

ADC LEADERSHIP RETREAT 27 – 29 AUGUST BUILDING RESILIENCE

Resilience theory, first introduced by Canadian ecologist C.S. 'Buzz' Holling in 1973, begins with two radical premises. The first is that the world is a complex system, where seemingly independent components often interact in subtle, important ways. The second is that the long-held assumption that systems respond to change in a linear, predictable fashion is simply wrong.

From these premises the theory models what it calls 'complex adaptive systems', which are dynamic and self organising. Evidence increasingly shows that many systems historically assumed to be independent, to be stable and to exhibit predictable growth patterns are in fact better fitted to the 'complex adaptive systems' model.

A key feature of complex adaptive systems is that they exist in one of a number of different equilibria and, in certain circumstances, switch between them very quickly. Studies of resilience focus on the tipping points between different states. They look at gradual stresses, such as climate change, as well as chance events—things like storms, fires, even stock market crashes—that can tip a system into equilibrium, from which it may be difficult to recover. How much shock can a system absorb before it transforms into something fundamentally different? How can we change a system to produce enduring positive change? These are the central questions resilience theory seeks to answer.

Resilience theory gives us a framework for understanding the global crises of the past decade. It can also help us understand why we failed to see them coming and how we might predict them in the future. The concept of resilience upends old ideas about controlling change directly. Resilience theory suggests we embrace volatility, diversity, and decentralisation, through new leadership and flexibility in ideas, attitudes, policies and practices.

By appraising financial markets as complex adaptive systems, we can become more realistic about our capacity to predict future events and to invest sensibly in markets that will to varying degrees remain volatile and unpredictable. At the same time, the challenge for regulators is to make markets more resilient and to restore confidence and trust in global markets, even capitalism itself.

The political games often seen in modern politics seem a far cry from the fundamental aims of human survival and prosperity. The hung parliaments elected in Britain and Australia raise the question of the resilience of modern democracy and the two-party system. A look beyond our shores can give alternative models of political, economic and social resilience. At a domestic level, our taxation, health and industrial systems need to insure both themselves and their beneficiaries against future stresses and shocks.

The resilience of people and the organisations they run are similarly important. Concerns such as cybersecurity, technical manufacturing and supply chains, environmental risks for resources companies, and cross cultural negotiations complicate business operations. Our communities and cities need to prepare for the coming demographic shifts as the baby boomer generation ages and the population grows. As individuals and leaders, we need to develop mental and spiritual resilience to constructively prepare for potential disasters looming on the horizon, to have the fortitude to solve tomorrow's problems today, and to embrace the future we want to live.

There is evidence showing a strong degree of synergy between economic resilience and broader social objectives. As it is increasingly difficult to isolate economic risks from social, environmental, technological and political risks, resilience is becoming a whole-of-civilisation problem. This presents deep challenges for the progress of humanity at large, as risks merge and systems converge.



Social and gender inequality are becoming acknowledged as a drain on economic productivity. Education is another way that we can achieve resilience throughout society, with consequences in both the political and economic domains. Developing innovation pathways connecting education and research organisations with businesses and policy makers will improve productivity and build longer term economic resilience, especially in the areas of science and technology. Building our research capacity is crucial for Australia to remain competitive, capable of entering new industries and competent to develop more established ones.

Burgeoning population growth and resource scarcities are presenting challenges that will fundamentally affect the peace and prosperity of human civilisation. The current faltering of global initiatives to avert climate change has highlighted our apparent incapacity to effect change without clear and present danger. How can we adapt our global governance systems to address these systemic risks? Can we produce innovations that will bring us into a new era of prosperity?

This year's theme 'Building Resilience' is a call to arms. Will we merely survive, or can we find ways to thrive in the complex landscape of the 21st century? Our best option is to approach this question with an optimistic realism, without false hopes or constructs, and to begin from where we find ourselves. Building resilience is about developing strategies for communities, institutions and systems so that they can absorb change while continuing to function and improve.

Program – Friday 27 August

From 1:00pm Central Lanai	Information and Speakers' desk
3:30 – 4:30pm Lion's Court	Afternoon Tea
Session 1 4:45 – 4:55pm Entertainment Centre	<p>Introduction & Welcome</p> <p>Michael Roux Chairman, ADC Forum</p>
Session 2 4:55 – 6:40pm Entertainment Centre	<p>Brainstorming Opening Plenary Australia – big questions and new unknowns</p> <p>Six days after Australia's election, this session will assess the new political and economic landscape, and the latest and most pressing realities. Its spirit will be one of brainstorming. Core thinking will be stimulated first from the platform. Then engagement and reaction invited from all retreat participants.</p> <p>The session will have two broad themes and sections.</p> <p>First, it will debate Australia's new domestic political challenges and economic realities. What does the election result mean? Where to next?</p> <p>Second, it will assess how these new Australian political realities relate to the multitude of unresolved global issues. How far is Australia still on the same planet as the rest of the world? How does the rest of the world see us?</p> <p>I: Australia six days after the election An address by Annabel Crabb Chief Political Writer, ABC Online</p> <p><i>Commentators:</i> Professor The Hon Gareth Evans AO QC Chancellor, The Australian National University Greig Gailey Director, ADC Forum The Hon Steve Bracks AC</p> <p>II: Beyond Australia – the global realities An address by Lord Nicholas Stern IG Patel Professor of Economics & Government, The London School of Economics and Political Science</p> <p><i>Commentators:</i> Dr Raghida Dergham Senior Diplomatic Correspondent and Columnist, Al Hayat</p>



Program – Friday 27 August

	<p>Dr Bror Saxberg Chief Learning Officer, Kaplan Inc</p> <p>Dr Daniel Shapiro Founder & Director, Harvard International Negotiation Program, Harvard Law School</p> <p>Dr Kiyoshi Kurokawa Professor, National Graduate Institute for Policy Studies</p> <p><i>Moderated by:</i></p> <p>Nik Gowing Main Presenter, BBC World News</p>
<p>Session 3 6:45 – 7:10pm <i>Entertainment Centre</i></p>	<p>Modern Indonesia</p> <p>Along with China and India, Indonesia was the only G20 member that grew during the financial crisis. Its government showed sound fiscal management including stimulus measures with a focus on the poor and responsive monetary policy, backed by a strong basis of domestic demand. Although Australia's closest large Asian neighbour still faces many challenges, financial sector and regulatory reform are underway.</p> <ul style="list-style-type: none">• What needs to be done to increase commercial opportunities between Australia and Indonesia?• What do Australian businesses need to know about doing business in Indonesia? <p>An address by Minister Gita Wirjawan Chairman, Investment Coordination Board of the Republic of Indonesia</p> <p><i>Moderated by:</i></p> <p>Benjamin Soemartopo McKinsey & Company Jakarta</p>
<p>7:20 – 9:10pm <i>Poolside</i></p>	<p>Dinner</p>
<p>Session 4 9:20 – 9:55pm <i>Entertainment Centre</i></p>	<p>The potential of leadership</p> <p>Leadership can be a force for change and transformation. The challenges of leadership in the 21st Century are considerable, and arguably beyond the scope of either forceful individuals or fractious collectives. Amongst leaders' greatest challenges are questions of peace and common prosperity, our stewardship on earth and our duty to future generations. How can leaders realise and live up to their full potential?</p> <p>The Venerable Gonsar Rinpoche Director, Rabten Choeing Center</p> <p><i>Moderated by:</i></p> <p>Michael Roux Chairman, ADC Forum</p>

Program – Friday 27 August

Session 5.1
10:00 – 11:00pm
Oriental

Night Cap: The learning revolution

Our brains are designed to learn, unless of course they are denied proper opportunity. Much has been made about the revolution in communications and technology, and to a significant degree, investment in facilities and equipment for learning has hitherto been considered good education policy. What education policy has been missing is a proper apprehension of brains: an integrated appreciation of developments in the cognitive sciences over recent decades. If the world is to cope with increasingly complex challenges and greater competition, we will need a revolution in learning itself.

- What does cognitive science tell us about the changes needed in teaching, learning and curricula?
- To what extent does online education have a role to play?

Dr Bror Saxberg

Chief Learning Officer, Kaplan Inc.

Moderated by:

Mehrdad Baghai

Managing Director, Alchemy Growth Partners

Session 5.2
10:00 – 11:00pm
Pool Lanai

Night Cap: The Long Crisis - a premature offensive on climate change?

Climate change is arguably the number one global challenge for government, business and the wider community. The climate crisis requires preventative measures on an unprecedented scale. In responding to threats, fear is often a powerful motivator. It has led to strong responses on terrorism and nuclear warfare in the recent past. When it comes to climate change as a danger to international peace and security, the risks and their time horizon are difficult to quantify and the responses to manage them are just as uncertain.

- What are the national security implications of climate change?
- How should society manage any 'long crisis' where the causes are disproportionate to the consequences and may be decoupled by long time horizons?
- What attitudinal shifts are required to manage these kinds of diverse and divergent risks?

Emeritus Professor Paul Dibb AM

Chairman, Strategic Defence Studies Centre,
The Australian National University

Björn Stigson

President, World Business Council for Sustainable Development
Moderated by:

Dr James Moody

2005 Australian Leadership Awardee



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Session 5.3 10:00 – 11:00pm

Beach Pavilion

Night Cap: Science, public policy and the elusive common ground

Solving the major policy challenges of our time, such as managing global markets or dealing with climate change, increasingly relies on specialised knowledge from the sciences and humanities. And while this is often recognised by both policy makers and scientists, there appears to exist a disconnect between the expert information and the policy decisions being made, especially when it comes to climate change. As a result, there is not always a proper assessment of risk.

- What role does the scientific community have in educating policy makers and influencing public policy?
- Should the natural sciences have the same influence over public policy as does the social science of economics?
- Has there been a failure in effectively communicating the science of climate change?
- How does society use new knowledge to improve policy before wavering populaces and cautious politicians?

Dr Kiyoshi Kurokawa

Professor, National Graduate Institute for Policy Studies

Professor Penny Sackett

Chief Scientist for Australia

Moderated by:

Dr Megan Clark AO

Chief Executive, CSIRO

Session 5.4 10:00 – 11:00pm

Azure

Night Cap: Enhancing humans – how far will we allow science to go?

As science and technology continues to advance, some of the fundamental parameters of the human condition might be challenged. If man is able to extend basic human capacities within the lifespan of many people alive today, then it is important to consider now the normative questions raised by such prospects. The answers to these questions might not only help us be better prepared when technology catches up with imagination, but may also be relevant to many decisions we make today, such as funding allocation.

- What hopes, ambitions and quandaries lie on the frontiers of medicine and human enhancement technology today?
- What influences can ethical philosophy and Western 'bioethics' have in a globalised world?

A conversation with **Professor Julian Savulescu**

Uehiro Chair in Practical Ethics, University of Oxford

Moderated by:

Professor Edward Byrne AO

Vice-Chancellor and President, Monash University

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Session 5.5 10:00 – 11:00pm <i>La trattoria</i>	<p>Night Cap: The oil disaster – the fall-out beyond the Gulf of Mexico</p> <p>The Gulf of Mexico oil spill is said to be the United States' worst environmental disaster. Its impact however will not be limited to the damage done to the natural world.</p> <ul style="list-style-type: none"> • What are the likely implications of the oil spill for broader industry? • What can industry learn about crisis management from the BP experience? • How do we best manage national and corporate interest when they relate so closely?
Session 5.6 10:00 – 11:00pm <i>La Fontaine</i>	<p>Professor Ed Blakely Professor of Urban and Regional Planning, The United States Study Centre, The University of Sydney</p> <p>Gerry Hueston President, BP Australasia</p>
Session 5.6 10:00 – 11:00pm <i>La Fontaine</i>	<p><i>Moderated by:</i></p> <p>Noel Williams Vice President Business Development Asia Pacific, Dow Chemical Pacific Pty Ltd</p> <p>Night Cap: Beyond the conscious mind</p> <p>Albert Einstein famously said that problems cannot be solved by the same level of thinking that created them. So often our perspectives and conceptual frameworks carry biases or conflict: we aim to have an open mind, but are often all too unaware that our subconscious foils our efforts at creating, thinking, perceiving and interacting. Join a conversation with The Venerable Gonsar Rinpoche about the nature of the mind, the meaning of enlightenment, and what it means to raise our consciousness to deal with those issues that afflict us all.</p> <p>A conversation with The Venerable Gonsar Rinpoche Director, Rabten Choeing Center</p> <p><i>Moderated by:</i></p> <p>Professor Dr Dr Andreas Schapowal President, Swiss Tinnitus Association</p>
Session 5.7 10:00 – 11:00pm <i>Planters</i>	<p>Night Cap: The Opening Door – Contemporary Chinese Art Since 1978</p> <p>In 1978 Deng Xiaoping announced the 'Open Door Policy' and welcomed foreign business into China to play a role in improving the country's economic future. This policy was part of a broader movement of social liberalisation following the chaos and extremism of the Cultural Revolution. Local artists also took advantage of the opening door and actively explored contemporary modes of expression. Few could have predicted that thirty years</p>



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on artworks by 'avant-garde' Chinese artists would sell at auction for \$2,000,000 and more, or that artists would move to New York, Paris and Sydney (many in the wake of the trauma of June 4 1989) and go on to achieve international success. This talk will look back on some of the changes that have occurred in Chinese art since 1978, with a focus on key works and what they might tell us about contemporary China.

Dr Claire Roberts

Research Fellow, School of Culture, History, and Language, ANU College of Asia and the Pacific, The Australian National University

Moderated by:

Dr Gene Sherman AM

Chairman, Sherman Contemporary Art Foundation

Session 5.8

10:00 – 11:00pm

Lagoon Lanai

Night Cap: Iran – a year after the uprising

Iran continues to have a turbulent internal situation and remains a major worry for the international community. Just over a year ago Iran held controversial elections that resulted in uprisings around the country. In May, Iran, Brazil and Turkey signed an agreement, known as the 'Tehran Declaration', to provide Iran with enriched uranium. Iran currently has two uranium enrichment facilities and officials recently announced that they will construct ten new facilities starting next year. A fourth round of U.N. Security Council sanctions have recently been enforced and some countries, especially the US and Israel, remain highly concerned.

- How has the social, political and economic situation developed in Iran in the wake of the elections and the ensuing tensions?
- What is the attitude towards the 'Tehran Declaration' and the nuclear program inside Iran? Is it possible to diffuse mounting international tensions over Iran's nuclear program?
- Does the social and political situation in Iran open possibilities for development of better international relations?

Professor David Menashri

Director, Centre for Iranian Studies and Dean of Special Programs, Tel Aviv University

Professor Mahmood Sariolghalam

Professor of International Relations, National University of Iran

Moderated by:

Hugh Morgan AC

Director, ADC Forum and Chief Executive Officer, First Charnock Pty Ltd



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6:00 – 8:20am <i>Azure Restaurant</i>	General Breakfast
7:30am <i>La Trattoria</i>	Private Breakfast – Investor Circle
Session 6 8:20 – 9:15am <i>Entertainment Centre</i>	Kailis Oration (The Kailis Oration is held in memory of Michael G Kailis AM CBE CitWA, a founding member of ADC Forum) Vision 2050: the new agenda for business The world's population is expected to grow to nine billion by 2050. Food, water, and energy supply are just some of the critical resource issues that must be addressed. Vision 2050 calls for a new agenda for business: to work with government and society to transform markets and competition and create a resilient world in which 9 billion people can live well. <ul style="list-style-type: none">• How has global best practice in business evolved over the past few years and is Australia being left behind?• How do we build momentum for sustainability across industry and in our business models?• How do we rethink the roles that business must play over the next few decades to enable society to move toward being sustainable? An address by Björn Stigson President, World Business Council for Sustainable Development <i>Moderated by:</i> Nik Gowing Main Presenter, BBC World News <i>Commentators:</i> James Hogan Chief Executive Officer, Etihad Airways Dr Kiyoshi Kurokawa Professor, National Graduate Institute for Policy Studies Graeme Samuel AC Chairman, Australian Competition & Consumer Commission
Session 7.1 9:20 – 10:20am <i>Entertainment Centre - Lower</i>	The mechanics of resilience Resilience theory calls for better understanding and acknowledgement of the interconnected challenges of the current global political, economic, social and environmental landscape. Resilience embraces volatility, flexibility, and decentralisation and allows organisations to create opportunities for development, novelty and innovation. <ul style="list-style-type: none">• Why does resilience need to become a strategic priority for leadership?



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- What constitutes sustainable competitive resilience in the new world?
- What strategies can help us to construct and maintain resilient organisations?

Professor Ed Blakely

Professor of Urban and Regional Planning, The United States Study Centre, The University of Sydney

Steve Sargent

Chief Executive Officer, GE Australia & New Zealand

Dr Peter Shergold AC

Macquarie Group Foundation Professor, Centre for Social Impact, The University of New South Wales

Distinguished Professor Geoffrey West

President, Santa Fe Institute

Moderated by:

Dr Patrick Forth

Senior Partner and Managing Director, The Boston Consulting Group

Session 7.2

9:20 – 10:20pm

Planters

Goodbye Gordon Gekko

The 'greed is good' mantra of the ruthless corporate raider Gordon Gekko from the 1987 classic *Wall Street* has survived as a motto for capitalism for more than 20 years. In the wake of the global financial crisis, it seems hard to be content with the inevitability of the boom and bust cycles in the current market system and our tentative and uncertain attempts to control it.

- How should we reflect on the events of the past few years?
- Can fortunes be made without the 'greed is good' ethos?
- How do we find purpose both in and beyond making money?

Anthony Scaramucci

Managing Partner, SkyBridge Capital

Moderated by:

Dr Gareth Shepherd

2009 Australian Leadership Awardee

10:20 – 10:45am
Lion's Court

Morning Tea

Session 8.1
10:50 – 12:20pm
Entertainment
Centre - Upper

The Global Economy – sustainable expansion or double-dip?

The International Monetary Fund and the OECD have both revised growth forecasts upwards for the year, but also highlighted concern that rising sovereign debt levels will reduce the margin of manoeuvre for governments to meet their fiscal, growth and employment goals. In this 'knife-edge' environment, the risk associated with policy error remains high.

- What are the short and long-term issues that need to be addressed in the global economy?

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	<ul style="list-style-type: none"> • What are the so called 'tail' risks to the central scenario of positive, albeit subdued global growth? • What role will Australia play in this 'new normal' economic environment? <p>Professor Allan Fels AO Dean, The Australia & New Zealand School of Government</p> <p>Professor Ian Harper Director, Access Economics</p> <p>Christopher Seltz Chief Investment Officer, Five Oceans Asset Management</p> <p>Lord Nicholas Stern IG Patel Professor of Economics & Government, The London School of Economics and Political Science</p> <p><i>Moderated by:</i> Charles Macek Director, Wesfarmers Limited</p>
<p>Session 8.2 10:50 – 12:20pm <i>La Fontaine</i></p>	<p>Capturing the opportunity in Indonesia Indonesia is back to its six percent economic growth rates, as predicted by the IMF for this year. Prejudice can be hard to shift and many foreign business people still hold stereotypes of what it's like doing business in Indonesia. These viewpoints are increasingly untrue and have little bearing on the advantages of doing business, in a country which is rapidly expanding and opening to the world. Indeed many global companies increasingly need to ask themselves why they are not in Indonesia.</p> <ul style="list-style-type: none"> • What are the strengths of the Indonesian economy and industry, and how can we strengthen our relationship with Indonesia more broadly? • How should the political and bureaucratic steps to commercial engagement be managed and what level of support exists for foreign businesses? • What expectations should business have about operating in Indonesia and what timelines can be expected? <p>Dr Anies Baswedan Rector, Paramadina University</p> <p>Benjamin Soemartopo Partner, McKinsey & Company</p> <p>Minister Gita Wirjawan Chairman, Investment Coordination Board of the Republic of Indonesia</p> <p><i>Moderated by:</i> Emeritus Professor Paul Dibb AM Chairman, Strategic Defence Studies Centre, The Australian National University</p>



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Session 8.3

10:50 – 12:20pm

Entertainment
Centre - Lower

The future of democracy in the 21st century

The success of alternative political systems around the world challenges the validity and relevance of democracy. For example, with the growing influence of China and Russia, it has been brought into question whether economic growth is necessarily stronger in democracies. There are also doubts as to whether democratic governments are capable of delivering the reforms necessary to manage complex and systemic risks such as climate change. The dynamics of democracy itself are in flux, with a shift away from old world concepts of democracy to new definitions aligned with 21st Century societal structures and demands, and the ongoing digital revolution. This session looks at the case for democracy in the 21st Century and the extent to which its current forms should be protected.

- What are the major challenges to current democratic systems? Does modern democracy portend more resilience or fragility to 21st Century civilisation than other political systems?
- Do special interest groups, credited in some respects for increasing the accountability of democratic governments, help or hinder solving the toughest policy challenges?
- Is there any truth left in the maxim that economic liberalisation leads to political liberalisation?
- What is the spirit of democracy? Does modern democracy still warrant the label of democracy, or are there so many versions of 'democracy' that the term itself has become meaningless?

Professor John Keane

Professor of Politics, The University of Sydney

Moderated by:

Professor Paul Greenfield AO

Vice-Chancellor, The University of Queensland

Commentators:

Professor The Hon Gareth Evans AO QC

Chancellor, The Australian National University

Dr Simon Longstaff

Executive Director, St James Ethics Centre

Session 8.4

10:50 – 12:20pm

Planters

The key to a healthy future

Despite significant scientific advances in the fields of natural sciences and medicine during the last century, the threat of diseases to the survival of mankind appears intractable – we evolve, they evolve. Developing medicine and technology to combat newly resilient microbes is undoubtedly important. But our focus on the biological component of healthcare has perhaps led to neglect of the no less important spiritual and mental aspects of health.

- How important for our health is our attitude to ourselves, others and our place in the world?

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	<ul style="list-style-type: none">• If stress is detrimental to health and wellbeing, and yet most complex systems including human physiology require a degree of stress to build resilience, is there such thing as good and bad stress and what does it take to know the difference?• How do we acknowledge the real adversity and injustices people face that need to be overcome, while at the same time attempting to decrease stress from people's lives?• What needs to change in health policy to recognise all aspects of healthcare and wellbeing? <p>Professor Dr Dr Andreas Schapowal President, Swiss Tinnitus Association</p> <p><i>Moderated by:</i> Professor Edward Byrne AO Vice-Chancellor and President, Monash University</p> <p><i>Commentators:</i> Rohan Mead Chief Executive Officer and Group Managing Director, Australian Unity Limited Adjunct Professor John Mendoza Director, ConNetica Consulting The Venerable Gonsar Rinpoche Director, Rabten Choeling Center</p>
<p>Session 9.1 12:30 – 2:00pm (including lunch) Azure</p>	<p>Capital security – a new agenda for Australia? Australia is not Greece, but economic imbalances abound and dependence on foreign debt is rising to unsustainable levels. Areas of concern to economists include Australia's large current account deficit, the absence of a successful export-orientated manufacturing sector, an inflated property market and high levels of foreign debt. Between 1976 and 2008 net foreign debt increased from \$3 billion to \$600 billion and during that time from 4 percent of GDP to 53 percent of GDP. Growing foreign debt at 18 percent per annum is unsustainable and growing indebtedness increases the country's vulnerability to shocks.</p> <ul style="list-style-type: none">• Is the structure of Australia's current account deficit sustainable?• At what point does debt as a percentage of GDP become a problem?• How dependent is Australia on foreign capital, and should capital security be a national security consideration alongside other forms of resource security? <p>Professor Ian Harper Director, Access Economics Mark Joiner Executive Director Finance, National Australia Bank</p>



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	<p>Greg Medcraft Commissioner, Australian Securities & Investments Commission</p> <p><i>Moderated by:</i> Dr Gareth Shepherd 2009 Australian Leadership Awardee</p>
<p>Session 9.2 12:30 – 2:00pm (including lunch) <i>Formal Gardens</i></p>	<p>Managing in adversity – cutting through for outcomes How we manage adversity defines how we achieve success for our organisations and ourselves. Uncertainty and the need to take risks are an inherent part of new opportunities. With the increasing number and complexity of problems facing leadership today, we also witness a growing array of conceptual frameworks for dealing with them.</p> <ul style="list-style-type: none">• What are the challenges facing leaders today, and how should uncertainty, complexity, conflict, risk and opportunity be managed?• How do we sort the wheat from the chaff from among the leadership and management tools on offer? <p>Stephen Bungay Director, Ashridge Strategic Management Centre</p> <p><i>Moderated by:</i> Dr Patrick Forth Senior Partner & Managing Director, The Boston Consulting Group</p>
<p>Session 9.3 12:30 – 2:00pm (including lunch) <i>Oriental Restaurant</i></p>	<p>The future of human rights legislation in Australia In April 2010 the Australian Attorney-General, Robert McClelland MP, rejected the recommendations of the Brennan Inquiry to implement legislation to protect human rights in Australia. The proposed Human Rights Act is not going to be introduced.</p> <ul style="list-style-type: none">• What is the future for human rights in Australia and how do we reach community consensus?• What legislative reforms are necessary? Does Australia need a Bill of Rights?• What can we learn from the creation and implementation of the Victorian Charter of Human Rights and Responsibilities? <p>Professor James Allan Garrick Professor of Law, The University of Queensland</p> <p>Professor The Hon Gareth Evans AO QC Chancellor, The Australian National University</p> <p><i>Moderated by:</i> Dr Simon Longstaff Executive Director, St James Ethics Centre</p>

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<p>Session 9.4 12:30 – 2:00pm (including lunch) <i>Beach Pavilion</i></p>	<p>Inception – new pathways for Indigenous Australians Closing the gap between mainstream and Indigenous Australians has included targeted investment in Indigenous education and training to reduce the failure rates of students. Building educational capacity will enable Indigenous Australians to further contribute to the mainstream economy and develop them into independent global citizens. It is yet to be resolved how exactly the education system will be used to achieve these purposes, while also providing for the conservation of Indigenous heritage, languages and culture.</p> <ul style="list-style-type: none"> • What kind of future are we creating for the next generation of Indigenous Australians with current policies and initiatives? • What changes to the design of the education system & curriculam are needed? • Should education be at the centre of Indigenous policy plans? <p>Dr Kerry Arabena Co-Chairperson, National Congress of Australia's First Peoples The Hon Ron Merkel QC</p> <p><i>Moderated by:</i> Michael Andrew Australian Chairman, KPMG</p> <p>Session 9.5 12:30 – 2:00pm (including lunch) <i>Pool Lanai</i></p> <p>The sharp end of the knowledge economy – boosting research and innovation In an increasingly competitive and resource constrained world, advanced economies see their future economic survival as being intimately tied to the growth of their knowledge industries. Australia's R&D investment is currently 35 percent below the OECD average, a position that is reducing its capacity to invent and innovate and is stunting the growth of domestic knowledge industries.</p> <ul style="list-style-type: none"> • How viable is Australia's default strategy of attempting to survive largely on primary industry and the service industries? • How will Australia's R&D investment strategy impact its long-term economic resilience? • What steps need to be taken to boost research and development activity in Australia? <p>Dr Megan Clark AO Chief Executive, CSIRO Dr Kiyoshi Kurokawa Professor, National Graduate Institute for Policy Studies William Saito Founder and Chief Executive Officer, Intercur KK Chris Selth Chief Investment Officer, Five Oceans Asset Management</p> <p><i>Moderated by:</i> Bart Vogel Partner, Bain & Company</p>
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Program – Saturday 28 August

Session 9.6
12:30 – 2:00pm
(including lunch)
Lagoon Lanai

A vibrant arts community – trophy or economic engine?

The link between creative communities, talent attraction and economic prosperity is well demonstrated. With current funding levels for the arts, Australia could be missing out on valuable capital generated by creative sectors.

- What can we learn from the world's most creative cities and how can we create a more robust artistic culture?
- What role will creative cities play in a long-term vision for an economic prosperity independent from commodity cycles?
- Should flagship cultural institutions face more scrutiny in terms of transparency, accountability and community engagement?

Dr Kathy Alexander

Chief Executive Officer, City of Melbourne

Professor Glyn Davis AC

Vice-Chancellor, The University of Melbourne

Dr Helen Nugent AO

Director, ADC Forum and Non-Executive Director,
Macquarie Group Limited

Dr Gene Sherman AM

Chairman, Sherman Contemporary Art Foundation

Moderated by:

Nick Holder

Director, L.E.K. Consulting

Session 9.7
12:30 – 2:00pm
(including lunch)
La Fontaine

Election recap – insights and outcomes

After five weeks of campaigning, Australia has returned a hung parliament. In the wake of the election, the implications of the result for the Australian people, business, the economy and national interests abroad remain uncertain.

- What will be the political priorities for the emerging government, internationally and domestically?
- What has the process of political campaigning revealed about each of the main political parties and the state of democracy in Australia?
- What is likely to happen with the climate change debate and Australia's capacity to deal with important but not necessarily popular issues?

The Hon Steve Bracks AC

Robert Gottliebsen

Commentator, businessspectator.com.au

Janine Perrett

Presenter, Sky Business News

Moderated by:

Annabel Crabb

Chief Political Writer, ABC Online

Program – Saturday 28 August

<p>Session 9.8 12:30 – 2:00pm (including lunch) <i>Planters</i></p>	<p>Future trends – asthma, allergies and the environment Australia has one of the highest rates of allergic disorders in the developed world and it continues to rise. Allergies already drain the Australian economy of more than \$7 billion annually through lost productivity and costs to the health system. Aside from the economic implications, allergies have complex and often debilitating health effects for people with sensitivities to particular foods, pollens and materials. What can be done to prevent the development and reduce the prevalence of immune disorders including asthma and allergies across the population?</p> <p>Professor Dr Dr Andreas Schapowal President, Swiss Tinnitus Association</p> <p><i>Moderated by:</i> The Hon Justice Annabelle Bennett AO Judge, Federal Court of Australia</p>
<p>Session 10 2:15 – 2:40pm <i>Entertainment Centre</i></p>	<p>Deepening our understanding of China China is an economic phenomenon. It has a trade surplus, \$1 trillion in foreign currency reserves and a volatile local share market. Modern China is anything but shy of transformation, however different attitudes to transparency have made it harder to identify the underlying drivers of the world's fastest growing economy. China's social framework, governance and culture also contribute to the complexity of the modern Chinese economy.</p> <ul style="list-style-type: none"> • What are the deepest drivers of change in China? • What are the most critical new trends in the Chinese economy? <p>An address by Cheng Siwei Chairman, International Finance Forum</p> <p><i>Moderated by:</i> Terry Campbell AO Deputy Chairman, ADC Forum and Senior Chairman, Goldman Sachs</p>
<p>Session 11 2:45 – 3:45pm <i>Entertainment Centre</i></p>	<p>Courting civilisation – why more equal societies do better Despite great affluence, many of the wealthiest nations still struggle with social failure and inequality. Comparative data from advanced economies suggests that equality is an important factor in the health of society, for both the rich and the poor. Often conversations about inequality assume hesitation at the financial cost of equality to those with means; but until now, the true costs of maintaining unequal societies have not been evident.</p> <ul style="list-style-type: none"> • What is at stake for societies with greater inequality? • How does Australia rate and is there an acceptable level of inequality? • How should we address the problems created by inequality and how can we make society more resilient?



Program – Saturday 28 August

	<p>An address by Emeritus Professor Richard Wilkinson Co-Founder, The Equality Trust</p> <p><i>Moderated by:</i> Stephen Fitzgerald Director, ADC Forum and Co-Chief Executive Officer, Goldman Sachs</p>
<p>3:45 – 4:10pm <i>Lion's Court</i></p> <p>Session 12.1 4:15 – 6:40pm <i>Conference Centre</i></p>	<p>Afternoon Tea</p> <p>Workshop: Negotiating across cultures Executives and policymakers face the critical challenge of negotiating with people from unfamiliar lands, cultures, and historical backgrounds. Failure to deal well with these cultural differences can come at substantial cost. Join this highly interactive, internationally acclaimed workshop to equip yourself with key strategic negotiation techniques, while sharpening your skills as a cross-cultural negotiator.</p> <p>Dr Daniel Shapiro Founder & Director, Harvard International Negotiation Program, Harvard Law School</p>
<p>Session 12.2 4:15 – 5:25pm <i>Planters</i></p>	<p>Cybersecurity – what leaders need to know Information has never been more readily available: to friend and foe. Evolving means of communicating and storing data online present new challenges in information security. Cyber espionage uses new technology to undertake an old business on a broader security landscape, and its players are not always nation states. Business leaders must consider now more than ever the threat of cyber intrusion.</p> <ul style="list-style-type: none">• How real is the cyber threat and how does corporate interest overlap with national interest in this area?• Who has been compromised without their knowledge?• Is there a silver bullet for protection? How do we build lasting cyber resilience in our public and private institutions?• What would constitute an act of war in the cyber domain? <p>David Fricker Deputy Director-General, Australian Security Intelligence Organisation</p>
	<p><i>Moderated by:</i> Nik Gowing Main Presenter, BBC World News</p> <p><i>Commentators:</i></p> <p>Craig Jensen Founder and Chairman, Diskeeper Corporation</p> <p>William Saito Founder and CEO, Intecur KK</p> <p>Dr Paul Twomey Managing Director, Argo Pacific Pty Ltd</p>

Program – Saturday 28 August

Session 12.3

4:15 – 5:25pm

*Entertainment
Centre - Upper*

Re-regulation – the pendulum swings back?

The global financial crisis exposed the limits of our understanding of risk and resilience. It also exposed the limits of existing regulatory frameworks. With the worst of the crisis behind us, policy makers have switched from 'save the system' to 'fix the system'. From FinReg in the US to Basel III reforms, the rule book is being rewritten. Not wishing to 'waste a crisis', re-regulation is not just affecting financial services – industries from health care to mining are under the regulatory microscope.

- What will the new regulatory landscape look like for key industry sectors?
- What constitutes 'good' versus 'bad' regulation?
- What are the risks that regulation will go 'too far' and stifle growth and innovation? Who regulates the regulators?
- How do we ensure that market players are accountable for the risks they take and don't just benefit from the rewards they reap?
- How can differences between jurisdictions – and regulatory arbitrage – be minimised?

Professor Allan Fels AO

Dean, The Australia & New Zealand School of Government

Professor Ian Harper

Director, Access Economics

Greg Medcraft

Commissioner, Australian Securities & Investment Commission

Graeme Samuel AC

Chairman, Australian Competition & Consumer Commission

Moderated by:

Russell Miller AM

Chairman, Minter Ellison Lawyers

Session 12.4

4:15 – 5:25pm

*Entertainment
Centre - Lower*

Eyes on China

China's economic outlook remains favourable this year with forecast annual growth of 10.5 percent according to the International Monetary Fund. China has now overtaken Japan to become the second largest economy in the world, and the International Energy Agency reports that it has overtaken the United States in terms of energy consumption. The strength and resilience of the Chinese economy will have profound consequences for Australia. China now accounts for 25 percent of our goods exports and follows closely behind the US as our second largest services export market. Nevertheless, China's rise is unlikely to occur without incident, as highlighted by persistent labour unrest, frictions with the US over the undervalued Yuan and worries about a property bubble.

- How long can China's growth continue at this pace? What does the recent moderation in growth portend?
- What is China's role in the global economy and how should it seek to use its influence?



Program – Saturday 28 August

- Are there threats that could derail China's re-emergence as a global superpower? How concerned should we be about Chinese state capitalism?

Cheng Siwei

Chairman, International Finance Forum

Professor John Keane

Professor of Politics, The University of Sydney

Jerry Zhang

President, NeoComm Technologies Co Ltd

Moderated by:

Jason Chang

2006 Australian Leadership Awardee

Session 13.1

5:30 – 6:40pm

La Fontaine

Improving global governance in a multipolar world

The increasingly multipolar world requires a shift in international decision making frameworks. Global policy on issues such as climate change and international financial regulation requires more collaboration with a greater number of economic and political power centres. Furthermore, solving some challenges may require a non-linear, whole systems approach that recognizes the inherent complexity and multidimensionality of our global civilisation.

- What reforms are required of our global institutions to build global resilience in the 21st Century?
- What role does democracy play in a multipolar world and what are its limits?
- What are the keys to global policy negotiation in a multipolar world?

Dr Anies Baswedan

Rector, Paramadina University

Professor The Hon Gareth Evans AO QC

Chancellor, The Australian National University

Professor John Keane

Professor of Politics, The University of Sydney

Moderated by:

Seán Cleary

Chairman, Strategic Concepts (Pty) Ltd

Session 13.2

5:20 – 6:40pm

Entertainment Centre - Upper

Australia's Economic Outlook – we were lucky, but can we be smart?

Only a handful of developed economies have outperformed Australia during the recent economic turmoil. However, with the withdrawal of economic stimulus, the \$1.2 trillion Australian economy has less buffering against future global economic shocks. Rising commodity prices and robust exports to China are likely to continue to boost the local economy, but how long this can continue is uncertain.

Program – Saturday 28 August

	<ul style="list-style-type: none"> • Where is business and consumer confidence heading post the 2010 election? • What is the outlook for the Australian economy next year? • Looking at a longer horizon, where does the Australian economy fit in the new world economic order? <p>Professor Ian Harper Director, Access Economics</p> <p>Steven Sargent Chief Executive Officer, GE Australia & New Zealand</p> <p>Harrison Young Chairman, NBN Co Limited</p> <p><i>Moderated by:</i></p> <p>Michael Rennie Managing Partner, Australia & New Zealand, McKinsey & Company</p>
<p>Session 13.3 5:20 – 6:40pm <i>Planters</i></p>	<p>Urban resilience</p> <p>The emerging pressures of climate change, congestion and population growth will radically alter the look and feel of our cities. We must urgently rethink the way cities are designed and built to make them healthier, more productive, inclusive, energy-efficient and resilient. There is increasing discussion regarding how we might transcend our faith in the old planning paradigm of mega cities and our preconceived notions of density. This rethink of our urban values and ideas about cities should take into account concepts such as open space and innovations such as vertical agriculture. Multiple policies and initiatives across public and private sectors are needed to transform our cities which creates major challenges for policy integration.</p> <ul style="list-style-type: none"> • How do the dynamics and structures of cities need to change to make them more resilient, and what governance and processes are required? • How should we settle and populate the Australian continent in the future and what should be the role of new cities? <p>Dr Kathy Alexander Chief Executive Officer, City of Melbourne</p> <p>Professor Ed Blakely Professor of Urban and Regional Planning, The United States Study Centre, The University of Sydney</p> <p>Professor Chai Szu Kiang Chairman, Sustainable Development Technology Foundation</p> <p>Distinguished Professor Geoffrey West President, Santa Fe Institute</p> <p><i>Moderated by:</i></p> <p>Dr Simon Barrett Managing Director, L.E.K. Consulting</p>



Program – Saturday 28 August

Session 13.4

5:20 – 6:40pm

Entertainment

Centre - Lower

Human Enhancement – ethics and possibilities?

Advancements in science and biotechnology have pioneered improvements to human capabilities. Once only real in the realms of science fiction, enhancements to human biology are now possible. Both current and future human enhancement technologies raise scientific, ethical, political and social questions as well as questioning established behavioural and social values.

- What are some of the upcoming developments and speculative achievements on the frontiers of medicine and science?
- What are the safety risks posed by attempting to enhance such an incredibly complicated and adapted organism as a human being?
- Can science alter human nature?

Professor Julian Savulescu

Uehiro Chair of Practical Ethics, University of Oxford

Moderated by:

Dr Simon Longstaff

Executive Director, St James Ethics Centre

Commentators:

The Hon Justice Annabelle Bennett AO

Judge, Federal Court of Australia

The Venerable Gonsar Rinpoche

Director, Rabten Choeling Center

6:40 – 7:10pm

Drinks in the Formal Gardens

7:15 – 9:50pm

Lion's court

Gala Dinner and Entertainment

Session 14.1

10:00 – 11:00pm

Planters

Night Cap: Reaching Summits

Paul Hameister is advancing towards his goal of climbing the Seven Summits, having just completed his fifth summit, Mt McKinley in Alaska. Climbing physical summits certainly tests the human spirit. Less visible, but no less formidable, are the summits of the soul. Join a discussion of why we need to challenge ourselves beyond the comforts of our daily existence.

Paul Hameister

2005 Australian Leadership Awardee

The Venerable Gonsar Rinpoche

Director, Rabten Choeling Center

Moderated by:

Professor John Hay AC

Director, ADC Forum and Chair, Queensland Art Gallery Board

Program – Saturday 28 August

<p>Session 14.2 10:00 – 11:00pm <i>La Trattoria</i></p>	<p>Night Cap: The Henry Review and Australia's future tax system The Henry Tax Review sets out a clear vision of a new taxation system for Australia, 'a tax and transfer system that is oriented to supporting strong and sustainable economic growth'. With 138 recommendations across nine broad themes, it is designed to serve as the country's tax framework for the next 50 years. What does Australia need to see implemented from the Henry Review and what is the likelihood of implementation?</p> <p>Professor Allan Fels AO Dean, Australia & New Zealand School of Government Heather Ridout Chief Executive, Australian Industry Group</p> <p><i>Moderated by:</i> Michael Andrew Australian Chairman, KPMG</p>
<p>Session 14.3 10:00 – 11:00pm <i>La Fontaine</i></p>	<p>Night Cap: Growing green In Davos earlier this year, the world's top business leaders agree on the need to create a sustainable global economy by transforming the way we do business. As investment in new green technology gains momentum, we will need business and leadership models designed to create new jobs and opportunities for sustainable productivity. Join a conversation that will examine the opportunities and challenges of this new economy.</p> <ul style="list-style-type: none"> • What does a 'sustainable business model' look like? • What is the business case for making such a transformational change? • Where are the big changes happening and what does best practice look like? • How are companies using sustainability to access new market opportunities? <p>Björn Stigson President, World Business Council for Sustainable Development Evan Thornley Chief Executive Officer, Better Place Australia</p> <p><i>Moderated by:</i> Dr Simon Barrett Managing Director, L.E.K. Consulting</p>
<p>Session 14.4 10:00 – 11:00pm <i>Oriental Restaurant</i></p>	<p>Night Cap: Cross border dealings in Asia Offshore transactions and operations, however transient or enduring, carry their own set of issues to consider. Cross cultural appreciation and understanding for meetings and communication is one thing, but global educational and business experiences and industry commonalities mean that formulaic approaches to international relationships can misfire. How does one go beyond</p>



Program – Saturday 28 August

	<p>cultural understanding 101 to penetrate sophisticated commercial operators across Asia and achieve results?</p> <p>A conversation with John Sequeira Partner and Head of Mergers and Acquisitions – Asia Pacific, Bain & Company</p> <p><i>Moderated by:</i> Robert Milliner Chief Executive Partner, Mallesons Stephen Jaques</p>
<p>Session 14.5 10:00 – 11:00pm <i>Beach Pavilion</i></p>	<p>Night Cap: Beyond the 'fair go' It is well understood that the world's poor are more likely to have shorter, less healthy lives with lower overall incomes than the rich. But what would it mean if we could demonstrate that a whole range of social problems, from poor health or mental illness to obesity, from drug addiction to violence, from suicide to teenage pregnancy, even poor educational outcomes, are all a symptom of inequality? Emeritus Professor Richard Wilkinson has brought new evidence to the fore showing that income differences alone create more social problems than we might ever have imagined. Join a discussion on the benefits of equality, not just for those less fortunate in our societies, but also for the well off.</p> <p>A conversation with Emeritus Professor Richard Wilkinson Co-Founder, The Equality Trust</p> <p><i>Moderated by:</i> Anton Roux Director of Programs, ADC Forum</p>
<p>Session 14.6 10:00 – 11:00pm <i>Pool Lanai</i></p>	<p>Night Cap: Reflections on leadership Many attempts have been made to distil leadership into concrete ideas and processes that people can learn. However there remains no universal consensus on what makes a great leader. Join William Mayer for an intimate conversation on what he believes it means to be a great leader and the importance of bringing your own 'superpower' to your leadership.</p> <p>A conversation with William Mayer Partner, Park Avenue Equity Partners</p> <p><i>Moderated by:</i> Professor Ed Blakely Professor of Urban and Regional Planning, The United States Study Centre, The University of Sydney</p>

Program – Saturday 28 August

Session 14.7
10:00 – 11:00pm
Lagoon Lanai

Night Cap: Mining profits and Australia's best interests

Mining profits accounted for 6.8 percent of Australia's GDP from 2008-2009. The Mineral Resource Rent Tax was introduced as an attempt to more evenly distribute the wealth created by Australia's mining industry and avoid the long-term risks of a two-speed economy. This controversial policy and the proceeding furore have highlighted the fundamental challenges faced when attempting to define the national interest. What is the most ethical framework to manage Australia's mining boom and ensure that policies are designed in the national interest, delivering benefits to all stakeholders over the long term?

Dr Megan Clark AO
Chief Executive, CSIRO
Greig Gailey
Director, ADC Forum
Dr Simon Longstaff
Executive Director, St James Ethics Centre

Moderated by:

Dr Patrick Forth
Senior Partner & Managing Director, The Boston Consulting Group

Session 14.8
10:00 – 11:00pm
Entertainment Centre - Upper

Night Cap: The United States – resilient enough?

Much speculation surrounds the future trajectory of the United States – most of it extrapolating from present trends that often ignore the dynamic capacity of societies to adapt to changing demands. The United States in particular has a good track record in dealing with turbulence and changing conditions. How resilient is contemporary America, and how is it likely to fare in an increasingly competitive world?

Clyde Prestowitz
President, Economic Strategy Institute

Moderated by:

Annabel Crabb
Chief Political Writer, ABC Online

Program – Sunday 29 August

<p>6:00 – 8:15am Azure Restaurant</p> <p>Session 15 8:15 – 8:40am Entertainment Centre</p>	<p>General Breakfast</p> <p>Change and collaboration with Incredible India! India is a regional power and a rapidly developing global power. The country has a formidable technology industry for which global free trade is critical. The importance of free trade in services as well as goods renews focus on a freedom which has had less reportage than it deserves: the movement of skilled resources – people. Business and foreign investors increasingly need to have India in their sights too. What will be the economic and business impact of India's rise: for Australia, the region, and more broadly? What trends are afoot in India's technology sector?</p> <p>An address by Natarajan Chandrasekaran Chief Executive Officer, Tata Consultancy Services</p> <p><i>Moderated by:</i> Neville Roach AO Chairman, Advisory Board Tata Consultancy Services (ANZ)</p>
<p>Session 16.1 8:45 – 10:40am Conference Centre</p>	<p>New Tools for Getting to Yes! How can improving negotiation skills not only get us what we want, but lead to better outcomes for all? Join Daniel Shapiro as he presents the Core Concerns Framework, a practical model which can be used in wide variety of situations – from international negotiations to business deals. This session will give attendees the opportunity to learn from one of the foremost thinkers through an exploration into the emotional and cultural challenges of negotiation.</p> <p>Dr Daniel Shapiro Founder & Director, Harvard International Negotiation Program, Harvard Law School</p>
<p>Session 16.2 8:45 – 9:10am La Fontaine</p>	<p>Emerging opportunities and energy dynamics in the Middle East The Middle East has been synonymous with the global oil supply and oil politics. How will global oil economics be affected by: changing political dynamics in the Middle East, climate change policy, peak oil, and alternative energy sources and policies? What will be the geopolitical effects of these changing energy dynamics in the Middle East? What opportunities are emerging and who is likely to benefit?</p> <p>An address by Professor Mahmood Sariolghalam Professor of International Relations, National University of Iran</p> <p><i>Moderated by:</i> Dr Raghida Dergham Senior Diplomatic Correspondent and Columnist, Al Hayat</p>



Program – Sunday 29 August

Session 16.3

8:45 – 9:10am

*Entertainment
Centre - Lower*

Beyond leadership – the art of command

Military conflict has brought many great leaders to the fore in some of the greatest challenges humanity has faced. In the literature on leadership, it is commonplace to draw on examples from the military. Business is not war, but at the most senior level, the challenges facing generals and executives are similar. Accounts rarely distinguish between the arts of leadership and command. Both skills are required in business as in war, and have not changed much over time – in fact they go back at least to Aristotle. The fast, uncertain times that we live in require both to achieve strategic and tactical success. What lessons of leadership can be drawn from history and military conflict in particular, and to what extent can they be applied to strategic challenges during peacetime?

An address by **Stephen Bungay**

Director, Ashridge Strategic Management Centre

Moderated by:

Admiral Chris Barrie AC RAN Retd

Visiting Fellow, Strategic and Defence Studies Centre,
The Australian National University

Session 17.1

9:15 – 10:40am

*Entertainment
Centre - Upper*

The USA, its economy and its place in the emerging world order

The ongoing economic slump in the United States is occurring in spite of the efforts towards economic renewal and regulatory reform honed from vigorous democratic debate designed to guide future prosperity and fairness for the world's largest economy.

- What are the structural forces at work in the United States' economy, including the expected locus of future demand? How should we appraise US economic prospects over the next 12-18 months?
- What risk does the potential for US protectionism pose for the global economy?
- How successful and enduring are Obama's recent financial sector reforms and regulations likely to be?
- What role can we expect the US to play globally over coming decades?

Introductory Remarks: **Ambassador Jeffrey Bleich**

American Ambassador to Australia

Dr Geoff Garrett

Chief Executive Officer, The United States Study Centre, The University of Sydney

Commissioner William Kovacic

Commissioner, Federal Trade Commission

William Mayer

Partner, Park Avenue Equity Partners

Clyde Prestowitz

President, Economic Strategy Institute

Moderated by:

Janine Perrett

Presenter, Sky Business News

Program – Sunday 29 August

Session 17.2

9:15 – 10:40am

Planters

The next financial black swan?

The G20 is focused on preventing a repeat of the financial crisis, but the catalyst for the next global disaster may be off the radar screen of policy-makers, like those of the previous ones. Key risks include the explosion of derivative instruments, contagion caused by sovereign debt, and ongoing leverage in the financial system.

- What warning signals need our urgent attention?
- Can financial black swan events be predicted or prevented?

Max Burge

Executive Chairman, Golien Limited

Natarajan Chandrasekaran

Chief Executive Officer & Managing Director, TCS Limited

Greg Medcraft

Commissioner, Australian Securities & Investments Commission

Simon Rothery

Co-Chief Executive Officer, Goldman Sachs

Moderated by:

Dr Gareth Shepherd

2009 Australian Leadership Awardee

Session 17.3

9:15 – 10:40am

Entertainment
Centre - Lower

Education futures

While the cognitive sciences continue to reveal insights about how we learn, Lionel Shriver argues that American students are 'dying of praise' and their performance is flagging. Asian students, whose parents believe in older, harsher and perhaps more boring educational values, are taking over the top American universities. Australian educational performance is similarly dwindling as we continue to focus on buying computers, building classrooms, and selling our education placements to overseas students willing to pay a premium.

- What are the recent findings in the cognitive sciences, including the neurosciences and psychology, teaching us about human learning?
- How should we use those findings to reform education without imposing yet another education fad?

Dr Bror Saxberg

Chief Learning Officer, Kaplan, Inc.

Moderated by:

Professor Glyn Davis AC

Vice-Chancellor, The University of Melbourne

Commentators:

Professor Ed Byrne AO

Vice-Chancellor, Monash University

Professor Sandra Harding

Vice-Chancellor and President, James Cook University



Program – Sunday 29 August

Session 17.4

9:15 – 10:40am

La Fontaine

The technology habit

Technology is a significant driver of productivity. Not only can it enable increased flows of communication and resources but it can also be a promoter of growth. Many countries have stepped forward and tackled the technology challenge head on, becoming the technology centres of the world. For Australia to compete globally, it needs to cultivate expertise in science and engineering and increase investment in the new frontiers of technology.

- What does it take for a country to become an originator of knowledge, technology and innovation, rather than an importer or consumer?
- Why does Australia lag behind leading technology economies such as Japan, India and Taiwan?
- What are the most important new technologies and ideas that will shape the future?

Professor Chai Szu Kiang

Chairman, Sustainable Development Technology Foundation

Jackie Korhonen

Managing Director & Chief Executive Officer, Infosys Australia

Gary Shainberg

VP Global Technology & Innovation Support, BT PLC

Dr Amanda Barnard

2009 Australian Leadership Awardee

Moderated by:

Jack Percy

Managing Director Australia, Accenture

10:40 – 11:05am

Lion's Court

Morning Tea

Session 18.1

11:10 – 12:25pm

*Entertainment
Centre - Upper*

Europe and the role of the euro in the global economy

Public debt has skyrocketed across Europe as a result of the financial crisis, expensive economic stimulus programmes and plunging tax revenues. Looking towards 2011, calls for fiscal austerity appear to conflict with the economic reality of low economic growth and high unemployment.

- Will the European Union survive in its present form?
- What policy reforms are likely?
- What will be the future role of Europe and the Euro in the global economy?

Seán Cleary

Chairman, Strategic Concepts (Pty) Ltd

HE Mr David Daly

Ambassador and Head of Delegation of the European Union to Australia

Clyde Prestowitz

President, Economy Strategy Institute

Program – Sunday 29 August

	<p>Lord Nicholas Stern IG Patel Professor of Economics & Government, The London School of Economics and Political Science</p> <p><i>Moderated by:</i> Nik Gowing Main Presenter, BBC World News</p>
<p>Session 18.2 11:10 – 12:25pm <i>Planters</i></p>	<p>The future of investing Public confidence in the investment markets remains at an all time low. The impressive rally of 2009 is giving way to another bout of market volatility, and redemptions from managed funds are rising again. Negative headlines abound. Deleveraging continues in earnest.</p> <ul style="list-style-type: none"> • In this environment, what is the future for the investment industry? • What role do hedge funds and private equity play in the current cycle? • What forms of investments are coming to the fore? <p>Max Burger Executive Chairman, Golien Limited William Mayer Partner, Park Avenue Equity Partners Anthony Scaramucci Managing Partner, SkyBridge Capital John Sequeira Partner and Head of Mergers & Acquisitions – Asia Pacific, Bain & Company</p> <p><i>Moderated by:</i> Dr Gareth Shepherd 2009 Australian Leadership Awardee</p>
<p>Session 18.3 11:10 – 12:25pm <i>Entertainment Centre - Lower</i></p>	<p>The new battlefield – ageing and mental health Developed nations are facing shifts in healthcare needs that will require long-term planning and strategic budget management. The health industry is one of the most highly regulated. It is therefore difficult for supply to meet demand at a reasonable overall cost. On the positive side, there are new technologies and distribution options including telemedicine and e-medicine that can ensure more efficient supply-chains for health services while controlling cost. Likewise, by investing in prevention, the demand for the most expensive health services can be managed longer term. Mental health and ageing are emerging as two areas that require urgent reform.</p> <ul style="list-style-type: none"> • What can we do to achieve better policy outcomes for an ageing population off a diminished cost base? • What is international best practice in mental health policy and how does Australia rate? • Regarding both ageing and mental health, what proportion of care should be community based and what proportions should occur within institutions?



Program – Sunday 29 August

	<p>Adjunct Professor John Mendoza Director, ConNetica Consulting Distinguished Professor Geoffrey West President, Santa Fe Institute Emeritus Professor Richard Wilkinson Co-Founder, The Equality Trust</p> <p><i>Moderated by:</i> Larry Kamener Senior Partner, Boston Consulting Group</p> <p><i>Commentators:</i> Lynelle Briggs Chief Executive Officer, Medicare Australia Professor Robert Stable Vice-Chancellor and President, Bond University</p>
<p>Session 18.4 11:10 – 12:25pm <i>La Fontaine</i></p>	<p>Spirituality – meeting of the minds Psychologist Martin Seligman charts six core virtues that have been valued in almost every culture throughout history: wisdom and knowledge; courage; love and humanity; justice; temperance; spirituality and transcendence. The religions of the world espouse and often represent these virtues, sometimes monopolistically, sometimes ecumenically. Alternatives are also emerging, such as the new atheism that builds science and scepticism into a kind of religion. There is also growing agnosticism in the global population. Though agnostics engage in spiritual dialogue, they are not usually represented in interreligious or interfaith discourse. Experiences of the sacred and reverence for 'God' are undoubtedly common to much of human experience. Some argue for a reinvention of the sacred, integrating contemporary scientific thinking as part of an understanding of the world, while others argue that custom and tradition have their own value and that the cultural basis of religion is a source of spiritual vitality. This session is about the role of spirituality in our society, our experiences, our heritage, faith and our future.</p> <ul style="list-style-type: none">• Interreligious dialogue often focuses on commonalities and consensus, but how do we also respond to the real differences between the religions?• What can we achieve through interreligious dialogue? Can spiritual experiences be translated across faiths and to non-believers?• What is the value of religion for civilisation and what is its potential to contribute as a positive force in the 21st Century? <p>Associate Professor Rufus Black 2009 Australian Leadership Awardee Craig Jensen Founder and Chairman, Diskeeper Professor David Menashri Director, Centre for Iranian Studies and Dean of Special Programs, Tel Aviv University</p>

Program – Sunday 29 August

	<p>The Venerable Gonsar Rinpoche Director, Rabten Choeling Center</p> <p><i>Moderated by:</i> Anton Roux Director of Programs, ADC Forum</p>
<p>Session 19.1 12:30 – 1:50pm (including lunch) Azure</p>	<p>Japan – perspectives on change Official figures show that the Japanese economy grew at an annual rate of five percent in the first quarter of this year, its fourth consecutive quarter of growth. Despite this, whisperings of the risk of a sovereign debt crisis in Japan are undermining business and consumer confidence. Combined with recent political instability, this could pose a very grave threat to Japan's future security.</p> <ul style="list-style-type: none"> • What are the major challenges that face Japan and its new Prime Minister Naoto Kan during his first months in office? • How can Australia and Japan continue to deepen their relationship in the coming years and are there new areas for trade and collaboration between the two nations? • What do we need to know about doing business in Japan and what are the opportunities as well as the challenges for Australian businesses that wish to enter the Japanese market? <p>Dr Kiyoshi Kurokawa Professor, National Graduate Institute for Policy Studies</p> <p>William Saito Founder and Chief Executive Officer, Intercur KK</p> <p><i>Moderated by:</i> Professor Paul Greenfield AO Vice-Chancellor, The University of Queensland</p>
<p>Session 19.2 12:30 – 1:50pm (including lunch) Pool Lanai</p>	<p>What should Australia be great at? Australia is in an enviable position: a first world economy, rich in natural resources, performing well after the global financial crisis, and with close links to the growth opportunities in Asia. However, our innovation record is patchy and we run the risk of being too dependent on low value-added activities associated with primary resources.</p> <ul style="list-style-type: none"> • How great is Australia's risk of commodity-based trade dependence in a world of uncertain demand and finite resources? • Where should Australia focus in order to build comparative advantage across the new technology spectrum: in medical research, renewable energy, fibre optics, agricultural and mining technology, or elsewhere? • What will generate sustainable competitive advantages for the nation?



Program – Sunday 29 August

	<p>Dr Megan Clark AO Chief Executive, CSIRO Greig Gailey Director, ADC Forum Chris Seith Chief Investment Officer, Five Oceans Asset Management</p> <p><i>Moderated by:</i> Dr Patrick Forth Senior Partner & Managing Director, The Boston Consulting Group</p>
<p>Session 19.3 12:30 – 1:50pm (including lunch) Planters</p>	<p>The free economy and online content Finding the balance between free and paid online content remains a major challenge for online content providers. According to Rupert Murdoch, 'We are now in the midst of an epochal debate over the value of content... The current days of the Internet will soon be over.' The market for online paid content remains immature in many Internet sectors as businesses struggle to identify sustainable business models to work with.</p> <ul style="list-style-type: none">• What business models are likely to be supported over the long-term?• What are the most sustainable business models for online news content?• How risky is it to charge users for online news? <p>Robert Gottliebsen Commentator, businessspectator.com.au Dr Paul Twomey Managing Director, Argo Pacific Pty Ltd</p> <p><i>Moderated by:</i> Seán Cleary Chairman, Strategic Concepts (Pty) Ltd</p>
<p>Session 19.4 12:30 – 1:50pm (including lunch) Beach Pavilion</p>	<p>The US China Long Term Low Carbon City Initiative For the first time ever, China has surpassed the United States as the world's largest consumer of energy. Devouring over 2,170 million metric tons of oil equivalents a year, both China and the US pose a serious threat to global energy security. The US China Long Term Low Carbon City Initiative calls for a shared vision for a cleaner future. Starting with the two most polluting economies in the world, it seeks to connect cities across the globe while exporting their tools, methodologies and experience so that a knowledge-based green economy will emerge, improving the future of their own city as well as the world at large.</p> <ul style="list-style-type: none">• Is focusing on green employment, clean technologies and community engagement on an international scale a viable option that offers both a real opportunity for global economic recovery and carbon reduction?

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	<ul style="list-style-type: none"> • What are the major geopolitical forces at work that might help or hinder the success of this initiative? • What are the prospects for global actions to combat climate change? <p>Professor Chai Szu Kiang Chairman, Sustainable Development Technology Foundation</p> <p><i>Moderated by:</i> Professor Penny Sackett Chief Scientist for Australia</p>
<p>Session 19.5 12:30 – 1:50pm (including lunch) <i>Lagoon Lanai</i></p>	<p>The challenges of the modern CEO From the ruins of the macroeconomic crisis, CEOs have emerged challenged, cautious and even humbled. Investors, scarred by poor returns, are becoming much more active and are closely scrutinising corporate governance and performance. Gone are the days when bloated pay packets and 'heads-I-win/ tails-you-lose' bonus structures went unquestioned. The best CEOs will relish the challenge, and embrace the opportunities thrown up by the crisis.</p> <ul style="list-style-type: none"> • Has the financial crisis created a new type of CEO or merely sorted the good from the bad? • How intense are the current challenges of sovereign debt, demographic shifts and climate change for today's business leaders - how are they changing the responsibilities of the modern CEO? • How can CEOs meet current challenges while creating new opportunities for their business? <p>Dale Cottrell Managing Partner, Bain & Company James Hogan Chief Executive Officer, Etihad Airways Jackie Korhonen Managing Director & Chief Executive Officer, Infosys Australia</p> <p><i>Moderated by:</i> Michael Rennie Managing Partner, Australia & New Zealand, McKinsey & Company</p>
<p>Session 19.6 12:30 – 1:50pm (including lunch) <i>Formal Gardens</i></p>	<p>Peace, war and security in Afghanistan The war in Afghanistan is considered fundamental to global counterterrorism strategy and operations, with active involvement by a number of international partners, including Australia. On the other hand, modern history also provides anecdotal evidence about foreign counterinsurgency operations: that the tenacity of insurgents can be intractable, particularly when they use modern tactics and the rules of engagement hinder traditional forces. In a war that has a long way to go to achieve its fundamental objectives, international withdrawals are already in process, beginning with the Dutch.</p>



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- How important is the operation in Afghanistan for global and regional security and to what degree should it be a priority for Australia?
- What achievements can be expected from the war in Afghanistan under the new command of General David H. Petraeus and is the war likely to maintain support from the Afghan people?
- What implications does the publication by WikiLeaks of the Afghan War Diary (a growing compendium of over 91,000 classified documents covering the war in Afghanistan from 2004 to 2010) have for the credibility and efficacy of the war in Afghanistan?

Admiral Chris Barrie AC RAN Retd

Visiting Fellow, Strategic and Defence Studies Centre, The Australian National University

Emeritus Professor Paul Dibb AM

Chairman, Strategic Defence Studies Centre, The Australian National University

Moderated by:

The Hon Steve Bracks AC

Session 19.7 12:30 – 1:50pm (including lunch)

Oriental Restaurant

The challenges for greater gender participation

Although great strides have been made in recent years, gender inequality remains deeply entrenched in most societies, retarding both equality and productivity. In Australia, women are still dramatically under-represented in decision-making roles. Women make up over 60 percent of the workforce and yet hold only 10.7 percent of executive positions and only 8.3 percent of board positions. Prospects are improving for women in Australia. For example, we currently have the highest number of female members of parliament in Australian history. Nonetheless, there remains much to be done.

- What are the forces and factors shaping gender difference in modern Australia and how are we tracking in comparison to other advanced economies?
- What are the gender-sensitive governance structures that would help to bring about gender equality in all levels of business and public policy, and what balance should there be between formal and substantive equality?
- What is the correlation between gender equality and economic development?
- How can we move beyond the statistical confounding of causes to understand the wider challenges around the gender pay gap and encourage greater female work force participation?

The Hon Justice Annabelle Bennett AO

Judge, Federal Court of Australia

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	<p>Professor Sandra Harding Vice-Chancellor and President, James Cook University</p> <p>Carol Schwartz AM Chair, Qualitas Property Partners</p> <p>Dr Peter Shergold AC Macquarie Group Foundation Professor, Centre for Social Impact, The University of New South Wales</p> <p><i>Moderated by:</i></p> <p>Janine Perrett Presenter, Sky Business News</p>
<p>Session 19.8 12:30 – 1:50pm (including lunch) La Fontaine</p>	<p>Understanding India The Indian economy continues to grow at an average rate of more than seven percent per year and direct foreign investment in India has quadrupled to \$40 billion since 2005. So why India is often overlooked in favour of business opportunities in China? Australia has much to give and much to gain from this emerging economic powerhouse and its population of 1.1billion.</p> <ul style="list-style-type: none"> • What are the drivers of India's economic success and what trends are emerging for the next few years? • Why is India overlooked by Australian investors in favour of other economies? • What potential areas for cooperation exist between India and Australia? <p>Natarajan Chandrasekaran Chief Executive Officer & Managing Director, TCS Limited</p> <p>John Sequeira Partner and Head of Mergers & Acquisitions - Asia Pacific, Bain & Company</p> <p>Dr Janmejaya Sinha Chairman – Asia Pacific, The Boston Consulting Group</p> <p><i>Moderated by:</i></p> <p>Neville Roach AO Chairman, Advisory Board Tata Consultancy Services (ANZ)</p>
<p>Session 20.1 2:00 – 3:25pm Planters</p>	<p>Israel and the new regional-global dynamics Although President Obama recently spoke to Israel's Prime Minister Benjamin Netanyahu of the 'unbreakable' bond between the two nations, he also appears to be stepping away from the US's traditional foreign policy towards Israel. Some applaud Obama's ambitions for a permanent territorial settlement between Israel and Palestine, while others decry the isolation of Israel.</p> <ul style="list-style-type: none"> • What do changing international postures towards Israel mean for its security within the Middle East and for its place in the broader international community? • What are the risks of the new American attitude towards Israel?



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- How likely is a permanent settlement between Israel and Palestine?
- How critical is Israeli-Palestinian settlement for broader regional and global security?

Seán Cleary

Chairman, Strategic Concepts (Pty) Ltd

Professor David Menashri

Director, Centre for Iranian Studies and Dean of Special Programs,
Tel Aviv University

Professor Mahmood Sariolghalam

Professor of International Relations, National University of Iran

Dr Daniel Shapiro

Founder & Director, Harvard International Negotiation Program,
Harvard Law School

Moderated by:

Dr Raghida Dergham

Senior Diplomatic Correspondent and Columnist, Al Hayat

Session 20.2

2:00 – 3:25pm

*Entertainment
Centre - Lower*

Environmental policy – where to from here?

At both an international and a domestic level, the process of environmental policy creation is failing. Nations were unable to reach a substantive agreement at Copenhagen. Australia has failed and the United States is faltering on climate change based legislation. As the science becomes clearer and inaction continues, a new path must be forged to prevent the most devastating impacts of climate change.

- What are the foundations needed to create enduring, effective and resilient environmental policy?
- Do our existing international institutions have what it takes to create the required environmental policy?
- If consensus on multilateral solutions continues to fail, how might individual nations' national and foreign carbon policies spread incrementally to produce a default international consensus?
- How will Australia fit within any future global environmental policy framework and what preparations should we begin to make?

Professor Chai Szu Kiang

Chairman, Sustainable Development Technology Foundation

Lord Nicholas Stern

IG Patel Professor of Economics & Government, The London School of Economics and Political Science

Björn Stigson

President, World Business Council for Sustainable Development

Moderated by:

Evan Thorntley

Chief Executive Officer, Better Place Australia

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<p>Session 20.3 2:00 – 3:25pm <i>Entertainment Centre - Upper</i></p>	<p>Deep drivers of success The complexity sciences are making great strides in understanding how to optimise systemic resilience and ensure survivability under extreme conditions. Viewed from the perspective of 'complex adaptive systems', cities, societies, markets, and social organisations share many traits.</p> <ul style="list-style-type: none"> • How can the science of complexity help us to understand the nature of our organisations and the opportunities to build better and more profitable futures for them? • How can new insights be incorporated into organisation 'structures and managerial systems? <p>Distinguished Professor Geoffrey West President, Santa Fe Institute</p> <p><i>Moderated by:</i> Geoff Wilson Chief Executive Officer, KPMG</p>
<p>3:30 – 3:50pm <i>Lion's Court</i></p> <p>Session 21 3:55 – 4:45pm Entertainment Centre</p>	<p>Afternoon Tea</p> <p>Reflections on Australia This final brainstorming plenary will leverage the wisdom and perspective of our panel of international speakers to give us a penetrating lens on Australia's place in the world. Panellists will be encouraged to give us their honest appraisal of how international leaders in various fields view Australia and its future. They may raise both sharp criticisms of political, economic, and social practices in Australia, or suggest constructive initiatives from their own experiences. Australian commentators will then have a chance to reflect on these perspectives, develop possible responses to criticisms and engage with suggested solutions. By considering outside perspectives, we may achieve a clearer vision of Australia and its potential.</p> <p><i>Panellists:</i> Natarajan Chandrasekaran Chief Executive Officer, Tata Consultancy Services Sean Cleary Chairman, Strategic Concepts (Pty) Ltd HE Mr David Daly Ambassador and Head of Delegation of the European Union to Australia Dr Raghida Dergham Senior Diplomatic Correspondent and Columnist, Al Hayat Clyde Prestowitz President, Economic Strategy Institute Björn Stigson President, World Business Council for Sustainable Development</p>



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Commentators

Dr Kerry Arabena

Co-Chairperson, National Congress of Australia's First Peoples

Professor The Hon Gareth Evans AO QC

Chancellor, The Australian National University

Greig Gailey

Director, ADC Forum

The Hon Ron Merkel QC

Moderator

Nik Gowing

Main Presenter, BBC World News

Session 22

4:45 – 4:50pm

Entertainment Centre

Closing Remarks

Michael Roux

Chairman, ADC Forum

7:00 – 7:30pm

Drinks in Club Lounge

7:30 – 10:00pm

Hayman Beach

Dinner