

Wednesday, November 16, 2016

## How a Board Helps or Hinders the CEO in Growth Periods

Host: The Northern Trust Company

50 South LaSalle Street 6th floor, Chicago, Illinois 60603

This panel will discuss how to help Board members understand what is in the minds of a CEO during a growth cycle and how best to aid the CEO to become a better leader. The program will include a panel that can provide an experiential learning experience from the standpoint of both a CEO and a Board member.



**Panelist**  
Sheila G. Talton  
Board  
Director:  
Deere & Co.  
Wintrust  
OGE Energy



**Panelist**  
Paul Darley  
Chairman,  
CEO and  
President of  
W.S. Darley  
and Company



**Panelist**  
C. Davis Nelson II  
CEO and  
Chairman  
Nelsen Steel  
Company LP



**Moderator**  
Bryan I. Schwartz  
Attorney and  
Founding Partner  
Levenfeld  
Pearlstein, LLC.

### Upcoming Events – Mark Your Calendar!

Date	Time	Event	Location
Wednesday, November 16, 2016	5:30 - 7:30 pm	Monthly Meeting	The Northern Trust Co.
Wednesday, December 07, 2016	5:30 - 8:00 pm	Holiday Party *	BMO Harris Bank
Wednesday, January 11, 2017	1:30 - 7:30 pm	Founders Meeting **	US Bank
Wednesday, January 25, 2017	5:30 - 7:30 pm	Monthly Meeting	University Club Synergy Law Group
Wednesday, February 15, 2017	5:30 - 7:30 pm	Monthly Meeting	Willis Towers Watson
Wednesday, March 22, 2017	5:30 - 7:30 pm	Monthly Meeting	To Be Determined
Wednesday, April 26, 2017	5:30 - 7:30 pm	Monthly Meeting	To Be Determined
Wednesday, May 24, 2017	5:30 - 7:30 pm	Monthly Meeting	To Be Determined
Wednesday, June 14, 2017	5:30 - 7:30 pm	Monthly Meeting	To Be Determined

\* Members and Speakers Only \*\* Invitation Only

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### Speaker Bios



**Panelist** Sheila G. Talton, President and CEO, Gray Matter Analytics; Board Director: Deere & Company; Wintrust Financial Corporation; OGE Energy Corp

Sheila Talton is an innovative global leader and Big Data strategist with over 30 years of experience in helping organizations increase value through breakthrough applications of technology, build successful businesses within larger companies and expand into emerging markets. She is recognized for her expertise in developing and gaining consensus around bold initiatives, whether that is through public/private partnerships melding company strategies with governmental objectives in emerging countries, obtaining buy in for consulting services within technology product companies, or breaking down silos to build services around products to create solutions that increase customer value. She is experienced in governance in corporate, civic and not-for-profit arenas, currently serving on the boards of Deere & Company (NYSE: DE), Wintrust Financial Corporation (NASDAQ: WTFC), OGE Energy Corp. (NYSE: OGE), Chicago's Northwestern Memorial Hospital Foundation, The Chicago Network, the Chicago Shakespeare Theater and the Chicago Urban League. Previously she served for ten years on the board of the Rensselaer Polytechnic Institute, one of the country's leading technology universities, and for five years on the board of Acco Brand Corporation (NYSE: ABD). She was a founding member and chairperson of the Information Technology Senior Management Forum, where she continues to serve on their advisory board. She also served on the Advisory Committee to the Board Selection Committee for Agenda, a Financial Times Company.



**Panelist** Paul Darley, Chairman, CEO and President of W.S. Darley and Company

Paul C. Darley is Chairman, CEO & President of W.S. Darley & Co. Under his leadership, sales have increased over 500% in less than 15 years to over \$150 million in 2015. He began in pump sales in 1985 and was named Vice President for the Fire Pump Division of W.S. Darley & Co. in 1990. In 1997, he became President and COO and was appointed President & CEO in 2003. He was named Chairman in 2011. Founded in 1908, W.S. Darley & Co is a fourth-generation family business, led by Paul and an executive team that has transformed this 108-year-old company into a world leader in the firefighting industry and defense industry distribution and manufacturing with ISO 9001 certification and an electronic catalog of more than 10,000 items. The company has recently been awarded major Department of Defense Contracts including an \$85.1 million contract with the USMC in 2012. Paul is a graduate of St. Ignatius College Prep in Chicago and he holds a BS Degree in Marketing and Finance from Marquette University. He earned his MBA from Northwestern University's Kellogg School of Management. He recently earned a two-year graduate certificate from the University of Illinois in Emotional Intelligence.



**Panelist** C. Davis Nelson II, CEO and Chairman, Nelsen Steel Company LP

In 1994, Mr. Nelsen successfully negotiated and closed a transaction transferring the ownership of Nelsen Steel Company (founded by his grandfather in 1939) from 40 family members to himself. The negotiation of this highly leveraged earn-out transaction took two and a half years and was scheduled to pay out over a minimum of 10 years, and 15 maximum. He shrank the business down to a much more profitable base, disposed of non-core assets, retired the seller notes, and paid off all bank debt in three years. Mr. Nelsen subsequently has grown the company back to a larger size than it was before the acquisition and disposal of non-core businesses and assets. Additionally, Mr. Nelsen was a founding director of a De-Novo (newly chartered) bank holding company, American Chartered Bank. The bank was founded in 1987 and was recently merged into MB Financial. When the bank was sold, it had grown organically to \$2,800,000,000 in assets. He was a member of the Directors' Loan Committee, the Audit Committee (and chaired the committee from 1998 to 2001). At the time of the sale, was on the Strategic Planning Committee (Executive Committee). Further, Mr. Nelsen is a member of the Young Presidents' Organization (YPO), an international education-based organization of CEO's.



**Moderator** Bryan I. Schwartz, Attorney and Founding Partner Levenfeld Pearlstein,

Bryan is a businessman who happens to be a lawyer. He is a co-founder of the firm and a business attorney at Levenfeld Pearlstein, LLC. As a founding partner of Levenfeld Pearlstein Bryan served as managing partner for the first 14 years of the firm's existence. Few lawyers can understand the frustrations and joys of starting, building, and leading a successful private business. Bryan represents privately and closely held companies, with an emphasis on family owned businesses through their entire corporate lifecycle. He understands that your privately held business is not just your passion, it is your livelihood. He understands that in addition to the challenges of business, family members can create additional challenges. As a former managing partner of a law firm, his conflict skills are well honed to deal with the joys and complexities of moving business governance from one generation to the next. Bryan regularly serves as an executive coach, conducts off-site retreats, diagnoses and assists with such needs as professionalizing management, strategic, business plan and execution plan development, dealing with non-performing partners and executives and leadership training.