



## Centennial Conference Series

The Swiss Re Centre for Global Dialogue, Zurich

Leading in a Changing Global Environment  
From Threats to Opportunities

### February 1

#### Registration Opens – Conference Check-In

6:30PM-7:30PM

*Foyer*  
Cocktail Reception

8:00PM

*Dining Room*  
Dinner and Welcome Remarks  
Hosts: Dean Dipak C. Jain & Dr. Axel Wieandt '92, *CEO of Hypo Real Estate*

Keynote Address  
**20 Years since the Iron Curtain opened – Eastern Europe and the Global Economy**  
Dr. Klaus Mangold, *Chairman of the Eastern Committee of German Industry*

### February 2

7:30AM-8:30AM

*Foyer*  
Welcome Coffee

8:30AM-10:00AM

*Forum A/B*  
Welcome Remarks, Dr. Axel Wieandt '92  
Conference Orientation, Professor Daniel Diermeier, *IBM Distinguished Professor of Regulation and Competitive Practice; Director of the Ford Motor Company Center for Global Citizenship*

Keynote Address  
**Risk in the Global Economy**  
Mr. Jacques Aigrain, *CEO of Swiss Re*

10:00AM-10:30AM

*Foyer*  
Morning Break

10:30AM-12:00PM

*Forum A/B*  
Panel Discussion  
Kellogg Faculty Facilitator: Professor David Besanko, *Senior Associate Dean of Strategy and Planning*  
Topic: Sustainability  
Panelists:

- Professor Daniel Diermeier
- Mr. Reto Ringger, *CEO of SAM Group Holding AG*
- Dr. Axel Wieandt '92, *CEO of Hypo Real Estate*

12:00PM-1:30PM

*Foyer*  
Lunch



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1:30PM-3:00PM

Concurrent Sessions

### **Seminar Room 1**

#### **Banking for the Bottom of the Pyramid**

Professor Paul Christensen, *Senior Lecturer of Finance and Associate Director of International Business & Markets*

The lecture will provide a broad overview of the global microfinance industry, tracing its evolution from a social, NGO-dominated movement to a private, commercially-operated enterprise. He will explore what factors lead to the rise of this multi-billion dollar industry and explain some of the key differences between the 10,000 microfinance institutions in the world today. He will highlight some of the current controversies in microfinance, including interest rates, commercial ownership and development impacts and examine how global capital markets are responding to the increasing demand for financial services from the poor and the role leading investment and commercial banks will play in shaping the industry going forward.

### **Seminar Room 3**

#### **Managing Corporate Reputations in Difficult Times**

Professor Daniel Diermeier, *IBM Distinguished Professor of Regulation and Competitive Practice; Director of the Ford Motor Company Center for Global Citizenship*

Reputation has moved to the top of the agenda for many CEOs and senior executives. What used to be a "nice to have" is now increasingly considered as a core asset that needs to be protected and managed. Importantly, a company's reputation (even among customers) is only partially shaped by direct experiences with the company. In other words perfect execution at the typical "touch points" is not sufficient for building and maintaining a strong reputation. Third parties, especially the media, play an important role in shaping customer perception. Effective reputation management should not be relegated to functional specialists such as the legal or PR department, as reputational challenges frequently have their origin in ordinary business decisions. Once reputational challenges, however, have reached the desk of the corporate counsel they frequently have reached crisis proportions. We will discuss how to develop effective reputation management systems that allow executives to manage reputational challenges in a proactive and strategic fashion.

### **Seminar Room 4**

#### **Harnessing Power to Capture Leadership – [ [Pre-Reading](#) ]**

Professor Adam Galinsky, *Morris and Alice Kaplan Professor of Ethics and Decision in Management*

Galinsky will tackle the question: When, why, and how does power corrupt? Taking a social-cognitive approach, he and his collaborators find that power fundamentally changes how people see and approach the world. Essentially, power has two major effects: one negative and one positive. First, power leads individuals to anchor too heavily on their own egocentric desires and inhibits perspective-taking. The more power that leaders have, the harder it is for them to grasp what the world looks like to the people under them. Second, a number of the psychological properties of power – action, optimism, abstract thinking – can be seen as part and parcel of effective leadership. He will address ways to harness the good in power (the energizing force to make the seemingly impossible possible) while minimizing its psychological and social deficits. He will address the provocative question of whether sex differences are rooted in biological distinctions between men and women or differential levels of social and organizational power.

### **Seminar Room 2**

#### **Value in Diversity**

Professor Katherine Phillips, *Associate Professor of Management and Organizations and Co-Chair of the Center on the Science of Diversity*

What We Know from Current Research. This addresses one of the most important issues facing organizations today – the increasing diversity of the workforce. Firstly, she will review relevant diversity literature from organizational and social psychological scholars highlighting the promise and perils of diversity. She will then discuss research conducted by her colleagues to provide a new perspective on the influence of diversity on decision-making in small groups. This perspective focuses on how diversity influences everyone in the organization. The common wisdom about the benefit of diversity is that diversity is beneficial because people who are "different" will bring different perspectives to the table. We systematically examine this assumption and show that it falls short of explaining how diversity influences group functioning. Diversity affects the complex thinking, contributions, and creativity of *all* members of the organization and holds the promise of providing a competitive advantage for firms where innovation is critical for success. The implications of this work for organizations and for each of us as individuals will be considered.



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3:00PM-3:30PM

*Foyer*

Afternoon Break

3:30PM-5:00PM

*Forum A/B*

Keynote Address

**Challenges in the Automotive Industry**

Dr. Rudiger Grube, *Member of the Management board (Vorstand) of Daimler AG and Chairman of the Supervisory Board of EADS*

The automotive industry is facing constant changes, which is in general also valid for our society. Therefore different powertrain concepts will be necessary, in order to fulfill the manifold requirements arising from regulations or customer demand. Increasing raw material prices, volatile financial markets, new competitors and a changing regulatory environment are just a few requirements, which the automotive industry has to be prepared for.

5:00PM-5:30PM

Closing Remarks, Dr. Axel Wieandt '92

Adjourn