

PROGRAM OUTLINE

**PERFORMANCE
THAT MATTERS**
SPARKING THE
ENTREPRENEURIAL SPIRIT

(CET)

08:30 – 09:00

Welcome and Opening Comments

This gathering is convened with a strong point of view: As leaders and managers of society's major institutions, we must drive step changes in performance. Rising to the challenges of a transformed world will require us to aim much higher—and think more creatively. Management as usual is not going to cut it.

09:00 – 10:00

PLENARY 1

**Coming to Terms with What Matters:
What We Mean When We Talk about
Performance**

When an executive team says it's looking for a turnaround in performance, how is it defining that term—implicitly or explicitly? Despite efforts to reconceive what constitutes corporate success, is the bottom line still the bottom line?

10:00 – 10:30 – Break

10:30 – 11:30 PARALLEL DISCUSSIONS

A What Attitude? Managing the Multi-Generational Workforce

The perennial complaint of upper management is that “these new kids don’t want to work.” Probably the differences in expectations run much deeper.

B Killing It on Innovation: Keys to Getting Better at Inventing the Future

In a downturn, more than ever, performance gains depend on more creative problem-solving. It’s time for organizations to get serious about teaching their people to innovate.

11:30 – 12:00 – *Break*

12:00 – 12:30 PLENARY 2

Bend it Like Beckett: Performance Lessons from Waiting for Godot

The incomparable storyteller and organizational sage Charles Handy, with help from his Director of Drama son, explores what makes a great performance from the perspective of a performing artist.

12:30 – 14:00 – *Lunch Break*

14:00 – 15:00 PLENARY 3

The ESG Revolt: Finding a Way Forward in a World of Clashing Demands

Good businesses have always aimed for net-positive impact on the world around them – but some today are crying foul over the standards and ratings being imposed in the name of justice.

15:00 – 15:30 – *Break*

15:30 – 16:30 PARALLEL DISCUSSIONS

C What Makes a Knowledge Worker Productive?

Drucker said it would be the biggest management challenge of the 21st century: raising the productivity of knowledge workers. Have today's managers figured out this essential key to boosting performance?

D No One Boosts Performance Like a Robot: Best Bets for Applying Tech Now

16:30 – 17:00 – Break

17:00 – 18:00 PARALLEL DISCUSSIONS

E "Hybrid" Meets High Performance: Finding Your Flex-Work Sweet Spot

It's been the biggest debate of the year: get back to the office, or assume remote work? "Hybrid" sounds ideal – but the keys to getting the best of both worlds aren't obvious.

F Who Deserves to Get Ahead?

Meritocratic systems are harshly criticized for their tendency to preserve bastions of privilege. Some have been dismantled. Is there a better way to even the playing field – and encourage high achievement?

18:00 END OF PROGRAM **NOV. 17**

20:00 GALA DINNER

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08:45 – 09:00 **Welcome and Recap**

09:00 – 10:00 **PLENARY 4**

**The Load-Bearing Walls of the
Entrepreneurial Society**

Societies thrive when they have dynamic economies full of motivated, innovative problem-solvers. That, in turn, depends on the performance of societal institutions. Are the pillars holding up?

10:00 – 10:30 – *Break*

10:30 – 11:30 **PLENARY 5**

How Purpose Drives Performance

Few would deny that an organization should have an inspiring sense of purpose. But what do we really know about how that produces better results?

11:30 – 12:00 – *Break*

12:00 – 13:00 PARALLEL DISCUSSIONS

**# G Performance Demands Control!
No, Performance Demands Autonomy!**

Drucker called it the spirit of performance: the productive energy of a team committed to taking its achievement to the next level.

**# H Pulling Together without Thinking Alike:
How Diversity Relates to Performance**

We've come a long way from the Mad Men days of homogeneous organizations – and the blindered thinking that always held them back. But making diversity work isn't as simple as ?

13:00 – 14:15 – *Lunch Break*

14:15 – 15:15 PLENARY 6

**A Century of Management Ideas:
Assessing the Impact of HBR**

On HBR's hundredth birthday, we trace the trends in management thinking that have had most impact—and positioned us to see further and move forward.

15:15 – 15:45 – *Break*

15:45 – 16:45 PLENARY 7

High-Performance Leadership

Different eras call for different leaders. At a time when making performance gains is imperative, what C-suite skills come to the fore?

16:45 – 17:00 CLOSING