

The future of Management in an Artificial Intelligence-based world



The IESE Future of Leadership Development Conference Series

Barcelona, 19-20 April, 2018

CONFERENCE OVERVIEW

The current technology revolution is reshaping industries, making business models obsolete, growing new companies with a different set of capabilities and creating disruption and social change. The role of general managers is more important than ever in a digital, big data, analytics, robotics and artificial intelligence-based world and the competencies that they need are changing fast. At the same time, there are some classical attributes of the general manager's functions – providing a sense of purpose, developing a long-term perspective and references, promoting a holistic view of the firm, and engaging people and making teams functional, among others – that are still relevant, but that may take new dimensions in this new, changing business world.

What companies, people and society in general will expect from senior managers in a few years' time will be different from their current skills and capabilities. Technology is disrupting companies and communities, and general managers, as the ultimate stewards of a company, need to reflect on how to manage this process and help come up with constructive solutions. The purpose of this conference is to discuss those relevant issues for management and management education with an inter-disciplinary perspective that brings together leading management and leadership scholars, experts in AI, CEOs and senior general managers, and deans of leading international business schools.

This is the fifth IESE Leadership Development Conference. This series was launched in 2008, just before the explosion of the financial crisis. Each conference has addressed major topics in business education: leadership, ethics and business social impact (2008); globalization and leadership development (2011); the future of the MBA program in developing a new generation of leaders (2013); and innovation and entrepreneurship in global leadership development (2015).

Franz Heukamp, Dean, IESE Business School, Conference Co-organizer

Jordi Canals, Professor, IESE Business School, Conference Co-organizer

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CONFERENCE PROGRAM

April 19, 2018 - Day 1

10:30-10:45h

Welcome

-Franz Heukamp, Dean of IESE Business School

Overview of the Conference

-Jordi Canals, Professor, IESE

10:45-11:45h *Plenary Session 1*

The impact of Artificial Intelligence on developing holistic general managers and sustaining profitable growth

-Dominique Hanssens, Distinguished Research Professor of Marketing, UCLA

Moderator: Julián Villanueva, Professor, IESE

11:45- 12:45h *Plenary Session 2*

The impact of technology on the quality of management and leadership: Can we save organizations from technology dysfunctions?

-Jeffrey Pfeffer, The Thomas D. Dee II Professor of Organizational Behavior, Stanford University

Moderator: Fabrizio Ferraro, Professor, IESE

12:45- 14:00h *Lunch*

14:00- 15:00h *Plenary Session 3*

Artificial Intelligence and its impact on business education

-Franz Heukamp, Dean and Antonio Valero Chair of Business Administration, IESE

-Ilian Mihov, Dean and The Rausing Chaired Professor of Economic and Business Transformation, INSEAD

-Bernard Yeung, Dean and Stephen Riady Distinguished Professor, National University of Singapore

Moderator: Africa Ariño, Professor, IESE

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15:00- 16:00h Plenary Session 4

Artificial Intelligence: its impact on managing people and developing leaders

-Peter Cappelli, George W. Taylor Professor, Professor of Management and Director, Center for Human Resources, Wharton

Moderator: Marta Elvira, Professor, IESE

16:00- 16:30h Coffee break

16:30- 17:30h Plenary Session 5

Artificial Intelligence: New Challenges for Leadership and Management

-Dario Gil, Vice President, Science and Solutions Thomas J. Watson Research Center, IBM

-Tomo Noda, Professor, Shizenkan University

Moderator: Sandra Sieber, Professor, IESE

17:30- 18:30h Plenary Session 6

How to develop the general managers of the future in the AI world?

-Ricardo Forcano, Head of the Talent and Culture Area, BBVA

-Nico Rose, Vice President Employer Branding & Talent Acquisition Bertelsmann

Moderator: Anneloes Raes, Professor, IESE

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April 20, 2018 - Day 2

8:30- 9:30h Plenary Session 7

How to think about strategy and organization in an AI world?

-Julian Birkinshaw, Professor of Strategy and Entrepreneurship and Academic Director of the Institute of Innovation and Entrepreneurship, London Business School

Moderator: Bruno Cassiman, Professor, IESE

9:30- 10:30h Plenary Session 8

The role of the senior managers in transformation and leadership development in an AI context

-Ibukun Awosika, Founder & CEO, The Chair Centre Group

-Hans Ulrich Maerki, Board Member, M-Toledo

-Paco Ybarra, Global Head of Markets and Securities Services, Citi

Moderator: John Gapper, Financial Times

10:30- 11:00 Coffee break

11:00- 12:00h Plenary Session 9

The new challenges of the CEO in an AI era

-Bruno Di Leo, Senior Vice President, IBM Corporation

-Marc Puig, Chairman & CEO, Puig

-George Yeo, Chairman, Kerry Group

Moderator: Eric Weber, Professor, IESE

12:00h Some final remarks