

AGENDA

Location: Dubai, UAE

Wednesday, December 10, 2025

8:30 **Informal Breakfast**

9:30 **Welcome**

Dennis Carey – Founder, CEO Academy

Sandy Climan – Chairman, CEO Academy

Michael Useem – William and Jacalyn Egan Professor Emeritus of Management and Faculty Director, Leadership Center & McNulty Leadership Program, The Wharton School

9:45 **Leadership, Innovation, and Shaping the Future: A Conversation with Siemens CEO Barbara Humpton**

Join us for an in-depth conversation with Barbara Humpton, president and CEO of Siemens Corporation, as she reflects on her leadership journey, the challenges of guiding a global company in its largest market, and her vision for the future. From navigating leadership transitions to advancing workforce development and embracing AI, Humpton will share insights on how Siemens is transforming the industries, infrastructure, and transportation that form the backbone of America's economy.

Speaker: **Barbara Humpton** – President and CEO, Siemens Corporation

10:30 **Leveraging AI and Digital Transformation for Unprecedented Economic Power and a Competitive Edge**

In today's interconnected world, digital transformation is a global imperative. This session offers a global perspective on how CEOs and senior leaders can harness the power of technology and AI to drive economic diversification and secure a competitive edge on the world stage. We will explore the strategic role digital transformation plays in redefining industries and economies across continents, focusing on how leaders can navigate the complex challenges and seize the vast opportunities that come with adopting cutting-edge technologies. From cybersecurity threats to the promise of AI, this session will provide a road map for leaders ready to lead their organizations into a new era of global competitiveness. Learn what leadership looks like in the world of AI.

Speaker: **Tiger Tyagarajan** – Former President and CEO, Genpact

11:15 **Break**

11:25 **The Future of Capital: Navigating Investment Strategy and Financial Innovation**

From digital currencies to shifting interest rates and evolving capital markets, CEOs are confronting a rapidly changing financial landscape. This session explores how forward-looking leaders are rethinking investment strategy and balancing innovation with risk amid macroeconomic volatility, supply chain disruption, and regulatory uncertainty. Learn how emerging financial technologies and new models of capital deployment can position your organization for resilience, agility, and long-term growth.

Speaker: **Vineet Budki** – Managing Partner and CEO, Sigma Capital

12:10 **(LUNCH) NETWORKING LUNCH**

13:15 **AI, Deficits, and the New Economic Regime: How CEOs Must Navigate the Next Decade**

Roger W. Ferguson Jr., former Federal Reserve Board vice chairman and former CEO of TIAA, joins us for a high-level discussion on navigating economic shifts and thriving amid transformative AI, fiscal deficits, and geopolitical disruption. Leveraging his roles as chief investment officer at Red Cell Partners and distinguished fellow at the Council on Foreign Relations, Ferguson will highlight key macroeconomic forces such as AI's potential, structural deficits, and interest rate inflection points that demand boardroom focus, decisive leadership, and strategic foresight for the decade ahead.

Speaker: **Roger W. Ferguson Jr.** – Former Vice Chairman, Federal Reserve Board; former CEO, TIAA

- 14:00 **The CEO's Balancing Act: Building Enduring Businesses Across the GCC and Beyond**
Shiv—renowned business leader, former CEO for emerging markets at Nokia and CEO of PepsiCo India, and current board advisor to global firms—brings decades of experience leading through complexity across India, the Middle East, and Asia Pacific. In this candid session, Shiv will explore what it takes to drive sustainable growth and organizational transformation in high-potential but often volatile markets. Drawing on his leadership across consumer goods, telecom, and conglomerates, he will offer practical insights on scaling innovation across fragmented geographies, building trust as a strategic asset, and navigating disruption with resilience and purpose. For CEOs and board leaders seeking to unlock regional growth while maintaining global agility, this is a rare opportunity to hear from one of Asia's most respected and future-focused executives.
Speaker: Shiv — Operating Partner, Advent International; Former CEO, PepsiCo India
- 14:45 **Break**
- 15:00 **Navigating Power and Policy: Business, Diplomacy, and the Trump-Era Global Order**
As U.S. Ambassador to the European Union under President Donald J. Trump, Gordon Sondland was at the epicenter of a dramatic shift in global diplomacy—one that upended long-standing alliances, rewrote trade agreements, and tested the resilience of international institutions. From navigating tense negotiations with heads of state to managing the fallout of policy shocks that reverberated across markets, Sondland brings rare, first-hand insight into how the Trump administration's unconventional approach reshaped the rules of global engagement. In this session, he'll share unfiltered lessons on leveraging political change to create opportunity, anticipating policy moves before they hit the headlines, and building resilience in an era where a single decision in Washington—or Brussels—can alter the trajectory of entire industries. CEOs will leave with a clearer roadmap for thriving in a high-stakes environment where political disruption is not the exception, but the norm.
Speaker: Ambassador Gordon D. Sondland – Founder & Chairman, Provenance Hotels; Former U.S. Ambassador to the European Union
- 15:45 **Insight to Action: Strategy, Innovation, and Resilience in a Shifting Global Landscape**
In today's environment of rapid technological change, evolving capital markets, and shifting geopolitical alliances, senior leaders are being asked to do more than respond—they must redefine how their organizations lead, grow, and endure. This facilitated session brings executives together in small, trusted peer groups to explore how these global forces are shaping their own leadership agendas. Through candid, off-the-record dialogue, you'll connect across geographies and industries to unpack the complexity behind innovation, economic transformation, talent shifts, and sustainable growth models.
Breakouts: Led by Experienced Facilitators
- 16:30 **Key Takeaways**
- 16:45 **Break**
- 18:00 **Dinner and Entertainment**
- 20:00 **End-of-Day Wrap-Up**

Thursday, December 11, 2025

8:30 **Informal Breakfast**

9:30 **Introduction to Day 2**

Dennis Carey – Founder, CEO Academy

Sandy Climan – Chairman, CEO Academy

Michael Useem – William and Jacalyn Egan Professor Emeritus of Management and Faculty Director, Leadership Center & McNulty Leadership Program, The Wharton School

9:45 **Driving Global Growth: Lessons from Leading in Complex Markets**

Join Stanislav Vecera, president of Procter & Gamble's Asia Pacific, Middle East, and Africa region, as he shares valuable insights from managing operations across more than 100 countries and successfully driving growth in diverse, high-stakes markets. Drawing from his leadership in markets including Europe, Japan, Nigeria, Singapore, South Africa, and North America, Vecera will highlight strategies for navigating economic and geopolitical complexities, fostering organizational agility, and driving sustainable growth in dynamic environments. Participants will gain practical, globally tested insights to help their businesses thrive in today's interconnected world.

Speaker: **Stanislav Vecera** – President, Asia Pacific, Middle East, and Africa, Procter & Gamble

10:30 **Bridging Borders: A CEO's Guide to Navigating Global Diplomacy and Building Strategic Alliances**

In this exclusive session, former U.S. Ambassador Joseph W. Westphal will offer unparalleled insights into the intricate dance of international relations and public policy. CEOs will learn how to navigate complex geopolitical landscapes, engage effectively with global delegates, and leverage diplomatic channels to secure sustainable business alliances. This session will challenge leaders to rethink traditional approaches to foreign markets. Whether CEOs are entering new territories or expanding existing partnerships, this session will equip them with the tools to forge meaningful, long-lasting international relationships that drive business growth and global influence.

Speaker: **Ambassador Joseph W. Westphal** – Senior Global Fellow, The Lauder Institute; Former U.S. Ambassador to the Kingdom of Saudi Arabia

11:15 **Break**

11:25 **Why Your Human Capital Strategy May Be Sabotaging Your Growth**

Join Peter Cappelli, a longtime authority on talent strategy, as he challenges conventional wisdom on people management in today's fast-moving economies. Drawing on his recent columns and research, Cappelli will show executives why many workforce initiatives – such as flashy well-being programs, AI investments, and hybrid work policies – actually erode culture, fuel turnover, and restrict innovation rather than drive value. This session is a call to re-engineer the strategic architecture of people decisions, which is especially vital for companies navigating ambitious growth across Dubai, the Gulf region, and around the globe.

Speaker: **Peter Cappelli** – George W. Taylor Professor of Management and Director, Center for Human Resources, The Wharton School

12:10 **NETWORKING LUNCH**

13:15 **Power, Pressure, and Pivot Points: Leading Through Geopolitical Upheaval and Global Realignment**

A new era of geopolitical complexity is taking shape – defined by fractured alliances, election-fueled uncertainty, China's global overproduction, rising economic nationalism, and the accelerating influence of AI and digital infrastructure on global power dynamics. For senior leaders, this is not just background noise – it's a reshaping of the playing field. In this high-stakes session, you'll explore what it means to "win" in the age of volatility and how to position your organization to lead through disruption, de-risk your global footprint, and thrive amid the convergence of technology, talent, and geopolitics.

Speaker: **Ram Charan** – Director; Advisor to Global CEOs and Boards

14:00

Capitalizing on New Leadership Models for Sustainable Success

Join Wharton professor Michael Useem, one of the world's leading voices on strategy and leadership, for a thought-provoking look at Japan's emerging model of corporate leadership. Drawing from his in-depth research and recent book *Resolute Japan*, this session explores how Japanese companies are navigating today's global pressures while outperforming in areas such as shareholder return, stakeholder trust, and organizational resilience. In an era defined by volatility and competing priorities, Useem will offer fresh insights into how leaders can drive enduring success without compromising agility, responsibility, or results.

Speaker: **Michael Useem** — William and Jacalyn Egan Professor Emeritus of Management and Faculty Director, Leadership Center & McNulty Leadership Program, The Wharton School

14:45

Break

15:00

From Covert Ops to Boardroom Strategy: Uncovering Lessons from a CIA Spy Turned Global Advisor

Step into a rare and riveting narrative as a former intelligence officer and global strategy advisor reveals the hard-won lessons of navigating shadowy geopolitical terrain and high-stakes international markets. Combining covert operations expertise with boardroom-level strategic insight, the speaker translates clandestine truths into executive advantage. Whether responding to emerging tech vulnerabilities, safeguarding reputational and digital assets, or capitalizing on unconventional market intersections, they share how every strategic move — like a covert operation — demands foresight, agility, and resilience that resonate across the rapidly evolving markets of the GCC, APAC, and Africa.

15:45

Insight to Action: Power, Policy, and Performance in Fragmented Markets

Global leadership today means operating amid fractured alliances, contested markets, and shifting centers of power. From capital strategy and regional expansion to talent planning and policy navigation, decisions once considered routine are now shaped by volatility, fragmentation, and competing pressures across borders. In this facilitated peer dialogue, senior executives from across the GCC, India, Asia Pacific, and beyond will convene in small, high-trust groups to reflect on how these forces are playing out in their own enterprises.

Breakouts: **Led by Experienced Facilitators**

16:30

Key Takeaways and Wharton Certificate Presentation

16:45

End of Program