



## 2019 ECLF Global Summit

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

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

Hosted by 

## Logistics

### Venue

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

[→ map](#)

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### 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.

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### Registration

For **registration** and **invitation requests** please contact [office@eclf.org](mailto:office@eclf.org) Please note that attendance is restricted to ECLF members and invited guests.

For **logistics questions** please contact [adam.mcgonigal@airbus.com](mailto:adam.mcgonigal@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).

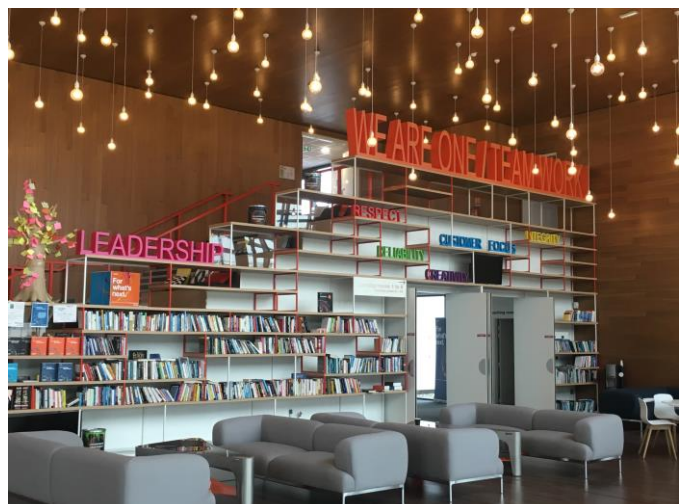
During the 2 1/2 days of the summit, we will investigate the challenges organizations face when it comes to orchestrating the extended enterprise, mitigating often incompatible operating systems of stakeholders large and small.

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 (draft, subject to change)

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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

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## 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 – 14:00	<p>ECLF Sounding Board</p> <p><b>Airbus Deep-Dive – Insights and Feedback</b></p> <p>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)</p>
14:00 – 15:00	<p>Peer coaching</p> <p><b>Focus on Member Issues</b></p> <p>Groups of 4-5 participants share burning issues that are close to their hearts and provide highly structured mutual coaching and advice.</p>
15:00 – 15:30	Coffee Break
15:30 – 16:45	<p>Executive Panel</p> <p><b>Collaborating across Company Boundaries</b></p> <p><i>Louise Kyhl-Triolo</i>, Head Culture Innovation and Intrapreneurship   Airbus Group <i>Group of internal and external stakeholders</i></p> <p>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.</p>
16:45 – 17:00	Break
17:00 – 17:30	<p>Open space</p> <p>We keep this time slot as a reserve for open discussion and conversations about issue that have come up during the sessions of the day.</p>
17:30 – 18:30	<p>Case in Point</p> <p><b>Using Real-Time Organizational Network Analytics to Gather Dynamic Team Intelligence:</b></p> <p><i>Gianpaolo Barozzi</i>, Head HR Digital Transformation   Cisco Systems</p> <p>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.</p>
18:30 – 22:00	<p>Dinner at Airbus U</p> <p>Nightcap at the Marriott Hotel</p>

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## 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 2018/2019 – outlook and member feedback
- 12:00 – 13:00      Farewell Lunch (optional)
- 13:00 – 15:30      Guided tour of the A350 plant (optional)

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**End of 2018 ECLF Global Summit**