

# World Economic Forum Annual Meeting 2011

Programme

as of 25 January 2011

Davos-Klosters, Switzerland 26-30 January

# World Economic Forum Annual Meeting 2011

Shared Norms for the New Reality

Davos-Klosters, Switzerland, 26-30 January

## Programme

### Co-Chairs:

- **Paul Bulcke**, Chief Executive Officer, Nestlé, Switzerland
- **Chanda Kochhar**, Managing Director and Chief Executive Officer, ICICI Bank, India
- **Yorihiko Kojima**, Chairman of the Board, Mitsubishi Corporation, Japan
- **Ellen Kullman**, Chair of the Board and Chief Executive Officer, DuPont, USA
- **Jacob Wallenberg**, Chairman, Investor, Sweden
- **Wei Jiafu**, Group President and Chief Executive Officer, China Ocean Shipping Group Co., People's Republic of China

## Tuesday 25 January

### 18.30 - 20.00

*welcome reception*

#### **Welcome Reception**

Professor Klaus Schwab and Mrs Hilde Schwab, together with the Managing Board, will host a welcome reception to reconfirm the spirit of friendship and community that is the hallmark of the World Economic Forum Annual Meeting.

### 19.45 - 20.15

*briefing newcomers*

#### **Forum Briefing of Newcomers**

Professor Klaus Schwab and his colleagues will host a special session where they will provide an overview of the Forum's vision. This session is particularly intended for all newcomers, but also for those who would like to know more about how the Forum serves its Members and global constituents.

## Wednesday 26 January

### 09.00 - 10.15

*connectedness update*

#### **Connectedness: An Update**

How will online and mobile behaviours be reshaped over the coming years, and by whom?

The following dimensions will be addressed:

- Mobile communications
- Consumer and business applications
- Influence of the Chinese market
- Venture capital perspective

### 09.00 - 10.00

*time/new economic reality*

#### **What Is the New Economic Reality?**

The notion of a "new normal" is premature given the fragility of the global economy, but the elements of a new economic reality appear to now be in place.

In partnership with the World Economic Forum, *Time* magazine hosts this debate focusing on the elements of the new economic reality.

### 09.00 - 10.15

*china insights*

#### **Insights on China**

How will political priorities, economic realities and business issues shape China's growth and social dynamics?

The following dimensions will be addressed:

- Indigenous innovation policies
- Areas of legal reform
- Future of the real estate sector
- Impact of media

### 09.00 - 10.00

*defining shared norms*

#### **Defining Shared Norms**

In an increasingly interconnected and interdependent world, how do we define and develop shared norms?

The following dimensions will be addressed:

- Defining norms, values, principles and behaviours
- Sources of norms
- Cross-cultural considerations
- Embedding norms in an organization

**09.00 - 10.15**

*energy update*

**The Energy Agenda in 2011**

What are the trends and norms shaping the energy agenda?

The following dimensions will be addressed:

- The market for clean energy
- National competitiveness and energy efficiency
- Energy security challenges

**09.00 - 10.15**

*environment update*

**The Environment Agenda in 2011**

How will the environment agenda change in light of current trends and norms?

The following dimensions will be addressed:

- Impact of resource scarcity
- Post-Cancún priorities
- Private sector and bottom-up solutions

**09.00 - 10.15**

*financial system update*

**The International Financial System: Back on Track?**

After recent interventions at the national and international levels, how stable and resilient is the international financial system today?

The following dimensions will be addressed:

- Short- and long-term impact of Basel III Accord
- G20 and international regulatory reform
- The future of the universal banking model

**09.00 - 10.15**

*global risk update*

**Global Risk Update**

What are the global risks at the top of the agenda in 2011?

The following dimensions will be addressed:

- Emerging security threats
- Economic disparity
- Water-food-energy nexus
- Pandemics

### **10.30 - 12.00**

*cnn/future of employment*

#### **The Future of Employment**

The world economy has hemorrhaged more than 30 million jobs since 2007, three-quarters of them lost from advanced economies. Slow job growth is seen as the weakest link in the global recovery, challenging both developed and emerging economies.

In partnership with the World Economic Forum, CNBC hosts this debate focusing on what business, education and government must do to boost employment.

### **10.45 - 12.00**

*personalized medicine*

#### **Personalized Medicine**

How will genomics and personalized medicine change our lives in the decade to come?

The following dimensions will be addressed:

- The future of genetic profiling
- The personalization of prevention
- Accessibility to personalized medicine

### **10.45 - 12.00**

*ideaslab/design*

#### **IdeasLab: Design for the New Reality**

Expert presentations and in-depth group discussions will focus on:

- Idea 1: Urban renewal for social and economic development
- Idea 2: Product design paradigm for sustainability
- Idea 3: Scarcity-driven design
- Idea 4: Gaining understanding from data visualization

### **10.45 - 12.00**

*ideaslab/insead*

#### **IdeasLab with INSEAD: Leading in a Hyper-connected World**

Expert presentations and in-depth group discussions will explore the impact of hyper-connectivity on:

- Idea 1: Societal change
- Idea 2: Business success
- Idea 3: Communities and teams
- Idea 4: Knowledge and applications

### **10.45 - 12.00**

*development update*

#### **The Role of Business in Development**

As global growth shifts to the developing world, what should be the role of business in these countries?

The following dimensions will be addressed:

- Sustainable development
- Public-private partnerships
- Infrastructure investment

- Skills and entrepreneurship

### **10.45 - 12.00**

*india insights*

#### **Insights on India**

What are the economic changes, political priorities and global issues shaping India?

The following dimensions will be addressed:

- The state of government and business relations
- Priorities in infrastructure development
- The political and economic challenges of inclusive growth

### **10.45 - 12.00**

*innovation update*

#### **Innovation-driven Growth: An Update**

What are the technological innovations reshaping industries?

The following dimensions will be addressed:

- the disruptive power of technology
- coping with continual technology-driven change
- applying innovation and technology to address global issues

### **10.45 - 12.00**

*manufacturing update*

#### **The State of Manufacturing: A Global Update**

What is the state of global manufacturing after the Great Recession?

The following dimensions will be addressed:

- The evolution of global supply chains
- The challenges of protectionism and unemployment
- Managing commodity price volatility
- Meeting the sustainability mandate

### **10.45 - 11.45**

*platon/photography*

#### **Powerful Portraits: What's in a Face?**

"A man would rather leave behind him the portrait of his spirit than a portrait of his face."

-- Robert Louis Stevenson

How does renowned portrait photographer Platon capture the essence of his subjects?

### **10.45 - 12.00**

*resource scarcity*

#### **Rethinking Natural Resources**

Which natural resources are of rising regional and international concern?

The following dimensions will be addressed:

- A new resource geography
- National and international governance of resources
- Economic and geopolitical implications of mismanagement
- Effects on inclusive growth

## **10.45 - 12.15**

*inclusive growth*

### **Ensuring Inclusive Growth**

With industrialized and emerging economies facing the possibility of a jobless global recovery, how can national policies and international cooperation be structured to advance a more inclusive model of economic growth?

This WorkStudio will address the following dimensions:

- Labour relations and social protection
- Skills training and education reform
- Investment and infrastructure priorities
- New metrics for economic and business success
- Macroeconomic policy coordination

## **12.00 - 13.30**

*opening buffet*

### **Opening Buffet**

Participants and their spouses are cordially invited to a buffet in the Congress Centre.

## **13.30 - 14.45**

*science update*

### **The Science Agenda in 2011**

What are the trends and norms shaping the science agenda in 2011?

The following dimensions will be addressed:

- Public and private R&D trends
- New forms of partnership
- Emerging policy priorities

## **13.30 - 14.45**

*africa insights*

### **Insights on Africa**

What are the economic changes, political priorities and business issues shaping Africa?

The following dimensions will be addressed:

- Regional development opportunities
- Business climate
- Governance priorities

### **13.30 - 14.45**

*corporate update*

#### **New Norms for Corporations**

How will changing norms reshape corporate behaviour?

The following dimensions will be addressed:

- Internalizing externalities
- Corporate citizenship and talent management
- Role of stakeholders versus shareholders

### **13.30 - 14.45**

*global recovery*

#### **The Resilient Recovery: An Update**

With concern growing over trade and currency wars, how resilient is the global recovery?

The following dimensions will be addressed:

- The threat from sovereign debt
- New sources of protectionism
- The challenge of a jobless recovery
- The threat from currency wars

### **13.30 - 14.45**

*mena insights*

#### **Insights on the Middle East and North Africa**

What are the economic changes, political priorities and business issues shaping the Middle East and North Africa?

The following dimensions will be addressed:

- Investment climate
- Employment outlook
- Regional demand
- Competitiveness challenges
- Impact of Tunisia

### **13.30 - 14.45**

*music for social change*

Congress Centre - Jakobshorn

#### **Music for Social Change**

"Music gives soul to the universe, wings to the mind and flight to the imagination."

-- Plato

How can music transform communities and unite people?

### **13.30 - 14.45**

*security update*

#### **The Security Agenda in 2011**

Which states are of greatest regional and international concern?



The following dimensions will be addressed:

- Current hot spots
- Future sources of instability
- Prospects for international intervention

### **13.30 - 14.45**

*new realities*

#### **Preparing for New Realities**

If structural change is a new reality, then what major adjustments should leaders prepare for, and how?

In collaboration with the Forum's community of Young Global Leaders, this workshop will address the following dimensions:

- Global problem-solving: beyond nation states
- Universities as centres of collaborative learning
- Government as a platform
- Delivering collaborative healthcare
- News and media in the digital age
- Education systems for the 21st century
- Democracy 2.0

### **13.30 - 15.00**

*anti-corruption*

#### **The War against Corruption**

With corruption as a major source of economic and political instability, how can real progress be made in the fight against it?

This WorkStudio will address the following dimensions:

- Corporate compliance
- Effective public-private partnerships
- G20 engagement

### **15.15 - 16.30**

*digital update*

#### **Digital Convergence**

What are the business innovations, end-user needs and policy frameworks shaping the next wave of digital convergence?

The following dimensions will be addressed:

- Digital innovation
- Consumer empowerment
- Enabling policies
- Scaling socio-economic impact

### **15.15 - 16.30**

*ideaslab/lse*

#### **IdeasLab with the London School of Economics: Doing Better with Less**

Expert presentations and in-depth group discussions will focus on:

Idea 1: Public management  
Idea 2: Financing education  
Idea 3: Tackling climate change  
Idea 4: Incentives and performance

### **15.15 - 16.30**

*ideaslab/mit*

#### **IdeasLab with Massachusetts Institute of Technology (MIT): Risks and Opportunities of the Water-Food-Energy Nexus**

Expert presentations and in-depth group discussions will focus on:

Idea 1: The water-food-energy nexus -- train wreck or opportunity?  
Idea 2: Technological solutions for food and fuel  
Idea 3: Resilient strategies -- from individual households to globalizing regions  
Idea 4: Reshaping the water-food-energy nexus for globalized agriculture and rapid urbanization

### **15.15 - 16.30**

*cybersecurity*

#### **The New Reality of Cybersecurity**

What are the most challenging threats to cybersecurity, and how will they shape online behaviour?

The following dimensions will be addressed:

- Network infrastructure and security
- Financial system security
- Building risk resilience

### **15.15 - 16.30**

*east asia insights*

#### **Insights on East Asia**

What are the economic changes, political priorities and business issues shaping East Asia?

The following dimensions will be addressed:

- Employment and growth challenges
- Currency and investment strategies
- Regional relations with China

### **15.15 - 16.15**

*kataoka/painting and music*

#### **Building Bridges with Brush Strokes**

"The artist is a receptacle for emotions that come from all over the place: from the sky, from the earth, from a scrap of paper, from a passing shape, from a spider's web."

-- Pablo Picasso

Artist and musician Drue Kataoka draws inspiration from the world around her, bridging ideas from around the globe through her artwork.

### **15.15 - 16.30**

*latin america insights*

#### **Insights on Latin America**

What are the economic changes, political priorities and business issues shaping Latin America?

The following dimensions will be addressed:

- Economic and social outlook
- Business trends and opportunities
- Regional cooperation
- Organized crime

### **15.15 - 16.30**

*state capitalism*

#### **The New Reality of State Capitalism**

As state-owned enterprises (SOEs) gain prominence around the world, what are the trends and norms shaping governments' roles in the economy?

The following dimensions will be addressed:

- Future of industrial policy
- Eastern versus Western perceptions
- Evolution of SOEs

### **15.15 - 16.30**

*us economic reform*

#### **Reshaping the US Economy: The Impact Abroad**

What are the global implications of dramatically reshaping the US economy?

The following dimensions will be addressed:

- New saving and consumption patterns
- Trade and investment relations with China
- Fiscal policy and the new Congress

### **16.30 - 17.30**

*opening reception*

#### **Opening Reception**

The community of Davos-Klosters welcomes all participants.

### **17.30 - 17.50**

*opening*

#### **Opening of the Annual Meeting 2011**

### **17.50 - 18.20**

*crystal award ceremony*

#### **Crystal Award Ceremony**

The World Economic Forum's Crystal Award honours artists who have used their art to improve the state of the world.

Join the session to recognize this year's award winners.

### **18.30 - 19.00**

*opening address/medvedev*

## **Opening Address**

Opening Address by

**Dimitry Medvedev**, President of the Russian Federation

Chaired by

**Klaus Schwab**, Founder and Executive Chairman, World Economic Forum

**19.45 - 22.00**

*healthy lives*

### **Workplace Wellness and Healthy Lives (Reception and Dinner)**

Seventy per cent of premature deaths are linked to unhealthy behaviour.

What are the simple steps we can take to live longer, healthier lives?

**20.00 - 22.00**

*art and education*

### **The Budding Artist**

What are the key enabling factors for the success of budding artists?

**20.00 - 22.00**

*confidentiality or transparency*

### **Confidentiality or Transparency: The WikiLeaks Dilemma**

How should an organization approach its dual need for transparency and confidentiality?

**20.00 - 22.00**

*design approach*

### **From Chief Executive Officer to Chief Design Officer**

How can design thinking -- which places a premium on innovation, teamwork, agile thinking and user value -- drive business success?

**20.00 - 22.00**

*economic prediction*

### **The Perils of Economic Prediction**

Economic predictions have a motley past.

What can history teach us about the limits of economic prediction, and how are methods changing to bring greater accuracy?

**20.00 - 22.00**

*five senses*

**The Five Senses Experience**

Our perception of reality is based on our five senses, creating a different reality for each of us.

What should we know about our five senses?

**20.00 - 22.00**

*history of commerce*

**The History of Commerce**

There are moments in time that provide exactly the right environment for business to flourish.

What important historical lessons need to be relearned today to create the best business environment?

**20.00 - 22.00**

*power of images*

**The Power of the Image**

How do images change our thinking and behaviour in today's connected world?

**20.00 - 22.00**

*spotlight*

**Stepping into the Spotlight**

Dancers, singers and athletes must channel their anxiety to perform perfectly every time they set foot on stage or the field.

How do they harness tension and nerves to create perfection every time?

**20.00 - 22.00**

*scientific discoveries*

**Science, Discovery and Controversy**

Science regularly tests the boundaries of human thought and tolerance.

What controversial scientific discoveries could radically change our lives?

**20.00 - 22.00**

*social network addiction*

**The Social Network Addiction**

The average time spent on online social networks increased 82% in 2009.

Why are social networks so addictive and how are they changing the way we live, learn and even love?

This dinner is specially designed to provide a creative and collaborative experience.

**20.00 - 22.00**

*zero-sum future*

**Zero-sum Future**

The aftermath of the Great Recession highlights a new reality -- a rebalancing of both the global economy and the geopolitical landscape.

What will a more fragmented world mean for different global actors?

## Thursday 27 January

**09.00 - 10.00**

*venter/synthetic biology*

### **Biology's Frontiers**

The first cell with a synthetic genome -- a "synthetic life form" -- was created last year.

J. Craig Venter will discuss the opportunities and risks that biological discoveries pose for the planet and humankind.

**09.00 - 10.15**

*ideaslab/lbs*

### **IdeasLab with the London Business School: Breakthroughs in Business Strategy**

Expert presentations and in-depth group discussions will focus on:

Idea 1: Formations -- changing market structures and implications for business models

Idea 2: Bridges -- technology and innovation in delivery channels

Idea 3: Rivers -- financing innovation

Idea 4: People -- leading and managing in an interconnected world

**09.00 - 10.15**

*ideaslab/swiss tech institutes*

### **IdeasLab with Swiss Federal Institutes of Technology: The Future of Mobility**

Expert presentations and in-depth group discussions will focus on:

Idea 1: Mobility in 2020 -- conquering technical and economic constraints

Idea 2: Optimizing public transportation

Idea 3: The car of the future -- alternatives to gasoline

Idea 4: New user interfaces and solutions for reduced mobility

**09.00 - 10.00**

*africa resources*

### **Nurturing Africa's Natural Resources**

From the scarce to the bountiful, how should Africa's natural resources be governed to deliver inclusive growth and ensure their sustainability?

The following dimensions will be addressed:

- Agricultural land sales
- Mining resources
- Energy exploration
- Fishery depletion

**09.00 - 10.00**

*art and storytelling*

### **The Art of Visual Storytelling**

Capturing the attention of a younger digitized generation requires creating new narrative forms.

How can leaders connect with the anime and manga generation through animation and visual storytelling?

## **09.00 - 10.15**

*consumer empowerment*

### **The New Reality of Consumer Power**

What are the opportunities -- and limitations -- of consumer empowerment?

The following dimensions will be addressed:

- Impact of increased market transparency
- Understanding of behavioural influencers
- Government regulation and consumer protection

## **09.00 - 10.00**

*cuisine and culture*

### **We Are What We Eat**

The ever-increasing interest in cooking shows and celebrity chefs reaffirms the impact of food on popular culture worldwide.

What can we learn about ourselves from kitchens around the world?

## **09.00 - 10.00**

*fiscal challenges*

### **Managing a "Balance Sheet" Recovery**

As the strain on government balance sheets grows, how can future fiscal crises be averted?

The following dimensions will be addressed:

- Impact of fiscal adjustment policies on future growth
- Public and private sector responsibilities
- Sovereign bond market expectations
- International coordination to address spillover effects

## **09.00 - 10.00**

*globalization 3.0*

### **Globalization 3.0**

How are cross-border growth patterns changing after the Great Recession?

The following dimensions will be addressed:

- The evolution of global value chains
- Impact on regional integration
- Shifting consumption patterns and investment flows

## **09.00 - 10.00**

*next shock*

### **The Next Shock: Are We Better Prepared?**

With lingering doubts over recent repairs to the financial system, how can industry and government leaders prepare for the next shock to the global economy?

The following dimensions will be addressed:

- Potential geopolitical shocks

- Vulnerability of emerging markets
- Social instability in industrialized economies
- Regulatory readiness worldwide

## **09.00 - 10.00**

*russian modernization*

### **Russia's Next Steps to Modernization**

With its national goal to become a knowledge-based economy and society in the next decade, what next steps are required for Russia's modernization?

The following dimensions will be addressed:

- The mindset for effective change
- Building confidence in business and government
- The foreign investment climate

This session is co-organized with the St Petersburg International Economic Forum (SPIEF).

## **09.00 - 10.30**

*women and society*

### **Six Global Challenges, One Solution: Women**

How can educating and empowering girls and women radically impact six acute challenges facing the world?

This workshop will address the following dimensions:

- Education
- Health
- Unemployment
- Ageing populations
- Population growth
- Conflict resolution

## **10.30 - 11.30**

*sea secrets*

### **Secrets of the Sea**

As the mysteries of the sea slowly surface, what are the realities of human impact on our oceans?

## **10.30 - 10.50**

*special address/yudhoyono*

### **The Big Shift and the Imperative of 21st Century Globalism**

## **11.00 - 11.30**

*special address/sarkozy*

### **Vision for the G20**

## **12.00 - 12.45**

*art walk I*

### **Art Walk**

This guided tour will offer an introduction to contemporary Indian art, led by the curators of the art exhibition in the Congress Centre, and explore the social consciousness behind several additional artworks.



## **12.20 - 12.30**

*open forum/introduction*

### **Introducing the Open Forum**

## **12.30 - 14.00**

*americas integration*

### **Towards Greater Integration of the Americas**

How can a new sense of partnership unleash the full potential of the Western Hemisphere?

The following dimensions will be addressed:

- Intra- and inter-regional collaboration
- North-South integration
- Global positioning of the continent

## **12.30 - 14.00**

*asian fault lines*

### **Asia's Fault Lines**

Although economic ties continue to deepen, what are the strategic interests and security threats that may trigger conflict?

The following dimensions will be addressed:

- Rising regional influence of China and India
- The future of the Korean Peninsula
- Unresolved territorial disputes
- Trade versus security interests

## **12.30 - 14.00**

*development lessons*

### **Development Lessons from High-growth Economies**

What are the development lessons -- good and bad -- that slow-growth, industrialized economies can learn from faster-growing emerging markets?

The following dimensions will be addressed:

- Enabling factors of high growth
- The role of entrepreneurs
- Hard and soft infrastructure
- Alternative development models

## **12.30 - 14.00**

*eurozone*

### **The Eurozone: Shifting from Survival to Revival**

How can another Eurozone crisis be averted?

The following dimensions will be addressed:

- Lessons from Greece and Ireland
- Alleviating immediate financial pressures

- Longer-term structural reforms
- Monetary, fiscal and social implications

### **12.30 - 14.00**

*global governance*

#### **Rebuilding Global Governance**

How can the effectiveness and accountability of global governance institutions be improved?

The following dimensions will be addressed:

- Legitimacy and effectiveness of existing institutions
- Evolution of the G20 and other informal arrangements
- Emerging new norms in global governance

### **12.30 - 14.00**

*hiv/aids*

#### **HIV/AIDS: Lessons for the Future**

Thirty years after the discovery of the human immunodeficiency virus (HIV), what are the key lessons learned for public health and medicine for the next decade?

The following dimensions will be addressed:

- Insights from the field
- Lessons on pandemic prevention
- Effective public-private partnerships
- Management of economic and societal impacts

### **12.30 - 14.00**

*national innovation*

#### **National Innovation: An Oxymoron?**

Despite widespread perceptions of the decline of the West, Europe, Japan and the US hold leadership positions in major innovation rankings.

How are national innovation systems created and maintained?

The following dimensions will be addressed:

- The role of science and technology development
- The impact of education reform
- Key elements of policy design

### **12.30 - 14.00**

*net generation*

#### **Norms of the Net Generation Workforce**

In the digital era, how is the "net generation" workforce reshaping the future of business?

The following dimensions will be addressed:

- Education and skills development
- Workforce incentives and career expectations
- Management style and corporate culture
- Familiarity with technology

**12.30 - 14.00**

*organized crime*

**Criminals without Borders**

With criminal networks proliferating across borders, how can the threat of transnational crime be contained?

The following dimensions will be addressed:

- Evolution of criminal networks
- Impact of transnational crime
- International coordination and crime prevention

**12.30 - 14.00**

*regional/middle east*

**The Innovative Middle East**

What innovations, if scaled or replicated, would enable the Middle East to achieve its geopolitical, economic and social aspirations for the future?

The following dimensions will be addressed:

- Water-food-energy nexus
- Education, employment and entrepreneurship
- Geopolitics and political reform

**12.30 - 14.00**

*scaling ideas*

**Scaling up Big Ideas**

How can social innovations be scaled up for wider effect and greater impact?

The following dimensions will be addressed:

- Nature of social innovation
- Challenges of scaling
- Models of collaboration

**12.30 - 14.00**

*open forum/2*

**Euro Grounding?**

The euro should contribute to the stabilization of the EU national economies. However, in recent times, it has considerably lost value. Numerous euro-countries have been unable to keep to the criteria of stability and growth. High national debt brings them to the edge of insolvency. The European Monetary Union is endangered.

What effect does the euro crisis have on Switzerland? How should Switzerland contribute to finding a solution to the crisis? In the long term, how can the euro and the EU survive? What effect does the crisis have worldwide? Is international financial stability once more facing a collapse?

**14.00 - 15.00**

*bbc/global leadership*

**Global Leadership: A New Era?**

The growing prominence of the G20 has captured headlines globally, but the widely shared perception is that the world's problems are now more difficult to solve than ever before.

In partnership with the World Economic Forum, BBC hosts this live debate focusing on the future of global leadership.

#### **14.00 - 15.30**

*mindful leadership*

##### **Mindful Leadership**

How can mindfulness -- the sense of oneself and one's impact on others -- result in effective leadership?

This workshop will address the following dimensions:

- Origins of mindfulness
- Common causes of leadership failure
- Methods of mindful leadership

#### **14.00 - 15.30**

*mega-regions*

##### **Mega-regions or Mega-problems?**

With 40 mega-regions accounting for two-thirds of the world's economic activities, how can regional agglomeration be harnessed to accommodate growth, increase competitiveness, and effectively manage risks?

This WorkStudio will address the following dimensions:

- Environmental sustainability and resources
- Housing and infrastructure
- Population dynamics and health
- Economic development and technological innovation

#### **14.15 - 15.00**

*antonelli/talk to me*

##### **"Talk to Me"**

An exhibit that explores the world of communication between people and things will open at New York's Museum of Modern Art in 2011.

Curator Paola Antonelli leads a visual journey through the way objects, cities and systems talk to people in different ways.

#### **14.30 - 15.45**

*ideaslab/oxford*

##### **IdeasLab with University of Oxford: Breakthroughs in Technology for Society**

Expert presentations and in-depth group discussions will focus on:

- Idea 1: Technology to overcome the biggest challenges
- Idea 2: Geo-engineering to slow climate change or compound the dangers
- Idea 3: Re-engineering nerve cells to remote-control behaviour
- Idea 4: Technologies to create a marketplace for biodiversity
- Idea 5: Novel vaccines to drive improvements in child health

#### **14.30 - 15.30**

*climate change*

### **The New Reality of Climate Change**

How can we build on the growing interest in national and stakeholder-driven solutions to make the needed progress on climate change mitigation and adaptation?

The following dimensions will be addressed:

- Role of business
- Low-carbon growth plans
- Coalitions of like-minded countries

### **14.30 - 15.30**

*european reform*

#### **Europe: Back to the Drawing Board?**

How can Europe implement the structural reforms required to ensure its cohesion and competitiveness?

The following dimensions will be addressed:

- Addressing sovereign debt
- Employment and social security policies
- Structural reform agenda (Europe 2020)
- Improving the business environment

### **14.30 - 15.30**

*gender gap*

#### **How to Close the Gender Gap**

How are businesses and governments developing models to achieve gender parity?

The following dimensions will be addressed:

- Innovative approaches
- The Nordic experience
- Emerging market models
- Implementation challenges

### **14.30 - 15.30**

*osborne/music therapy*

#### **Healing through Music**

"After silence, that which comes nearest to expressing the inexpressible is music."

-- Aldous Huxley

How can music provide a healing power to soothe the mind as well as the soul?

### **14.30 - 15.45**

*shakespeare leadership*

#### **Shakespearean Leadership**

Shakespearean wisdom provides a unique perspective on effective approaches for motivation, persuasion and engagement.

Join this active learning session for timeless insights into leadership.

### **14.30 - 15.30**

*slow-growth politics*

### **The Politics of Slower Growth**

How are political norms changing in slow-growth democracies?

The following dimensions will be addressed:

- State role in the economy
- Social welfare and pension reform
- Popular disillusionment and political backlash
- Impact on long-term strategic priorities

### **14.30 - 15.30**

*unrecoverable errors*

### **The Unrecoverable Error: How to Respond**

How can businesses ensure that a severe economic, financial, social or environmental shock does not impact their social license to operate?

The following dimensions will be addressed:

- Financial market breakdowns
- Confidential data breaches
- Infrastructure failures

### **15.30 - 16.15**

*universe*

### **Our Origins: Understanding the Universe**

With less than 5% of the universe visible to us today, how are scientists trying to understand our origins and what the universe holds?

A visual exploration of:

- Astrophysics
- Quantum physics

### **16.00 - 17.00**

*chinese enterprise (mandarin chinese)*

### **The Future of Chinese Enterprise (Mandarin Chinese)**

Given China's tradition of state ownership, how will its largest companies compete domestically and expand internationally?

The following dimensions will be addressed:

- Strategic industries
- Investor relations
- Corporate governance
- Future economic reforms and "opening up"

### **16.00 - 17.00**

*chronic disease*

### **Combating Chronic Disease**

With chronic disease causing nearly 60% of all deaths, how should the public and private sectors work together to combat diabetes, cancer, and heart and lung diseases?

The following dimensions will be addressed:

- Impact of chronic disease globally
- Creating political attention
- Cross-industry collaboration

## **16.00 - 17.00**

*ingels/architecture*

### **Yes Is More -- The Architecture of Inclusivism**

Architect Bjarke Ingels embraces an inclusive approach to incorporate ideas, overcome limitations and design buildings beyond expectations.

How is architecture today focused on evolution, not revolution?

## **16.00 - 17.15**

*international monetary system*

### **Redesigning the International Monetary System: A Davos Debate**

How should the international monetary system evolve to improve macroeconomic coordination?

The following dimensions will be addressed:

- Lessons from previous crises
- Options for international monetary system reform
- Enhanced G20 coordination
- Possible scenarios

## **16.00 - 17.00**

*low-carbon development*

### **Leapfrogging to Low-carbon Growth**

How can emerging economies embark on a low-carbon growth path and become low-carbon role models?

The following dimensions will be addressed:

- Meeting and reshaping consumer expectations
- Changing industry behaviour
- Financing national plans

## **16.00 - 17.00**

*terrorism*

### **The Reality of Terrorism**

Ten years after 9/11, how have terrorist methods and threats evolved?

The following dimensions will be addressed:

- Risks and incubators of terrorism since 9/11
- Countering terrorism's narrative
- Risk response and resilience

## **16.00 - 17.00**

*vujicic/inspiration*

### **From Life without Limbs to Life without Limits**

A true example of the power of the human spirit, Nick Vujicic has overcome a seemingly insurmountable disability.

How can we gain inspiration from his experience to face the challenges that come our way, and live our lives without limits?

### **16.00 - 17.30**

*corporate reporting*

#### **Accounting for New Realities: Redesigning Corporate Reporting**

With growing interest in the environmental, social and ethical risks associated with global business, how should corporate reporting be redesigned to integrate critical information on these risks under a common framework?

This workshop will address the following dimensions:

- Shortcomings of existing accounting standards
- Critical new non-financial aspects of performance
- Ensuring a balanced playing field

### **16.00 - 17.30**

*community transformation*

#### **Taking Part in Community Transformation**

"We are not transformed because we have understanding of our situation; rather, we are transformed by participating in the process of transformation."

-- Augusto Boal

How can leaders promote change among the people with whom, and often on whose behalf, they interact?

This theatre-based session will address the following:

- Developing critical awareness
- Removing obstacles to action
- Transforming dependency into autonomy

### **16.45 - 17.30**

*sullenberger/leadership*

#### **Leadership under Pressure**

In January 2009, a jet carrying 155 passengers and crew made an emergency landing into the freezing waters of the Hudson River near Manhattan -- all survived the experience.

The airplane's pilot, Captain Chesley Sullenberger, shares his insights into the factors that made the difference between triumph and tragedy on that fateful flight.

### **17.30 - 18.15**

*china wto*

#### **China's Impact on Global Trade and Growth**

The year 2011 marks a decade since China joined the World Trade Organization.

How will Chinese economic growth continue to influence global trading patterns?

The following dimensions will be addressed:



- China's export growth model
- The future of multilateral trade

## **17.30 - 18.30**

*cancún/durban*

### **The Road to Durban: Building on the Cancún Agreements**

With the international process regaining momentum from Cancún, what are the next steps to ensure a more robust accord at the climate conference in Durban, South Africa, in 2011?

The following dimensions will be addressed:

- Lessons learned from Copenhagen
- The foundation built in Cancún
- The strategy for Durban

In partnership with the World Economic Forum, Associated Press hosts this live debate focusing on the course for climate change.

## **18.15 - 19.15**

*conversation/clinton*

### **A Conversation with William J. Clinton**

## **19.00 - 20.30**

*open forum/3*

### **Has the West Failed in Afghanistan?**

In Afghanistan, the troops of the international community of the International Security Assistance Force (ISAF) states are more and more on the defensive. The Taliban is gradually gaining terrain. Tribal culture, corruption and cultivation of opium hinder the building of democracy.

Has the West failed in its required reconstruction in Afghanistan? Do drug cultivation, corruption and failing democratic structures make Afghanistan ungovernable? What responsibility does the West carry? What are the consequences for Afghanistan and the West?

## **19.15 - 20.00**

*dalian reception*

### **Summer Davos in Dalian Reception**

Xia Deren, Party Secretary, Dalian CPC Municipal Committee, People's Republic of China, invites participants and their spouses to a reception to celebrate Dalian hosting the Summer Davos in 2011. The reception will feature live music and a selection of traditional Chinese hors d'oeuvres.

## **19.30 - 22.00**

*asset allocation heatmap*

### **Asset Allocation Heatmap: Betting on Global Risks**

Successful investing requires understanding and capturing the opportunities created by risk.

How can investors create portfolios that focus on key global risks?

This interactive WorkSpace will explore trends and investment decisions associated with:

- Resource scarcity
- Supply chain disruptions

- Exchange rate volatility/currency stability
- Cybersecurity

**20.00 - 22.00**

*africa vision*

### **From Vision to Action: Africa's Next Chapter**

Over the past decade, Africa's GDP growth topped the global average, lifting over 100 million people out of extreme poverty.

What steps are leaders taking to ensure that inclusive growth continues to be at the heart of the continent's development agenda?

**20.00 - 22.00**

*economic narrative*

### **An Economic Narrative for the 21st Century**

The 20th century saw the rise and fall of Communism, while the beginning of the 21st century has already introduced a major crisis in market capitalism.

What should be the economic narrative for the 21st century?

**20.00 - 22.00**

*educating leaders*

### **Educating Tomorrow's Leaders**

The financial crisis revealed shortcomings in the curricula of institutions tasked with developing leaders.

How should institutions change their curricula to better prepare tomorrow's leaders?

**20.00 - 22.00**

*exploring extremes*

### **Exploring the Extremes**

The worlds above the clouds and out at sea continue to fascinate explorers, engineers and scientists.

What draws us to these extreme environments, and what are the experiences of those who dare to go there?

**20.00 - 22.00**

*languages*

### **The Rise and Decline of Languages**

More than 7,000 languages are spoken around the globe, yet every two weeks one vanishes forever.

How do the rise and decline of languages affect memories of the past and shape the future?

**20.00 - 22.00**

*macro-micro strategies*

### **Getting Things Done: Macro and Micro Strategies**

Information technology allows a million people to collaborate in real time, while research in behavioural economics reveals why one person may join the million and why another will not.

How do we achieve results at both ends of the human scale?

**20.00 - 22.00**

*regional/latin america*

**Laying the Foundation for a Latin American Decade**

One measure of real progress in Latin America is that 40 million people have been moved out of poverty.

What strategic challenges should the continent focus on to continue its progress and increase its impact as a global player?

**20.00 - 22.00**

*role models*

**Role Models for the 21st Century**

It is a common lament that the current generation does not have role models to inspire it.

Who are the leaders from the past that are role models for the future?

**20.00 - 22.00**

*shakespeare's women*

**Women of Will: Shakespeare's Wonderful and Witty Women**

Shakespeare was ahead of his time in portraying forceful, brilliant and ambitious women.

How do his plays reinforce the importance of bringing new and diverse perspectives into decision-making?

## Friday 28 January

**09.00 - 09.45**

*levine/extreme leadership*

### **Lessons in Risk-taking**

Imagine climbing the highest peak on each continent and skiing to the North and South Poles.

Alison Levine, one of the elite explorers to have successfully risen to this challenge, will share experiences in risk-taking that apply in the board room and on Mount Everest.

**09.00 - 10.15**

*ideaslab/haiti*

### **IdeasLab on Haiti: Building Back Better**

Expert presentations and in-depth group discussions with Social Entrepreneurs, Technology Pioneers and civil society leaders will focus on how to:

Idea 1: Support SMEs and provide micro-insurance to protect the poorest Haitians

Idea 2: Meet the essential need for pathogen-free water

Idea 3: Move from temporary shelter into permanent housing

Idea 4: Employ mobile banking as a tool for financial inclusion

Idea 5: Jumpstart the Haitian economy through social business

**09.00 - 10.15**

*ideaslab/upenn*

### **IdeasLab with the University of Pennsylvania: Ethical Norms in a New Reality**

Expert presentations and in-depth group discussions will focus on the impact of evolving ethics of:

Idea 1: Business

Idea 2: Law

Idea 3: Medicine

Idea 4: Neuroscience

**09.00 - 10.00**

*development banking*

### **Redeploying Development Finance**

In the absence of private lending, national and regional development banks played a key role during the financial crisis.

How can they now strengthen the international financial architecture?

The following dimensions will be addressed:

- Lessons from the financial crisis
- Mandate of development banks
- New development paradigms

**09.00 - 10.00**

*economic imbalances*

### **Rebalancing the Global Economy**

How should macroeconomic imbalances be managed at a global level?

The following dimensions will be addressed:

- Limitations of the current system
- Lessons from past crises
- Strategies for policy coordination
- Future role of the G20

## **09.00 - 10.00**

*future of investing*

### **The Future of Investing**

How will investors deploy capital in the post-crisis world?

The following dimensions will be addressed:

- Changing mindsets and new strategies
- Asset classes and allocation
- Regional diversification

## **09.00 - 10.00**

*hyper-connectivity*

### **Handling Hyper-connectivity**

How should governments and businesses operate in a hyper-connected world?

The following dimensions will be addressed:

- Emerging risks
- Societal impact
- Managing hyper-connectivity
- Effect on business and government relations

## **09.00 - 10.00**

*science challenges*

### **The Science We Need**

Every generation has its defining scientific challenges, such as preventing polio or landing on the moon.

What are the inspiring scientific challenges of the 21st century?

## **09.00 - 10.15**

*sustainable development*

### **Redefining Sustainable Development**

How can sustainable development become a driver of inclusive growth?

The following dimensions will be addressed:

- New growth paradigms
- Systemic approaches
- The role of business

## **09.00 - 10.00**

*tojner/art*

### **Modernity: A Nordic Interpretation**

Nordic art and design is often viewed as the cutting edge of modernity.

Poul Erik Tøjner, Director of the Louisiana Museum of Modern Art in Denmark, will explore Nordic interpretations of modernity in art and design.

## **09.00 - 10.30**

*diplomacy*

### **Diplomacy in the Digital Age**

With Facebook, Twitter and WikiLeaks reshaping international relations, what are the new norms of modern diplomacy?

This workshop will address the following dimensions:

- Influence of social media
- Challenge of digital misinformation
- Real-time diplomacy

## **09.00 - 10.30**

*linklater/leadership voice*

### **The Leadership Voice**

As the human voice has a range of three to four octaves, how can leaders use this range to enhance their communication with the necessary openness, authenticity, clarity and authority?

This WorkStudio will address the following dimensions:

- Breathing and relaxation
- Vocal strength and resonance
- Personal presence

## **10.15 - 11.15**

*creative workplace*

### **The Creative Workplace**

How can organizations redesign their work environments to stimulate ideas, foster innovation and harness the creative potential of their workforce?

A visual exploration of:

- A star chef's kitchen
- An innovation and design firm
- An online collaboration platform

## **10.30 - 11.15**

*emotional synchronicity*

### **Emotional Synchronicity**

"They always say time changes things, but you actually have to change them yourself."

-- Andy Warhol

Artist Olafur Eliasson shares his thoughts on how art touches people's emotions and can provoke change.

**10.30 - 11.00**

*special address/cameron*

**Special Address**

**11.00 - 12.00**

*brazil*

**Brazil Outlook**

With a new government in place, what are the country's domestic and international priorities in 2011?

The following dimensions will be addressed:

- Policy continuity versus new realities
- Macroeconomic challenges
- Foreign policy agenda

**11.00 - 12.00**

*us outlook*

**Priorities for the US Economy**

What are domestic and global policy priorities for the US in 2011?

**12.00 - 12.45**

*art walk II*

**Art Walk**

This guided tour will offer an introduction to contemporary Indian art, led by the curators of the art exhibition in the Congress Centre, and explore the social consciousness behind several additional artworks.

**12.30 - 14.00**

*africa investment*

**From Development to Business Case -- Africa's Frontier Markets**

As the African continent enters a new wave of growth, what sectors and markets pose the greatest opportunities for regional and multinational enterprises?

The following dimensions will be addressed:

- Management of its natural wealth
- Catering to a rising middle class
- Mitigating business risks and seizing opportunities

**12.30 - 14.00**

*bio-based technologies*

**Delivering Bio-driven Development**

How can bio-based technologies change the future of development?

The following dimensions will be addressed:

- The economics of rural-urban life
- Adapting to climate change
- The role of business and government

**12.30 - 14.00**

*cancer*

**The Cancer Epidemic**

What are the underlying causes of the cancer epidemic and how can they be addressed?

The following dimensions will be addressed:

- Latest research and new treatments
- Prevention through lifestyle and education
- Access to medical care

**12.30 - 14.00**

*capital flows*

**Managing Global Capital Flows**

How can emerging markets guard against excessive capital flows?

The following dimensions will be addressed:

- The impact of US and Chinese policies
- Rethinking capital controls
- The role of the G20

**12.30 - 14.00**

*cloud economics*

**The Economics of Cloud Computing**

How can cloud computing enhance economic growth and social inclusion globally?

The following dimensions will be addressed:

- Applications in health, finance and education
- Enabling policies and regulations
- Data security concerns

**12.30 - 14.00**

*commodity markets*

**Price Volatility: The Commodity Challenge**

Given the global market for commodities, how can extreme price volatility be mitigated to ensure a stable economic recovery?

The following dimensions will be addressed:

- Changing role of derivative markets
- Challenge of natural resource security
- The G20 agenda

**12.30 - 14.00**

*financial inclusion*

**Financial Inclusion: Beyond Microfinance**

How do we establish new and scalable ways of providing key financial services to the underserved?

The following dimensions will be addressed:



- The recent controversy over microfinance
- The challenge of scaling new models and services
- Consumer protection and government regulation

## **12.30 - 14.00**

*india-china*

### **India-China: Great Friends or Great Rivals?**

What are the major strategic issues between India and China?

The following dimensions will be addressed:

- Historical political relationship
- Evolution of trade and investment ties
- Spheres of cooperation and competition

## **12.30 - 14.00**

*oceans economic potential*

### **Managing the Oceans' Potential**

How can the economic potential of oceans be fulfilled in a sustainable manner?

The following dimensions will be addressed:

- Measures for better management
- National responsibility and international cooperation
- Role of business

## **12.30 - 14.00**

*railway renaissance*

### **The Rail Renaissance**

With increasing investment in high-speed and freight rail projects, how will a "rail renaissance" reshape economic development in industrialized and developing countries?

The following dimensions will be addressed:

- Infrastructure and technology challenges
- Impact on regional development and economic integration
- National and regional opportunities

## **12.30 - 14.00**

*responsible investing*

### **Responsible Investing**

With studies showing that responsible investing provides superior risk-adjusted returns, how can it become the norm rather than a niche?

The following dimensions will be addressed:

- Post-crisis principles of investing
- Rethinking return criteria
- Real economy perspectives

## 12.30 - 14.00

*talent globalization*

### **Enabling the Globalization of Talent**

As demographic and migration-related challenges become acute, how should government and business collaborate on the issue of talent mobility?

The following dimensions will be addressed:

- Labour market challenges globally
- National and regional policy responses
- Public-private sector solutions

## 12.30 - 14.00

*young consumers*

### **Young People versus Old Models**

How are the values and behaviours of a younger generation reshaping consumption patterns and business models?

The following dimensions will be addressed:

- Changing values and incentives
- Influence of social media
- Shifting consumption norms

## 12.30 - 14.00

*open forum/4*

### **Can We Fight Corruption?**

In many countries, nothing moves without bribery or corruption. International organizations, governments and companies condemn corruption; however, it spreads.

What strategy is effective against corruption? How can companies avoid corruption without having to accept losses? What effect does corruption have on the economy? Is corruption influenced by our society and culture?

## 14.00 - 15.00

*bloomberg/competitive devaluation*

### **WHAT IF: competitive devaluation becomes the global norm?**

From the fate of the Eurozone to the future of US-China relations, there is concern that currency devaluations will radically alter the status quo.

In partnership with the World Economic Forum, Bloomberg Television hosts this debate on the effect of currency wars erupting around the world.

## 14.00 - 15.30

*managing across cultures*

### **Managing across Cultures**

How has the art and science of managing across cultures changed as a result of the rise of emerging markets?

This workshop will address the following dimensions:

- Regional perspectives
- Internal and external cultural differences
- Real-world dilemmas

### **14.15 - 15.00**

*tempest/cyber illusion*

#### **Cyber Illusion**

An illusion involves a distortion of our senses and can be optical, tactile or auditory in nature.

Learn from a cyber illusionist how the art of illusion has advanced in the digital age.

### **14.30 - 15.45**

*ideaslab/social entrepreneurs*

#### **IdeasLab with the Social Entrepreneurs**

Expert presentations and in-depth group discussions will focus on:

- Idea 1: Expanding financial literacy to 100 million by 2015
- Idea 2: Creating partnerships to double access to health services to 20 million by 2014
- Idea 3: Designing a successful social media platform launch strategy
- Idea 4: Promoting handicrafts in a crowded marketplace
- Idea 5: Hosting "edutainment" festivals for the poor

### **14.30 - 15.30**

*agriculture*

#### **Genuine Green Growth: Development through Agriculture**

How can the agricultural sector drive inclusive growth in developing countries?

The following dimensions will be addressed:

- Investment in agriculture-based economies
- Public-private partnerships to drive growth
- The G20 commitment to agricultural development

### **14.30 - 15.30**

*architecture*

#### **Architecture for Quality of Life**

Architecture has the power to positively influence the quality of life for urban dwellers.

What are the architectural elements that make a building not just liveable, but life-enhancing?

### **14.30 - 15.30**

*art and natural world*

#### **Art and the Natural World**

"Keep your love of nature, for that is the true way to understand art more and more."

-- Vincent van Gogh

How can artists inspire others to cherish and respect the natural world?

### **14.30 - 15.30**

*credit risk*

## **Mapping the Credit Landscape**

Which sectors and geographies show signs of emerging credit risks?

The following dimensions will be addressed:

- Areas of over- and under-allocation of credit
- Flows to and from emerging economies
- Impact of recent financial reforms worldwide

## **14.30 - 15.30**

*europe/energy future*

### **Europe's Energy Future**

How can Europe ensure its energy security while maintaining a sustainable and competitive supply?

The following dimensions will be addressed:

- Projected energy needs
- Impact of energy efficiency and low-carbon needs
- Strategic pipelines and other alternatives
- Geopolitical and country risks

## **14.30 - 15.30**

*nordic experience*

### **Confronting New Realities: The Nordic Experience**

What are the underlying principles and policies behind the economic success and social innovation that are hallmarks of Nordic countries?

The following dimensions will be addressed:

- Public-private collaboration
- Fiscal reform
- Gender and migration policies
- Employment and social protection

## **14.30 - 15.30**

*social contract*

### **A Social Contract for the 21st Century**

How should the social contract -- the rights and responsibilities of states, organizations and citizens towards one another -- be revised in the wake of the Great Recession?

The following dimensions will be addressed:

- Rising anxiety in post-industrialized economies
- Changing expectations in emerging economies
- The stakeholder approach as the new norm
- Impact on multinational corporations

## **15.30 - 16.15**

*smart mobility*

### **Smart Mobility: The Future Today**

How is the integration of information, telecommunication and transportation technology changing the future of mobility?

A visual exploration of:

- Technological innovation
- New business models
- National development strategies

## **16.00 - 17.00**

*fat tails*

### **Managing "Fat Tails"**

How should governments and businesses manage "fat tails" -- the unusually high likelihood of catastrophic events?

The following dimensions will be addressed:

- Risk monitoring and assessment
- Risk mitigation and control
- Unconventional wisdom in response to fat tails

## **16.00 - 17.00**

*healthy children*

### **Raising Healthy Children**

How can disease and mortality rates among children in developing countries be radically decreased?

The following dimensions will be addressed:

- Access to medicines and vaccinations
- Maternal health and nutrition
- Social and cultural factors

## **16.00 - 17.00**

*media and norms*

### **Media's Role in Shaping Norms**

How are norms shaped in an era of digitalization and globalization?

The following dimensions will be addressed:

- Norms driven by digitalization and globalization
- Interplay between international and local values
- Impact on public opinion and government decision-making

## **16.00 - 17.00**

*mobile reality*

### **The New Mobile Reality**

How will a new mobile experience transform industries and consumer behaviour?

The following dimensions will be addressed:

- Impact of "killer" mobile applications
- Future evolution of mobile devices
- Access, security and scale
- Mobile solutions to global issues

**16.00 - 17.00**

*redefining work*

**Redefining Work**

How should the transition from an industrialized to a post-industrialized workforce be implemented?

The following dimensions will be addressed:

- Globalizing industries and consolidating workforces
- Productivity gains versus job creation
- Future employment niches and career paths

**16.00 - 17.00**

*rethinking infrastructure*

**From Lean to Frugal Infrastructure**

How can major infrastructure needs be met in the face of fiscal austerity?

The following dimensions will be addressed:

- Elements of lean infrastructure
- The economics of infrastructure financing
- Innovations in engineering and construction

**16.00 - 17.00**

*talgam/leadership*

**Conducting an Orchestra: A Guide to Team Management**

Orchestral conductor Itay Talgam will explore how great conducting leads not only to beautiful music, but also to inspiring leadership.

**16.00 - 17.00**

*al arabiya/iran*

**WHAT IF: Iran develops a nuclear weapon?**

The assumption remains that an international solution will be found to manage Iran's nuclear programme.

But what if the unthinkable becomes the inevitable and how would the Arab world adapt to this new reality?

**16.00 - 17.30**

*csr and human rights*

**Rewiring the Responsible Enterprise**

How can companies evaluate and integrate the growing roster of frameworks on corporate social responsibility and human rights?

This workshop will address the following dimensions:

- Shared norms and new frameworks
- Strategies for implementing change

**16.15 - 17.30**

*ideasl原因/ygl*

**IdeasLab with the Young Global Leaders: Shared Values for Empowering Change**

Expert presentations and in-depth group discussions will focus on:

Idea 1: Enabling digital inclusion

Idea 2: Promoting transparency in government, business and civil society

Idea 3: Applying augmented reality

Idea 4: Building confidence and changing attitudes through entrepreneurship

Idea 5: Promoting dignity-based leadership

## **16.45 - 17.30**

*lieberman/arts and technology*

### **Visionary Art**

Sometimes, when nature closes a door, technology can open a window.

Computer programmer Zachary Lieberman shares insight into technology that enables disabled artists to create art with their eyes instead of their hands.

## **17.00 - 17.15**

*polio*

### **Polio: Eradicating an Old Reality Once and for All**

*A special message from the Government of the United Kingdom and the Bill & Melinda Gates Foundation on ridding the scourge of polio completely from the world*

Polio cases have been reduced by 99% globally, but there are still over 1,000 known cases in developing countries that are crippling children.

## **17.30 - 18.00**

*special address/merkel*

### **Addressing Global and European Challenges**

## **18.00 - 19.00**

*future enterprise*

### **The Future of Enterprise**

Although capitalism is unparalleled at meeting human needs, companies are increasingly perceived to be prospering at the expense of the broader community.

How should the modern enterprise be reshaped to create shared value that enhances its competitiveness while advancing the economic and social conditions in the communities in which it operates?

## **18.15 - 19.00**

*global trade*

### **Revitalizing Global Trade**

How can we deliver a successful conclusion to the Doha Development Round of global trade negotiations in 2011?

## **19.00 - 20.30**

*open forum/5*

### **Does Faith Need Religious Institution?**

The interest of people in existential questions and ethical orientation is unchanging. But the connection to institutions, even to churches, is decreasing. Young people are especially turning to religious beliefs that lie outside traditional structures.

How can religious institutions meet the longing for meaning and ethical orientation? What social and socio-political responsibilities do religious institutions have? How do they convert faith? Does faith need collective expression?

**20.00 - 22.00**

*art of interviewing*

**The Art of the Interview**

Some of the greatest historical moments in modern times have been the result of a media interview.

What were the most challenging and memorable interviews of the last decade?

**20.00 - 22.00**

*art of negotiation*

**The Art of Negotiation**

The most serious negotiations involve matters of life and death.

What lessons can be learned from experienced negotiators?

**20.00 - 22.00**

*china realities*

**The New Realities of Modern China**

What does the world really need to know about modern China?

**20.00 - 22.00**

*cultural leaders dinner*

**Cultural Leaders Dinner**

Arts and culture are vital catalysts for improving the state of the world.

Dine with the Cultural Leaders in Davos to discuss how arts and culture are shaping the world in which we live.

**20.00 - 22.00**

*emerging micro-trends*

**The Micro-trends that Matter**

Phenomena such as Internet marrieds, working retirees, extreme commuters and stay-at-home workers are now considered micro-trends.

What are the micro-trends that will matter most in the near future?

**20.00 - 22.00**

*happiness pursuit*

**The Pursuit of Happiness**

There is a surge in efforts to find new ways of measuring happiness among individuals, communities and even entire nations.

How is happiness being studied and how will it impact economic, political and societal norms?



**20.00 - 22.00**

*merits of failure*

**The Merits of Failure**

"My great concern is not whether you have failed, but whether you are content with your failure."

-- Abraham Lincoln

What lessons from historical failures can be applied today?

**20.00 - 22.00**

*neuro-ethics*

**Neuro-ethics: A Marriage between Morals and Matter**

Neuroscience has shown that moral judgement can be altered by stimulating a part of the brain.

What is the link between neuroscience and ethics with regard to moral judgement?

**20.00 - 22.00**

*technology/progress*

**What the Future Holds**

What does the future hold from the perspective of culture, science and technology?

**20.00 - 22.00**

*web science*

**Web Science**

The Web is no longer just a medium of communication -- it is itself a subject of scientific research.

How is the Web being studied and what does it reveal?

**20.00 - 22.00**

*what if/bank failure*

**WHAT IF: another mega-bank fails?**

The majority assumes that the financial industry and its regulator are now much better prepared to deal with a future banking crisis.

However, what if the assumption proves wrong? How would such a crisis be managed the second time around?

## Saturday 29 January

### 09.00 - 09.45

*digital nervous system*

#### **Creating a Digital Nervous System**

With over 30 billion networked devices in use, how are mobile and sensory technologies changing?

A visual experience across the following dimensions:

- Artificial intelligence and data management
- Infrastructure and supply chain resilience
- Efficient resource management

### 09.00 - 10.15

*ideaslab/gcm*

#### **IdeasLab with Global Changemakers: Strengthening Communities for a Shared Future**

Presentations and in-depth group discussions will focus on:

- Idea 1: Empowering youth through positive thinking
- Idea 2: Gender equality and the power of opportunity
- Idea 3: Shared norms as a platform for peace
- Idea 4: Promoting genuine dialogue through social media
- Idea 5: Inspiring action through powerful imagery

### 09.00 - 10.15

*ideaslab/harvard*

#### **IdeasLab with Harvard University: Breaking Education's Boundaries**

Expert presentations and in-depth group discussions will focus on changes in:

- Idea 1: Business education
- Idea 2: Healthcare
- Idea 3: Public policy
- Idea 4: Design

### 09.00 - 10.00

*american leadership*

#### **American Leadership: A Bipartisan Perspective**

With a Republican-led Congress and a Democratic-led White House, what global issues will benefit from bipartisan support and American leadership?

The following dimensions will be addressed:

- Impact of fiscal austerity on foreign affairs
- Bipartisan international economic priorities
- Bipartisan international security priorities

### 09.00 - 10.00

*corporate board*

#### **Redesigning the Board**

How are the regulatory reforms around the world reshaping the role and expertise of corporate boards?

The following dimensions will be addressed:

- New realities of board leadership
- Competencies needed for multinational corporations
- The role of the board in risk management
- Impact of private equity on corporate governance

## **09.00 - 10.00**

*entrepreneurship*

### **The Entrepreneurship Imperative**

How can entrepreneurship education drive inclusive growth and job creation?

The following dimensions will be addressed:

- Entrepreneurship as a prerequisite for inclusive growth
- Effective education programmes on entrepreneurship
- Role of business schools in developing entrepreneurs versus managers

## **09.00 - 10.00**

*growing up*

### **The New Reality of Growing Up**

How are children growing up in today's new reality?

The following dimensions will be addressed:

- Learning and communicating
- Skills and capabilities
- Participation and global citizenship
- Technology and connectivity

## **09.00 - 10.00**

*industrial cyberthreats*

### **Industries under Cybersiege: Time for Action**

As industries suffer from rampant cybercrimes and data breaches, how can business effectively act against cyberattacks?

The following dimensions will be addressed:

- Emerging enterprise-level risks
- Innovative industry response mechanisms
- Investing in resiliency at the enterprise level

## **09.00 - 10.00**

*leadership challenge*

### **Creating Shared Norms: The Century's Leadership Challenge**

With divisive voices rising across all segments of society, how can leaders direct their constituents and communities towards shared norms?

The following dimensions will be addressed:

- Comparing 20th century and 21st century norms

- Bridging political divides across stakeholders
- Defining a new social contract
- Closing gender and generational gaps

## **09.00 - 10.00**

*water food energy*

### **Managing the Basics: Water, Food and Energy**

How should the related challenges of water, food and energy security be addressed to create holistic solutions?

The following dimensions will be addressed:

- Water management
- Agricultural reform
- Urban and industry use

## **09.00 - 10.30**

*nordic competitiveness*

### **Keys to Competitiveness: Lessons from the Nordics**

Nordic economies have consistently ranked among the most competitive globally -- how can their policy innovations be applied in other countries?

This workshop will address the following dimensions:

- Investment and education strategies
- Innovations in gender policy
- Tax and labour policies

## **09.00 - 10.30**

*weak signals*

### **Weak Signals of Coming Change**

What are the troubling trends, shifting norms and emerging debates that could signal major changes ahead?

## **09.15 - 10.30**

*cctv/china global image*

### **China's Image Abroad**

Perceptions of China are shifting regionally and globally as a result of the country's increasing economic and political profile.

In partnership with the World Economic Forum, CCTV hosts this debate on the international impact of China's economic and foreign policies.

## **10.15 - 11.15**

*robots*

### **The Rise of Robo Sapiens**

With advances in artificial intelligence and human-machine interfacing, how will robotics and biomimicry reshape our lives?

A visual experience across the following dimensions:

- Creative interaction

- Human augmentation

**10.15 - 11.45**

*global economic outlook*

### **The Global Economic Outlook**

What is the outlook for the global economy in 2011?

The following dimensions will be addressed:

- Managing macroeconomic imbalances
- Currency instability and monetary system reform
- Future role and agenda of the G20

**11.45 - 12.15**

*special address/kan*

### **Vision for Japan**

**12.15 - 14.00**

*209 norwegian buffet*

Congress Centre - Throughout the Congress Centre

### **Norwegian Buffet Lunch**

**12.30 - 14.00**

*open forum/6*

### **Sport: Bread and Games, Power and Money?**

Sport is an organized, worldwide billion-dollar activity. It connects all classes, creates winners and losers, heroes and models, and releases enormous collective emotions. Outstanding performances are needed for the legitimization of political systems.

What is the importance of sport in our society? Can violence in connection with sport be avoided? Are outstanding performances possible without doping? What role do fame and money play?

**14.00 - 15.00**

*art and illusion*

### **Art and Illusion: Is Seeing Believing?**

"He who wonders discovers that this in itself is wonder."

-- M. C. Escher

In the era of computer technology, what does our brain perceive as natural fact, as art, and as illusion?

**14.00 - 15.15**

*ideaslab/health delivery*

### **IdeasLab on Improving Healthcare Delivery**

Expert presentations and in-depth group discussions will focus on:

- Idea 1: Innovative models for healthcare delivery
- Idea 2: Adapting delivery to chronic disease prevention
- Idea 3: Financing healthcare innovations
- Idea 4: Delivery models in emerging markets
- Idea 5: Scaling innovation models and impact

**14.00 - 15.00**

*energy efficiency*

**Solving the Energy Efficiency Equation**

What is holding back industry and government from achieving greater gains in energy efficiency?

The following dimensions will be addressed:

- Clean energy and technology developments
- Changes in industry practices
- Government and business relations
- Adapted policy frameworks

**14.00 - 15.00**

*japan*

**Reinventing Japan**

Faced with demographic and fiscal headwinds, how far can Japan go with its political, economic and societal transformation?

The following dimensions will be addressed:

- Political conditions necessary for major reforms
- Existing appetite for structural change
- New realities of regional and global competitiveness
- Policy priorities in 2011

**14.00 - 15.00**

*natural disasters*

**Responding to Catastrophe: The Emerging Role of Business**

Given the rising frequency and cost -- both financial and human -- of natural disasters, how should the public and private sectors work together in disaster preparedness and response?

The following dimensions will be addressed:

- The limits of government and industry response mechanisms
- Redefining public-private collaboration
- Preparedness and long-term thinking

**14.00 - 15.00**

*pundits*

**Pundits, Professors and Their Predictions**

The world's leading opinion-shapers from the media and academia debate possible scenarios for 2011.

Among the scenarios to be discussed are:

- A global economic shock
- A regional security crisis
- A surprising political breakthrough
- A major normative shift

**14.00 - 15.00**

*science of emotions*

### **The Science of Mastering Emotions**

As our brains are physiologically affected by emotional responses, how can we master emotions for a happier, less stressful and more productive life?

The following dimensions will be addressed:

- Insights from latest research
- Role of emotional intelligence
- Economic implications

### **14.00 - 15.00**

*growth vs austerity*

#### **Growth versus Austerity**

How should nations develop their fiscal strategies to meet the twin challenges of economic growth and fiscal austerity?

The following dimensions will be addressed:

- Fiscal expansion versus contraction
- Labour market implications
- Cross-border effects

### **14.00 - 15.00**

*tunisia*

#### **Tunisia: Tipping Point or Tsunami?**

The political upheaval in Tunisia -- the most urbanized and educated country in the Maghreb -- is widely reported as a harbinger of change for the Middle East and North Africa.

What are the implications of the "Jasmine Revolution" and what will be the broader impact on the region?

### **14.00 - 15.00**

*ndtv/india inclusive growth*

#### **India's Inclusive Growth Imperative**

With more than half the population working in agriculture, India's global growth story will in fact be determined by how it manages its rural roots.

In partnership with the World Economic Forum, NDTV hosts this debate on the increasing political and societal pressure to ensure that India's future growth is indeed inclusive for all.

### **14.00 - 15.30**

*sustainable lifestyle*

#### **The Reality of a Sustainable Lifestyle**

A sustainable lifestyle is seen as a goal to strive for, but what does that sustainable lifestyle really look like around the world?

This WorkStudio will address the following dimensions:

- Lifestyle trends
- Shifts in behaviours and values

### **15.30 - 16.15**

*koblin/digital art*

### **Digital Art**

Artists have sought innovative ways to fuse art, science and technology since the pioneering work of Leonardo Da Vinci in the 15th century.

How is technology used today to create compelling artworks in the artistic reality of the digital age?

### **15.30 - 16.45**

*ideaslab/technology pioneers*

#### **IdeasLab with Technology Pioneers: Wicked Solutions for Wicked Problems**

Expert presentations and in-depth group discussions will focus on:

Idea 1: Mobile financial services

Idea 2: Development of affordable vaccines and therapies for diseases of poverty

Idea 3: Smart solutions for saving energy in buildings

Idea 4: Online disaster relief platform

### **15.30 - 16.30**

*ageing workforce*

#### **The Dividends of Longevity**

How can we uncover the dividends of longevity by extending the role of retirees as producers and contributors to the social and economic wealth of nations?

The following dimensions will be addressed:

- Changing mindsets of both young and old
- Rethinking lifelong education and career paths
- Growing political and economic influence

### **15.30 - 16.30**

*competitive sustainability*

#### **Competing via Sustainability**

How can companies turn sustainability into a competitive advantage?

The following dimensions will be addressed:

- Evolving from efficiency to innovation
- Creating a more resilient enterprise
- Winning in the consumer marketplace

### **15.30 - 17.00**

*open forum/7*

#### **Burnout -- The Latest Fashion?**

Everyone is talking about burnout, making this affliction suddenly socially acceptable. If striving for recognition and success is exaggerated and the balance between work, family life and leisure is lost, it can lead to the so-called burnout, a condition of emotional, mental and physical exhaustion.

Why do more and more people suffer from burnout? Why is it the latest fashion to be a burnout victim? Do the strong suffer from burnout, while the weak suffer from depression? How to survive a burnout? What responsibilities do employers have?



### **15.30 - 16.30**

*ownership gap*

#### **The Ownership Gap**

With the rise of electronically traded funds and passive investing, how can the responsible ownership of corporations be ensured?

The following dimensions will be addressed:

- The impact of financial reforms on corporate governance
- The impact of new financial products on management behaviour
- Closing the growing gap between ownership and control

### **15.30 - 16.30**

*trade routes*

#### **The Next Map of Global Growth**

How will new transport routes and transportation centres alter trade flows, development patterns and even geopolitics?

The following dimensions will be addressed:

- Regional integration trends
- Consumption patterns and investment opportunities
- Global value chains
- Business opportunities in exporting countries and key trade routes

### **17.00 - 18.00**

*no jerks rule*

#### **Building a Civilized Workplace: The "No Jerks" Rule**

"Jerks" -- people who demean co-workers and focus their aggression on the less powerful -- poison the office, decrease productivity and lead to the loss of good people.

How can companies build a more civilized workplace that is free of jerks?

### **17.00 - 18.00**

*leading complexity*

#### **Leading within Complexity**

With surveys highlighting complexity as among the top challenges for CEOs, what are the skills needed to lead in an era where complexity is the norm?

The following dimensions will be addressed:

- Emotional intelligence
- Stakeholder theory and interdependency
- Organizational culture

### **17.00 - 17.15**

*open forum/closing*

#### **Open Forum Concluding Remarks**

**17.00 - 18.00**

*what if/korea*

**WHAT IF: there is reunification on the Korean Peninsula?**

The assumption remains that the peaceful reunification of South and North Korea will not occur in this decade.

But if the unimaginable became the inevitable, then what would be the regional and global impact of a reunified Korea?

**17.00 - 18.00**

*india*

**Governing One-sixth of the World's Citizens**

As the second most populous country with over 2,000 ethnic groups, what are India's shared norms with respect to its governance and development?

**17.00 - 18.00**

*cnn/south shift*

**The South to South Shift**

Developing economies are enjoying the highest rates of income growth, but how will this growth reshape the dynamics of South-South trade and investment, where barriers remain higher than in the rest of the world?

In partnership with the World Economic Forum, CNN hosts this live debate on the south to south shift.

**20.00 - 00.00**

*cultural soirée*

**Cultural Soirée**

Organized under the auspices of the Government of India and the Confederation of Indian Industry (CII), the evening will showcase Indian performing arts, fashion and cuisine.

## Sunday 30 January

**09.00 - 10.00**

*davos debrief/policy*

### **The Davos Debrief: Policy Priorities**

Global Agenda Council members summarize and synthesize the key insights from the Annual Meeting 2011 related to public policy and economic priorities in the new year.

**09.00 - 10.00**

*davos debrief/risk*

### **The Davos Debrief: Global Risks**

Global Agenda Council members summarize and synthesize the key insights from the Annual Meeting 2011 related to mitigating and managing global risks.

**10.30 - 11.30**

*global agenda 2011*

### **The Global Agenda in 2011**

The Chairs of the Annual Meeting will debate the emerging issues of 2011 and the implications for the global economy and for their industries.

This session is developed in partnership with CNBC.

**11.30 - 12.30**

*spirit of davos*

### **Inspired for a Lifetime**

**13.00 - 15.00**

*schatzalp*

### **Schatzalp**

Join the traditional farewell buffet lunch at the Hotel Schatzalp, situated in a stunning location high above Davos. The Schatzalp is accessible by funicular railway from the centre of town, just a short walk or bus ride from the Congress Centre.