



2nd ECLF Global Summit

Organizing Learning

Operating Models for Learning and Development
in Complex Organizations

July 8 – 10, 2015

UBS Center „Wolfsberg“,
Ermatingen, Switzerland

Hosted by  **UBS**

Logistics

Venue and Accommodation

Wolfsberg - The Platform for Executive and Business Development

CH-8272 Ermatingen | Switzerland

Tel +41 (71) 663 5151 | Fax +41 (71) 663 5590

www.wolfsberg.com (to view in English click on icon on top of website)

Wolfsberg also provides accommodation for our group.

[→ map](#)

Registration

Event and hotel registration

Please register online by sending an email to roland.deiser@eclf.org

By registering online you automatically reserve a room at the Wolfsberg Executive Learning Center. Costs for meals and accommodation are billed by the UBS Center and can be settled via Credit Card directly at Wolfsberg.

Contact

For all questions regarding the program as well as requests for inviting additional guest please contact roland.deiser@eclf.org.

For questions regarding logistics please contact Patrycja Ziomek at patrycja.ziomek@ubs.com



Program

Wednesday | July 8, 2015

12:00 – 02:00 pm **Check-in at Wolfsberg | Optional lunch**

02:00 – 02:15 pm **Welcome | Introduction | Summit Overview**

Carol Pledger, Global Head of Talent and Development, UBS

Roland Deiser, Executive Chairman, ECLF

02:15 – 03:15 pm **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”

03:15 – 04:00 pm **Framing the Issue:**

The View 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.

04:00 – 04:30 pm **Coffee Break**

04:30 – 06:30 pm **In-depth case investigation**

UBS: Creating an Operating Model for Changing Times

Carol Pledger, Global Head of Talent and Development, UBS

Christina Mueller, Head Learning Transformation & Learning Strategy, UBS
and members of the UBS L&D Team

Carol and members of her team will share their journey towards today's T&D operating model in the context of a changing banking industry, featuring

- Milestones of a 10 year journey
- The impact of the financial crisis
- The current cornerstones of UBS' L&D operating model
- Lessons from experience and outlook for the future

06:30 – 07:00 pm **Threesomes**

Reflecting the UBS story

Small groups of three discuss and synthesize

- (1) key insights from the UBS journey that are relevant beyond the bank's context
- (2) topics we should investigate in more depth during the next 2 days

Each group agrees on max 5 post it notes for (1) and (2).

Post-it notes to be shared with the plenary in form of a “gallery”

07:30 pm **Welcome Reception and Dinner**

08:30 – 09:00 am Gallery Walk and Round Tables in Plenary
Reflection and Insights from Day 1

09:00 – 10:00 pm Member Panel

Lessons From Experience

Stefano Mancini, AXA [confirmed]

Anke Schmidt, BASF [confirmed]

Sylva Juliano, Coca Cola [confirmed]

Kai Liebert, Siemens [confirmation pending]

Companies who have recently engaged on a global (re)structuring of their Learning Function will discuss their experience on a panel, relating it to insights from the UBS session.

10:00 – 10:30 am Coffee Break

10:30 – 11:45 am Top Executive Conversation

Transforming UBS – the Role of Corporate Communication and its Interplay with L&D

Hubertus Kuelps, GMD and Group Head Communications and Branding, UBS

Moderation: **Roland Deiser**, Chairman ECLF

Communication and Branding is in the eye of the storm when it comes to transform a large and complex organization. Massive change requires creative ways of engaging internal and external stakeholders and assuring consistency of messages across all businesses and customer segments – a task that is exacerbated by the horizontal dynamics of self-editing social platforms which are hard to control.

By definition, transformational L&D is not only a key stakeholder but can and should provide critical contributions in the process. Hubertus will share with us his strategic approach to the challenge and his perspective on how L&D can be leveraged for transformational success.

11:45 – 12:45 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.

12:45 – 02:00 pm Lunch

02:00 – 02:30 pm Tour of the Wolfsberg Executive Learning Center

02:30 – 04:30 pm Plenary presentation and in-depth conversation

The Google Way

James Longwell, *People Development Leader EMEA GBO, Google*

Lindsay McLean, *Director of People Development, GBO, Google Inc*

Petri Kokko, *Head of Retail, Google Germany*

Shuvo Saha, *Director, Google Digital Academy*

Google with its famed culture of innovation and increasingly complex portfolio of products, services, and technologies is faces unique learning challenges that are exacerbated by massive growth within short period of time. James and his colleague will share with us the keystones of Google's approach to L&D with special emphasis coping with continuous disruption and leveraging a unique pool of talent.

04:30 – 05:00 pm Coffee Break

05:00 – 06:15 pm Topical Round Table (Breakouts)

Issues Globally Networked Organizations Face

Building on insights from UBS, Google, and the panel, breakout groups revisit the issues identified on the evening of day one. Each group focuses on one issue only, such as (final issues/questions to be defined at the conference)

1. Governance of a global Learning organization - what tasks should be done by corporate, what should be moved to regions/businesses? What systems and mechanisms can assure strategic alignment AND required differentiation? What are unavoidable structural conflicts – how can they best be dealt with, etc,
2. How to structure the value chain of learning: identification of needs – design – delivery – evaluation. How does the dynamic change in light of new technology and the shift towards learner driven learning?
3. Designing the L&D business model as an engine for transformation and innovation. What are the implications for capabilities, stakeholder management, positioning of the function?
4. Outsourcing models – what are the implications of aggressive use of outsourcing? What needs to remain inside at all means? Why? How to best manage the interface with service providers, etc.

Each Round Table will produce a set of statements that addresses the above questions and that will serve as input for a summary of insights. Statements are recorded on video and uploaded to the new ECLF website for comments.

06:15 – 07:00 pm Sharing results from the Breakouts in the Plenary |
Outline of agenda for the future

Moderation: Hartmut Scholl, Reflect

Utilizing the new ECLF virtual moderated collaboration platform, we will aggregate the insights from the breakout groups and jointly start to shape the agenda for designing operating models that support transformational learning.

07:30 pm Reception, followed by BBQ in the Wolfsberg Gardens

End of Day 2

Friday | July 10, 2015

08:30 – 08:45 am Plenary
Review of Day 2

08:45 – 09:30 am Lessons from experience
L&D as a Practice in Transformation

Guillaume Petit, Kering (formerly L’Oreal) and - (new!) Director, ECLF Asia
Guillaume was an inaugural member of ECLF and talked about the role of storytelling at L’Oreal’s L&D practice at our 1st meeting in 2005. 10 years later he joins us again after a professional journey that led him to reshape the operational model of L&D as a cross-functional, transformational practice. The session will take us through 10 years of practice development with an outlook on how to organize in times of digital disruption.

09:30 – 10:15 am Walk in the park – peer coaching
Synthesis - Contextualization

Pairs team up for a walk in the park and coach each other on

1. Identifying one or two critical insights from the summit that are relevant for the own organization, and
2. Contextualizing them in terms of actionable perspectives for innovating the respective operating model at home

10:15 – 10:30 am Journal Writing

Each participant documents insights and actionable perspective in private summit journal. Optional upload of individual insights in ECLF discussion board

10:30 – 11:00 am Coffee Break

11:00 – 11:45 am Round Tables | virtual plenary collaboration
Synthesis – Outlook for the Practice

Small tables of 5-6 participants convene to share insights and agree on one statement (1-2 paragraphs) that best captures the essence of the summit. Statements are uploaded to the ECLF website and serve as a basis for continuous work on the issues.

11:45 – 12:45 pm Plenary
ECLF – shaping our community for the future

Presentation of new website and its features
new membership options
strategic initiatives

12:45 – 13:00 Wrap-up and Farewell

01:00 pm Farewell Lunch

End of 2nd ECLF Global Summit