



PROGRAM OVERVIEW 2024

THE NEXT KNOWLEDGE WORK

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

(CET)
CENTRAL EUROPEAN TIME

M O R N I N G

09:00 – 13:00

PLENARY

Welcome

PLENARY

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

Don't be late: In this high-energy opening plenary, pairings of 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.

**PARALLEL
PANELS**

#1 Debate: 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?

#2 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?

**PARALLEL
PANELS**

#3 Debate: 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?

#4 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?

AFTERNOON

14:15 – 18:00

**PARALLEL
PANELS**

#5 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?

#6 Debate: 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.

**PARALLEL
PANELS**

#7 Debate: 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?

#8 The Mysterious Human: Managerial Insights from the Social Sciences

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.

**PARALLEL
PANELS**

**#9 Debate: Justice Begins at Home:
Workplaces that Stand for Ethics,
Truth, and Trust**

Recent years have seen a surge of social justice activism by organizations—not always perceived as sincere, not universally appreciated. Meanwhile, have employers made progress in their first responsibility, treating their own people with fairness and respect?

**#10 The Zombie Ideas Of
Organizational Leadership**

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.

EVENING

19:30 –23:00

GALA EVENT

with **Drucker Challenge Award Ceremony**



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#11 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?

#12 Debate: 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?

**PARALLEL
PANELS**

#13 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.

#14 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?

PARALLEL
PANELS

#15 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.

#16 Debate: The Human Edge that Remains Unassailable

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. Not everyone believes it's true.

AFTERNOON

14:15 – 18:00

PLENARY

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.

PLENARY

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.

PLENARY

Closing Remarks