Dismantling Bureaucracy, Activating Leaders
AN INTERACTIVE WORKSHOP

Co-instigators
Gary Hamel Director, Management Lab; Visiting professor, LBS; Michele Zanini Co-founder, Management Lab

As we work to rebuild the global economy in the wake of COVID-19, we need individuals in every organization, at every level, who are willing to step up and lead. This interactive workshop will feature groundbreaking ideas on how to dismantle bureaucracy and build a culture of distributed leadership. Progressive CEOs and grassroots leaders who have flattened corporate hierarchies and emboldened internal activists will share their stories. Participants will get the chance to collaborate with peers in breakout sessions and identify the most promising ways of unleashing the full potential of everyone at work.

14:00 – 14:10
WELCOME
Eduardo P. Braun Leadership expert, consultant and author (Conference Chair)

14:00 – 15:30
The Case for Humanocracy
Gary Hamel Director, Management Lab; Visiting professor, LBS
John Ferriola CEO (Retired), Nucor
Jos de Blok Founder, Buurtzorg

15:30 – 16:00
Networking Lounge

16:00 – 17:30
The Path to Humanocracy
Tracey Davidson Deputy CEO, Handelsbanken Plc; Chair, Handelsbanken Wealth and Asset Mgmt.
Florent Menegaux CEO, Michelin
Kevin Nolan CEO, GE Appliances
Michele Zanini Co-founder, Management Lab
18:00 – 18:45  Thinkers Corner Dialogues
PARALLEL DIALOGUES

#1  The AI Power Shift
Moderator  Jacob Haesler  Serial entrepreneur
Speaker  Léa Steinacker  Chief Strategy Officer, ada - a learning initiative focused on the future of work and socio-technological change

Léa Steinacker argues that to reap the benefits of AI – and avoid harmful outcomes – we must understand how its applications shift power in industries, societies, and human relationships. In this dialogue, she and Jakob Haesler explore why leaders must pay attention to AI’s “code capital.”

#2  Peter Drucker: Leadership from the viewpoint of a conservative christian Anarchist
Moderator  Timo Meynhardt  Professor for Business Psychology and Leadership, HHL Leipzig Graduate School of Management
Speaker  Peter Paschek  Management Consultant

The discussion will center around basic questions: Why is managerial work also a social task? Is there a useful distinction between management and leadership? What would Peter say about digitization?

#3  Leadership and Lovemarks in a Crazy World
Moderator  Bernhard Kerres  Former Opera Singer & Silicon Valley Entrepreneur
Speaker  Kevin Roberts  Founder Red Rose Consulting; former CEO Worldwide, Saatchi & Saatchi

“In crazy times, everyone must lead” wrote Kevin Roberts in his latest book, “64 Shots” in 2016. Facing the world after Supervuca, with the COVID19 crisis bringing unimaginable challenges to leaders around the world, Kevin Roberts and Bernhard Kerres will jam on the question, if leadership is still possible or if it is just survival.

#4  The Imperative for Delivering Value Across Society
Moderator  Curtis R. Carlson  Distinguished Executive in Residence Worcester Polytechnic Institute; Former CEO of SRI International
Speaker  Ya-Qin Zhang  Founder and Chairman of Blue Entropy LLC.; former President of Baidu Inc.

Value Creation is a mindset and a set of skills. We will discuss fundamental value creation concepts that apply across society and suggest ways we can improve, whether as a researcher, company CEO, university, or government official.

19:00 – 20:00  Speakers Reception
INVITATION ONLY – for speakers, moderators and sponsors

WELCOME
Richard Straub  Founder & President, Global Peter Drucker Forum
Eduardo P. Braun  Conference Chair, Global Peter Drucker Forum
Katharina Moser  Online Experience Designer, Global Peter Drucker Forum
LEADERSHIP EVERYWHERE
A FRESH PERSPECTIVE ON MANAGEMENT

09:00 – 10:30
PLENARY 1
WELCOME
Richard Straub Founder and President, Global Peter Drucker Forum
Guest of honor Helga Rabl-Stadler President Salzburg Festival
OPENING SALVOS:
Is Leadership Rising to the Occasion?
Moderator Eduardo P. Braun Leadership expert, consultant and author (Conference Chair)
Speakers James Li Member of the Supervisory Board, Senior VP, President of the European Region, Huawei
Alex Adamopoulos Chief Executive Officer, Emergn Limited
Sunil Prashara President & CEO at Project Management Institute
Eric Cornuel President, EFMD
Yannick Fierling CEO of Haier Europe
Gemma D'Auria Global Leader McKinsey Leadership Practice
The year 2020 has put us through a lot, but in doing so created settings for effective leaders to have real impact. Who has stepped up to the challenge and who has stumbled? What broad lessons in leadership can we take away from this annus horribilus?

10:30 – 11:00 Networking Lounge

11:00 – 12:30 PARALLEL PLENARIES
#1 Leadership in Hard Times
Moderator Michael Fleischhacker TV Anchor and Journalist
Speakers Radoslaw Kedzia Vice President, Huawei CEEN Region
Fleur Pellerin Founder and Chairwoman, Korelya Capital;
Former minister for SMEs, Innovation and the Digital Economy
Margaret Heffernan Entrepreneur; Professor, Univ. of Bath School of Management England
Dinesh Paliwal Board member Bristol-Myers Squibb, Nestlé and Raytheon Technologies Corporation and Harman
Peter Williamson Professor of Int. Management, Univ. of Cambridge & Judge Business School
Organizations value certain qualities and actions in leaders when times are good. Do the needs fundamentally change when times turn bad? How should leadership teams adapt to business environments transformed by pandemic, protest, and intense politics?
#2 Leading for the Greater Good when Survival is at Stake

Moderator: Marie Ringler, Ashoka Europe Leader

Speakers: Roger Martin, Strategy Advisor, former Dean Rotman School, top ranked management thinker, T50  
Paul Polman, Co-Founder, IMAGINE; former CEO Unilever  
Isabelle Spiegel, Director Environment, Vinci  
Sara Mathew, Chair of the Board, Freddie Mac  
Jørgen Vig Knudstorp, Executive Chairman, LEGO Brand Group

In the midst of turmoil, it's all some organizations can do to deal with immediate threats to business viability. How do some leaders maintain a focus on longer-term and larger-scale imperatives while also weathering the storm of the moment?

12:30 – 14:00  Networking Lounge  

12:30 – 13:00  MUSICAL REGARDS by artists from around the world, especially produced for the Drucker Forum  
Curator: Bernhard Kerres, Executive Coach and Managing Partner of Haydn 1791

13:15 – 13:30  ZEN MOMENT: Aligning body and mind for focus and productivity  
with Bart Weetjens, Social entrepreneur; Zen priest

14:00 – 15:30  PARALLEL PLENARIES

#3 Is Remote Leadership an Oxymoron? Making the “Future of Work” work

Moderator: Andrew Hill, Management Editor, Financial Times

Speakers: Donna Flynn, VP, Global Talent at Steelcase  
Guy Ben-Ishai, Head of Economic Policy Research, Google  
Tammy Erickson, Leadership Advisor; top ranked management thinker, T50  
Ashok Krish, TCS Global Head, Digital Workplace

Even when it seems that old ways of working are being upended, evolving businesses, as Drucker pointed out, are always a mix of continuity and change. How will remote and office work settle into a new balance and what does this mean for leadership?

#4 Led by Data, Algorithms and AI?

Moderator: Julia Kirby, Senior Editor, Harvard University Press

Speakers: David Weinberger, Senior researcher, Harvard’s Klein Center for Internet & Society  
Miriam Meckel, Founding publisher of ada, the platform for digital life and the economy of the future, at Handelsblatt Media Group  
Charles Édouard Bouée, Founder and Managing Partner, Alpha Intelligence Capital; former CEO, Roland Berger  
Alex Adamopoulos, Chief Executive Officer, Emergn Limited

Covid-19 has been an exceptional event, but at the same time an eye-opening case study for organizations that rely on models and expect decisions to be dictated by data. Will we ever get to the point where we can truly “follow the science”—and if so, what’s the role of the leader?

15:30 – 16:00  Networking Lounge
#5 Reimagining What it Means to Lead

**Moderator**
Raymond Hofmann  
Management & Organisation Designer

**Speakers**
Santiago Iñiguez  
President IE University  
Julia Middleton  
Founder & Innovation Officer, Common Purpose  
Vikram Mansharamani  
Lecturer, Harvard University  
Maelle Gavet  
Tech executive, Author  
Claudia Crummenerl  
Managing Director People & Organization globally and Head of People and Organization CE, Capgemini Invent

*The theme of this year’s Forum—Leadership Everywhere—suggests a distribution of leadership, with more people involved and in some way taking charge. But if everyone leads, is anyone following? What if we thought of “leadership” as a set of activities rather than a group of executives?*

#6 Not Enough Good Leaders – how to develop them?

**Moderator**
Raymond Hofmann  
Management & Organisation Designer

**Speakers**
Santiago Iñiguez  
President IE University  
Julia Middleton  
Founder & Innovation Officer, Common Purpose  
Vikram Mansharamani  
Lecturer, Harvard University  
Maelle Gavet  
Tech executive, Author  
Claudia Crummenerl  
Managing Director People & Organization globally and Head of People and Organization CE, Capgemini Invent

*For Drucker the only mark of a leader was that he or she had followers. He didn’t see leaders as defined by certain common traits. Yet, if we want to develop more leaders for rough times ahead, should we not have a clear idea of the strengths to build?*
#7 The Thought Leadership Renaissance: Gaining a Voice when No One is Listening

**Moderator** Art Kleiner Editor and author

**Speaker** Sally Helgesen Author and leadership advisor

For ideas to have an impact, others must encounter them, embrace them and act on them. None of this happens as it did in the industrial era of mass publishing and (more) honest brokers. How do we build the next-level wave of business ideas: the communities of insight we need today.

#8 The Leader as Coach

**Moderator** Deepa Prahalad Design strategist and Social Innovator

**Speaker** Marshall Goldsmith Executive Educator and Coach

Leadership requires an understanding of how our behaviors and decisions impact our stakeholders and teams. How can leaders create and sustain positive, lasting behavior change in themselves and in their organizations?

19:00 – 19:45 PARALLEL DIALOGUES

#9 Powerful Leaders Pose the Most Powerful Questions

**Moderator** Julia Kirby Senior Editor, Harvard University Press

**Speaker** John Hagel Consultant & Author

The most effective leaders of the future will be those who have the most powerful and inspiring questions and who are willing to acknowledge they don’t have the answers and that they need and want help in finding the answers. It’s in sharp contrast to the conventional view of leaders as the ones who have the answers to all the questions.

#10 Frontier Technologies Startups vs. Big Tech

**Moderator** Angelica Kohlmann Chairman & CEO, Kohlmann & Co AG

**Speaker** Antoine Blondeau Co-founder and managing partner of Alpha Intelligence Capital

Can the disruptive, transformational, power of deep technology startups change the established Big Tech order?

#11 Crisis of Leadership

**Moderator** Arne Gast Leader Organization Practice Asia, McKinsey

**Speaker** Simon Sinek Optimist

What happened to all the great leaders? For the past 30-40 years there appears to be a trend away from good leadership that has wreaked havoc with our businesses, economies and politics. How did we get here and what can we do about it?

#12 Design Thinking in Crisis

**Moderator** Bettina Rollow Organisational developer, Executive coach

**Speaker** Tim Brown Chair, IDEO

Can design thinking help leaders navigate the current crisis? If so, then how is design thinking as an approach evolving to meet the needs of the moment?
PLENARY 2

Chair  Eduardo P. Braun Leadership expert, consultant and author

20:00 – 20:30
THE 2020 DRUCKER CHALLENGE:
Announcing This Year’s Winners

Moderator  Laurent Choain Chief People, Education & Culture Officer, Mazars

The Drucker Forum’s annual essay contest invites a rising generation to engage not only with Drucker’s work but with key management dilemmas of our age. Join us to learn—and learn from—this year’s top students and young managers.

20:30 – 21:30
Celebrating the Impact and Influence of Clayton Christensen:
Building the Intellectual Scaffolding for Innovation and Progress

Moderator  Karen Dillon Former editor of Harvard Business Review

Speakers  Chester A. Huber Senior Lecturer Harvard Business School, former CEO Onstar
Hal Gregersen Executive Director, MIT Leadership Center, MIT Sloan School of Management
Efosa Ojomo Senior Research Fellow at the Clayton Christensen Institute

Renowned for his theories of innovation and cherished for his wisdom, good cheer, and generous mentorship, Clay Christensen was a thinker in the tradition of Peter Drucker. This evening, we mark his passing with special remarks from leaders whose thinking he profoundly influenced.
LEADERSHIP EVERYWHERE
A FRESH PERSPECTIVE ON MANAGEMENT

08:30 – 08:45
ZEN MOMENT: Aligning body and mind for focus and productivity
with Bart Weetjens Social entrepreneur; Zen priest

08:45 – 09:00
The Story So Far: Highlights of Day 1 and Hints of Day Two
Chair Eduardo P. Braun Leadership expert, consultant and author

09:00 – 10:30
PARALLEL PLENARIES

#7 Leading in times of Fake News, Activism and Rebellion
Moderator Alexandra Borchardt Journalist, Journalism professor, Adviser, Book author
Speakers Megan Reitz Professor of Leadership and Dialogue, Hult Ashridge Executive Education
Rahaf Harfoush Digital Anthropologist
Mathis Bitton Student of philosophy and political theory, Yale University
Gianpiero Petriglieri Associate Professor of Organisational Behaviour, INSEAD

Most leadership issues are perennial, but this one feels starkly new: To degrees never seen before, employees are organizing to hold their own organizations’ feet to the fire on social issues, taking their grievances to the airwaves and summoning pressure through social media. How should leadership respond?

#8 When Innovation is What Matters Most
Moderator Johan Roos Chief Academic Officer, Hult International Business School
Speakers Darja Isaksson Director General, Vinnova, The Swedish Innovation Agency
Alex Osterwalder Entrepreneur and Business Model Innovator, Co-Founder Strategyzer
Yoshikuni Takashige Chief Strategist, Global Marketing, Fujitsu Limited
Howard Yu LEGO professor of management and innovation, IMD Business School and director of IMD’s signature Advanced Management Program
Falco Weidemeyer Senior Partner and Head of EY Parthenon EMEIA

The classic literature on leadership is a legacy of the industrial age, with its emphasis on setting high-level strategy and translating it into marching orders delegated down the ranks. A new era of leadership theory puts the emphasis on cultivating creativity at all levels. How are leaders doing that in the most innovative organizations?
#9 Leading Change on a Wider Stage – How?

**Moderator**: Rainer Münz, Expert in Demography & Migration

**Speakers**
- Adrian Wooldridge, Political editor and ‘Bagehot’ columnist, The Economist
- Katherine Gehl, Business leader, author, and political innovator
- Antonella Mei-Pońtchler, Special representative of the Austrian Federal Chancellor; Head of Think Austria
- Hermann Simon, Founder & Honorary Chairman, Simon-Kucher & Partners

Leadership is not only within organizations – it also concerns itself with shaping wider systems and networks such as democratic institutions, geopolitical dynamics, and capitalist systems. What leadership is required to engage with issues on this larger scale, and understand their impacts on leadership and management in organizations?

#10 Regaining Industry Leadership – A European Challenge

**Moderator**: Mark Esposito, Professor at Hult International Business School, Co-Founder & CLO, Nexus Frontier, Author, and Advisor

**Speakers**
- Georg Kopetz, Co-Founder and member of the Executive Board, TTTech
- Helmut Reisinger, CEO Orange Business Services
- Sabine Herlitschka, CEO & CTO, Infineon Technologies Austria
- Lukas Mandl, Member of the European Parliament
- Muriel Pénicaud, French Ambassador to the OECD, former French Labor Minister

Leadership is not only within organizations – it also concerns itself with shaping wider systems and networks such as democratic institutions, geopolitical dynamics, and capitalist systems. What leadership is required to engage with issues on this larger scale, and understand their impacts on leadership and management in organizations?

Europe has enormous strengths in industries that are the basis of our daily lives (chemical, pharma, automobile, banking, and more).

How do we ensure that well-intentioned efforts to regulate these sectors do not undermine firms’ ability to compete globally and create value for the world?
### #13 Leadership – more than good Management

**Moderator**  
Ania Wieckowski Executive Editor HBR

**Speakers**  
Julia Hobsbawm Honorary visiting prof. of workplace social health, The Business School, Cass. London, Chair of new UK Workshift Commission  
Vlatka Hlupic Professor of Leadership and Organizational Transformation, Hult Ashridge Executive Education  
Barbara Kellerman Lecturer in Public Leadership, Kennedy School, Harvard University  
Ricardo Vargas Executive Director Brightline Initiative

*The difference between leadership and management was a debate Drucker resisted being drawn into. For him, boosting the quality of management was the biggest factor in maintaining great institutions. Yet the Drucker Forum has made leadership its 2020 theme. As a factor in enterprise success, does it deserve its own category?*

### #14 Late Work: From Recreation to Re-Creation

**Moderator**  
Avivah Wittenberg Cox CEO of 20-first

**Speakers**  
Pierre Hessler Senior Adviser, Capgemini  
Helga Nowotny Professor emerita of Science and Technology Studies ETH Zurich; former President European Research Council  
Rosabeth Moss Kanter Professor of Business, Harvard Business School  
Alistair McQueen Head of Savings and Retirement, Aviva

*Today’s societies are trending older, and today’s organizations pull an unprecedented span of generations into workplaces together. The shift toward workers participating longer in the formal economy has been a quiet one, but brings with it some deep changes. What is driving the trend, and what will it drive in turn?*
PLENARY 3 – CLOSING

Chair
Eduardo P. Braun Leadership expert, consultant and author

Concluding thoughts on leadership in the light of Clayton Christensen's ideas
Scott Cook Founder and CEO, Intuit
In conversation with
Roger Martin Strategy Advisor, former Dean Rotman School, top ranked management thinker, T50

Including
VIDEO MESSAGE
The parable of Marcus Rashford
Charles Handy Social Philosopher

ANNOUNCEMENT OF THE FORUM 2021
Richard Straub Founder and President, Global Peter Drucker Forum

POST-SCRIPTUM

Moderator
Eduardo P. Braun Leadership expert, consultant and author

Lead
Steve Denning Forbes contributor

Commentators
Gabriel Joseph-Dezaize Editor in Chief, HBR France
Philippe Dewost Senior Advisor Internet, Tech & Digital Transformation Co-founded Wanadoo
John Mark Williams CEO Institute for Leadership and Management
Isabella Mader CEO Excellence Institute, Executive Advisor Drucker Forum
Ingmar Höhmann Senior Editor, HBM

Session Rapporteurs
Leading journalists, academics and business executives provide their takeaways from the 2020 Forum – not only on the question "What will you do differently on Monday" (Drucker) but also on how the perspective on key issues of our time might have changed.