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COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

**World Economic  
Forum Annual  
Meeting 2006**  
Preliminary  
Programme

Davos, Switzerland 25-29 January

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## Introduction

# Mastering Our Future

The World Economic Forum Annual Meeting offers you a great opportunity to take stock of those issues shaping your organization's strategy. We believe that we are facing a fundamental change in the global environment, resulting from a number of factors: the emergence of China and India, potential economic disruptions, jobless growth and the continued impact of digitalization on industry and society. These changes have heightened anxieties and insecurity at a time when we see pervasive institutional fragility and ineffective leadership.

The assumptions, tools and frameworks that business, government and civil society leaders have employed to make decisions over the past decade appear inadequate. To *master our future* we will need an extraordinary collective response. At the centre of the response will be greater emphasis on imagination, innovation, creativity and design strategy – these will be the key differentiators for business. But it is not just business that must adjust to this new emerging environment. Governments, multinational institutions and civil society organizations must also adopt new policy designs and innovative approaches if they are to remain effective and credible. Moreover, for many of the world's most pressing problems no single government, company or multilateral institution working alone can be effective. Leaders and their institutions must learn to adopt multistakeholder, collaborative approaches to resolving issues. It is in this spirit that we will open the meeting with a group interactive session – the “Big Debate” – and will run a series of in- depth workshops in our Business Workspace throughout the meeting.

The Annual Meeting brings together leaders from business, government, international institutions, non-governmental organizations, universities and other significant communities. This year we will emphasize innovative contributions to the Meeting with a strong contingent of Young Global

Leaders. We will look at how new mindsets and fresh approaches can provide business, government and civil society the basis for success in a time of transition. This will ensure that discussions are not only well-informed and grounded in current practice, but also forward-looking – a necessary requirement since our aim is to assist participants in moving the Global Agenda forward in a creative and constructive fashion. To this effect, at the end of the Meeting in Davos, we will again look to establish concrete projects initiated and supported by our members.

The Annual Meeting will have five co-chairs, each with a distinguished background in business and public service. They are:

- **Mukesh D. Ambani**, Chairman, Reliance Industries Limited, India
- **Ana P. Botín**, Member of the Board, Grupo Santander, Spain; Chairman, Banco Espanol de Credito (BANESTO), Spain
- **Peter Brabeck-Letmathe**, Chairman and Chief Executive Officer, Nestlé, Switzerland
- **Martin Sorrell**, Group Chief Executive, WPP, United Kingdom
- **Lawrence H. Summers**, President, Harvard University, USA

You will find attached the preliminary programme for the Annual Meeting. The programme is also available on the Forum's website and will be updated on a biweekly basis from 15 November through to the Annual Meeting.

Ged Davis  
Managing Director  
Centre for Strategic Insight

Jonathan Schmidt  
Director  
Global Agenda

November 2005

# Introduction

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## The sub-themes are:

### The Emergence of China and India

*The shift of gravity to Asia and the challenges and opportunities for the global community*

### The Challenging Economic Landscape

*Managing and dealing with economic imbalances, increased oil prices, excessive demand for natural resources, disruptions*

### New Mindsets and Changing Attitudes

*Global freedom and democracy, the impact of technology and digitalization, the emergence of the open society, responding to extremism, expectations of the next generation*

### Regional Identities and Struggles

*Political crisis in Europe, instability in the Middle East, the future of Latin America and Africa*

### Creating Future Jobs

*Understanding the changing nature of growth and job creation, global employment, new skill requirements, labour mobility and resulting social and economic consequences*

### Erosion of Trust in Public and Private Institutions

*The need to reconnect with constituents, build trust and legitimacy, and demonstrate effectiveness*

### Effective Leadership in Addressing Global Risks

*Addressing the leadership deficit; fresh approach to complex issues; resisting short-termism*

### Innovation, Creativity and Design Strategy

*Business, government and social innovators are taking on new creative capabilities and innovation strategies in response to a rapidly changing global landscape*

# Introduction

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## **The Big Debate: Setting the Business Agenda**

The Annual Meeting Co-Chairs will introduce this forum with a review of seven key issues to be explored at the World Economic Forum Annual Meeting 2006. Through an innovative voting process incorporating the opinions of global citizens polled exclusively for the World Economic Forum by Gallup International, as well as lively table discussions involving all participants, the Big Debate will draw on the array of influential stakeholders gathered in Davos to map out together the action steps needed to tackle the most pressing challenges faced by business and society today. To ensure that the Big Debate is outcome-oriented, pre-assigned Action Communities will see that results are integrated into subsequent sessions of the Annual Meeting, leading to a Business Plan for Action that will be presented in the Closing Plenary session.

## **The CEO Series: A Future by Design, or Default?**

The assumptions, tools and frameworks which business, government and civil society leaders have employed to make decisions over the past decade are no longer valid. A global networked economy, the emergence of India and China, economic imbalances, new mindsets and demographic shifts are just a few of the factors that are radically reshaping the global environment. In the business realm, we are entering a post-knowledge economy as digitalization, global supply chains and “cheaper, faster, better” are no longer a means of differentiation and knowledge is being rapidly commoditized. In order to survive – and thrive – in this changing environment, businesses must design new systems, processes and products, while taking on creative capabilities.

The CEO Series is a programme of interactive workshops designed so that corporate leaders, by actively working through simulated problems, define the emerging environment while gaining an understanding of the tools, capabilities and strategies needed to compete. Each workshop will feature simulations that allow CEOs to reveal and interact with the ‘whole system’ – the organization and the global environment – in an intense, timely fashion.

In each workshop, corporate leaders are tasked with managing disruptions and designing strategies that respond to emerging risks and systemic changes. By actively co-designing solutions with their peers, participants learn what it takes for their corporations to succeed, while they expand their understanding of the emerging business environment.

In order to have diverse groups come together and solve complex, systemic problems, we have equipped the CEO Series workshops with a special interactive environment including multimedia tools and processes that promote innovation and a high degree of performance and collaboration.

# The Emergence of China and India

*The shift of gravity to Asia and the challenges and opportunities for the global community*

## Asia's Power Triangle

Understanding the emerging political dynamics between China, India and Japan is vital for strategic choices that government and business leaders will have to make in the coming years.

- 1) How will Asia's power triangle shape the region's economic and political future?
- 2) How must the US adapt its foreign policy to respond to this triangular relationship?
- 3) What does all of this mean for managing political flashpoints such as North Korea and Taiwan?

## Banking on China's Banks

The vast majority of commercial finance in China (more than 90%) is done by large domestic banks whose fiscal fitness has been questioned in the past. Although the level of non-performing loans has been reduced and corporate governance standards are now higher, more changes are necessary.

- 1) Can Chinese banks avoid another build-up of non-performing loans?
- 2) Is the system robust enough to withstand a downturn?
- 3) How is foreign investment in domestic banks impacting key issues such as product innovation, management training and corporate governance?
- 4) How would the modernization of China's stock exchanges reshape the role of corporate finance?

## China and India's Rising Demand for Natural Resources

As China and India's demand for energy grows, so too do their appetites for natural resources beyond their borders.

- 1) Have they permanently repriced global commodities?
- 2) How are these two countries reshaping economies in Latin America, Africa and neighbouring Asian countries?
- 3) Are their consumption paths likely to converge or diverge?
- 3) What are the geopolitical implications of their voracious resource needs?

## Chinese Companies, Global Champions

A few high profile bids by Chinese companies for overseas assets have triggered speculation that China is about to embark on a major acquisition spree.

- 1) Is this the beginning of a trend, or just a few isolated cases?
- 2) How does China's expansion strategy differ from those adopted by Japan and Korea in the past?
- 3) What industries are particularly attractive for Chinese investors?
- 4) What factors contribute most to the success, or failure, of Chinese firms as they expand into global markets?

## India and the US: Forging a Natural Partnership?

The relationship between the world's two largest democracies has been described by Indian Prime Minister Manmohan Singh as one of "natural partners". On issues ranging from terrorism to trade to UN reform, India and the US have found common ground. But, as with all partnerships, there are points of contention.

- 1) How can the two manage their differences over trade, intellectual property rights, non-proliferation and flashpoints such as Iran?
- 2) How can we expect India's relationship with China and Pakistan to evolve?
- 3) How will the strategic relationship between India and the US evolve as geopolitical and economic power continues to shift towards Asia?
- 4) What opportunities would deeper US-India relations create for business?

# The Emergence of China and India

## Keep on Booming

China has had a strong record over the past 30 years in raising hundreds of thousands out of poverty. Going forward, a greater role may be played by civil society and media to maintain sustainable development.

- 1) What is the current role of civil society organizations in China, and are they having an impact?
- 2) What role does the media play in China?
- 3) Are civil society and the media a key part of Chinese democracy?

## Spotlight on Indian Science and Technology (S&T)

India's strength in IT-enabled services has already brought it to the fore on the technology front. Bioscience is now also a major focus for investment and opportunity in the Indian context; the latest strategy aims to create one million jobs by 2010.

- 1) What factors bode well for the Indian model in the context of science, technology and development?
- 2) What role will demography and education play in the continued centrality of S&T to the Indian economy?
- 3) How will government regulation impact the investment climate?

## Sustaining China's Rise

Income disparity and local corruption have led to unrest in China's countryside, with more than 74,000 incidents of riots and demonstrations reported in the last year alone. If economic growth is to be sustained, China faces some crucial choices.

- 1) How disruptive is corruption at the provincial level?
- 2) Do these problems threaten to push China's economic development off course?
- 3) What new policy initiatives are coming into effect to address income disparity and corruption?

## What Is the Future of the Chinese Workforce?

China is making investments in its human resources on an unprecedented scale. For example, China almost doubled its S&T workforce between 1991 and 2001. Despite low levels of university graduates, the absolute numbers equal that of the US and EU.

- 1) In terms of numbers, what will the skilled workforce of China's future look like, and what will be the core competencies?
- 2) What are the challenges that the Chinese face as they become more integrated into the world economy?
- 3) What sectors will China lead in innovation?

# The Challenging Economic Landscape

*Managing and dealing with economic imbalances, increased oil prices, excessive demand for natural resources, disruptions*

## A World without Intellectual Property?

Whether it's open source software, music exchange or unlicensed cloning of pharmaceutical products, the current regime for protecting intellectual property rights (IPR) is under pressure, prompting calls for it to be revamped or even scrapped.

- 1) Do intellectual property rights do more harm than good? Should they be abolished?
- 2) How can innovation be rewarded when property rights are absent?
- 3) Should global patent regimes be revamped?

## The Quiet Revolution of Junichiro Koizumi

Japan's prime minister is one of the most remarkable political figures in recent Japanese history. With the end of deflation in sight and a successful shake-up of Japan's system of political patronage, the country is dramatically breaking with its past.

- 1) What has Prime Minister Koizumi actually accomplished to date, and what are his most pressing priorities?
- 2) The prime minister reached beyond his political party to win a landslide victory. Will this act reshape Japanese politics?
- 3) How could a rejuvenated Japan change the competitive landscape, particularly in Asia?

## Can Ageing Economies Grow?

Projections show that ageing will lower the growth rates of European countries by at least one percentage point a year over the next 30 years. Japan is already seeing the consequences of having an older population, and other developed countries will soon be hit by this demographic shift.

- 1) How can ageing economies grow in countries where easing immigration restrictions is not an option?
- 2) What is the relationship between innovative capacity and the average age of a population?
- 3) What new models of work and education might help countries adapt to structural change?

## Economics Misbehaving

Recent progress in analysing human economic behaviour renders a number of interesting results, many of which could dramatically change business practices.

- 1) Can a brain scan identify an entrepreneur? If only a finite number of entrepreneurs exist, what are the implications for policy-makers?
- 2) How do incentives and pressure affect an individual's economic performance?
- 3) How does fear affect employee behaviour and work? How is this factored in when designing organizational structures?

## Energy 2006: Learning to Love Expensive Oil?

Even conservative estimates suggest that we are entering an era of sustained higher oil prices. Three out of four global recessions in post-World War II history were triggered by an oil price shock.

- 1) Why is the increase in oil prices apparently having so little impact on global growth?
- 2) How will the global economy hold up against further sustained price increases?
- 3) What is the tipping point price that will fuel investments in new exploration and impact demand?



# The Challenging Economic Landscape

## Finance and Growing Pains

As more companies emphasize innovation strategies as a means of product differentiation, their need to balance short-term performance with long-term investments becomes critical.

- 1) Does the market accurately value investment and innovation for growth?
- 2) What can CEOs do to ensure investments in innovations are fairly valued?
- 3) What innovation models are being rewarded by the markets?

## Finding Balance in the Global Economy

The US is running the largest fiscal deficit in its history, largely financed by Asian central banks. Deflationary pressures created by increased competition have kept interest rates low, with the effect of spurring house price inflation. It might take very little to spark a global recession.

- 1) What triggers could significantly destabilize the global economy?
- 2) What immediate policy measures are necessary to redress the balance?
- 3) How can a global recession be avoided?

## Fixing Up a Fixed Exchange Rate

A working group of the G-7 is currently exploring the possibility of limiting exchange rate volatility among the three major currencies, the euro, the dollar and the yen, by creating a formal regime of policy coordination. Regional currency areas are also under discussion in Africa and the Middle East. A fixed regime could become a reality in the medium term.

- 1) What potential benefits and risks could come from such an arrangement?
- 2) What are the implications for business?
- 3) How might this impact regional integration, particularly in Asia?

## If the Middle Kingdom Lands Hard...

Behind the current enthusiasm for China's rapid rate of change, Chinese leaders face difficulties that even the most robust economies would find challenging.

- 1) How real is the risk of a hard landing?
- 2) How is the Chinese leadership responding to challenges in the banking sector, education, healthcare and the urban-rural income divide? Is this likely to change?
- 3) What would be the risks and consequences to the domestic and global economies?

## Social Disruptive Production

Wikipedia, open source software, blog services – products based on so-called “social production” – are becoming serious competitors to traditional for-profit goods and services.

- 1) What are the potential implications if the trend towards unpaid or benefit-in-kind services strengthens?
- 2) In which sectors will the share of social production be highest? What are the most likely effects on competition?
- 3) What does this trend mean for traditional business models, including marketing and product development?

## The Liquidization of Everything

In information-rich societies, it is now possible to identify and hedge a wide range of additional risks that could encourage innovation in insurance markets.

- 1) What are the latest frontiers to insuring risks?
- 2) Is the insurance industry innovating sufficiently to react to new risks?
- 3) What will be the impact on financial markets?

## Update 2006: Global Economy

In partnership with *Time* magazine, the World Economic Forum hosts its first Time Board of Economists, a roundtable discussion of issues and themes likely to dominate the debate on the global economy in the next year.

# The Challenging Economic Landscape

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## When the Bubble Bursts

The global property bubble is now calculated to be double the size of the stock market bubble at the end of the 1990s. Decline in house prices could have a tremendous impact on the global economy; in the US alone 40% of new jobs since 2001 have been related to the housing sector.

- 1) What effect will decline in house prices have on jobs, consumption and the global economy overall?
- 2) How will different sectors and industries be affected?
- 3) With low interest rates and excess liquidity, other bubbles may follow. Who are the most likely candidates?

## Who's Driving the Trade Agenda?

The outcome of the WTO Ministerial Conference at the end of 2005 will determine the power of the World Trade Organization to set and police implementation of the trade agenda.

- 1) What are the key issues and points of friction on the trade agenda?
- 2) Will agreement be reached on further trade liberalization?
- 3) What is at stake for the global economy?
- 4) Is the Doha "Development" Round really about development?

## Escaping the Market's Tyranny

A stream of companies has gone private in the past few years to avoid short-term market pressures and escape ever-increasing regulation.

- 1) Can we expect this trend to increase?
- 2) Which industry sectors are best positioned to benefit in the medium and long term from going private?
- 3) What are the consequences in terms of competitiveness, strategy and image for companies that go private?
- 4) How are ever-larger private equity funds likely to impact this trend?

## Energy 2006: The Great Game – The Changing Dynamics of World Oil Demand

Sustained high oil prices have shifted the geopolitical landscape between and among major oil-producing and oil-consuming countries, as well as sparked a renewal of interest in previously low-profile regions such as West Africa and Central Asia.

- 1) What are the big trends in oil investment, transport, stocks and production levels in past years, and what are forecasters predicting for the next five years? And the next 20 years?
- 2) How has this transformed the geopolitical landscape?
- 3) Who are the new, and potential, major producers and consumers and how will they reshape the global oil market?
- 4) What does this mean for your business?

## Energy 2006: Agricultural Trade Barriers and the Future of Biofuels

With oil prices likely to remain high, alternative technologies are looking more attractive. This session will examine energy technologies that are becoming economically viable, in particular biofuels.

- 1) What policies are countries pursuing to curb their oil dependence through alternative energies? Who's ahead of the curve, and who is behind?
- 3) How are agricultural trade barriers distorting the market for biofuels, and how might an ambitious Doha Round accelerate biofuel exports and their usage?
- 3) How can policy-makers get the right mix of efficiency improvements, alternative energy investments and taxes to manage oil consumption and accelerate the widespread adoption of alternative energies?

## Energy 2006: Learning to Love Expensive Oil?

Even conservative estimates suggest that we are entering an era of sustained higher oil prices. Three out of four global recessions in post-World War II history were triggered by an oil price shock.

- 1) Why are the recent oil price hikes having apparently so little impact on global growth?
- 2) Can the global economy continue to hold up against further sustained price increases?
- 3) What is the tipping point price that will fuel investments in new exploration and impact demand?

## New Mindsets and Changing Attitudes

*Global freedom and democracy, the impact of technology and digitalization, the emergence of the open society, responding to extremism, expectations of the next generation*

### A Bottom-up Approach to Governance

Local and regional governments are introducing innovative measures to address global problems. An initiative supported by dozens of mayors in the US to reduce carbon emissions at city level is just one such example.

- 1) How important is it to promote and expand this bottom-up approach further?
- 2) Can local efforts spur a national response, and how?
- 3) How can business adopt new strategies to benefit from a bottom-up approach to governance and what are the limits to its involvement?

### Beyond the 30-Second Brand

Converging technologies are radically changing the way people consume media and, in turn, how companies reach target audiences.

- 1) How are companies using digital media to reach new audiences?
- 2) What are the new models for developing effective advertising and communications strategies?
- 3) Is this changing advertising and brand development strategies?
- 4) How are new brand management strategies changing the way companies innovate?

### Do World Leaders Have to Like Each Other?

Politics is about people. Promoting successful cooperation among nations is part and parcel of the international body politic.

- 1) How much does personal rapport impact the destiny of nations?
- 2) What are examples where personal relationships are triumphing over politics?

### Does "National Mood" Matter?

The increasing weight of China and India in the global economy has boosted the self-confidence of these nations, while others are displaying symptoms of insecurity and malaise.

- 1) What factors affect the psyche of a nation?
- 2) Are jobs and growth enough to make a nation upbeat?
- 3) What can countries do to (re)gain their collective self-confidence?

### Islam's Challenge to Eradicate Extremism

In the eyes of the international community, the biggest victim of Islamic extremism is the reputation of Islam. Islamic leaders around the world are trying to tackle this problem.

- 1) What economic and social factors encourage certain segments of the Muslim population to view terrorists as martyrs?
- 2) How are leaders in different countries trying to counteract extremist elements that advocate acts of violence in the name of Islam?
- 3) How can the international community encourage and support the efforts of Islamic leaders to identify and deal with extremist elements?

### Modernizing Moderate Muslim Societies

While Muslim societies are modernizing, tensions are rising over the pace and breadth of change. Leaders in Muslim societies have to balance modernity and tradition while at the same time dealing with threats from fundamentalists.

- 1) Is there a dichotomy between Muslim modernity and Westernization?
- 2) How are modern Muslim societies handling fundamentalism?
- 3) How can the global community help Muslim societies respond to fundamentalists without exacerbating the problem?

# New Mindsets and Changing Attitudes

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## Privacy: It Was Nice While We Had It

Public fear over the loss of privacy has only increased with a recent rise in identity theft and loss of personal data records.

- 1) How can business, government and civil society work together to guarantee that minimum privacy standards are maintained?
- 2) How are corporations safeguarding data privacy in outsourced operations?
- 3) What kinds of “intrusion” will consumers be willing to accept in the future, and where does the responsibility of corporations lie?
- 4) How can global companies reconcile differing national privacy standards?

## Social Behaviour: Culture, Denial and the Spread of AIDS

Turning to technological fixes may seem easier than tackling the complex and difficult behavioural issues related to AIDS. Yet, some experts predict that spending US\$ 60 billion to promote condom use and to distribute existing antiretroviral drugs could save US\$ 3 trillion in healthcare costs and human productivity losses.

- 1) Will behavioural change make or break the fight against AIDS?
- 2) Is it possible to export successful models of behavioural adaptation across borders and cultures?

## Taking Philanthropy Mass Market

Technology is bringing philanthropy into the domain of the average citizen; while faith-based organizations are receiving a larger share of donor funding, and celebrity-supported organizations are gaining popularity. Bringing philanthropy to the mass market promises great benefits, but also raises questions.

- 1) How is media reshaping fund-raising and philanthropy?
- 2) How is increased funding of faith-based initiatives reshaping global philanthropic strategies?
- 3) How key are celebrities to these new philanthropic models?

## The Case for People People

As technology becomes ever more embedded in life at work and at home, the tech savvy are at a premium. But the focus on technological prowess is perhaps at the cost of other skills.

- 1) Is the demand for old-fashioned people skills waning?
- 2) Are we alienating each other through the very technologies that could make us more efficient?
- 3) Must there be a trade-off between people skills and technology skills?

## Third Stage of Life – Giving Back to the World

With lifespans extending, societies must adjust to an ageing but active population. Many institutions are built around the expectation that people have nothing to contribute beyond retirement.

- 1) How can we make work more meaningful for older people?
- 2) What policies must corporations and other institutions put in place to accommodate ageing populations?

## Today's News – Too Much of a Good Thing?

An explosion of news providers and shifts in the way news is consumed means there is something for everyone. But news fragmentation is also indicative of a fragmenting society.

- 1) What are the pros and cons of the proliferation of news sources?
- 2) Has this proliferation contributed to an erosion of trust in news organizations?
- 3) Has this proliferation undermined the role of news as a pillar of modern democracy?

# New Mindsets and Changing Attitudes

## US Freedom and Democracy Agenda

The current US Administration has taken a vocal and assertive position in promoting democracy and freedom around the world, particularly in the Middle East. Many US allies share the goal of spreading democracy, but differ on the means.

- 1) What must be done to bolster nascent democracies in the Middle East region?
- 2) How can the US assemble a more coherent coalition of partners to help the Middle East forge stable democracies?
- 3) How can the international community unite, after divisions over the invasion of Iraq, to address a range of critical issues?

## Why I Bring My Office to the Beach

With technology making it ever easier to stay connected, many of us are finding it impossible, psychologically or practically, to disconnect completely from our responsibilities, even during holiday or family time.

- 1) How are social norms related to connectivity evolving?
- 2) What are the positive and negative aspects of a connected, always-on society?
- 3) Has permanent “connectedness” increased productivity, or just the number of hours worked?

## The Hand of God in US Politics

From the funding of research to foreign policy, religious imperatives in the US are having a strong impact not only on American society but also on the wider world.

- 1) Why do religious values continue to have such a widespread influence on US politics and foreign policy on both sides of the aisle?
- 2) How is religion shaping and reshaping the American political landscape?
- 3) What is the positive impact of the movement of religious values? What are the points of controversy?

## What Is the Meaning of Race and Ethnicity?

Advances in genetics are bringing a number of insights into this controversial topic, and interest is growing in many parts of the world about the ethical, social and legal consequences of such discoveries.

- 1) What is science now telling us about genetics, race and ancestry?
- 2) How will information from the human genome relating to race and ethnicity be used?
- 3) What are the consequences for society, medicine, healthcare systems and insurance?

## Culture, Religion and Making Money

Countries with strong religious traditions are achieving higher economic growth than others, and some religious and cultural values appear to be associated with better prospects for development.

- 1) Which attitudes, values and beliefs are conducive to economic growth and why?
- 2) How does the religious composition of a country impact its business environment?
- 3) Do certain religions emphasize the role of work ethics more than others, or can we find it at the root of most religions?

## Security in an Always-On World

As society becomes more dependent on rapid flows of information among billions of users, the risks increase. Credit card and identity theft, concerns over biometric data and conflicting regulatory approaches translate into an urgent need to minimize vulnerability.

- 1) Is information security under control, or is it worsening?
- 2) How should policy-makers prioritize IT security?
- 3) What are the strategic choices corporations need to make about compliance issues and data security?
- 4) How can standards be harmonized internationally, and who should drive the process?

## Regional Identities and Struggles

*Political crisis in Europe, instability in the Middle East, the future of Latin America and Africa*

### China and the World

If China sneezes, could the rest of the world catch a cold? And, perhaps, it has an itchy nose since significant challenges lie ahead, not just in the realm of economics. In this interactive session, participants from business, civil society and government will discuss the future of China using scenarios developed in consultation with over 100 experts and leading institutions around the world.

### India and the World

The centre of gravity for trade and commerce is shifting eastwards, where India is a key driver. But, in a complex and widely diverse society such as India, a number of issues could derail progress causing significant implications globally, while new opportunities are identified. In this workshop, figures from business, civil society and government will discuss how internal and external forces are shaping India's policy towards the rest of the world using scenarios developed jointly by the Confederation of Indian Industry and the World Economic Forum.

### Russia and the World

In an environment where energy security remains supreme, Russia's future is typically considered as it relates to oil and gas. But the picture is more complex and the country's future direction is uncertain. In this workshop, Russia experts and government representatives will comment on the likelihood of select scenarios and current strategies for Russia's development, and how business should react.

### Can the EU Be Strong without French-German Leadership?

France and Germany have been at the forefront of the European construction since its origin. In the past few years, it has become apparent that French and German authorities are failing to bridge the gap between the European institutions and their respective citizens?

- 1) How might French and German politicians seek to take leadership again in Europe?
- 2) Will they be able to use Brussels as a mechanism to forward their national agendas?
- 3) Can the EU still be effective if French-German leadership falters? Are there other forces to fill the breach?

### Home to Stay: How Reverse Migration is Reshaping Societies

Developing countries with good governance and growth are now starting to entice the most talented of their workforce to return home.

- 1) What policies have been put in place to attract and retain talent?
- 2) How is this reverse flow in migration impacting societies?
- 3) Which countries have successfully brought talent back home? Can their models be emulated elsewhere?

### Is Russia Turning East?

Russia is buttressing its economic and political fortunes by developing ties with major players in Asia, including India, China and South Korea.

- 1) Will the Kremlin look increasingly eastward for its future, or is it anchored in a European perspective?
- 2) How will Russia's relations with Asia evolve in an era of strong demand for commodities?
- 3) How will this change the nature of Russia's relations with Europe and the US?



# Regional Identities and Struggles

## New Europe Sets the Pace

The “Rhineland” social model is under pressure. Accused of being expensive and the cause of high unemployment, it is now also challenged by competition from new member states.

- 1) How will Old Europe respond to pressure from the East, with protectionism or reform?
- 2) Should the European social model be reformed to become a viable strategy for a globalized economy?
- 3) What are the geopolitical implications of a more assertive Eastern Europe?

## Shifting Sands: A New Balance of Power in the Middle East

The struggle in Iraq, the Gaza disengagement and high oil prices are just a few of the many factors currently reshaping the strategic power relationships in the Middle East.

- 1) Who are the winners and losers in this reshuffling of power?
- 2) What will be the impact on relations both within the region, including the Israeli-Palestine issue, and with the rest of the world?
- 3) How should the US and others respond?

## Will the EMU Go Bust?

The danger of a break-up of the European Monetary Union (EMU) seems slight. However, the euro could be set up as the political scapegoat for larger European malaise.

- 1) How can EMU members best manage the tensions created by divergent economic development and prevent the break-up of the system?
- 2) Should it break, who would be the first to go and why? What would be the consequences?
- 3) What is the future of the EU Growth and Stability Pact?

## What Is at Stake in Iraq?

Following recent elections and armed with a new constitution, Iraq should be poised to enter a period of stable reconstruction. However, ethnic and political divisions, sustained terrorist attacks and disputes over oil revenues present growing threats to the country's prospects for peace.

- 1) If instability continues, what are the consequences for the region and the world?
- 2) Does the new constitution provide an adequate framework for stability in the long run and room for political institutions to take root?
- 3) How can the international community ensure the country does not become a bastion for terrorists?
- 4) What are the tough decisions the Iraqi leadership must make, and how can the international community support them?

## The Foreign Policy of M&A

Whether it's American opposition to Chinese firms acquiring energy assets, German unease with investments by private equity firms, or furore in France at the possible takeover of a national champion, cross-border mergers are still meeting political resistance,

- 1) Is this phenomenon a matter of national pride, national security, or just plain protectionism?
- 2) How can companies overcome political misgivings about their foreign acquisitions?
- 3) Are regional regimes geared towards irrational economic chauvinism?

## The World Is Round: Managing Global Brands

When companies turn to emerging markets for growth, their brand strategy must be right the first time.

- 1) What are the reputational risks to managing a global brand?
- 2) How can global companies enrich what their brand means locally, while building and managing corporate values globally?
- 3) How can and do multinational brands adopt their strategies to compete with local and regional players?

# Regional Identities and Struggles

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## Integrating Asia's Economies

Despite the absence of formal agreements, intra-regional trade accounts for more than 60% in most countries, almost the same share as in the EU. Plans for greater financial and monetary integration are proceeding rapidly, and some have even proposed the idea of a common currency in the longer term.

- 1) How smoothly is integration proceeding and how far might it go?
- 2) How could a potential slowdown in China affect integration in the region?
- 3) Will greater integration lead Asian central banks to reduce their rate of foreign exchange reserve accumulation? How would such a shift affect global imbalances, exchange rates and global interest rates?

## Energy 2006: A New Nuclear Calculus

As countries seek to secure new sources of clean, efficient energy, there is renewed interest in nuclear power. However, many governments are struggling with how a new nuclear power plant might allow countries to easily develop (and trade) nuclear weapon capability.

- 1) Have shifts in the geopolitical landscape and the availability of nuclear technologies changed the risk-reward dynamics for going nuclear?
- 2) Has the pre-emptive war doctrine of the US undermined the rationale behind the non-proliferation treaty?
- 3) How does a nuclear North Korea or Iran impact efforts to prevent terrorists from acquiring nuclear weapons?
- 4) Are Western powers prepared to sell safeguard technologies to violators of the non-proliferation treaty?



## Creating Future Jobs

*Understanding the changing nature of growth and job creation, global employment, new skill requirements, labour mobility and resulting social and economic consequences*

### Digital 2.0: Technology for the Post Knowledge Economy

As standards become the byword in information technology, information technology is broadly penetrating industry and society, promising to deliver a new range of consumer and business products.

- 1) What can we expect to see in this new digital age?
- 2) Is there a next generation of technologies that will become the new drivers of the global economy?
- 3) Will new companies be best placed to capitalize on a changing environment, or can today's multinationals seize these opportunities?
- 4) What are the new digital "disruptive" forces on the horizon?

### Education: Raising the Bar

To compete in tomorrow's global labour market, today's children need skills in a variety of disciplines. Education systems will have to evolve rapidly if they are to provide this necessary base for the future.

- 1) Which areas of education need the most attention today? In particular, how can the need for a better understanding of science be combined with more basic skills?
- 2) How can we move this discussion from a national to an international level?
- 3) Is a set of global benchmarks for educational attainment desirable?

### The New Comparative Advantages

As competition increases, wages drop and the economic weight shifts towards Asia, the international division of labour is being altered and developed economies will find it more difficult to compete and create employment.

- 1) Where does the new comparative advantage of developed countries lie that will ensure sustained growth and job creation?
- 2) With blue- and white-collar jobs currently shifting to Asia and prices declining, what new technologies and business trends will drive job creation in the future?
- 3) How will innovation and creativity advance future job growth?

### Should We Despair of Disparities?

In many economies, emerging and developed alike, the gap between rich and poor is widening. Income inequality can lead to dangerous imbalances, yet some observers argue that this "natural" consequence of rapid economic development eventually benefits all.

- 1) Is there a critical point when income disparities lead to social discontent or social unrest?
- 2) What is the role of democracy in bridging the gap?
- 3) Does reducing income inequality necessarily slow down growth?

### Talent Contests – Making the Global Labour Market Work

The deployment of talent to where it is most needed is a critical task for corporations. Governments are not helping by restricting labour movement because of security and economic concerns.

- 1) What are the new organizational designs to overcome any lack of labour mobility?
- 2) Which industries are suffering most from people's inability to move?
- 3) How can government and businesses work together to reconcile mobility agendas?

# Creating Future Jobs

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## The Global Talent Tap

In the emerging economic environment where creativity is at a premium, the competition for talent is global and local.

- 1) How do companies identify, nurture and retain great people?
- 2) How do you effectively tap into a global talent pool?
- 3) How do you become the corporation that people want to work for?
- 4) How are certain cities developing into centres of innovation?

## Empowering Local Business

Fresh promises of increased aid to developing countries have been made in the past year. The promotion of small and medium enterprises is key to growth and job creation in these economies.

- 1) What capabilities and resources do entrepreneurs in developing economies need to succeed?
- 2) How important is it to look at new policies for job creation on a global basis?
- 3) Do we need to consider education as well as financial support to empower local business?
- 4) How are microfinance initiatives reshaping the development agenda?

## Erosion of Trust in Public and Private Institutions

*The need to reconnect with constituents, build trust and legitimacy and demonstrate effectiveness*

### Global Business – Saviour or Scapegoat?

Global corporations are among the most closely watched and powerful of modern institutions. Yet, trust in these companies and their CEOs is low.

- 1) What are the roots of mistrust of the modern corporation?
- 2) How can business leaders ensure that the corporate sector does not become a scapegoat in modern society?
- 3) In an era of general mistrust, are corporations being measured against impossible standards?

### Behaviour of Development Banks

Development banks lend important amounts every year, predominantly in emerging markets where corruption is often endemic. Donor countries and development banks should take critical steps to better coordinate anti-corruption measures.

- 1) How can multilateral development banks exert more pressure on the behaviour of relevant institutions in recipient countries?
- 2) How can multilateral development banks better coordinate their own efforts to fight corruption?

### Making Global Institutions Work

Supporters would argue that, despite limitations, today's global institutions are effectively addressing key global issues. But real progress on issues such as health, trade and climate change is being made by bringing new parties to the table.

- 1) How successful have business and NGOs been at addressing some of these problems?
- 2) What innovations are making global institutions more effective?
- 3) What are the key areas where multilateral institutions must show leadership?

### Getting Down to Business in Brussels

As the EU navigates through one of its most significant political transformations, business and political leaders can come together to provide direction for the European project.

- 1) How can European member states shore up Brussels credibility with their voters?
- 2) How might a new generation of more liberal leaders change the business outlook for the EU?
- 3) How can business and political leaders join forces to build a more dynamic Europe?
- 4) How can the European Union's business and public leaders make sure bigger is better?

### Partnerships for Progress

In just a few years public-private partnerships (PPPs) have established a track record of success.

However, they are not a panacea and lessons must be drawn from both their successes and failures.

- 1) In which areas have PPPs been most effective? And where have they failed to deliver?
- 2) Are there clear guidelines and new models on how best to approach multistakeholder collaboration?
- 3) Are there new fields where this model has yet to be tested, and should be?

# Erosion of Trust in Public and Private Institutions

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## Regionalism on the Rise

From the African Union to the Organization of American States and the European Union, regional groupings can offer countries the chance to tackle areas beyond their sole control.

- 1) What are the complementary roles of regional and global structures in issues such as democracy and security?
- 2) How can regional institutions establish their credibility with both their member states and with other partners?
- 3) What will national sovereignty mean in light of the rise of regional institutions?
- 4) Might regional institutions usurp the responsibilities currently held by global institutions?

## The City as a Geopolitical Actor

In an age of global terrorism, cities are on the front line. Municipal officials are developing innovative security strategies to keep citizens safe while maintaining the natural dynamism of a modern metropolis.

- 1) How are policy innovations at the municipal level changing the relationship between the city and the world beyond?
- 2) How are today's mayors and urban planners designing safe environments without turning cities into fortresses?
- 3) What security challenges must cities overcome to host special events, such as the Olympics?

## The Trust Deficit

Business, government and global institutions, which are key to driving forward the global agenda, are suffering the consequences of a lack of public trust.

- 1) How does this lack of trust hamper progress on key issues?
- 2) Has the media exacerbated the situation?
- 3) How critical is it to win the trust of the younger generation?

## Energy 2006: New Energy Security Institutions

Today's energy institutions were set up to deal with the supply shocks encountered in the 1970s, but the energy security picture has changed dramatically since then. Global climate change, strong demand in Asia and events like Hurricane Katrina have demonstrated a new threat: system stretch.

- 1) What are the emerging systemic threats to the energy industry?
- 2) Should existing institutions be tasked with meeting these new challenges, or do we need new ones?
- 3) What are some other areas where a breakdown in systems could result in a price shock?

## Effective Leadership in Addressing Global Risks

*Addressing the leadership deficit,  
fresh approach to complex  
issues, resisting short-termism*

### Beyond Short-Termism: Not on My Watch

In business, politics and everything in between, the path of least resistance is to promote short-term strategies for complex problems. Young Global Leaders challenge those currently in power to seek new solutions to perennial issues in such areas as environment, energy and pensions.

- 1) How can long-term strategies be effectively promoted?
- 2) What are the implications for future generations if short-termism persists?
- 3) What incentives and policies can business employ to implement viable long-term strategies?

### Confronting Engagement with Iran

The new conservative leadership in Iran presents a challenge to the European Union's policy of diplomatic engagement. The United States may well abandon its wait-and-see policy in favour of a more aggressive stance, especially regarding nuclear weapons, following last year's election victory by Mahmoud Ahmadinejad.

- 1) To what degree is Tehran's position on nuclear weapons constrained by domestic politics?
- 2) What are the policy options on all sides to negotiate agreement so that Iran does not acquire nuclear weapons?
- 3) Can the international community help Iran become an anchor of stability for the region? How?

### Global Fish Stock Depletion – A Slippery Problem

Ocean ecosystems have been under pressure for decades, and we are finally suffering the consequences of overfishing. Global stocks are being depleted at phenomenal rates, along with the livelihoods of some of the 150 million people dependent on fisheries or related activities.

- 1) What is happening to marine life diversity globally?
- 2) What needs to be done, and by whom, to avert depletion of fish stocks?
- 3) What is the economic impact of this depletion?
- 4) How is stock depletion affecting the poorest of fishermen worldwide?

### Hard Decisions on Soft Power

Nascent democracy is fed and nurtured with many different ingredients. Outside influence has taken many forms, such as financial assistance and capacity building as demonstrated by the Open Society Institute in Eastern Europe, quiet but firm support in Ukraine and Lebanon, or the military intervention in Afghanistan and Iraq.

- 1) What are the role and limits of external forces in promoting democracy?
- 2) How important are effective political parties to develop stable democracies?
- 3) How might the global community reach consensus on the balance of soft and hard power intervention?

### Have You Had Your Flu Shot?

Experts have been warning for months that a new, severe strain of the flu virus is "inevitable", with the potential to kill 50 million people or more.

- 1) Why is there so much uncertainty about flu vaccines and treatments?
- 2) With so much advance warning, is the global community adequately prepared?
- 3) What are the innovative techniques that could mitigate the risk of a major pandemic?

# Effective Leadership in Addressing Global Risks

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## Not If, But When: Preparing for the Next Natural Disaster

Three major natural disasters in one 12 month period have painfully demonstrated the complexities, responsibilities and limitations of responding to natural disasters.

- 1) How can national and local authorities prepare themselves to best utilize disaster relief networks?
- 2) What new policies should be put in place to more effectively coordinate the work of local authorities on the ground, aid agencies and national governments in delivering disaster relief?
- 3) In what new ways are disaster relief funds being mobilized?
- 4) How must government and business come together to better prepare for a natural disaster?

## Our Ocean Legacy

Oceans may either be our most precious gift or our saddest legacy to future generations. Join in this nightcap of imagery and storytelling from and for those who care most about oceans.

## Purse Strings and Democracy

In the fight against poverty, many would argue that aid dollars are ill spent unless democratic foundations are in place.

- 1) Should democratic reforms be a prerequisite for development assistance? Or should other conditions be taken into consideration?
- 2) How should and can the international donor community measure aid effectiveness?
- 3) Are democracies really better candidates for aid?

## Whither the Global Corporate Citizen?

Corporate social responsibility (CSR) is a potent concept in modern corporate life. However, some cynics question whether CSR is about action or words.

- 1) What is meant by “global corporate citizen”?
- 2) Are there benchmarks, and who can judge whether a corporation is socially responsible enough?
- 3) Is CSR all about the bottom line?
- 4) Should shareholders be picking up the tab?

## Meet the New International Leaders

A number of key international organizations – UNICEF, WTO, UNDP and the World Bank – have welcomed new leaders in the past year. Annual Meeting participants will have the opportunity to hear, in an informal setting, what is on the agenda of these new leaders and how they will face the challenges ahead.

## Global Risks 2006: Taking Control of Reputational Risk

“We can afford to lose a lot of money. But we cannot afford to lose one shred of our reputation.” Warren Buffett’s first commandment is easy to appreciate, but hard to execute. Battling global risks from the boardroom through the supply chain requires imagination, diligence and flexibility, but the wise business leader protects the company’s reputation first.

- 1) What global risks pose the greatest threat to corporate reputations?
- 2) How can executives and boards anticipate and prepare for risks, and how should they best react when their company is under duress?

## Global Risks 2006: What Keeps You Up at Night?

Sadly, much of the world is learning to live with the “when, not if” risk of terrorist attack. But the global risks that pose the greatest threat may be those we haven’t thought of yet. Directors of the world’s leading intelligence agencies discuss the security concerns, worst-case scenarios and biggest unknowns that worry them most.

- 1) Which threats to geopolitical stability remain underexposed?
- 2) How do existing risks foreshadow the emergent risks of tomorrow?
- 3) How do strategic thinkers approach the identification and mitigation of threats to global security?

# Effective Leadership in Addressing Global Risks

## Global Risks 2006: Looking Backward into the Future

The climatic events that may, or may not, happen tomorrow, your business is paying for today. This workshop will assess the “price” of global risks as they are currently factored into today’s markets and debate whether the cost of yesterday’s risks should become the price of tomorrow’s.

- 1) What have previous risks cost business when threat turned to disaster?
- 2) What are the limitations of a backward-looking analysis of global risks?
- 3) Should businesses pay to hedge tomorrow’s global disasters based on historical “prices”?
- 4) When does and should the market begin to factor in the future cost of an emerging risk?

## Global Risks 2006: Trading Uncertainty for a Collective Wisdom

As the costs of uncertainty increasingly cloud the global business environment, evidence suggests that the collective wisdom of markets offers the best hope for clarity. Participants in this workshop will use an interactive trading platform in an effort to predict, analyse and mitigate key economic risks.

- 1) What are the most important global risks facing business in the coming years?
- 2) What are the options available to mitigate these risks?
- 3) How can strategic thinkers use aggregated knowledge “markets” to help prepare the world for an uncertain future?

## Global Risks 2006: Putting a Price on Risk

Robust strategies to identify and manage risks necessitate a better understanding of how risk is priced. This session will highlight key findings from the Global Risks Programme.

- 1) How have recent international events demonstrated weak points in preparedness of business, governments, markets and relief agencies?
- 2) What types of mitigation strategies can be adopted for some of the key risk areas?
- 3) What are the structural barriers that need to be overcome to enable a more effective, collaborative approach to address major risks to the global economy?



# Innovation, Creativity and Design Strategy

*Business, government and social innovators are taking on new creative capabilities and innovation strategies in response to a rapidly changing global landscape*

## **Biomimicry – Nature’s Innovation**

Biomimicry is the study of processes in nature and the imitation of these designs to solve human problems. Barbs on weed seeds, for example, were the inspiration for Velcro.

- 1) What has biomimicry taught us about design in nature?
- 2) Do we understand it well enough? Who are the pioneers in this field?
- 3) What are the implications for new product and systems designs?

## **Chance versus God: The Fuss about Intelligent Design**

Religious conservatives have succeeded in adding “intelligent design” to the curricula of some US schools together with Darwin’s work on evolution. Recent polls indicate that more than 60% of Americans feel some form of creationism should be taught alongside evolution.

- 1) Why are these efforts striking such a chord in the US?
- 2) Is the reaction of the scientific community overblown?
- 3) Does “intelligent design” belong in schools?
- 4) Can we expect the teaching of science and religious values to increasingly collide?

## **Doubt and Decision-making**

A central responsibility of any CEO is to identify the risk and opportunities available and decide on the best course of action.

- 1) How can CEOs distinguish between risk, uncertainty and doubt?
- 2) What frameworks can support decision-making in periods of accelerating change?
- 3) What networks can CEOs rely on as they wrestle with key strategic choices?

## **Innovating in Innovation**

The pressure on firms to innovate has never been greater. Yet, firms are increasingly cutting their spending on in-house R&D in favour of open, networked approaches to developing new products, processes and business lines.

- 1) What are the new innovation models and how are they being implemented?
- 2) Is it better to be a fast follower than a radical innovator?
- 3) What risks are associated with open innovation models?

## **The Future of Healthcare**

Many developed economies are already struggling to manage healthcare costs as high as 15% of GDP. New treatments and ageing populations will only increase the economic burden. Information technology (IT) is touted as the next big weapon in the battle to contain rising health costs.

- 1) What role can technology really play in keeping costs down?
- 2) Will the healthcare industry and governments be able to adopt new technologies effectively? Over what time frame?
- 3) How can governments and the private sector discern between hype and high-impact solutions?



# Innovation, Creativity and Design Strategy

## Prepping for the Post Knowledge Economy

Having digitized, “right-sized” and globalized, companies are competing through innovation and differentiation. Design strategy offers the opportunity to build not only better products but also better systems and processes.

- 1) How can companies measure the effectiveness of creativity and design strategies?
- 2) How can a design strategy be a tool for organizational change?
- 3) As innovation cycles shorten, what strategies will companies adopt in order to compete?

## Science, Technology and Development

As a key driver of economic development, investments in science and technology can be a crucial decision for many developing countries.

- 1) In nations where investment is critical, such as health and education, how can S&T investments be weighed against others?
- 2) What are some of the benchmark cases for high returns on investment in science and technology projects?
- 3) Can they serve as regional models?

## Turnaround as an Opportunity

A business downturn can be triggered by any number of factors. However, successful CEOs are able to withstand shocks and guide their companies back to positive growth.

- 1) Can management pick up on signs of downturns before it is too late?
- 2) When is new leadership necessary to execute a turnaround?
- 3) How can CEOs garner meaningful support for a change in direction?

## Video Game Zombies and New Innovation

The global video game market is worth more than US\$ 25 billion. With forecasts of continued growth, gaming goes far beyond entertainment.

- 1) How is the technology behind video games driving changes in business?
- 2) With a generation of gamers growing up, can the influence of games be seen in their behaviour and skill sets?
- 3) What are the positive and negative side effects of video gaming?

## Basic Solutions For Africa

While famines and drought may draw global media attention, chronic malnutrition and scarcity of potable water are also taking a huge toll.

- 1) What can we learn from successful efforts to eliminate malnutrition and ensure adequate access to water?
- 2) How can business be part of the solution?
- 3) What are the major stumbling blocks to addressing these problems?

## Convergence and the Customer

The integration of data, voice and video in networks and consumer devices is being hailed as the “convergence revolution”. From the customer’s point of view, this can be a boon in terms of increased choice, but the risk of increased confusion is real.

- 1) Will convergence disrupt traditional business models?
- 2) What impact will convergence have on competition and business boundaries?
- 3) Can we really expect “convergence” to come together? Who will lead it?

## Moving Up the Technology Value Chain

Corporations, universities and governments all have an interest in increasing collaboration on technology. New partnerships are springing up in unlikely places.

- 1) What are the drivers of successful technology innovation?
- 2) Where are new models for technology development emerging, and why?
- 3) What are the implications for business strategies?

## Special Topics

### **How to Have a Successful Marriage**

Most marriages have their ups and downs, but around 50% of marriages in countries like the US and United Kingdom end in divorce. New research has identified quantifiable indicators of relationship stability.

- 1) Is it possible to determine whether a relationship will make it in the long term?
- 2) What are the key factors that make or break marriages, and how can modified behaviour offset the risk?

### **Addicted to Success – and Loving It**

The word “addiction” has a negative connotation and is normally associated with such things as cigarettes, illegal drugs, gambling and video games. However, many successful businesspeople may also share these personality traits.

- 1) What are some of the positive aspects of addictive personalities? How do they come through in business leaders?
- 2) Is there a genetic component to modern addiction?
- 3) Can new drugs stem addictive tendencies?

### **Christo and Jeanne-Claude: “Over the River” – A Project in Progress for the Arkansas River, State of Colorado**

Christo and Jeanne-Claude will introduce themselves and present a slide show of their work, followed by a question and answer session.

### **Dinner and Jazz**

The Larry Woodley Band will regale participants with a blend of jazz, blues and soul music. Led by the versatile guitar player and singer, Larry Woodley, the Band has previously performed at the Annual Meeting and the Montreux Jazz Festival.

### **Is Business Downsizing the English Language?**

Business jargon, management-speak and consulting buzzwords are making their way into everyday language, reshaping public and private discourse.

- 1) Has business’s influence on the English language been good in any way?
- 2) “Strategize”, “downsize”, “synergies”, “leverage” and the use of “impact” as a verb; how do these seep into everyday usage?
- 3) Is business jargon creating a barrier to communication?

### **Making Money in Tough Places**

Companies often operate in nations where the rule of law is loosely interpreted at best and political instability is a fact of life. Corporate leadership must be flexible and responsive to overcome operating challenges in hostile environments.

- 1) What strategies help companies maintain operations legally, safely and profitably during turmoil?
- 2) What leadership qualities do CEOs need to successfully steer a company through political turmoil?
- 3) Are the brand risks of being associated with a tainted regime worth it? What are the risks?
- 4) When does staying do more harm than good, either for the company or the country? Is there a “tipping point” when you should simply close up shop?

## Special Topics

### Not Gone, But Almost Forgotten

While much of the world media's attention is focused on AIDS, so-called "forgotten diseases", such as diphtheria, actually kill more people annually. The hopeful news is that many of these diseases are curable and relatively inexpensive to treat.

- 1) With recent funding increases, what progress has been made in tackling these diseases?
- 2) Is the lack of market incentives to prevent and treat forgotten diseases still a problem?
- 3) What kinds of quick fixes represent the best value for money, and where would these investments make the most impact?

### Out-of-Body (Experience): In Mind

Recent research has shed new light on what have long been termed as "Out-of-Body Experiences". Aside from providing a potential explanation for the phenomenon itself, the findings also raise other interesting questions.

- 1) What is the latest evidence?
- 2) What is the relevance for neuroscience in its quest for understanding consciousness and the self?
- 3) How are these scientific findings relevant for broader medical and technological applications?

### Reveal Your True Colours

An introduction into the world of colour physiology, this session led by Eric Chiavi describes how we perceive our surroundings and how we are influenced by them. Perceived colour vibrations enter into the subconscious mind and so influence our mood, range of activity, monotony and mobility. We can perceive colours not only through our eyes, but also through our other sensors.

### The Millennium Development Goals: How Low Can You Go?

In order to reach consensus on the Millennium Development Goals (MDGs), nation states have set the bar for success low. Even so, far too few countries have met the mark in the first review.

- 1) Should we give up on the MDGs?
- 2) What can various actors do to provide new energy to the development agenda?
- 3) What can be done to give a new impetus to reach the goals?

### The First 100 Days

The first 100 days in a new executive position are critical in setting the right tone. Early successes and missteps can decisively affect what follows in the months and years ahead.

- 1) What should be at the top of the agenda for the new CEO?
- 2) Who should new leaders be talking and listening to? Are there any voices they should ignore?
- 3) What indicators can be safely used to measure success during the first months on the job?

### What Is Your Cultural IQ?

In a globalized world, being at ease in a variety of cultures should be easier. Yet, cultural distinctions and subtleties will always remain, and the ability to bridge these barriers will continue to be important.

- 1) How important is your "cultural IQ"?
- 2) How can business leaders improve cultural awareness?
- 3) How can a corporate culture be maintained within companies that operate in multiple countries?

### Who Has Time for Strategy Anyway?

The tension between tactical flexibility and long-term objectives is a key driver in the evolution of strategic planning. As product lifespans shorten, some companies are recasting their approach to strategy.

- 1) What is the function of strategy today?
- 2) What is the new thinking on strategy development, communication and execution?
- 3) How long term can you go?

### Leadership Lessons from Modern Explorers

However exhilarating, modern exploration demands skill, preparation and determination. What can business leaders learn from explorers?

- 1) What makes an explorer?
- 2) How do explorers prepare mentally and physically for challenges?
- 3) Can exploration skills really translate to the workplace?

### **The Book: No Epitaph Needed**

The number of books published last year in the US alone hit a record 195,000, 14% up on the previous year. Contrary to the much-heralded forecasts of its demise, the book is here to stay.

- 1) What is the future of the book as new generations are saturated with digital media and interactive games?
- 2) Will the content and format of the book change in order to capture the audience of tomorrow?
- 3) In the digital age, can we expect more authors than readers?

### **Human Enhancement – Too Good To Be True?**

From choosing the sex of a baby to improving athletic or mental performance through engineering and biotech advances, new methods to enhance the human body are bringing a new set of choices and dilemmas.

- 1) What types of human enhancement are already available and what is just around the corner?
- 2) Is society overly fixated on personal perfection and longevity?
- 3) Can there ever be international agreement on what is acceptable or unacceptable?

# For Your Notes

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## For Your Notes

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