



8th Annual ECLF Conference

Leadership in a Networked World

June 27 – June 29, 2012 | Madrid, Spain

Hosted by



Logistics

Venue

“El Solaruco” Corporate Learning & Development Center

Avenida de Cantabria, s/n
28660 - Boadilla del Monte (Madrid)
Spain

www.santander.com

[→ link](#)

Hotel

El Solaruco Residence

phone +34 (91) 257 3700

fax +34 (91) 633 1412

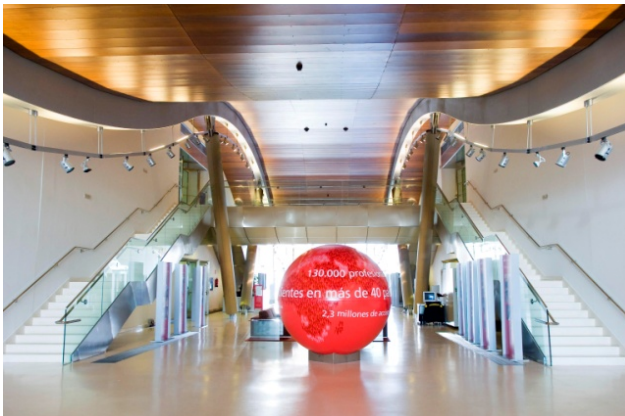
reservascfd@gruposantander.com (reservations)

Important: mention “Annual ECLF Conference” when booking

Registration

To register and for questions regarding the content of the program please contact roland.deiser@eclf.org. Please register no later than **May 25, 2012**

For questions regarding logistics please contact Maria Cruz Martin Peira at +34 (91) 289 72 06 or at solaruco@gruposantander.com



Program

☐☐☐☐☐☐☐☐ Wednesday | June 27, 2012 ☐☐☐☐☐☐☐☐

Pre-Conference Activities

11:00 – 14:00 **ECLF Advisory Board Meeting** (working lunch)

12:00 – 14:30 **Check-in at “El Solaruco” – Optional Lunch**

Members may arrange meetings with each other to discuss joint interests or exchange perspectives. Please use this opportunity to catch up with old friends and colleagues and/or meet new ones.

Scheduling of meetings is responsibility of individual members.

Venue for the meetings is the Lobby of the El Solaruco Residence.

Optional lunch will be available (registration required).

Meeting program

15:00 – 15:30 **Welcome | Introduction | Conference Overview**

Almudena Rodriguez Tarodo, Chief Learning Officer, Santander Group

Roland Deiser, Founder and Executive Chairman, ECLF

15:30 – 16:45 **Member Exchange**

6-8 Round Tables of participants about

(1) who they are, and what is new in their environment – key issues

(2) how does the conference topic relate to his/her current context

(3) what are common denominators among the participants

Tables report highlights of their conversations to plenary

16:45 – 17:15 **Coffee Break**

17:15 – 18:15 **Top Executive Keynote (via Telepresence)**

The Emphatically Networked Organization

Ron Ricci

EVP Corporate Positioning and Member of the Top Executive Team, Cisco Systems

Ron Ricci is one of the key architects of Cisco’s effort to build the networked organization of the future. He will talk about the company’s experience in designing an emphatically collaborative organization, based on the integration of enabling technology, culture, and processes.

- 18:15 – 19:45 **Deepening the Cisco Experience**
Gianpaolo Barozzi
Head of Learning Solutions EMEA, Cisco Systems
First small groups identify key questions and insights taken from Ron Ricci’s input (30 min), followed by a plenary discussion with Gianpaolo, and enriched with a closer look at some of Cisco’s L&D practices.
- 20:00 Dinner at El Solaruco
Guest Speaker: Alejandra Kindelán
Head of Research and Public Policy, Santander Group (tbc)

☐☐☐☐☐☐☐☐ **Thursday | June 28, 2012** ☐☐☐☐☐☐☐☐

- 08:30 – 09:30 Framing the Issue:
Leadership Challenges for Competing in the Networked World – a Framework for Capitalizing on Social Media
Roland Deiser, ECLF
Using a six-dimensional framework for organizational media literacy, Roland will outline the new capability requirements for leaders in the age of participatory technology and report the results from the annual ECLF survey which will investigate the perspectives of global Learning Leaders on this issue. As always, the results will provide a reference point for our discourse over the next 2 days.
- 09:30 – 10:00 Coffee Break
- 10:00 – 11:30 Expert Keynote and Conversation:
Nextsensing: Strategic Leadership in an Ambiguous and Networked World
Joseph Pistrui
Professor of Entrepreneurial Management
IE Business School
Joseph Pistrui’s current work focuses on how executives can develop the ability to define possible productive strategic opportunities in disruptive and ambiguous contexts. For leaders who operate in a globally networked world sources of insight are diverse and widely distributed, and opportunities are as rich as the challenges are formidable. Joseph’s input will help us to frame this conundrum and understand the elements of what he calls *nextsensing*, and the role a strategic learning function can play to support this process.
- 11:45 – 12:45 **Focus on Member Issues**
Groups of 5 provide highly structured mutual feedback to burning issues that are close to the heart of each participant. The format allows each member to be the focus of peer attention for a self-chosen topic of high priority. Groups will be compiled ad hoc - no facilitation – self organized.
- 12:45 – 13:45 Lunch

- 13:45 – 14:00 **Tour of the Financial City & Group Photo**
Santander's Financial City is one of the most ambitious and innovative corporate headquarters projects ever undertaken by a Spanish company. Covering an area of 250 hectares, the City consists of nine office buildings and includes two data processing centers, the residential training facility *El Solaruco*, nursery, sports and retailing facilities, and a wide range of restaurants.
- 14:00 – 15:30 **Focus on Practice:**
Santander Corporate University: Business Model and Key Activities
Almudena Rodriguez Tarodo, Chief Learning Officer, Santander Group
Almudena will contextualize the University in the global environment of change where organizations operate. A networked world, a borderless workplace, where teams are becoming more diverse and leaders must develop new skills to work in today's complex situations and organizations.
Her input will help us to focus on redefining the profile of our leaders and identifying the role of the learning function driving the needed skills. She will share how Santander is taking advantage of audiovisuals and social network technologies to achieve learning impact.
- 15:30 – 16:00 **Coffee**
- 16:00 – 17:00 **Envisioning the Future of L&D: | Reimagining a Global Leadership Culture**
Sylvain Newton | Head Global Executive Team Development, General Electric
Rupert Hodges | CLO EMEA region, General Electric
General Electric's corporate university in Crotonville has been recognized as one of the premier leadership development centers in the world. Addressing the range of challenges that leaders will face in the future, Sylvain will review the evolution of GE's learning ecosystem and leadership philosophy, and Crotonville's expanding role in creating competitive advantages and opportunities for the global GE workforce.
- 17:00– 18:30 **Topical Round Tables:**
Tackling the New Realities Through Innovating Our Role
The networked world enables and drives new types of leadership learning that are embedded in practice, in P2P communities, and in business processes. The Round Tables will investigate the impact of these new realities on role of the Learning Function. Each table will address one of the following questions:
- How does the cultural context change and what does this mean for leadership and the culture of leadership?
 - How do we need to redefine leadership and the related skills? How do we develop leaders in this connected world?
 - How does this impact the role and identity of the profession? How does this impact the stakeholder relationships?
 - What does the learning function have to learn for its own practice? What new skills and capabilities are required?
 - What is the role of technologies in this new scenario? How can we develop the necessary literacies to capitalize on it?
- The Tables should yield first answers to these questions and possibly kick-off distinctive working groups who continue to tackle the issues after our conference. Each Round table will be facilitated by one or two members.

- 18:30 – 19:15 Prepare group video statement on the summary of the discussion
- 20:00 Bus leaves “El Solaruco” for Dinner
- 20:15 – 22:30 **Reception and Dinner at *El Antiguo Convento***
 El Antiguo Convento is a meticulously restored 17th century Carmelite Convent in Boadillo Del Monte, close to our meeting venue.
 Address for latecomers: Caille de las Monjas, Boadilla del Monte.
 Website: <http://www.elconvento.net/>

☐☐☐☐☐☐☐ Friday | June 29, 2011 ☐☐☐☐☐☐☐

- 08:30 – 09:30 **ECLF – Perspectives for Future Development**
 Over the last months, the ECLF Board has met to discuss the implications of the member survey for the future strategic and organizational development of ECLF. In this session, we will discuss the key results of the survey and the recommendations of the Board.
- 09:30 – 10:30 **Focus on Practice**
Enhancing Bayer’s Global Feedback & Performance Culture
Sebastian Kolberg
 Global CoE Talent Management, Head of Learning & Training, Bayer AG
 Sebastian will share a new leadership development initiative to enhance the feedback and performance culture at Bayer. The initiative which started in 2011 is targeted to all leaders worldwide including the Board of Management. It involves 89 countries and includes a Train-the-Trainer approach, different languages and more than 90 internal and external trainers. The project served also as kick-off to implement a global leadership trainer and facilitator network, including a global IT platform for data and knowledge exchange, utilizing social media tools like Forums, Blogs and Chats and Web Conference platforms.
- 10:30 – 11:00 Coffee
- 11:00 – 12:15 **Focus on the Future**
Perspectives for the Development of the Leadership Learning Practice
 Screening of the Video summaries from the Topical Round Table Workshops and constitution of ongoing working groups
- 12:15 – 12:45 **Closing Session**
 Summary of insights from the 2012 meeting
- 13:00 – 14:30 **Farewell Lunch**

End of 8th Annual ECLF Conference