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## **Contribution for Dr. Brioukhovetsky's Anniversary**

Ever since my wife Sonia and I set foot onto the North American Continent we were actively involved with activities of the Ukrainian Diaspora in the US. Even though I am German, my Ukrainian wife persuaded me that I should also adopt the "Ukrainian Cause". Thus, obviously, we all dreamed that, eventually, Ukraine would become free, independent, democratic, join a free market society, and be internationally recognized as an integral and important part of Europe. But the wait was long! During that time (1950–1990) we treasured and tried to maintain the language, the customs, the tradition, and the dream! But other than hosting Prof. Eugene Abramovitch (from the University of Dnipropetrovsk: during the late 1970s) and Prof. Pavlo Krasutsky (Kyiv Polytechnic Institute; during the late 1980s), who were visiting professors at Princeton University, we had little contact with citizens of Ukraine.

This changed when I met Dr. Petro Talanchuk, then Rector of the Kyiv Polytechnic Institute, during a business trip to Eastern Europe. With him we established a working relationship and brought students from Ukraine to Siemens USA, where I was President and CEO of Siemens Corporate R&D, for a limited time to study here. For this effort, I was awarded the first honorary Doctor's Degree of KPI in 1991. At the same time my daughter Lydia became, among other important positions in US-Ukrainian organizations, the Treasurer of the Mohyla Academic Society, Inc.. Through her, Sonia and I were introduced to Dr. Brioukhovetsky.

From the very first meeting (at the University Club in NYC) we were fascinated by Dr. B's vision for NaUKMA and for Ukraine in

general. And I think that he also felt that we were good candidates for contributing to his plans for NaUKMA. After a lengthy discussion we decided that, in addition to supporting the general activities of NaUKMA, I would teach an intensive course at the Executive MBA Program at kmbs.

Now, why did we “catch fire” for this and why is it so fascinating to work with Dr. B ? The answer is very simple. All the thoughts, ideas, plans, proposals, etc. that he explained to us just made so much sense and sounded all so exciting. Dr. B seemed to us to be truly a “Ukrainian Renaissance Man !” He is a man that does not only have broad intellectual interests and is accomplished in areas of both the arts and the sciences. He is also a person that does not restrict his learning to academic fields but also cherishes the traditions of Ukraine, wants Ukraine to again become an integral and active part of the intellectual and economic life of Europe. And he almost single-handedly caused the rebirth, the re-erection, and re-establishment of the Mohyla Academy to its former importance, i.e. playing an important role in the intellectual life and in the national consciousness of the Ukrainian people. Truly a great achievement!

But a Renaissance Man does not only promote ideas – he also works on them. Therefore, Dr. B. did not just give me the honorary professorship, a title, a kmbs banner, etc. but he handed me, at a pleasant week-end meeting at his khutir, a large spoon as a present. When I asked him what this spoon was for, he told me that it was a reminder for me to “...bring as much information, knowledge, and wisdom – based on my long experience as a manager in technological innovation – to the students at NaUKMA, inspire them, “spoon-feed” them, and teach them how to quickly become effective leaders”. Then he elaborated his goals for NaUKMA:

- Show young people that Kyiv, already a thousand years ago, was a center of European culture, a center of learning, of thought, and also of searching for something beyond human existence, of searching for some definition of the meaning of life.
- Show that already 400 years ago (when the Mohyla Academy was founded) Ukraine was an integral and important part of the intellectual life of Europe.
- Show NaUKMA students that they are a part of an important tradition , and that their renewal and vitality is a triumph of the spirit as well as a source of satisfaction to their friends.

- Re-establishing free academic principles in Ukraine.
- Create an institution to educate and inspire future leaders of Ukrainian industry, academia, government, NGOs in the quest to make Ukraine again an integral part of Europe and also become “globally” competitive.
- Recognizing the important role that NaUKMA can play in fostering the solutions needed.

Inspired by Dr. B’s selfless dedication to this cause I started, in the spring of 2003, my first course on “Global Technology Management” at kmbs and on 1. September 2003 I was awarded an “Honorary Professor” of NaUKMA. Since then I have lectured this course, which was changed to “Innovation Process Management,” twice a year; and I intend to lecture every year as long as I can and as long as NaUKMA wants me to. Dr. B’s continued encouragement and moral support are an important reason for maintaining my inspiration and dedication to this commitment.

How do I see the role that I can play in assisting Dr. B’s goals for NaUKMA? Let me explain.

A study of history clearly shows that the standard of living of groups of people and/or nations was, and still is, largely determined by:

- The growth, migration, state-of-health, skills, degree of education, and level of information of populations
- The opportunities and constraints provided by the ethnic, societal, religious, political, international and natural environment
- Reasonable availability of (scarce) resources
- **Development and utilization of new technologies (technological innovation)**
- **Leadership qualities and managerial capabilities of key individuals**

However, at present, all these “economic locomotives” are tangled up, not only in Ukraine but everywhere in the world in an unprecedented state of change and turbulence. In order to survive and prosper, nations and corporations must strive to become “globally competitive”. This is a challenge since the business environment in which corporations have to compete today and in the future has dramatically, fundamentally, and permanently changed – and continues to do so! Thus, the most important task for NaUKMA is to

optimally organize its teaching and research activities to address the major challenges facing Ukraine and all of society.

- Overcome the twin burdens inflicted upon them by the negative historical legacies of prolonged foreign domination and of destructive communism
- Promote a closer connection between America and an expanding Europe, i.e. support the further expansion both of the European Union and of NATO.
- improve human health in Ukraine and around the world
- Cleaning up the environment?
- Determine what are the most promising sustainable sources of energy?
- Find solutions on how to detect and prevent threats to our security?

These very complex questions require technological solutions, but not just technological solutions. The best answers will involve a synthesis of fundamental science, creative engineering and expertise from other fields including economics, public policy and the humanities. Long-term solutions also require that we prepare NaUKMA/kmbs students to be leaders who integrate a foundation in technical domains with a broad understanding of business economics, society and history.

Today, as technology has permeated virtually every area of large, medium and even small size organizations, there is this great need for leaders and managers to have:

- The proper perspective for technology-based decision making in a radically globalizing business environment
- An understanding of the basic Technological Innovation Process, as well as entrepreneurship and intrapreneurship
- A broader range of skills, a greater sense of teamwork, and an awareness of a wide variety of information
- A clear view of the effect of globalization while also understanding the local requirements and conditions

It is the purpose of my course to educate and inspire NaUKMA/kmbs students to become such leaders in industry, academia, government, or not-for-profit (charitable) NGOs who will ensure that:

- technological innovation will continue to substantially contribute to raising the standard of living and quality-of-life of all peoples in the world

- America's astonishing ability to constantly innovate will continue to maintain US economic competitiveness in this radically globalizing business environment
- Globalization is used for the benefit of society rather than just for the economic benefit of a few

I intend to continue assisting Dr. B's efforts for NaUKMA by:

- Teaching the kmbs course as long as kmbs wants me to and I can do it
- Continue to serve on the kmbs Board of Directors
- Participate in the NaUKMA European Advisory Council
- Remain a Member of the "Friends of Mohyla Academy" Committee in the USA

I wish Dr. B and NaUKMA all the best in the future and hope that all his goals will be achieved.