**Welcome**

Conference chair and Drucker Forum founder set the stage for the 2023 Drucker Forum

- Katharina Moser Executive Board member, Inner Development Goals
- Richard Straub President, Global Peter Drucker Forum
- H.E. Jaideep Mazumdar Ambassador of India to Austria

**PANEL 1**

**Learning Together in Challenging Times**

Partners offer perspectives on the mission of this year’s gathering

- **Chair** Johan Roos Chief Academic Officer & Professor, Hult Int’l Business School
- **Speakers**
  - Johnny C. Taylor, Jr. SHRM-SCP President and CEO, SHRM
  - Pierre Le Manh President & CEO, Project Management Institute (PMI)
  - Alex Adamopoulos CEO, Emergn
  - Helmut Reisinger CEO, EMEA and Latin America, Palo Alto Networks

10:15 – 10:45 – Networking Break
10:45 – 11:45

**PANEL 2**

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

*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.*

**Chair**

Mary Meaney Haynes  Board member, Angel Investor, Philanthropist

**Speakers**

John Allan  Chair of the Council, Imperial College London

Guillaume Alvarez  Senior Vice President EMEA, Steelcase Inc.

Isabelle Kocher de Leyritz  Chairman & CEO, Blunomy

Reinhard Schlemmer  Member of the Executive Board, Vinci Energies S.A.

**10:45 – 11:45**

**INTERACTIVE SESSION 1**

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

*Creative responses to unforeseen events always entail change — and require collective commitment to a better future.*

**Chair**

Tiffani Bova  Growth Advisor, Bestselling Author

**Speakers**

Behnam Tabrizi  Consulting Professor, Stanford University

Anjana Mistry  Chief Financial & Operations Officer, Emergn

Patrick Guggenberger  Partner, McKinsey & Company

Tony Park  People & Culture Team Leader, Toss

11:45 – 12:00 — *Comfort Break to switch between sessions*

12:00 – 13:00

**PANEL 3**

**Making the Most of Failure**

*“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?*

**Chair**

Julia Kirby  Senior Editor, Harvard University Press

**Speakers**

Amy Edmondson  Professor of Leadership & Management, Harvard Business School

Daniel H. Pink  Best-selling author

Niren Chaudhary  Chairman of the Board, Panera Brands

Falco Weidemeyer  Partner, Global Head of Turnaround and Restructuring Strategy, EY Parthenon
12:00 – 13:00  INTERACTIVE SESSION 2  GEHEIME RATSSTUBE

How Digital Transformation Can Add Flexibility

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?

Chair  Esther Clark  author
Speakers  Robin Speculand  CEO, Bridges Consultancy and Co-founder Strategy Implementation Institute  
Lalit Karwa  Head TCS PACE™, Tata Consultancy Services, Europe  
Manjit Singh  Former Senior VP & General Manager Knock at RealPage Inc.

12:00 – 13:00  DEEP DIVE DIALOGUE  WINTERGARTEN

Purpose and Resilience (Sinn und Resilienz)

will be held in German

Julia Culen  Founder CCG Conscious Consulting Group

in conversation with  Niklaus Brantschen  Jesuit and Zen Master

13:00 – 14:15  Networking Lunch

14:15 – 15:15  PANEL 4  ZEREMONIENSAAL

Resilient Leaders, Resilience Leadership

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?

Chair  Angelika Reich  Partner, McKinsey & Co
Speakers  Hortense Le Gentil Executive Leadership coach  
Tony O’Driscoll  Adjunct Professor, Fuqua School of Business, Duke University  
David Bryson  Non Executive Director, Executive Leadership Coach  
Iris Brachmaier  Group Chief People Officer, UNIQA Insurance Group AG

14:15 – 15:15  INTERACTIVE SESSION 3  GEHEIME RATSSTUBE

Enhanced Cognition or Existential Crisis?
Keeping Technological and Human Progress Aligned

Stunning developments in AI and other technologies demand deeper thinking about the good life and what constitutes a better toolkit for achieving it.

Chair  Zhike Lei  Professor of Leadership and Organizational Behavior, IMD Business School
Speakers  Santiago Iñiguez de Ozoño  President, IE University  
Scott Hartley  Co-founder & Managing partner, Everywhere Ventures, investing in startups  
Bob Goodson  Cofounder and president of Quid
INTERACTIVE SESSION 4

Charles and Liz Handy Lecture: Reinventing Careers for the Age of Longevity

Careers today are less linear, more boundaryless and more bespoke allowing people more freedom to find paths that fit them better. We've applauded individual resourcefulness and resilience in making transitions from one career or way of working to another. But we've let companies, universities, governments off the hook in what is both a societal problem and opportunity. How can we create institutions whose purpose it is to help people move through the often-uncomfortable transitions that characterise modern careers?

Chair Katharina Moser Executive Board member, Inner Development Goals
Herminia Ibarra Charles Handy Chair in Organizational Behaviour, LBS

PANEL 5

Regenerating Cities

Cities, like all complex ecosystems, can prove surprisingly resilient. But they have their fragilities, too—and sometimes a "doom loop" seems impossible to reverse. How can employers—and the people in them—do more to keep them thriving?

Speakers Christian Sarkar Co-Founder Regenerative Marketing Institute
Remigijus Šimašius former Major of Vilnius, Lithuania
Leoluca Orlando former Mayor of Palermo
Bernadette Luger Head of Coordination Unit for Resource Conservation and Sustainability in the Construction Sector, City of Vienna

15:15 – 15:45 Networking Break

15:45 – 16:45 DEEP DIVE DIALOGUE

Authentic Voice, Authentic Workplace

Join this unique workshop to travel on a restorative inner journey. Through guided inner enquiry and creative interaction, you will uncover your personal meaning of authenticity, identify barriers, and explore how to overcome them.

Margot Borden Psychotherapist, Coach
Simone Ahuja Global Keynote Speaker, Bestselling Author. Founder, Blood Orange Innovation
17:00 – 18:00
PANEL 6
The Machine Intelligence Turning Point: Are We Ready for AI’s Next Decade?

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?

Chair
Eduardo P. Braun Global leadership expert & consultant

Speakers
David Weinberger Senior researcher Berkman Klein Center for Internet & Society, Harvard University
Thuy Ngoc Tran Co-founder, CTO, Astrid AI
John Walsh VP of Technology & CTO, Fujitsu Europe
Matt Sigelman President, Burning Glass Institute

17:00 – 18:00
INTERACTIVE SESSION 5
Confidence, Ingenuity, Grit: The Strengths that Help People Move Forward

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?

Chair
Anthony Howard CEO & Founder of The Confidere Group and The Socratic Leader Academy

Speakers
Avivah Wittenberg Cox Founder & CEO, 20-first; Global expert on gender and generational balance
Thomas Bubendorfer Solo climber
Asheesh Advani President & CEO, Junior Achievement
Nadya Zhexembayeva Founder & Chief Reinvention Officer, Reinvention Academy

19:30 – 23:30
Gala Event

19:30
APERITIF

20:00
GALA DINNER

Master of Ceremony
Katharina Moser Executive Board Member, Inner Development Goals

Dinner Speaker
Asheesh Advani President and CEO of JA (Junior Achievement) Worldwide

DRUCKER CHALLENGE AWARDS CEREMONY

presented by
Peter Wundsam Managing Partner, Mazars Austria

Musical setting by
Paul Smith Musician, Composer, CEO of the VOCES8 Foundation

and
Daniela Mars Trevor James Flutes Artist
09:00 – 10:00

PANEL 7

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.

Chair
Monika Rosen Vice President Austro-American-Society

Speakers
Ed Williams President, International, Edelman
Lothar H. Wieler Chair of the Digital Health Cluster, Hasso Plattner Institut; Professor of Digital Global Public Health;
Antonella Mei-Pochtler Board member, Publicis and Generali; Co-chair of the Kofi Annan Award for Innovation in Africa;
Daniel Stelter Economist, Founder of the German Discussion Forum Beyond The Obvious

09:00 – 10:00

DEEP DIVE DIALOGUE

An AI Tool to Boost Your Innovation

A hands-on workshop learning to use an AI tool to leverage human creativity in an innovation initiative

Isabella Mader CEO, Excellence Institute
Curtis R. Carlson Distinguished Executive in Residence, Worcester Polytechnic Institute
Kalina Deng Vice President, Snipp Interactive
10:15 – 11:15

**PANEL 8**

**Creativity Amid the Chaos**

What kinds of companies have bounced back better from the pandemic years? New evidence shows it’s the ones who had already invested time and energy in building their capacities for innovation.

**Chair**  
Bill Fischer  
Senior Lecturer at the Sloan School of Management, at MIT, and Emeritus Professor of Innovation Management, IMD

**Speakers**  
Tim Brown  
Chair of IDEO, Vice Chair of the kyu Collective

Gilma Teodora Gylytė  
Architect; Co-founder, DO ARCHITECTS

Antonio Nieto-Rodriguez  
Visiting Professor at Duke CE, IE,Solvay, Vlerick, Ecole de Ponts;

Maria Norrman  
Global Chief of Staff, EF Education First & Chief of EF Pro Cycling Team

Yannick Fierling  
CEO, Haier Europe

10:15 – 11:15

**INTERACTIVE SESSION 6**

**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?

**Chair**  
Michele Zanini  
Co-founder, Management Lab

**Speakers**  
Ekin Ilseven  
Assistant Professor Strategy and Organizations, School of Business and Economics Católica-Lisbon

Antonio Nieto-Rodriguez  
Visiting Professor at Duke CE, IE,Solvay, Vlerick, Ecole de Ponts;

Maria Norrman  
Global Chief of Staff, EF Education First & Chief of EF Pro Cycling Team

Yannick Fierling  
CEO, Haier Europe

11:15 – 11:45  
**Networking Break**

11:45 – 12:45

**PANEL 9**

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

Indexes now used widely by fund managers have focused corporate managers more tightly on hitting their “social” marks. Are companies—and societies—more sustainable as a result?

**Chair**  
Tina Deutsch  
Co-Founder & Managing Partner, Klaiton

**Speakers**  
Adrian Wooldridge  
Global Business Columnist at Bloomberg Opinion

Jennifer Tharp  
Chair of the PMI Board of Directors

Annette Mann  
CEO, Austrian Airlines AG

Eugenio Longo  
Sustainability Director, Tata Consultancy Services (TCS) Europe
INTERACTIVE SESSION 7

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

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

Chair: Guila Clara Kessous, Unesco Peace Ambassador
Speakers: Scott Handy, Theatre director; Paul Smith, Musician, Composer, CEO of the VOCES8 Foundation; Kamilla Arku, Pianist

DEEP DIVE DIALOGUE

Cyber Resilience

AI and digital society rely on highly connected networks. The unintended consequence is the prospect of cyberattacks with widespread damage. Are our responses keeping up with the threats?

Rebecca Kerr, Founder: Global Creative Solutions Group
in conversation with
Helmut Reisinger, CEO, EMEA and Latin America, Palo Alto Networks
Thomas Arnoldner, Deputy CEO, A1 Group

PANEL 10

Building “Creative Resilience Capacity”

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?

Chair: Claudia Crummenerl, Managing Director Workforce & Organization, Capgemini Invent
Speakers: Sally Susman, Chief Corporate Affairs Officer, Executive Vice President Pfizer; Yves Doz, Emeritus Professor of Strategic Management, INSEAD; Carla Arellano, Partner, Greyhound Capital; Hannes Mösenbacher, Chief Risk Officer, Raiffeisen Bank International AG

INTERACTIVE SESSION 8

Collaborating Beyond the Walls of the Organization

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?

Chair: Allyson Stewart-Allen, Founder, International Marketing Partners Ltd.
Speakers: Emily M. Dickens, Chief of Staff, Head of Public Affairs, SHRM; Michael Jacobides, Professor of Strategy, Entrepreneurship & Innovation, LBS; Dewi Schoenbeck, Member of the Steelcase AG board of directors and Vice President, German Speaking Markets; Patricia Murphy, Vice President, EMEA & LATAM Ecosystems, Strategic Alliances and Partners, Palo Alto Networks
**PANEL 11**

**How Will Management Rise to the Occasion?**

Management as a discipline and profession has been slow to evolve from its industrial-age roots. What will it take to turn it into a powerful, value-creating force in the modern world?

**Chair**  Timo Meynhardt  Professor for Business Psychology and Leadership, HHL Leipzig Graduate School of Management

**Speakers**
- **Michael Kaschke**  President of the Stifterverband für die Deutsche Wissenschaft, Chairman of the Supervisory Board of the Karlsruhe Institute of Technology (KIT)
- **Bob Kaplan**  Professor of Leadership Development, Emeritus at Havard Business School
- **Rita McGrath**  Professor of strategy, Columbia Business School
- **Kevin Nolan**  President & CEO, GE Appliances, a Haier Company

**16:15 – 16:30**  

**Closing**

**Richard Straub**  President, Global Peter Drucker Forum