

**JANUARY
FEBRUARY**

The Materiality of the Organization

In the era of the intangible, of immaterial resources and digitalization, it nonetheless remains paramount to address the physical and material aspects of business life and work. The planning of work spaces, the means of physical contact with consumers and clients, the interactions between people and digital tools, and the logistics of product delivery and distribution, are only a handful of the items at stake in this department. Innovation in these fields can contribute to the improvement of organizations and, through these, of working conditions and human lives.

DISCUSSION: DECEMBER 3rd

**MARCH
APRIL**

Who Resides in the C-Suite?

Complex enterprises are often led by a group of top managers who assist the Chief Executive Officer (CEO) in his daily activities. We are talking about C-Level managerial figures like the Chief Operation Officer (COO), the Chief Marketing Officer (CMO), the Chief Information Officer (CIO) and the Chief Finance Officer (CFO). They make up the so-called C-Suite, the "top executives room". Let us analyze how these different roles are integrated in top management teams and how they are evolving within emerging organizational models.

DISCUSSION: FEBRUARY 4th

**MAY
JUNE**

The Middle Manager Between Extinction and Change

Managers and executives in charge of basic and intermediate structures are subject to tensions and pressures from above and below, they at once control and are controlled, they both exercise and suffer behavioral and organizational resistance. Downsizing processes, the shortening of hierarchies, the grouping of structures, the automatization of management processes and the externalization and decentering of production have all significantly reduced the abundance of these roles. The looming of yet more intensive forms of digitalization might put into question the very need for their existence. Let us interrogate ourselves on the changing role of the middle manager.

DISCUSSION: APRIL 7th

Organizational Monitoring and Performance Management

Organizational monitoring references the mechanisms that managers utilize to direct attention, motivate and encourage individuals and groups to act in a manner that fulfils the enterprise's objectives. In planning monitoring systems, it is necessary to bear in mind formal aspects, but also informal ones, considering effects on behavior at all organizational levels, preventing inappropriate actions and promoting reactivity, learning and innovation. Hence the subversion of traditional methods of conceiving objectives and the necessity of identifying new systems of Performance Management.

DISCUSSION: APRIL 28th

The art of Organizing

Organizing involves multiple subjects and roles, and comprises elements of science, trade and art. Practicing the art of organizing means piecing together and balancing different criteria. It means keeping entire systems in a dynamic equilibrium, valorizing instances that might superficially appear opposed: the centralization of certain functions and the autonomy of business units, control and learning, the materiality of processes and the intangibility of resources, economic value and inclusion. Let us analyze in what ways and with which protagonists the art of organization manifests itself today, in the face of scenarios increasingly dominated by complexity and uncertainty.

DISCUSSION: JUNE 30th

Data-driven Organization

A new vision is making its way that sees organization as a machine that gathers and distributes information and generates ideas capable of directing business choices. The new discipline of "social physics" makes use of Big Data and mathematical concessions to understand the ways in which ideas flow from person to person through social learning mechanisms, and how this flux translates to creative behaviors, productivity and results referable to small work groups, specific departments within larger enterprises and even entire cities and societies. These are what we identify as Data-Driven Organizations, Data-Driven Cities and Data-Driven Societies.

DISCUSSION: SEPTEMBER 29th

**JULY
AUGUST**

**FORUM
SPECIAL
NUMBER**

**SEPTEMBER
OCTOBER**

**NOVEMBER
DECEMBER**