

Wednesday November 13, 14:30 – 17:30 CET including a half-hour break.

How To Transition To The ‘Next Management’: Developing A Strong Action Plan

📍 Vienna, TBC

This workshop will show how the fastest growing firms of all sizes have already transitioned to a different kind of management. These firms are detecting and responding to change, moving more nimbly, operating more efficiently, innovating more quickly, attracting more talent, and mobilizing more resources.

In this highly interactive workshop, participants will work together to understand how, in the world’s fastest-growing organizations of all sizes:

- mindsets, human values, and culture can be driving methods, processes, tools, and frameworks, rather than vice versa.
- a new spirit of innovation and value creation for customers and society can be given priority over short-term profits.
- an increasingly high degree of leadership and autonomy can be accorded to all., with the best young minds being mobilized to create the future.
- steep hierarchies of authority can be replaced with horizontal networks of competence.
- technologies such as AI can be deployed for human-centered goals.
- outcomes for all stakeholders can be given priority over outputs, with profits being the result, not the goal.

Participants will discuss how and why many organizations have yet to progress as rapidly in these directions and what can be done to accelerate progress. Participants will work together to develop an action plan and timeline for their own organization.

WORKSHOP PRESENTERS/FACILITATORS



Steve Denning
Author and Independent
Management Consulting
Professional



Heidi Musser
Board Member,
Board Advisor,
C-level Executive



Hugo Lourenco
Distinguished Entrepreneur,
Board advisor,
Thought leader

There is **no fee for registered** Drucker Forum participants.
Participants must register separately for the workshop.

REGISTRATION

Wednesday November 13, 15:00 – 18:00 CET

Leading at the edge of the unknown

📍 Industrial Association (Industriellenvereinigung), Saal Schoeller, Schwarzenbergplatz 4, 1030 Vienna

As the world transitions into a BANI (brittle, anxious, non-linear, and incomprehensible) state, the need for new leadership qualities becomes apparent. These three interactive workshops aim to explore the new territory tomorrow's leaders are about to enter.



I. Developing resilient and high-performance leaders and organizations

A conversation with Manfred Kets de Vries (global authority in leadership development) on the power of reflective leadership.

Manfred F. R. Kets de Vries

Distinguished Clinical Professor of Leadership Development and Organisational Change, INSEAD and Psychoanalyst



II. Engaging Leadership for Tomorrow – How to Avoid the 7 Deadly Leadership Mistakes

Leadership has been a chief lever in succeeding during and after the COVID-19 pandemic. Data from SHRM research indicates the persistence of seven deadly sins, which were amplified during the pandemic.

Alexander Alonso

Chief Data & Insights Officer at SHRM



III. Leading through the BANI era: Embracing Change and Innovation

Join Sarah Toms, IMD's Chief Innovation Officer. This session will uncover the new qualities essential for navigating uncertainty in today's world. We will evaluate the potential of game-based learning and GenAI in cultivating adaptive leadership skills for a non-linear world.

Sarah Toms

Chief Learning Innovation Officer at IMD



MODERATOR

Oriane Kets de Vries

CEO and owner of the Kets de Vries Institute

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REGISTRATION

Wednesday November 13, 15:00 – 17:00 CET

The Nexus of Knowledge Work: Opportunities and Challenges

Industrial Association (Industriellenvereinigung) Urban Saal, Schwarzenbergplatz 4, 1030 Wien

This session is dedicated to exploring the evolving landscape of knowledge work, which has become central to the global economy. We will delve into the dynamics shaping this field, including technological advancements and workplace culture.

Our expert panellists will discuss the opportunities presented by knowledge work, such as increased flexibility, potential for innovation, and the growth of remote work. We will also address the significant challenges, including job security, the digital divide, and the pressures of constant connectivity. The session will also showcase a new measurement model for “next knowledge work”.

Join us to hear current thinking and discussion from a dynamic panel. This workshop will equip attendees with insights into maximizing the benefits of knowledge work while mitigating its downsides, providing valuable perspectives on making knowledge work more productive, equitable, and sustainable.

(*) The research presented in this panel was co-funded by the Imagination Lab Foundation.



MODERATOR

Mark Esposito
Professor, Hult Int.
Business School & Director
Futures Impact Lab



Johan Roos
Executive Director,
Vienna Centre for
Management Innovation



Matt Sigelman
President of the
Burning Glass Institute,
Chairman of Lightcast



Michele Zanini
Co-founder,
Management Lab



David Weinberger
Affiliate, Harvard's
Berkman Klein Centre for
Internet & Society



Guy Lubitsh
Professor of Leadership
and Psychology,
Hult Int. Business School

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REGISTRATION

Wednesday November 13, 15:00 – 18:30 CET

Including a half-hour break, Followed by networking with drinks and snacks

The India Way: Humanism, Longevity, and Compounding Returns

📍 das forum – Operngasse 17-21, 11th floor, 1010 Vienna

Corporate lifespans are shrinking due to conventional business models focused solely on ‘fast food’-like growth, and anxiety-fuelled efficiency, resulting in burned-out human beings. The India Way offers a compelling alternative: wisdom practice rooted in compassion and humanism, where time is viewed as an infinite flow of meaning and value. Indian institutions, like Tata Sons, TVS, Murugappa, JK, Godrej, Birla and Bajaj groups - each with a legacy spanning over 100 years - have learned the art of placing the Living as the master of the Machine. This resolves the paradox between humanism and mechanistic efficiency, producing perpetual economic returns. These institutions offer a practical blueprint for cultivating life-enhancing practices that significantly contribute to nationbuilding.

This immersive experience will explore:

- Compassion in capitalism: how compassion is a sincere commitment to nurturing an organisation’s ‘life-force’, enabling individuals to flourish in their creative potential – far beyond merely maximising shareholder value.
- The pressing challenge of corporate mortality: why companies are failing faster than ever and why longevity should be viewed as a superior measure of success.
- Corporate Ayurveda (Sanskrit translation - ‘the science of longevity’): a holistic approach founded on India’s civilisational values of equanimity, renewal and longevity.

This experiential session raises awareness of the existential risk companies face in a BANI world and provides actionable insights and principles.

With a welcome message by **Richard Straub** founder and president of the Gopal Peter Drucker Forum.

WORKSHOP SPEAKERS/FACILITATORS



R. Gopalakrishnan (Gopal)
Former Director
Tata Sons, Former
Vice-Chairman
Hindustan Unilever,
Author & Corporate
Commentator



T.K. Balaji
Chairman, Lucas
TVS Group



Unni Krishnan (Unni)
Cultivator of Life,
Founder of the
Living Machine
Institute



Curtis R. Carlson
Distinguished
Exec. in Residence,
Worcester
Polytechnic Institute



Santiago Iñiguez de Ozoño
President, IE
University

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