

35  
YEARS

## New Leadership for Sustainable Future



*“Unless we change ourselves  
right now, we will not be  
able to change the world.”  
(Blaž Brodnjak, NLB)*

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# **New Leadership for Sustainable Future**

November, 2021



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## Address by Mr. Borut Pahor

*President of the Republic of Slovenia*

*Dear Madam President, Professor Purg,  
Excellencies,  
Ladies and Gentlemen.*

*When I attended the university, Danica Purg was one of my teachers. That was a time when everybody was still discussing big ideas for our nation, while Professor Purg has already been creating change.*

*This year, Slovenia marks its 30<sup>th</sup> anniversary, whilst IEDC Bled celebrates 35 years of excellent educational tradition. To put it in a symbolic perspective, when the first birds fledged Bled, they already carried ideas and spirit of our political spring.*

*Professor Purg's speech reminded me of an anecdote. When a professor at Harvard University's Business School was asked whether it was true they educated the best businessmen, he replied "No. We educate the noblest gentlemen."*

*Let me offer my heartfelt congratulations to Professor Purg, her colleagues, students and alumni for 35 years of excellence. Additionally, I would like to commend the Mayor of Bled for his support for this school and its vision. I wish you all continued success.*

*Today, it is my great honour to plant this linden tree together with the President of the Slovak Republic and my friend Zuzana Čaputová. Linden tree has significant meaning to both our nations. My wish for this linden tree is to grow and become a safe haven of knowledge to all students, who will attend this school.*

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# Welcome Address by Prof. Danica Purg

*President of IEDC-Bled School of Management*

*Good afternoon your Excellencies, dear Mayor of Bled, dear professors and alumni of IEDC, dear shareholders and partners, dear guests from 16 countries, welcome to IEDC, to our traditional Annual Presidents' Forum, which is taking place under the patronage of the President of the Republic of Slovenia. This is a very special event, because we are celebrating our 35<sup>th</sup> Anniversary.*

*IEDC's mission has been from the beginning to be a center of excellence for relevant executive teaching and research. It has been an agent of change in Central and Eastern Europe and a place where leaders come to meet, learn, reflect, and get inspired. Over the years, more than 94.000 managers from 100 countries studied at our programs. They have experienced and recognised IEDC, as: a place where they are exposed to best practices and latest thinking, they enjoyed the wisdom of the world class faculty, bringing with them their latest research insights, as well as deep experience in executive teaching and learning. Many of them say that the studies at our school had a transformational experience. With the knowledge and inspiration gained at IEDC-Bled School of Management, they became responsible leaders and contribute to the success of their companies and the society at large.*

*Thus, we are well aware of our responsibility in shaping our students' knowledge and skills, but above all their mindsets and attitudes. Since the beginning, IEDC-Bled School of Management has been a forerunner in the field of responsible management education. It has strongly promoted and supported development of corporate social responsibility and ethics. In fact, we built the philosophy of our school on three pillars: Sustainable Development, Ethics, and Arts & Leadership, and we shall dedicate today's Presidents' Forum to these topics.*

*We firmly believe that leaders need to develop a holistic view and use their imagination, creativity and senses to be able to find the right solutions in a globally complex world. Management has always used knowledge and skills from other professions. In our times of big data, artificial intelligence and globalization as well as de-globalization, we need different qualities to manage and lead. We need imagination, creativity and use of senses to see more, hear more and to feel more.*

*At this jubilee event, we would like to reward two pioneers, dear friends and great teachers, who have helped us build and develop the pillars of our philosophy, and more importantly, transferred it to many generations of managers and leaders:*

- Prof. Pierre Casse, the Leadership Chair at IEDC and one of the most appreciated professors of leadership in Europe and beyond and*
- Prof. Haris Pašović, professor of Arts and Leadership and world-renowned theatre director.*

*They are both great educators in their field, active in the heart of IEDC's mission and what the school stands for. We shall award them for their outstanding contribution to the creation and integration of knowledge of leadership development for a better world.*

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# Justification of awarding Doctor Honoris Causa title to Prof. Pierre Casse

***Prof. Drikus Kriek***

*Dean of IEDC-Bled School of Management, Postgraduate Studies*

After studying Sociology at the University of Liège, Prof. Casse completed his post-graduate studies in Public Administration and Business Administration at the University of Southern California before receiving his PhD in Business Administration from the University of Lille in France.

Prof. Casse has a long and distinguished career as a sociologist and spent the early part thereof with various international organizations including the OECD, FAO and the World Bank. During this time he worked in Africa, America and Europe before embarking on a celebrated academic career where he held positions as a Business School Professor at IMD (Lausanne, Switzerland), Kellogg University (Chicago, USA), IAE University Aix-en-Provence (France), and SKOLKOVO (Moscow, Russia). He held the “Suez Chair of Leadership” at the Solvay Business School (ULB-Brussels) from 2004 to 2006 and is the Dean Emeritus of the Berlin School of Creative Leadership (Steinbeis University, Germany).

He is renowned for the innovative and challenging way in which he brings a wealth of practical and academic knowledge to his classes, lectures, presentations and academic engagements. His areas of expertise include organizational behaviour, the global market, international negotiations and strategic leadership. The scope of his contributions is valued for the manner in which it raises controversial issues, challenges conventional wisdom and addresses questions that leaders are reluctant to talk about. His thoughtful and well-considered advice is based on sound academic theory, is research-based, and provides exploration of some of the most provocative issues in a way that encourages leaders to reflect on how these issues might apply to them, their teams, and organisations.



Prof. Casse is a prolific writer who has published fifteen books along with numerous articles on topics and areas as diverse as multicultural management, leadership, negotiations and philosophy. His two latest works are entitled: *Leading with Wisdom (2019)* and *Space Leadership: Learning from International Space (2020)*.

However, it is as educator, where the contribution of Prof. Casse is most well-established and where his transformational endeavors had been most impactful. This is particularly evident through his work on leadership for a new world where he combines his experience, expertise and foresight to assist leaders in crafting and adjusting leadership journeys that influence organisations and society. Prof. Casse's ability to eruditely explain the demands leaders face when competing in a borderless world while building on intrapersonal and interpersonal skills, is acknowledged far beyond the classrooms where he teaches. Testimony of his unique ability to focus to the core issues at hand can be found in how his students describe his lectures as captivating, inspirational, challenging and, most importantly, applicable to real life.

Prof. Casse demonstrated not only high professional excellence, intellectual width and depth, but also outstanding personal integrity and moral values, which are in line with the specific values that the IEDC-Bled School of Management stands for in its continuous efforts to contribute to leadership development for a better world.

Therefore, Pursuant to Article 69 of the Statutes of IEDC-Bled School of Management, Postgraduate Studies, I have a great pleasure and honor to award the honorary title Doctor Honoris Causa to Prof. Pierre Casse for his outstanding contribution to the creation and integration of knowledge of leadership development for a better world.

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# Acceptance speech

*Prof. Pierre Casse*

Dear President Purg,

Dear Dean Kriek,

Dear Board Members,

Dear colleagues, alumni, students and guests,

It is a great honour to be here today and to receive the Doctor Honoris Causa award at IEDC-Bled School of Management.

The title of my short acceptance speech is quite in line, I think, with the question that we are all asking ourselves today, namely, **What kind of leadership is needed for the new world in the making?**

**A new world in the making!**

**“Fighting entropy again... from order to disorder...”**

There is no question that we are all experiencing today what we call a “**singularity time**”. Yes, a very special time named SINGULARITY. A time when things move around and change in dramatic, unexpected, and very speedy ways. It is so drastic that we can even raise the following question: Is the human brain able to absorb so many deep changes in such a short time? Can we indeed survive in the new world that we have created without realizing what the impact of our “smart” inventions would be on the way we live together? (Durkheim about the creation of social facts through human interactions).

It is not the first time that we are experiencing a turnaround moment. We have, indeed, in the course of our collective history learned that a singularity time can be very painful but also an opportunity for human kind to reinvent itself. That can happen if the proper leadership is around. Because if it is not, then what we are experiencing is not reinvention but the collective drama of regression! Going back instead of moving forward!

Now it seems that as living beings, we have reached a point in our evolution where the alternative to reinvention is not regression but... annihilation! We'll just disappear as a species. Not a very good perspective. Is it?

**Some of the critical changes we are facing.**

**An exciting and scary world!**

**“No pain no gain”.**

Let me mention a few changes that I believe leaders (in public, private, and social sectors) must pay close attention to:

- **The first one** is obviously the challenge of creating some kind of partnership with the so-called Artificial Intelligence that I prefer to call **Non-Organic Intelligence**. I like to question the concept of intelligence applied to algorithms. Maybe it is something different and yet as powerful (if not more powerful in some areas) than human intelligence.
- **The second key issue** (that leads to many ethical questions) is the highly controversial discovery of **gene editing**. Is natural selection dead? (Sorry, Darwin). Have we really reached a point where we can decide what kind of living beings we want to be? And, who will decide?
- **The third leadership question** relates to the management of our collective lives. We all agree - I hope - that the democratic principles are sound and good. But what about the application of those basic values i.e. the government of the people, by the people and for the people in our human settings? It seems that we are suffering from a major human shortcoming, which is the negative impact that power (and its accumulation over time) can have on people (leaders). Power corrupts. It has always been the case. And I believe that the worst kind of the negative impact of power is “**The corruption of the Mind**” (lying to people, manipulating them, etc.). Confronted with a major trust issue (credibility and reliability) in our human organisations and societies all over the world, there is a strong need for leaders to protect and enhance our democratic leadership values.

There are, of course, quite a few other leadership challenges that we cannot ignore: The climate change, the unexpected epidemics, the social and economic inequalities in our societies...

**Three critical key success factors.**

**As leaders, what do we need to know and to do to perform and enjoy?**

**“Leadership must be reinvented”.**

From a leadership perspective, I have identified three major factors that can make a difference in terms of our survival and development (without talking about our success in business which is still the best way, I believe, that the human kind has come up with ways to invent, produce, distribute, sell goods and services that can help people live better lives).

**The first one** (what we keep promoting strongly at IEDC) is **creativity** with its three key dimensions: *Imagination* (producing new ideas), *Invention* (transforming the ideas into something that can be used) and *Innovation* (the ability to sell or give the invention to people who can use it).

Creativity requires a real switch in the way we think, feel, and behave. Here is a concrete example (a bit wild I confess). Let's see what we can learn - from a leadership viewpoint - from COVID 19:

**Create the surprise... the unexpected** (A life without surprises?)

1. Be mild at the beginning... it is not dangerous (Negotiate one step at a time)
2. Focus on the more open (fragile) groups of the population (Start your change with something easy. Show that it works)
3. Adapt and... mutate (Be flexible and adjust to different situations)
4. Be secretive... be mysterious (To be open is not always good)
5. Divide the members of the target group (divide to win...)
6. Fight in various environments at the same time (Expand and try out your ideas in various groups).

**The second key success factor** is the ability to manage our assumptions, i.e. our subjective and human ways to define (actually interpret) reality. For us as human beings (and I guess for other species, too) reality - as it is - is beyond our objective understanding. Nature gave us the ability to produce in our brains and minds what we call "assumptions". And it seems to be working so far (we are still around, aren't we?). Three observations here:

1. There are good and not so good assumptions. A good assumption is the one that works to predict what will happen next in a situation.
2. Human beings have invented a way to test our assumptions and improve our ways to decipher reality. It is called "sciences".
3. Actually, I think that our assumptions (organized in cultures) are our contribution to reality.

So, the turnaround world that we belong to today requires **four leadership actions** (think about the role of universities and business schools):

- To be aware of the assumptions we use to manage our lives, teams, organisations and societies,
- To test (and check out) them from time to time because they might become obsolete,
- To challenge them (there is maybe a better way),
- To invent the new ones.

In short, let's not take anything for granted in the fast changing world that we all belong to.

Let me give you an example, dear to me, about what I mean by “managing our assumptions”. Take communication among human beings. The assumption is that it is the process by which we can understand each other. Sorry, we cannot. Nature has made us in such a way that we cannot see, think, and feel what other people experience. Each of us is unique. It is already so difficult to understand oneself. And since we are still alive today, even though we cannot understand each other (at least not fully), I guess that it is reasonable to conclude that understanding each other is not critical for our survival!

But what is communication then? I claim that it is the process by which we INVENT each other. There is strong evidence that a human brain that is not exposed to another brain does not grow. If I triggered some reactions (questions, agreements, disagreements...) in your brain or mind through my presentation, then we have communicated! At least one way...!

**The third critical factor** is to learn how **to unlearn**. We must acquire the ability to question what we have learned in the past that might not be valid anymore. That challenges many education systems including business schools: How do we help people to UNLEARN!

**As a conclusion, a tentative conclusion.**

I would like to use a painting, a quote, and a book reference as a conclusion to my presentation.

The painting is by a Belgian artist René Magritte, “Ceci n’est pas une pipe” (This is not a pipe).



The quote is by Mark Twain who said, **“It is not what we do not know that is a problem. It is what we know that is wrong”**.

The book is “*What Is Life?*” by Erwin Schrödinger. If you have not yet read it, do it - it is brilliant.

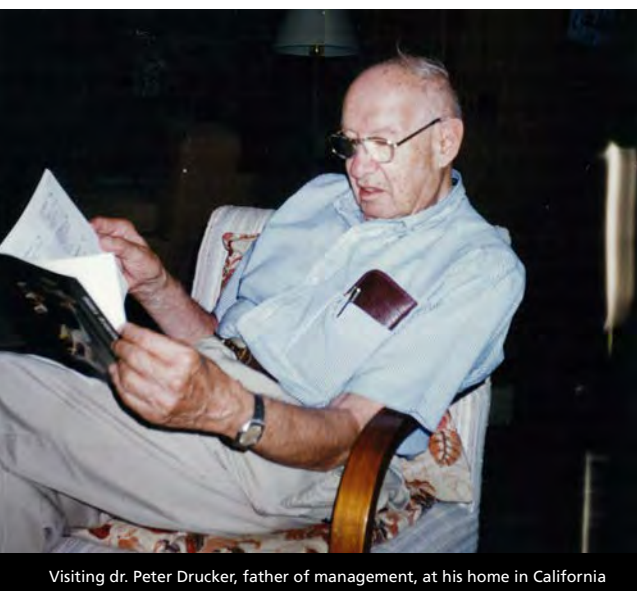
Finally, a warm thank you to President Danica Purg and her great team for the opportunity to meet and work with highly motivated and open-minded leaders.



With President of the Slovene Chamber of Commerce Mr. Marko Bulc at the opening of the IEDC



At the first Presidents' Forum with honorary guests - President of Slovenia, Mr. Milan Kučan and academician prof. Aleksander Bajt



Visiting dr. Peter Drucker, father of management, at his home in California



Violinist Miha Pogačnik, adjunct faculty member





Professor Jim Ellert (IMD Lausanne) with Ukrainian MBA student



First foreign professors Helmut Schütte (INSEAD), Derek Abell (IMD Lausanne) and Prime Minister dr. Janez Drnovšek at Presidents' Forum



First foreign delegation of executives from Zambia, accompanied by IEDC professor Arnold Walravens

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# Justification of awarding Doctor Honoris Causa title to Prof. Haris Pašović

***Prof. Drikus Kriek***

*Dean of IEDC-Bled School of Management, Postgraduate Studies*

Prof. Pašović is most renowned as a theatre director, but over the course of his career, he has also worked as a playwright, producer, choreographer, performer, designer, and as a teacher. He is the artistic leader of the East West Theatre Company in Sarajevo, a tenured Professor of Directing at the Academy of Performing Arts in Sarajevo, and a visiting professor at IEDC-Bled School of Management, Postgraduate Studies.

His education includes qualifications and academic experience from the Academy of Performing Arts in Novi Sad, a Fulbright Scholarship in the USA (with experience from University of Hawaii, Honolulu), New York University, the University of Wisconsin, Madison, the UNESCO High Levels for Directors, and the Festival d'Avignon, France.

Prof. Pašović directed in some of the most significant theatres in the former Yugoslavia and participated in a number of festivals worldwide. His productions of Frank Wedekind's *Spring Awakening* and *Calling the Birds* based on Aristophanes' play have been considered as landmarks in the theatre of the former Yugoslavia. Likewise, his production of Samuel Beckett's *Waiting for Godot* and Alfred Jarry's *Ubu Roi* have been considered as some of most classic productions in ex-Yugoslavian theatre. The former, notably because it had been the last Yugoslav premiere performed on the eve of the war in the country. As the artistic leader of theatre Promena ("Change"), Prof. Pašović directed works from Wiess, Wedensky, Kis and Buñuel, and many other works of some of the world's most prominent writers.

During the siege of Sarajevo Prof. Pašović spent most of the time in Sarajevo managing the MES International Theatre Festival where he directed plays and produced several shows. In 1993, while Sarajevo was still under the siege, he also organized the first Sarajevo Film Festival "Beyond the End of the World" and was one of the most prominent advocates of naming a square in Sarajevo after Susan Sontag.

After the war, Prof. Pašović directed several documentaries including:



- Greta, a story on Prof. Greta Ferušić who survived both Auschwitz and the siege of Sarajevo,
- a documentary trilogy about the American journalists David Rieff, Peter Maass and Ron Haviv, who had reported from the Bosnian War, entitled:
  - *Home,*
  - *Love Thy Neighbor and*
  - *The Balkans – Blood and Honey*
- an art documentary entitled *A Propos de Sarajevo* about the Sarajevo International Jazz Festival.

In 2002, Prof. Pašović made a spectacular comeback to theatre directing Shakespeare's "*Romeo and Juliet*" in front of the Parliament of Bosnia and Herzegovina in downtown Sarajevo. This was a brave futuristic production about a Muslim Romeo and a Christian Juliet, with a large crew and live musicians. It involved a 60-member crew, vehicles, fireworks, video projections across the facade of the Parliament building and has stopped the traffic in the main city for four hours each night while it was being performed.

In 2005, Prof. Pašović established the East West Theatre Company and directed a number of shows. He also writes plays, including notable examples such as *Rebellion at the National Theatre*, *Silk Drums*, *Bolero*, *Sarajevo and Football*, *Football*.

In 2012 Prof. Pašović further established himself as a great artist and a humanitarian when he commemorated those who were killed in the city's siege twenty years earlier with the Sarajevo Red Line - a concert and a visual art installation consisted of 11,541 red chairs, one for each victim, placed on the main Sarajevo street. Just two years later, he directed a massive multimedia event called *A Century of Peace After the Century of the Wars* in Sarajevo commemorating the 100 years anniversary since the beginning of the First World War and performed on Sarajevo's assassination site.

As a long time visiting professor of Arts and Leadership courses at the IEDC-Bled School of Management, Postgraduate Studies, Prof. Pašović contributed immensely to education and development of generations of managers and leaders from around the world.

Prof. Pašović demonstrated not only high professional excellence, intellectual width and depth, but also outstanding personal integrity and moral values, which are in line with the specific values that the

IEDC-Bled School of Management stands for in its continuous efforts to contribute to leadership development for a better world.

Therefore, Pursuant to Article 69 of the Statutes of IEDC-Bled School of Management, Postgraduate Studies, I have a great pleasure and honour to award the honorary title *Doctor Honoris Causa* to Prof. Haris Pašović for his outstanding contribution to creation and integration of knowledge of leadership development for a better world.

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# Acceptance speech

*Prof. Haris Pašović*

Dear President Purg,

Dear Dean Kriek,

Dear Board Members,

Dear colleagues, alumni, students and guests,

I humbly receive the honorary doctorate given to me by IEDC-Bled School of Management today. I am an artist and despite a few decades spent as a professor and entrepreneur, I have always remained an artist. For me, to be placed among most serious scholars is a very special achievement and I truly question myself whether I have deserved such an honour.

I am grateful to the IEDC-Bled School of Management for having trust in me.

I was asked to share with you a few thoughts on this occasion and I am gladly answering that invitation.

One day my grandfather Asim Pašović heard a shot. He was a teenager and helping his father, my great grandpa, in his carpenter's workshop in Sarajevo. It was June 28<sup>th</sup>, 1914. When my grandfather heard a shot, he ran out of the shop and saw a crowd running in panic and shouts "Assassination!" He struggled against the crowd and came close to the place of the incident, but couldn't see anything except chaos, hurried police and confusion. Two years later, he was drafted by the Army of the Austrian-Hungarian Empire. I imagine this 18-year-old Bosnian wondering why should he fight for a foreign state, an empire that occupied his own country?

I listened semi-interested my grandfather's story. It sounded as an irrelevant past to me. For many of us living in Sarajevo, the corner where the Sarajevo Assassination of Franz Ferdinand and his wife took place has been just another historical corner in the city with many monuments.

It is only much later that I've learned that the nationalistic aspirations coupled with an insatiable hunger for profit never stop to dig the tunnels towards the old wounds to make them bleed again.

The parrot-like repetitions of the Western stereotypes about the Balkans during the last century have harmed the region massively. All the intellectual mumblings about the exotic and violent Balkans are nothing but the gibberish reflecting the unbearable lightness of labeling, as in Winston Churchill's brutally casual and totally meaningless remark: "The Balkans produce more history than they can consume." For those more poetic minds, Rebecca West's completely impressionistic and historically, politically, and sociologically irrelevant book "*Black Lamb and Grey Falcon*" has become the "Balkan Bible for the West". Nonsensical as it is, this attitude is representative for a widespread view on the Balkans as a mystical eternal danger.

It is colonialism and nationalism that produced a surplus of history in the 20<sup>th</sup> century, not the regions of the world.

16 million people were killed only in the WWI and 20 million were injured. It is never enough to remind on this fact. It is as if all Canada were obliterated. Or as if complete Algeria were wiped out. Or the entire Poland. Once the Centuries of Wars began in 1914, the killing has hardly ever taken a break.

*"The 20<sup>th</sup> century was the most murderous in recorded history. The total number of deaths caused by, or associated with, its wars is estimated at 187 million, the equivalent of more than 10 percent of the world's population in 1913. Taken as having begun in 1914, it was a century of almost unbroken war, with few and brief periods without organised armed conflict somewhere. It was dominated by world wars: that is to say, by wars between territorial states or alliances of states."* wrote Eric Hobsbawm, one of the world's foremost historians of the last century.

Between 70 and 85 million people who were killed in the Second World War and more than 100 million people killed in other wars in the last century would have become teachers, medical doctors, nurses, cooks, scientists, cleaners, artists, cosmonauts, football players, clerks, construction workers, farmers, businesspeople. Yes, probably, some would have become criminals and murderers. But, most of the killed would have contributed to their societies and to human species as the whole. They would have been parents and grandparents. They would have celebrated birthdays; they would have gone to the summer holidays; they would have had fun, too. They would have loved and been loved. Why they were not able to do any of these?

It is because of nationalism into which they were forced for serving the interests of power and money. "Patriotism is the willingness to kill

and be killed for trivial reasons,” wrote Bertrand Russell, one of the greatest sons mankind ever had.

Nationalism in the 20<sup>th</sup> century proved wrong in a monumental way. It proved to be a dead end of history. As an ideology it has fallen into pieces and dragged human race almost to extinction. Even as dead, it still drags us into cataclysm.

What has proved as a great survivor in the turbulent human history is art. Arts and culture have been a constant in human development in different ages and places. They are common for all ethnic groups and races. Arts and culture are flourishing during good times, but they have been present during the wars and other catastrophes. The artists have created in the Warsaw Ghetto and during the Siege of Leningrad and during the Siege of Sarajevo and the readers were visiting the bombed-out library in London...

At this point we need to stop for a moment to contemplate this mysterious feature of humans – why people create and enjoy art even under the most inhuman conditions of life, often risking their own lives? The answer, which I have arrived to, is that **our need for culture, arts and entertainment is a primary need** as strong as our needs for food, sex and sleep.

Our East West Theatre Company played at the National Art Festival of South Africa in Grahamstown, during the football World Cup 2010. I wanted my cast – the Chinese-Malaysian-Italian-Bosnian-Slovenian-Burkina Faso cast – to see South Africa beyond the city perimeters, and we organized a visit to the townships near Grahamstown. While driving many kilometers through the poorest among the poorest areas, we spotted a field where local residents were preparing their festivities. Our actors and dancers joined immediately the local boys playing football and I went to listen to local musicians rehearsing on the stage built nearby. Next to the stage there was a 11- or 12-month-old boy who obviously was making his first steps on this planet. Yet, he danced spontaneously to the music he heard from the stage. It wasn't some baby-like-dancing; it was a real dance, which followed the beat perfectly well. He responded naturally to the musical information that our ancestors passed on to us. It was clear to me, like never before, that our creative ability develops from an early age, regardless of the circumstances we grow up in.

The primordial nature of culture makes us understand arts regardless of nationality, race or faith. In 2007, I directed the theatre show called “*Class Enemy*”. Nigel Williams, a playwright, placed his action in

South London in the 1970s. We adapted it to Bosnian post-war circumstances. This play about juvenile violence, we played in different cities in Bosnia and Herzegovina, for the Serbian, Bosniak, Croat and mixed origin spectators alike. And it always touched the audience equally. Jonathan Mills, director of the Edinburgh International Festival, saw our *“Class Enemy”* in a bombed building of the Faculty of Engineering in Sarajevo and invited us to Edinburgh. The Festival asked us to play in several other cities in Scotland as well. We also conducted several workshops for local young people, especially those affected by juvenile violence. In Stirling, during the workshop, I was profoundly disturbed when a teenager talked about his life and introduced himself with the words: “I am 12-year-old and I am an alcoholic...” The Bosnian show based on the English play, brought to Scotland 30 years after it was written, was meaningful for a young and troubled Scott. It is the nature of arts, which transcends a verbal language, local history and social class.

Our East West Theatre has started working together with the Prime Cut Production from Belfast and Theatre Slovensko Mladinsko Gledališče from Ljubljana on the theatrical show called *“The Conquest of Happiness.”* It was premiered in Derry/Londonderry in the program of the UK City of Culture 2013. At first, we wanted to play the show outdoors at the Bishop Street in the center of the city. But the street was divided by the wall separating the Catholics living on one side of the street and the Protestants living on the other side in the area called the Fountain. I suggested to Emma Jordan, the artistic director of the Northern Irish Prime Cut Production and Graeme Farrow, the programmer of the City of Culture to remove the 300 m long and 15 m high wall separating the communities in order to accommodate our show. We’ve known from the first second that it was a utopian endeavor. Although the Northern Irish peace-process was progressing very well indeed for more than a decade at the time, the Fountain residents have insisted for the wall remains in place. We visited them several times and explained our work and need for the wall to be removed. When the Fountain residents learned about our show, they agreed that the wall could be removed at least for the period of the run of the show! In the end the politics interfered and a massive and expensive operation could not have been done. Yet, the very fact that a theatre removed the wall, even in the minds of the people only, even for a day, was a worthy achievement.

Arts and culture are transcendental. They are a pure play. Embraced by the arts, we all become a baby dancer from a South African township.

Let me be personal in this particular moment for me today.

I guess I am a part of the legacy of the WWI in the Balkans, too. My family has grown into a massive multicultural community since my cousins have married men and women who are Serbs, Croats, Italians, Dutch and Austrians by nationality and Catholics, Orthodox Christians, Protestants, Buddhists, atheists, agnostics and, yes, Muslims too - by faith.... A family lunch looks like an international conference but very loud – everyone speaks at the same time arguing for his/her political, religious, atheist, artistic, sexual or who-knows-what-kind-of-views. What may sound as a pre-war havoc during the main course ends up with joy and laughter over the cakes and coffee.

I have grown up in the Yugoslavia that I liked for its social and geographical diversity, for the warmth of its people and for its social justice. Some geographically distant events reached the Balkans and had a butterfly effect on me. The picture of Angela Davis, a black American activist, defying a police water-cannon directed at her from the distance of one meter; a live television broadcast of Neil Armstrong's walking on the Moon and Jan Palah's self-immolation protesting against Soviet invasion of Czechoslovakia – were engraved in my memory when I was a boy growing up in Sarajevo. The image of a man standing in front of a convoy of tanks in Tiananmen Square; the name of Patrice Lumumba, an African killed leader; the movie *"Killing Fields"* about the genocide in Cambodia – have been haunting me to this day. Some people from the past defined my worldview: Marquise de Sade with his terrifying negative utopia; Ana Achmatova, who wrote poetry during the Siege of Leningrad; Ernest Hemingway and George Orwell in the Spanish Civil War; Shakespeare; Maya Deren and her avant-garde films about the female mind; The Natyasastra, a sacred Hindu book of dances; Zeami and his treatises on Japanese classical theatre - Noh; and a sorrowful sound of Armenian duduk played by Djivan Gasparyan in his composition *"I Will Not Be Sad In This World."* My political philosophy is anarchism of Mikhail Bakunin, Emma Goldman and Guy Debord. Nationalism is simply stupid.

When we, the people, want to make it happen, we can do it wonderfully. Let me lay down here a royal argument for peace. I will quote an excerpt from the speech of Queen Elisabeth II during the recent historical dinner with Michael D. Higgins, Irish poet and ex-President and Martin McGuinness, former IRA commander who had been branded by the British as terrorist for a long time, and the ex-Deputy Prime Minister of Northern Ireland. There were many other guests at the dinner, too – English, Scottish, Irish, Welsh alike. "We, are becoming good and de-

pendable neighbours and better friends; finally shedding our inhibitions about seeing the best in each other,” said Her Majesty. This is where the Queen and the anarchist agree. For no parent conceives a child to send him or her to war to get killed.

We live in dangerous times. To believe or not to believe in culture, it is the question.

In the panic-stricken, confusing times, the unexpected ideas prove to be the solutions. The art is such a surprising, yet obvious solution... ever at hand.

Beware! No sentimentalist approach here! Arts and culture are not the magic words, the spell that protects us from any threat.

We live in a dangerous world. **Brave, visionary leaders are what we need now.**

This is where Prof. Danica Purg, my dear friend Danica, and I meet: Both of us believe in the modern, creative, visionary leaders. We both believe in ethics and aesthetics that these leaders should have in them. Danica and I have met 25 years ago and become an inseparable collaborators and close friends since then. My professorship at the IEDC-Bled School of Management for more than 20 years has been the most extraordinary journey. I enthusiastically took part in Danica’s concept of Arts and Leadership. She has thought that such a subject was necessary for any leader since Arts were essential for development of humane and ethical leadership. I’ve taught the modules in Arts and Leadership focusing on film as a treasure of experience for the business and political leaders. I worked with some truly brilliant students coming from more than 60 countries around the world. I’ve exchanged the ideas with Danica Purg and dozens of the dazzling professors coming from the world’s best business schools. I’ve worked with the kindest, most professional and fascinatingly knowledgeable IEDC staff. And I have never had enough of the view on the magical Lake of Bled!

What I’ve always particularly appreciated at the IEDC-Bled School of Management has been the attitude. The spirit of the school is energetic and oriented towards a prosperous future. But it is not a shallow so called “be-positive” empty talk. The attitude here is a meaningful and responsible view on the world.

We live in dangerous times. They require from us to be sharply focused. Many times, our focus slips away unnoticeably. When I directed the first Sarajevo Film Festival subtitled “*Beyond the End of the World*”,



in 1993, during the Siege of Sarajevo, dozens of journalists from the most prominent world media asked me the same question. All, but all of them, asked: “Why the film festival during the siege?” I answered patiently to each of them: “Why the siege during the film festival?”

Let me recall Susan Sontag once again. She said about herself: “I am a zealot of seriousness.” I believe that we need to be the zealots (fanatics) of seriousness. I share with my late friend Susan this attitude.

India has taught us about Duty. As artists and politicians and business leaders, we have our Duty to fulfill, our Dharma. We are not allowed to fail.

I had a fascinating journey so far; sometimes it was unbearable to get through, many times it was miraculous. If I were to choose again the way of my life, I would go along the same road. At 60, I brave the storm and I am not afraid to live.



Her majesty Queen Elisabeth meeting Slovene executives at the IEDC conference on sustainability



Famous professor of organizational culture dr. Edgar Schein at IEDC Presidents' Forum



Professors Henry Mintzberg and Jonathan Gosling



Professors Pierre Casse and Paul Claudel



Dr. Janez Stanovnik, former President of Slovenia receiving Doctor Honoris Causa title at IEDC



Professor Nenad Filipović in the Executive MBA Class



Professor Aleksandra Kornhauser receiving Doctor Honoris Causa at IEDC





Dr. Danica Purg with President of Slovenia dr. Danilo Türk at the Presidents' Forum



The guru of change management dr. Ichak Adizes at one of his visits at IEDC



American professor Nancy Adler with Danica Purg and the IEDC MBA Alumna Anabel Dolenc Bueno



The author of Hidden Champions idea (and many books) Prof. Hermann Simon receives Doctor Honoris Causa title at IEDC



Two professors of art, engaged at IEDC - Haris Pašović and Eduard Čehovin



Actual Queen and King of the Netherlands visiting IEDC



Danica Purg receiving recognition of the International Educator of the Year 2010 by Academy of International Business (AIB)



Blaž Golob and philosopher Slavoj Žižek speaking at Bled Forum on Europe



Dr. Riccardo Illy, member of IEDC Supervisory Board and frequent speaker at IEDC

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# New Leadership in a New World

## Round Table

### **Danica Purg**

*This is a round table with our alumni, our greatest treasure. The title is “New Leadership in a New World”. We invited Melanie Seier Larsen, former president of IEDC Alumni Club Slovenia, and a great lady with broad knowledge, rich experience, and strong connections with our school, to lead this panel of great alumni. Melanie is managing director and partner at the Boston Consulting Group, a management consulting firm and a globally leading advisor on business strategy. Melanie has over 17 years of experience in different fields of management consulting. She is involved in different professional associations. She has been a board member of the Managers’ Association of Slovenia since 2008 and president of the Women Managers’ Association at the Managers’ Association of Slovenia. In 2012, Melanie was recipient of the IEDC Alumni Award. In 2019 she received the Artemida Award, given by the Managers’ Association of Slovenia. In 2020 she was awarded an Exceptional Woman of Excellence distinction by the Women’s Economic Forum in Ljubljana. I could say a lot more, but I now give the floor to Melanie.*

### **Melanie Seier Larsen**

*I would like to share some narrative around the discussion that we are going to have. I am very happy that we are going to have a discussion with these very successful individuals on our panel. The topic of new leadership in the new world is very important. There are two issues that I would like to emphasize: sustainability and attentiveness. As you all know, sustainability is a hot topic that has been discussed extensively over the last few years. We are increasingly dedicating resources to sustainability and ethical business practices and almost everybody is focused on this topic. There is a lot of focus on social and ecological criteria in addition to profit targets. Business models need to be completely rethought. They must promote a more sustainable economy. A company’s mission can no longer be just about the growth. The COVID crisis and its effect on business has contributed to the salience of the debate on sustainability. We now have an opportunity to re-examine this topic. **How can companies keep their social licenses to operate?** How are they integrating their*

*sustainability activities in their business operations? What are the most important achievements in this regard and how do they contribute to a sustainable future? I will ask my colleagues on this panel to discuss these issues. But before asking them questions, I would like to introduce them briefly.*

*Mr. **Ivan Barač** is a member of the Executive Leadership Team and director of sales and marketing of HT Group in Ericsson Nikola Tesla in Croatia. He started his career as a software developer and served as a special advisor to the deputy prime minister and minister of economy of Croatia. He is also the chairman of the National Council for Digital Economy of the Government of Croatia. He was responsible for the development of strategies and policies for digital transformation of the economy.*

*Mr. **Blaž Brodnjak** is the president and chief executive officer of NLB. He has more than 20 years' experience in managerial positions at all levels in international banking groups. He has been a member or chairman of the supervisory boards of 13 commercial banks in six countries and three insurance companies in three countries, leading asset management companies in Slovenia, and a multinational production group.*

*Mrs. **Nuša Pavlinjek Slavinec** is the managing director of ROTO. She has been managing the company in European countries since 2002 and she supervised the distribution network of the company in 63 countries. She is president of the Traditional Industries Association of Slovenia at the Chamber of Commerce and Industry of Slovenia.*

*Dr. **Mark Pleško** is the co-founder and chief executive officer of Co-sylab, a globally known company in the field of nuclear accelerators, and a leader in the field of cancer therapy. He is the president of the Engineering Academy of Slovenia, vice-president of the Science and Technology Council of the government of Slovenia, a member of the Program Council at the Faculty of Mathematics, Physics, and Computer Science at the University of Ljubljana. He is also a member of the European Union-Japan round table.*

*Dr. **Iztok Seljak** is the General Manager of Hidria Holding, Member of the Supervisory Board of the Managers' Association of Slovenia, Honorary Consul of Hungary in Slovenia, a distinctive Rotarian and a co-ordinator of a green mobility project GREMO.*

*We also have two ladies online. Mrs. **Iskra Reič** has been the executive vice-president of AstraZeneca for Europe and Canada since 2019. She is responsible for sales, marketing, and commercial operations across AstraZeneca's businesses in 30 European countries and Canada. We also*

have Mrs. **Saviola Shahollari**, the founder and chief executive officer of BAITS Albania. In the past 18 years, she has worked in managerial positions with increasing responsibilities in service industries in the country and the region. She has been managing marketing, human resources, and digital social media.

### **Melanie Seier Larsen**

Let us start with an easy question. You are all role models and everybody is looking up to you. It is a great honor to be a role model, but it also involves a huge responsibility. How do you, as managers, conceive of sustainability, and what does that concept mean for your company or for you, individually? Please provide short answers, so that we simply launch this round table.

### **Ivan Barać**

For us, at Ericsson Global, but also in Croatia, sustainability has a special significance. We are playing an important role for the sustainability of information and communication technologies. We develop solutions for the sustainable development of other industries. So, we are talking about sustainable information and communication technologies and information and communication technologies for sustainability. **Sustainability, as a target, drives our business and me personally.** It is rooted in our strategy for business and product development. We develop solutions for the sustainability of other industries.

### **Blaž Brodnjak**

I have stopped driving fast. I do not use light when I do not need it. My house is never heated above 20 degrees. I drink red wine at room temperature. For the past five years, I have not used paper. **Unless we change ourselves right now, we will not be able to change the world.**

### **Nuša Pavlinjek Slavinec**

Sustainability is part of our business culture, reflected in our product development. We provide intelligent products that save water and are recyclable or biodegradable. We collect rain from roof surfaces and recuperate energy. All our business processes incorporate sustainability.

### **Saviola Shahollari**

In Albania, we still have a lot to do in terms of sustainability. I believe that this is a matter of mentality, which has to start with “me first”. My



company is into the consulting business and it is relatively easy for us to be sustainable since we have all our staff working from home since 2012. But when we recruit people to work for us, we always look for those who have adopted sustainability as a lifestyle. We have not done very big things but we do believe that each of us must leave the planet a little better than we found it, so that it is a good place to live for the next generations.

### **Mark Pleško**

*I think that it is about waste reduction. I drive a small car and wear 20 year old pajamas at home. This sounds like a joke and it is, but it is also true. **Sustainability is a mission.** Our society can afford so many things that it is getting sick. Every year there is a new fashion, requiring new clothes. My grandfather wore the same clothes for almost his whole life. It worked well for him and he lived a long and healthy time.*

### **Iztok Seljak**

*We are at the very end of the era of seemingly endless availability of natural resources. Instead of living and working against the nature, we need to re-learn how to again work and live in harmony with the nature. At Hidria, we contribute to the promotion of sustainable growth for safeguarding the planet. Personally, I have used an electric car since 2015. Also, we have in a partnership with Rotary launched a project Adijoplas-tenka.si, which has for a goal to avoid drinking water from plastic bottles for one time use. In just three months, we prevented the use of over five million plastic bottles in Slovenia and their waste. And this is just a start. I invite you all to join and support this project.*

### **Iskra Reić**

*I am sorry that I cannot be with you for this gathering but by being absent I reduce carbon dioxide emissions. That is one way to honor one's commitment to sustainability: by reducing the number of flights. I am truly excited to participate in a discussion of this topic because sustainability is part of our business strategy and agenda. I do not know if you know this, but AstraZeneca was the first pharmacological company that committed to the attainment of zero carbon dioxide emissions by 2030. My colleagues at the company and I are very keen on making that happen by engaging our employees all around the world. Since we are a health industry, that brings a different perspective on sustainability. We look at it in a broader sense, without limiting it to environmental protection. A very important part of our sustainability effort is ensuring access to health care. During the current epidemic it is quite clear how closely connected health and the*

economy are. Therefore, we are using our capabilities to make the most meaningful impact that society needs.

**Melanie Seier Larsen**

*You talk a lot about transparency and ethics. Can you explain the role of transparency and ethics in your business? Why are they so important?*

**Iskra Reić**

*As I mentioned, sustainability is very important in our business, whereas ethics and transparency are fundamental. That is the key tool to ensure that we have a sustainable business and a resilient business model that will survive in the future. In our business model, ethics and transparency is what we start and end with. We transform scientific innovation into innovative medicine in order to fight some of the most devastating diseases across the world. By doing so, **you have to ensure ethics and transparency every step of the way**, particularly in research. That is absolutely key.*

*I think that the question of access to medicine is one of the most important in the discussion of sustainability. We used to take access to healthcare for granted but during the COVID crisis we realized that this access can be severely impacted when morbidity and mortality have risen dramatically. COVID taught us what role we can play to make sure that the healthcare systems of the future can be more resilient in future crises. They have to be sustainable in the long term.*

*We believe that this is an important topic and we can add value. We are very proud to be a partner of the World Economic Forum and the London School of Economics on a big project called Partnership for Healthcare Sustainability and Resilience. Many European governments, academic institutions, and research centers have been engaged, pooling their knowledge and capabilities to find out how healthcare systems can be made more resilient and sustainable for the future. COVID also taught us that it is important to bring different partners together so that they exchange their know-how. We learned that to achieve sustainability in the healthcare sector, we need a much vaster network of partners than we imagined before. In that way, working together, we can find a way to improve sustainability within our sector.*

**Melanie Seier Larsen**

*Iskra mentioned responsibility several times, as well as ethical behavior. Nova Ljubljanska Banka was the first Slovene bank to accept*



*the United Nations' principles of responsible banking. This shows that sustainability is not just an empty word, and real steps can be taken to achieve it. Blaž, how does this reflect on your business operations?*

**Blaž Brodnjak**

*In banking, the sustainability dimension has a multiplication effect. We are not talking just about the environment. The environment is a hygiene-related topic. If we do not get things right there, we have no future. But I am equally concerned about societal threats, such as exclusion, hatred, and inability or unwillingness to cooperate. We are witnessing the collapse of society in Slovenia. People are incapable of talking to each other anymore. That is horrible. We, as a company, address these topics. We advocate meritocracy. My generation wants to see leaders of this country and of the region that are up to the job. We want leaders who are genuinely interested in working in the interest of the people. But the leaders that we see are not up to the job. This is critical. For me, this gathering is an oasis of sanity. Why don't we create a bubble of excellence within our sphere of influence? Our generation has an opportunity and a responsibility to put this regulation on the right track. I travel a lot around our region since we have banks throughout former Yugoslavia. My mission is to connect all these places. I want to establish a free economic zone, based on the Scandinavian model. We must once and for all forget the political borders in our minds. They are not real borders. We have to start talking about freedom of movement of goods, talent, and capital.*

*If we do not want to be dependent on Russian gas, there is no alternative to nuclear fuel. It is as simple as that. Solar energy is not a solution for this region, because, unfortunately, there is no sun during the winter and during fog. We must finally start calling things by their name. There is populism all over the region and for that reason there is no transformation. That has become clear. They do not even talk to each other. How can you connect the dots if you do not talk to each other? My generation is fed up with this. It used to be important which side you were on in 1945. Now it is more important on which side you will be in 2045. That is only about 20 years from now. We have to make a move right now. All of us in this room and everybody on this planet, we all need to change our behavior immediately. I am not talking only about the environment. I am also talking about inclusion and meritocracy. The right people in the right places doing the right things. Unfortunately, time is running out. I will not shut up until I die.*

## **Melanie Seier Larsen**

*Nuša, your company has grown from a small company business to a multinational company with more than 500 employees at seven factories in six countries. You are in the business of plastic, which is increasingly becoming an undesirable material in the eyes of the public. The idea now is to put an end to the use of plastic and buy glass bottles. I am curious to know how is your company responding to this growing trend: people being aware of what material is good and what is bad. How will you react to that?*

## **Nuša Pavlinjek Slavinec**

*Many Slovene industries are sustainable. You do not see smoke-emitting chimneys above them. In that way, they are keeping the environment clean. They manufacture products known worldwide.*

*As the president of the Slovenian Plastic Association of Industry, I have to point out that there are two types of plastic: packaging and technical plastic. The latter has some positive advantages compared to other materials. It can be recycled many times. We collect plastic waste and recycle it.*

*Not all plastics are bad. There are for example so-called intelligent plastics that are used in the automotive industry. They add value to products.*

## **Melanie Seier Larsen**

*Mark, I have a question for you. I looked at your webpage and I think that what you guys are doing is incredible. I hope I understood everything well. Your company is a leading provider of control systems for most complex machines, such as nuclear accelerators, optical and radio telescopes, fusion reactors, cancer therapy systems, and much more. You participate in the Inter Project, known as the most complex science project in history, designed to demonstrate the scientific and technological feasibility of fusion power. Your company is also working on the improvement of cancer treatment through radiotherapy. Would you agree that the main purpose of scientific innovation is to work for society and promote sustainable development in business? In your view, what is the main driver behind all this innovation?*

## **Mark Pleško**

*You understood and said it well. What do we really do? We write computer programs. Imagine the job of a janitor. You could be a janitor at Ljubljana Train Station and clean dirty railroad tracks or at the palace*

*of the president of Slovenia. You are a janitor in both cases but it is a completely different type of job at those two places. They involve different types and levels of responsibility. If you clean the toilets of the president's palace well, that may have international implications. Writing software is the same. You can write software for kids' games or for scientific projects or cancer treatment. It is the same type of work but it is much more motivating to work for big scientific projects through which you contribute to the advancement and health of mankind.*

*What is the driver of science? Curiosity. When people got out of their caves millions of years ago, their first question must have been "Where can I get something to eat?" Then, the second question was probably "What is behind that hill? It is nice that we have some animals in this valley right in front of us, but I am really curious to know what is on the other side of the hill". No other animals feel that way. That is where science comes from. You have to get up on the hill and see what is beyond it. But then, you will see another hill and you will wish to climb that one, too. And then the next and the next. As we do that, we learn many new things but we also ask new questions. This is the purpose of science. The only purpose is to satisfy human curiosity. Of course, once we have made a scientific discovery, we would be stupid if we did not use it for some practical purpose. That is why we created engineering. All this stems from the way in which we have evolved. We have to live with that and use it as best we can.*

### **Melanie Seier Larsen**

*Saviola, on your webpage you have a very interesting description of what your company does. You say that where others see obstacles you see an opportunity, and that where others see only one option, you see at least three, because you know that there is always another angle and another point of view. What is the biggest obstacle that your company has had to overcome so far? What have you been most proud of? You can talk either about your company or yourself.*

### **Saviola Shahollari**

*These things are connected and they also have to do with my experience at IEDC. When I was admitted, I felt that my self-confidence was quite low as I was coming from a country without a private sector for more than 50 years of communism. The oldest private business in Albania is only 30 years old as communism fell in 1990. After I graduated from IEDC, I returned to Albania and decided to update the website as those words came from the heart. There is nothing that a small company from Albania cannot do. We do not need to repeat all the steps that others have*

been taking for 60 or 600 years. We can learn from their mistakes without having to repeat them and aim to catch up.

We provide *ACTIVE* consulting services, which means we physically go to work at the premises of our client. This way we are able to bring our mentality and vision for sustainability at their place and work to ingrain it within the advice and strategy that we propose.

The most important lesson, which I learned from Professor Casse at IEDC is that in order to be a good leader you must be a better follower. If I want to lead people towards a sustainable future I should make sure I lead by example as a follower, by being in their shoes and walking the same path.

### **Melanie Seier Larsen**

Iskra do you have time for another question before leaving? I noticed that in your PhD thesis you have explored the effect of cultural intelligence on the performance of leaders working across cross-cultural settings. Blaž talked about collaboration but you, too, have explored that concept. You are working between Europe and Canada. What are the challenges and the advantages that you encounter in this cross-cultural setting?

### **Iskra Reić**

I have almost finished my PhD. The idea came from my curiosity and my experience. I was lucky enough to have an opportunity to work across many different countries with different cultures in the past 15 years. I realized that cultural adaptation plays an enormous role in the success of a leader who is leading in a foreign culture.

As a young manager, I landed in Saudi Arabia. I was expected to reorganize business targets and performance. That was a cultural experience that I will never forget. From such experiences you learn the hard way that if you do not adapt to the local culture and are unable to manage cultural differences properly you will never be successful no matter how much intelligence and expertise you may possess.

There are always lots of challenges but each experience is a great opportunity. It makes us better people. It opens new perspectives every time. And once we have adjusted to the local culture, we become better leaders. That is how we engage people. That is what leadership is.

### **Melanie Seier Larsen**

Thank you, Iskra, for being with us. Ivan, the next question is for

you. You are an information and communication technologies supplier and you are involved in 4.0 industries. How do you impact sustainability with your solutions?

**Ivan Barać**

*It is impossible to use cell phones without what we do. And it is impossible to imagine this pandemic without Internet connectivity. Even this session would not have been possible. We are now finding new solutions using cyber solutions, robots, smart manufacturing. These are some of the current trends that will lead to a more sustainable future.*

*We are now envisioning an Internet of senses. It will enable us to transmit emotions and even a sense of touch. Because of all the new developments we will have to communicate differently. We are connecting not only people but also thinking machines. They will have a different understanding of communication. The combination of all these developments will contribute to a much more sustainable society.*

*There are companies developing all these new things. On the other hand, there are more than a billion children who do not have access to the Internet. The purpose of our company is to connect the unconnected. We are working on this together with the United Nations. Information availability is also important for gender equality.*

**Melanie Seier Larsen**

*Iztok, your company is enabling the “greenefication” of automotive industry and it has a very important role in that segment. You are one of the leading European providers of customized innovative solutions for automotive applications. What projects and achievements are you most proud of?*

**Iztok Seljak**

*As far as the automotive industry is concerned, we started from scratch in 2006-2007. And from being nobody in that industry, we became very much a somebody. We did not know how difficult it would be, thus we just did it... We combined technological innovation with business model innovation and with an open innovation approach. In 2012/2013, we obtained the European business award for the most innovative company in Europe. It was a competition of 17,000 companies. That gave us self-confidence. The question that we are asking ourselves is not whether we are going to be able to cope with the changes. Life is too short for that. We are the creators of those changes.*

*We further invested over 35 million euros and eight years of research and development in diesel cold start technologies. We ended up with a diesel cold start system that slashes emissions and fuel consumption by 30 percent. For that, we in 2016 got an award of European Automotive Suppliers Association CLEPA for the best ECO innovation of the year in Europe.*

*We are also delivering on the improvement of electrical vehicles. Our innovation Hidria Bond will result in vehicles that can cover a much longer distance than before and will considerably reduce their energy consumption. We are also launching a green mobility project GREMO that represents a partnership between government, science, and industry. **Slovenia has an excellent position for developing green mobility.** We want to become a leading European and global hub for that. We have to use the creativity that we possess to achieve that goal for the benefit of all mankind.*

### **Melanie Seier Larsen**

*Nuša, can you tell us more about innovation at your company? Where do you get ideas? How do you follow the trends? Do you set trends or are you a follower?*

### **Nuša Pavlinjek Slavinec**

*If you want to be a market leader, innovation must be part of your everyday life. We develop about two new products a week. We have a lot of young people who believe in innovation and accept the new technologies and implement them immediately in our processes. This is one of the advantages that has helped us be so successful. Plastic is a material that allows a lot of creativity. With a mix of different components, you can design all sorts of products. For instance, we manufacture garden furniture combining wood and plastic. We also mix metal and plastic to reinforce some industrial components in the automotive industry.*

*Since **young people create a lot of innovation, we have to listen to them** and implement their ideas as soon as possible.*

### **Melanie Seier Larsen**

*Saviola, I saw that you finished successfully your MBA program in 2016. You also participated in IEDC's famous case study competition and won the first prize, competing against 400 other participants. What is your favorite memory from that moment? What did you like most? Was it the process itself, or the collaboration with people, or the topic that you explored? And how did you use that knowledge in your business?*

### **Saviola Shahollari**

*It was a challenging experience. My first reaction was total fear and panic. I was sure that I was not going to win. I thought that I came from a very insignificant reality and was dealing with small challenges. But I was relying on my intuition. I did not even know how to read a corporate balance sheet at the time, but however I decided to try and see what would happen.*

*Professor Casse was in Tirana and I used that opportunity to listen to him. As I listened to what he said, I decided to sign up believing that I would not be admitted. But I got admitted, I completed my EMBA in 1 year with the best professors who were teaching you how to look inside yourself; discover your strengths and weaknesses and learn how to use them both for your benefit. That stays with you in your business and in your personal life. You start believing that the sky is the limit and since 2016 I have never stopped believing that.*

### **Melanie Seier Larsen**

*Thanks for sharing that with us. Mark, in your view why are you so successful? Do you owe some of your success to this school? Or were you successful before coming to Bled?*

### **Mark Pleško**

*This is a trick question, I know. First of all, success in business is always down to luck. I have read that successful people attribute their success to luck and their failures to their own faults. With unsuccessful people, it is the other way around. They attribute their failures to bad luck and their successes to their own talent.*

*Another reason for my success is surely tenacity. If you don't know it can't be done, you just go and do it.*

*As for this school, let me first tell you this: If, in the middle of the night, you wake up anybody who has been at IEDC and you ask "What is your first association with that school", the answer will be "Danica". I think that this is what connects all of us. Whenever I meet somebody who has been at this school, I always ask him what he thinks of Danica. It is a fantastic conversation starter. And we all love you, Danica. It is a love that I cannot describe because I am not a poet. But we all know what I mean.*

*I thought that business is something very complicated but at this school I learned that it is common sense. Of course, there are lots of things that you have to learn but IEDC gave me the confidence that if I do the*



*right things I will be successful. Thank you, Danica, and all the teachers of IEDC.*

**Melanie Seier Larsen**

*Mark mentioned love and common sense. Blaž, what did you get from this school?*

**Blaž Brodnjak**

*Focus and balance. And, by the way, we have a strategic project called Common Sense Culture.*

*IEDC is an oasis of sanity in a mentally warped world. People from various faculties almost kill the economy when they work for the government. And then they get another chance. But in business you do not get another chance. They sell themselves as authorities. Professional authorities. If there is any real authority in education in this country, that is IEDC. That is why we sponsor its programs and have a chair.*

**Melanie Seier Larsen**

*Iztok, in 2007 you wrote in your thesis about the importance of hybrid cars. That was the time when all of us were driving diesel or gasoline cars. How important was your education for your career? It seems that before studying here you were ahead of IEDC in terms of your thinking. You were very futuristic. What about now?*

**Iztok Seljak**

*I think that our core business, the core business of all of us, besides inspirational story-telling, is understanding the future and co-creating it, thus ensuring that we have a place in it as otherwise we would not exist. It is hard for us to go back to that pre-historic 2007, but at that time, the majority of the leaders in the automotive industry were claiming that hybrid/electric cars would never make it. We understood the mega macro-trends and what impact they will have 10-20 years down the road. We have foreseen what the future will look like at that time, went to our organization, and explained it and got them inspired and have co-created it, are co-creating it. This is what we do and how we do it and we enjoy it passionately, each and every day.*

**Ivan Barać**

*The first thing that IEDC gave me was jealousy. I was jealous because we do not have such a school in Croatia. But it also gave me love because I met the love of my life here.*



**Melanie Seier Larsen**

*It is time to close this panel. I have one final question for all of you. What is your vision of leadership of the future? We talked a lot about the future today. You, as leaders, can impact it.*

**Iztok Seljak**

*We have to continually share a vision of a better future for all and put together the right teams of people and make it happen. We have to create the better future together.*

**Mark Pleško**

*Let me quote what Prof. Adizes said in a lecture here at IEDC: Leadership has always been the same. It is just the name that changes. Leadership is the thumb that connects all fingers. That is what it has always been.*

**Nuša Pavlinjek Slavinec**

*Every generation brings something new and we have to adapt.*

**Blaž Brodnjak**

*I would say that we need cooperation and competition for a better world.*

**Ivan Barać**

*I come back to communication. In my humble opinion, this pandemic was a failure in communication. We need appropriate communication and respect for others, no matter what they communicate.*

**Saviola Shahollari**

**The most important thing is to be a better human and stay human.** *If we remain human, we can be better leaders who help others towards a more sustainable world.*

**Melanie Seier Larsen**

*So, I summarize. Leadership will require a common vision, putting together the right things. Leadership has not changed and will not change. It just gets different names. We need to have young leaders. We have to be inclusive and use proper communication, respect others, and be better humans.*

1986



Happy IEDC graduates



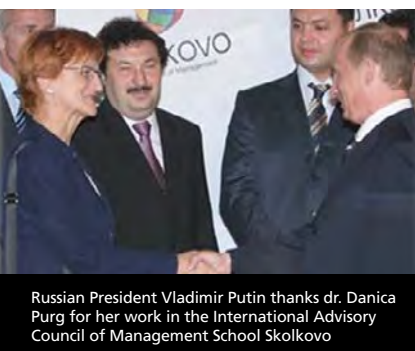
Prof. Manfred Kets de Vries receiving Doctor Honoris Causa at IEDC



Open seminar LHPT with Olympic rower Jani Klemenčič



International evening event in the Summer School program



Russian President Vladimir Putin thanks dr. Danica Purg for her work in the International Advisory Council of Management School Skolkovo



President of Estonia Ms. Kersti Kaljulaid visiting IEDC



IEDC Faculty members



Danica Purg receiving the award from the president of AMBA (Association of MBAs) Sir Paul Judge





IEDC Alumni roundtable at Presidents' Forum 2021



Danica Purg with dr. Erhard Busek, former Vice Chancellor of Austria, President of Supervisory Board of IEDC



IEDC Alumni Winter Day



Supporters of IEDC: President of Supervisory Board (SB) dr. Erhard Busek, member of SB Mr. Sandi Česko, dr. Peter Kraljič and dr. Hermann Simon



Signing the Alumni Oath



Sandi Česko with IEDC Alumni Africa



Cake offered by Žito at IEDC 35th anniversary



1986



IEDC team receiving state decoration by President dr. Danilo Türk



VIG executives on the lake of Bled



Open seminar Leading High Performing Teams



Participants of in-company program Abbott, Russia



IEDC Dean prof. Drikus Kriek



Generali Alumni Achievement Award recipients 2018





At the meeting of International Advisory Board of SOM at Zhejiang University, China



Participants from NKBM with prof. Juan Serrano



Alumni refreshment course with prof. Joe Pons



IEDC visiting professors Haris Pašović and Pierre Casse received Doctor Honoris Causa title at 35th IEDC anniversary



Professor Danny Szpiro with GMP Class



Medtronic group of participants at the Bled castle



President of Slovenia Mr. Borut Pahor, President of Slovak Republic Ms. Zuzana Čaputová in company of Biotechnical Centre Naklo students, planting the tree on the occasion of 35 anniversary of IEDC

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## IEDC “Books of the Year”

- 2021** *New Leadership for Sustainable Future: 35<sup>th</sup> Anniversary of IEDC*
- 2020** **Ichak Adizes**, *Global Crisis as Leadership Challenge*
- 2019** **Dominique Turcq**, “Beyond AI: How Neurosciences and Biology will Change our World and how Leaders Should get Prepared for It.”
- 2018** **Daniel Susskind**, *Artificial Intelligence and its Impact on Leadership*
- 2017** **José (Joe) Santos**, *Globalisation is Dead. Long Live Globalisation!*
- 2016** **Joe Peppard**, *Digitalization as Investment in Change*
- 2015** **William A. Fischer**, *Are You a Digital or an Analogue Leader?*
- 2014** **Roger Martin**, *How Winning Strategy Works and What Is It Really? Why Strategic Planning is not Strategy?*
- 2013** **Pankaj Ghemawat**, *How Global are We?*
- 2012** **Henry Chesbrough**, *With Open Innovation to Success*
- 2011** *Creating the Future: 25<sup>th</sup> Anniversary of IEDC*
- 2010** **Stéphane Garelli**, *Business as Unusual; A Competitiveness Outlook for 2011, and Beyond*
- 2009** **Hermann Simon**, *Role Models of Leadership beyond the Crisis*
- 2008** **William A. Fischer**, *New Generation Innovation*
- 2007** **Jean-François Manzoni**, *How to Avoid the Set-Up-To-Fail Syndrome*
- 2006** **Ichak Adizes**, *What is a Leader? (a video lecture)*
- 2005** **Peter Drucker**, *Manage Yourself and Then Your Company: Set an Example*

- 2004** **Manfred Kets de Vries**, *The Bright and Dark Sides of Leadership*
- 2003** **Fons Trompenaars**, *The Challenge of Leadership - Visions, Values, Cultures*
- 2002** **Milan Kučan, Jean-Philippe Deschamps, William George**, *Leadership for Innovation*
- 2001** **Milan Kučan, Peter Kraljič, Peter J. Rohleder**, *Competitiveness of Companies in Central and Eastern Europe*
- 2000** **Paul Strebel**, *Focusing on Breakthrough Options*
- 1999** **John M. Stopford**, *Harnessing Organizational Knowledge for Strategic Innovation*
- 1998** **Pedro Nueno**, *Maintaining Your Personal Value*
- 1997** Lecture by **Peter F. Drucker** on the occasion of the 10<sup>th</sup> IEDC Anniversary: “*Manage Yourself and Then Your Company: Set an Example*”
- 1996** 10 years of IEDC
- 1995** **George Taucher**, *How to Succeed with Strategic Alliances*
- 1994** **William A. Fischer**, *The New Faces of Manufacturing*
- 1993** The European Presidents’ Challenge; Beyond Restructuring
- 1992** Developing Managers for Eastern and Central Europe
- 1991** **Thomas J. Peters**, *The American Way of Managing – A Model for the Whole World?*
- 1990** **Arnoldo C. Hax**, *Redesigning of Strategic Concepts and Processes*
- 1989** **Derek F. Abell**, *Management in the Organization of the Future*
- 1988** **Peter Kraljič**, *Ways to Industrial Success*



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## About IEDC–Bled School of Management

The IEDC–Bled School of Management, founded in 1986 as the first business school of its type in Central and Eastern Europe, is one of the leading international management development institutions in Europe. This year IEDC is celebrating 35 years of its existence.

It is a place where leaders come to learn and reflect, an international centre of excellence in management development, a business meeting point, and a unique place where works of art complement a creative environment for creative leadership. Some of the world's most eminent professors and consultants teach here, and participants attend from all over the world. The total number of participants since the establishment until today stands at more than 95,000 from 100 countries.

The IEDC–Bled School of Management is an award-winning school. In 1999 it was one of the first two business schools to be awarded the IQA (International Quality Accreditation), while in 2005 it received the international accreditation from the Association of MBAs (AMBA). In 2009, the IEDC was the only institution from Central and Eastern Europe to be named among the 100 top business schools worldwide in the Aspen Institute's Beyond Grey Pinstripes ranking, for having demonstrated significant leadership in integrating social, environmental and ethical issues into its MBA program.

In 2012, the Executive MBA Program of IEDC–Bled School of Management was recognized by the Association of MBAs (AMBA) as one of the four most innovative MBA programs in the world, among 700 MBA programs accredited by AMBA in business schools in over 75 different countries. The IEDC–Bled School of Management won that recognition for innovation in combining the arts with leadership and management education.

The IEDC–Bled School of Management has been very active in the UN PRME (Principles for Responsible Management Education) activities and it was the first business school from CEE region to be recognized as PRME Champion. In 2020 and 2021 IEDC was ranked among Global 100 Innovative Universities by WURI (World Universities with Real Impact).

IEDC President, Prof. Danica Purg was named 2010 International Educator of the Year by the Academy of International Business for her outstanding achievements in international business education. In 2013, she was the Chair of the UN PRME Steering Committee and in 2020 she was leading the restructuring of PRME as the Acting Chair of the Steering Committee. The Global UN PRME Forum awarded Prof. Purg in New York in 2018 for her pioneering work in establishing the UN PRME initiative.

Prof. Purg is also recipient of the 2014 Lifetime Achievement Award in the field of management by the Managers' Association of Slovenia and the "National Order of the Legion of Honour", the highest French order of merit, received in 2018 for her dedication and support in strengthening bilateral relations among France and Slovenia, especially in the field of management education.

The IEDC–Bled School of Management is the headquarters of the International Association for Management Development in Dynamic Societies, CEEMAN, associating 220 business schools from 50 countries, the European Leadership Centre, Coca-Cola Chair of Sustainable Development and NLB Chair in Change Management. Two of its most recent endeavours are the establishment of the World Institute for Sustainability and Ethics (WISE) which is an international consortium of business schools: Cologne Business School, National Institute for Innovation Management at Zhejiang University, University of Stellenbosch Business School, and IEDC, and IEDC Team Development Institute which aims to address organisational needs by offering a full-range of interventions to potential clients on how can teams develop through research-based learning and facilitated discovery.

Along with its highly-ranked International Executive MBA and Doctoral programs, the IEDC offers short executive seminars for top management and a wide range of general management programs including a four-week General Management Program and an International Summer School for Young Managers - YMP. Companies and other organizations appreciate very much IEDC's innovative, experiential learning with great impact.

IEDC has hosted management gurus such as Peter Drucker, Henry Mintzberg, Edgar Schein, Ichak Adizes, Otto Scharmer, Manfred Kets de Vries, Nancy Adler, Bill Fischer, Pankaj Ghemawat, Roger Martin, Stéphane Garelli, Daniel Susskind, Dominique Turcq, Xiaobo Wu and others.

IEDC has reliable partnerships with a number of well-known regional and international clients, among them: Abbott Russia, Achmea the Netherlands, AstraZeneca Russia, Austrian Post, BAE Systems, Coca-Cola CEE, Croatia Osiguranje, Erdemir Turkey (part of OYAK Mining Metallurgy Group), Erste Group Bank, Generali ACEER, Gorenje/Hisense, Krka, Lek Sandoz, Luka Koper, Medtronic EMEA, Nova Ljubljanska Banka, Novartis Russia, Nicelabel International, Pivovarna Laško Union (part of the Heineken Company), Smollan South Africa, Syspro South Africa, Takeda Russia, Tikveš Winery, North Macedonia, Vienna Insurance Group, Zavarovalnica Triglav, and many others.

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## IEDC Supervisory Board

### ***President:***

- Dr. **Erhard Busek**, Chairman of Institute for the Danube Region and Central Europe, Austria

### ***Vice President:***

- Prof. **Derek F. Abell**, Professor Emeritus, ESMT - European School of Management and Technology, Germany

### ***Members of the Supervisory Board:***

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- Mr. **Tomaž Jontes**, Vice President of the Management Board, Telekom Slovenije
- Mr. **Zooullis Mina**, General Manager, Pivovarna Laško Union d.o.o.
- Mr. **Klemen Šešok**, Chief Reinvention Officer, Iskra d.o.o., Slovenia
- Mr. **Janez Škrabec**, President, Riko Group, Slovenia

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## IEDC Alumni clubs around the world

*IEDC Alumni Club Africa*

*IEDC Alumni Club Albania*

*IEDC Alumni Club*

*Bosnia and Herzegovina*

*IEDC Alumni Club Bulgaria*

*IEDC Alumni Club Croatia*

*IEDC Alumni Club Georgia*

*IEDC Alumni Club Kosovo*

*IEDC Alumni Club*

*North Macedonia*

*IEDC Alumni Club Moldova*

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## IEDC Coca-Cola Chair of Sustainable Development



The IEDC Coca-Cola Chair of Sustainable Development was established as a partnership between Coca-Cola Company and IEDC–Bled School of Management in December 2010. The Chair was founded after the two-year successful collaboration through Coca-Cola Chair of Marketing, which contributed to the development of IEDC’s marketing expertise from 2008 to 2010. Since then, being a forerunner in CEE in educational and research development in the field of sustainability, we have the Coca-Cola Chair of Sustainable Development.

The Coca-Cola Company donation was designed to support applied research, development of unique teaching processes, and leadership of breakthrough global outreach efforts aimed at developing management professionals.





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## IEDC NLB Chair in Change Management



The IEDC NLB Chair was established as a partnership between NLB and IEDC–Bled School of Management in 2019. NLB and IEDC have set out to build on their relationship and cooperation by optimizing the benefits of a Chair to assist NLB in some of its research needs. The NLB Chair at IEDC-Bled School of Management is an interdisciplinary initiative aimed at investigating the various dimensions of management education, and disseminating this knowledge regionally and internationally; development and dissemination of teaching tools and organization of seminars, conferences, and educational events aimed at promoting and advancing management education.







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Coca-Cola Chair  
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NLB Chair  
in Change Management



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# *Take off from the new passenger terminal*

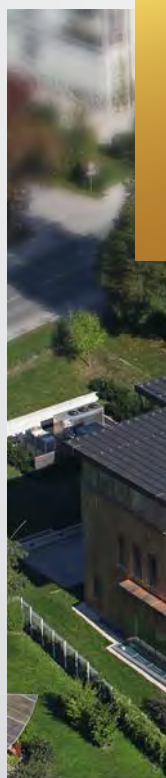
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