

Come to the

Conversation Lounge

for informal networking or private meet-ups with fellow participants.

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.

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 Ikujiro 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

Behnam 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 **Izabela Jutrzenka**, Piano
Ghenadie Rotari, Accordion **Birce Polat**, Piano **Heike Matthiesen**, Classical Guitar
Monika Kertesz, Mezzo-Soprano **Albert Frantz**, Piano
Sylvia Hurrta, Violin & **Albert Frantz**, Piano

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.

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 Alashev 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?

#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 Hutz 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 Enríquez 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** —————

19:00 – 20:00

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 Gupta 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.*

20:00 – 21:00

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?

21:00 – 21:15  **Conversation Lounge** Join a conversation with your fellow participants

– **Break**

21:15 – 22:15 **PARALLEL PLENARIES**

#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 Goings Chair emeritus, Tupperware Brands; Chair, World Federation of Youth Club

Falco Weidemeyer Partner, Head of EYParthenon EMEA

Johnny C. Taylor, Jr. President and Chief Executive Officer of SHRM, the Society for Human Resource Management

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

22:15 – 22:30 **PLENARY 2 - CLOSING**