



WORKSHOP: Resilience Aspects' Role on Systemic Digital Transformation in Contemporary Business Ecosystems

INTRODUCTION

In the contemporary interconnected and interdependent world, we live in, where complexity, fluidity, ambiguity, constant emerging crises of any kind, new threats and vulnerability is the normality, the exponential complexity of systems is leading to redefine approaches, practices, tools, techniques and processes we are thinking about and trying to implement efficiently and effectively. One of them, coming from psychology is resilience. In our workshop we are going to present some aspects of the importance of resilience building in Military, Civil Governance and Business domains, in order to establish a common perception and understanding on this approach and how these entities will be able to get the appropriate capability to take properly informed decisions, to confront successfully expected or unexpected crises and continue their operational functions (business continuity) under "normal" circumstances. Due to the multidisciplinary nature and extent of Resilience and the time limitation of workshop the presentations of guest speakers include the following items:

Chairman of Workshop: Efthymios Charokopos(MSc,EMBA)

Speakers

- **Harlas Ioannis, PhD:** Improving (Cognitive) Resilience in Situation Understanding and Decision making by countering Cognitive biases, Behavior Influencing techniques and Disinformation"
- **Voskakis Konstantinos, MSc:** Multidisciplinary Approach to Situational Understanding (SU)
- **Tsirigotis Anthimos, PhD:** Resilience Thinking in Contemporary Business Ecosystems: Understanding the reasons and drivers of change in organisations: The case of NATO
- **Alexopoulos Konstantinos, MSc:** Digital Transformation in Contemporary Business Ecosystems to fortify Resilience, in the area of Climate Change, Natural Hazards and Pandemic Risks



Efthymios Charokopos(MSc,EMBA)

Efthymios Charokopos was born in Athens and is a graduate of the Hellenic Army Academy (BSc in Military Art and Science). He holds a Diploma (Supreme War College) in Army Operational Planning, a Diploma (Supreme Joint War College) in Joint Operational Planning, a Diploma (National Defence College) in Defence and Strategy Studies, a Master of Science in International Relations and Strategic Studies (Panteion University of Athens) and an Executive MBA (Business and Economics University of Athens). He also holds certificates in Project Risk Management, in Influence Skills, in Strategic Planning, in PRINCE 2 Foundation Exam and in PRINCE 2 achieving Partitioner Certification from Learning Tree International και APM Group (UK). Additionally, he graduated from the NATO Training School in Oberammergau, Germany (NATO/PFP Staff Officer Orientation Course, NATO Civil-Military Cooperation Staff Course, European Security Cooperation Course, NATO Global Programming Training Analysis Course). After his retirement as senior military officer, he has worked as Defence-Security-Management consultant, training development strategist, mentor and visiting trainer-lecturer at the Hellenic Army Academy, Land Forces University of Poland, New York College of Athens, Multinational Peace Support Operations Center (MPSOTC) and in a Joint Master Program of Supreme Joint War College and Aristotle University of Thessaloniki.

Improving (Cognitive) Resilience in Situation Understanding and Decision making by countering Cognitive biases, Behavior Influencing techniques and Disinformation

By Harlas Ioannis, PhDc

Malign actors can influence our judgement, decision making and even our behavior by exploiting our cognitive biases (Kahneman/Tversky) and utilizing behavior influencing techniques (Cialdini). In addition to the underlying inherent human weaknesses, new threats have emerged, empowered by the evolution of technology (e.g. AI and Social Media). Today the most notorious forms of mass-influencing tools are computational propaganda and digital disinformation. An analysis of techniques used during the Russo - Ukrainian conflict will help us understand how and why these methods are so dangerous and effective in distorting our understanding and judgement with further implications on influencing decision making. To counter the cognitive threats, several techniques have been introduced with the aim of resisting the most common cognitive biases and behavior influencing techniques. The focus of this presentation will be on those endorsed by NATO's "Innovation Hub". Furthermore, a set of tools, techniques (like OSINT) and sophisticated procedures for identifying and countering disinformation will be presented, based on the work introduced by Academia (e.g. MIT), NATO, EU and NGOs (DFR lab etc).



Multidisciplinary Approach to Situational Understanding (SU)

By Voskakis Konstantinos, MSc

In the modern world we live in, the complexity of systems has increased exponentially, making the navigation through them very difficult. Very often, a new "Perfect Storm" arises, and every time we seem even more unable to confront them. Military, Civil Governance and Business need new tools and processes that will support them to become efficient and effective. Resilience is a term that promises humankind the desired ability to withstand extended crises. But how do we achieve resilience?

This workshop proposes an easy guide to implement resilience. The core concept is Situational Understanding. When a country is at war, or an enterprise needs competitive advantage, or an organization seeks the ability to operate under extreme adverse conditions, what is needed is deeper understanding of the situation, that will enable them to take informed decisions and to look further in the future (foresight). In this way, a government/ organization/ enterprise can plan for the unexpected and be fully prepared for the unseen.

The Multidisciplinary Approach makes use of different perspectives of human knowledge (risk/ crisis/ Indication& Warning/ project/ data/ knowledge/ quality/ systemic management) that build up to the desired Situational Understanding.



Anthimos Alexandros Tsirigotis is on duty, Air Defence officer of the Hellenic Air Force, with postgraduate studies and a PhD degree in Politics and International Relations. His research interests are in the field of socio-technical assemblages and in his work, he applies mixed research methods. His published work probes the way that the Information Communication Technologies shape new meanings around some of the oldest ideas of human civilisation like power, threat and war. As a military officer, he has worked on Resilience as staff officer at the Hellenic National Defence General Staff where he worked to coordinate all competent Ministries in order to revise their plans and operation according to the issued guide lines of the Resilience Committee of NATO. He has contributed in two projects related to resilience; at the national level, publishing the Greek resilience objectives and at NATO level, writing the concept of Military Resilience Situational Understanding which is part of the Layered Resilience project led

by NATO ACT. He currently works at the General Directorate of Financial Planning and Support at the Directorate for Management of European and Development Programmes. In his free time, he tries to keep at pace with the all sifting working conditions by learning new skills like programming languages (Python, SQL), Machine Learning and Business Intelligence

Resilience Thinking in Contemporary Business Ecosystems Understanding the reasons and drivers of change in organisations: The case of North Atlantic Treaty Organisation

By Tsirigotis Anthimos, PhD

The term resilience, as new as it may sound, it is an old, deeply ingrained biological characteristic of life, by virtue of which living species manage to survive. In the last few years, we have come to reinvent resilience and bring it to the realm of systems operation; mainly because we have realized that our world has become an extremely complex and dangerous living environment for life to be lived in. A place densely populated by a breadth of different actors who work in a boundless and timeless world, as a result of Information Communication Technology (ICT), which is open to any kind of threats. The COVID-19 pandemic, economic crises, the outbreak of a hard-power war in Ukraine - to the neighbourhood of Europe - but also climate change and its devastating consequences across the world, have created a widespread feeling of unpredictability or, even worse, of how precarious any one's system's "life" actually is. Within this complex world, any organization or company but even, any modern state has difficulties to defend against its existential threats unless they fully understand that being powerful is concomitant to how effectively they manage to respond to anything they have not been prepared for. It sounds paradoxical but, unlike in the past, today, power does not stem from one's ability to keep its threats at bay by offering a galvanized security to her own 'co-patriots'. Today, power stems from systems' conscious acknowledgement that they have to find ways to keep being operational in an inherently unsafe world. This presentation will discuss how resilience thinking is the way that a new conceptualization of a system's operation which is founded on the theory of Complex Adaptive Systems is operationalized. The objective is to offer the big picture of what resilience entails; what deeper, conceptual changes it brings about and how a system (of any kind) should redesign its operations. To do so, the example of the North Atlantic Treaty Organisation (NATO) will be used, as since 2022, resilience has come to the forefront as the way that the Alliance intends to serve its three core tasks: i) Deterrence and Defence, ii) Crisis Prevention and iii) Cooperative Security. This is a 'real-world' example of how the biggest military Alliance in the world is currently redesigning its whole operation by following the tenets of resilience thinking and, in this way, useful insights could be drawn to systems other than military, as, for instance, in the business world.

Digital Transformation in Contemporary Business Ecosystems to fortify Resilience, in the area of Climate Change, Natural Hazards and Pandemic Risks

By Alexopoulos Konstantinos, MSc

Weather and climate extremes, exposure, and vulnerability are influenced by a wide range of factors, including anthropogenic climate change, natural climate variability, and socioeconomic development. Though investment in digital transformation, businesses can lay the foundation for long-term resilience to future climate change crises, with disaster risk management and adaptation to climate change focus on reducing exposure, vulnerability and increasing resilience to the potential adverse impacts of climate extremes. Where vulnerability is high and adaptive capacity low, changes in climate extremes enforce transformational changes. Transformations will provoke alterations of fundamental attributes of civil emergency systems and will be facilitated with adaptive management, innovative technology, efficient governance, value systems, modernization of supply chains, cyber/hybrid security, and organizations/public services that keep pace with digital transformation. About resilience ability to deal with mass casualties from climate change, natural hazards, and pandemic risks a strategy is needed, which incorporate digital transformation in contemporary business ecosystems for public health/emergency services, urban planning, greenhouse gas emissions, early warning systems for disaster events, and cross sector collaboration. The recovery from COVID-19 pandemic affords a huge opportunity to prioritize digital transformation to future-proof the global economy.



Workshops

WORKSHOP: **Logosofia: Leveraging the Collective Knowledge of People Augmented by AI**



Mr Jeff G Diedrich

Facilitation, Design, Strategic Planning utilizing democratic processes

I've been the Director of Alt+Shift for approximately 22 years. Though my background is in speech-language pathology, my career has taken many different paths.

In 2006, I was exposed to the process of Structured Democratic Dialogue (SDD), a methodology to help organizations navigate complex challenges by involving cognitively diverse stakeholders to co-construct solutions. Working closely with Alexander Christakis, Ph.D., who developed the process, I soon became a practitioner and facilitator. Since 2008, I have facilitated 100+ dialogues in Michigan, the United States, and internationally. I have trained others in SDD in the United States and Europe and designed the current software, Logosofia, which was created to support the process of SDD. I became more immersed in the systems sciences and have a deep appreciation for complexity. These opportunities led to additional opportunities. As a result, I spend a significant part of my time working on behalf of the Michigan Department of Education (MDE) to facilitate various change efforts. I co-led the state systemic improvement plan for the MDE. I have also worked with many school districts throughout Michigan and beyond to engage stakeholders in the process of SDD to resolve a variety of challenges.

This workshop will include a demonstration of Logosofia, a software designed to support the process of Structured Democratic Dialogue (SDD). Specifically, participants will map a small number of ideas to determine leverage points likely to be the most effective ideas in resolving complex challenges. Embedded in Logosofia is an interpretive structural modeling (ISM) algorithm developed by John Warfield that tracks connections based on participants' input. By utilizing the ISM, an early form of artificial intelligence (AI), significant efficiencies are gained while preserving the voice of participants.

WORKSHOP: **Human resources and organizational evaluation and Total Quality Management in the Public Sector**

Mr Konstantinos Th. Papadimitriou, PhD

Expert in Public Administration, President of the Hellenic Administrative Chamber (HAC)
Hellenic Administrative Chamber (HAC)

Prof ATHANASSIOS KRIEMADIS, PhD

Professor of Strategic Planning, Head of the Department of Management Science and
Technology, School of Economics and Technology, University of Peloponnese.
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Mr APOSTOLOS PAPTOLIAS, PhD

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Mrs CHRISTINA MPARMPAROSSI, PhD

Department of Planning and Regional Development, School of Engineering, University of
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Mrs SOTIRIA CHRISTOPOULOU, MSc

fiscal controller in the Ministry of Finance, member of BD of the Administrative Chamber
Hellenic Administrative Chamber (HAC)

INTRODUCTION

For the past 20 years the Greek Public Administration introduced modern management systems but with limited results. Last year, a new law was enacted once again that combines the evaluation of structures and personnel, the use of KPIs and, above all, explicitly introduces in the Greek reality the implementation of the Total Quality Management. In this Workshop, through the approaches of both people of theory and people of practice, the degree of complexity of the subsystems that are involved and play a crucial role in the project, are examined and analysed taking into account the actual conditions of implementation and the requirements of the law.



WORKSHOP: Aspects of Business Transformation: Data Utilization and Business Models

INTRODUCTION

Data utilization refers to the ongoing practice of leveraging data to enhance business outcomes, including increased productivity and profitability. In our rapidly digitizing world, governments, organizations, and businesses are amassing substantial volumes of data. However, the actual value lies in effectively harnessing this data for meaningful purposes. Consequently, companies emphasize data utilization as a strategic approach to inform evidence-based decision-making. The ultimate objective is to drive better business results by enhancing productivity, profitability, and overall competitiveness.

The two presented tools, the Digital Transformation **Business Model Canvas (DTBMC)**, and the Digital Transformation Canvas (DTC), are comprehensive toolkits designed to guide businesses in creating strategy and implementing digital transformation. They provide a structured approach for organizations to embark on successful digital transformation by learning from real-world examples and following practical guidelines.

In this workshop, we present two themes regarding digital transformation:

- (a) The value of data and how they can create opportunities for new IT applications
- (b) The Digital Transformation Business Model Canvas (DTBMC) and the Digital Transformation Canvas (DTC) as tools for the Systemic Digital Transformation of Business Model of an organization.

Presenters: Mr Panagiotis Papaioannou, MSc, CSAP, HSSS
Rallis Antoniadis, M.Sc., Ph.D. Cand., CSAP, HSSS



Data Management – Data Governance: Systemic approach for Business-IT Alignment

By Mr Panagiotis Papaioannou, MSc

In this study, the disciplines of Data Governance and Data Management, as interrelated concepts and in a systemic manner, are considered contributing factors that positively influence the challenge of business-IT alignment in organizations.

The raison d'être for Data Governance and Data Management is because data, as is now commonly accepted, is the new fuel for the economy.

Data Governance is a set of policies towards information-related processes. These policies employ models to address responsibilities, permissions and methods used to exploit the data across the organization. Data Management is the whole cycle of management around data plans, policies, projects, and practices to bring the value of data and information assets to the organization. In a broader sense, Data Governance represents the "why" and "how" while Data Management represents the "what", but from another point of view, these concepts have a large common subset of purposes and practices.

The challenge of "Business-IT alignment" is the alignment of an organization's IT strategy and investments with the requirements generated by that organization's strategy, mission, and operations. While this reflects the purpose of business-IT alignment, the means to achieve this, which is developing a shared understanding among managers and IT professionals, is also known as a definition of this challenge.

Data exploitation has a great impact on almost every aspect of the organization, from routine operations to the entire business model. Having data, managers of any level can understand what happens within the organization and make reasonable decisions about processes or strategy design. For these reasons, Data Governance and Data Management influence in a positive way not only the investments in IT but also the development of the above-mentioned shared understanding.

The whole logical construct, consisting of strategy, processes, data, and people, forms a complex adaptive system featuring component interactions and feedback loops in the causality paths. The systemic approach is the appropriate solution, not only to manage the situation's complexity but also to create the shared understanding that is the prerequisite to transforming raw data into valuable assets.



Systemic Digital Transformation of Business Model: The Digital Transformation Business Model Canvas (DTBMC) and the Digital Transformation Canvas (DTC)

By Rallis Antoniadis, M.Sc., Ph.D. Cand

Ever-increasing complexity is becoming more and more evident in modern organizations and the environments in which they operate, as they try to survive and be as competitive as possible.

Aiming to absorb this complexity, there has recently been an increased interest from organizations in creating services that exploit the potential of business ecosystems.

Ecosystems often consist of a variety of actors such as partners, competitors, customers, collaborators, and generally any actor related to the activities of an organization / business.

They have a common goal—a shared vision that helps organizations position and align in the value network. Understanding the position of the organization allows for the adaptation of strategies to optimize its position.

The often-necessary business transformation means significant change in the "what" of businesses and their ecosystems. Purposes, perspectives, powers, practices and performance criteria shape businesses both internally and as external pressures depending on the demands of their ecosystem.

Digitization and innovation are important factors of change in organizations, institutions and society in general.

Digital Transformation (DT) is the application of technology to create new business models, processes, software and systems that result in more profitable revenue, greater competitive advantage and higher performance.

Many organizations feel pressured to change in order to meet customer demands and competitive pressure through digital technologies by transform processes and business models, enhancing workforce efficiency and innovation, and personalizing customer experiences in order to achieve and maintain a competitive position in the digital age.

As far as organizations are concerned, Digital Transformation is causing disruptive changes within companies and in their immediate business environment, accelerating the obsolescence of the current business model.

Small and Medium Enterprises (SMEs), need strict standards to increase the diffusion and adoption of information and communication technology (ITC), to avoid the digital divide between large and small enterprises as well as regional disparity.

However, the benefits that can be derived from digitized information are cost efficiency and service time efficiency for SMEs, workers and consumers when responding quickly to changes in the information system, raw material supply, production facilities and inventory system.

Companies that have successfully adapted to new digital technologies have risen to great heights, while others that did not adapt did not and became obsolete.

BMC provides a simple way to support quick and efficient content documentation in an organization's critical identification process and is a suitable tool that can be adopted to reflect the DT of an organization's business model.

DTBMC as an extension of BMC enriched with Advantage, Ecosystems, Energy Usage and Sharing, provides a systematized view of what constitutes a DT.

Being broad and descriptive, it can serve as a much better basis for further discussions and research and can be used as a reference point in the digital transformation community.

The Digital Transformation Business Model Canvas can be used to assess the necessity of adapting to the constantly developing new concepts of the digital economy while it can be considered as a universal tool that can be applied to any kind of organization or human activity, including the personal perspective.

Finally, the Digital Transformation Canvas (DTC) provides a framework intended to examine key areas of action that can support the digital transformation of organizations.

The Digital Transformation Canvas plays an important role in organizational DT as it facilitates strategy analysis and development based on action fields of transformations including customer centricity, emerging technologies, digital business development, agility, leadership, culture, Marketing, etc.



WORKSHOP: Ethics of the business environment

Prof. John Thanopoulos:	Aspects of Global Thinking
George Chrysovalantis Chandrinou:	Perspectives of a changing world
Despoina Caminis :	Shareholders' Human Rights. Two sides of the same coin?
Mr. Andreas Drivas:	Human Intelligence, Artificial Intelligence, and Business Ethics
Dr. Nikolaos Papazoglou:	Transformation happens!



Professor John Thanopoulos

Professor of International Business, and Dean, Business and Economics, IST
Emeritus Professor, University of Piraeus
Past Professor, University of Akron, Ohio
World Education Congress Best IB Professor (2012)

John Thanopoulos studied in Greece, France and England before receiving his doctoral degree in Marketing from the University of Arkansas, in the U.S.A. He started his career as a business practitioner having achieved by the age of 26 more than \$25,000,000 in sales. Eventually, however, he joined the academe and, from 1983, the University of Akron in Ohio as a Director of the International Business Programs where he taught Marketing and International Business. During his academic life he received various awards and recognitions, such as from the World Education Congress, Best Professor in International Business (2012), or from the University of Akron, Teaching Innovation Award (1997), Publication Award (1997), Teaching Excellence Award (1988), and many more.

In 2000 he joined the University of Piraeus, in Greece as a Professor of International Business where he served in a variety of roles, and in 2015 he was welcomed as a Professor of International Business and Dean of the Business and Economics Division of IST College, a private institution of university level learning in Athens, Greece. During his academic career he has contributed to hundreds of international events papers, speeches, reviews and related services. His academic contributions appeared in a variety of media, including Journal of Teaching in International Business, Journal of Economic Integration, Journal of International Business Studies, and so on. He has published more than twenty textbooks, six of them related to Business Ethics..

Aspects of Global Thinking By Prof. John Thanopoulos

My brief address on aspects of global thinking, will deal with the following issues which will be further expanded by the co-presenter colleagues' following analyses:

- Human evolution and respective philosophical positions.
- Business enterprise concerns and governance.
- Issues that relate to the discussion of geography and culture.
- Global organizations and unions of nations.
- Worldwide respective political, legal, and economic matters with -particular emphasis on accounting, financial, management and marketing perspectives.
- Issues beyond business "ethical" behavior that relate to religious positions and trends, often being overruled by location social strategic perspectives.

Specifically, during the last three thousand years we have been observing human progress in a variety of environments and with variations depending on location pressures. For example, different realities forced behaviors and pragmatic life developments in Middle Africa and different in Northern Europe. This has greatly affected the ways humans directed their business thinking, individual and social objectives, use of resources, often being sequential of geographic realities, obviously affecting cultural change.

Initially, country dominance and power structures were affected by "wars" and country related positions. Today, however, global organizations and unions of nations, for example the European Community, direct business venturing towards a more quality-oriented progress perspective that should result in a world betterment, covering aspects from accounting to marketing practices.

Obviously, the issue of business "ethical" behavior will continue to expand, systemically focusing on worldwide educational and individually insightful progress. Naturally, the presentation's discussion of relativity issues, by some modern era thinkers, a new version of slavery, commands a major role in forming all the previously described steps.

Allow me to sincerely thank the University of Piraeus for hosting this event, all my co-presenters and, once more, to thank Professor Nikitas Assimakopoulos for initiating this systemic effort!



Mr George Chrysovalantis Chandrinis
National and Kapodistrian University of Athens

Studies at the National and Kapodistrian University of Athens (NKUA), in the Mechanical Engineering Department at the Chalkis campus. Currently working as an engineer at a metal processing company. Main worthwhile academic efforts among others, include: Participation in the 2022 ASHRAE Design Competition, HVAC Design Calculations in which was awarded 5th place. In 2022, was nominated for Aviation Week's 20 Twenties program award – Aviation Week Network. Quoted at the 16th, 17th and 18th annual national and international HSSS Conference in 2020, 2021 and 2022 respectively. In 2020, quoted at John Thanopoulos and Panos Petratos Business Ethics Theory for the contribution “Teach business ethics from the elementary school and onwards.” Certified by California State University at Stanislaus and TestOut, that attended and successfully completed the Security Pro online course in 2019. In 2016, published through Amazon a textbook under the (adopted) name George ChaT, entitled Tales for the IT Generation.

Perspectives of a changing world
By George Chrysovalantis Chandrinis

Since the beginning of our existence, human thinking, behavior, as well as the societal rules, have been subjected to many changes. Changes that distinguished our past in accordance with life perspectives and per the different local realities existed always and exist today.

More complicated concepts slowly stepped into the “game” nevertheless often being similar to the concepts developed by previous generations’ outstanding thinkers. Ethics, religion, co-existence, strategic changes, business practices, law, cultural matters and so on, are a few of these concepts defining, to some extent, past and today’s daily existence.

Yet, these core elements are rarely maintaining their original form. Do we want to change living conditions? Why? How? Is this a 21st Century pressing reality? Factors that defined it are geographical, cultural, economic, and of course time realities. For example, consider, someone who lives in a modern Sweden city versus someone who lives in a rural Vietnam village. Why are they facing different daily realities? What about their three-year-old kids and their chances to live in a more “similar” world with less life contradictions? Each one of us has a way of thinking and a different way of seeing the world. So, maybe what makes us different is our present perspective. And if almost everything we see out there is a matter of perspective, why not the concepts previously mentioned? Why not aiming towards a commonality of perspective?



Despoina Caminis
Ph.D. Candidate – University of Piraeus

Despoina Caminis is an experienced professional in international business development and has been appointed to a senior managerial position in various manufacturing industries. She has obtained Maîtrise and D.E.A in Human Sciences from Université de Rouen, Normandie, and she holds an Executive MBA from the University of Piraeus. Despoina Caminis is currently a Ph.D. candidate at the Department of Business Administration. She is multilingual, fluent in five languages, and volunteers in international organizations serving humanity.

Shareholders' Human Rights. Two sides of the same coin?
By Despoina Caminis

Human rights topics such as social inclusion and social protection addressing the most vulnerable are critical issues. International Institutions and Organizations have promoted these topics to foster equality and non-discrimination in the work environment. So far, modern corporations recognize social and economic equality for shareholders and stakeholders regarding equal opportunities, diversity, health and safety; for instance, the European business context requires corporate disclosure concerning human rights statements in Annual Reports. To this concern, several studies argue that corporations consider human rights issues their responsible business conduct beyond their legal obligations, as there is a shift in corporate governance consciousness over social rights issues. We will approach shareholders' human rights issues in consideration of ethical corporate governance.

In European countries, according to the European Pillar of Social Rights for citizens, the corporate endeavour is to protect the work environment and to provide equal opportunities, access to the labour market, and fair working conditions. However, in the global business environment, what about if corporations encounter responsibility for shareholders' rights confronting local cultural changes in countries' value systems, laws, and regulations that conflict with international human rights obligations? Shareholders' human rights topics seem to be in front of two sides of the same coin. Is, therefore, the ethical business and society relationship complicated? We will address all the above issues in a dynamic business context.



Mr. Andreas Drivas

Andreas Drivas, a graduate of Physicist specializing in M.Sc. in Informatics, has worked as an Informatics Consultant from 1984 until today. In this professional career, he was fortunate to work with many companies -mainly in the private sector- on computerization, staff training in new technologies and especially in the design, implementation and optimization of corporate processes. The culmination, as well as the natural outcome of this activity, is his active involvement with issues of Business Ethics in recent years.

Human Intelligence, Artificial Intelligence, and Business Ethics
By Mr. Andreas Drivas

1. THE HUMAN INTELLIGENCE

Reference is made to its basic characteristics but also to its continuous development over an evolutionary course of millions of years. It is also explained how it ensures the uniqueness of every human existence and personality.

The set of five (5) characteristics that accompany and are closely related to the human intellect, as categorized by Jacques Monod in his classic work "le hazard et la necessite", is presented.

2. ARTIFICIAL INTELLIGENCE TODAY

The structural features of artificial intelligence are presented. Emphasis is placed on the comparison with the corresponding characteristics of the human intelligence. Of course, the impressive new possibilities and the great variety of applications (both for specialized and general use) offered by artificial intelligence are briefly introduced.

The weaknesses that these applications have now, are slowly being eliminated, mainly due to the optimization of algorithmic processes and methodologies.

The comparative evaluation of the modes of operation of human intelligence in relation to the counterparts of artificial intelligence, allows us to suppose that the lack of specialized and very delicate cybernetic mechanisms with a stock of evolutionary options, which characterizes living beings, nowadays is particularly difficult to replace.

3. BUSINESS ETHICS in a complex environment

Business ethics today is called upon to give convincing answers in an environment with unprecedented opportunities / possibilities but also extensive threats / risks, while ensuring social acceptance.

It is based on adequate tools for both human resources and the processes followed. Artificial intelligence, with an ever-increasing variety of such effective tools, has an important role to play in running the business.

However, making critical decisions is based on experienced executives, but also on the use of tools such as the Corporate Code of Ethics. Executives take advantage of the company's culture, corporate vision, good reputation and corporate prospects.

These critical decisions can be made only by great leaders. They possess (according to Daniel Goleman):

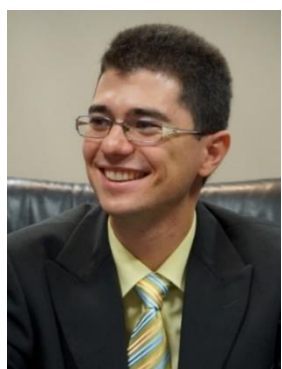
Self-awareness, i.e., they know their strengths and weaknesses.

Strong moral constitution

Self-control and prudence when expressing emotions

Understanding and fair assessment of the behavior of others.

Our society, desperately needs great leaders now and for the future



Dr. Nikolaos Papazoglou
Metropolitan College

Dr. Nikos Papazoglou is the founder and CEO of "Business Ethics" a company dedicated to advancing the morality of business. He is also a member of the University of Piraeus Research Ethics and Deontology Committee and the European Business Ethics Network in Greece. He holds a Ph.D. in International Business strategies and teaches at the Metropolitan College. Dr. Nikos Papazoglou has taught in numerous universities like NKUA, AUEB, University of Piraeus and many more colleges and open universities mainly in the field of international business, business ethics and financial management which are also his main scientific fields of interest. At the same time, he teaches the Global Management Challenge business simulation game and is a volunteer as a scout leader.

Transformation happens!
By Nikolaos Papazoglou

Does the legislator care only about the country's GDP? The answer is "ESRS - European Sustainability Reporting Standards", in other words "ETHOS". For almost a decade the European Union persuaded companies to share information about their viability by extroverting their ethical approaches on a variety of aspects. This information was insufficient, untrusted and difficult to compare with other firms. Now, the system of all large and most of the listed companies are obliged to publish a Sustainability Report on three main areas, known as ESG. "E" refers to Environmentally friendly policies, "S" to Social issues and "G" to corporate Governance matters. Why did the Commission decide about these common standards? Why are they important? What is the future of the ESRS? Will small and medium-sized companies need to apply to these standards and when? The speech will capitalize on this evolving topic and enlighten this new path.