



1<sup>st</sup> ECLF Global Summit  
**Building the Capabilities of  
the Globally Networked  
Organization**

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September 3 – 5, 2014  
GE Crotonville, Ossining, NY

Hosted by



## Logistics

### Venue

**John F. Welch Leadership Development Center**

[→ map](#)

Old Albany Post Road  
Ossining, NY 10562  
Phone: 914-944-2100  
Fax: 914-944-2139  
[www.ge.com](http://www.ge.com)

All plenary sessions take place in the Learning Lab, room EH 12



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### Contact

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# Program

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☐☐☐☐☐☐☐ Tuesday | September 2, 2014 ☐☐☐☐☐☐

4:00 – 7:00 pm

## **Check-in at Crotonville**

### **Informal meetings among members and guests**

Participants may pre-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.

7:00 pm

## **Reception and Dinner**

Please join us all for **social dinner** the evening before the formal start of the summit. It provides an ideal opportunity to get into the ECLF spirit.

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☐☐☐☐☐☐☐ Wednesday | September 3, 2014 ☐☐☐☐☐☐

08:30 – 09:00 am Welcome | Introduction | Summit Overview

*Sylvain Newton, Senior Leader Businesses and Regions, GE*

*Roland Deiser, Founder and Executive Chairman, ECLF*

09:00 – 10:15 am 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”

10:15 – 10:45 am Break

10:45 – 12:30 pm Thought Leader Keynote and Conversation

## **Designing and Leading Globally Networked Organizations**

*Aaron Dignan, CEO and Founding Partner, Undercurrent*

Undercurrent is a boutique consultancy, specialized in innovative organizational designs that help large organizations become more responsive and able to change faster in the face of overwhelming complexity.

12:30 – 01:45 pm Lunch (Main Dining Room, Croton Halle)

01:45 – 02:45 pm Tour of the Crotonville Campus  
*Peter Cavanaugh, Sr. Leader - Learning Operations and Crotonville Campus*

03:00 – 03:45 pm Framing the Issue:

### Globally Networked - The View of 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 our conference theme. The survey results will provide a reference point for our discourse over the next 2 days.

03:45 – 04:00 pm Break

04:00 – 05:30 pm Topical Round Table I (Breakouts) – including break  
Issues Globally Networked Organizations Face

***Chaired by ECLF members | one topic per table***

Building on the results of our pre-summit activities the Round Tables will dig deeper into the issues that come with being a globally networked organization.

Challenges of globally networked organizations

1. What is the role of corporate function (in general) in a globally networked organization? How can corporate add value?  
*Chairs: Christina Mueller (UBS), Sertac Yeltekin (Unicredit) [room LL 201/2]*
2. How can an organization master the dynamics of the extended enterprise (drive a flat and global value chain and gain leverage among multiple stakeholders who compete for value)  
*Chair: Janin Schwartau (ThyssenKrupp) [room LL 203/4]*

Which capabilities do organizations need in that context?

3. What are the required capabilities of a globally networked organization? Which capabilities do leaders need in this context?  
*Chair: Katrin Vernau (Roland Berger) [room LL 205/6]*
4. What structures, processes, systems can help drive and anchor such capabilities?  
*Chair: Gianpaolo Barozzi (Cisco) [room LL 207/8]*

Each Round Table will produce a set of statements that addresses the above questions and that will enhance our conversation over the next 2 days.

05:30 – 06:15 pm Sharing results from the Breakouts in the Plenary

06:15 – 06 30 pm Individual reflection on three insights and highlights of the day

07:30 pm Reception at Village Plaza,  
followed by Dinner in the Hearth

08:30 – 09:00 am Round Tables in Plenary

### Reflection and Key Insights from Day 1

Round Tables of 6-8 participants share their key insights from last evening – aggregation of insights on flipchart – brief reports – flipcharts added to gallery

09:00 – 12:30 am In-depth case study

### GE Crotonville – A Global Learning Architecture

**Raghu Krishnamoorthy**, SVP and Chief Learning Officer, GE  
**Sylvain Newton and other members of the senior GE CTV team**

We are going to take an in-depth look into GE Crotonville journey towards a globally networked Learning organization.

- **Story time: The 3-year journey of transforming GE Crotonville**  
The evolution of today's GE Crotonville operating model - rationale of transformation project - history with milestones.
- **Envisioning the Future** - Outlook including major initiatives that lie ahead
- **Drilling Deeper** - Q&A session with the GE Learning team on challenges, obstacles, and enabling success factors of the transformation project

12:45 – 01:45 pm Group Photo (Café 56 Patio)

12:45 – 01:45 pm Lunch (Main Dining Room, Croton Halle)

01:45 – 02:45 pm 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.

02:45 – 03:30 pm Lessons from Experience

### The Horizontal Organization at W.L. Gore & Associates

**Debra France**, Leadership Development and Learning Design for Innovation

Since Bill Gore founded the company in 1958, Gore has been a team-based, flat lattice organization that fosters personal initiative. There are no traditional organizational charts, no chains of command, nor predetermined channels of communication.

In this unique environment, Debra is researching, designing and delivering learning support for developing leadership among all Gore associates, as well as support for expert-to-expert learning in the technical and R&D organizations. She will share with us the capabilities and mechanisms that drive innovation and financial success in an organization of 10,000+ people that does not have a single manager.

03:30 – 04:00 pm Break

04:00 – 05:00 pm Notable Projects

### Innovative approaches to learning in global organizations

Break-out Groups will deeper investigate selected projects. The format allows for smaller group sessions that focus on a specific project initiative or challenge within member companies.

*Breakout 1 [room LL 201/2]*

#### **Leveraging Personal Accountability: a New Learning Model at Fiat Group**

*Hosted by **Ruggero Cesaria**, Head of Fiat Sepin Training, Fiat-Chrysler Group*

*Breakout 2 [room LL 203/4]*

#### **The New Global Learning Architecture at AXA**

*Hosted by **Stefano Mancini**, AXA Corporate University*

*Breakout 3 [room LL 205/6]*

#### **Cisco's Innovation Academy**

*Hosted by **Gianpaolo Barozzi**, Head of Cisco Innovation Academy*

05:00 – 06:00 pm Emerging Issues from the Day's inputs

### Open and Unstructured Session

We have set this time aside without any “program” to use it as we please according to the emerging interests of the participants and the dynamic of the process.

06:30 – 07:30 pm Cocktails and Fireside Chat at Café 56 Patio

### The Impact of the “Re-imagined Crotonville”

***Anne McEntee** – Vice President, Renewable Energy, GE Power & Water*

*Moderation: **Roland Deiser**, Chairman ECLF*

07:30 pm Dinner (main dining Room, Croton Halle)

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☐☐☐☐☐☐☐ Friday | September 5, 2013 ☐☐☐☐☐

08:30 – 09:00 am Round Tables in Plenary

### Reflection and Key Insights from Day 2

Round Tables of 6-8 participants share their key insights from last evening – aggregation of insights on flipchart – brief reports – flipcharts added to gallery

09:00 – 10:30 am Topical Round Table II (Breakouts)

### Building the Capabilities for a Globally Networked World

**Chaired by ECLF members | one topic per table**

Building on the 1<sup>st</sup> breakout and the insights of the Summit, the round tables continue their work, addressing the following questions:

1. Governance of a global Learning organization - what to let go, where to control, how deep and detailed must governance be?  
*Chairs: Christina Mueller (UBS), Sertac Yeltekin (Unicredit) [room LL 201/2]*
2. Communication architecture with multiple stakeholders – what are the processes, what is the media mix?  
*Chair: Janin Schwartau (ThyssenKrupp) [room LL 203/4]*
3. Effective learning interventions – how to build the required individual and organizational capabilities?  
*Chair: Katrin Vernau (Roland Berger) [room LL 205/6]*
4. What does the learning function need to learn to be able to credibly drive this process? How can we develop these capabilities?  
*Chair: Gianpaolo Barozzi (Cisco) [room LL 207/8]*

Each Round Table will produce a set of statements in writing and then record these on a flip camera.

10:30 – 11:00 pm Coffee

11:00 – 12:00 pm Sharing results from the Breakouts in the Plenary

12:00 – 01:00 pm Summarizing the Essence

### Outline of a Summit Manifesto | Future Perspectives

The statements from Round Table I and II and the material collected during the summit will provide the basis for drafting the cornerstones of a manifesto. A final draft of the manifesto will be circulated to all participants for input and comments within 2 weeks after the event. Based on this, the final manifesto will be written and communicated to a larger constituency.

At the same time, we may launch one or more strategic interest groups to continue work on that topic.

01:00 pm

Farewell Lunch (Main Dining Room, Croton Halle)

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**End of 1<sup>st</sup> ECLF Global Summit**