

Ronald Reagan Building and International Trade Center | 1300 Pennsylvania Avenue, NW | Washington, DC 20004

Note: The Networking Lounge is available during Forum hours from Tuesday at 7:00am to Thursday at 4:15pm and is located in Hemisphere A.

MONDAY, SEPTEMBER 20

- 2:00pm – 5:00pm Registration
Continental Foyer
- 5:30pm – 7:00pm Capitol Hill Reception
*Hart Senate Office Building,
Constitution Avenue, Room 902*
*All attendees are invited;
Transportation on own*

TUESDAY, SEPTEMBER 21

Note: All Tuesday and Thursday sessions will be held in the Amphitheater

- 7:00am – 7:00pm Registration
Continental Foyer
- 7:30am – 8:30am Continental Breakfast
Amphitheater Foyer
- 8:30am – 9:00am Opening Remarks
- 9:00am – 9:30am Opening Keynote
- 9:30am – 10:15am Transforming Our Energy Future
- 10:15am – 10:45am Break
Amphitheater Foyer
- 10:45am – 12:15pm Driving the Global Economy
- 12:15pm – 1:30pm Lunch - *Sponsored by* *Atrium Hall*
- 1:30pm – 3:00pm Energizing Leadership – Lessons for all Nations
- 3:00pm – 3:30pm Break
Amphitheater Foyer
- 3:30pm – 5:00pm Understanding the Costs and Benefits
- 5:00pm – 6:30pm Reception
Amphitheater Foyer

WEDNESDAY, SEPTEMBER 22

- 7:00am – 7:00pm Registration
Continental Foyer
- 7:00am – 8:00am Continental Breakfast
Amphitheater Foyer
- 8:00am – 9:30am Engaging the Consumer
Amphitheater
- 9:30am – 9:45am Transition

WEDNESDAY, SEPTEMBER 22, CONTINUED

- 9:45am – 10:45am Integrating Wireless Technology
Amphitheater
- Evolving Our Regulatory Model
Ballroom
- 10:45am – 11:15am Break
Amphitheater Foyer
- 11:15am – 12:15pm Transforming the Workforce
Amphitheater
- Resolving the Inoperability Challenge
Ballroom
- 12:15pm – 1:30pm Lunch
Atrium Hall
- 1:30pm – 2:30pm Expanding the Research Horizon
Amphitheater
- Securing the Grid
Ballroom
- 2:30pm – 3:00pm Break
Amphitheater Foyer
- 3:00pm – 4:00pm Transforming the Infrastructure
Ensuring Data Privacy
Ballroom
- 4:00pm – 4:15pm Transition
- 4:15pm – 5:30pm Learning from Others
Amphitheater
- 5:30pm – 7:00pm Reception
Amphitheater Foyer

THURSDAY, SEPTEMBER 23

- 7:00am – 1:30pm Registration
Continental Foyer
- 7:30am – 8:30am Continental Breakfast
Amphitheater Foyer
- 8:30am – 10:00am Polishing the Crystal Ball
- 10:00am – 10:30am Break
Amphitheater Foyer
- 10:30am – 11:45am Meeting Climate Goals
- 11:45am – 1:15pm Lunch
Atrium Hall
- 1:15pm – 2:30pm Transforming the Utility Model
- 2:30pm – 3:45pm Innovating for the Future
- 3:45pm – 4:15pm Challenging Ourselves

This Conference Guide contains information up-to-date as of press time.

MONDAY, SEPTEMBER 20

2:00pm – 5:00pm: Registration

Continental Foyer, Ronald Reagan Building and International Trade Center

5:30pm – 7:00pm: Capitol Hill Reception

Join fellow attendees and industry leaders at the Hart Senate Office Building on Constitution Avenue, Room 902, for hor d'oeuvres and refreshments.

TUESDAY, SEPTEMBER 21

7:00am – 7:00pm: Registration

Continental Foyer

7:30am – 8:30am: Continental Breakfast

Amphitheater Foyer

8:30am – 9:00am: Opening Remarks**Guido Bartels**

Chairman, GridWise Alliance; General Manager
Global Energy & Utilities Industry, IBM

Kristina Johnson

Under Secretary, Energy, U.S. Department of Energy

Katherine Hamilton

President, GridWise Alliance

9:00am – 9:30am: Opening Keynote**Samuel J. Palmisano**

Chairman, President and Chief Executive Officer, IBM

9:30am – 10:15am: Transforming Our Energy Future

Amphitheater

The enabling and transformational potential of the smart grid is still not widely understood. A drastically modernized electric system is not only a necessity for ensuring a sustainable energy future, energy security and reliable, affordable power; it also is a critical underpinning for optimizing the most complex and critical systems driving our global society. From transportation to health care, and from telecommunications to the systems supporting our cities, a smarter utility infrastructure is simply a must. The opening session will examine the role of a smart grid as the 'ultimate enabler' focusing on the vision of the future and what bold steps are needed to start our journey.

Moderator:**Frank Gens**

Senior Vice President & Chief Analyst, IDC

Speakers:**Samuel J. Palmisano**

Chairman, President and Chief Executive Officer, IBM

Michael G. Morris

Chairman, President & CEO, American Electric Power

Anders Eldrup

Chief Executive Officer, DONG Energy

10:15am – 10:45am: Break

Amphitheater Foyer

10:45am – 12:15pm: Driving the Global Economy

Amphitheater

In the midst of the global economic downturn, governments are searching for new economic drivers. Some cities and countries are racing to build the future electric grid. Leaders, such as President Obama and EU President Barosso, are placing big bets on energy and a smart grid through stimulus funding and other investment tools. A smart grid appears to be a technical and regulatory necessity, but will it also be a driver for future global economic growth and competition? Will a smart grid provide the competitive edge that many global leaders envision? This session will have government leaders discussing their views on smart grid and the role it will play in driving future economic growth.

Moderator:**Michael Liebreich**

Chief Executive, Bloomberg New Energy Finance

Speakers:**Richard H. Jones**

Deputy Executive Director, International Energy Agency

Eamon Ryan

Minister for Communications, Energy and Natural Resources for Ireland

Nancy Sutley

Chair, White House Council on Environmental Quality

Professor Wu Jiandong

Director of the Smart Grid Group, China Center for International Economic Exchange (CCIEE)

12:15pm – 1:30pm: Lunch

Sponsored by 

Atrium Hall

Speaker:**Jon Wellinghoff**

Chairman, Federal Energy Regulatory Commission (FERC)

1:30pm – 3:00pm: Energizing Leadership – Lessons for all Nations

Amphitheater

Electricity is the cornerstone of economic growth and development. A number of developed countries are taking a leadership role in advancing a new vision for energy and sustainability; demonstrating a successful path forward that others might follow. Several of the largest emerging countries are in the midst of ambitious plans to expand and modernize electrification because it is critical to their ability to sustain high economic growth amidst climate change concerns. What is needed to harness and expand these leadership lessons? How can we make energy a priority in both political and developmental agendas? How can developed and emerging countries work better together to realize the benefits possible in a transformed energy environment? How can countries define effective national strategies addressing their energy challenges end to end? This session will provide insight into successful approaches, and the inherent challenges to be overcome, through thoughtful leadership in policy, legislation and implementation considerations.

Moderator:**Kenneth Westrick**

Chief Executive Officer, 3TIER Inc.

Speakers:**Josias Matos de Araujo**

Electric Energy Secretary of Brazil, Minister of Mines and Energy

Amos Lasker

CEO, Israel Electric Corporation

Mongezi Ntsokolo

Managing Director, Transmission Division, Eskom

Hon. Michael Scott

Minister of Energy, Bermuda

3:00pm – 3:30pm: Break

Amphitheater Foyer

TUESDAY, SEPTEMBER 21, CONTINUED

3:30pm – 5:00pm: Understanding the Costs and Benefits*Amphitheater*

In economic decisions, the key factor for green lighting a project is whether or not the business case has been made. To date, investments in smart grid have been made in small increments. As a result, it is difficult to create a holistic picture of the benefits that will be derived from a fully-deployed smart grid. In addition, much of the value of a smart grid is in its societal benefits, which are difficult to quantify. How have smart grid projects been measured thus far? How can this data be shared globally so it can benefit all? How will the quantification of these costs and benefits impact the smart grid business case? This session will explore what data on the costs and benefits are needed to build the business case for both the short-term decisions and the longer horizon.

Moderator:**Bill Loveless***Editorial Director, U.S. Energy Policy, Platts***Speakers:****Livio Gallo***CEO, Enel Distribuzione and Chairman, EDSO for Smart Grids Association***Bob Gilligan***Vice President, GE Energy***Jim Greer, P.E.***Sr. Vice President, Asset Management and Engineering, Oncor***Carla O'Dell***President, APQC***Barry Smitherman***Chairman, Public Utility Commission of Texas***5:00pm – 6:30pm: Reception***Amphitheater Foyer*

WEDNESDAY, SEPTEMBER 22

7:00am – 7:00pm: Registration*Continental Foyer***7:00am – 8:00am: Continental Breakfast***Amphitheater Foyer***8:00am – 9:30am: Engaging the Consumer***Amphitheater*

With the development of a new smarter grid, a new more informed energy consumer will emerge. Providers will not only need to understand this new consumer but will need to ensure the consumer is educated on the many benefits of a transformed electricity system. What does the latest research reveal about the different consumer segments and their differing priorities? What are the best ways, best times, and best places to educate consumers about the smart grid and its benefits? How do providers inform them of their options? How do providers engage the consumer? What are the best methods for getting active, long-lasting participation and behavior change? This session will present leading experts from around the globe who will reveal the most recent research findings along with lessons learned from real-life deployments as they discuss and debate winning strategies for making the consumer actually ask for a smart grid.

Moderator:**Jesse Berst***Managing Director, GlobalSmartEnergy***Speakers:****Theodore (Ted) F. Craver, Jr.***President and Chief Executive Officer, Edison International***Greg Guthridge***Managing Partner, Accenture***Alex Laskey***President and Founder, OPOWER***Mark Rose***CEO, Bluebonnet Electric Cooperative***Fiona Sim***Director of the Intel Open Energy Initiative, Intel Corp.***9:30am – 9:45am: Transition****9:45am – 10:45am: Integrating Wireless Technology***Amphitheater*

A smart grid will change the fundamental relationship between the consumer and the electricity provider, and it will change how a utility manages its own operations through the creation of increased systems knowledge and increased operational response options. A smart grid will require utilities to deploy two-way communications systems all the way to the customer premises, enabling

consumers to benefit from dynamic pricing and distributed generation. This will enable utilities to improve system reliability and efficiency through a range of applications, such as substation monitoring and control, distribution automation and power quality monitoring. How do wireless communications create opportunities for these new technologies? What new technologies will be needed to support wireless networks? Is there a killer app on the horizon? This panel will convene thought leaders to discuss technologies that have widespread use in other sectors and are now deploying on the grid.

Moderator:**Marty Rosenberg***Editor in Chief, EnergyBiz***Speakers:****Michael Brander***Vice President of Sales for Utility & Industrial Vertical Markets, Verizon Wireless***Paul Budde***Executive Director, Smart Grid Australia***Eric Dresselhuys***Executive Vice President and Chief Marketing Officer, Silver Spring Networks***Bill Moroney***President, CEO and Director, Utilities Telecom Council***Marzio Pozzuoli***CEO, RuggedCom Inc.*

9:45am – 10:45am: Evolving Our Regulatory Model
Ballroom

The existing regulatory framework that governs grid operations, safety concerns, cost recovery, and rate design has evolved over the 100-year history of the electric power industry. This evolution is continuing as new demands are placed on the grid to handle load growth; to increase power quality requirements; to accommodate intermittent generation like renewables; to manage congestion; and to contend with other challenges that emerge. Billion dollar investments are being made that benefit and/or impact even broader geographic regions. How are smart grid investments impacted by regulation? How do policymakers view smart grid in their decision process? This session will explore the challenges facing policymakers in confronting the demands and opportunities associated with a smart grid from the perspective of federal and state regulators, utilities, system operators, consumers and key global innovators.

Moderator:
Chuck McDermott

Partner, Rockport Capitol Partners

Speakers:
Shane A. Breheny

Chairman, Energy Networks Association; CEO, Powercor Australia and CitiPower Pty.

Miriam Horn

Director, Smart Grid Initiative, Environmental Defense Fund

Gunnar Lorenz

Head of Unit - Networks, Eurelectric

Commissioner Phyllis A. Reha

Minnesota Public Utilities Commission

João Torres

CEO, EDP Distribution

10:45am – 11:15am: Break

Amphitheater Foyer

11:15am – 12:15pm: Transforming the Workforce

Amphitheater

Smart technologies will transform electricity systems throughout the world. As a result, the utility, manufacturing and service workforce requirements will also change. The knowledge base, experience, skill sets, training, and responsibilities of new workforce will be different. The emerging workforce will be comprised of both new and existing employees having both traditional and new skills. Understanding the strengths and gaps in the

workforce is essential and requires careful analysis and action. Does the introduction of smart capabilities transform the utility business model and an entire organizational paradigm? How will companies prepare workers and managers to keep up with the increasingly rapid rate of change? What training and new skills are needed for managers and executives to successfully manage this new workforce? This session will explore skills assessments and what is being done to ensure there are enough workers to meet the demand. It will also discuss model training programs including whether accreditation programs that transcend political jurisdictions are possible and whether recruiting needed skills in a global arena is feasible.

Moderator:
Wanda Reder

President, IEEE-Power & Energy Society; Vice President, Power Systems Services Division, S&C Electric Company

Speakers:
Mark de Vere White

Vice President, Professional Services, Itron Inc.

Mike Griffin

Chief Executive Officer, Australia Power Institute

Dr. Mohammad Shahidepour

Bodine Chair Professor and Director of the Electricity Innovation Center at Illinois Institute of Technology

Bentina Terry

Vice President, External Affairs and Corporate Services, Gulf Power Company

11:15am – 12:15pm: Resolving the Interoperability Challenge

Ballroom

Interoperability is a term that is heard constantly in the context of smart grids technology standards, but interoperability involves issues that are much broader than just technology. Interoperability covers the consideration of issues, ranging from physical connectivity to business and policy consistency. After reviewing the status of standards coordination activities concerning the technical issues, this session will focus on the higher-level business and policy challenges of interoperability. How do we achieve an international shared vision of smart grids that is both technically and economically sustainable? How do the business and policy communities reconcile the challenges of smart grid implementation while the standards process is evolving?

Moderator:
Ron Ambrosio

Chairman, GridWise Architecture Council; Senior Technical Staff Member, IBM Global Research Executive, Energy & Utilities Industry

Speakers:
George Arnold

National Coordinator for Smart Grid Interoperability, National Institute of Standards and Technology

Jeffrey R. Meyers

Smart Grid Executive, Telvent

Bob Saint

Principal Distribution Engineer, Energy & Environmental Policy
National Rural Electric Cooperative Association (NRECA)

Richard Schomberg

IEC Smart Grid Chair / EDF VP Innovation Sourcing and Transfer EU, EDF Group

Tom Sloan

Representative, Kansas State Legislature

12:15pm – 1:30pm: Lunch

Atrium Hall

1:30pm – 2:30pm: Expanding the Research Horizon

Amphitheater

Global funding for smart grid research has increased exponentially. The current focus has highlighted the most immediate research challenges such as cybersecurity, privacy, interoperability, and redundancy. As global stimulus projects progress, new areas needing technological or soft fixes will be identified and added to the research 'to do' list including customer segmentation, electric cars, and the more overarching challenge of how to leverage the smart grid platform beyond today's vision. What is missing? Is the smart grid a platform on top of which new applications can be researched in much the same way that the internet is a platform for other innovation? In this session, global researchers will discuss the next steps in smart grid research.

Moderator:
Bob Catell

Chairman, Advanced Energy Research and Technology Center (AERTC); Chairman, New York State Smart Grid Consortium

Speakers:
Karl Elfstadius

Group VP and Head of Global Smart Grid Development, ABB

Mark Johnson

Program Director, ARPA-E

William H. Sanders

Director, Coordinated Science Laboratory and Director, Information Trust Institute

1:30pm – 2:30pm: Securing the Grid*Ballroom*

One of the items identified by the Department of Energy in their “Metrics for Measuring Progress Toward the Implementation of the Smart Grid” is that the grid should “Operate resiliently against physical and cyber attack and natural disasters.” As we witnessed during the northeastern blackout in 2003, the effects of a service interruption in the grid can have far reaching financial impacts (\$6 billion cost to the U.S. economy), not to mention the potential risk to individual safety and national security as first responders and military assets are not immune to electric grid outages. In some respects this makes the security of the grid an element of national importance. This panel will address energy security from two points of view: the resilience of the grid and its ability to respond to disturbance, either natural or manmade; and the process of securing the command, control and communications elements that enable smart grid functionality.

Moderator:**Tim Vandenberg**

Senior Vice President, Washington Analysis

Speakers:**Carmine Auletta**

CIO, Terna

Paul Camuti

President, Smart Grid Applications, Siemens Energy, Inc.

Ed Davalos

Director, Product Management, Utility/Smart Grid, AT&T

Todd M. Keil

Assistant Secretary for Infrastructure Protection, Department of Homeland Security

Commissioner John R. Norris

Federal Energy Regulatory Commission

2:30pm – 3:00pm: Break

Amphitheater Foyer

3:00pm – 4:00pm: Transforming the Infrastructure

Amphitheater

Massive urbanization combined with new demands on global resources is challenging how the world’s most critical resources are consumed. Entire cities are deploying new technologies that push the boundaries of conventional approaches to sustainability in the hopes of designing more efficient communities for their citizens and to attract new businesses. In looking at these cities, we need to ask how all these systems—

electric, gas, water, transportation, the built environment—can interact within the smart grid ecosystem. What is missing as we roll out these technologies? How can we collaborate as a global community to share the lessons learned from these first movers? This session will introduce some of the top global disruptors who are challenging the status quo and giving more than a facelift to existing city infrastructures; extreme make-overs that could ultimately change the world.

Moderator:**Marc Gunther**

Contributing Editor, FORTUNE Magazine

Speakers:**Robbie Diamond**

President, Electrification Coalition

Wim Elfrink

EVP Cisco and Chief Globalization Officer

Geoff Lilliss

Executive General Manager, Energy Australia

3:00pm – 4:00pm: Ensuring Data Privacy

Ballroom

The transition to a digital world, affecting many facets of life including health care, financial institutions, and telecommunications, has pushed consumer privacy concerns to the forefront. With the evolution of a smart grid, consumer utility data will now enter that data-driven world. Ensuring that consumers trust the new ways that information about their power usage will be utilized to support a smart grid is critical to its success. How can smart grid technologies be deployed so that consumer confidence is maintained? What consumer concerns are the result of misperception about grid data collection and how should those be addressed? This session will probe the importance of building privacy protection into a smart grid and will tackle issues of personal information, third-party sharing, and data ownership.

Moderator:**Teresa Hansen**

Editor in Chief, PowerGrid International, Electric Light & Power and Utility Products Magazines

Speakers:**Ann Cavoukian, Ph.D.**

Information and Privacy Commissioner of Ontario, Canada

Lillie Coney

Associate Director of the Electronic Privacy Center (EPIC)

Becky Harrison

General Manager - Smart Grid Program, Progress Energy

Nancy Kabalt

Chief Customer Officer, Alliander

Jules Polonetsky

Co-Chair and Director, Future of Privacy Forum

4:00pm – 4:15pm: Transition**4:15pm – 5:30pm: Learning from Others**

Amphitheater

Smart grid is considered to be both evolutionary and revolutionary. As the Internet and wireless telephones have evolved over time, they have both individually changed how our society behaves and in many ways the two industries have merged. Similarly, computers have been transformed from room sized, vacuum-tube behemoths in the 1950s to hand held devices with thousands of applications available. Will a smart grid be a revolution or an evolution? Are some segments of a smart grid likely to move faster? Are the past adoption experiences in other industries a prelude to smart grid adoption? This session will take on the challenges faced in the past and apply them to the electric grid transformation we face today.

Moderator:**Rob Atkinson**

Founder and President, ITIF

Speaker:**Tom Burns**

Executive Vice President, Alcatel-Lucent

Thomas R. Kuhn

President, Edison Electric Institute

Pier Nabuurs

Chairman of the Executive Board, KEMA

Richard Varos

Director, Worldwide Sales, Intelligent Transportation Solutions, IBM Global Public Sector

5:30pm – 7:00pm: Reception

Amphitheater Foyer

THURSDAY, SEPTEMBER 23

Note: All Thursday sessions will be held in the Amphitheater

7:00am – 1:30pm: Registration

Continental Foyer

7:30am – 8:30am: Continental Breakfast

Amphitheater Foyer

8:30am – 10:00am: Polishing the Crystal Ball

It is 2030 and the world looks much different than it does today. The basic infrastructures of the world, including energy, have been modernized and transformed. What does this world look like? Has the energy culture changed? Have consumers' lives been changed? Has smart grid led the way for the transformation of other systems like transportation, buildings, water, and gas? This session will present a view into the future from three perspectives: an internationally renowned author, reporter, and columnist will share his views on global energy matters gleaned from extensive travels throughout the world; an industry leader who will provide a global perspective on what he sees coming in the next two decades; and a world renowned inventor who has brainstormed on how innovation can solve any number of issues, including climate.

A Conversation on Global Energy Future**Tom Friedman**

Foreign Affairs Columnist, The New York Times

Jeffrey R. Immelt

Chairman and CEO, GE

Futurist Discussion**Saul Griffith**

Chief Scientist, Other Lab

10:00am – 10:30am: Break

Amphitheater Foyer

10:30am – 11:45am: Meeting Climate Goals

As COP-15 was unfolding in Copenhagen, global leaders, including U.S. Secretary of Commerce Gary Locke, were touting the benefits of smart grid to mitigate the effects of climate change. How is smart grid seen internationally as a climate solution? What transformative policies and investments are being decided with these solutions in mind? How can a smart grid change the way people think about and use carbon-emitting resources? This session will engage in a global discussion on challenges in both the short and medium term, as well as positive examples that we can share with each other.

Moderator:**David Leeds**

Smart Grid Analyst, Greentech Media

Speakers:**Jean-Philippe Denruyter**

Manager for Global Renewable Energy Policy, WWF International

Daniel Dobbeni

Chief Executive Officer and President of the Executive Committee, Elia System Operator

Don McConnell

President, Battelle Energy Technology

Dr. Kandeh K. Yumkella

Director-General, United Nations Industrial Development Organization

11:45am – 1:15pm: Lunch

Atrium Hall

Speaker:**Steven Chu**

Secretary, U.S. Department of Energy

1:15pm – 2:30pm: Transforming the Utility Model

Finding solutions to critical energy and environmental challenges are at the top of the current national political agenda. A smart grid could emerge as the single most important platform for creating new business opportunities within the utility industry and therein radically transform the way electricity is produced, transmitted, and delivered. What will be the scale and scope of the coming industry transformation? What new business opportunities will arise? What are the potential public policies needed to meet cyber security, reliability, and carbonization concerns that are specifically associated with the current transformational era? This session of global utility executives will explore some of the key drivers behind the new business opportunities that will be created within the electric utility industry and share stories about global transformation.

Moderator:**Glen Hiemstra**

Founder and President, Futurist.com

Speakers:**Laura Ipsen**

Senior Vice President and General Manager, Smart Grid, Cisco

David Owens

Executive Vice President of Business Operations, Edison Electric Institute

Anne Pramaggiore

President and COO, ComEd

John Shine

Deputy Chief Executive, Electricity Supply Board (ESB)

Chris Thomas

Policy Director, Citizens Utility Board

2:30pm – 3:45pm: Innovating for the Future

Innovation has been the economic driver of the U.S. and global economy for decades. Entire industries—communication, information technology, biotechnology, medicine, entertainment—have been transformed as human imagination and an entrepreneurial spirit have been directed toward those areas. Innovation in a smart grid, though, represents unique challenges. Can innovation happen around a legacy system such as the existing power grid? Can innovation happen in a regulated environment? How can a smart grid capture the imagination of the emerging generation of engineers, entrepreneurs and inventors so that their creativity is directed at enabling a smart grid rather than solving other technology challenges? This session will present visionary venture capitalists and leaders of transformational companies from inside and outside the energy industry to discuss lessons learned, best practices and great ideas that can point the cannon of innovation at the central nervous system of the global economy—the grid.

Moderator:**Stephen Power**

Report, Energy & Environmental Policy, The Wall Street Journal

Speakers:**Bill Capp**

CEO, Beacon Power

Ann Hand

CEO, Project Frog

Dr. Carole Inge

President and CEO, National Capital Clean Energy Incubator

Erik Kruse

Strategic Marketing Manager, Ericsson AB

David Prend

Managing General Partner, RockPort Capital

3:45pm – 4:15pm: Challenging Ourselves

There is broad consensus about the nature of key opportunities and challenges that the electric industry is facing with the move to smart grids. The technologies to implement a smart grid largely exist today. But effecting the changes to business models, industry standards, and regulatory regimes that are necessary for success requires a new kind of leadership. As members of the ecosystem working for the adoption of smart grid solutions, how can we challenge ourselves to think and act in new ways?