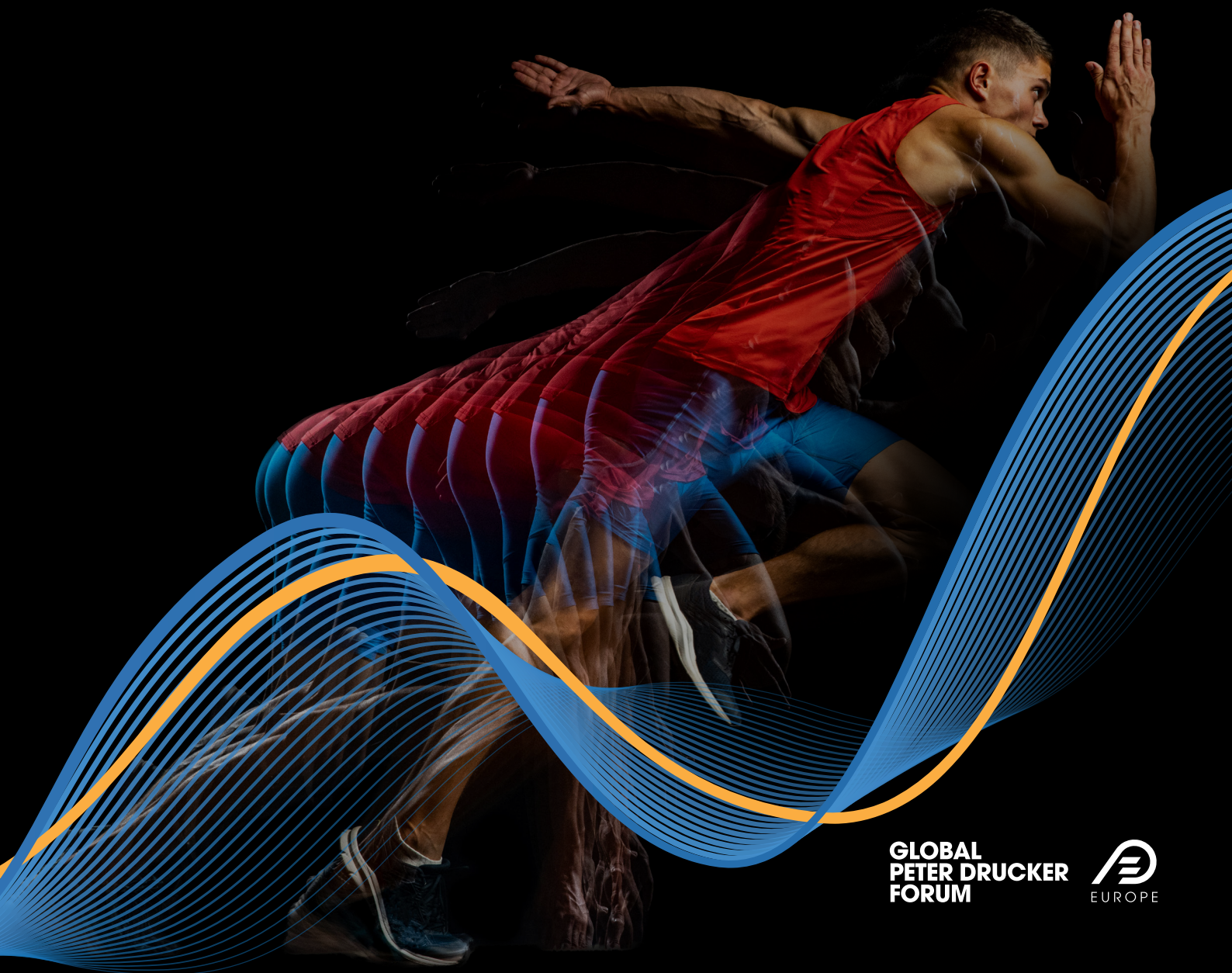


# New leadership for the perpetually adaptive enterprise



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## About this report

As technology accelerates, geopolitical unrest intensifies, energy systems evolve, and consumer expectations shift, businesses must be able to anticipate change, adapt quickly, and transform potential disruption into strategic advantage.

This report draws upon conversations with ten prominent executives and foresight professionals around the world who were carefully selected from the expert network of the Global Peter Drucker Forum. Reflecting on the three principal foundations of the TCS Perpetually Adaptive Enterprise concept, participants were interviewed about their views on today's key challenges for corporate leaders:

- 1 How can managers build organisations that are **designed for change** and ready to adapt perpetually?
- 2 What can corporate leaders do to lay the **right technology foundation** for their enterprise?
- 3 How can executives cultivate **continuous talent transformation** as AI-infusion leads to changes in roles of people and ways of working?

## Key findings



Each interviewee provided a range of insightful views and perspectives on what organisations need to do to become perpetually adaptive enterprises. These common themes emerged:

**Flatten organisational structures** to remove hierarchical decision-making and empower those who are closer to customers

**Embrace adaptive and inclusive leadership** to empower employees at all levels, foster collective intelligence, and encourage continuous learning and scenario-based planning

**Leverage technology, especially AI** to enable new business models, support decision-making, and enhance collaboration

**Get comfortable with disruption** when transforming technology, rather than taking the safer, conventional path of customising existing systems

**Prioritise continuous learning and give people freedom to fail** by creating environments that support psychological safety, curiosity, and resilience; organisations should provide meaningful work, flexibility, and opportunities for growth to attract and retain talent

# Foreword Tata Consultancy Services

On the frontiers of a rapidly evolving business landscape, companies face unprecedented challenges. Geopolitics, society, and technology are increasingly intertwined and complex to navigate. In this environment, there is a unique opportunity for companies to redefine their roles, strategies, and partnerships and thrive amidst constant transformation as perpetually adaptive enterprises.

Enterprises that embrace agility and innovation can navigate this shifting global arena with confidence, seize opportunities, and redefine success. By design, these organizations are not only able to keep pace with change but are poised to turn future challenges into opportunities.

For business leaders, this rapidly shifting environment requires a new mindset. Executives must answer three core questions – how can I build an organisation that is designed for change; how can I lay a technology foundation that facilitates adaptiveness; and how can I cultivate a workforce that is ready for change?

For this report, we talked about these topics to ten experts from the Peter Drucker Society's global network. I hope their insights provide some inspiration and serve as the starting point for a dialogue on how we can jointly create your perpetually adaptive enterprise.

**Sapthagiri Chapalapalli**

Head of Europe

Tata Consultancy Services



# Foreword Peter Drucker Society Europe

What happens when the very qualities that once defined good management, judgment, creativity, and collaboration, are quietly outsourced to algorithms? The answer will shape not only the future of organisations but the future of management itself.

This joint report by TCS and the Peter Drucker Society Europe reflects the same spirit of inquiry that guides the Drucker Forum community: not simply asking how to manage change, but how to renew management itself.

Too often, disruption has triggered a narrowing reflex. Dashboards, hierarchies, and models remain useful, but when over-relied upon they compress reality rather than expand our capacity to act wisely. The paradox is striking: never have leaders had more tools to predict and control, yet never have they felt such fragility and loss of trust.

The Next Management (TNM) initiative offers another way forward. It treats management itself as a field of innovation—an evolving practice that must deliver strong performance while also earning trust and enabling people to thrive. It asks leaders to experiment, to reflect, and to restore legitimacy by ensuring organisations serve society as well as themselves.

This report from TCS contributes meaningfully to that agenda. It shows what it might mean to become a perpetually adaptive enterprise: decentralising decision-making, acting as part of wider ecosystems, leading as orchestrators rather than commanders, using technology as an enabler rather than an idol, and embedding learning and purpose in talent development. These findings echo and enrich the TNM perspective and ongoing research.

Yet adaptability is not only about structures or technology. It is ultimately about human capability and governance: balancing judgment with data, holding purpose alongside profit, and preserving curiosity, creativity, and collaboration in a world of accelerating automation. I call this dimension Human Magic: strengthening the distinct human capacities no algorithm can replace. Both perspectives point to the same imperative: renewing management with humanity at its core.

Reports such as this are more than research outputs; they are signposts of a new management model in the making. The challenge now is to adapt boldly and lead reflectively, ensuring that in an age of intelligent machines, organisations keep human wisdom and imagination at the centre.

**Dr. Johan Roos**

Executive Director, Vienna Center for Management Innovation

Peter Drucker Society Europe

Author of the forthcoming book Human Magic: Leading with Wisdom in a World of Algorithms (Routledge, 2026)





# Design for Change: ‘Get rid of the control tower mindset’

## How can management contribute to design organisations for change, ready to adapt perpetually?

All our interviewees agreed that the formal, hierarchical structures that long-standing companies have been built upon no longer work and are rapidly becoming obsolete. They create bottlenecks, slow decision-making, and restrict —rather than empower— employees.

A fundamental shift is needed from traditional command-and-control structures to more adaptive, decentralised approaches. Leaders must let go of the urge to control everything from the centre and integrate adaptability into the core of the organisation. This means embracing ambiguity and change.



How do you create an organisation that can be agile and anticipate change? [There's no way you can do it using a hierarchical model.](#) It's simply not possible. There's absolutely no way you could have people at the top make enough decisions quickly enough to respond in real time. [Tammy Erickson](#)

It is about letting go of the urge to control everything from the centre. [The toughest part is letting go of the comforting fantasy that control equals safety,](#) because it doesn't. [Janka Krings-Klebe](#)

The least number of layers of hierarchy, the more chances you have that [people have room to breathe, to think, and to actually get things done.](#) [Eduardo Braun](#)

We're no longer operating in a complicated deterministic strategic landscape where firms win because they have more proactive planning capabilities that yield more market share or more profit or higher stock price. We're operating in a complex non-deterministic strategic seascape where unanticipated disruptions are jerking firms around, and [so we have to design for proactive resilience and adaptability within constantly evolving ecosystem arenas.](#) [Tony O'Driscoll](#)

Decades back, many organizations were optimized for efficiency and change was handled as an exception. Today, the pace of change is accelerated, and disruption is the norm. [Perpetuity of changes is overweighting stability of operations.](#) Organizations need to prioritise adaptability through smooth integration of teams within flatter organisations where leaders promote transparency and help connecting the dots with focus on culture of collaboration and innovation. [Lenka Pincot](#)

## Decentralise decision-making within ecosystems

Collaboration across teams rather than top-down decision making enables organisations to see beyond silos. In today's interconnected world organisations cannot exist as isolated, self-contained entities. Instead, the most adaptive organisations think beyond their boundaries by creating networks of partnerships and relationships. They see themselves as participants in broader ecosystems with leaders who prioritise creating shared value over individual control.

Peer-to-peer networks and sideways collaboration help empower employees to predict and respond to change.



You have to [get rid of this control tower mindset.](#) The pillars of a truly resilient enterprise are radical decentralisation, much more dynamic and fluid resource allocation and lateral or peer to peer coordination. [Michele Zanini](#)

Most people tend to think 'How do I extract more value from the market?' I think it should be '[How do I create more shared value](#) within an arena and sustain that shared value-creation ecosystem over time?' That's a more congruent way to think about the role of organisations in the future. [Tony O'Driscoll](#)

Leaders have to make sure that [people have enough exposure to the outside,](#) so they actually know what's going on. Certainly ecosystem structures are very helpful with that. Companies can spend lots of money teaching people about agility. And, in my view, that's a complete waste of time if the structure of your company is locked in. [Tammy Erickson](#)

The points of interaction of the organisation where the consumers are need to be empowered to rapidly make decisions, without needing to go and check back with headquarters. [Niren Chaudhary](#)

Your [people are shock absorbers for change.](#) They see the change, sometimes before you do, and have better context to how that change will affect you. [Iyinoluwa 'E' Aboyeji](#)

The best companies are where the [CEO and executive team are well connected to the people who are providing income to the company.](#) They spend time to ensure that they're taken care of, understood, and changes are being noticed. [Guillaume Alvarez](#)

Perpetually changing enterprises herald a new style of leadership: ‘Orchestrators not heroes’

What qualities are most essential for a leader to thrive in today’s challenging environment?

A flatter, more nimble organisational structure needs to be accompanied by a new style of leadership if it is to empower people to act at speed. Our interviewees were united in the view that successful modern leaders are very different from the historic view of a CEO locked away in their office on the top floor. They’re role models who shape culture through what they celebrate and tolerate, are willing to reward experimentation and accept failure as part of progress, and are also humble enough to admit when they don’t know something or are wrong. Importantly, they’re also deeply connected to customers and frontline employees.



To avoid silos and departmental ‘kingdoms’, C-suite executives need to coach their teams to integrate with all the others and promote enterprise-wide teamwork. It’s a change in thinking and also a change in ways of working for leaders and their teams.  
Lenka Pincot

We are talking much more about orchestrators and not heroes... gardeners, not architects.  
Janka Krings-Klebe

Organizations need to be in a state of readiness to pivot at any point in time. And those weak-signal cues are not going to come from the middle of the firm, but from the edge. So we need to distribute decision making to the place where the person who has the most contextual reference is empowered to decide.  
Tony O’Driscoll

You need leaders walking around having a coffee, chatting with people and entering the building in exactly the same place as everyone else. They need to be in the action, accessible, and authentic. Guillaume Alvarez

The greatest leaders I’ve seen, who have been able to capture opportunities, were people who were not overwhelmed, who were relaxed enough to be able to do two things. First, have time to think critically and independently and calmly, and second, to have a great team who would help them understand what those opportunities were.  
Claudio Fernández-Aráoz

Essential leadership qualities

While change is undeniably unsettling, successful leaders embrace it. They know that on the other side of discomfort, unprecedented opportunities await. Success lies in their ability to motivate teams to be in a perpetual state of readiness, become comfortable with ambiguity and turn the early ripples of change into opportunities. To do this, five key leadership qualities emerged:

- 1 **Curiosity:** Great leaders maintain childlike curiosity throughout their careers, asking questions and constantly learning. This helps them identify weak signals and emerging trends, and forms the foundation for developing compelling visions.
- 2 **Insight:** Impactful leaders instinctively know how to listen to subtle signals while ignoring distractions and unhelpful noise. This enables them to spot connections and understand the implications of change more quickly.
- 3 **Engagement:** Being able to engage the hearts and minds of others towards their compelling vision is essential for modern leaders. This level of engagement comes from possessing great curiosity and insight.
- 4 **Determination:** Leaders with high determination are resilient individuals who keep on striving towards challenging self-imposed goals. They’re able to learn, adapt and respond properly, regardless of their previous experience.
- 5 **Motivation:** To bring these leadership qualities together and ensure they drive positive change, leaders need the right motivation to work towards a common purpose.



Someone with great curiosity and insight can become a great strategic leader, and someone with great engagement and determination can become a great change leader.  
Claudio Fernández-Aráoz

Another skill is tolerance for ambiguity. We love clear answers. Well, we don’t have them anymore, and we need to be able to live with that. Curiosity and capacity to learn is more important than experience. Emotional maturity and emotional intelligence are more important than IQ. Eduardo Braun

Find a leader who feels responsible for protecting and governing their ecosystem of stakeholders, employees, and customers through change. They’re not a wilful leader, in the sense that they have one view of how the world should work and then stubbornly pursue it.  
Iyinoluwa ‘E’ Aboyeji

Key action points:



- 1 Remove management layers in priority business units
- 2 Launch peer-to-peer forums to share market signals
- 3 Formalise ecosystem partnerships with clear shared-value metrics

# Technology foundation: ‘Don’t fall in love with the technology itself, but rather what the technology can do for your customer’

## What can corporate leadership do to lay the right technology foundation for their adaptive enterprise?

In an era of perpetual change, organisations need to be able to anticipate risk and harness emerging opportunities faster than ever before. Technology plays a critical role in this equation, but its real power lies in how it’s deployed. Several interviewees agreed that technology alone is not a magic formula and that focusing on integrating new systems or tinkering around the edges of legacy systems will only serve to slow organisations down. The danger is that organisations invest in technology to strengthen outdated and inefficient central control and top down structures. Instead, modernisation should begin with a mindset and cultural change. Organisations should prioritise solutions that unlock agility, support data democratisation and accelerate decision loop to empower people to act swiftly and with confidence.



Modernisation starts with rethinking how value is created and delivered, and not by thinking of what kind of new ERP system or CRM system I am going to buy. Legacy systems are only as stubborn as the culture and the leadership that protect them. So if you want modernisation, you need to start with a mindset and not the code. Janka Krings-Klebe

Organisations need to make their technology investment an enabler of a new way of managing and organising, rather than making existing bureaucracy more efficient or digitised. Michele Zanini

It’s not a technology revolution we’re living. It’s rather an organisational revolution. We need to create organisations that are comfortable and adaptable to constantly changing technologies, and therefore we need to create more cross-functional committees that are human first, tech enabled. Eduardo Braun

It takes funding. If you don’t have the funding, you’re actually going to waste a lot of people’s time who’ll get excited about what could be done, and then realise that the company doesn’t have the money to do it. Then you need to cut through the habit of doing one more customisation on the old system, because it’s cheaper. If you want reorganisation and you want disruptive technology, you need to have an element of disruption. Guillaume Alvarez

## Use AI to help people connect, interpret, and act

Artificial intelligence is already reshaping industries and transforming many aspects of work. While the interviewees agreed that AI cannot — and should not — replace human judgement, trust or relationship building, it should be used to handle complex analysis and deliver vital information and data to employees. Generative AI, in particular, is rapidly enabling unexpected connections to be made across different sets of data points by anybody in an organisation. This democratisation of insight empowers employees at all levels, supports faster decision-making and gives those closest to the customer greater autonomy. For technology investment to deliver on its promise of transformation, the interviewees stress that leaders must approach it with clarity of purpose and a deliberate strategy. They should ask their teams what data they need to make faster, more intelligent decisions that lead to greater success. This can support the development of a strategic roadmap that details how they’re going to embed disruptive technology like AI to unlock value. The strategy should focus on:

- How AI will create business value rather than adopting it for its own sake
- Embedding AI thoughtfully and incrementally into core business processes
- Building cross-functional teams that embed security by design

By laying a strong and purposeful technology foundation that frees employees to connect, interpret, and act, organisations will be better prepared to respond amidst continual change.



Sadly, a lot of organisations make technology a goal in itself and that doesn’t typically work out well. But if you start out from the outcome you want technology to deliver for you, then you can have real, honest and useful conversations about how to get to that. Iyinoluwa ‘E’ Aboyeji

I think leaders need to talk about what artificial intelligence can do in tangible terms, rather than in general statements, or focusing on exciting but relatively useless features. Employees have a day job to do, and they need real solutions for real problems, particularly when they’re working on doing the right thing for their clients. Guillaume Alvarez

Once you have defined the road map and shared that roadmap, you demystify the role of AI for those employees who might be fearful about the change involved. Niren Chaudhary

Don’t fall in love with the technology, but rather what the technology can do for your customer or in your customer journey. Eduardo Braun

Key action points:

1

Map critical decision processes and identify where AI-driven insights can reduce response times

2

Establish cross-functional teams with ‘security by design’ to pilot incremental AI use cases

3

Allocate a dedicated change-fund to ensure disruptive technology pilots are fully resourced

# Talent transformation: ‘Real adaptability isn’t about what you say, it’s about what you do’

## In an era where AI-infusion leads to changes in roles of people and ways of working, how can executives cultivate continuous talent transformation?

For organisations to succeed in a rapidly changing business environment they must reimagine how they attract, develop, and retain talent to remain competitive and resilient.

Younger generations have a different view of how they want to work and restricting them within a rigid top-down structure is unlikely to inspire them.

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Think about TikTok influencers or YouTubers with millions of followers. Nobody appointed them. They emerged because they were adding value, providing something meaningful. So if your model of leadership is dynamic and bottom-up, and then you join a company where it’s the opposite—top-down and static—you’re not going to be engaged.

Michele Zanini

Three key drivers emerged to help organisations attract and retain skilled, motivated and productive talent:

- 1 Create an environment of continual learning
- 2 Give employees the freedom to fail
- 3 Unite behind a strong purpose

## Create an environment of continual learning

Organisations must move beyond traditional training programmes and embed learning into daily practice. Continual learning isn’t just about acquiring new skills; it’s about developing adaptability as a core competency and helping people become comfortable with ambiguity and change while maintaining a clear sense of purpose.

Leaders have a crucial role to play by modelling learning behaviours themselves.

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You don’t create a learning culture by launching another training program or slapping a growth mindset poster on the wall. Real adaptability isn’t about what you say, it’s about what you do. Janka Krings-Klebe

I think that one of the most powerful attractants that companies have today is to say; ‘You will learn more from us than from any other organisation’. That’s the single biggest economic driver that a company should be offering, it’s more important than short term salary. Tammy Erickson

You need an innovation mindset no matter what you’re doing in the organisation. You wake up every morning and say, ‘How can I be better?’ That culture embodiment is leader led, where the leader is walking the talk and demonstrating this healthy sense of dissatisfaction in individual conversations, in team conversations.

Niren Chaudhary

The lifespan of skills is getting shorter and shorter, so we need to re-learn more frequently. One way for organisations is to create an environment for peer-to-peer learning and exchange. For instance, build cross departmental communities of practice that connect people from different teams that are working on a similar problem or have a shared profession, even if they’re not organised by the same manager.” Lenka Pincot

I believe we should be placing much more focus on assessing someone’s potential to continue learning and adapting so they’re able to perform successfully when conditions change.

Claudio Fernández-Aráoz

## Give employees the freedom to fail

Failure and mistakes are essential components of adaptability and innovation in forward-thinking organisations. Perpetually adaptive enterprises don’t just tolerate failure—they actively incorporate it into their operating model as a necessary component of innovation and growth. Rather than punishing mistakes, they use them as learning opportunities.

Organisations should be structured to allow for experimentation and learning from failure. This approach normalises the iterative process of innovation. Leaders must reinforce that they’re comfortable with uncertainty and are willing to admit mistakes.

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Culture is shaped by what is celebrated and also by what is tolerated. So if you want real learning and adaptability, you need to reward experimentation. You need to accept failure as part of progress, and you need to highlight stories of adaptive success. Janka Krings-Klebe

Create a culture of psychological safety for people to make mistakes and to learn and to get up and try again. So that virtuous loop of doing, failing, learning, doing, failing, learning is going to be a very important cultural hallmark for organisations in the future.

Niren Chaudhary

It’s not a dramatic question to want to trial something and then to correct it if it doesn’t work. Shelve it and admit failure rather than insisting to try to fix the thing that is not working. It’s a skill that senior leaders need to get much better at. And middle management often have the fear to be responsible for failure in front of upper management. So you need to create an environment where it’s more baby steps. Start small, do a trial, check that it does the job, or at least it gets you in the right direction, and then dial it up. And if it doesn’t work, either fix that’s not working or stop it.

Guillaume Alvarez

The way you maximise learning per unit of effort is by distributing decision making so that people can make decisions and learn from them every day. Michele Zanini

## Use AI to accelerate talent transformation

Artificial intelligence is reshaping the talent landscape by enabling more personalised, efficient, and impactful learning experiences. It also allows organisations to institutionalise knowledge while freeing people to focus on higher-value work. AI shows significant promise in transforming talent management through:

- 1 Personalised onboarding: Tailored journeys replace generic checklists
- 2 Skill mapping: Aligns employee strengths and aspirations with business needs
- 3 Just-in-time knowledge: Accelerates onboarding and productivity
- 4 Leadership development: Captures and delivers leadership insights in real time

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With artificial intelligence, a lot of leadership knowledge and practice could be documented for ‘just-in-time access’ by new leaders. They can learn how to deal with tough situations and decisions from the folks who come before them. Taking people to do an MBA for two years to learn a bunch of leadership theory in a context they don’t fully understand, versus giving them that knowledge just in time, will just make a whole bunch of difference and give them the depth of leadership.

Iyinoluwa ‘E’ Aboyeji

AI can essentially provide a cockpit for your first week or month on the job and tell you exactly how to do each task and who to contact. I think AI is going to make orienting new employees much easier. Then the argument that we have to have people around for a long time, because it costs so much to bring them up to speed is not going to be true going forward. You can get the best talent for the task today, because you can bring them up to speed very quickly with AI.

Tammy Erickson

There’s a great opportunity for using AI for the employee onboarding process. Instead of passive reading and consuming documents, AI assistants can facilitate fast access to information and answer employee questions that would otherwise require to locate and access multiple resources.

Lenka Pincot



Don't forget what makes us human

While AI has much to offer, our interviewees were clear that the qualities that make us human should be given space to shine, rather than overshadowed.

AI has limitations when it comes to evaluating soft skills such as emotional and social intelligence, which are increasingly critical for top leadership roles. AI cannot yet replace human intuition and empathy in high-stakes decisions like hiring top executives or assessing leadership potential. Human judgment is still essential for assessing qualities like motivation, engagement, and adaptability.



In an age where technology is advancing so much, what makes us profoundly human – the ability to manage ourselves and relate to others – will be the key for building lasting greatness of the right type. Not just making lots of money short term, but building companies that last with the purpose of making the world a better place. Claudio Fernández-Aráoz

We've always thought about talent from a perspective of knowledge and time. I think now we're going to start thinking about talent from the perspective of output and productivity. Iyinoluwa 'E' Aboyemi

Unite behind a strong purpose

Purpose is a crucial stabiliser for future talent. Younger joiners do not expect or wish to stay at the same organisation for decades. Instead they're motivated by the purpose of the company and the story it has to tell.

To attract and retain the next generation of talent, organisations must be clear about their purpose and provide meaningful work.



You have to create, enhance or cultivate a sense of belonging and a sense of purpose that compensates the ambiguity of roles, tasks and jobs. Conversations are very important at different levels. It used to be an annual meeting, now it's continuous feedback and continuous conversation. Eduardo Braun

People often think you can either drive profit or purpose, but if you hold it together as a leader and say, 'How could I do both?' That creates a new pathway and a new model for the future. That's the kind of leaders we need for the future. Niren Chaudhary

At the heart of everything, the next generation of talent just want better. They want better for themselves. They want better for society. Iyinoluwa 'E' Aboyemi

The organisational aspiration has meaning to any individual, whether that's a chemist, a salesperson or a manufacturing floor person. They find meaning in what the firm's aspiring to achieve. Tony O'Driscoll

The foundational starting point has to be the business purpose of the company. Then you can create teams of people that have a common goal, common interest and the right level of expertise. Guillaume Alvarez

Key action points:



- 1 Launch micro-learning sprints that encourage cross-department collaboration
- 2 Introduce a "Freedom to Fail" fund to underwrite small experiments with rapid feedback loops
- 3 Define and communicate how each role links to your north-star purpose

Conclusion

The interviewees paint a clear picture of what's needed for organisations to become perpetually adaptive and better prepared for change. They must break free from rigid systems and participate in broader ecosystems where technology enables data to flow to employees at all levels.

Bringing all this together successfully, hinges on leaders who act as orchestrators, not heroes. These individuals shape culture, reward learning, and empower decisions beyond the top floor. The most successful leaders will be those who can motivate teams and enable every part of the organisation to work in harmony towards clear goals and for a common purpose.

By embracing this modern leadership approach, organisations will place themselves in the best position to not just to endure change, but to lead it and set the pace on their own terms.

Methodology

The report on 'New Leadership for the Perpetually Adaptive Enterprise' is the result of a collaboration between Tata Consultancy Services and the Peter Drucker Society Europe. It is based on interviews with ten prominent global experts in the areas of management, leadership, executive education, and professional development. They were carefully selected and nominated by the Peter Drucker Society Europe.



Iyinoluwa 'E' Aboyemi  
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Eduardo P Braun – Board Member, Grupo Supervielle & author of People First Leadership



Niren Chaudhary  
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## About Tata Consultancy Services Ltd (TCS)

Tata Consultancy Services (TCS) is a digital transformation and technology partner of choice for industry-leading organizations worldwide. Since its inception in 1968, TCS has upheld the highest standards of innovation, engineering excellence and customer service.

Rooted in the heritage of the Tata Group, TCS is focused on creating long term value for its clients, its investors, its employees, and the community at large. With a highly skilled workforce spread across 55 countries and 202 service delivery centers across the world, the company has been recognized as a top employer in six continents. With the ability to rapidly apply and scale new technologies, the company has built long term partnerships with its clients – helping them emerge as perpetually adaptive enterprises. Many of these relationships have endured into decades and navigated every technology cycle, from mainframes in the 1970s to Artificial Intelligence today.

TCS sponsors 14 of the world's most prestigious marathons and endurance events, including the TCS New York City Marathon, TCS London Marathon and TCS Sydney Marathon with a focus on promoting health, sustainability, and community empowerment.

TCS generated consolidated revenues of over US \$30 billion in the fiscal year ended March 31, 2025. For more information, visit [www.tcs.com](http://www.tcs.com)

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## Peter Drucker Society Europe

The Peter Drucker Society Europe is a practitioner-led, multi-stakeholder group that builds on Peter Drucker's fundamental ideas and ideals with the aim of contributing to the evolution of management as a vital piece of a functioning modern society.

Each year, the Drucker Society Europe hosts the Global Peter Drucker Forum, a crystallizing event where decision makers convene to discuss the future of management in a pragmatic and solution-oriented manner.

[www.druckerforum.org](http://www.druckerforum.org)

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