



9th Annual ECLF Conference Towards a New Paradigm of Corporate Learning

June 17 – June 19, 2013

Kempfenhausen near Munich, Germany

Hosted by



Venue

Allianz Group Management Institute Kempfenhausen

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[→ link](#)

Accommodation

Management Institute Kempfenhausen (first come first serve).

The Allianz facility has a capacity of 50 rooms, which will be allocated at a first come first serve basis. In case we have more participants, they will be booked in a nearby Hotel, about 15 minutes walking distance from the venue.

Please register early! This hotel will be able to **guarantee rooms only until May 17**. Participants who register after that deadline will have to take care of accommodation on their own.

Registration

Diana Buliga

Logistics

Phone: +49 (89) 3800 60144

Mail: ECLF-CONFERENCE-2013@allianz.com



Program

Monday | June 17, 2013

Pre-Conference Activities

11:00 – 13:30 **ECLF Advisory Board Meeting** (including working lunch)

11:00 – 14:00 **Check-in - 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 Allianz Management Center.

Optional lunch will be available.

Meeting program

14:00 – 14:15 **Welcome | Introduction | Conference Overview**

Andrew Clayton, Head of Group Learning, Allianz Group

Roland Deiser, Founder and Executive Chairman, ECLF

14-15 – 15:30 **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

15:30 – 16:00 **Coffee**

- 16:00 – 16:45 **Executive Keynote**
The Strategic Role of Learning Within the Allianz Group
Christian Finckh, Chief Human Resource Officer, Allianz Group
 As former COO of Allianz Global Investors and Chief of Staff of the Office of the CEO, Christian brings a unique and holistic perspective to role of Learning in this global corporation. After a brief introduction of Allianz Group, he will talk with us about the current contribution of L&D for the strategic and organizational development of the company and outline future perspectives for the practice in an increasingly collaborative and cross-functional world.
- 16:45 – 17:45 **Framing the Issue:**
Towards a New Paradigm of Corporate Learning – the View of Global Learning Leaders
Roland Deiser, ECLF
 After a brief outline of some key issues that relate to our conference theme, Roland will 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.
- 17:45 – 19:00 **Topical Round Table I**
Mapping the Territory: Issues and Challenges to Consider on the Way to Transforming the Learning Function
 Moving from the business model of a learning provider to a learning enabler as is strategic journey that comes with numerous challenges. The Round Tables will identify these challenges and compile a diagnostic map of issues we need to consider if we want to transform the practice. Each table will address one of the following questions:
- From provide to enabler: Issues and challenges for companies that are in the early stage of transition or have not started at all
 - From Provider to enabler: Issues and challenges for companies who are in later stages of transition and/or have already a major project under way
 - Implications for Stakeholder management: What are the current dominant stakeholders, and how will they change?
 - Implications for resource allocation: What is the structure of the current typical L&D budget, and how will this resource allocation change (staff, operational budget)?
 - Implications for capability development of the Learning function: What are the current key skills of L&D, and how will this skill set change?
- Each Round Table will produce a diagnostic map of issues, challenges, and perspectives that will enhance our conversation over the next 2 days.
- 19:30 **Cocktail Reception, followed by a Barbecue Dinner**

End of Day 1

- 07:00 – 07:45 **Morning Jog with our host Andrew (optional)**
To physically prepare for the next couple of days, Andrew will lead the way for some morning exercise along Lake Starnberg.
- 08:30 – 10:00 **Expert Keynote and Conversation (1)**
Formal Learning Interventions as Integrated Element of an Enabling Learning Architecture
Jens Meyer
Managing Director
CEDEP | INSEAD

Jens will talk with us wearing two hats: As Managing Director of CEDEP, the INSEAD based Center for Executive Education he is witnessing the transformation of the paradigm of learning towards a more embedded and integrated practice from a provider's perspective who needs to find innovative value propositions and new connectivity with the informal processes in corporations. As an expert on Blue Ocean Strategy, he will discuss with us innovative strategies for value creation that are based on an enabling approach.
- 10:00 – 10:30 **Coffee**
- 10:30 – 12:00 **Panel of Transformational Leaders**
Learning as a Core Practice for Driving Innovation and Transformation
Carlos Härtel, Head of Global Research Center, Garching, General Electric
Michel Krauch, Head Digital Transformation Program, Allianz Group
Andreas Urschitz, Division Head Power Management & Multimarket, Infineon
Roland Deiser, ECLF (Moderation)

The panel members will briefly introduce their transformational project and then highlight the role and potential impact of learning as a critical element of their mission. We will discuss the shortcomings of the current paradigm and perspectives for the development of a future identity of the learning function.
- 12:00 – 13:00 **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.
- 13:00 – 14:00 **Lunch**

14:00 – 15:45	<p>Case Study</p> <p>Learning at Allianz Group: A Process of Evolution</p> <p>Andrew Clayton, Head of Group Learning, Allianz Group Raun Mogens, Global Head of Talent, Allianz Group</p> <p>Andrew and Raun will give us an overview of the process that led to the current learning architecture at Allianz Group. After a critical review of the key elements of the current business model, they will then outline their perspective for the future: Making Learning an instrument for enabling holistic learning and development, as key element in the HR Value Chain and a credible instrument for helping to shape and execute strategy and strategic initiatives.</p>
15:45 – 16:00	Group Picture
16:00 – 16:30	Coffee
16:30 – 18:00	<p>Emerging Issues from the Day's inputs</p> <p>Open and Unstructured Session</p> <p>Facilitated by Michael Roehrig Leader Talent, Learning & Organizational Development, SAP</p> <p>We have set this time aside without any “program”, so we can use it as we please according to the emerging interests of the participants and the dynamic of the process.</p>
18:00 – 18:45	<p>Member Panel</p> <p>Lessons From Experience</p> <p>Members who have advanced practices will discuss their experience on a panel.</p>
19:00 – 19:45	<p>Lakeside Walk</p> <p>A walk along beautiful Lake Starnberg will allow us to relax, unwind, and informally reflect some insights of the day with friends and colleagues.</p>
20:00	Gala Dinner

End of Day 2

- 08:30 – 09:30 Expert Keynote and Conversation:
In Search of an Integrated Model of Corporate Learning
Barbara Heitger
Principal
Heitger Consulting Group of Experts
- Heitger Consulting is a thought and practice leader when it comes to effectively linking strategic, organizational, and people perspectives for creating agile and resilient organizations for the 21st century. Barbara will talk with us about developing adequate Corporate Learning models and provide perspectives for innovating the practice, not only with regards to the function of L&D, but for the entire organizational context of the corporation.
- 09:30 – 11:00 Topical Round Table II
Envisioning the Future: Milestones on the Way to Create the Integrated Learning Organization
Based on the insights of the conference, we will break out a second time into Round Tables to discuss what needs to be done to transform the practice. While the context of each organization is unique and will require a customized approach, the groups will work on identifying some generic principles that should help on the way.
Again, each group will work on a different aspect of the challenge and produce a brief video summarizing the insights for the plenary.
- 11:00 – 11:30 Coffee
- 11:30 – 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 process to keep the discourse going beyond the meeting
- 12:15 – 13:00 ECLF Outlook and Wrap-up
Roland Deiser, ECLF
News and upcoming initiatives
Wrap-up of conference experience (feedback)
- 13:00 – 13:45 Farewell Lunch

End of 9th Annual ECLF conference

- 14:00 – 17:00 Visit of the Allianz Dialogue Center (optional)