



PROGRAMME AND SPEAKERS

LEADING INDUSTRIAL SCIENCE

DATE
2-5 November 2026

DAY 1

The ELPIS Leadership Mindset
- A European Perspective on Leading Science and Technology

- 08.30 - 9.00 Registration and coffee
- 09.00 - 9.30 Welcome, introduction and networking
- 09.30 - 10.00 Meet'n Greet
- 10.00 - 10.45 Introduction to the ELPIS Leadership Mindset
- 10.45 - 11.00 Bio break
- 11.00 - 12.00 ELPIS Keynote: Daring to Lead
- 12.00 - 13.00 Lunch
- 13.00 - 14.00 Keynote Industrial Science
- 14.00- 14.15 Bio break
- 14.15 - 14.45 Introduction to the Leadership Challenge
- 14.45- 15.45 Group work: Opportunity Exploration
- 15.45 - 16.15 Afternoon Break
- 16.15-17.00 Feedback session and evaluation
- 17.00 - 18.00 Reception

DAY 3

The ELPIS Business Case
- Leading Science and Technology from a Business Perspective

- 08.30 - 09.00 Coffee
- 09.00 - 09.45 Reflections from Day 2
- 09.45-10.00 Bio Break
- 10.00 - 11.00 Ecosystem Keynote: Leading Science and Technology
- 11.00 - 12.00 Peer exchange: Science, Technology and Business
- 12.00 - 13.00 Lunch
- 13.00 - 14.00 Business Perspectives on Leadership
- 14.00 - 15.00 Industry Keynote: The Topsoe Case
- 15.00-15.30 Coffee Break
- 15.30 - 16.30 Group work: Opportunity Formulation - Develop your Pitch
- 16.30 - 17.00 Reflections and evaluation

DAY 2

The ELPIS Organizational Context
- Leading Opportunity-prone Engagement

- 08.30 - 09.00 Coffee
- 09.00 - 09.30 Reflections from Day 1
- 09.30 - 10.15 The Organizational Context for Leadership
- 10.15 - 10.45 Peer exchange
- 10.45-11.00 Bio Break
- 11.00- 12.00 Plenary reflections on organizational leadership
- 12.00 - 13.00 Lunch
- 13.00 - 13.45 Organizational complexities
- 13.45 - 14.45 Deep Tech Keynote: Quantum computing
- 14.45-15.15 Afternoon break
- 15.15 - 16.30 Group work: Opportunity Landscape - Develop your Case
- 16.30 - 17.00 Reflections and evaluation

DAY 4

The ELPIS Leadership Action
- Turning Opportunities into Reality

- 08.30 - 09.00 Coffee
- 09.00 - 09.45 Reflections from Day 3
- 09.45-10.00 Bio break
- 10.00 - 11.00 Science Keynote: Realigning the Machinery of Innovation
- 11.00 - 12.00 Group work: Preparing the Opportunity Pitch
- 12.00 - 13.00 Lunch
- 13.00 - 15.00 ELPIS Challenge: Group Pitches and Panel Feedback
- 15.00-15.30 Coffee break
- 15.30 - 16.00 Peer reflections
- 16.00 - 17.00 Conclusions, Leadership Perspectives and Next Steps

TIME IS NOW

THE ELPIS LEADERSHIP MINDSET

A European Perspective on Leading Science and Technology

DAY 1: 2. November 2026

PROGRAM

8.30 - 9.00	Registration and coffee
9.00 - 9.30	Welcome and talk by DTU Vice Dean, Prof. Jens Ø. Duus.
9.30 - 10.00	Meet'n Greet participants, course team with Academic Lead, facilitators and business coach. Programme, group work, Pitch and expected learning outcomes.
10.00 - 10.45	ELPIS Keynote: Daring to Lead - The ELPIS Leadership Mindset for Innovation and technology by Prof. Liisa Välikangas, DTU Management
10.45 - 11.00	Bio break
11.00 - 12.00	Introduction to the ELPIS Leadership Mindset concept with the 3 Fat Questions guiding the learning outcomes of the course led by Prof. Liisa Välikangas with Business coach Berit Sander and Stephane Guerraz, Lead Facilitator DTU.
12.00 - 13.00	Lunch and networking (DTU Faculty Canteen, 1 st floor Building 101)
13.00 - 14.00	Keynote Industrial Science "Leading Industrial Science and Critical Technology in a Fast-changing Environment" by Preben Haaning, Global Industrial Leaders and professional Board Chairman and Board Member in Life Science, Medtech and Bio&Food.
14.00 - 14.15	Bio Break
14.15 - 14.45	Introduction to the ELPIS Leadership Challenge - Tools and introduction to the group work by Stephane Guerraz, Lead Facilitator DTU.
14.45 - 15.45	Group work "Opportunity Exploration: Scoping the Idea" with coaching and sparring.
15.45 - 16.15	Afternoon break.
16.15 - 17.00	Feedback session and evaluations plenary with facilitators and business coach.

TIME IS NOW

THE ELPIS ORGANIZATIONAL CONTEXT

Leading Opportunity-prone Engagement

DAY 2: 3. November 2026

PROGRAM



8.30 - 9.00	Coffee
9.00 - 9.30	Main takeaways from Day 1 and introduction to Day 2 led by Facilitator Stephane Guerraz and graphic designer Djamende Filhon
9.30 - 10.15	The ELPIS Organizational context for your personal leadership: Exploring Opportunity-prone Cultures and Practices by Prof. Liisa Välikangas, DTU Management
10.15 - 10.45	Peer exchange on "How to develop and design Opportunity-prone organizations" led by Facilitator Stephane Guerraz
10.45 - 11.00	Bio break
11.00 - 12.00	Sharing organizational implications for leadership in plenary facilitated by Prof. Liisa Välikangas and Stephane Guerraz.
12.00 - 13.00	Lunch and networking (DTU Faculty Canteen, 1 st floor Building 101)
13.00 - 13.45	Organizational complexities: The FAT Question on Leadership led by Prof. Liisa Välikangas.
13.45 - 14.45	Keynote Deep Tech "Experiences in investing and leading quantum computing and biotech as business opportunities - Lessons for leadership" by Jeroen Bakker, Partner Novo Nordisk Holding Responsible for Quantum Investments Chairman & Board Member in Quantum and Life Science startups.
14.45 - 15.15	Afternoon break
15.15 - 16.30	Group work "Opportunity Landscape - Develop your Case" with coaching and sparring.
16.30 - 17.00	Key takeaways in plenary from Day 2 and evaluation led by Facilitator Stephane Guerraz and Business Coach Berit Sander.

TIME IS NOW

The ELPIS Business Case

Leading Science and Technology from a Business Perspective

DAY 3: 4. November 2026

PROGRAM

8.30 - 9.00	Coffee
9.00 - 9.45	Key take aways and learnings from Day 2. Program and main speakers for Day 3 led by Lead Facilitator Stephane Guerraz and graphic designer Djamende Filhon.
9.45 - 10.00	Bio break
10.00 - 11.00	The ELPIS Ecosystem Case "How to lead and innovate with Science and Technology" by Dr. Markus Herrgård, CTO The Bio Innovation Institute, Denmark
11.00 - 12.00	Peer Exchange: What makes Science and Technology good or bad for business? Key take aways from the BII examples led by Facilitator Stephane Guerraz.
12.00 - 13.00	Lunch and networking
13.00 - 14.00	Business implications: The ELPIS 3 FAT Questions on Leadership by Prof. Liisa Välikangas and Stephane Guerraz
14.00 - 15.00	The ELPIS Industry Keynote: "The Topsoe case: Leading Science and Technology as an Ecosystem" by Prof. Anne Hauch, Senior Group Manager Power-to-X, Topsoe
15.00 - 15.30	Coffee break
15.30 - 16.30	Group work "Opportunity formulation - Develop your Pitch" with coaching and sparring
16.30 - 17.00	Reflections and evaluation on Day 3 led by Facilitator Stephane Guerraz with Business Coach Berit Sander.

TIME IS NOW

The ELPIS Leadership Action

Turning Opportunities into Reality

DAY 4: 5. November 2026

PROGRAM

8.30 - 9.00	Coffee
9.00 - 9.45	Key take aways and learnings from Day 3. Program and main speakers for Day 4 led by Lead Facilitator Stephane Guerraz and graphic designer Djamende Filhon.
9.45 - 10.00	Bio break
10.00 - 11.00	The ELPIS Science Keynote "Realigning the Machinery of Innovation - Structural Barriers and Design Flaws in Deep Tech Translation Processes" with Prof. MBA Timothy Booth, DTU Physics
11.00 - 12.00	Group work "Prepping the Opportunity Pitch". Coaching and sparring provided.
12.00 - 13.00	Lunch and networking
13.00 - 15.00	The ELPIS Challenge: Taking Leadership to the next level: The Group Pitches with an ELPIS Pitch Panel providing feedback (Members TBA)
15.00- 15.30	Coffee break
15.30- 16.00	Feedback and peer reflection in plenary "What are the key learnings from the groupwork and pitch session for yourself and for your company?" Led by Prof. Liisa Välikangas
16.00-17.00	ELPIS Leading Industrial Science - the way ahead of you. Main conclusions and key take aways by Prof. Liisa Välikangas and Stephane Guerraz.

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