08:30 – 14:15  MASTER CLASSES

Chair
Nicole Torres  Senior Associate Editor, Harvard Business Review

**REFRAMING: SOLVE THE RIGHT PROBLEMS**
It’s been decades since Peter Drucker warned us against the danger of asking the wrong questions - and yet, today, 85 percent of companies still say they struggle to solve the right problems. It’s time to change that. In this session Thomas Wedell-Wedellsborg will show how you and your team can master problem reframing, ask better questions, and waste less time on the wrong problems.

09:15 – 10:00  Avivah Wittenberg-Cox  CEO of 20-first and author
**BUILDING GENDER BALANCED COUNTRIES, COMPANIES & COUPLES**
In a business eco-system dominated by men, and a talent eco-system increasingly dominated by women, how can companies adapt sustainably to global shifts in gender roles and capabilities? How can countries design policy shifts for healthy demographics? And how does all this change impact our personal lives? Too many countries and companies are still caught up in Fix-the-Women or Blame-the-Men dichotomies and backlashes. Gender balance takes thoughtful adaptation of leaders, cultures and systems to 21st century talent and markets.

10:00 – 10:45  Amy Webb  Founder, Future Today Institute
**HOW TO THINK LIKE A FUTURIST**
The world’s most successful leaders must manage the present and innovate for the future. This requires a new kind of strategic thinking. Drawing from her recent research Amy Webb explains how leaders can harness a futurist’s strategic tools for the benefit of their organizations. In this presentation, you will learn how to think like a futurist, how to rethink risk, and how you’ll know when to act.

10:45 – 11:05  -  Coffee Break

11:05 – 11:50  Philip Kotler  S.C. Johnson & Son Professor of International Marketing, Kellogg School of Management, Northwestern University
**THE FUTURE OF MARKETING**
Marketing is a dynamic discipline, passing through different stages and philosophies. Marketing has moved through marketing 1.0, 2.0, 3.0, and now is at 4.0, and moving into 5.0. New concepts include customer journey mapping, customer service automation, content development, personalized marketing, and omnichannel marketing. CMOs are currently being challenged by other titled executives including Chief Growth Officer, Chief Revenue Officer, Chief Customer Officer, or eliminating a head of marketing altogether. We will review and highlight new developments in marketing theory and practice.
11:50 – 12:35  Amy Edmondson  Professor, Harvard Business School
**PSYCHOLOGICAL SAFETY AT WORK – BUILDING THE FEARLESS ORGANIZATION**

With so much riding on innovation, creativity, and engagement, today’s organizational leaders know it’s essential to attract, cultivate and retain talented employees – but it’s even more important to ensure that they are able to speak up. Ensuring high ethical standards also rests on the perceived ability – by everyone – to speak up with questions and concerns, to catch and correct errors and problems quickly.

12:35 – 13:20  Alexander Osterwalder  Entrepreneur and Business Model Innovator, Co-Founder Strategyzer
**HOW TO BUILD INVINCIBLE COMPANIES**

What must organizations do to survive and thrive in today’s world? In this hands-on session, Alex Osterwalder will provide insights into how to design and implement an innovation culture, innovation portfolios, and the corresponding organizational structures, while remaining world-class at managing the existing business.

13:20 – 14:15  -  **Buffet Lunch**  

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**REGISTRATION**

REGISTRATION FOR

THE MASTER CLASSES AND ROUND TABLES/WORKSHOPS

– FULL DAY –

The Master Classes may be booked only in conjunction with the registration for the Drucker Forum and the full pre-conference day.

**REGISTER HERE**