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Besides integration and breaking up of platforms, there's the option of them collaborating. This would help avoid possible downsides.

> Vinton G. Cerf VP, Google Chief Internet Evangelist



Headwinds in business: fragmentation will slow us down. Tailwinds in business: connectedness of people and ideas.

> Young K. Sohn Corporate President & CSO Samsung Electronics

Embrace the paradoxical nature of leadership. It's as much about setting the direction and connecting people with purpose as it is about listening.

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Amy Edmondson Professor of Leadership & Management Harvard Business School Babies are also not born right after production. We need patience. That means the leaders need to shut up and listen to others first.

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Ed Catmull Co-Founder Pixar Animation Studios



It's too easy to say we can't change the world, because we can.

Alexander Osterwalder Business Model Innovator Co-Founder Strategyzer

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In a world of temporary advantage innovation, technology, strategy and ecosystems are coming together.

> Rita McGrath Professor Columbia Business School

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I'd like to keep some of my problems. A world of solutions is too convenient and may inhibit growth.

Miriam Meckel Founding Publisher ada Handelsblatt Media Group





Responsibility and impact work together.

Whitney Johnson CEO, WLJ Advisors



Maximizing shareholder value is a zero-sum game. We don't want to create a walled garden, we want a rainforest.

> Zhang Ruimin CEO and Chairman of the Board of Directors Haier Group



Find a challenge so big that it demands more than you can deal with and find others to jump in and help you do something about it.

> Hal Gregersen Executive Director MIT Leadership Center

If we are not building people-centred systems, none of this matters.

Amy Webb Founder, Future Today Institute



Ecosystems can be an open-ended metaphor for collaboration, or, precisely a new governance form. Michael G. Jacobides Professor, London Business School

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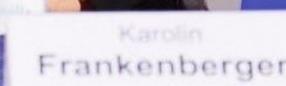


PUCK Patter Drucker Secliety Culture is a byproduct of leadership. Lisa Hershman **PTDO Chief Management Officer US Department of Defense**



The real challenge with ecosystems is implementation, not design.

Karolin Frankenberger Academic Director Executive MBA HSG University of St. Gallen



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Any change in the workplace that doesn't change structures of domination, cannot be called progress.

> Gianpiero Petriglieri Associate Professor of Organisational Behaviour INSEAD



For changing culture and mindsets, you need to speak up, challenge and be challenged. When is the last time you felt truly challenged?

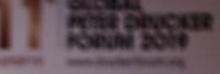
Megan Reitz Professor of Leadership and Dialogue Hult International Business School



No longer is the value of a firm in its assets but in its network of relationships.

Julian Birkinshaw Deputy Dean & Professor London Business School





THE REAL PROPERTY AND INCOMES

Domination is not the answer. Balance is.

Avivah Wittenberg-Cox CEO of 20-first



With one foot we are in legacy and with the other in digital. Management needs to consider both worlds.

Ralf Wintergerst Group CEO Giesecke+Devrient



Ecosystems are not a phenomenon of digital companies. People are central to helping with the challenges of ecosystems.

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Valerie Hackl Managing Director Austro Control GmbH

