returned to Midland in 1993 and was named group vice president with responsibilities for Chemicals and Hydrocarbons. In 1995, Parker became president of Dow North America while retaining his global business responsibilities for Chemicals. He was named executive vice president in 1996.

Parker also serves on the Board of Directors of the National Association of Manufacturers, the National Legal Center for the Public Interest and the Chlorine Chemistry Council.

Parker received a bachelor's degree in chemical engineering from The University of Manchester (England) and an MBA from the Manchester Business School.

James S. Turley

James S. Turley, Chairman and CEO of Ernst and Young LLP, became Deputy Chair of the organization on July 1. Jim had been the Metropolitan New York Area Managing Partner since 1998. He joined the firm in Houston in 1977, after obtaining bachelor's and master's degrees from Rice University, and transferred to St. Louis in 1979. Jim became a partner in 1987, and from 1987-1990, he was US National Director of

Client Services and Business Development. In 1991 he moved back to St. Louis, where he served as a co-ordinating partner on major accounts and also in 1993-1994 served as Area Director of Entrepreneurial Services. He was the Managing Partner of the Upper Midwest Area from 1994-1998

Jeffrey C. Walker

Jeffrey C. Walker is the Managing Partner of Chase Capital Partners (CCP), Chase's \$18 billion global private equity unit.

Before founding CCP in 1984, Mr. Walker worked in the Investment Banking and Finance divisions of Chemical Bank. His previous experience includes the Audit and Consulting divisions of Arthur Young & Co.

He currently serves as a director of 800-Flowers, Doane Products, Domain, Guitar Center, House of Blues, Metroplex, The Monet Group, Inc., Timothy's Coffee, The WPA Theatre and the Foundation Board of the McIntire School of the University of Virginia. He is also on the advisory boards of Latin America Enterprise Fund, Indocean Partners, Weston Presidio Capital and TSG Partners and is a member of Chase's Executive and Management Committee's.

Previously, Mr. Walker served on the boards of Beylik Drilling, Gymboree, Harris Chemicals, Somerset Pharmaceuticals, Tenax Corp., Parker Pen, PTN Holding Corporation, New England Book Components, Seymour Housewares, Six Flags Theme Park, Inc., Harvard Business School Club of New York, the Wilton (Connecticut) Board of Education and was vice chairman of the National Association for Small Business Investment Companies.

Mr. Walker has a B.S. from the University of Virginia and an M.B.A. from the Harvard Business School. He is a Certified Public Accountant and a Certified Management Accountant.

CEO PANEL DISCUSSION

I. Business Fundamentals

- A. How has the business focus of your organization changed, if at all, since your tenure as CEO?
- B. What do you see as the driving force(s) behind that change?
- C. What are the challenges you see facing your organization in the current business environment?
- D. How do you feel current economic trends have affected your organization as a whole?
- E. How would you characterize the culture of your organization?

II. Strategy

- A. What is the most important strategic initiative in your organization at the moment? Why?
- B. How much do financials figure into your corporate strategy in the short term and the long term?
- C. How receptive is your organization to abrupt change, both externally and internally?
- D. What are your thoughts on the concept of "Level 5 Leadership," that visionary CEOs make choices that stretch far beyond their tenure?

E. How do you go about implementing strategic change in your organization--top down or bottom up?

III. Technology

A. How does technology figure into achieving your strategic business initiatives?

B. Does your business drive technology, or does technology drive your business?

C. Is the CIO part of your senior executive management team? Why or why not?

D. What is your day to day involvement in the technology of your business?

E. Do you see technology as a cost center or profit center?

IV. Leadership

A. What leadership style would you characterize yourself as? Your executive management team?

B. Is leadership unidirectional in your organization, or are their feedback mechanisms in place?

C. What is your corporate mission statement? How well do you believe your lowest level employees know this statement?

D. How well do your employees know your vision for the next 5 years? the next 10 years?

E. As a CEO, what keeps you up at night?

CIO PANELISTS

The afternoon's panel discussion centers around the Chief Information Officer's role in creating and sustaining visionary organizations. The following is a series of biographies for our panel participants, as well as a framework for directing the discussion.

Dennis J. Bowman

Mr. Bowman joined Circuit City Stores in 1996 as Vice President and Chief Information Officer. He was elected Senior Vice President and Chief Information Officer in 1997. Prior to joining the Company, he had served as Senior Vice President - information services for Rite Aid Corporation since 1993 and from 1984 to 1993 was a consultant with McKinsey & Company.

Margaret E. "Lyn" McDermid

Margaret E. "Lyn" McDermid was recently appointed to the Governor's Chief Information Officer Advisory Board for the Commonwealth of Virginia, a board that advises the governor and his cabinet on business and technology issues. The board's goals include increasing the commonwealth's leadership in the information technology business and using that leadership to build the economy and increase jobs. Ms. McDermid joined Dominion subsidiary Virginia Power in 1982 in the company's engineering and construction department. She has held various management positions within the company including director-administrative services and director-IS client services. In 1998, Ms. McDermid was named acting chief information officer and subsequently was named vice president-information technology. She is a member of the board of visitors of Mary Baldwin College in Staunton, Va., and the Greater Richmond

Technology Council. A native of Boston, Ms. McDermid received her bachelor's degree in business from Mary Baldwin and master's degree in business administration from the University of Richmond.

Dieter Timmermann

Mr. Timmermann is Vice President of Corporate Information Technology and Chief Information Officer for the Gillette Company.

Carl Wilson

Mr. Wilson is Executive Vice President and Chief Information Officer for Marriott International, Incorporated.

CIO PANEL DISCUSSION

I. Business Fundamentals

- A. How has the business focus of your organization changed, if at all, since your tenure as CIO?
- B. What do you see as the driving force(s) behind that change?
- C. What are the challenges you see facing your organization?
- D. How is your organization viewed by the rest of the company?
- E. How would you characterize the culture of your organization?

II. Strategy

- A. What is the most important strategic initiative in your organization at the moment? Why?
- B. Do you as CIO have a role in determining the overall business strategy of the company as a whole?
- C. How receptive is your organization to abrupt change, both externally and internally? Who is usually the instigator of that change?
- D. How do you go about implementing strategic change in your organization--top down or bottom up?
- E. Do you feel about CEOs take into account the technological infrastructure and capabilities of their company in making strategic decisions?

III. Technology

- A. How does technology figure into achieving your strategic business initiatives?
- B. Does you believe your business drives technology, or does technology drive your business?
- C. Are you part of your company's senior executive management team? Why or why not?
- D. Is your organization viewed as a cost center or profit center?

E. What technology do you see affecting your organization in the near future?

IV. Leadership

A. What leadership style would you characterize yourself as?

B. Is leadership unidirectional in your organization, or are their feedback mechanisms in place?

C. What is your organization's mission statement? How well do you believe your lowest level employees know this statement? How does your organization's statement relate to the company's mission statement?

D. How well do your employees know your vision for the next 5 years? the next 10 years?

E. As a CIO, what keeps you up at night?

LINKS

[CIO Magazine Article: Leadership Lacking in IT Organizations](#)

[Computerworld's 100 Premier IT Leaders](#)

[Books Offer Thought On Management, Leadership](#)

[Her Story: Challenges for Women Leaders](#)

[Disruption Is Good: Recognizing and Capitalizing on Disruptive Innovations](#)

[What Should CIOs Do To Lead During Hard Times?](#)

[The American Management Association Homepage](#)

[The CIO Council Homepage](#)

RESOURCES

Collins, James C. and Jerry I. Porras. *Built to Last: Successful Habits of Visionary Companies*. Harper Collins Business, December 1996.

Hamel, Gary. *Leading the Revolution*. Harvard Business School Publishing, September 2000.

Kaplan, Robert S. and David P. Norton. *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Harvard Business School Publishing, September 2000.

Kotter, John P. *Leading Change*. Harvard Business School Publishing, August 1996.

Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations*. Jossey-Bass, Inc., November 1996.

Maxwell, John C. *The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow*. Thomas Nelson, May 1999.