We spend our days talking about digital transformation, about the challenges of understanding technology and new business models. Every day new articles are being published, describing the wonderful feats accomplished by artificial intelligence, machine learning algorithms or yet another brand of autonomous vehicles. However, what most companies need is not more strategic analysis but a clear methodology to link strategic decisions, fast and cheap exploration of opportunities, staged investment, and a radically different strategy to manage people, skills, training schemes, and internal digital platforms. How can we do that? How does that fit in the environment of faster experimentation? What are the new methodologies we need to know and understand?

In today’s complex, fast-paced, competitive, and changing environment, the main challenge for L&D functions in organisations is how to help managers build new leadership capabilities to navigate successfully through new and turbulent scenarios. In a world where business models that have proven to be very profitable are being questioned by newcomers with very different value propositions, where solid and established companies are being disrupted by newborn start-ups, where building hybrid experiences for customers by providing the right mix of physical and digital solutions seems to be the holy grail for success in most industries, many corporations find themselves with experienced executives who have developed their careers in the scenarios of the past. Therefore, their experience and knowledge may not be that useful anymore and companies need to move quickly to build new capabilities for the future. L&D must be the tool to bridge this gap by empowering managers to reach new levels of success in the digital era.
Dimension Data, a Johannesburg-based information technology and communications company employing 28,000 staff worldwide, had set itself an ambitious target: to double revenue within five years, while focusing less on selling technology and more on providing consultancy services. To achieve this, the company realised that it had to enhance the skills and expertise of its high-potentials. The result was the Fast Track Forum programme. Designed in collaboration with Dimension Data’s learning and development and senior leadership teams, the programme combines cutting-edge theory with practical ideas to solve real-business challenges that the company faces.

Understanding talent is a key success factor for Gestamp’s business development worldwide. “Talent and Innovation are two sides of the same coin” – states our President, Mr. Francisco Riberas. Continuous technological advancements and stakeholder demands require from us a constant knowledge update. We foresee that new skills (technical, functional and managerial) will be needed by the highly automatised industries and we are struggling to find educational partners, such as IE, to join us in this journey towards new industrial capabilities learning. Learning, however, is not sufficient. Global individual talent identification and its potential use through Collective Organisational Intelligence are the really big issues our global companies will have to address.

These days entrepreneurship is a popular idea, yet how does it translate to the corporate context? What does it take to become more entrepreneurial and how can you develop new skills for dealing with uncertainty more effectively? With top-line growth as the objective you are – implicitly or explicitly – doing something new to create value for customers and this requires thinking and behaving like an entrepreneur. How can HR executives identify the entrepreneurial mindset and distinct types of behaviour, and position these drivers correctly in their organisation in order to generate more agility and innovation?

Joseph Pistrui will share his experience of helping founders, corporate leaders, and their organisations become more systematic about developing a range of entrepreneurial behaviour that supports innovation-based growth on the corporate level. He will also draw on his practice of leading the Nextsensing Initiative, aiming to distinguish the requisite mindset and skillset that underpin entrepreneurial behaviour and make them accessible to more general managers who choose to pursue innovation-based growth and development.
**WORKSHOP**

How to Use Bootcamps to Meet the Demands of the Fast Changing World of Work

Ricardo Mesquita, Director of IE Immersive Learning

We want to empower professionals with the skills to succeed in the digital world of work. The mission to support individuals in their continuous growth, fuelling the ability to adapt and create new professional opportunities, is not an easy one. Intense modular formats can bring innovative approaches to teaching and learning: combining technology, community building and hands-on learning.

**CASE STUDY**

09:20 – 10:05

Dr. Milo Jones, Consultant and Visiting Professor, IE Business School

As science and medicine help us remain healthier for longer, professionals and organisations face the challenge of making the most of longer working lives in an environment set up for "programmed obsolescence". How can individuals prepare for an impactful next chapter? How can corporations support and benefit from that next chapter? Teresa will share some practical approaches designed to turn longevity and experience into an asset.

**NETWORKING COFFEE**

10:05 – 10:20

**EXPERT SESSION**

10:20 – 10:50

How to Make the Most of a 100-Year Life?

Teresa Martín-Retortillo, Executive President of Executive Education, IE Business School

**EXPERT SESSION**

10:55 – 12:55

Leadership in the Age of Centaurs: What the US Marine Corps, the CIA, Greek Myth and Chess Say about Leadership's Future

Dr. Milo Jones, Consultant and Visiting Professor, IE Business School

In recent years, managers have been hearing more about robotics, big data, and artificial intelligence (AI), and their capabilities to transform business decision making. At a minimum, automation technologies put enormous pressure on firms to keep innovating. But what are their wider implications for leadership and management?

This workshop will look at how these technologies are already being applied in fields such as retail, finance, consulting, law, journalism, and medicine. It will then seek to answer questions such as: What have we learned about good management in this 'Brave New World'?; How do these technologies change optimal team structure and behaviour?; What are the implications for societies and nations? In other words, what do we already know about making the best use of teams as the impact of robotics, big data, and AI spread? To answer these questions, the workshop will draw upon examples and lessons ranging from Greek mythology, through board games, to the military leadership environment.

**NETWORKING LUNCH**

13:00