



PROGRAM 2024

THE NEXT KNOWLEDGE WORK

**MANAGING FOR NEW LEVELS OF
VALUE CREATION AND INNOVATION**

Conference Chair **Eduardo P. Braun** Leadership expert

(CET)

08:45 – 09:00 MUSICAL WELCOME ZEREMONIENSAAL

09:00 – 09:15 PLENARY 1 ZEREMONIENSAAL

Welcome

Conference Chair and Drucker Forum founder set the stage for the 2024 Drucker Forum

Chair **Eduardo P. Braun** Leadership expert

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

09:15 – 10:30 PLENARY 2 ZEREMONIENSAAL

Opening Salvo: Radical (but Practical) Ideas for Advancing Knowledge Work

Don't be late: In this high-energy opening plenary, top speakers and executives will in rapid succession put forth bold assertions about knowledge-intensive organizations and how they must change. Which claims deserve more focus over the next two days? You get to decide. A panel will discuss the implications.

Chair **Mary Meaney Haynes** Social Entrepreneur and Philanthropist

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

Gianpiero Petriglieri Associate Professor of Organisational Behaviour, INSEAD

Panel **Pierre Le Manh** President and CEO, PMI Project Management Institute

Alex Adamopoulos, CEO and founder, Emergn

Liz Cane VP People for EMEA, LATAM and JAPAC, Palo Alto Networks

Liesje Meijknecht Partner McKinsey & Company, Leader Talent & Leadership practices Europe

10:45 – 11:45

PANEL 1

ZEREMONIENSAAL

When Innovation is Imperative

Management's roots are in the industrial age, with its focus on cranking out known solutions with ever greater efficiency. Now that organizational survival demands more creative breakthroughs, how do methods and frameworks have to change?

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

Speakers **Jayshree Seth** Chief Science Advocate & Corporate Scientist, 3M

Valla Vakili Global Head of Innovation, Visa

Julie Teigland EMEA Area Managing Partner, EY

Keiichiro Nishi Senior Vice President, Head of CEO Office, Fujitsu Limited

10:45 – 11:45

PANEL 2 **DEBATE**

GEHEIME RATSTUBE

Did Drucker Get It Right about Knowledge Work?

It's been twenty-five years since Peter Drucker outlined what he called the greatest challenge facing management in the twenty-first century: improving the productivity of knowledge work. What did he predict would prove hardest, and what did he never imagine?

Chair **Jenny Darroch** Dean & Chair in Business Leadership, Farmer School of Business at Miami University

Speakers **Karen Linkletter** Director of the Management as a Liberal Art Research Institute

Timo Meynhardt Chair of Business Psychology and Leadership, HHL Leipzig Graduate School of Mgmt; Managing Director, Center for Leadership & Values in Society, University of St. Gallen

Peter Paschek Management Consultant; Lecturer, Technische Universität München

10:45 – 11:45

DEEP DIVE DIALOGUE 1

WINTERGARTEN

Generative AI Demands a Management Mindshift

Drucker once observed that "the greatest danger in times of turbulence is not the turbulence itself, but to act with yesterday's logic." As generative AI brings a new wave of disruption, how must—and how can—leaders change their thinking?

Speaker **Brian Solis** Digital Anthropologist and Futurist, ServiceNow

Stephan Balzer Thought leader in cultural and technological business innovation

12:15 – 13:15

PANEL 3

ZEREMONIENSAAL

Entrepreneurial Initiative and How to Fuel It

If business history teaches anything, it's that large organizations struggle to spot and seize on the exciting new opportunities emerging all around them. Is it a problem of who gets hired to work in them – or what the organization does to them once they're onboard? What can we learn from places where entrepreneurial flames burn bright?

Chair **Julia Culen** Managing & Founding Partner, CCG Conscious Consulting Group

Speakers **Claire Léost** President of Prisma Media and member of the Vivendi Management Board
Hasan Alsuhami Founder and CEO, Diom Holding Company
Kevin Nolan President & CEO, GE Appliances, a Haier Company

12:15 – 13:15

PANEL 4 **DEBATE**

GEHEIME RATSTUBE

Decision-Making, Still More Art than Science?

Knowledge workers are decision-makers. But as organizations and economies become more knowledge-intensive, are the people in them getting better at making good choices? How could we help them build that strength? And in an age of increasingly smart machines, should we bother?

Chair **Stefan Wolfgang Pickl** VP, German Committee for Disaster Reduction; Honorary member, German Society for Operations Research

Speakers **Peter Kirchschräger** Ethics-Professor and Director of the Institute of Social Ethics ISE at the University of Lucerne
Mathis Bitton Ph.D student in the Government department, Harvard University
Liesje Meijknecht Partner McKinsey & Company, Leader Talent & Leadership practices Europe

12:15 – 13:15

DEEP DIVE DIALOGUE 2

WINTERGARTEN

Will AI Change the Way We Think?

The conventional wisdom about the rise of artificial intelligence is that it will disrupt knowledge work in the way that industrial technologies of the past disrupted manual labor. Some predict the effects of this whole new toolkit will be even more profound.

Chair **Santiago Iñiguez de Onzoño** President, IE University

in conversation with **David Weinberger** Senior Researcher, Berkman Klein Center for Internet & Society, Harvard University
Andre Reichow-Prehn Managing Partner, Central Europe Unit 42, Palo Alto Networks

14:30 – 15:30

PANEL 5

ZEREMONIENSAAL

AI as a Transformative Force

Looking for inspiration on how to apply the hottest AI tools in your operations? Here, the focus is on real-world deployments that yielded impressive gains—from R&D and autonomous maintenance to advertising and staffing management. What were the keys to their success? What might be the unintended consequences?

Chair **Isabella Mader** Executive Director, Excellence Institute

Speakers **John Walsh** VP Technology, CTO Fujitsu Europe

Hamilton Mann VP Digital, Thales, Digital and AI for Good Pioneer

Rainer Zahradnik Country Head Switzerland, Tata Consultancy Services

David Beatty Professor Emeritus of strategy and Governance, University of Toronto

14:30 – 15:30

PANEL 6

GEHEIME RATSSTUBE

Unleashing Scientific Innovation

Scientists are the quintessential knowledge workers, and their work – from mRNA vaccines to carbon nanotubes – is essential to societal progress. Yet few would tell you their efforts are managed for maximum impact. How could science-based organizations do better?

Chair **Johan Roos** Executive Director, Vienna Center for Management Innovation (VCMi) think tank; Presidential Advisor, Hult Internat. Business School

Speakers **Sabine Herlitschka** CEO, Infineon Technologies Austria AG

André Loesekrug-Pietri Chair, Joint European Disruptive Initiative (J.E.D.I.)

Francois Grey Nanotechnology scientist and Co-Director of Citizen Cyberlab, University of Geneva

Georg Kopetz Co-founder and member of the executive board at TTTech

14:30 – 15:30

DEEP DIVE DIALOGUE 3

WINTERGARTEN

Reflections on the Future of Management: Embracing the Next Generation of Knowledge Workers

As a new generation of knowledge workers bring different expectations to workplaces, leaders should rethink their responsibilities—and that starts with understanding how they work, and what they aspire to achieve in the professional world.

Speaker **Marine Hadengue** Executive Director Higher Education for Good Foundation // Youth Talks

Kristy Anamoutou Chief Products & Technical Operations Officer, bluenove

16:00 – 17:00

PANEL 7

ZEREMONIENSAAL

The Mysterious Human: Managerial Insights from the Social Science

If your job is to take teams of people to greater heights of achievement, you should be learning all you can about what makes them tick.

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

Speakers **Robin Dunbar** Professor of Evolutionary Psychology, University of Oxford

Gillian Tett Provost of Kings College Cambridge, Chair of the editorial board and editor-at-large, US of the Financial Times

Manfred Kets de Vries Distinguished Clinical Professor of Leadership Development and Organisational Change, INSEAD

Gianpiero Petriglieri Associate Professor of Organisational Behaviour, INSEAD

16:00 – 17:00

PANEL 8 **DEBATE**

GEHEIME RATSSTUBE

How Geopolitical Turmoil Will Hit Home

Recent developments on the global political landscape are sending seismic shocks through commercial ecosystems. Will future historians look back on this moment as a catastrophic end of an era, or the turning point toward accelerated progress and prosperity? What key moves by powerful policymakers – and energized citizens – could make all the difference?

Chair **Monika Rosen** VP, Austro-American-Society

Speakers **Margarete Schramböck** Board Member of Aramco Digital; former Minister of Digital and Economic Affairs in Austria

Adrian Wooldridge Global Business Columnist, Bloomberg Opinion

Matthias Berninger Executive Vice President, Public Affairs, Sustainability & Safety, Bayer AG

16:00 – 17:00

DEEP DIVE DIALOGUE 4

WINTERGARTEN

Making Quick Work of AI

Broadly speaking, managers know that AI can augment the efforts of knowledge workers—and yield impressive productivity gains. Yet many struggle to deploy it in specific areas. In this session, learn the stories of two smart solutions rapidly applied in businesses, and what they teach about making AI projects deliver.

Speakers **Ashraf Abushady** Senior Advisor on Digital Transformation and Artificial Intelligence, United Nations Industrial Development Organization (UNIDO)

Curt Carlson Distinguished Executive in Residence, Worcester Polytechnic Institute

17:05 – 18:00

PANEL 9

ZEREMONIENSAAL

Slaying Zombie Ideas: The Old Advice that Holds Organizations Back

Certain ideas about how to run organizations have been thoroughly contested and disproven, only to rise again and continue wreaking their havoc. In this lively session, management observers who have seen this movie before call out the undead notions that should finally be stopped in their tracks.

Chair **Bill Fischer** Emeritus Professor of Innovation Management, IMD; Senior Lecturer, MIT's Sloan School of Mgmt

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

Tammy Erickson Leadership Advisor; Leadership programme Leading Businesses into the Future, London Business School

Lenka Pincot Chief of Staff to the CEO and global executive leader, PMI

Robin Speculand CEO, Bridges Consultancy Int; Co-founder Strategy Implementation Institute

17:05 – 18:00

PANEL 10

GEHEIME RATSTUBE

What Does "Justice" Really Require of a Workplace?

Recent years have seen a surge of social justice activism by organizations. Meanwhile, have employers made progress in their first responsibility, treating their own people with fairness and respect? How can the physical workplace provide an authentic experience for employees, managers and visitors?

Chair **Ania Wieckowski-Masinter** Executive Editor, Harvard Business Review

Speakers **Sarah Green Carmichael** Editor, Bloomberg Opinion

Philip Tidd Head of Consulting Europe, Gensler

Kim Dabbs Global Vice President of ESG and Social Innovation, Steelcase

Amii Barnard-Bahn C-suite Coach, Strategic Advisor

19:30 – 23:00

GALA EVENT

FESTSAAL

19:30 **Aperitif**

20:00 **Gala Dinner**

Host **Franziska Graf** Co-founder Circular Cocreation

Dinner Speaker **Richard Cockett** Senior Editor, The Economist and author *Vienna: How the City of Ideas created the Modern World*

DRUCKER CHALLENGEAWARDS CEREMONY

presented by **Laurent Choain** Chief People, Education & Culture Officer, Forvis Mazars

Musical setting by: **ZOË and band**



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(CET)

08:40 – 08:55

MORNING MEDITATION:

ZEREMONIENSAAL

How mindful sitting shapes what we are standing for

Bart Weetjens Zen priest and social entrepreneur

09:00 – 10:00

PANEL 11

ZEREMONIENSAAL

It's 10 am – Do You Know Where Your Knowledge Workers Are?

The global pandemic unleashed in 2020 forced workplaces into unplanned experiments with remote and hybrid working models—and now, many are dialing back those arrangements. What did we learn in the process about the conditions people need to do their best work? How does an organization decide what is right for its own workforce?

Chair **Guillaume Alvarez** Director Corporate Development, Peter Drucker Society Europe Strategy, and Development Officer, ThinkYoung

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

Mickael Locoh VP Southern Europe & Africa, Steelcase

Dan Pontefract Leadership and Culture strategist

Christophe Serna Co-founder and Corporate Business Director, Voyage Privé

09:00 – 10:00

PANEL 12 **DEBATE**

GEHEIME RATSSSTUBE

The Truth about Knowledge Worker Productivity

We hear that new tools, processes, and organizational structures have delivered an explosion of knowledge worker productivity – but is it true? How do we know one way or the other?

Chair **Anjali Raval** Management Editor, Financial Times

Speakers **Lina Žemaitytė Kirkman** Expert on digital wellbeing and workplace productivity
Claudio Fernández-Aráoz Expert on leadership and talent, family businesses, and personal growth; Executive Fellow for Executive Education, Harvard Business School
Christopher Lopez Director of CEO Academy SHRM

09:00 – 10:00

DEEP DIVE DIALOGUE 5

WINTERGARTEN

Strategically unlocking Generative AI

A deep dive session for comprehensive exploration of the current state of Generative AI adoption. Act Vs. Observe, Potential Vs. Potential Pitfalls, Cost Today Vs. Benefits Tomorrow

Chair **Isabella Mader** Executive Director, Excellence Institute

Speakers **Lalit Karwa** Head, TCS PACE, Tata Consultancy Services, Europe
Rainer Kegel CEO Cortical.io

10:00 – 10:15 – *Comfort Break to change rooms*

10:15 – 11:15

PANEL 13

ZEREMONIENSAAL

Getting Big Things Done

When talented people combine their strengths, amazing things can happen. But it takes skilled project management to structure productive knowledge work by teams. This session explores the key elements.

Chair **Ade McCormack** Founder, Intelligent Leadership Hub

Speakers **LuAnn Piccard** Chair of the Board of Directors, Project Management Institute (PMI)
Eckart Windhagen Emeritus Senior Partner, McKinsey & Company
Bernardo Vargas Gibsone Managing Director, DigitalBridge Group

10:15 – 11:15

PANEL 14

GEHEIME RATSSSTUBE

Leading Autonomous Knowledge Workers

Some component of any worker's labor is "uncontracted"—exerted at their own discretion, according to how much they care about the success of the enterprise. For contractors, consultants, and other knowledge workers who work at arm's length from your organization, that is a very large component indeed. What inspires them to contribute best efforts?

Chair **Dainius Baltrušaitis** Organizational Psychologist and Entrepreneur

Speakers **Josée Touchette** Executive Director, OECD
John Winsor Founder and CEO, Open Assembly; Executive in Residence, HBS
Asheesh Advani President and CEO of JA (Junior Achievement) Worldwide

10:15 – 11:15

INTERACTIVE SESSION

WINTERGARTEN

Pitches of Drucker Challenge Laureates

How must a new generation be equipped to lead in a crazy world? In this crowd-created session, discuss the unprecedented opportunities and challenges of "The Next Education".

Chair **Jyoti Guptara** Bestselling Author and Business Storytelling Expert
in conversation with **Chukwuebuka Ozoani (NG) - Bruna Gomes (BR) - Aaron Sanga (TZ) - João Paulo Brainer (BR) - Kateryna Rybalochka (UA)**

11:15 – 11:45 – *Networking Break*

11.45 – 12:45

PANEL 15

ZEREMONIENSAAL

Value Creation in Knowledge Ecosystems

Organizations do not succeed in isolation any more than individual people do—they are densely connected in webs of mutual dependence and cooperation. Learning to lead beyond the walls of a single enterprise is a next-level capability, but increasingly, demanded of today's managers.

Chair **Peter Williamson** Professor of International Management, University of Cambridge
Speakers **Gonzalo Brujó** Global CEO, Interbrand
Antonella Mei-Pochtler Non-Exec. Director, Generali Group & Publicis; Vice Chair, European Forum Alpbach; Exec. Vice Chair, Pochtler Industrieholding
Thomas Kirste Director at Bosch Mgmt Consulting Innovation for Business & Dig. Strategy

11.45 – 12:45

PANEL 16 **DEBATE**

GEHEIME RATSTSTUBE

Top Priorities In Upskilling, Reskilling And Capacity Building

Everyone concerned with talent development agrees that changing conditions require new capabilities in the workforce. But that's where the agreement ends. Given limited resources and an unpredictable future, which new capacities are most important – and exactly how should they be built? Talent development experts offer competing answers.

Chair **Alex Adamopoulos** CEO and founder, Emergn
Speakers **Léa Peersman** CEO & co-founder of Lign.ai
Iryna Arzner Group Head of Retail Customer Growth, Raiffeisen Bank International
Jorge Tamayo Assistant Professor of business administration, HBS

11.45 – 12:45

DEEP DIVE DIALOGUE 6

WINTERGARTEN

The New Demographics of Knowledge Work

The aging of the global population is a known trend, and all the more pronounced in the knowledge-based enterprises of mature economies. This focused session explores the implications for leaders and managers as more mature individuals make up greater parts of not only their customer bases but their workforces.

in conversation with **Céline Abecassis-Moedas** Associate Professor in Strategy and Innovation Mgmt, Católica Lisbon School of Business & Economics
Avivah Wittenberg-Cox Global expert on 21st century leadership, gender and generational balance, longevity and the future of work and careers

14:00 – 14:45

PLENARY 3

ZEREMONIENSAAL

Charles and Elizabeth Handy Lecture

Designing for Intimate Monumentality

What's the biggest thing that has changed about organizations in the past half-century? Bigness itself. This year's honoree in the Handy Lecture Series argues that the sheer scale of global enterprises employing tens of thousands of people has created a management imperative.

A Tribute to young talents: Drucker Challenge Laureates will ask questions

Chair **Eduardo P. Braun** Leadership expert

Speaker **Roger Martin** Professor Emeritus & Former Dean, Rotman School; Strategy advisor

14:45 – 15:45

PLENARY 4

ZEREMONIENSAAL

Managing For A Better Functioning Society

This year's focus on the next knowledge work is just one part of a bigger picture of the next management—a complete reassessment of how leaders understand their role in organizations, and what they must learn to do well. Here, we open the aperture to consider what else must be revisited and transformed about how management is practiced, studied, and taught, to enable enterprises to succeed in coming decades.

Chair **Eduardo P. Braun** Leadership expert

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

Ramabadrnan Gopalakrishnan (Gopal) He served as Chairman of Unilever Arabia, MD of Brooke Bond Lipton, Vice Chairman of Hindustan Lever and director of Tata Sons.

Katja von Raven Member of the board of management of the Bosch Group

Video Message **Gary Hamel** Director, Management Lab, Visiting professor, London Business School

15:45 – 16:00

PLENARY 5

ZEREMONIENSAAL

Closing Remarks

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