



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 and talk by DTU Vice Dean
09.30 - 10.00	Meet'n Greet
10.00 - 10.45	ELPIS Keynote: Daring to Lead
10.45 - 11.00	Bio break
11.00 - 12.00	Exploring the ELPIS Leadership Mindset
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 ELPIS Leadership Game
14.45- 15.45	Launching the Six Moves Game (The Start)
15.45 - 16.15	Afternoon Break
16.15-17.00	Feedback session and evaluation

DAY 3

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

08.30 - 09.00	Coffee
09.00 - 09.45	Toward Science- and Technology-Intensive Business Models
09.45-10.00	Bio Break
10.00 - 11.00	Ecosystem Case: Leading Science and Technology
11.00 - 12.00	Peer Exchange
12.00 - 13.00	Lunch
13.00 - 14.00	Industry Keynote: The Topsoe Case
14.00 - 15.00	Exploring the Three Fat Questions
15.00-15.30	Coffee Break
15.30 - 16.30	Group work: From Game to Reality
16.30 - 17.00	Reflections and evaluation
17.00 - 18.00	Reception

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 - 10.45	The Opportunity-Prone Organization
10.45-11.00	Bio Break
11.00- 12.00	Organizations Evolving with AI
12.00 - 13.00	Lunch
13.00 - 13.45	The Three Fat Questions from the Organizational Perspective
13.45 - 14.45	Deep Tech Keynote: Quantum computing
14.45-15.15	Afternoon break
15.15 - 16.30	Playing the Six Moves Game (The Final)
16.30 - 17.00	Key takeaways and evaluation

DAY 4

The ELPIS Leadership Action
- Turning Opportunities into Reality

08.30 - 09.00	Coffee
09.00 - 09.45	Key objectives and program lessons
09.45-10.00	Bio break
10.00 - 11.00	Science Keynote: Realigning the Machinery of Innovation
11.00 - 12.00	Group work: Preparing for the Pitch Presentations
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	Feedback and peer reflection
16.00 - 17.00	ELPIS Leading Industrial Science - Looking Forward

TIME IS NOW



DAY 1: 2nd November 2026

THE ELPIS LEADERSHIP MINDSET

A European Perspective on Leading Science and Technology

Venue: DTU Main Building 101, Meeting room S01 (Ground floor) - Anker Engelunds Vej, 2800 Lyngby

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 by Prof. Liisa Välikangas, DTU Management
10.45 - 11.00	Bio break
11.00 - 12.00	Exploring the ELPIS Leadership Mindset with Three Fat Questions guiding the learning outcomes of the course led by Prof. Liisa Välikangas with Business Psychologist 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 Game - An introduction to Playing the Six Moves by Stephane Guerraz.
14.45 - 15.45	Launching the Six Moves Game (The Start), Group work with facilitation.
15.45 - 16.15	Afternoon break.
16.15 - 17.00	Feedback session and evaluations plenary with facilitators and business coach.

TIME IS NOW



DAY 2: 3rd November 2026

THE ELPIS ORGANIZATIONAL CONTEXT

Leading Opportunity-Prone Engagement

Venue: DTU Main Building 101, Meeting room S01 (Ground floor) - Anker Engelunds Vej, 2800 Lyngby

PROGRAM



8.30 - 9.00	Coffee
9.00 - 9.30	Main takeaways from Day 1 and introduction to Day 2 led by Stephane Guerraz and Graphic Designer Djamendé Filhon
9.30 - 10.45	The Opportunity-Prone Organization: Leading and Capturing Value, by Liisa Välikangas and Stephane Guerraz
10.45 - 11.00	Bio break
11.00 - 12.00	Organizations Evolving with AI - A plenary facilitated by Liisa Välikangas and Stephane Guerraz.
12.00 - 13.00	Lunch and networking (DTU Faculty Canteen, 1 st floor Building 101)
13.00 - 13.45	Exploring The Three Fat Questions from the Organizational Perspective, led by Liisa Välikangas, Stephane Guerraz and Berit Sander.
13.45 - 14.45	The ELPIS Deep Tech Keynote "Experiences in investing and leading quantum computing and biotech as business opportunities - Lessons for leadership" by Jeroen Bakker, Partner <u>Novo Nordisk Holding</u> Responsible for Quantum Investments Chairman & Board Member in Quantum and Life Science startups.
14.45 - 15.15	Afternoon break
15.15 - 16.30	Playing the Six Moves Game (The Final), group work with facilitation.
16.30 - 17.00	Key takeaways in plenary from Day 2 and evaluation led by Stephane Guerraz and Berit Sander.

TIME IS NOW



DAY 3: 4th November 2026

The ELPIS Business Case

Leading Science and Technology from a Business Perspective

Venue: DTU Learn for Life, Building 421, Kollegie Bakken, 2800 Lyngby

PROGRAM



8.30 - 9.00	Coffee
9.00 - 9.45	Toward Science- and Technology-Intensive Business Models - Key Take-Aways and Insights. Program and main speakers for Day 3 led by Stephane Guerraz and Djamendé 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 Christian Rank, Chief Development Officer, Bio Innovation Institute, BII Denmark.
11.00 - 12.00	Peer Exchange: Discussion Around Leading Technology and Science, Key take aways from the BII examples led by Stephane Guerraz.
12.00 - 13.00	Lunch and networking
13.00 - 14.00	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.
14.00 - 15.00	Exploring the Three Fat Questions from the Business Perspective to Science and Technology, by Stephane Guerraz and Berit Sanders.
15.00 - 15.30	Coffee break
15.30 - 16.30	Group work "From Game to Reality: Introducing the Group Challenge", by Stephane Guerraz.
16.30 - 17.00	Reflections and evaluation on Day 3 led by Stephane Guerraz with Berit Sander.
17.00 - 18.00	Reception and networking

TIME IS NOW



DAY 4: 5th November 2026

The ELPIS Leadership Action

Turning Opportunities into Reality

Venue: DTU Learn for Life, Building 421, Kollegie Bakken, 2800 Lyngby

PROGRAM



8.30 - 9.00	Coffee
9.00 - 9.45	Key objectives and program lessons: Becoming an ELPIS Leader. Program and main speakers for Day 4 led by Stephane Guerraz, Liisa Välikangas and Djamendé 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 Timothy Booth, MBA, PhD, Ass. Prof., Group Leader innovation, DTU Physics
11.00 - 12.00	Group work "Preparing for the Pitch Presentations of the Group Challenges". Coaching and sparring provided.
12.00 - 13.00	Lunch and group work continued
13.00 - 15.00	The ELPIS Challenge: Turning Opportunity to Action: The Group Pitches with an ELPIS Pitch Panel providing feedback (Members include Tim Booth, Ass. Professor DTU, Anders Gersel, M.D., Ph. D Board member, Luis Marchal, HR VP Alfa Laval).
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 and Berit Sander.
16.00 - 17.00	ELPIS Leading Industrial Science - Looking Forward. Main conclusions and key take aways by Prof. Liisa Välikangas and Stephane Guerraz.

TIME IS NOW