

06/

PETER
DRUCKER
FORUM
- VIENNA

THU/18TH NOV

DAY/ 01 *ABS -TRACTS

THU/18TH NOV

OPENING
SESSION

09:00 - 10:00

MATTHIAS HORX

POSITION Horx Zukunftsinstitut GmbH

COUNTRY Austria



photo by: Klaus Vyhnalek

THE AGE OF CREATIVITY

Complete manuscript will be made available. ■

TOWARDS THE NEXT SOCIETY

PLENARY
SESSION

10:30 - 12:15

ANDREW KEEN

POSITION Bestselling author

COUNTRY UK, USA



«THE DOWNSIDE OF CREATIVE DESTRUCTION»

My speech will examine the consequences of innovation and creativity upon our society, our economy and our culture. I will argue that much of our current social malaise in the West - the crisis of authority, the culture of narcissism, our loneliness and isolation, the growing inequality between rich and power - needs to be understood in the context of our contemporary cult of creativity and innovation.

I won't, of course, blame everything on Drucker. But I will challenge the audience to think more critically about the downside of a society in perpetual flux, where creative destruction is considered the highest good and where the human costs of this endless upheaval are often conveniently forgotten. ■

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***BOOK
OF ABS
-TRACTS
_ /2010**

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TOWARDS THE NEXT SOCIETY

PLENARY SESSION

10:30 – 12:15

PROF. BERND MARIN

POSITION Executive Director,
European Centre for Social Welfare Policy and Research

COUNTRY Austria



ANALYZING THE «FUTURE THAT HAS ALREADY HAPPENED»: CRISIS, INNOVATION AND LEADERSHIP IN THE AGE OF AN AGING POST-CAPITALIST SOCIETY

I will analyze the «future that has already happened» with respect to crisis, innovation and leadership in the age of an aging and post-Capitalist society, around the following quotations by Peter F. Drucker:

«The important thing is to identify the «future that has already happened» – and to develop a methodology for perceiving and analyzing these changes.»

The Age of Discontinuity, p 37

«Most innovation in public-service institutions are imposed on them either by outsiders or by catastrophe.» *Innovation and Entrepreneurship, p 177*

ON CRISIS AND LEADERSHIP

«Effective leaders delegate, but they do not delegate the one thing that will set the standards. THEY DO IT.» *The Leader of the Future, xi f.*

«Leadership is a foul-weather job.» *Managing the Non-Profit Organization, p 9*

«Surely the collapse of Marxism as a creed signifies the end of the belief in salvation by society.» *Post-Capitalist Society, p 17*

«Worst of all, the fiscal state has become a «pork-barrel state.» The pork-barrel state thus increasingly undermines the foundations of a free society.»

Post-Capitalist Society, p 125f. ■

TOWARDS THE NEXT SOCIETY

PLENARY SESSION

10:30 – 12:15

PROF. BERNHARD FELDERER

POSITION Executive Director, Institute of Advanced Studies

COUNTRY Austria



ENTREPRENEURSHIP AND INNOVATION SQUASHED? A SOCIETY SQUEEZED BY DEPTHS AND TAX

Did the world financial and economic crisis with all its consequences influence the ongoing transformation of society to an entrepreneurial society? 

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Will the crisis have an impact on the emergence of a knowledge society?

The paper and my speech will try to answer these questions and will argue that obstacles to a smooth transformation to an entrepreneurial and knowledge society may have increased. ■

TOWARDS THE NEXT SOCIETY

PLENARY SESSION

10:30 – 12:15

PROF. IRA JACKSON

POSITION Dean, The Peter F. Drucker and Masatoshi Ito Graduate School of Management;
Distinguished Scholar at the Legatum Centre at MIT for Development and Entrepreneurship

COUNTRY USA



THE ENTREPRENEURIAL SOCIETY

Back in 1985 Peter Drucker has posited a society where innovation and entrepreneurship are embedded as much in the economy, in public services institutions as much as in business. Prescient as ever he also spotted the need for social entrepreneurship earlier than others.

Today there is a question - have we become more of an entrepreneurial society ever since in the developed world - and how about the emerging economies?

Is entrepreneurial management as pervasive as it should be to ensure self-renewal of the institutions of our society? ■

LIBERATING CREATIVE ENERGIES

PLENARY SESSION

13:30 – 15:00

PROF. LINDA GRATTON

POSITION Professor of Management Practice,
London Business School

COUNTRY UK



THE FUTURE SHIFTS

The world of work is changing at a rapid pace – technologically, demographically and socially. Preparing for these changes has become crucial to both the short term and longer term success of organisations. In this presentation, Professor Gratton presents the findings from her recent research consortium on the future of work.

Drawing upon the insights and experience of executives from companies across the world, she describes both the opportunities and challenges. In particular she focuses on the three trends she believes will be most crucial to the future: the capacity to move from generalism to deep mastery; to build a career that has strong networks rather than individualism; and to shift from a focus on relentless consumption to one that. ■

LIBERATING
CREATIVE ENERGIESPLENARY
SESSION

13:30 – 15:00

PROF. LIISA VÄLIKANGAS

POSITION Professor of Organization and Management,
Aalto University School of Economics;
Innovation Democracy NGO

COUNTRY Finland



THRIVING THROUGH RESILIENCE

Resilience is what sustains organizations while strategists are hard at work, (re)assessing uncertainty's unfolding in competitive landscapes. Many companies are exposed to ,in-between' strategies, the old strategy not delivering any longer and the new one not quite performing yet. This talk is about how to make resilience a force that sustains such uncertainty but also helps identify and act on opportunities in a crisis-free fashion. Three steps are needed: First, Managing the consequences of past performance, good or bad, and often a source of the company's current incapacity; second, Building a resourceful, robust and adaptive organization; and third, Rehearsing a culture of resilience, to liberate the hidden energies and passions of all for the quest for resilience. ■

LIBERATING
CREATIVE ENERGIESPLENARY
SESSION

13:30 – 15:00

DR. KAY SEGLER

POSITION President, BMW M GmbH

COUNTRY Germany



HIGH PERFORMANCE LEADERSHIP IN CHALLENGING TIMES.

A challenging leadership situation can be described as a 24 hour car race on the Nürburgring Nordschleife, which is used as the test track for BMW cars. This 21 km long track with 70 curves is the most demanding in the world. 7 key aspects of leadership - as they are lived in the BMW M GmbH - are discussed:

1. «No technology freeze»: try quantum leaps in solutions
2. «Change must be understood as fundamental of an organization» and not as a program
3. «360 degree leadership»: one must also lead bottom up
4. «Leading through speed»: associates must feel the value of time
5. «Look for the talent in people and lead by honest emotions»
6. «Situative leadership and strong moral»: change your leadership patterns
7. «Celebrate success»

In some situations it is necessary to take radically new approaches. And in the medium and long term, we might even have to reinvent ourselves. ■

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REINVENTING MANAGEMENT OR BACK TO THE ROOTS?

**PLENARY
SESSION**

15:30 – 17:00

PROF. JULIAN BIRKINSHAW

POSITION Professor of Strategic and International Management,
London Business School

COUNTRY UK



REINVENTING MANAGEMENT

There are two very different points of view on the future of management. One view suggests that management will be «the same as it ever was». Management is simply about how individuals work together, and the basic laws of social interaction have not changed for centuries, if ever. The other view suggests that we are on the cusp of a «brave new world» and thanks to the technological and social changes that are underway we will see dramatically different ways of getting work done through others in the years ahead.

In this talk, Julian Birkinshaw proposes a third way. Effective management, he argues, is about reconciling these two world views – it is about understanding the principles on which each view is based, and then looking for creative ways of combining them to suit the particular challenges a firm is facing. He then goes on to show how these choices can be brought together to define a distinctive Management Model for a firm that, under certain conditions, can become a source of sustainable advantage. ■

REINVENTING MANAGEMENT OR BACK TO THE ROOTS?

**PLENARY
SESSION**

15:30 – 17:00

PROF. BERND VENOHR

POSITION Consultant and Research Professor,
EMF-Institute of the Berlin School of Economics and Law

COUNTRY Germany



«THE POWER OF UNCOMMON COMMON SENSE MANAGEMENT PRINCIPLES – THE SECRET RECIPE OF GERMAN MITTELSTAND COMPANIES – LESSONS FOR LARGE AND SMALL COMPANIES»

Germany is one of the leading exporters worldwide and the only G7 country which regained share in the last decade.

One key driver of the export success are Germany's privately-held small and medium size («Mittelstand») companies. According to my estimates, they account for about 40% of all German manufacturing exports.

The success model of these companies will be described based on the recent analysis of over 1,500 such firms: they concentrate their limited resources on a market niche they can dominate worldwide investing heavily in R+D and the creation of worldwide service and sales networks to deliver outstanding products and services. ▶

This strategic position is underpinned by an relentless focus on improving operational performance. Being mostly privately-owned, they can pursue long-term strategies. Profits, this may be another important «cultural» aspect aren't the primary objective but the result of delivering superior products and services. Long-term relationships with employees, suppliers and local communities are carefully managed not to destroy trust in the pursuit of short-term profits. This success model provides very useful lessons about how to succeed globally especially for mid-sized manufacturing companies based in other high cost countries. ■

REINVENTING MANAGEMENT OR BACK TO THE ROOTS?

PLENARY SESSION

15:30 – 17:00

STEFAN STERN

POSITION Management writer; Director of Strategy, Edelman

COUNTRY UK



«SEE IT HUMAN»: WE ARE MANAGERS NOT MACHINES

The pressure on managers to deliver performance seems only to increase in intensity. Stock markets are impatient for results. Customers want more for less – «because they are worth it». Employees have abandoned deference and do not hesitate to point out when they are unhappy. All eyes are on the manager, who should be encouraging, cajoling and perhaps demanding more from the staff.

How should managers deal with this potentially overwhelming situation? We must not lose sight of the human factor. People are not machines. Indeed: «Accept the fact that we have to treat almost anybody as a volunteer,» Drucker once said. Only slaves cannot walk out or find another job. Managers must, as Arthur Miller wrote, «see it human». While also remembering another great Drucker line: «So much of what we call management consists in making it difficult for people to work.» ■

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FRI/19TH NOV

DAY/ 02 *ABS -TRACTS

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IN MEMORIAM C.K. PRAHALAD

SESSION

08:30 - 09:00

PROF. YVES DOZ

POSITION INSEAD Professor of Strategic Management

COUNTRY France



A PERSONAL TRIBUTE TO C.K. PRAHALAD

DRUCKER & PRAHALAD: ARE THERE COMMON FEATURES TO THE APPROACH OF LEADING THINKERS IN MANAGEMENT?

Are there common features in how Peter Drucker and CK Prahalad approached their work and gained the intellectual influence they did? This presentation will draw a parallel between the two thought leaders and try to extract from the comparison common principles of insight development and conceptual creation in management. For instance, both were looking at the future from the present, trying to discover –or invent- «next practice» rather than satisfying themselves with best practice. Both were shifting perspectives, seeing a reality which was there to see, but that others did not see. Both nourished their reflection from intense interactions with CEOs and top management teams. The presentation will focus on CK Prahalad, to whom this session is dedicated, but draw the parallels between Peter Drucker and him. ■

THE WORLD TURNED UPSIDE DOWN - THE RISE OF INNOVATION IN EMERGING MARKETS

SESSION

09:00 - 10:30

ADRIAN WOOLDRIDGE

POSITION Management Editor, The Economist

COUNTRY UK



INNOVATION CENTRE OF GRAVITY SHIFTING - MORE FOR LESS FOR MORE

For the past 150 years the west has been the prime driver of innovation. Western companies have invented new products, developed new business forms and driven productivity improvements. The rest of the world has either followed where the west has led, or pursued dead ends, such as Marxism or Fabian socialism.

No longer: emerging markets from India to China to Brazil are becoming cauldrons of business innovation. Western multinationals are moving R&D departments to the ▶

emerging world. Emerging giants are producing ever more sophisticated products. And emerging countries are pioneering their own distinctive brands of innovation, producing 'more for less for more' and rethinking everything from recruitment and training to mergers and acquisitions. This will have profound consequences for the global distribution of wealth and opportunity. ■

THE WORLD TURNED UPSIDE DOWN - THE RISE OF INNOVATION IN EMERGING MARKETS

SESSION

09:00 – 10:30

TORSTEN OLTMANN

POSITION Partner and Global Marketing Director,
Roland Berger Strategy Consultants

COUNTRY Germany



GREEN TRANSFORMATION AS MAIN DRIVER IN EMERGING MARKETS

Emerging markets such as China, the Middle East or Brazil are rapidly evolving. In order for them to keep their growth potential they have to deal with the effects of the global trend «Going green». Brazil is one of the greenest countries in the world – renewable sources account for 43 percent of the country's generation mix today. The middle eastern economy still highly depends on fossil fuels and China has tremendous potential not only to make conventional energy sources cleaner, but also to introduce renewable energies into its power generation mix. The success of Green technology in emerging markets will depend on the success of sweeping reforms, including reform of regulation as well as its education systems that churns out only a small workforce adequately equipped for this technologically driven era. A country's regulatory framework and incentive system in areas such as water and waste management play a key role for making green business enticing for investors. ■

THE WORLD TURNED UPSIDE DOWN - THE RISE OF INNOVATION IN EMERGING MARKETS

SESSION

09:00 – 10:30

JUDITH PASSINGHAM

POSITION CEO, Northern & Eastern Europe, TNS

COUNTRY UK



THE PYRAMID INVERTED.

DOES THE RISE OF THE NEW DIGITAL WORLD HAVE THE POTENTIAL TO ACCELERATE THE INVERSION OF THE PYRAMID?

C.K Prahalad's thinking on «The Fortune at the Bottom of the Pyramid: eradicating poverty through profit' contends that, by the application of inclusive capitalism, the private sector has the capability to create new income streams by serving the 5 billion people who represent the 'invisible unserved market». By doing this, the private sector has a major role to play in alleviating global poverty, and therefore has an immediate capacity to create significant and sustainable change within society. ▶

Since CK Prahalad first framed these ideas, there has been massive change in the area of Digital technology. In developed economies, these changes have already been far reaching, touching the key areas of news and entertainment, commerce, communication and dissemination. In some areas the advances made have already generated major change in the way that consumers access goods, services, and information. Within the context of CK Prahalad's thinking, Digital developments have the potential to accelerate change within a shorter time frame. This short paper examines some recently published research from the TNS Digital Life Study, highlighting the extent to which consumers in certain BoP markets are leapfrogging those in Western developed economies. ■

TECHNOLOGY AS AN ENABLER FOR INNOVATION

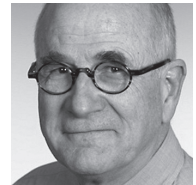
PARALLEL SESSIONS SESSION >>/01

11:00 – 12:30

PIERRE HESSLER

POSITION Supervisory Board member, Cap Gemini

COUNTRY Switzerland



BUSINESS TECHNOLOGY INNOVATION

As individuals, in the last decenny, we have enjoyed an unprecedented surge of technology-enabled innovation. The role of management is now to move this innovation from the private sphere to the business.

To do it, we should create Petri dishes of innovation - by bringing business and technology together, having them speak a common language, helping them to look jointly at business needs and opportunities created by technology, letting them find new ideas and joint actions.

With the right role in innovation - as an innovation doctor, not a manager - management can help turn information technology into an innovation catalyzer and trigger. ■

TECHNOLOGY AS AN ENABLER FOR INNOVATION

PARALLEL SESSIONS SESSION >>/01

11:00 – 12:30

PROF. MARTIN CURLEY

POSITION Director Intel Labs Europe,
Global Director IT Innovation, Intel

COUNTRY Ireland



FROM CIO TO CHIEF INNOVATION OFFICER

This presentation discusses how the role of the chief information officer (CIO) is becoming increasingly important as Moore's law collides with all business processes and many vertical industries. The presentation introduces a new design pattern, the IT Capability Maturity Framework, which can help companies and governments get more value from their IT investments. The presentation also discusses knowledge driven entrepreneurship and how the role of CIO might evolve to that of Chief Innovation Officer. ■

TECHNOLOGY AS AN
ENABLER FOR INNOVATIONPARALLEL SESSIONS
SESSION >>/01

11:00 – 12:30

JOHN AMBROSE**POSITION** Senior Vice President – Strategy, Corporate Development
and Emerging Business, SkillSoft Corporation**COUNTRY** USA**WHERE TECHNOLOGY-ENABLED LEARNING LIVES, INNOVATION THRIVES**

A single innovation may be the result of a great idea, but a continuous flow of innovation can only occur when an organization has created the conditions to cultivate and continuously adapt ideas to an ever-changing set of marketing conditions. ■

EDUCATING MANAGERS
FOR THE 21ST CENTURYPARALLEL SESSIONS
SESSION >>/02

11:00 – 12:30

PROF. GILBERT LENSSEN**POSITION** President, EABIS**COUNTRY** Belgium**PRACTICAL WISDOM: DRUCKER'S CONTRIBUTION TO A MANAGEMENT CURRICULUM**

In a contribution the Wall Street Journal of 1986, he lamented that the corporate capitalism of the 1970ies was turning into speculators's capitalism. The short term focus that it imposes on management will be «deleterious to both business and the entire economy».

His comments were delivered in the midst of the financial crisis (Savings and Loans) of the day and he predicted that there would be more severe financial crises in the future. He continued to critique the myopic Shareholder Value ideology as it was shaping up the wake of neo-classical economics in the decades that followed. In his view, the purpose of the firm cannot be limited to short term profit maximisation. Enduring successful firms optimise competitiveness and stakeholder value, build communities of entrepreneurship and innovation, focus on value creation, build reputation and trust and stick to sound principles of risk management. From this perspective, the reform of Business School curricula has a long way to go. There is serious reflection of the fundamental issues with Business Education. EFMD and EABIS have recently started a process of continuous reflection and action in this respect.

I will be using Powerpoint and will send you the presentation beforehand. I will also bring a USB. ■

EDUCATING MANAGERS
FOR THE 21ST CENTURYPARALLEL SESSIONS
SESSION >>/02

11:00 – 12:30

DR. IVO MATSER**POSITION** CEO, TSM Business School**COUNTRY** Netherlands**EDUCATING MANAGERS FOR THE FUTURE: NOW!!!**

Managers are able to change the world, because they can make choices in strategy, priorities and day to day business. What do managers have to learn to make decisions for the prosperity of their organisations and for a better world? We have to change the context of their daily decision making? What motivates managers and how do they learn? Do Business/Management Schools add to less value in their learning process. We teach the wrong issues! Therefore Business/Management Schools will have to change their management programmes. To do so, they will have to change their delivery system and may be their own business model. Practice what you preach. ■

EDUCATING MANAGERS
FOR THE 21ST CENTURYPARALLEL SESSIONS
SESSION >>/02

11:00 – 12:30

SEAN RUSH**POSITION** President & CEO, JA Worldwide**COUNTRY** USA**DISRUPTING COMFORT: NGO LEADERSHIP IN THE CONNECTED ECONOMY**

It may sound oxymoronic to say that NGOs are reluctant to innovate. In the minds of many, NGOs (non-governmental organizations or, in some parts of the world, non-profit organizations) are viewed as social innovators, change agents and forces for good in the world. However, in many cases, the «traditional» way of viewing the world and delivering services often trumps the need to adapt to the new, connected and increasingly complex world in which NGOs operate. For some, a narrow interpretation of their mission constrains new thinking. For others, an inwardly focused organizational structure convinces itself that it «knows best.» And, for still others, traditional benefactors of the organization inhibit creativity and innovation outside of the NGOs long-established model. In short, despite the innovative reputation of some NGOs, internal change is actually very difficult.

The focus of this presentation will be on:

- Why risk-taking is not just an option for many NGOs but a necessity.
- How NGO leaders can adapt their organizations in response to the ever increasing complexity of the world around them.
- The leadership skills required of NGO managers in «the next society.» ■

STRATEGIC
AGILITYPLENARY
SESSION

14:00 – 15:00

DR. MIKKO KOSONEN**POSITION** President, Sitra, the Finnish Innovation Agency**COUNTRY** Finland**A NEW COMPETITIVE REQUIREMENT FOR NATIONS?**

If you want to be a winning business today it is no longer enough to formulate a strategy, then sit back for a couple of years and wait for the results to come in. You have to be constantly alert to emerging trends and market shifts – and most importantly, you need to be able to react to them smartly, quickly and effectively. In short, you need strategic agility!

But what about nations? Can they continue being run the old bureaucratic way in today's increasingly fast changing and complex world?

This panel discusses the common challenges of private and public sector organization in the ever changing socio-economic environment and then the applicability of strategic agility concepts in both sectors. ■

STRATEGIC
AGILITYPLENARY
SESSION

14:00 – 15:00

DR. ROLF ALTER**POSITION** Director Public Governance and
Territorial Development Directorate, OECD**COUNTRY** France**MAKING THE PUBLIC SECTOR MORE AGILE:
CHALLENGES, OPPORTUNITIES AND INCENTIVES**

What does it mean to be «strategically agile» in a public sector context? We have usefully borrowed concepts from Mikko Kosonen and Yves Doz's work, but they raise new challenges in the public sector context. So how different is being strategically agile in the public sector compared to the private? Recent OECD work suggests that the concept can respond to many of the pressures and tensions that are affecting public sector today while taking into account its specificity. ■

DEATH OF
HIERACHYPLENARY
SESSION

15:30 – 16:30

SALLY HELGESEN

POSITION Bestselling author

COUNTRY USA



LEADING FROM THE CENTER OF THE WEB

Leaders over the next decade will continue to grapple with the impact of changing technologies and demographics, two transformative forces that reinforce one another's effects. Networked systems create a state of «ubiquitous connected transparency,» driving marketplace focus on the niche while eroding the boundaries public and private, learning and teaching, innovation and execution. The growing diversity of talent pool requires ever-more customized ways of working while eroding boundaries between work and home, men and women, hierarchy and web.

What skills will be required of leaders to succeed in this complex and ever-evolving environment? My research suggests that specific competencies will be required.

- Leaders must support broad-spectrum as well as focused vision
- Leaders must be skilled at leading people with different values
- Leaders must draw strategic ideas from the front lines
- Leaders must implement long-term goals while managing a short-term environment
- Leaders must apply tolerance at the margins
- Leaders must foster a culture of self-renewal ■

DEATH OF
HIERACHYPLENARY
SESSION

15:30 – 16:30

JOSEPHINE GREEN

POSITION Futurist, Philosopher, ex Philips Design

COUNTRY UK

ENGAGING WITH THE FUTURE DIFFERENTLY
FROM SCARCITY TO ABUNDANCE

We are experiencing a change of age from one way of thinking, of acting and of being in the world to another. Such a radical worldview shift is being driven by the transformation of the socio-techno-economic and environmental context. Returning to the way we were is not an option; on the contrary there is a need to make an evolutionary leap in order to prosper in the future. Such a leap encompasses three aspects, new growth, new innovation and the distribution of capacity and creativity throughout the system. ▶

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There is a shift from the techno-market driven growth of the 20th century to the socio-ecological growth of the 21st. Pressing social challenges such as ageing, chronic illness, climate change, unemployment, will determine the next generation of demand and growth. Unlike consumer driven economies, social solutions and social innovation, are systemic involving many different actors and stakeholders. Such interaction and connectivity leads to non predictable and constantly evolving complex systems that are increasingly difficult to control and manage through centralized processes and functions. Consequently there is an urgent need to free up capability and creativity in the system by decentralizing the main functions, including strategy, innovation and design and by distributing and enabling the capacity for continuous experimentation, learning, agility and adaptability. From controlling complexity we must now embrace it. In this way we can counteract the funnelization of cumbersome bureaucracy and lay the foundations of a more human, inclusive, enterprising and resilient society. At the same time we can challenge the concepts of scarcity and abundance. More connected people doing more implies a new age of plenty based on new economic models, new decentralized and localized production systems and new concepts of wellbeing.

Enabling broader and higher levels of innovation, enterprise and decision making has a high impact on the why, what and how we think about business and emerging company skills. Doing things with people, rather than for or through people, highlights emerging skills of mediation, facilitation, rapid prototyping in open innovation systems, multidisciplinary networks, multidisciplinary research, good communication and the re-balancing of logic and rationality with non rational 'tools' such as intuition, feelings and the senses. Complex systems, by necessity, will be driven as much by feeling their way forward as planning their way forward.

The socio-ecological transition and its instrument, social innovation, becomes a growing opportunity for companies, for employment and for life. ■
