



SHAPING THE FUTURE OF TRANSFORMATIONAL LEARNING



Discourse at the 5th Annual ECLF conference, Munich 2009

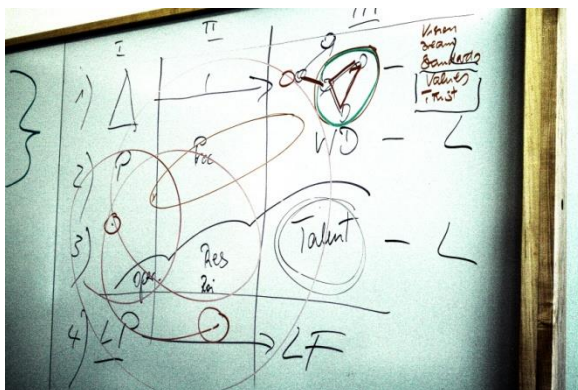
ECLF Mission

The Executive Corporate Learning Forum (ECLF) is a community of senior executives from major corporations, who have a strategic responsibility to build organizational capabilities and foster large-scale learning, change and transformation processes. Its purpose is to provide an intellectually and socially inspiring environment that encourages in-depth discourse on key issues complex organizations face today.

Since its inception in 2005, ECLF has grown into one of the world's premier dialogue platforms about the future of transformational learning and strategic organizational development; a community that shares experiences, supports each other in tackling practical challenges, and that jointly explores how to build the capabilities that are required for 21st century organizations.

ECLF is vendor-free, driven by practitioners only.
Membership requires a personal invitation.

ECLF - Addressing Critical Challenges of the Corporate World



Organizations Face Big Challenges

In a highly interconnected world of global networks, organizations are continuously faced with disruptive forces that require just-in-time strategic responsiveness. Thriving in this context is very challenging for large organizations that often struggle with bureaucracy and inertia, a culture of silos, slow response times, and more.

Most senior leaders are keenly aware of these challenges; they know that they need to

- **Create an agile and responsive organization, structurally and culturally**
- **Innovate not only on products but also processes and business models**
- **Grow the right talent and develop leadership bench strength**
- **Learn and transform faster than the competition**

We Ask Big Questions

Mastering these challenges requires not just new capabilities but a ***new approach to capability development itself***. We need to transcend the traditional functional boundaries of HR, strategy, and operations. To do so, ECLF addresses questions such as:

- What does it take to develop leaders and a leadership culture that matches the challenges of the 21st century organization? What kind of organization do we need?
- How do companies drive change and transformation today? What best practices are out there?
- How do major corporations design their learning architecture so it can become an engine for strategic and organizational change? Are corporate universities an answer?
- How can we create governance models that combine global alignment with regional and business focus?
- How can C-level executives leverage learning to drive transformation within their organizations? What role do they need to play?
- How do we need to redesign the partnership architecture between companies and external providers? From internal stakeholders to the multibillion dollar industry of business schools, consultancies, software firms, training firms, coaches, and more?
- How does social technology change the game, and what underlying social infrastructure is required to leverage its potential?

We are proud that ECLF has grown into the premier independent platform for innovating the practice of Corporate Learning and Transformation, setting the global agenda for how to build sustainable strategic capabilities into organizations.

ECLF - Expect Something Different



We strive to make a difference among the plethora of conferences, round tables, consortia, and networks.

Here is what to expect:

Conversations across functional boundaries

Expect to look beyond the boundaries of your profession. Creating an agile organization concerns virtually all areas of company. This is why we encourage a meaningful discourse between stakeholders from various functions who can contribute to building a culture of innovation, change, and learning. Spreading the dialogue beyond the boundaries of Human Resources is key to move the practice of corporate learning to a new paradigm.

Curated community

Expect to meet only senior leaders from large and global organizations who have a strategic role when it comes to addressing learning and transformation challenges. These are typically executives responsible for talent, leadership, organizational development, or learning; executives in charge of innovation; people who lead strategic change and transformation projects; and other internal stakeholders who play a major role in creating agile organizations.

Vendor-free

Expect to be among peers. ECLF membership is limited to senior executives from corporations and large non-profit organizations. No business schools, no consulting firms, no other service providers. This allows for true peer-to-peer discourse in a culture of openness and trust, free of vested interests.

By invitation only

Expect to be invited. ECLF is designed to assure that participants meet their peers - key decision makers from the very top level of the community. Guests can attend our meetings only by personal invitation, and membership requires approval.

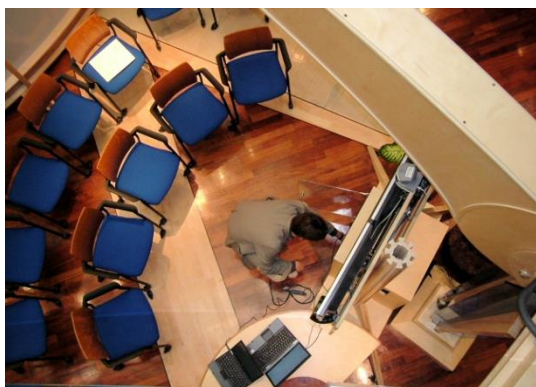
Interactive, with tangible output

Expect to engage. ECLF gatherings are not a series of speeches and presentations, but an interactive and collaborative platform for a thoughtful yet impact-oriented discourse among peers. While we will draw on external experts to stimulate thinking, the core of our conversations is based on the knowledge, experience, and the creative inputs of our members.

Creating the future

Expect to set the future agenda for transformational learning. ECLF conversations and initiatives are driven by creating a shared understanding about the changing contexts complex organizations have to deal with, and how to best address the resulting capability gaps. Each year, we conduct a survey among 200+ corporations to get insights on relevant topics. In addition, ECLF is an umbrella for member-driven working groups and consortia projects that address some of the burning issues of in a very tangible way.

ECLF – More Than Just a Professional Network



The idea of ECLF is to provide an intellectually and socially inspiring environment that encourages in-depth discourse on key issues, mutual support for dealing with practical challenges, and innovative project initiatives that shape the future of our practice.

We aim to achieve this through the following mix of activities and enablers:

ECLF meetings

ECLF meetings are invitation only events that provide a face-to-face platform to explore selected topics, share practical experiences, launch new initiatives, and build and deepen relationships. The design of the meetings is highly interactive and is developed in close collaboration with a member-composed design team. Meeting formats include

- An [Annual Summit](#) that focuses on strategic issues of the profession
- [Focus on Practice](#) meetings that are dedicated to mutual learning from member practices
- [Focus on Thought Leadership](#) meetings that allow for an in-depth dialogue with an expert whose thinking significantly contributes to the development of the field.

Annual Survey

ECLF conducts an annual survey among the Heads of L&D from 200 corporations to learn about their perspective on the strategic topic of the annual summit. The results are presented at ECLF meetings and provide a basis for launching our discourse on these issues.

ECLF member projects and initiatives

ECLF is an umbrella for member driven working groups, consortium projects or other initiatives that foster the mission of our community. Projects are typically initiated and organized by one or more members.

Virtual Platform

ECLF maintains a dedicated virtual platform which is strictly limited to members. It contains

- [Member profiles](#), including each member's personal background, their areas of interest, key data about their organization, and information about their activities, projects, and initiatives.
- [A database of strategic initiatives and established practices](#) that provides insights about what is going on within our community in terms of interesting company projects, innovative programs, and successfully implemented practices. Initiatives and practices are searchable and allow for easy informal in-depth exploration and exchange among members.
- [A News Blog](#) containing activities and developments that happen within our community.
- [A Discussion Forum](#) where members can post questions, launch discussions, and exchange their ideas and perspectives on burning issues of the practice.
- [A virtual video meeting room](#) which is available for scheduled web-events featuring practice exchange or discussions with invited thought leaders.
- [An Archive](#) containing the documentations and all presentation slides from ECLF conferences and meetings, results of ECLF surveys, a video library, and more.

At the Core of ECLF: The Stakeholder Dialogue



ECLF intends to spread the dialogue about how to best build strategic capabilities across functional boundaries and include the key stakeholders who constitute the value chain of Corporate Learning.

To enable this discourse, ECLF strives to enhance the understanding the relevant stakeholders who are critical when it comes to learning and building organizational capabilities, and foster conversations to jointly rethink current practices.

We focus on the following stakeholders:



Through the “lens” of each segment, we are investigating the following questions:

- How does the specific stakeholder segment perceive the key issues?
- What is the specific stakeholder segment’s contribution to the current challenges?
- What can the specific stakeholder segment do to help re-invent corporate Learning?
- How can we better structure the relationship between the specific stakeholder segment and the learning function?

ECLF Annual Summits



Hosted by member companies, the ECLF annual summit is the highlight of the year, bringing together ECLF members from more than a dozen of countries to engage in an intellectually and socially inspiring dialogue which is the hallmark of ECLF's culture. Each summit is dedicated to exploring a strategic challenge of the practice.

Year	Host	Location	Topic
2005	 CREDIT SUISSE	Zurich	The Identity of the L&D Practice
2006	 EADS	Bordeaux	Investigating the Interplay of Learning and Strategy
2007	 UniCredit	Turin	Instigating Innovation Through Corporate Learning Interventions
2008	 Grupo Santander	Madrid	The Future of Leadership and Leadership Learning
2009	 SIEMENS	Munich	The Social Infrastructure of Learning
2010	 EDF	Paris	The Value Chain of Learning
2011	 ERICSSON	Stockholm	Strategic Change and Organizational Learning
2012	 Grupo Santander	Madrid	Leadership in a Networked World
2013	 Allianz	Munich	From Provider to Enabler: Towards a New Paradigm of Corporate Learning
2014	 GE	New York	Building the Capabilities of Globally Networked Organizations
2015	 UBS	Zurich	Designing Learning Architectures - Operating L&D Models in Complex Organizations
2016	 BERTELSMANN	Berlin	Digital Leadership - Digital Transformation: Corporate Reinvention in the Digital Age

Current ECLF Members



ECLF includes currently executives from more than 60 major corporations. Almost all of them are industry leaders with a global scope.

The level of seniority and the shared challenges that come with very large and complex organizations assure meaningful conversations and exchange.



Testimonials (Corporate affiliations relate to the time when the testimonial was provided)



Top Executives from major corporations are courted by many.

Read why members choose ECLF over other professional networks, and what they like about the community.



ECLF is not just a network...it is a group of friends. ECLF does not just organize conferences...it provides unique experiences that foster meaningful dialogues. ECLF is not about comparing existing practices...it is about shaping the future of learning through stimulating discourse. Deeply anchored in practice, ECLF has been an essential source of insight and relationships over the years.

Sylvain Newton, GE Crotonville Leadership, Sr. Leader for Business and Regions, General Electric



Without a doubt, ECLF has been the most beneficial and impactful professional network I have had the pleasure to be involved in. The intelligent peer group nature of the gatherings, the international outlook, and the stimulating nature of the topics we debate all contribute to this!

James Longwell, VP, Learning and Organisational Development NBCUniversal International



Starting with the very first meeting, I have always been struck by the openness with which members share their experiences, even those with rough edges. While we all appreciate things that go well, no one attempts to look perfect or as if they have all the answers. This helps us learn from each other. The authentic 'true stories' bring rich learning and a feeling of working together to raise the profession.

Nandani Lynton, Leadership Development Director, A.P. Moller - Maersk



I'll never forget the ECLF Silicon Valley Learning Expedition. It gave me a deep understanding about the nature of innovation as well as many insights and inspirations, which influenced massively my thoughts how to shape the future of Corporate Learning.

Kai Liebert, VP, Head of Global Learning, Siemens



Opportunities for intimate collaboration are so rare in the business world, making a few day spending with a group of 50 colleagues very special. Though jobs may change over the decade valued relationships do not. Sharing, learning, and dialectic collaboration are hallmarks of knowledge creation...these coveted attributes are bonds that have brought ECLF members together in the beginning and bonds that keep us coming back together as time passes.

Michelle Marquard, Director, Human Resources - Learning & Development, Cisco Systems



ECLF is an exceptional collection of knowledge, inspiration, and last but not least great people to learn from. Roland, you can be proud of the culture of trust and belonging that you and your team developed. It keeps us together and makes new members immediately feel at home, contributing to a continuous renewal of the group.

Justus Boeckheler, Head Development and Change, BASF



Ultimately, for me being an L&D professional is not about teaching others, it's about staying a learner myself. And that's where ECLF provides unique value. Thanks for 10 years of continuously challenging my thinking and offering new insights, The Silicon Valley Learning Journey which I was part of will probably stay an inspiration for me throughout my entire professional career.

Achim Wolter, Head People and Organisational Development, Baloise Group

Testimonials Continued



I had just become a corporate university manager when I joined ECLF in 2009. Since my first meeting, I felt like I was part of a team of high level professionals, passionate about learning in a relaxed and unconventional environment that stimulates open dialogue around practices, challenges, and successes. I learned an exceptional amount that helped me enlarge my understanding of learning. Thanks to ECLF, I reshaped my role to orchestrate, capitalize, facilitate and diffuse learning moments within the organization.

Stefano Mancini, Director, AXA University



I will always remember my first ECLF conference. In a vibrant, trusting atmosphere, everyone openly shared experiences and news from the corporate learning world. It was easy to get in contact with other members and their advice was very helpful to me. Thank you everyone.

Katrin Vernau, Head, Roland Berger School of Strategy and Economics



ECLF has been a key element in my process of developing a real global mindset through my interactions and networking with great colleagues. I have had the opportunity to count on many of them whenever I needed support to help me in my strategy planning and actual delivery.

Almudena Rodriguez Tarodo, Head of Santander Corporate University, Santander Group



The ECLF community is a great network, made of different companies, operating in different contexts and countries and with different cultures; but most of the time with similar issues and question marks. In this context, exchanging information is highly valuable and allows me each time to understand how my colleagues are dealing with strategic issues and how I can best use their experience to improve my Learning & Development activity in MBDA.

Laurent CAMUS, Group Head of Learning and Development, MBDA Systems



ECLF has always given me the opportunity for high level benchmarking on corporate learning. Each opportunity to share with ECLF members provided a unique possibility of receiving deep perspectives on corporate learning dynamics. The friendly and professional atmosphere allowed us to put on the table our mutual issues and challenges, helping each other generate many fruitful and useful ideas.

Davide Del Vecchio, VP Global Learning, Enel



ECLF has given me highly valuable professional and personal contacts--people I can address with any question arising in my day-to-day business. I always get fantastic inspiration from ECLF members and events.

Janin Schwartau, Director Business Impact Initiatives, ThyssenKrupp



As a member since ECLF's start, this collaborative, cordial, open, and innovative forum of CLOs sped up my transition from management consultancy to becoming a real corporate learning professional. Our Corporate University would never have appeared on the shortlist of 'benchmark CUs' without this community. My peer CLOs provided me with a lifeline in my quest to create a corporate-wide 'willingness to learn' organization.

Volker Wiegmann, SVP and Head, E.ON Academy, Former Partner, McKinsey & Company



ECLF encouraged me to leverage the wisdom and kindness of my fellow learning professionals - and share my own experiences in return. It is healthy and necessary to continuously push our boundaries, certainly beyond training but also beyond learning. And, from you, Roland, I learned good things can emerge from skillful improvisation!

Dr. Siegfried Hoenle, Formerly CLO, Credit Suisse

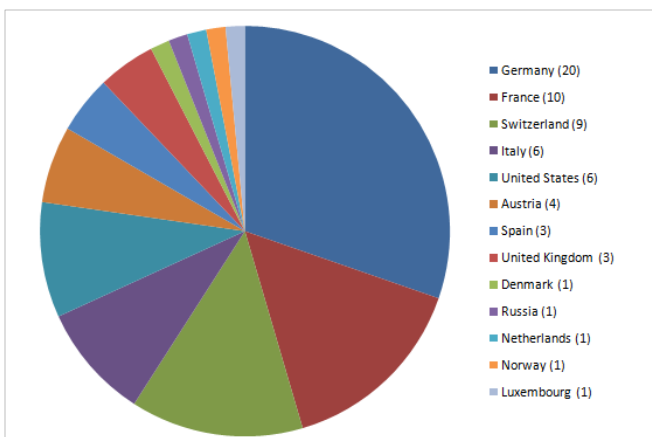
ECLF Statistics



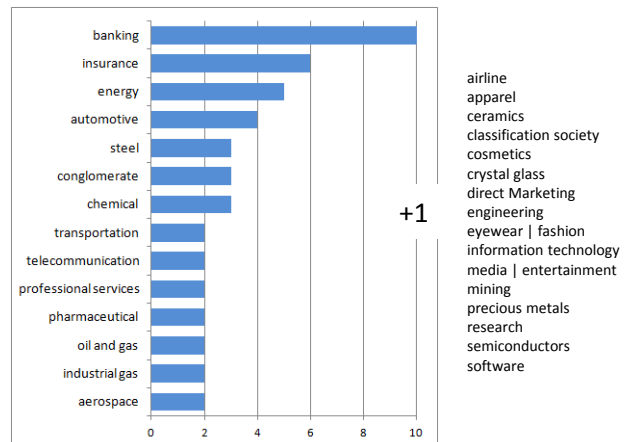
Since its inception in 2005, ECLF has grown into one of the world's largest and most prestigious organizations of its kind.

Virtually every industry is represented within ECLF. Almost 50% of our members have more than 100,000 employees, and close to 80% have more than 50,000. And over 90% of them operate on a global scale. This focus on large and complex organizations assures eye-level discourse.

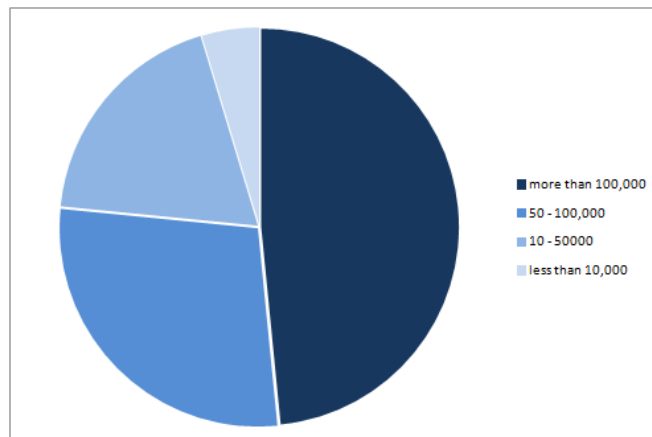
Member Companies by Geography



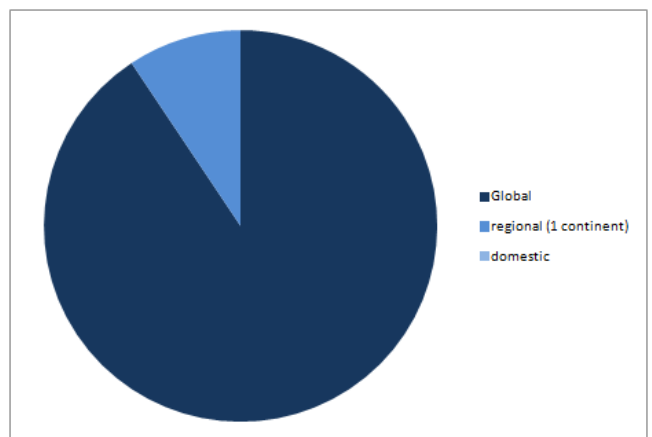
Member Companies by Industry



Member Companies by Employees



Member Companies by Internationalization



ECLF Membership Terms



To assure the quality of the community, ECLF is selective when it comes to admitting members.

Membership is limited to senior executives from large, usually global corporations that face significant strategic and organizational complexity.

We welcome particularly

- Executives from the areas of Learning, Leadership and Organizational Development
- C-level or senior executives leading innovation, strategic change, and transformation projects

We request from members that they engage in the community and make available basic information about themselves and their organization to share with their ECLF peers. To maintain a culture of trust and open exchange, ECLF remains strictly vendor-free.

To learn more about membership options and the current membership fees please contact office@eclf.org

Benefits

● Participation at ECLF Events

Members are eligible for two free seats at the ECLF annual conference which addresses strategic challenges of the practice. They are also invited to participate in additional, smaller events and workshops, which deal with practical issues Corporate Learning executives face (in some cases space restrictions may apply). While attendance at all events is free for members, a logistics fee will be charged in some cases to cover expenses for meals, venue, and accommodation.

● Access to the Virtual ECLF Member Platform

Members have exclusive access to the ECLF virtual platform which is designed to enhance the membership experience and foster mutual collaboration and exchange.

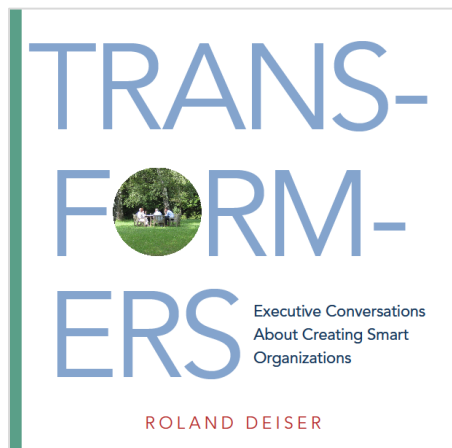
● Launch or Participate in Member Initiatives

Members have the opportunity to suggest the creation of working groups to deeper explore issues that are of specific interest to them. ECLF will support the organization and the design of such initiatives. Terms of participation are defined by the initiating company or companies. Additional fees may apply.

● Privileged access to and discount for open ECLF initiatives

Members have privileged access to ECLF initiatives such as the Advancing Corporate Learning Leaders (ACLL) Program, Learning Expeditions, or consortium research/programs which may be also open for non-members. Dependent on their level of membership, they also receive a discount of up to 30% on any fees related to such initiatives.

10 Years of ECLF Dialogue



In 2014, on the occasion of the 10th annual summit, we published *Transformers* - a collection of the highlights from our conversations.

The book combines contributions from renowned thought leaders with perspectives and experiences from our members - among them GE, L’Oreal, Ericsson, Fiat-Chrysler, Cisco, Allianz, Airbus, Siemens, Santander, UBS and many more - close to 100 summaries of speeches, discussions, case studies, and research results, including a synthesis of insights from a Silicon Valley visit that 20 ECLF members undertook in 2011.

Browsing through *Transformers* is an inspiring experience – not only because of its rich and diverse content, but also because of its unique creative design. It includes the following chapters:

- The Future of Leadership
- The Transformational Power of Learning
- Strategy is Learning & Learning is Strategy
- Making Innovation Happen
- CEOs and Top Execs Talk about L&D
- Corporate Universities and Academies
- Mastering the Value Chain of Learning
- Technology Changes the Game
- Smart Initiatives that Make a Difference
- What we can learn from Silicon Valley

Transformers is available on amazon.com and on the amazon websites of Germany, Italy, UK, France, and Spain. The table of contents and the first chapter can be downloaded for free at www.eclf.org.

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