



PRELIMINARY PROGRAM 2025

Next Era Leadership: All Hands on Deck

(CET)

08:30 – 09:00

PLENARY 1

ZEREMONIENSAAL

Welcome

Conference chair Eduardo Braun convenes our 2025 gathering with preliminary comments from the Drucker Forum's founder and distinguished guests.

Chair **Eduardo P. Braun** Leadership expert and consultant
Speakers **Richard Straub** Founder and President, Global Peter Drucker Forum
Rupert Sausgruber Rector, WU Vienna University of Economics and Business
Takahito Tokita CEO, Fujitsu Limited (*Video link*)

09:00 – 10:15

PLENARY 2

ZEREMONIENSAAL

Opening Salvo: The New Leadership Our Times Demand

The Global Peter Drucker Forum kicks off with a high-energy round of impassioned messages about how leadership must be exercised, recognized, or developed differently than it has been in the past. A senior executive panel reacts.

Chair **Monika Rosen** Vice President, Austro-American-Society
Statements **Gary Hamel** Director, Management Lab; Faculty, London Business School
Eva Asselmann Professor of Differential & Personality Psychology, HMU Health and Medical University Potsdam
Howard Yu Professor of Management & Innovation, IMD
Panel **Johnny C. Taylor Jr.** SHRM-SCP, President & CEO, SHRM
Pierre Le Manh President and CEO, Project Management Institute
Enrique Rodriguez Head of GTM Strategy EMEA, Palo Alto Networks
TBA McKinsey & Company

10:15 – 10:30 – Comfort Break

10:30 – 11:30

PANEL 1

ZEREMONIENSAAL

Why Change Now? Surveying a Changed Landscape

When the underlying conditions of the commercial environment change, everything about an enterprise must adapt—including its leadership. What are the biggest shifts disrupting things today? What time-worn models and styles of leadership do they make obsolete?

Chair **Stephan Balzer** CEO, Red Onion GmbH, Strategic Advisor, Curator

Speakers **Julie Linn Teigland** Global Vice Chair Alliances & Ecosystems, EY
Alfred Stern Chairman of the Executive Board & CEO, OMV AG
Stig Kirk Ørskov CEO, JP/Politiken Media Group

10:30 – 11:30

PANEL 2

GEHEIME RATSTUBE

Leading the Constantly Evolving, Frequently Transforming Organization

If anything defines the need for next-era leadership, it is the fact that organizations no longer have the luxury of just maintaining a well-oiled status quo. What new mindsets and capacities are needed in a time when business survival depends on rapid innovation and operational reinvention must be continuous?

Chair **Giuseppe Stigliano** Entrepreneur, Manager, Adjunct Professor at internat. business schools; President, Spring Studios

Speakers **Christina Schulte-Kutsch** Chief Human Resources Officer, Siemens Energy AG
Ike Nwankwo Chair, PMI Board of Directors & Project Management consultant

11:30 - 12:00 – *Networking Break*

12:00 – 13:00

PANEL 3

ZEREMONIENSAAL

Gaining the Wisdom and Judgment to Lead in the Age of AI

Recent exponential increases in the capabilities and use cases of artificial intelligence force questions of what work will be left to people - and what capacities they must develop to do it well.

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

Speakers **Marcus du Sautoy** Professor for the Public Understanding of Science and Professor of Mathematics, University of Oxford
Shiv Vikram Khemka Vice-Chairman, SUN Group
Shin Shuda Global CEO & Senior Managing Partner, Uvance Wayfinders
Global Consulting Group, Fujitsu

12:00 – 13:00

PANEL 4

GEHEIME RATSSTUBE

Purpose-Led Strategy

One reason leadership needs a “next era” is that people increasingly turn away from work that is not inspiring and purposeful – and reject would-be leaders who aren’t clearly driven to bring purposeful strategies to life.

Chair **Edward Huizenga** Professor of Strategy and Change, Maastricht University;
Managing Partner Benthurst Consulting

Speakers **Rita McGrath** Professor of strategy, Columbia Business School
André Rhoen EVP Global Commercial Operations, DSM-Firmenich

12:00 – 13:00

PEER GROUP SESSION 1 *by Invitation*

WINTERGARTEN

Delivering Stakeholder Value as the CHRO

A peer-group discussion among senior human resources executives kicks off with comments from HR thought leader Dave Ulrich and a select group of global CHROs.

Chair **Zabeen Hirji** Executive Advisor; Former Chief Human Resources Officer, RBC;
corporate and nonprofit director

Keynote **Dave Ulrich** Professor, Ross School of Business, University of Michigan

13:00 – 14:15 – *Networking Lunch*

14:15 – 15:15

PANEL 5

GEHEIME RATSSTUBE

Leading for Innovation

Few would disagree that innovation is imperative in today’s globally competitive markets – or that leading for “exploration” is very different than leading for “exploitation.” Yet have large organizations really evolved? What standout innovators can the rest of us learn most from?

Chair **Alex Osterwalder** Founder & CEO, Strategyzer; Visiting Professor IMD

Speakers **Howard Yu** Professor of Management & Innovation, IMD

Clas Neumann Senior Vice President, SAP, heading the company’s
Global Labs Network

Deborah Perry Prescione Silicon Valley Entrepreneur and AI expert

Juergen Reiner Co-Head of Europe, Managing Partner, Uvance Wayfinders, Fujitsu

14:15 – 15:15

PANEL 6

ZEREMONIENSAAL

How do We Fix Our Very Broken Models of Governance?

When it comes to making sure organizations deliver value, the buck doesn't stop at the C-suite. It's the board that assesses how well a CEO is advancing stakeholder interests – and doles out rewards or punishments accordingly. Yet problematic incentives, compromised relationships, and opaque workings undermine the ability of boards to deliver what society demands of them. Who needs to do what to reform the prevailing system?

Chair Yves Doz Professor Emeritus of Strategic Management, INSEAD

Speakers Isabelle Grosmaître Founder & CEO, Goodness & Co

Silvia Angelo Executive Board Member, ÖBB-Infrastruktur AG

Jean-Dominique Senard Chairman of the Board, Renault Group

Christoph Kletzer Professor of Law, Vice Dean International, King's College London

14:15 – 15:15

DEEP DIVE DIALOGUE 1

WINTERGARTEN

New Leadership for the Perpetually Adaptive Enterprise

New research sheds light on guiding teams and organizations through eras when change never ceases. In this interactive session, the experts behind the study highlight their findings and invite interpretation—and additional insights—from participants.

Chair Janka Krings-Klebe Cofounder and Managing Partner, co-shift GmbH

Speaker Sathagiri Chapalapalli Head of Tata Consulting Services (TCS) Europe

Lenka Pincot PMP, PMI-ACP, PfMP, PMI-PBA, CAPM Chief of Staff to the CEO, Project Management Institute

15:15 -15:45 – **Networking Break**

15:45 – 16:45

PANEL 7

ZEREMONIENSAAL

Real-World Lessons from Hierarchy-Busting Pioneers

Ask anyone in an organization—from top to bottom—if it has too much hierarchy or not enough, and you'll find no one calling for more layers. Few companies go as far, however, as the ones featured here to flatten structures and distribute decision-making. Hear them reflect on what has worked, what next moves they are planning, and what they would do differently if they had it all to do over again.

Chair Michele Zanini Cofounder, Management Lab

Speakers Michael Lurie Chief Catalyst, Bayer

Michael Y. Lee Assistant Professor of Organisational Behaviour, INSEAD

Kevin Nolan President & CEO, GE Appliances, a Haier Company

Karen Massey COO argenx; biopharmaceutical sector expert

15:45 – 16:45

PANEL 8

GEHEIME RATSTUBE

How Leadership Must Adapt to Constant Uncertainty and Complexity

Enterprises built for scale, consistency, and efficiency are less and less fit-for-purpose in global markets rocked by unforeseeable events. With dynamic complexity a fact of organizational life, next-era leaders must find better ways to reduce the uncertainties they can, and respond with agility to the uncertainties they can't.

- Chair** **Wolfgang Stefan Pickl** Chair for Operations Research, Univ. der Bundeswehr München
- Keynote** **John Kay** Founding Dean, Said Business School, Oxford University
- Speakers** **Lenka Pincot** CPMP, PMI-ACP, PfMP, PMI-PBA, CAPM Chief of Staff to the CEO, Project Management Institute
- Ramesh Srinivasan** Senior Partner, New York, McKinsey & Company

15:45 – 16:45

DEEP DIVE DIALOGUE 2

WINTERGARTEN

Leading the Way to Exponentially Better Healthcare

Let's call it a "Mission 10x": As societies, we need to drastically bring down the costs of health care while dramatically improving its quality. This interactive session explores how the world's most human-centered service providers can be made more sustainable, more responsive to patients and the public, and better for working professionals. (Hint: some classic Druckerian principles apply.)

This session is relevant to anyone providing or purchasing for health care, or shaping policy.

- Chair** **James Mountford** Executive coach/consultant on health systems
- in conversation with** **Martin Curley** Professor of Innovation, Director, Digital Health Ecosystem, Maynooth University
- Wendy Korthuis-Smith** Executive Director, Virginia Mason Institute
- Lothar H. Wieler** Chair, Digital Global Public Health, Hasso-Plattner Institute, University of Potsdam

16:45 – 17:45

PANEL 9

ZEREMONIENSAAL

Your Biggest Decisions Relate to Strategy. Should they Be More Inclusive and Transparent?

"Open Strategy"—it's a promising approach to bring more perspectives to bear on an organization's most consequential choices. Yes, there is risk involved, but if more people's involvement means more creative vision and less implementation friction, it is risk worth taking. Here, a group with direct knowledge of early applications debates the merits and limitations.

- Chair** **Werner H. Hoffmann** Head of Institute of Strategic Management, WU Vienna
- Speakers** **Michael Strebl** Chairman of the Management Board, Wien Energie GmbH
- Christian Stadler** Professor in Strategic Management, Warwick Business School
- Feryal Ahmadi** Deputy CEO and COO, Dubai Multi Commodities Centre (DMCC)

16:45 – 17:45

PANEL 10

GEHEIME RATSSSTUBE

Stick to Business or Take a Stand ?

The development of recent years that has blindsided leaders most has been the sudden, intense pressure to make public statements about controversial social issues—both personally and as the voice of a large, diverse organization. Is that pressure subsiding, or is next-era leadership unavoidably more political leadership?

Chair **Tomas Lange** Managing Director, Achleitner Ventures

Speakers **Tom Tugendhat** Member of Parliament of the United Kingdom; Former UK Minister

Xavier Huillard Chairman of the Board of Directors of VINCI

Antonella Mei-Pochtler Executive Vice Chair, Pochtler Industrieholding

12:00 – 13:00

INTERACTIVE SESSION

WINTERGARTEN

Jumping to the Second Curve: Winning Insights from Drucker Challenge Laureates

This year's essay contest asked students and young managers to riff on a classic idea of Charles Handy's: that a big part of leading an enterprise is seeing when the time has come to jump from its first big growth curve to its second—and then bringing others to a point of making that mighty leap. Trade thoughts with the honorees in this highly interactive session.

Chair **Jyoti Gupta** Storytelling expert; Managing Director Europe at momenta Group; Advisor, Peter Drucker Society Europe

in conversation with **TBA**

19:30 – 23:00

GALA EVENT

FESTSAAL

with Drucker Challenge Award Ceremony

19:30 **Aperitif**

20:00 **Gala Dinner**

Host **Zoe Leuhusen-Straub** Artist

Dinner Interview **Johnny C. Taylor, Jr.** SHRM-SCP, President & CEO, SHRM

with **Dave Ulrich** Professor, Ross School of Business, University of Michigan

DRUCKER CHALLENGE AWARDS CEREMONY

MC **Richard Brem** Senior Advisor Drucker Challenge Essay Contest ; Freelance journalist

Intro **Kate Handy** Head of a multidisciplinary clinic in London; daughter of Liz and Charles Handy



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PANEL 11

ZEREMONIENSAAL

Startup Strategy: When you're Doing Something New, at Scale

The stakes have changed for new business founders—at least for those who aspire to high-impact entrepreneurship. How can startup leaders scale the strategic learning curve as fast as they want their businesses to scale their customer bases?

Chair **Carla Arellano** Partner, Greyhound Capital

Speakers **Christian Lüdtkke** CEO, Bryck

Iyinoluwa "E" Aboyeji Founding Partner of Future Africa,
Africa's leading seed stage investor

Christian Mohr Managing Director and CCO at UnternehmerTUM

08:30 – 09:30

PANEL 12

GEHEIME RATSSTUBE

How the Next Generation of Leaders Are being Formed and Will Make Their Way

Look at the polls or just listen to your kids – younger people advancing into positions of authority have different aspirations, assumptions, and skills than the cohorts who came before them. How is the talent being developed that will make or break organizations in the future?

Chair **Laurent Choain** Chief Culture & Partnership Officer, Forvis Mazars Group

Speakers **Asheesh Advani** President and CEO of JA (Junior Achievement) Worldwide

Kirstan Marnane Leadership coach and consultant, Marnane Consulting Limited

Andrea Gerosa Chief thinker and founder of ThinkYoung, a think tank focused
on young people

08:30 – 09:30

DEEP DIVE DIALOGUE 3

WINTERGARTEN

The Leadership test: from Digital Reliance to Resilient Excellence

Explore the critical challenge of navigating the modern business landscape, where organizations are caught between an increasing digital dependency and the pursuit of true digital excellence, while delivering on the promise of scalability and resilience.

Chair Yoshi Takashige Senior Advisor, Ridgelinez Limited, a digital transformation consulting company, 100% owned by Fujitsu

Speaker Jesper Bork Olsen Chief Security Officer EMEA North, Palo Alto Networks

09:30 - 09:45 – *Comfort Break to change rooms*

09:45 – 10:45

PANEL 13

ZEREMONIENSAAL

Shocking Amounts are Being Spent on Leadership Development ... For What?

It's hard to come out against increased investment in leadership development. What could be more crucial to the future fortunes of the organization? Yet it's even harder to know what returns that spending is producing. Top talent developers are figuring out better ways.

Chair TBA

Speakers Alexander Alonso Chief Data & Analytics Officer at SHRM

Helen Bevan Professor of Practice in Health and Care Improvement at Warwick Business School; Expert on large scale change in health care

09:45 – 10:45

PANEL 14

GEHEIME RATSTUBE

Bilingual Leadership: When Public and Private Sectors Must Create Value Together

Looking to make the world a better place? Chances are, you're targeting a broad-based human problem, and to make headway you'll need to collaborate across sectors. But public and private enterprise leaders don't just have different accents—they often speak very different languages.

Chair Josée Touchette Executive Director, OECD

Speakers Emily M. Dickens Chief of Staff, Head of Government Affairs, and Corporate Secretary, Society for Human Resources Management

Alberto Alemanno Professor of EU Law at HEC Paris; Social entrepreneur

Christopher Maclay Mercy Corps' Program Director at the Jobtech Alliance, Kenya

Veit Dengler Member of the Austrian Parliament

09:45 – 10:45

DEEP DIVE DIALOGUE 4

MARIA THERESIEN
APARTMENT

Working With Spirituality

The people who make up organizations are human beings, since time immemorial sensitized and attached to religious values and experiences. When executives recognize this, they can find deeply meaningful ways to uplift their teams—and themselves.

Chair **Wolfgang Lassi** Senior Advisor, Peter Drucker Society Europe (PDSE)
in Conversation with **Georg Kopetz** Co-founder and member of the executive board at TTTech
Raymond Hofmann Gospel Minister and Management consultant

10:45 – 11:45

PANEL 15 DEBATE

ZEREMONIENSAAL

The Next Social Responsibility

It's always been the special province of senior leadership to decide what an organization must do to be sufficiently "socially responsible." The answers have varied dramatically across the decades, for both corporations and NGOs. How should next-era leaders think about institutional impacts on the good of society?

Chair **Bernhard Straub** CEO of Robert Bosch Stiftung
Speakers **Lisa Hehenberger** Associate Professor at ESADE Bus. School; Founding Director of ESADE Center for Social Impact
Adrian Wooldridge Global Business Columnist at Bloomberg Opinion
Natalye Paquin COO, Rockefeller Foundation

10:45 – 11:45

PANEL 16

GEHEIME RATSTUBE

The New Sciences of Managing Yourself

Part of what you owe your colleagues is a commitment to constantly improving your own performance: Drucker called it "managing oneself." Research-based insights from psychology, neuroscience, and sociology can help take you to the next level, and deepen your positive impact.

Chair **Eduardo P. Braun** Leadership expert, consultant and author
Speakers **Niren Chaudhary** Former Chairman of Pandora Brands. Non-profit & Philanthropy Leader
Annastiina Hintsa CEO of Hintsa Performance
Eva Asselmann Professor of Differential and Personality Psychology at HMU Health and Medical University in Potsdam

10:45 – 11:45

DEEP DIVE DIALOGUE 5

WINTERGARTEN

The CEO Guide to Using AI

*How can senior executives capitalize on emerging AI tools to do **their own work** better? And how necessary will that become to their effectiveness and abilities to lead?*

Chair **Johan Roos** Exec. Director, Vienna Center for Management Innovation (VCMI); Presidential Advisor Hult Int. Business School
in conversation with **Brian Solis** Head of Global Innovation at ServiceNow; Futurist and Digital Anthropologist

11:45 – 12:45

PANEL 17

ZEREMONIENSAAL

Competing on Culture

Drucker said it: "Culture eats strategy for breakfast." In a next era of leadership, what does it take to shape an organization's culture? Who needs to step up to that awesome responsibility?

Chair **TBA**

Keynote **Amy Edmondson** Professor of Leadership & Management, Harvard Business School

Speaker **Katy George** Corporate Vice President, Microsoft

11:45 – 12:45

PANEL 18

GEHEIME RATSTUBE

Pulling Together: Assambling and Leading a Powerful Ecosystem in Practice

Creating new value for customers increasingly demands building diverse and vibrant ecosystems of partners. Experienced leaders discuss how to spot potential areas for complementary capacities and coordinated strategies—and what it takes to turn them into reality.

Chair **Thomas Kirste** Director at Bosch Management Consulting Innovation for Business & Digital Strategy

Speakers **Peter Williamson** Professor of International Management at the University of Cambridge and Judge Business School

Georg Stadlhofer Board Member, Drees & Sommer Austria

Thomas Alexander Baader SVP Marketing and Business Strategy - Partnering Strategy, Robert Bosch Powertools GmbH

Barbara Wittmann Tech pioneer and founder of the Digital Wisdom Collective

11:45 – 12:45

DEEP DIVE DIALOGUE 6

WINTERGARTEN

The AI Miracle in Learning

Description

Chair **Alex Adamopoulos** CEO and founder, Emergn

in conversation with **Curtis R. Carlson** Professor of Practice, Northeastern University; Former CEO, SRI International

TBA

12:45 – 14:00 – *Networking Luncheon*

14:00 – 15:00

PANEL 19

ZEREMONIENSAAL

Leading the Post-Human Workforce

Many organizations are turning into mixtures of “knowledge workers,” both human and digital. As AI comes into its own as a value creator and contributor, what new demands does this place on leadership?

Chair **Esther Clark** Contributor to Forbes, America Economia, WEF; Global Head of Communications at Inspired Education Group

Keynote **Rasmus Hougaard** Founder and CEO of Potential Project

Speaker **Léa Peersman** Founder of Lign, a pioneering AI-native Talent Intelligence System; Entrepreneurship Lecturer at Sciences Po

Raj Kishore Jha Chief Learning Officer, Tata Consultancy Services (TCS)

14:00 – 15:00

PANEL 20

GEHEIME RATSTUBE

The Core of Leadership Excellence: Unlocking People’s Potential

Leaders don’t prove themselves by outperforming (or outwitting) the people around them. They are able to get big things accomplished because they attract others of talent and integrity, and energize and equip everyone to make progress. What does it take to recognize the strengths of others, and make it your business to keep them flourishing?

Chair **Oriane Kets De Vries** Managing Director and Owner, KDVI

Speakers **Margot Schumacher** Academic Director for the Supervisory Board Programme & Adjunct Professor of Leadership, TIAS Business School

Claudio Fernández-Aráoz Executive Fellow for Executive Education, Harvard Business School

14:00 – 15:00

DEEP DIVE DIALOGUE 7

WINTERGARTEN

The Leader’s “Third Act”

Once you’ve already put in an impressive performance across a successful career, what do you do for an encore? For many experienced leaders, the answer is “play it again – this time with purpose.” In this highly interactive session, take a deep dive into understanding the keys to leveraging your ample expertise and social capital into initiatives with meaningful positive impact.

Chair **Avivah Wittenberg-Cox** Global expert on 21st century leadership, gender and generational balance, longevity and the future of work and careers

in conversation with **Zabeen Hirji** Executive Advisor; Former Chief Human Resources Officer, RBC; Corporate and Not-for-Profit Director

15:00 – 15:40

PLENARY 3

ZEREMONIENSAAL

Charles and Elizabeth Handy Lecture **What happens when Meaningful Work Ends**

People thrive when they make progress in meaningful work. What happens to them psychologically, what happens to their relationships, and what happens to their life structure when that meaningful work ends at retirement? Delivering this year's talk in the Charles and Elizabeth Handy Lecture Series is renowned management scholar Teresa Amabile, sharing her latest research into the retirement transitions of experienced knowledge workers—whose identities are often strongly defined by their work – and how they and their organizations can turn a potentially disruptive moment of transition into a mindful process of priority-discovery and life restructuring

Chair **TBA**

Speakers **Teresa Amabile** Professor of Business Administration, Emerita at HBS

15:40 – 16:10

PLENARY 4

ZEREMONIENSAAL

Fireside chat: The Wise Leader

Speakers **TBA**

16:10 – 16:20

PLENARY 5

ZEREMONIENSAAL

Looking Forward 2026

Richard Straub shares the theme that will most inform the work of the Vienna Center for Management Innovation in the coming year, and be the focal point of next November's Global Peter Drucker Forum.

Speakers **Richard Straub** Founder and President Global Peter Drucker Forum