THE HUMAN IMPERATIVE
NAVIGATING UNCERTAINTY IN THE DIGITAL AGE

07:30 – 07:45
GUIDED ZEN MEDITATION
In this short mindfulness session we will practice “presence” together to align body, mind, and spirit.
Bart Weetjens Social entrepreneur; Zen priest

07:45 – 08:00
OPENING & WELCOME
Eduardo P. Braun Leadership Educator, Conference Chair
Katharina Moser Experience Designer, Conference Host
Richard Straub Founder and President Global Peter Drucker Forum

08:00 – 09:30
PLENARY 1
Why We’re Here
Moderator Eduardo P. Braun Leadership Educator
Speakers Jennifer Tharp 2022 Chair Elect, Project Management Institute Board of Directors
Dana Maor Senior Partner, McKinsey
Alex Adamopoulos CEO, Emergn
Takahito Tokita CEO and CDXO, Fujitsu Limited
Stéphane Richard CEO & Chairman, Orange Group
Zhang Ruimin The Founder and Chairman Emeritus of the Board of Directors, Haier Group
Guo Ping Huawei rotating chairman
A selection of Drucker Forum partners share perspectives on why “the human imperative” must be reasserted now.

Come to the Conversation Lounge for informal networking or private meet-ups with fellow participants.
09:30 – 10:30 PARALLEL PLENARIES

#1 How Far Can Research Take Us?

Moderator Helga Nowotny Former President, European Research Council; Professor emerita of Science &Tech Studies, ETH Zurich

Speakers Hermann Hauser Co-founder and venture partner, Amadeus Capital Partners  
Michael Ong Founder & Chairman, Innovative Business Foundation, Hong Kong  
Giulio Superti-Furga CeMM Scientific Director, Professor for Medical Systems Biology, Medical University of Vienna  
Curt Carlson Professor of Practice at Northeastern University; Distinguished Executive in Residence at Worcester Polytechnic Institute; Founder & CEO, The Practice of Innovation; Former CEO of SRI International

*The response to the Covid-19 pandemic showed what was possible from the global scientific community but also exposed serious barriers to making use of research discoveries. What changes could advance human progress?*

#2 High Performance in the Digital Age

Moderator Jean-Francois Manzoni President of IMD

Speakers Adrian Wooldridge Political editor and ‘Bagehot’ columnist, The Economist  
Julian Nida-Rümelin Professor for Philosophy and Political Theory, Ludwig-Maximilians University of Munich  
Stephanie Chasserio associate Professor, Skema Business School  
Andreas Rosenfelder Head of feature section, Die Welt/Welt am Sonntag

*Organizations shouldn’t focus only on one measure of success - and neither can they focus on dozens at a time. In an age of stakeholder capitalism and increasingly digitized operations, what are the meters we should be watching most closely?*

10:30 – 11:00 Conversation Lounge Join a conversation with your fellow participants  

- Break

11:00 – 11:45 THINKERS CORNER DIALOGUES

What Does It Mean to Put People at the Center

(prerecorded)  

#T1 Ikujirō Nonaka Professor Emeritus, Hitotsubashi University  
interviewed by Noboru Konno, Japan Innovation Network

#T2 Nand Kishore Chaudhary Social entrepreneur; Chairman and Managing Director, Jaipur Rugs  
interviewed by Deepa Prahalad Design strategist and Social Innovator
THINKERS CORNER DIALOGUES

(prerecorded)

#T3 Alan Mulally Former President & CEO, Ford Motors Company; former CEO, Boeing Commercial Airplanes
interviewed by Dan Pontefract Leadership Strategist; Founder and CEO, The Pontefract Group; Adjunct Professor, Gustavson School of Business, University of Victoria

#T4 Behham Tabrizi Consulting professor, Stanford University, Department of Mgmt Science
interviewed by Michael DePrisco COO, Project Management Institute

11:45 – 12:00 Conversation Lounge Join a conversation with your fellow participants
- Break

12:00 – 13:00 PARALLEL PLENARIES

#3 Raising Performance in the Public Sector: Human Centered Innovation in Serving Citizens
Moderator Mark Esposito Professor, Hult International Business School; CLO, Nexus Frontier
Speakers Valerie Hackl CEO, Austro Control
Fernando Benegas Partner at Bleett, former Secretary Transformation of Buenos Aires City Government
Marten Kaevats former National Digital Adviser for Estonia, Co-Founder at GovStack
Behnam Tabrizi Transformation expert, Senior Fellow Stanford University
In the realm of policy making, we still rely on simplistic “Management 1.0” thinking. The real-world complexity of human and natural environments demand better.

#4 Pushing the Envelope of Human Control
Moderator Delphine Paulet Head of Faculty, Mazars University
Speakers Rita McGrath Professor of strategy, Columbia University
Yoshikuni Takashige Executive Director and Chief Strategist, Fujitsu Limited
Erhard Friedberg Professor emeritus of Sociology at Sciences Po Paris
Philippe Silberzahn Professor, EM Lyon Business School
The history of human progress has been one of steadily expanding the realm of what is manageable. How far have we come – and how much more can we control?

13:00 – 14:00 Conversation Lounge Join a conversation with your fellow participants
13:00 – 14:00  
**VIENNA ENCOUNTERS: ARTISTIC VOYAGE**

Would Peter Drucker have become Peter Drucker if he did not grow up in Vienna? We probably will never know. But we often find him mentioning music in his writing. We invite you to a unique hour of journey through time and places, which Peter Drucker would probably have loved. Join this artistic voyage and experience how Vienna unites cultures and brings the world closer together.

🎵 **Myroslava Khomik** - Program Curator/Moderator/Violinist,  
**Sofia Livotov**, Soprano & **Pajna Indrawati**, Piano  
**Ghenadie Rotari**, Accordion **Birce Polat**, Piano **Heike Matthiesen**, Classical Guitar  
**Monika Kertesz**, Mezzo-Soprano **Albert Frantz**, Piano  
**Sylvia Hurtta**, Violin & **Albert Frantz**, Piano

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13:15 – 13:45  
**100 QUESTIONS**

Launch of a co-creation process for all participants in cooperation with Haufe Advisory

What are the most important questions leaders should ask themselves to navigate uncertainty in the digital age – for themselves, for their teams, and for their organizations? We are announcing a participative co-creation process to find the right questions in the Drucker community and create a booklet together.

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14:00 – 15:00  
**PARALLEL PLENARIES**

#5  
**Empowerment 2.0: Keeping Digital Taylorism at Bay**

**Moderator**  
**Michele Zanini** - Co-founder Management Lab

**Speakers**  
**Kevin Nolan** - CEO GE Appliances  
**Tiziana Casciaro** - Professor of Organizational Behavior and HR Management, Marcel Desautels Chair in Integrative Thinking  
**Yury Alasheev** - Member of the Board of Directors, VkusVill  
**Steve Denning** - Senior Contributor Forbes

*We know what humans hate: mindless bureaucracy and dehumanizing hierarchy. But what kind of organization serves them well?*

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#6  
**Can the Center Hold?: How New Technologies Challenge Centralized Control**

**Moderator**  
**Kirsten Weerda** - Partner, McKinsey

**Speakers**  
**Don Tapscott** - Digital theorist and author; Exec. Chairman, Blockchain Research Institute; Adjunct Professor, INSEAD; Chancellor Emeritus, Trent University  
**David Weinberger** - Senior Researcher, Berkman Klein Center for Internet & Society, Harvard University  
**Wolfgang Lechner** - Assoc. Professor, Univ. Innsbruck; CEO, Parity Quantum Computing  
**Sierk Poetting** - Chief Operating Officer, BionTech

*New tools make it possible to bypass old power centers. But capitalizing on them demands a different mindset.*
15:00 – 16:00

PARALLEL PLENARIES

#7 Can Big Business Be (Re)humanized?

**Moderator** Amy Bernstein  Editor, Harvard Business Review & VP Harvard Business Publishing

**Speakers**
- Hubert Joly  Senior Lecturer Harvard Business School; former CEO, Best Buy
- Claudio Fernández-Aráoz  Executive Fellow for Executive Education, HBS
- Maurice Lévy  Chairman of the Supervisory Board, Publicis Groupe
- Patricia Pomies  Chief Operating Officer, Globant

*Today’s globalized businesses operate on an inhuman scale, no longer embedded in communities or connecting with people in person. What’s being lost — and how do we get it back?*

#8 Surviving and Thriving in the Entrepreneurial Society

**Moderator** Alex Osterwalder  Entrepreneur and Business Model Innovator

**Speakers**
- Steve Blank  Adjunct Prof. at Stanford and Senior Fellow for Innovation at Columbia
- Michael Jacobides  Chair of Entrepreneurship & Innovation, London Business School
- Marcos Galperin  Founder and CEO, MercadoLibre
- Julia Hautz  Professor of Strategic Management, University of Innsbruck

*The potential rewards of entrepreneurship – both psychic and financial – have always appealed to the human spirit. But are the risks and regulations driving too many away?*

16:00 – 16:30  

Conversation Lounge  Join a conversation with your fellow participants

- Break

16:30 – 17:30

PARALLEL PLENARIES

#9 Leading People through Change: How Much, How Fast?

**Moderator** Jenny Darroch  Dean, Farmer School of Business, Miami University in Oxford

**Speakers**
- Roger L. Martin  Strategy advisor; former Dean, Rotman School of Management
- Sara Mathew  Non-executive Chair, Freddie Mac; former CEO Dun & Bradstreet
- Elsbeth Johnson  Senior Lecturer MIT’s Sloan School of Management, Managing Director, SystemShift
- Michael Watkins  Professor of Leadership and Organizational Change at the Institute of Management Development and Co-Founder of Genesis Advisers

*In the midst of turmoil, some leaders choose to make sweeping change. Is a crisis the best opportunity for a “reset” – or time to give people continuity?*
#10 The AI Automation that Will Serve Humans Best

Moderator  Julia Kirby  Senior Editor, Harvard University Press
Speakers   Luc Julia  Chief Scientific Officer, Renault Group
           Erik Larson  Computer scientist and tech entrepreneur
           Karim Lakhani  Professor of Business Administration, Harvard Business School
           Amy Webb  Founder, Future Today Institute

We’re in the midst of a boom in practical applications of AI and other cognitive technologies. Will the transformation live up to the hype – and where will it leave humans?

17:30 – 18:30  PARALLEL PLENARIES

#11 How Work-from-Home Changes Everything

Moderator  Andrew Hill  Associate Editor and Management Editor, Financial Times
Speakers   Emmanuelle Duez  CEO, The Boson Project
           Mickael Locoh  VP Southern Europe & Africa, Steelcase
           Ashok Krish  Global Head, Digital Workplace Practice, Tata Consultancy Services
           Christian Stadler  Professor of Strategic Management, Warwick Business School

Months of remote work have forged new habits, justified new systems – and suggested dangers if the trend goes too far. What traditional aspects of workplaces should return, and what new ways of working should endure?

#12 Human Hardware, Human Software: Is There Any Potential for Upgrades?

Moderator  Ade McCormack  Digital leadership expert
Speakers   Tal Ben-Shahar  Co-founder & CLO, Happiness Studies Academy
           Juan Enriquez  Managing Director, Excel Venture Management
           Rahaf Harfoush  Digital Anthropologist; Visiting Policy Fellow, Oxford Internet Institute
           Peter G. Kirchschläger  Professor of theological ethics, University of Lucerne, Director, Institute of Social Ethics ISE

Management must be grounded in the human imperative. But is the human condition a constant?

18:30 – 19:00  Conversation Lounge  Join a conversation with your fellow participants
- Break
PARALLEL PLENARIES

#13 Stepping Up to Demands for Meaning and Purpose

Moderator  Arnaud Mourot VP Ashoka- Changemaker Companies Founder
Speakers  Philip Kotler "Father of modern Marketing"; Professor of International Marketing, Kellogg School of Management
         Judith Wiese CPSO and Member of the Managing Board, Siemens AG
         Claudia Crummenerl Managing Director People & Organization globally and Head of People and Organization CE, Capgemini Invent
         Thomas W. Malnight Professor of Strategy and General Management, Faculty Director of the Business Transformation Initiative (BTI) at IMD

What do people need most deeply from their employers? Are they getting enough of it?

#14 Excitement, Fear, Regret, Pride: How Smart Leaders Work with Human Emotions

Moderator  Carlota Ribeiro Ferreira Founder and Executive Board Member at WIN World
Speakers  Daniel H. Pink American Author of books about business, work, creativity and behavior
          Amy Bradley Professor of Leadership and Management, Hult International Business School
          John Hagel Faculty Member, Singularity University; Member Board of Trustees, Santa Fe Institute
          Jyoti Guptara Business Storytelling expert, novelist, and executive coach

Emotions, both positive and negative, play a huge role in people’s motivation and performance. But for managers, they make for tricky territory.

PARALLEL PLENARIES

#15 Turning Large Enterprises into Hotbeds of Innovation

Moderator  Rosanna Sibora Director, IT Innovation, Universal Music Entertainment GmbH
Speakers  Donald Allan Jr. President & Chief Financial Officer, Stanley Black & Decker
          Simone Ahuja Author and Founder Blood Orange, a global innovation strategy firm
          Robert I. Sutton Professor of Management Science, Stanford University of Engineering
          Martin Reeves Chairman BCG Henderson Institute

As companies try to raise their creativity game, some don’t get far beyond “innovation theater.” Others transform cultures, remove roadblocks, and cultivate a new breed of intrapreneurs.
#16 Decision Making in the Face of High Risk and Uncertainty

**Moderator** Margaret Heffernan Entrepreneur; Professor of Practice, University of Bath School of Management, England

**Speakers**
- Paul J. H. Schoemaker Educator, researcher and entrepreneur in strategic management, decision making, innovation and leadership
- Tom Davenport Distinguished Professor of Information Technology and Management, Babson College; Senior Advisor to Deloitte U.S.
- Gerd Gigerenzer Director of the Harding Center for Risk Literacy, University of Potsdam
- John Kay Economist; former Chair at LSE, LBS and Oxford

_In intensely competitive markets, many decision processes are being sped up or handed over to number-crunching machines. Where should we still be deeply deliberative?_

#17 Tapping the Richness of Human Diversity

**Moderator** Ania Wieckowski Executive Editor, Harvard Business Review

**Speakers**
- Tammy Erickson Leadership Advisor
- Avivah Wittenberg-Cox CEO 20-first
- Laura Morgan Roberts Professor of Practice, Darden School of Business
- Gonzalo Brujó Global President Interbrand Group of Companies

_Organizations today are diverse in terms of race, religion, and gender – and also span generations and geographies. How can managers make the most of this vibrant mix?_

#18 How should Leaders be Judged?

**Moderator** Carol Kauffman Leadership Advisor at Egon Zehnder

**Speakers**
- Herminia Ibarra Professor of Organizational Behavior, London Business School
- Rick Going Chair emeritus, Tupperware Brands; Chair, World Federation of Youth Club
- Falco Weidemeyer Partner, Head of EYParthenon EMEIA
- Johnny C. Taylor, Jr. President and Chief Executive Officer of SHRM, the Society for Human Resource Management

_Rising generations see which leaders are celebrated an take their lessons accordingly. Are the right measures being used to gauge high performance? As a leader, what legacy should you leave?_