

Monday, March 21

Solo Small Team — Bristlecone 1-2

8:15 a.m. - 9:45 a.m.	Breakfast Available
10:00 a.m. - 10:30 a.m.	Welcome, Introductions and Team Building Exercise
10:30 a.m. - 11:30 a.m.	Client Journey Mapping – Part I
11:30 a.m. - 12:30 p.m.	Lunch
12:30 p.m. - 2:00 p.m.	Client Journey Mapping – Continued
2:00 p.m. - 2:30 p.m.	Break
2:30 p.m. - 3:15 p.m.	Client Journey Mapping – Part II
3:15 p.m. - 4:00 p.m.	Discussion with In-House Counsel
3:45 p.m. - 4:00 p.m.	Wrap Up and Closing Remarks

CMO Summit — Bristlecone 7 and 8

8:15 a.m. - 9:45 a.m.	Breakfast Available
9:45 a.m. - 10:00 a.m.	Welcome and Introductions
10:00 a.m. - 10:45 a.m.	Managing Change to Maximize Client Value
10:45 a.m. - 12:00 p.m.	Building Buy-in and Overcoming Objections
12:00 p.m. - 1:00 p.m.	Lunch
1:00 p.m. - 2:00 p.m.	Going Beyond the Strategic Plan
2:00 p.m. - 2:15 p.m.	Break
2:15 p.m. - 3:30 p.m.	Effective Internal Messaging
3:30 p.m. - 4:00 p.m.	Wrap Up and Closing Thoughts
4:00 p.m. - 5:00 p.m.	CMO Reception in Bristlecone 7 and 8 Foyer

Early Career — Bristlecone 3 and 4

8:15 a.m. - 9:45 a.m.	Breakfast Available
8:45 a.m. - 9:00 a.m.	Welcome and Introductions
9:00 a.m. - 10:30 a.m.	Business of Law and Technology Management
10:30 a.m. - 10:45 a.m.	Break
10:45 a.m. - 11:45 a.m.	Communications
11:45 a.m. - 12:45 p.m.	Lunch
12:45 p.m. - 2:30 p.m.	Business Development and Marketing Management and Leadership
2:30 p.m. - 2:40 p.m.	Break
2:40 p.m. - 4:00 p.m.	Client Services and Closing Remarks

Marketing Ops — Bristlecone 9

8:15 a.m. - 9:45 a.m.	Breakfast Available
10:00 a.m. - 10:30 a.m.	Welcome and Introductions
10:30 a.m. - 11:30 a.m.	Marketing Operations Trends
11:30 a.m. - 11:45 p.m.	Break
11:45 a.m. - 12:30 p.m.	Marketing Operations Fireside Chat
12:30 p.m. - 1:30 p.m.	Lunch
1:30 p.m. - 3:00 p.m.	Analytics/Data
3:00 p.m. - 3:15 p.m.	Break
3:15 p.m. - 4:00 p.m.	Marketing Operations Crowdsourcing Discussion
4:00 p.m. - 4:30 p.m.	Closing Remarks and Attendee Q&A

Leadership — Bristlecone 10

8:15 a.m. - 9:45 a.m.	Breakfast Available
10:00 a.m. - 10:15 a.m.	Welcome and Introductions
10:15 a.m. - 11:00 a.m.	Setting the Stage – Leadership Effectiveness
11:00 a.m. - 12:00 p.m.	Identifying Your Leadership Strengths & Style
12:00 p.m. - 1:00 p.m.	Lunch
1:00 p.m. - 2:00 p.m.	The Joy and Journey of Second-in-Commands (2ICs)
2:00 p.m. - 2:45 p.m.	Cultivating Confident Communication & Finding Authentic Boldness
2:45 p.m. - 3:00 p.m.	Break
3:00 p.m. - 4:00 p.m.	Amplifying Influence & Impact as a "Pro in Position" Leader
4:00 p.m. - 4:15 p.m.	Group Reflection, Commitments, and Closing Remarks