

To Members of the MDP Class of 2022-2023

From Andy Davies

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Food for Thought!

As I progressed in my banking career, I reached a point where I decided to create a '*personal board of directors*' with whom I could meet and/or talk to from time to time...

- . to keep me 'grounded';
- . to serve as 'mentors' when I had tough decisions to consider/make;
- . to have non-family members I could trust as I discussed my worklife challenges and opportunities.

I identified 4 individuals.

None knew about the others.

I received FANTASTIC 'mentoring' and 'guidance' from EACH of these individuals for over a decade!

Here (next 2 pages) is the 'FIRST' of a series of similar topics I will be sharing with you over the next few weeks!

Recruiting a "Personal Board of Directors"

PERSONAL BOARD OF DIRECTORS

The trusted advisers of top business leaders

Todd McKinnon

CEO and Co-Founder, Okta Inc.



KELSEY MCCLELLAN FOR THE WALL STREET JOURNAL

Todd McKinnon became a billionaire on paper this summer running a company that's hardly a household name.

Mr. McKinnon is chief executive of Okta Inc., a technology company that links software applications together securely for businesses. Okta's stock has doubled this year (shares are moderately down from their highs earlier this year, making Mr. McKinnon's stake now worth \$800 million).

Unlike many tech wunderkind founders, who started companies in their college years, Mr. McKinnon spent time in the trenches at other firms. The Oakland native worked at Silicon Valley success stories PeopleSoft and Salesforce.com before co-founding Okta with Frederic Kerrest in 2009.

"I spent six years as an engineer building all kinds of different stuff. The basics are the basics," Mr. McKinnon says. "The main thing I do to stay current is to spend time with the engineers and ask them about what they're working on."

—Rob Copeland

Age: 48

Education: B.S., Business, Brigham Young University, 1993. M.S., Computer Science, California Polytechnic State University, San Luis Obispo, 1995.


Family: Wife, Roxanne, two children.

Breakfast: "Four egg whites, two yolks and Swiss cheese. I make it."

Recruiting a "Personal Board of Directors", cont.




Ben Horowitz
Venture Capitalist

 Mr. McKinnon knew which backer he wanted when raising money for a fledgling Okta in 2010: Venture capital firm Andreessen Horowitz. The deciding factor was low-key co-founder Ben Horowitz. "I felt it was a personal connection," Mr. McKinnon said. "Our personalities were similar. We're both kind of a little bit introverted." Mr. Horowitz took a personal interest in Okta's early years, personally interviewing each key executive hire and giving specific advice on who to bring on board. "He says what he thinks is the right answer, which is super helpful."




Alexandra Morgan
Nonprofit Leader

 Ms. Morgan runs Family House, a charity for children with cancer, where Mr. McKinnon sits on the advisory board. He says he's learned from her that company volunteerism is about more than just sending over a bunch of employees for a day. Okta now tries to make available skilled staff to help the nonprofit with IT problems, for example. "She told me that a lot of employers just want to feel good about getting employees engaged," Mr. McKinnon says. "If you go another level deep to what the nonprofit really needs, you're going to be more effective."




CJ Reim
Venture Capitalist

 Every morning, Mr. Reim walks over to Mr. McKinnon's garage gym and the two perform a punishing CrossFit-style workout together. On one day last month, they went through a combination that included rowing, a 200-foot handstand walk, a series of power cleans, biking and running intervals. Once they catch their breath, they swap tips on managing growing organizations and fostering healthy company culture. Mr. Reim has encouraged Mr. McKinnon not to ignore the small stuff, like where employees will sit during an office renovation.



Peter Gassner
CEO, Veeva Systems

 Mr. Gassner hired Mr. McKinnon as a 23-year old engineer, and quickly thwarted his ambition. "I was really ambitious and wanted to be a manager. He was the first person that told me, 'No, you can't move into a management. You should be an engineer a few more years, learn the basics, get more technical.' That turned out to be one of the best decisions ever," Mr. McKinnon says. Mr. McKinnon says he still benefits from the technical breadth he fine-tuned two decades ago, when he toiled in a role he initially thought was beneath him.

