2019 ECLF Global Summit

Leadership in the Digital Age – Shaping and Leveraging the Networked Organization

June 17-19, 2019
Airbus Leadership University
Toulouse, France

Hosted by **AIRBUS**

Logistics

Venue	**Airbus Leadership University** 10 Rue Franz Joseph Strauss 31700 Blagnac | France → map

Accommodation	We suggest you book your accommodation in one of the following hotels, which are all close to the venue **Mariott Andromede** | website | map Avenue D'Andromede 31700 Blagnac | France +33 (5) 6790 0900 walking distance, but already quite full on our dates **Hotel NH Toulouse Airport** | website | map 15 Rue Charles Lindbergh 31700 Blagnac | France +33 (5) 6106 2297 Airbus has a free shuttle pick-up from the Airport to the venue you may use **Holiday Inn Express Toulouse Airport** | website | map 39 Avenue du General Charles de Gaulle 31700 Blagnac | France +33 (5) 36131 0600 They have a free shuttle bus service to the university Please make your reservation directly with the hotel.

Registration	For **registration** and **invitation requests** please contact office@eclf.org Please note that attendance is restricted to ECLF members and invited guests. For **logistics questions** please contact katalyne.ceril@airbus.com

Preamble

We are thrilled that Airbus is so kind to host the 15th edition of our Annual Summit, at their stunning Leadership University Campus in Toulouse, France.

This time we will deep-dive into a key aspect of Digital Leadership - **the ability to lead complex networks that constitute a company's business ecosystem**. This type of horizontal leadership is critical when it comes to shape cross-functional value creation processes and engage stakeholders within and beyond the organization (e.g., customers, start-ups, and other strategic partners).
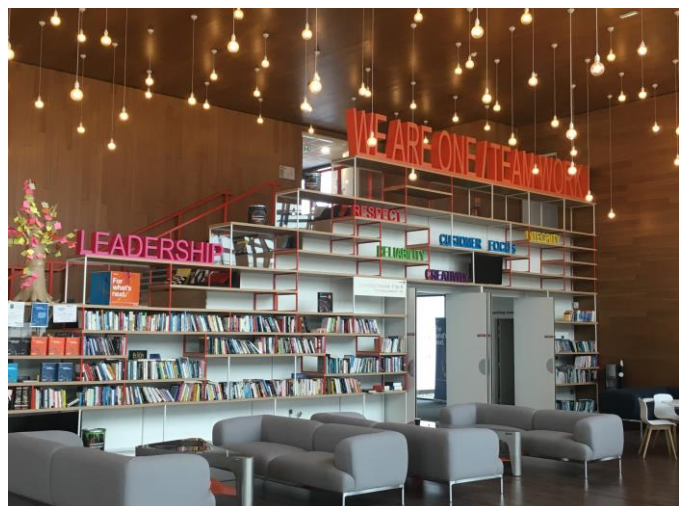
During the 2 1/2 days of the summit, we will investigate the challenges organizations face when it comes to orchestrating the extended enterprise, mitigating often incompatible operating systems of stakeholders large and small.

Shaping and leveraging a company's business ecosystem is a deeply multidisciplinary challenge, with a strong link to the practice of large-scale systems learning, an exciting - and demanding - task for an L&D function that increasingly must play a transformational role.

Some questions that come to mind here, and that we intend to discuss at the summit are:

- Through which tools do we currently frame, foster and leverage *internal* networking (collaboration across boundaries)?

- What are barriers and enablers for internal horizontal collaboration (culture, structure, processes, policies etc.)?

- Through which tools do we currently frame, foster and leverage *external* networking (collaboration with and within the business ecosystem)?

- What are barriers and enablers for business ecosystem collaboration?

- What is the role of HQ/corporate when it comes to leading the extended enterprise?

- What kind of leadership capabilities and organizational capabilities are required to shape and leverage the business ecosystem?

- How to engage and connect with the VC and start-up world to leverage relationships for organizational learning?

- How to engage with customers and suppliers to create a common learning architecture?

- In this context: What are key contributions/interventions of L&D / Change and transformation?

As always, we will approach these questions with our traditional mix of member-driven analytical deep-dive and peer-sharing of experiences and perspectives.

Program

Monday | June 17, 2019

12:30 – 14:00   **Check-in at Leadership University | Optional lunch**

14:00 – 14:15   ## Welcome | Introduction | Summit Overview
Kerrie-Ann Stein-Goujon, Head of Airbus Leadership University
Roland Deiser, Executive Chairman, ECLF

14:15 – 15:15   ## Member Exchange and first Approach to Summit Topic
Round Tables of 6-8 participants about
(1) who they are, and what are current key issues at their corporation
(2) how does the conference topic relate to his/her current context
(3) what are common denominators among the participants

Tables summarize highlights of their conversations on cards
Cards to be shared with the plenary in form of a "gallery".

15:15 – 15:45   Framing the Issue:
The View of the Community of Learning Leaders
Roland Deiser, Chairman ECLF
Roland will report the results from the annual ECLF survey which will investigate the perspectives of global Learning Leaders our conference theme. The survey results will provide a reference point for our discourse over the next 2 days.

15:45 – 16:15   Break

16:15 – 17:15   Topical Round Tables
Exploring the Issue
Facilitated by one or two ECLF members each --- one topic per table
4 Breakout groups will explore the current state of organizational network leadership to map the territory for further discussion:

1. Through which tools do we currently frame, foster and leverage *internal* networking (collaboration across functional and divisional boundaries)?

2. What are barriers and enablers for internal vertical and horizontal collaboration (culture, structure, processes, policies etc.)?

3. Through which tools do we currently frame, foster and leverage *external* networking (collaboration with and within the business ecosystem)?

4. What are barriers and enablers for business ecosystem collaboration?

Each Round Table will produce a set of statements and upload them to the ECLF website for continuous dialogue beyond the summit.

17:15 – 17:30   ## Sharing of Insights in Plenary

| 17:30 – 18:45 | **Thought Leader Input** |
| | **The Myths and Realities of Business Ecosystems** |

Michael Jacobides,   Professor for Strategy and Entrepreneurship
London Business School

Michael, who also serves as Academic Lead of the World Economic Forum's Digital Ecosystem project, will share with us his insights on industry evolution, new business models, value migration and the related structural changes in corporations, with special emphasis on **how business ecosystems transform the overall business context.**

After 45 minutes of conceptual input, there will, be ample space for Q&A, discussion, and contextualization.

| 18:45 – 19:30 | **Group Photo** |
| | **Tour of the Leadership University** |

| 19:30 – 22:00 | **Welcome Reception and Dinner at the Rooftop** |

End of Day 1

Tuesday | June 18, 2019

| 08:30 – 08:45 | **Recap of Day 1** |

08:45 – 10:00	Theory meets Practice Panel
	Shaping and Leveraging Business Ecosystems -
	an (Inter)organizational Learning Challenge

Michael Jacobides, Professor | London Business School
Gianpaolo Barozzi, Head HR Digital Transformation | Cisco Systems
Nandani Lynton, Chief Transformation Officer | Siemens Power & Gas

Facilitation: ***Roland Deiser***, Chairman ECLF

We will deepen our conversation about business ecosystems by confronting Michael's conceptual frameworks with the business realities of member companies that face very different industry contexts.

| 10:00 – 10:30 | Coffee Break |

| 10:30 – 12:30 | Company Deep Dive |
| | **Airbus Leadership University – Structure, Mission, Initiatives** |

Kerrie-Ann Stein-Goujon, Head, Leadership University | Airbus Group
Adam McGonigal, Head of University Strategy, Digital, and Regions | Airbus Group
Louise Kyhl-Triolo, Head Culture Innovation and Intrapreneurship | Airbus Group
Alexander Lepa, Head of Leadership Inclusion and Culture Change | Airbus Group

In a mix of presentations, executive panels, and plenary discussions, we will spend the remaining morning by taking a closer look at the mission and set-up of Airbus' Leadership University, and its key programs and initiatives.

| 12:30 – 13:30 | Lunch |
| | |

13:30 – 14:30   ECLF Sounding Board
Airbus Deep-Dive – Insights and Feedback
Round tables discuss and summarize their impressions/insights from the morning session about Airbus University (30 minutes) and provide feedback and ideas for future development to the Airbus University team (30 minutes)

14:30 – 15:30   Peer coaching
Focus on Member Issues
Groups of 4-5 participants share burning issues that are close to their hearts and provide highly structured mutual coaching and advice.

15:30 – 16:00   Coffee Break

16:00 – 17:00   Executive Panel
Collaborating across Company Boundaries
Louise Kyhl-Triolo, Head Culture Innovation and Intrapreneurship | Airbus Group
Andres Debanne, Head of Airbus Foundation & R&S
Balkiz Sarihan, Head of Strategy Airbus Helicopters
Fabrice Villaume, Head of Growth and Innovation Airbus Customer Services

Louise will lead and facilitate a panel of selected stakeholders from Airbus' business ecosystem will share and discuss success factors and learning arenas for interorganizational collaboration.

17:00 – 17:30   Break

17:30 – 18:30   Case in Point
Using Real-Time Organizational Network Analytics to Gather Dynamic Team Intelligence (via video)
Gianpaolo Barozzi, Head HR Digital Transformation | Cisco Systems

GP will share with us the way the company leverages Organizational Network Analysis (ONA) on a local and global scale to better understand the dynamics and performance of teams and cross-functional networks.

18:30 – 22:00   ## Dinner at Airbus U
Nightcap at the Marriott Hotel

End of Day 2

Wednesday | June 19, 2019

08:45 – 09:30   Research Perspectives
Towards a Leadership Framework for Shaping and Leveraging a Networked Business Ecosystem

Roland Deiser, Chairman, ECLF | Director, Center for the Future of Organization

In spring 2019, the Center for the Future of Organization launched a research project with the goal to identify the critical capabilities leaders and organizations need to successfully shape their relevant business ecosystem. Based on the results of a global survey, Roland will share a first analysis and invite input and feedback from all summit participants.

09:30 – 10:15   Topical Round Table Session
Actionable Insights

Based on the insights from our conversations, breakout groups will outline actionable perspectives for developing organizational network capabilities, discussing questions such as:

- What is the role of HQ/corporate when it comes to leading the extended enterprise?
- How to engage and connect with start-up ecosystems to leverage relationships for organizational learning?
- How to engage with customers and suppliers to create a common learning architecture?
- What are key contributions/interventions of L&D / Change and transformation in this context?

Each Round Table will produce a set of statements and upload them to the ECLF website for continuous dialogue beyond the summit.

10:15 – 10:35   Sharing of Insights from Breakouts

10:35 – 11:00   Break

11:00 – 11:45   Thought Leader Interview and Wrap-up
Shaking Up the Core: Legacy System Innovation Through Networked Value Creation

Bjoern Bloching, Global Head Roland Berger Digital
*in conversation with **Roland Deiser**, ECLF*

We will wrap up our summit by reflecting the themes and insights from our gathering with the head of the digital practice of Europe's largest management consultancy

11:45 – 12:00   ECLF 2019/2020 – outlook and member feedback

12:00 – 13:00   Farewell Lunch (optional)
13:00 – 15:30   Guided tour of the A350 plant (optional)

End of 2018 ECLF Global Summit