

Come to the

Networking Lounge

for informal networking or private meet-ups with fellow participants.

Open today from 14:10 to 17:30.

[zoom](#)

Dismantling Bureaucracy, Activating Leaders

AN INTERACTIVE WORKSHOP

Co-instigators

Gary Hamel Director, Management Lab; Visiting professor, LBS;

Michele Zanini Co-founder, Management Lab

As we work to rebuild the global economy in the wake of COVID-19, we need individuals in every organization, at every level, who are willing to step up and lead. This interactive workshop will feature groundbreaking ideas on how to dismantle bureaucracy and build a culture of distributed leadership. Progressive CEOs and grassroots leaders who have flattened corporate hierarchies and emboldened internal activists will share their stories.

Participants will get the chance to collaborate with peers in breakout sessions and identify the most promising ways of unleashing the full potential of everyone at work.

14:00 – 14:10

WELCOME

[LIVESTREAM](#)[zoom](#)

Eduardo P. Braun Leadership expert, consultant and author (*Conference Chair*)

14:00 – 15:30

The Case for Humanocracy

[LIVESTREAM](#)[zoom](#)

Gary Hamel Director, Management Lab; Visiting professor, LBS

John Ferriola CEO (Retired), Nucor

Jos de Blok Founder, Buurtzorg

15:30 – 16:00

Networking Lounge

[zoom](#)

16:00 – 17:30

The Path to Humanocracy

[LIVESTREAM](#)[zoom](#)

Tracey Davidson Deputy CEO, Handelsbanken Plc; Chair, Handelsbanken Wealth and Asset Mgmt.

Florent Menegaux CEO, Michelin

Kevin Nolan CEO, GE Appliances

Michele Zanini Co-founder, Management Lab

18:00 – 18:45

Thinkers Corner Dialogues

PARALLEL DIALOGUES

#1 The AI Power Shift

zoom

Moderator **Jacob Haesler** Serial entrepreneur

Speaker **Léa Steinacker** Chief Strategy Officer, ada - a learning initiative focused on the future of work and socio-technological change

Léa Steinacker argues that to reap the benefits of AI – and avoid harmful outcomes – we must understand how its applications shift power in industries, societies, and human relationships. In this dialogue, she and Jakob Haesler explore why leaders must pay attention to AI’s “code capital.”

#2 Peter Drucker: Leadership from the viewpoint of a conservative christian Anarchist

zoom

Moderator **Timo Meynhardt** Professor for Business Psychology and Leadership, HHL Leipzig Graduate School of Management

Speaker **Peter Paschek** Management Consultant

The discussion will center around basic questions: Why is managerial work also a social task? Is there a useful distinction between management and leadership? What would Peter say about digitization?

#3 Leadership and Lovemarks in a Crazy World

zoom

Moderator **Bernhard Kerres** Former Opera Singer & Silcion Valley Entrepreneur

Speaker **Kevin Roberts** Founder Red Rose Consulting; former CEO Worldwide, Saatchi & Saatchi

“In crazy times, everyone must lead” wrote Kevin Roberts in his latest book, “64 Shots” in 2016. Facing the world after Supervuca, with the COVID19 crisis bringing unimaginable challenges to leaders around the world, Kevin Roberts and Bernhard Kerres will jam on the question, if leadership is still possible or if it is just survival.

#4 The Imperative for Delivering Value Across Society

zoom

Moderator **Curtis R. Carlson** Distinguished Executive in Residence Worcester Polytechnic Institute; Former CEO of SRI International

Speaker **Ya-Qin Zhang** Founder and Chairman of Blue Entropy LLC.; former President of Baidu Inc.

Value Creation is a mindset and a set of skills. We will discuss fundamental value creation concepts that apply across society and suggest ways we can improve, whether as a researcher, company CEO, university, or government official.

19:00 – 20:00

Speakers Reception

zoom

INVITATION ONLY – for speakers, moderators and sponsors

WELCOME

Richard Straub Founder & President, Global Peter Drucker Forum

Eduardo P. Braun Conference Chair, Global Peter Drucker Forum

Katharina Moser Online Experience Designer, Global Peter Drucker Forum

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LEADERSHIP EVERYWHERE

A FRESH PERSPECTIVE ON MANAGEMENT

09:00 – 10:30

PLENARY 1

LIVESTREAM

zoom

WELCOME

Richard Straub Founder and President, Global Peter Drucker Forum

Guest of honor **Helga Rabl-Stadler** President Salzburg Festival

OPENING SALVOS:

Is Leadership Rising to the Occasion?

Moderator **Eduardo P. Braun** Leadership expert, consultant and author (*Conference Chair*)

Speakers **James Li** Member of the Supervisory Board, Senior VP, President of the European Region, Huawei

Alex Adamopoulos Chief Executive Officer, Emergn Limited

Sunil Prashara President & CEO at Project Management Institute

Eric Cornuel President, EFMD

Yannick Fierling CEO of Haier Europe

Gemma D'Auria Global Leader McKinsey Leadership Practice

The year 2020 has put us through a lot, but in doing so created settings for effective leaders to have real impact. Who has stepped up to the challenge and who has stumbled?

What broad lessons in leadership can we take away from this annus horribilus?

10:30 – 11:00

Networking Lounge

zoom

11:00 – 12:30

PARALLEL PLENARIES

#1 Leadership in Hard Times

LIVESTREAM

zoom

Moderator **Michael Fleischhacker** TV Anchor and Journalist

Speakers **Radoslaw Kedzia** Vice President, Huawei CEEN Region

Fleur Pellerin Founder and Chairwoman, Korelya Capital;
Former minister for SMEs, Innovation and the Digital Economy

Margaret Heffernan Entrepreneur; Professor, Univ. of Bath School of Management England

Dinesh Paliwal Board member Bristol-Myers Squibb, Nestlé and Raytheon Technologies Corporation and Harman

Peter Williamson Professor of Int. Management, Univ. of Cambridge & Judge Business School

Organizations value certain qualities and actions in leaders when times are good.

Do the needs fundamentally change when times turn bad?

How should leadership teams adapt to business environments transformed by pandemic, protest, and intense politics?

#2 Leading for the Greater Good when Survival is at Stake

LIVESTREAM

ZOOM

Moderator Marie Ringler Ashoka Europe Leader

Speakers **Roger Martin** Strategy Advisor, former Dean Rotman School, top ranked management thinker, T50
Paul Polman Co-Founder, IMAGINE; former CEO Unilever
Isabelle Spiegel Director Environment, Vinci
Sara Mathew Chair of the Board, Freddie Mac
Jørgen Vig Knudstorp Executive Chairman, LEGO Brand Group

In the midst of turmoil, it's all some organizations can do to deal with immediate threats to business viability. How do some leaders maintain a focus on longer-term and larger-scale imperatives while also weathering the storm of the moment?

12:30 – 14:00  **Networking Lounge**

ZOOM

12:30 – 13:00 | MUSICAL REGARDS by artists from around the world, especially produced for the Drucker Forum

Curator: **Bernhard Kerres** Executive Coach and Managing Partner of Haydn 1791

LIVESTREAM

ZOOM

13:15 – 13:30 | ZEN MOMENT: Aligning body and mind for focus and productivity with **Bart Weetjens** Social entrepreneur; Zen priest

LIVESTREAM

ZOOM

14:00 – 15:30

PARALLEL PLENARIES

#3 Is Remote Leadership an Oxymoron? Making the “Future of Work” work

LIVESTREAM

ZOOM

Moderator Andrew Hill Management Editor, Financial Times

Speakers **Donna Flynn** VP, Global Talent at Steelcase
Guy Ben-Ishai Head of Economic Policy Research, Google
Tammy Erickson Leadership Advisor; top ranked management thinker, T50
Ashok Krish TCS Global Head, Digital Workplace

Even when it seems that old ways of working are being upended, evolving businesses, as Drucker pointed out, are always a mix of continuity and change. How will remote and office work settle into a new balance and what does this mean for leadership?

#4 Led by Data, Algorithms and AI?

LIVESTREAM

ZOOM

Moderator Julia Kirby Senior Editor, Harvard University Press

Speakers **David Weinberger** Senior researcher, Harvard's Klein Center for Internet & Society
Miriam Meckel Founding publisher of ada, the platform for digital life and the economy of the future, at Handelsblatt Media Group
Charles Édouard Bouée Founder and Managing Partner, Alpha Intelligence Capital; former CEO, Roland Berger
Alex Adamopoulos Chief Executive Officer, Emergn Limited

Covid-19 has been an exceptional event, but at the same time an eye-opening case study for organizations that rely on models and expect decisions to be dictated by data. Will we ever get to the point where we can truly “follow the science”—and if so, what's the role of the leader?

15:30 – 16:00  **Networking Lounge**

ZOOM

16:00 – 17:30

PARALLEL PLENARIES

#5 Reimagining What it Means to Lead

LIVESTREAM

zoom

Moderator **Aaron De Smet** Senior Partner, McKinsey & Company

Speakers **Alain Bejjani** CEO Majid Al Futtaim Group
Tiffani Bova Chief Growth and Innovation Evangelist, Salesforce
Steven Baert Chief People & Organization Officer of Novartis
Amy Edmondson Professor of Leadership & Management, HBS

The theme of this year's Forum—Leadership Everywhere—suggests a distribution of leadership, with more people involved and in some way taking charge. But if everyone leads, is anyone following? What if we thought of "leadership" as a set of activities rather than a group of executives?

#6 Not Enough Good Leaders – how to develop them?

LIVESTREAM

zoom

Moderator **Raymond Hofmann** Management & Organisation Designer

Speakers **Santiago Iñiguez** President IE University
Julia Middleton Founder & Innovation Officer, Common Purpose
Vikram Mansharamani Lecturer, Harvard University
Maelle Gavet Tech executive, Author
Claudia Crummenerl Managing Director People & Organization globally and Head of People and Organization CE, Capgemini Invent

For Drucker the only mark of a leader was that he or she had followers. He didn't see leaders as defined by certain common traits. Yet, if we want to develop more leaders for rough times ahead, should we not have a clear idea of the strengths to build?

17:30 – 18:00  **Networking Lounge**

zoom

18:00 – 19:45

Thinkers Corner Dialogues

18:00 – 18:45

PARALLEL DIALOGUES

#5 Developing Exceptional Leaders at the Top

LIVESTREAM

zoom

Moderator **Amy Bernstein** Editor, HBR & VP and Exec. Editorial Director, Harvard Business Publishing

Speaker **Claudio Fernández-Aráoz** Executive Fellow, Harvard Business School

In this session, Claudio Fernández-Aráoz and Amy Bernstein will explore the exact type of leaders we need in today's extreme VUCA moment, discuss groundbreaking research on the staggering costs of poor succession planning, and share powerful best practices in the areas of governance, succession, and development—all with the goal of helping organization achieve exceptional leadership at the top

#6 Becoming A Healing Leader

zoom

Moderator **Sarah Green Carmichael** Editor Bloomberg Opinion

Speaker **Michael J. Gelb** Author, Executive Coach and Management Consultant

What if your business could be come a place of healing for employees and their families, a source of healing for customers, communities and ecosystems, and a force for healing In society? Join us to explore the leadership competencies needed to translate this idealistic vision into practical reality.

#7 The Thought Leadership Renaissance: Gaining a Voice when No One is Listening

zoom

Moderator **Art Kleiner** Editor and author

Speaker **Sally Helgesen** Author and leadership advisor

For ideas to have an impact, others must encounter them, embrace them and act on them. None of this happens as it did in the industrial era of mass publishing and (more) honest brokers. How do we build the next-level wave of business ideas: the communities of insight we need today.

#8 The Leader as Coach

zoom

Moderator **Deepa Prahalad** Design strategist and Social Innovator

Speaker **Marshall Goldsmith** Executive Educator and Coach

Leadership requires an understanding of how our behaviors and decisions impact our stakeholders and teams. How can leaders create and sustain positive, lasting behavior change in themselves and in their organizations?

19:00 – 19:45

PARALLEL DIALOGUES

#9 Powerful Leaders Pose the Most Powerful Questions

zoom

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

Speaker **John Hagel** Consultant & Author

The most effective leaders of the future will be those who have the most powerful and inspiring questions and who are willing to acknowledge they don't have the answers and that they need and want help in finding the answers. It's in sharp contrast to the conventional view of leaders as the ones who have the answers to all the questions.

#10 Frontier Technologies Startups vs. Big Tech

zoom

Moderator **Angelica Kohlmann** Chairman & CEO, Kohlmann & Co AG

Speaker **Antoine Blondeau** Co-founder and managing partner of Alpha Intelligence Capital

Can the disruptive, transformational, power of deep technology startups change the established Big Tech order?

#11 Crisis of Leadership

LIVESTREAM

zoom

Moderator **Arne Gast** Leader Organization Practice Asia, McKinsey

Speaker **Simon Sinek** Optimist

What happened to all the great leaders? For the past 30-40 years there appears to be a trend away from good leadership that has wreaked havoc with our businesses, economies and politics. How did we get here and what can we do about it?

#12 Design Thinking in Crisis

zoom

Moderator **Bettina Rollow** Organisational developer, Executive coach

Speaker **Tim Brown** Chair, IDEO

Can design thinking help leaders navigate the current crisis? If so, then how is design thinking as an approach evolving to meet the needs of the moment?

Chair **Eduardo P. Braun** Leadership expert, consultant and author

20:00 – 20:30

THE 2020 DRUCKER CHALLENGE: Announcing This Year's Winners

Moderator **Laurent Choain** Chief People, Education & Culture Officer, Mazars

The Drucker Forum's annual essay contest invites a rising generation to engage not only with Drucker's work but with key management dilemmas of our age. Join us to learn—and learn from—this year's top students and young managers.

20:30 – 21:30

Celebrating the Impact and Influence of Clayton Christensen: Building the Intellectual Scaffolding for Innovation and Progress

Moderator **Karen Dillon** Former editor of Harvard Business Review

Speakers **Chester A. Huber** Senior Lecturer Harvard Business School, former CEO Onstar
Hal Gregersen Executive Director, MIT Leadership Center, MIT Sloan School of Management
Efosa Ojomo Senior Research Fellow at the Clayton Christensen Institute

Renowned for his theories of innovation and cherished for his wisdom, good cheer, and generous mentorship, Clay Christensen was a thinker in the tradition of Peter Drucker. This evening, we mark his passing with special remarks from leaders whose thinking he profoundly influenced.

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LEADERSHIP EVERYWHERE

A FRESH PERSPECTIVE ON MANAGEMENT

08:30 – 08:45

ZEN MOMENT: Aligning body and mind for focus and productivity
with **Bart Weetjens** Social entrepreneur; Zen priest

08:45 – 09:00

The Story So Far: Highlights of Day 1 and Hints of Day Two

LIVESTREAM

zoom

Chair **Eduardo P. Braun** Leadership expert, consultant and author

09:00 – 10:30

PARALLEL PLENARIES

#7 Leading in times of Fake News, Activism and Rebellion

LIVESTREAM

zoom

Moderator **Alexandra Borchardt** Journalist, Journalism professor, Adviser, Book author

Speakers **Megan Reitz** Professor of Leadership and Dialogue, Hult Ashridge Executive Education
Rahaf Harfoush Digital Anthropologist
Mathis Bitton Student of philosophy and political theory, Yale University
Gianpiero Petriglieri Associate Professor of Organisational Behaviour, INSEAD

Most leadership issues are perennial, but this one feels starkly new: To degrees never seen before, employees are organizing to hold their own organizations' feet to the fire on social issues, taking their grievances to the airwaves and summoning pressure through social media. How should leadership respond?

#8 When Innovation is What Matters Most

LIVESTREAM

zoom

Moderator **Johan Roos** Chief Academic Officer, Hult International Business School

Speakers **Darja Isaksson** Director General, Vinnova, The Swedish Innovation Agency
Alex Osterwalder Entrepreneur and Business Model Innovator, Co-Founder Strategyzer
Yoshikuni Takashige Chief Strategist, Global Marketing, Fujitsu Limited
Howard Yu LEGO professor of management and innovation, IMD Business School and director of IMD's signature Advanced Management Program
Falco Weidemeyer Senior Partner and Head of EY Parthenon EMEA

The classic literature on leadership is a legacy of the industrial age, with its emphasis on setting high-level strategy and translating it into marching orders delegated down the ranks. A new era of leadership theory puts the emphasis on cultivating creativity at all levels. How are leaders doing that in the most innovative organizations?

10:30 – 11:00

Networking Lounge

zoom

11:00 – 12:30

PARALLEL PLENARIES

#9 **Leading Change on a Wider Stage – How?**

LIVESTREAM

zoom

Moderator **Rainer Münz** Expert in Demography & Migration

Speakers **Adrian Wooldridge** Political editor and 'Bagehot' columnist, The Economist
Katherine Gehl Business leader, author and political innovator
Antonella Mei-Pochtler Special representative of the Austrian Federal Chancellor; Head of Think Austria
Hermann Simon Founder & Honorary Chairman, Simon-Kucher & Partners

Leadership is not only within organizations – it also concerns itself with shaping wider systems and networks such as democratic institutions, geopolitical dynamics, and capitalist systems. What leadership is required to engage with issues on this larger scale, and understand their impacts on leadership and management in organizations?

#10 **Regaining Industry Leadership – A European Challenge**

LIVESTREAM

zoom

Moderator **Mark Esposito** Professor at Hult International Business School, Co-Founder & CLO, Nexus Frontier, Author, and Advisor

Speakers **Georg Kopetz** Co-Founder and member of the Executive Board, TTTech
Helmut Reisinger CEO Orange Business Services
Sabine Herlitschka CEO & CTO, Infineon Technologies Austria
Lukas Mandl Member of the European Parliament
Muriel Pénicaud French Ambassador to the OECD, former French Labor Minister

Europe has enormous strengths in industries that are the basis of our daily lives (chemical, pharma, automobile, banking, and more).

How do we ensure that well-intentioned efforts to regulate these sectors do not undermine firms' ability to compete globally and create value for the world?

12:30 – 13:30 **Networking Lounge**

zoom

12:30 – 13:00 **MUSICAL REGARDS** by artists from around the world, especially produced for the Drucker Forum

LIVESTREAM

zoom

Curator: **Bernhard Kerres** Executive Coach and Managing Partner of Haydn 1791

12:45 – 13:00 **ZEN MOMENT:** Aligning body and mind for focus and productivity with **Bart Weetjens** Social entrepreneur; Zen priest

LIVESTREAM

zoom

13:30 – 15:00

PARALLEL PLENARIES

#11 **Beyond Command and Control – What the Military Demands of Leaders Today**

LIVESTREAM

zoom

Moderator **Stefan Pickl** Professor; Chair for Operations Research, Department of Computer Science, Bundeswehr University Munich

Speakers **Lisa Hershman** Chief Management Officer, US Department of Defense
Erich Vad Former General of the Bundeswehr; Founder, Erich Vad Consulting
Stanley A. McChrystal General (ret.); Founder, McChrystal Group
Rita Gunther McGrath Professor, Columbia Business School

The world's militaries tend to be leadership gurus' favorite villains—they paint them as caricatures of rigid, rank-obsessed bureaucracies, full of soldiers told to salute and not question. Yet fine leaders emerge from these hierarchies, seemingly full believers in collaborative, inclusive, and agile problem-solving. Are we ignoring the lessons the military can teach today – in particular, about leading through acute crises?

#12 Leading Oneself: Finding the Way to Highest Impact

LIVESTREAM

zoom

Moderator Tina Deutsch Co-Founder & Managing Partner, Haufe Advisory

Speakers Paul Allen Founder, Ancestry.com, SOAR.com
Jon Clifton Global Managing Partner, Gallup
Bart Weetjens Social entrepreneur; Zen priest
Thomas Bubendorfer Solo climber and author

Leaders do damage to their organizations if they don't do development of themselves. Their own capabilities to lead effectively are never perfect, and any investment they make in honing their skills has immediate payoff. How should leaders approach this responsibility in a disciplined way? How can they know if they're improving?

15:00 – 15:30  Networking Lounge

zoom

15:30 – 17:00

PARALLEL PLENARIES

#13 Leadership – more than good Management

LIVESTREAM

zoom

Moderator Ania Wieckowski Executive Editor HBR

Speakers Julia Hobsbawm Honorary visiting prof. of workplace social health, The Business School, Cass. London, Chair of new UK Workshift Commission
Vlatka Hlupic Professor of Leadership and Organizational Transformation, Hult Ashridge Executive Education
Barbara Kellerman Lecturer in Public Leadership, Kennedy School, Harvard University
Ricardo Vargas Executive Director Brightline Initiative

The difference between leadership and management was a debate Drucker resisted being drawn into. For him, boosting the quality of management was the biggest factor in maintaining great institutions. Yet the Drucker Forum has made leadership its 2020 theme. As a factor in enterprise success, does it deserve its own category?

#14 Late Work: From Recreation to Re-Creation

LIVESTREAM

zoom

Moderator Avivah Wittenberg Cox CEO of 20-first

Speakers Pierre Hessler Senior Adviser, Caggemini
Helga Nowotny Professor emerita of Science and Technology Studies ETH Zurich; former President European Research Council
Rosabeth Moss Kanter Professor of Business, Harvard Business School
Alistair McQueen Head of Savings and Retirement, Aviva

Today's societies are trending older, and today's organizations pull an unprecedented span of generations into workplaces together. The shift toward workers participating longer in the formal economy has been a quiet one, but brings with it some deep changes. What is driving the trend, and what will it drive in turn?

17:00 – 17:45

PLENARY 3 – CLOSING

LIVESTREAM

ZOOM

Chair **Eduardo P. Braun** Leadership expert, consultant and author

Concluding thoughts on leadership in the light of Clayton Christensen's ideas

Scott Cook Founder and CEO, Intuit

In conversation with

Roger Martin Strategy Advisor, former Dean Rotman School, top ranked management thinker, T50

Including  **VIDEO MESSAGE**

The parable of Marcus Rashford

Charles Handy Social Philosopher

ANNOUNCEMENT OF THE FORUM 2021

Richard Straub Founder and President, Global Peter Drucker Forum

18:00 – 19:00

POST-SCRIPTUM

LIVESTREAM

ZOOM

Moderator **Eduardo P. Braun** Leadership expert, consultant and author

Lead **Steve Denning** Forbes contributor

Commentators **Gabriel Joseph-Dezaize** Editor in Chief, HBR France

Philippe Dewost Senior Advisor Internet, Tech & Digital Transformation Co-founded Wanadoo

John Mark Williams CEO Institute for Leadership and Management

Isabella Mader CEO Excellence Institute, Executive Advisor Drucker Forum

Ingmar Höhmann Senior Editor, HBM

Session Rapporteurs

Leading journalists, academics and business executives provide their takeaways from the 2020 Forum – not only on the question “What will you do differently on Monday” (Drucker) but also on how the perspective on key issues of our time might have changed.