

A New Way of Managing

Executing Strategy in Challenging Times

The World Islamic Banking Conference
Bahrain
25 November 2008

Dr. David B. Friend
Chairman and CEO
Palladium Group, Inc.

Biography

Dr. David Friend *Chairman and CEO* Palladium Group, Inc.

David Friend is the Chairman and CEO of Palladium Group, Inc. Palladium is the global leader in helping organizations execute their strategies by making better decisions. Palladium's expertise in strategy, risk, corporate performance management, and business intelligence helps clients achieve an execution premium.

Prior to joining Palladium, Dr. Friend served as a Managing Director of Leerink Swann, a leading health care investment bank, and as a Managing Director at Alvarez and Marsal, a leading turn around and restructuring firm.

Previously, Dr. Friend served as Senior Partner and Board Member at Watson Wyatt Worldwide, a leading advisory firm. At Watson Wyatt, Dr. Friend helped lead the firm, drive its successful IPO, and gain recognition of the firm on Business Week's list of Hot Growth Companies. Prior to joining Watson Wyatt in 1994, Dr. Friend served as Chief Operating Officer of High Voltage Engineering, a specialty medical device/industrial conglomerate. He also served as a health care investment banker at Robertson Stephens in San Francisco.

Dr. Friend serves on the Board of the University of Connecticut School of Medicine as well as the Alumni Board of The Wharton School of The University of Pennsylvania. In addition, he sits on several privately held companies throughout the world. A frequent commentator and sought-after speaker, Dr. Friend has appeared in numerous forums, including *The Wall Street Journal*, *The New York Times*, CNBC, Harvard Law School Forum, and CIBC World Investments. He is the author of the acclaimed book, [Healthcare.com](#), which examines the use of finance and technology to improve global healthcare delivery. Dr. Friend has advised clients around the world, including in Australia, Singapore, China, Korea, U.A.E., Saudi Arabia, Turkey, Russia, Spain, the UK, and throughout North and South America.

Dr. Friend holds a B.A. in Economics from Brandeis University, an M.B.A. from The Wharton School of The University of Pennsylvania, and an M.D. from The University of Connecticut School of Medicine.

A World of Opportunity

- Hot, Flat, and Crowded
- Global, Growth, Compliant
- Complex Strategies
- Execution Premiums
- Better Decisions



The ability to execute strategy is the number one issue of greatest concern to CEOs

The Conference Board 2008 Survey of CEOs

1	Consistent execution of strategy by top management	42.3%
2 (t)	Sustained and steady top-line growth	38.8
2 (t)	Speed, flexibility, adaptability to change	38.8
4	Profit growth	33.1
5	[Product] Innovation	28.1
6	Stimulating innovation / creativity / enabling entrepreneurship	27.9
7	Corporate reputation	27.1
8 (t)	Speed to market	22.5
8 (t)	Customer loyalty / retention	22.5
10	Transferring knowledge / ideas / practices within the company	20.9

And it has just become even more important

THE WALL STREET JOURNAL.

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CAREERS | NOVEMBER 20, 2008, 12:21 A.M. ET

Executives Shift to Survival Mode

Work-Force Issues Move to Back Burner as Financial Worries Take Precedence

By GARI TUNA

Business executives are shuffling their priorities, as concerns about confidence and risk-management supplant work-force issues.

The Conference Board last month again surveyed the chief executives, chairmen and company presidents who were asked in July and August to list their top concerns. The differing results reflect the impact of the credit crunch, which deepened in September, and the slowing global economy.

Among the 190 executives who responded to both surveys, execution of business strategy remained the top priority. But nearly twice as many -- 47% of respondents, up from 25% in late summer -- said they were especially concerned about "speed, flexibility [and] adaptability to change." Global economic performance and financial risk were the fourth- and fifth-most-pressing concerns. Neither were among executives' top-10 priorities in the earlier poll.

Crisis Management

Top five concerns among executives world-wide

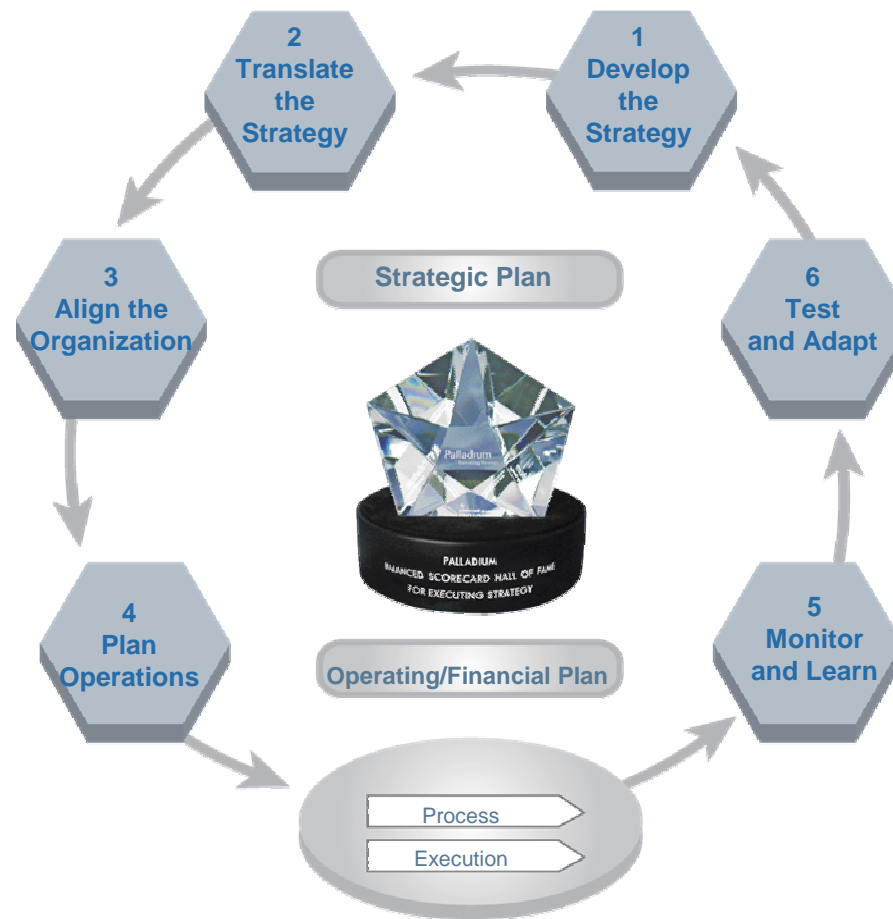
■ Oct.
■ July/Aug.

Relative rankings		Challenges	Cite challenge as being of 'greatest concern'
July/Aug.	Oct.		
1	1	Excellence in execution	55.4% 46.0%
3	2	Consistent execution of strategy by top management	47.0 41.9
7	3	Speed, flexibility, adaptability to change	24.5 46.6
16	4	Global economic performance	44.6 17.2
11	5	Financial risk, including liquidity, volatility, and credit risk	43.8 20.8

Note: The global top 5 list is weighted by regional representation in global GDP as established by the International Monetary Fund

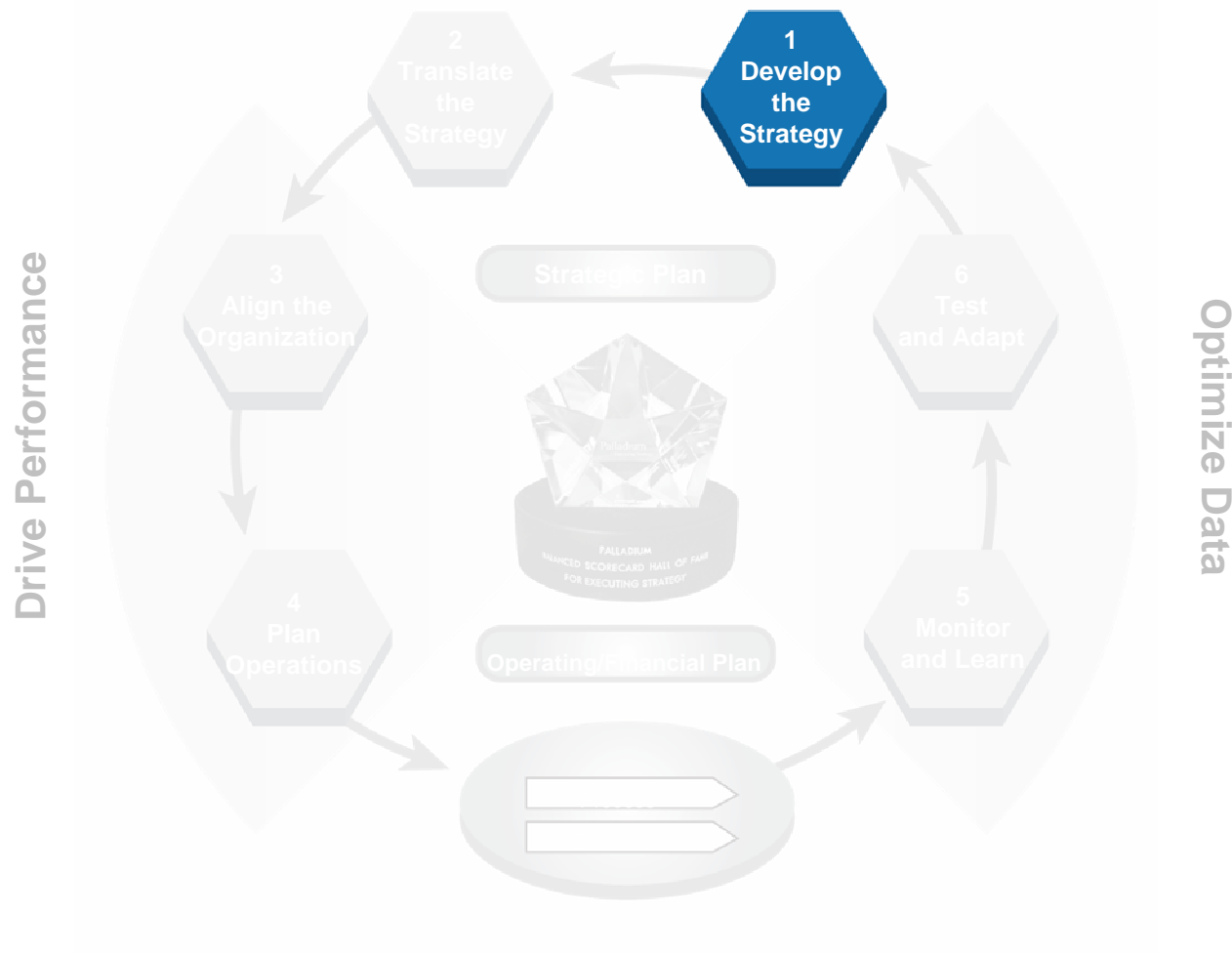
Source: The Conference Board

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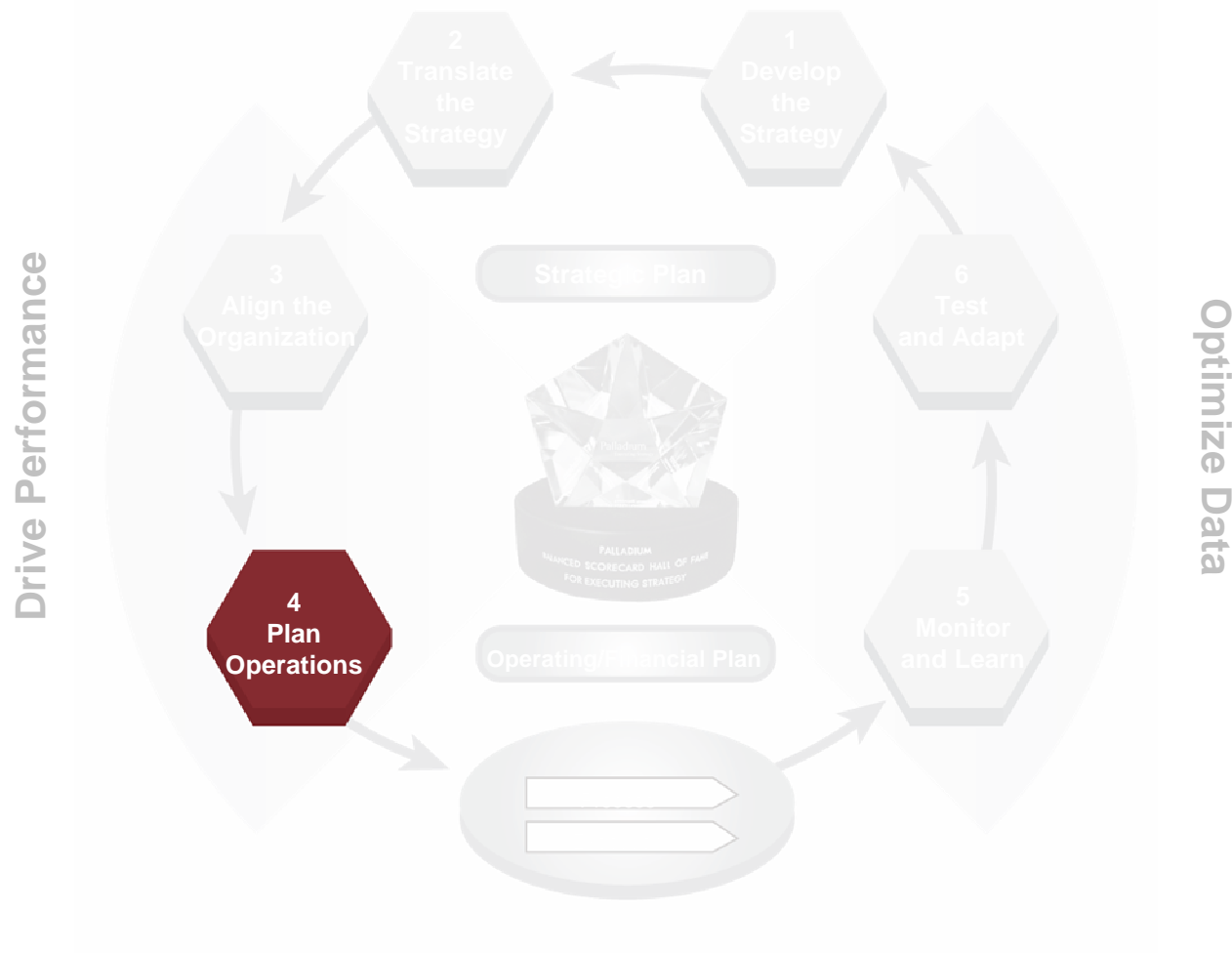
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