

PRELIMINARY PROGRAM

**CREATIVE
RESILIENCE**
LEADING IN AN AGE
OF DISCONTINUITY

(CET)

08:30 – 09:00

Welcome

GROSSER FESTSAAL

Conference Chair

**Katharina Moser
Richard Straub**

09:00 – 10:00

**Learning Together in Challenging
Times (Partner perspectives)**

GROSSER FESTSAAL

10:00 – 10:30 – Break

10:30 – 11:30

PANEL 1

**Voices of Experience:
What Matters Most After a Shock**

ZEREMONIENSAAL

Accomplished leaders of large organizations share hard-won wisdom about the most important keys to an organization's ability to survive catastrophe and come back stronger.

10:30 – 11:30

INTERACTIVE SESSION 1

**Engaging Hearts and Minds
in a Change Journey**

GEHEIME RATSTUBE

Creative responses to unforeseen events always entail change – and require collective commitment to a revised picture of the future.

11:30 – 12:30

PANEL 2

Making the Most of Failure

ZEREMONIENSAAL

“Good judgment comes from experience,” the old quote goes, “but unfortunately, experience comes from bad judgment.” Why do some people, organizations, sectors never recover from mistakes, while others learn and grow?

11:30 – 12:30

INTERACTIVE SESSION 2

How Digital Transformation Can Add Flexibility

GEHEIME RATSTUBE

What an irony if a transformation actually left a company more vulnerable to future crises. How do we ensure that digitizing a process doesn't make it more brittle or at risk of attack?

12:30 – 14:00 – Lunch Break

14:00 – 15:00

PANEL 3

Charles and Liz Handy Lecture

ZEREMONIENSAAL

Chair **Katharina Moser**
Herminia Ibarra
Charles Handy

15:00 – 16:00

PANEL 4

Resilient Leaders, Resilience Leadership

ZEREMONIENSAAL

Leadership experts share stories of high-stakes situations that demanded resilience. How much did recovery depend on the actions of a senior executive or team, what made the difference, and what could have been done better?

16:00 – 16:30 – Break

16:30 – 18:00

PANEL 5

The Machine Intelligence Turning Point: Are We Ready for AI's Next Decade?

ZEREMONIENSAAL

We're at a watershed moment: the year AI changes everything. How will this technology-driven revolution test human resilience and, by responding creatively, can we emerge more resilient than before?

16:30 – 18:00

INTERACTIVE SESSION 5

Confidence, Ingenuity, Grit: The Strengths that Help People Move Forward

ZEREMONIENSAAL

Everyone has setbacks, but some recover better. What gives them that power? Mindset or muscle? Resources or relationships? Grace or grit? And then there's the more important question: Can whatever it is be learned?

20:00 – 23:30

Gala Event

GROSSER FESTSAAL

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PANEL 6

**Epic Change: Navigating an Era of
Geopolitical Discontinuity**

Organizations must respond strategically to changes of immense scale and scope. Most need better ways to track geopolitical developments and understand their implications for how organizations operate.

ZEREMONIENSAAL

10:00 – 11:00

PANEL 7

Creativity Amid the Chaos

Times of disruption put a premium on creativity, because they demand imaginative problem solving. New evidence from the pandemic years suggests that organizations that had already focused on building capacities for innovation were well-equipped to overcome the challenges

ZEREMONIENSAAL

10:00 – 11:00

INTERACTIVE SESSION 4

**Built to Flex: Organizational Structures
That Are Up to Code**

After a storm of the century, the places still intact are the ones that were built to withstand a battering. In the midst of economic “gales of creative destruction,” is your organization structured to endure?

GEHEIME RATSSTUBE

11:00 – 11:30 – Break

11:30 – 12:30

PANEL 8

The ESG Dilemma: Will Your Strategy Make You More Sustainable?

ZEREMONIENSAAL

New indexes focus investors more tightly on social responsibility. Are companies more sustainable as a result?

11:30 – 12:30

INTERACTIVE SESSION 5

When the Show Must Go On: How Performing Artists Get Their Groove Back

GEHEIME RATSSTUBE

Dancers, comedians, opera singers, and other artists are hardly immune to setbacks. What works for them, and could it work for others, too?

12:30 – 13:30 – *Lunch Break*

13:30 – 14:30

PANEL 9

Building “Creative Resilience Capacity”

ZEREMONIENSAAL

Few would argue against aiming for more creative resilience—but can something so subjective really be a management goal? If it's difficult to say just how resilient a person, team, organization, or society is today, how would we gauge any gain or loss a year down the road?

13:30 – 14:30

INTERACTIVE SESSION 6

Collaborating Beyond the Walls of the Organization

GEHEIME RATSSTUBE

Resilience isn't only up to you—it's a strength or weakness of a whole ecosystem around you. How can you cultivate the systemwide flexibility that must be in place to deal with dynamic situations?

14:30 – 14:45 – *Comfort Break*

14:45 – 16:00

PANEL 10

How Will Management Rise to the Occasion?

ZEREMONIENSAAL

Management as a discipline has been slow to evolve from basic roots developed in an age of industrial manufacturing. What will it take to turn management back into the powerful, value-creating force for change the world so desperately needs in today's complex and exponential world?

16:00 – 16:15

Closing