



esmt

# PROGRAM 2012

ESMT ANNUAL FORUM WITH ILA

LEADING ACROSS  
***GENERATIONS***  
WORKFORCE CHALLENGES  
AND OPPORTUNITIES

June 13-15, 2012 · Berlin

SPECIAL THANKS



SUPPORTED BY



MEDIA PARTNERS



# Welcome



Dear Conference Participant,

It is a great privilege to welcome you on behalf of the International Leadership Association to the 5<sup>th</sup> ESMT Annual Forum.

In an era of increasing globalization, the benefits of diversity have become evident to business leaders everywhere. One aspect of diversity however – age – has not received the attention it deserves. In developed countries we may have as many as five generations working together at the same time. “Leading Across Generations” is dedicated to the exploration of the challenges and opportunities of leading this diverse workforce. Leadership is the key to unlocking the benefits of generational diversity. The International Leadership Association (ILA) – the largest association dedicated to the leadership worldwide – is pleased to join forces with ESMT to offer this topical leadership conference. I am confident that the next three days will offer you many perspectives, lots of food-for thought and great encounters with colleagues from Europe and abroad.

A warm welcome to all,

A handwritten signature in black ink that reads "Jeffrey Beeson".

Jeffrey Beeson  
ILA Board Member



Dear Participants,

Welcome to the 5<sup>th</sup> ESMT Annual Forum in cooperation with the International Leadership Association (ILA). The forum engages an international audience of business leaders, politicians, and academics, discussing leadership challenges as well as the opportunities that working with human talent, spanning across multiple age groups, can present to organizations.

The interactive panel discussions with CEOs and high-level executives on the first day of the conference provide an impetus for the subsequent series of academic and practitioner-oriented sessions. On the second and third day we will delve more deeply into further topics relating to workplace structures, retention and motivation, lifelong learning, as well as mentoring and coaching. You will also have ample opportunity to network with other business leaders, policymakers, and academic experts.

I look forward to intensive discussions with you on campus these three days.

Sincerely,

A handwritten signature in black ink that reads "Jörg Rocholl".

Jörg Rocholl  
ESMT President

# ESMT Annual Forum 2012

*Today's diverse workforce requires new leadership perspectives in order to take advantage of emerging opportunities for business innovation and growth. A unique synergy between older and younger workers can be unleashed by leading effectively across generations. Both the business and the public sector need to mobilize this potential in their workforce to develop creative and profitable solutions for new markets in a world in transition.*

*During the next three days Leading Across Generations will bring together a unique mix of corporate, academic, and public policy leaders. Coming from three continents, the in-depth discussions in this international program will be on intergenerational communication, skill transfer, organizational change, commitment and motivation, lifelong learning and changing workplace structures.*

## Keynotes

Wednesday, June 13  
2:30 p.m. - 2:45 p.m.  
Auditorium Maximum



**Michael Diekmann**  
Chairman of the Board  
of Management, Allianz

### Opening Remarks

Michael Diekmann studied law and philosophy at Göttingen University in Germany. After graduating in 1982, he headed up his own publishing business, Diekmann/Thieme, where he wrote and published a number of books. In 1988, Mr. Diekmann joined Allianz as Executive Assistant to the manager of the company's Hamburg office. In 1990, he assumed leadership of the Hamburg-Harburg Sales Office, and then became Head of the Hannover office (1991) and Head of Customer Relationships in Munich (1993), as well as Head of Sales for the region of North-Rhine–Westphalia, in 1994. In 1996, he moved to Singapore to lead the Allianz Asia-Pacific region. Two years later, he was given a seat on the Allianz Management Board and assumed additional responsibilities for Eastern Europe, Middle East, Africa and Group HR. Mr. Diekmann became the Head of all Allianz insurance businesses in the Americas in 2002. Since April 2003, he has been the Chairman of the Board of Management and CEO of Allianz AG (since October 2006 Allianz SE). Mr. Diekmann is Chairman of the Supervisory Board of Allianz Asset Management AG and Vice Chairman of the Supervisory Board of Allianz France SA. He is also a member of the Supervisory Board of Allianz Deutschland AG and of the Supervisory Board of Allianz S.p.A. In addition to his responsibilities at Allianz, he is Deputy Chairman of the Supervisory Board of Linde AG and BASF SE and Supervisory Board member of Siemens AG.

Wednesday, June 13  
2:45 p.m. - 3:15 p.m.  
Auditorium Maximum



**Thomas Sattelberger**  
Former Member of the Board  
of Management for Human  
Resources, Deutsche Telekom

### Diversity: Key for Sustainable Enterprises

Thomas Sattelberger is former Member of the Board of Management of Deutsche Telekom AG as Chief Human Resources Officer. He had held operational as well as HR positions on the Boards of Lufthansa German Airlines from 1999 until 2004 and from 2004 until 2007 of Continental AG. Prior to these assignments he was responsible for various HR-Management functions at former Daimler-Benz AG. In his board roles he focused on the strategic capabilities of HR, on corporate transformation, service excellence, global talent management and worldwide labor cost efficiency. He is longtime Vice President of the European Foundation for Management Development in Brussels and Fellow of the International Academy of Management. Dr. Sattelberger is an active member of advisory and controlling boards in German and international institutions for management education, but also in the Federation of German Industries and the Confederation of German Employers' Associations (BDI/BDA). He has published and authored more than ten books as well as numerous articles on corporate transformation and strategic human resources management.

Thursday, June 14  
8:30 a.m. - 9:45 a.m.  
Auditorium Maximum



**Matthew S. Bothner**  
Full Professor and Deutsche Telekom Chair in Leadership and HR Development, ESMT

### Leading People in a Status-Anxious World

Matthew S. Bothner joined ESMT in 2011 as a full professor and the first holder of the Deutsche Telekom Chair in Leadership and HR Development. Previously, he was at the University of Chicago Booth School of Business, where he taught MBA and executive courses on corporate strategy, leading change, and organizing for innovation. Prof. Bothner received his PhD with distinction from Columbia University's Department of Sociology. Using network-analytic methods to capture patterns of inter-firm competition, his dissertation focused on antecedents of technology diffusion in the global personal computer industry and also examined the effects of localized scale-based competition on rates of firm sales growth. His current research addresses the measurement and consequences of social status in several empirical settings, including venture capital, professional sports, and higher education. His research has been published in leading peer-reviewed journals, including *Administrative Science Quarterly*. Prof. Bothner has received several awards from the Academy of Management, including the Newman Award for the best paper based on a PhD thesis and the Glueck Award for the best paper in business policy and strategy. He received from Chicago Booth the Faculty Excellence Award for Teaching.

Thursday, June 14  
12:45 p.m. - 2:00 p.m.  
Auditorium Maximum



**Michael W. Hodin**  
Executive Director, Global Coalition on Aging; Adjunct Senior Fellow, Council on Foreign Relations

### Aging Populations: The Critical Success Factor for the 21<sup>st</sup> Century

Michael W. Hodin, Ph.D. is Executive Director of the Global Coalition on Aging, Adjunct Senior Fellow at The Council on Foreign Relations, and Managing Director at High Lantern Group. From 1976 until 1980, Prof. Hodin was Legislative Assistant to Senator Daniel Patrick Moynihan. During this period he was also a Visiting Scholar at Brookings Institution, on U.S. Foreign Economic Policy. He was a senior executive at Pfizer, Inc. for 30 years, leading its International Public Affairs and Policy Operations. Prof. Hodin is a Member of the Council on Foreign Relations. He sits on the Boards of the Foreign Policy Association, BCIU, The NYC Blood Center, American Skin Association, Harris Manchester College, Oxford University, UK, and Emigrant Savings Bank, where he chairs the Compensation Committee. Prof. Hodin holds a BA, cum laude, Cornell University (1973), M.Sc. in International Relations from The London School of Economics and Political Science (1975), and M.Phil. and Ph.D. in Political Science from Columbia University (1979).

Friday, June 15  
11:45 a.m. - 1:00 p.m.  
Auditorium Maximum



**Charles O'Reilly**  
Frank E. Buck Professor of Management and Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research, Stanford University

### Leading Across Generations – Are you Leveraging the Talent of ALL Your Employees?

Charles O'Reilly has taught at UCLA, Berkeley and has been a visiting professor at the Harvard Business School. His teaching has concentrated on strategy, leadership, and the management of human resources. He has won teaching awards at Berkeley and Stanford and recently received both a Lifetime Achievement Award and the Distinguished Scholarly Contribution Award from the Academy of Management. Prof. O'Reilly's research focuses on leadership, innovation, and organizational change. Prof. O'Reilly's has also developed and served as faculty director of several Executive Education programs, including Leading Change and Organizational Renewal and The Human Resources Executive Program. He has consulted widely with firms in the U.S., Europe, and Asia. Prof. O'Reilly has published more than 100 articles and several books. His most recent research focuses on organizational culture, the impact of senior management on leadership, innovation and change, and gender issues in management. His upcoming book, *Ambidextrous Organizations: Resolving the Innovator's Dilemma* with Michael Tushman, explores why successful firms sometimes fail – and what it takes for leaders to help their organizations survive and prosper over long time periods. He is a fellow of the American Psychological Society and American Psychological Association as well as a member of the Academy of Management. He holds a B.S. in Chemistry from the University of Texas at El Paso; an M.B.A. in Information Systems and a Ph.D. in Organizational Behavior from the University of California at Berkeley.



Wednesday, June 13 | 3:15 p.m. - 4:15 p.m. | Auditorium Maximum

## Opening Panel: The Executive Perspective on Leading Organizations with Multigenerational Workforce

*Never before has business been confronted with so much generational diversity. As many as 5 generations are working side by side in businesses today. Each generation brings differing perspectives and motivations towards work. This session provides a unique opportunity to hear the view from the executive point of view. The focus will be on the new and unexpected challenges that arise from this diversity. In addition, panelists will mutually explore what the implications for business decision makers are, if they are to take advantage of the opportunities that this diversity represents.*

### Panelists



**Janet Hively**  
Co-founder, Shift;  
Purpose Prize Fellow 2006



**Thomas Sattelberger**  
Former Member of the Board of  
Management for Human Resources,  
Deutsche Telekom



**Michael W. Hodin**  
Executive Director, Global Coalition  
on Aging; Adjunct Senior Fellow,  
Council on Foreign Relations



Moderator: **Jeffrey Beeson**  
Board Member, ILA;  
Managing Director, Entheos



**Lothar Lanz**  
Chief Financial Officer and Chief  
Operating Officer, Axel Springer



Moderator: **Jörg Rocholl**  
President and Dean of Faculty,  
Full Professor, Ernst & Young Chair in  
Governance and Compliance, ESMT



**Bettina Orlopp**  
Principal, McKinsey & Company

Wednesday, June 13 | 4:30 p.m. - 5:45 p.m. | Auditorium Maximum

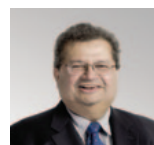
## Panel I: Instilling Sustainability Practices in Multigenerational Leaders

*In this panel, we shall discuss the strategies companies are adopting to make everyone in their company a "sustainability manager" and whether and how these strategies differ across employee demographic segments. What are companies doing to embed sustainability throughout the organization? Does a one size fit all approach work? What are the key challenges? How do we measure success in this regard? This session shall serve as a forum to showcase strategies as well as the challenges we wrestle with in this difficult journey.*

### Panelists



**Bruno Berthon**  
Global Managing Director, Accenture  
Sustainability Services Group



**Hayagreeva Rao**  
Atholl McBean Professor of  
Organizational Behavior and  
Human Resources, Stanford University



**Ludovica Lardera**  
Head of Corporate Sustainability and  
Senior Vice President, UniCredit



Moderator: **CB Bhattacharya**  
Full Professor, E.ON Chair in Corporate  
Responsibility, and Dean of International  
Relations, ESMT



**Jan Muehlfeit**  
Chairman Europe, Microsoft Corporation

Thursday, June 14 | 4:15 p.m. - 5:15 p.m. | Auditorium Maximum

## Panel II: GSG 9 - Leading Across Generations in a High-Performance Public Sector Organization

*The elite counter-terrorism and special operations unit of the German Federal Police, the GSG 9, was founded in 1972. The GSG 9 became world renowned with the legendary liberation of all hostages from the Lufthansa jet "Landshut" in Mogadishu, Somalia, in October 1977. Today it is one of the most respected counter-terrorism units in the world. Using the example of GSG 9 and in dialogue with the audience, we will explore the role of leadership in achieving and maintaining top-level performance in age-mixed teams and discuss a variety of challenges of leading such a public sector organization in a rapidly changing society.*

### Panelists



**Colonel Olaf Lindner**  
Commander, GSG 9,  
Federal Police of Germany



Moderator: **Andreas Bernhardt**  
Program Director, ESMT Customized  
Solutions



**General (Retired) Ulrich K. Wegener**  
Founder and First Commander, GSG 9,  
Federal Police of Germany

# ESMT Responsible Leadership Award 2012



Honoree 2012: Professor Mario Monti, PhD

Since 2010 ESMT has honored inspiring leaders demonstrating a deep commitment to the principles of sustainability by awarding them the ESMT Responsible Leadership Award. This year's recipient is Professor Mario Monti, President of the Council of Ministers and Minister of Economy and Finance of the Republic of Italy.

Mario Monti is an outstandingly gifted and dedicated individual who has taken on great responsibility in difficult times. It is a particularly great honor for ESMT to acknowledge his achievements by means of this award. He is not only a source of inspiration but the personification of the qualities the ESMT Responsible Leadership Award seeks to recognize.

The laudatory speech is held by Dr. Wolfgang Schäuble, German Federal Minister of Finance



## About Mario Monti

Mario Monti is Prime Minister and Minister of Economy and Finance since November 16, 2011.

On November 9, 2011, he was appointed Life Senator by the President of the Republic.

He has been President of Bocconi University, Milan, from 1994 to November 2011, when, upon his request, he was suspended from his functions as President of Bocconi for the duration of his mandate as President of the Council of Ministers. He was also European chairman of the Trilateral Commission and honorary president of Bruegel, the European think-tank he launched in 2005.

He is the author of the report to the President of the European Commission on *A new strategy for the single market* (May 2010).

As the EU-appointed coordinator for the electricity interconnection between France and Spain, he brokered an agreement between the two heads of governments in June 2008. He was a member of the Attali Committee on economic growth in France, set up by President Sarkozy (2007-2008). He was for ten years a member of the European Commission, in charge of the Internal market, Financial services and Tax policy (1995-1999), then of Competition policy (1999-2004). In addition to a number of high-profile cases (e.g. GE/Honeywell, Microsoft, the German Landesbanken), he introduced radical modernization reforms of EU antitrust and merger control and led, with the US authorities, the creation of the International Competition Network (ICN).

Born in Varese, Italy, in 1943, he graduated from Bocconi University and did graduate studies at Yale University. Prior to joining the European Commission, he had been professor of economics and rector at Bocconi University.

## Selection Committee

- Dr. Josef Ackermann
- Professor CB Bhattacharya, PhD
- Michael Diekmann
- Professor Konstantin Korotov, PhD
- Professor Dr. Wulff Plinke
- Professor Jörg Rocholl, PhD



# Concurrent Sessions

## Lifelong Learning

### Workplace Transitions: Leadership Development for a Maturing Workforce

Thursday, June 14 | 2:30 p.m. - 3:45 p.m. | Auditorium II

Leadership development in business organizations has primarily focused on managers in their 30s and 40s. However, the maturing of the workforce is shifting the need for leadership development programs to managers in their 50s and 60s who are promoted to roles that require new skills and mindsets. This interactive session will discuss transition issues, identify sample programs, and explore implications for businesses. Given that this is still fairly new territory, the presenters are interested in using the wisdom and experience of the audience to inform the options available.

**Jeffrey Beeson** Board Member, ILA; Managing Director, Entheos, Germany

**Janet Hively** Co-founder, Shift; Purpose Prize Fellow 2006, USA

### Promoting Active Aging in the Workplace by Tapping the Collective Wisdom of 50+ Adults

Friday, June 15 | 8:30 a.m. - 9:45 a.m. | Competence Center

This interactive dialogue will provide concrete food-for-thought about how to re-think the role of fifty-plus year old adults in the European workplace. Using case studies and guiding questions, this workshop will show how multi-disciplinary stakeholder dialogues can assist corporations and public institutions with identifying new opportunities for 50+ adults, developing their leadership capacities, and finding innovative solutions for age-related issues in the workplace. Graphic recording will visually document the results of the on-going dialogue and the emerging ideas of the workshop participants.

**Patricia Munro** Founding Member, World Café Europe, Germany

### Exploring Challenges of Leadership Development Across Generations Using Facilitated Action Learning

Friday, June 15 | 8:30 a.m. - 9:45 a.m. | Garden View

Designed to help participants identify strategies, techniques, and best practices for work-based leadership development programs, this workshop will begin with a presentation of the latest thinking on effective leadership development, emphasizing generational differences, action learning, and work-based lifelong learning. Practical examples of proven

programs and recent research will highlight learning differences across generations/cultures and the relevance and efficiency of facilitated action learning. A world café format will provide opportunities for participants to gain insights about personal professional challenges and effective leadership development interventions.

**Jean-Anne Stewart** Corporate MBA Qualification Programs, Henley Business School, UK

**Lynn Thurloway** Program Director for the MA in Health and Social Care, Henley Business School, UK

## Retention & Motivation

### Handling Difficult Questions about Leading Across Generations

Thursday, June 14 | 10:15 a.m. - 11:30 a.m. | Competence Center

We can't talk about that, or can we? The session will explore a step-by-step method developed to promote discussion of difficult or "non-discussable" issues. Controversial or taboo aspects of leading across generations will be the example used to practice a proven approach geared to handling the concerns on a subject-matter, communicative, or political level. The session will close with debriefing remarks by the moderator reinforcing structural elements of the workshop and its application to other discussions of difficult or "non-discussable" issues.

**Ulf Schäfer** Program Director, ESMT Customized Solutions, Germany

### Younger and Older Employees: Exploring Differences in Motivation and Organizational Commitment

Thursday, June 14 | 10:15 a.m. - 11:30 a.m. | Garden View

The University of La Verne will highlight the findings and recommendations from research in generational differences in motivation and commitment in two similar organizations; one organization has an average member age of 58 years; the other, 21 years. The University of Toronto will complement the job crafting model of Wrzesniewski and Dutton (2001) by including the effect of age by exploring the different job crafting motivations of older and younger employees and their actual job crafting behavior.

**Carol Sawyer** Distinguished Professor, University of La Verne, USA

**Sabrina El Baroudi** Researcher & Consultant, University of Toronto, Canada

### **Motivational Changes in East and West: Comparative Data from Russia and Germany Across the Ages**

*Thursday, June 14 | 2:30 p.m. - 3:45 p.m. | Garden View*

How can companies attract and retain the members of Gen X and Gen Y while not losing other generations? The session will present results of a survey of Russian and German professionals and managers across different age groups and career stages, exploring different dimensions of the motivation for finding and keeping a job. Small groups will then be challenged to develop HR policies that may be suitable to attract, motivate, and retain the group in question.

**Franziska Frank** Program Director, ESMT Customized Solutions, Germany

**Anna Gryaznova** Associate Dean for Academic Programs and International Affairs, Graduate School of Business Administration, Moscow State University, Russia

### **Making It Real: Translating Values into Leadership to Energize Young and Senior Leaders**

*Thursday, June 14 | 2:30 p.m. - 3:45 p.m. | Competence Center*

The energizing impact of living one's values is underappreciated and not utilized effectively in today's corporate world. Often the challenge is translating values from well-meaning intentions into effective leadership actions. Using mini case studies and exercises developed for an ongoing leadership development program at one of the Fortune 50 most admired companies, the presenters will guide participants through activities to define their values, develop leadership principles, and create SMART operational behavioral goals (with action plans) that feed intrinsic motivation and lead to increased satisfaction and performance.

**Carol Kauffman** Assistant Professor, Harvard Medical School, Harvard University, USA

### **Generational Harmony – How to Get Clues on Values and Behaviors Like a Cultural Detective**

*Thursday, June 14 | 2:30 p.m. - 3:45 p.m. | Bookshop*

How can someone navigate generational differences with a cross-cultural communication approach? This experiential learning session will immerse participants in a structured, repeatable process for bridging generations and cultures effectively. Use of the model in a diversity of organizations and contexts will be discussed, with an in-depth explanation of its use at a first-tier university leadership institute. Participants will have an opportunity to reflect on their own (generational, cultural, professional) values and beliefs, and how those impact their ability to lead across cultures.

**Rita Booker Solymosi** Booker International e.K., Germany

### **Factors Influencing the Effectiveness of Teams and Peer Leaders**

*Friday, June 15 | 10:15 a.m. - 11:30 a.m. | Competence Center*

The presentation will focus on a study within the Belgian government to identify and understand factors facilitating or hindering intergenerational cooperation on teams and it will focus on research conducted by Western Kentucky University that identified and analyzed leadership competencies and skills needed to effectively influence others of equal status and abilities. A series of focus group discussions and surveys were used in Belgium to understand the challenges of intergenerational cooperation and as input for HR-policies designed to foster cooperation across generations, team commitment, and retention. Kentucky saw that peer leadership is an aspect of leadership that transcends ages, ethnicities, and other aspects of any society as peers exist in all human contexts

**Ans De Vos** Antwerp Management School, Belgium

**John Baker** Assistant Professor Leadership Studies Program, Western Kentucky University, USA

### **Multigenerational Participation in Change Initiatives and Creating Intergenerational Synergy**

*Friday, June 15 | 10:15 a.m. - 11:30 a.m. | Garden View*

A case study conducted by VU University Amsterdam illustrated how employees' anchor sense-making of change in the meanings they ascribe to their career and work. Implications of this study as well as the proposed typology of employees' participation efforts in change will be discussed in light of their contributions to organizational change research and practice. Also discussed in this session is research conducted by Wise Counsel & The University of Auckland which will draw from professional experience, management case studies, and academic research to walk participants through some of the typical intergenerational issues challenging organizations, including common pitfalls to avoid and major advantages to leverage. A facilitated discussion will focus on strategies that can create intergenerational synergy to maximize business results through celebration of diversity, accommodation of various generational needs, and multi-directional mentoring.

**Evgenia Lysova** Researcher, VU University Amsterdam, The Netherlands

**Fabian Morgan-French** Wise Counsel & The University of Auckland, New Zealand

## Mentoring & Coaching

### Successful Mentoring: CEO Insights

Thursday, June 14 | 10:15 a.m. - 11:30 a.m. | Auditorium Maximum

Charismatic leaders of different ages (60+, 50+, 40+) with proven C-level track records in variously sized international organizations will highlight their experiences with mentoring. Each will share their reasons for becoming a mentor, their experiences and challenges, and insights on the differences and tensions between their leadership and mentorship roles. Q & A will follow to integrate the audience into an engaged and interactive dialogue exploring the mentoring experiences of respective generations in different settings.

**Wulf Bernotat** Mentor, Bernotat & Cie., and former Chairman and Chief Executive Officer, E.ON, Germany

**Kai-Uwe Ricke** Mentor, Bernotat & Cie., and former Chief Executive Officer, Deutsche Telekom, Germany

**Carla Kriwet** Mentor, Bernotat & Cie., and former Member of the Executive Board, Dräger, Germany

**Alexander Landia** Founding Partner & Managing Director, Bernotat & Cie., and former Chairman of the Board, OAO SUEK, Germany

**Isabel Witte** Founding Partner, Bernotat & Cie., Germany

### The Next Generation of Board Members

Thursday, June 14 | 2:30 p.m. - 3:45 p.m. | Forum

Previous generations of board members were often groomed for several years before being invited to join a board. In today's businesses, new board members are younger, and shorter terms leave little time for mentoring the next generation. The presenter will show how a research-based approach has been used to design on-boarding coaching programs for new board members. A seven step process, that addresses crucial transition issues to maximize effectiveness and create measurable value, will be shared.

**Sabine Dembkowski** Founder and Director, The Coaching Centre, Germany

### The Leader as Mentor. The Leader as Coach. Crossing the Generational Chasm

Friday, June 15 | 8:30 a.m. - 9:45 a.m. | Forum

Mentoring and coaching are among the most effective tools of a leader for creating and maintaining effective relationships and for improving productivity, employee engagement, and organizational economic well-being. They are particularly effective when working across generations. Unfortunately, less than 5% of leaders and managers have

been trained in those skills. Exercises and role plays will provide opportunities for attendees to: understand the advantages of mentoring and coaching, learn proven strategies and techniques, briefly experience both sides of the mentor/mentee relationship, and practice varied approaches.

**Ines O'Donovan** Director, Alamundo, the International Research Institute for Mentoring, Coaching & Leadership and PhD Researcher, Lancaster University Management School, UK

### Coaching Leaders Across Generations: Dealing with Tricky Leadership Coaching Cases

Friday, June 15 | 10:15 a.m. - 11:30 a.m. | Auditorium II

This innovative workshop will provide a deeper understanding of coaching across generations with significantly different values and attitudes, and executive coaching as an approach to support leaders working through the challenges of leading across generations. Participants will work in small groups analyzing and finding solutions to HBR-style short cases about difficult coaching situations involving tricky cross-generational leadership challenges. During the large group debriefing, expert opinions and the actual outcomes of the cases will be shared. Post-readings will provide additional information and resources.

**Andreas Bernhardt** Program Director, ESMT Customized Solutions, Germany

**Carol Kauffman** Assistant Professor, Harvard Medical School, Harvard University, USA

**Anna Urnova** Vice President Human Resources, PepsiCo, Russia

## Workplace Structure

### The Intergenerational Organization: Five Generations Creating a New Leadership Reality

Thursday, June 14 | 10:15 a.m. - 11:30 a.m. | Forum

The intergenerational workplace provides interesting challenges and opportunities for leaders seeking to respond to generational needs and differences. Following an overview of current research on generational differences in workplace attitudes and behaviors, presenters will share a context for understanding multigenerational impact on organizational culture. Time will be reserved for a facilitated participant discussion about leveraging a healthy synergy of experiences and perspectives for institutional success.

**Anita Fitzgerald Henck** Dean, School of Education, Azusa Pacific University, USA

**Andrew Henck** Coordinator, Corporate Learning and Leadership Development Initiatives, be.group, USA

### Employees First, Customer Second

Friday, June 15 | 8:30 a.m. - 9:45 a.m. | Auditorium II

HCL Technologies, the Indian IT provider, turned conventional management upside down, creating an organizational structure around social media and collaboration technologies, putting young Gen-Y employees in charge and making HCL one of the “most influential companies” as per *Businessweek*.

**Horst Plieske** Head of HCL Central Europe, Germany

### Workforce Generations and Tobacco Business: Leadership and Talent Dynamics in a Controversial Industry

Friday, June 15 | 10:15 a.m. - 11:30 a.m. | Forum

Attracting and retaining talent can be a challenge in any industry, in the tobacco industry it is particularly challenging. This session will give firsthand knowledge and experience from a Senior HR Executive on two real-life examples of successful talent management at British American Tobacco, two examples that cross human resource boundaries.

**Jozsef Blasko** Former Senior HR Executive, British American Tobacco, UK

## KETS DE VRIES INSTITUTE



KETS DE VRIES INSTITUTE

Manfred Kets de Vries is one of the world's foremost thinkers on leadership. His pioneering contributions have included bringing insights from psychodynamics, psychoanalysis, and related fields to leadership and organizational development. A central insight is: if leaders learn how to recognize and work with people's motivational systems, then individual, group and organizational performance can be dramatically improved. This leads to more authentic leadership, more innovation and more resilience to change. In order to turn these insights into business practice, Kets de Vries has pioneered the use of group coaching as an intervention technique for training senior executives and improving team and organizational performance and has thereby created one of the world's largest institutes of group coaching.

We help where people issues have their greatest impact on enterprise performance: at the top. Typical situations include:

- ▶ Executive team effectiveness
- ▶ People dynamics at the top, which impede strategy execution
- ▶ Re-launching an executive team in new circumstances, for example, a new composition or a new strategy
- ▶ Post-Merger Integration and managing other major transitions
- ▶ Executive Team Effectiveness in family businesses
- ▶ Leadership development for your most senior executives

For more information please contact [info@kdvi.com](mailto:info@kdvi.com) or visit [www.kdvi.com](http://www.kdvi.com)

# Speakers and Presenters

## John Baker

*Assistant Professor Leadership Studies Program, Western Kentucky University, USA*

John Baker is an Assistant Professor in the Leadership Studies Program, part of the Center for Leadership Excellence at Western Kentucky University. Prior to joining the Leadership Studies Program in 2006, Prof. Baker had a career in the US Army where he spent over 26 years on active duty serving throughout the United States and overseas. Prof. Baker's research interests focus on peer leadership.

## Jeffrey Beeson

*Board Member, ILA; Managing Director, Entheos, Germany*

During the course of his career fostering leadership, Jeffrey Beeson has touched the professional lives of more than 5,000 leaders on four continents. Founder of Entheos Group, Mr. Beeson consults with companies and institutions to optimize their performance by promoting collaborative leadership and cultivating a shared and vibrant corporate culture ([www.entheosgroup.net](http://www.entheosgroup.net)). He conceives and manages leadership initiatives, consulting projects, and executive coaching which are tailored to the needs of his clients. All of Entheos Group's work is designed with a clear strategic purpose in order to attain results and achieve a sustainable impact. After receiving a BA in Economics from Haverford College, Mr. Beeson completed a double degree program in international leadership consisting of an MBA at the prestigious Wharton School of Business and an MA from the Lauder Institute (Philadelphia, PA, USA). He gained experience as a Strategy Consultant with two leading firms - McKinsey and Bain & Company - and advised leading businesses throughout Germany, Europe, and abroad. He is a Board Member of the International Leadership Association (ILA), a founding Board Member of World Café Europe e. V. ([www.worldcafe-europe.net](http://www.worldcafe-europe.net)), and a Global Member of the Society of Organizational Learning (SoL).

## Andreas Bernhardt

*Program Director, ESMT Customized Solutions, Germany*

Andreas Bernhardt is Program Director, Senior Lecturer, and Executive Coach at ESMT and founding member of ESMT's Center for Leadership Development Research. He has over 20 years of practical leadership development and coaching experience with executives from over 30 countries and has designed and delivered executive programs for several international companies. He is also an executive coach with the Global Leadership Centre at INSEAD, one of the world's leading business schools. He is co-designer and convener of

ESMT's yearly Coaching Colloquium, co-organizer of the International Coaching Research Forum in collaboration with the Institute of Coaching at McLean/Harvard Medical School, a contributor to the World Economic Forum's 2010 Corporate Gender Gap Report, and regularly contributes to top academic and practitioner conferences. His current consulting and research interests focus on leadership development, executive coaching, and leading and coaching teams in tough times.

## Wulf Bernotat

*Mentor, Bernotat & Cie., and former Chairman and Chief Executive Officer, E.ON, Germany*

Wulf Bernotat is Managing Director and Partner at Bernotat & Cie. GmbH. The former Chairman and CEO of the founded E.ON AG, had a major influence on the development of the firm's corporate identity. He has a degree in law and pursued his international career with various foreign postings at Shell and Veba. He was the Chairman of the Board of Directors of Stinnes AG and holds various appointments to the Supervisory Boards of Allianz AG, Metro AG, Bertelsmann AG, and Telekom AG. Senior Strategic Advisor for Credit Suisse, and Industry Advisor at the Private Equity Company, Permira.

## Bruno Berthon

*Global Managing Director, Accenture Sustainability Services Group, France*

Bruno Berthon serves as Global Managing Director for Accenture Sustainability Services Group, in charge of developing Accenture activity in this new space and helping Accenture clients in their search for sustainable growth. Mr. Berthon's expertise lies in helping multinational clients evaluate and transform business opportunities and challenges related to climate change, environmental and social sustainability across industrial sectors, and in public service, and to support them on their journey from "Issues to Solutions". He has been working for the past 18 years with the top management of large multinationals and administrations across several industrial sectors, including consumer goods, retail, utilities, transportation, telecommunications, and media on their transformation agendas, helping them address the challenges of globalization, large-scale operating model change, the Internet revolution, and innovation and sustainability-led transformation. Bruno Berthon is based in Paris; he graduated from Ecole Centrale Paris and holds an MBA from INSEAD and a Master's Degree in Macroeconomics from La Sorbonne.

*Continues on page 16*

# Program Overview

## WEDNESDAY, JUNE 13, 2012

2:30 p.m.	<i>Auditorium Maximum</i>	<b>Opening Remarks</b> Michael Diekmann Chairman of the Board of Management, Allianz
2:45 p.m.	<i>Auditorium Maximum</i>	<b>Keynote</b> Thomas Sattelberger Former Member of the Board of Management for Human Resources, Deutsche Telekom
3:15 p.m.	<i>Auditorium Maximum</i>	<b>Opening Panel: The Executive Perspective on Leading Organizations with Multigenerational Workforce</b>
4:15 p.m.		<b>Coffee Break</b>
4:30 p.m.	<i>Auditorium Maximum</i>	<b>Panel: Instilling Sustainability Practices in Multigenerational Leaders</b>
5:45 p.m.	<i>Auditorium Maximum</i>	<b>Award Ceremony: ESMT Responsible Leadership Award</b> Honoree: Mario Monti President of the Council of Ministers and Minister of Economy and Finance, Italy Laudator: Wolfgang Schäuble Federal Minister of Finance, Germany
6:30 p.m.	<i>Second Floor Foyer</i>	<b>Champagne Reception</b>

## THURSDAY, JUNE 14, 2012

8:30 a.m.	<i>Auditorium Maximum</i>	<b>Keynote: Leading People in a Status-Anxious World</b> Matthew S. Bothner Full Professor and Deutsche Telekom Chair in Leadership and HR Development, ESMT
9:45 a.m.	<i>Second Floor Foyer</i>	<b>Coffee Break</b>
10:15 a.m.		<b>Parallel Concurrent Sessions</b>
	<i>Auditorium Maximum</i>	Mentoring and Coaching: Successful Mentoring: CEO Insights
	<i>Competence Center</i>	Retention & Motivation: Handling Difficult Questions about Leading Across Generations
	<i>Garden View</i>	Retention & Motivation: Younger and Older Employees: Exploring Differences in Motivation and Organizational Commitment
	<i>Forum</i>	Workplace Structure: The Intergenerational Organization: Five Generations Creating a New Leadership Reality
11:30 a.m.		<b>Lunch</b>
12:45 p.m.	<i>Auditorium Maximum</i>	<b>Keynote: Aging Populations: The Critical Success Factor for the 21<sup>st</sup> Century</b> Michael W. Hodin Executive Director, Global Coalition on Aging; Adjunct Senior Fellow, Council on Foreign Relations
2:00 p.m.	<i>Second Floor Foyer</i>	<b>Coffee Break</b>
2:30 p.m.		<b>Parallel Concurrent Sessions</b>
	<i>Forum</i>	Mentoring and Coaching: The Next Generation of Board Members
	<i>Auditorium II</i>	Lifelong Learning: Workplace Transitions: Leadership Development for a Maturing Workforce

2:30 p.m.		<b>Parallel Concurrent Sessions (cont.)</b>
	<i>Garden View</i>	<b>Retention &amp; Motivation: Motivational Changes in East and West: Comparative Data from Russia and Germany Across the Ages</b>
	<i>Competence Center</i>	<b>Retention &amp; Motivation: Making It Real: Translating Values into Leadership to Energize Young and Senior Leaders</b>
	<i>Bookshop</i>	<b>Retention &amp; Motivation: Generational Harmony – How to Get Clues on Values and Behaviors Like a Cultural Detective</b>
3:45 p.m.	<i>Second Floor Foyer</i>	<b>Coffee Break</b>
4:15 p.m.	<i>Auditorium Maximum</i>	<b>Panel: GSG 9 - Leading Across Generations in a High-Performance Public Sector Organization</b>

#### FRIDAY, JUNE 15, 2012

8:30 a.m.		<b>Parallel Concurrent Sessions</b>
	<i>Forum</i>	<b>Mentoring and Coaching: The Leader as Mentor. The Leader as Coach. Crossing the Generational Chasm</b>
	<i>Competence Center</i>	<b>Lifelong Learning: Promoting Active Aging in the Workplace by Tapping the Collective Wisdom of 50+ Adults</b>
	<i>Garden View</i>	<b>Lifelong Learning: Exploring Challenges of Leadership Development Across Generations Using Facilitated Action Learning</b>
	<i>Auditorium II</i>	<b>Workplace Structure: Employees First, Customer Second</b>
9:45 a.m.	<i>Second Floor Foyer</i>	<b>Coffee Break</b>
10:15 a.m.		<b>Parallel Concurrent Sessions</b>
	<i>Auditorium II</i>	<b>Mentoring and Coaching: Coaching Leaders Across Generations: Dealing with Tricky Leadership Coaching Cases</b>
	<i>Competence Center</i>	<b>Retention &amp; Motivation: Factors Influencing the Effectiveness of Teams and Peer Leaders</b>
	<i>Garden View</i>	<b>Retention &amp; Motivation: Multigenerational Participation in Change Initiatives and Creating Intergenerational Synergy</b>
	<i>Forum</i>	<b>Workplace Structure: Workforce Generations and Tobacco Business: Leadership and Talent Dynamics in a Controversial Industry</b>
11:30 a.m.	<i>Second Floor Foyer</i>	<b>Coffee Break</b>
11:45 a.m.	<i>Auditorium Maximum</i>	<b>Keynote: Leading Across Generations – Are you Leveraging the Talent of ALL Your Employees?</b> <b>Charles O'Reilly</b> Frank E. Buck Professor of Management and Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research, Stanford University
1:00 p.m.		<b>Farewell Reception</b>

## Speakers and Presenters (continued)

### CB Bhattacharya

*Full Professor, E.ON Chair in Corporate Responsibility, and Dean of International Relations, ESMT, Germany*

CB Bhattacharya is Dean of International Relations and E.ON Chair Professor in Corporate Responsibility at ESMT. He is an international expert in business strategy innovation aimed at increasing both business and social value. His research and teaching focuses specifically on how companies can use underleveraged "intangible assets" such as corporate identity and reputation, membership and brand communities, and corporate social responsibility and sustainability to strengthen stakeholder relationships. Prof. Bhattacharya won the William Novelli Best Paper Award at the Social Marketing Conference in 1997 and the 2001 Broderick Prize for Research Excellence at Boston University. He was also a finalist for the Aspen Institute's Faculty Pioneer Award in 2007. In addition, he received the Emory Williams Distinguished Teaching Award in 1995, the highest teaching award at Emory University. He is also part of a select group of faculty that has been named twice to Business Week's Outstanding Faculty list. He received his PhD in Marketing from the Wharton School of the University of Pennsylvania in 1993 and his MBA from the Indian Institute of Management in 1984. Before joining ESMT in 2009, he was the Everett W. Lord Distinguished Scholar and Professor of Marketing at the School of Management at Boston University. Before joining Boston University, he was on the faculty at the Goizueta Business School, Emory University. Prior to his PhD, he worked for three years as a Product Manager in Reckitt Benckiser plc.

### Jozsef Blasko

*Former Senior HR Executive, British American Tobacco, UK*  
Jozsef Blasko is a Senior HR Director with global management credentials and experience. He has twenty years of experience in the global FMCG sector. He has been responsible for implementing best practice organizational change and large scale talent initiatives that raised the impact of the HR function in Central and Southern Europe, Russia, the Asia-Pacific, and European regions in a large global organization. Mr. Blasko has a Human Resources Diploma from the Cranfield School of Management and a General Management Diploma from the Ashridge Business School.

### Rita Booker Solymosi

*Booker International e.K., Germany*

Rita Booker Solymosi was born in Romania and raised bilingual due to her family's Hungarian cultural heritage. In her

youth, her family immigrated to Austria where she continued to develop her multilingual skills and multicultural awareness. Rita is fluent in written and spoken Romanian, Hungarian, German, English, Italian, and French; she is currently studying Russian, Turkish, and Hindi. As a co-founder of European Standards Consulting in Timisoara, Booker International e.K. in Berlin and the Booker International Coaching Academy, she brings 20 years of work experience as an employee, trainer, and employer. Her portfolio reflects her competence and effectiveness in numerous industries including automotive technology, the Austrian court system and energy sector, pharmaceuticals, textile retailing, financial services, internet start-ups, television, film and music production, the EU Commission and continuing adult education institutions. She has also designed the Cultural Detective® Coaching Certification.

### Sabine Dembkowski

*Founder and Director, The Coaching Centre, Germany*

Sabine Dembkowski, PhD is Founder and Director of The Coaching Centre in London and Cologne. With her team she supports senior executives and high-potentials in Fortune 500, DAX 30, and other leading firms across Europe. She developed the Achieve Coaching model and is co-author of the book *The Seven Steps of Effective Executive Coaching*. Previously she was a Strategic Management Consultant with A.T. Kearney and Monitor Company in London.

### Ans De Vos

*Antwerp Management School, Belgium*

Ans De Vos is professor at Antwerp Management School, where she holds the SD Worx Chair "Next Generation Work: Creating Sustainable Careers." As part of this chair, she conducts research on changing psychological contracts, career expectations and career development of different generations, and the impact of innovative career policies on human capital and firm-level outcomes. Her work has been published in international peer-reviewed journals including *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Journal of Occupational and Organizational Psychology*, and the *European Journal of Work and Organizational Psychology*.

### Sabrina El Baroudi

*Researcher & Consultant, University of Toronto, Canada*

Sabrina El Baroudi is a consultant on debt relief and poverty reduction projects for the municipality of The Hague. In 2011, Ms. Baroudi decided to pursue a career in research.



### Anita Fitzgerald Henck

*Dean, School of Education, Azusa Pacific University, USA*  
Anita Fitzgerald Henck, PhD is Dean, School of Education, at Azusa Pacific University in Azusa, CA, USA. With more than three decades experience working in higher education, her areas of emphasis include organizational culture and change, leadership development, and leadership transitions. In addition to her academic and professional life, she continues to learn through the lens of being the mentor to and parent of young professionals and will be co-presenting with her son, Andrew Henck.

### Franziska Frank

*Program Director, ESMT Customized Solutions, Germany*  
Franziska Frank holds a BA and MA from Cambridge, UK, and a Law Degree and Law PhD from Ludwig-Maximilians-Universität München. She has worked for six years at Boston Consulting Group. She has been at ESMT since 2005, responsible for programs for Russian companies, insurance companies, and professional services firms. She teaches negotiations, decision making, and cross-cultural issues.

### Anna Gryaznova

*Associate Dean for Academic Programs and International Affairs, Graduate School of Business Administration, Moscow State University, Russia*  
Anna Gryaznova has been a researcher for six years at ICSS. She has a degree in psychology from St. Petersburg University and a Masters in Political Sciences from Moscow State and Paris. Additionally, she has a PhD in Economics from Moscow State. She teaches degree students and executives at Moscow State Business School. Since 2008, she has worked for the Academy of Management as the HR Ambassador in Russia.

### Andrew Henck

*Coordinator, Corporate Learning and Leadership Development Initiatives, be.group, USA*  
Andrew Henck coordinates the corporate learning and leadership development initiatives at be.group, a network of senior living communities in Glendale, CA, USA. He is currently pursuing a M.A. in Leadership from Azusa Pacific University and his research interests include intergenerational workplaces and strengths-based teams. He blogs on issues of leadership and culture from a Gen Y perspective at [www.themillennialjourney.com](http://www.themillennialjourney.com).

### Janet Hively

*Co-founder, Shift; Purpose Prize Fellow 2006, USA*  
Janet Hively is a living testament to her personal credo of

maximizing productivity and assuring “meaningful work, paid or unpaid, through the last breath.” After playing leadership roles in government and education for more than two decades, she received a PhD in education for work and community from the University of Minnesota in the spring of 2001 at age 69. Since then, she has helped found three organizations dedicated to empowering older adults: the Vital Aging Network, a statewide network that promotes self-determination, community participation, and personal enrichment through education and advocacy; the Minnesota Creative Arts and Aging Network, an organization dedicated to expanding opportunities for creative expression by older adults; and Shift, a network to support people in midlife who seek greater meaning in life and work. In 2006 Ms. Hively was named a Purpose Prize Fellow by Civic Ventures for her work as a social entrepreneur. Her focus on aging and work came out of past professional positions in community outreach, planning and administration for public and nonprofit organizations.

### Carol Kauffman

*Assistant Professor, Harvard Medical School, Harvard University, USA*

For the past 25 years she has taught at Harvard Medical School as an Assistant Professor, where she is also the Founding Director of the Institute of Coaching. In 2009 she received a two million dollar award to create the Institute and its Centers of Excellence. Dr. Kauffman has launched and is the Chair of the annual Harvard Coaching Conference and the annual International Coaching Research Forum. She is a Leadership Coach and typically works with those at C-level and those who report to the CEO of an organization and also with those younger leaders identified as high-potentials. She has worked with multi-national organizations and delivered leadership development programs throughout the Americas, Europe, and Asia. She was also founding Editor in Chief of *Coaching: An International Journal of Theory, Research and Practice*.

### Konstantin Korotov

*Associate Professor with tenure and Director of the Center for Leadership Development Research (CLDR), ESMT, Germany*  
Konstantin Korotov joined ESMT in August 2005 as an Assistant Professor and was promoted to Associate Professor in August 2008. In August of 2011 he was given tenure in addition to being named the director of ESMT’s Center for Leadership Development Research. He is also an Executive Coach and a Research Fellow with the INSEAD Global Leadership Center in Fontainebleau, France. Additionally,

Prof. Korotov has over 15 years of practical leadership development experience. His core research and teaching interests are in leadership development, leadership coaching, organizational behavior, and executive education. As an expert on leadership and management in Russia and post-Soviet economies, Konstantin also conducts research on leadership styles of business elite and emerging leaders in the region. With Manfred Kets de Vries and associates he co-authored *The New Global Russian Business Leaders book* (Edward Elgar, 2004), co-edited a special issue of *Organizational Dynamics on Russian Leadership* (September 2008), and published academic and practitioner-oriented articles on leadership, leadership development, and careers in Russia. He has also written a number of case studies on leadership challenges. His case-study on Mikhail Khodorkovsky and YUKOS: Chelovek s rublyom [Man with a Ruble] (with Kets de Vries, Florent, and Shekshnia, 2004) won the European Foundation for Management Development case study competition. Prof. Korotov is a member of the Editorial Advisory Board for Emerald Emerging Markets Case Studies. He is the Program Director for ESMT's Leading People and Teams executive program. He also teaches Organizational Behavior and Integrative Leadership courses in the ESMT MBA and EMBA programs. In 2009 and 2010 he received the Executive MBA Best Teacher Award. He also was co-author or co-editor of the books: *"The Coaching Kaleidoscope: Insights from the Inside"* and *"Coach or Couch: The Psychology of Making Better Leaders"*.

#### **Carla Kriwet**

*Mentor, Bernotat & Cie., and former Member of the Executive Board, Dräger, Germany*

Carla Kriwet is a former Member of the Executive Board of Dräger, responsible for Marketing and Sales. Before joining Dräger, she was Head of Healthcare Europe of The Linde Group. Previously she held various senior management positions at Linde, the Boston Consulting Group and ABB -Daimler Benz. She is a member of the Board of Save the Children Germany, Senior Alumni Advisor of the Boston Consulting Group, and member of YPO (Young Presidents' Organization). Carla Kriwet holds a PhD in Business administration from the University of St. Gallen, and has significant mentoring experience.

#### **Alexander Landia**

*Founding Partner & Managing Director, Bernotat & Cie., and former Chairman of the Board, OAO SUEK, Germany*

Alexander Landia is Managing Director and Partner at Bernotat & Cie. GmbH and former Chairman of the Board of OAO SUEK. He has a Dr. Rer. Nat. degree in Mathematics and is

former Chancellery Minister to Georgia. Since 1993 he had a career in Germany with Dresdner Kleinwort Wasserstein and Accenture and was General Director of Accenture Russia and Global Gas Lead Partner at Accenture. From 2006–2011 he was Chairman of the Board of OAO SUEK, the largest coal producer in Russia. Since 2007 he is a Member of the Board of Directors of Lambert Energy Advisory Ltd. (London, UK). Since 2011 he is Senior Independent Director of OAO SUEK, Director of OAO SGK (Moscow) and an Administrative Board Member of The Mobility House AG (Zurich).

#### **Lothar Lanz**

*Chief Financial Officer and Chief Operating Officer, Axel Springer, Germany*

Lothar Lanz, born 1948, studied Business Administration in Stuttgart and Berlin between 1969 and 1974 and completed his course with a Master of Commerce. Initially he worked in Berlin as Assistant Auditor at a firm of certified public accountants and tax consultants and in 1977 he made the move to Bayerische Hypotheken- und Wechselbank AG, Munich, where he managed a succession of the bank's branches between 1983 and 1990. In 1991, he was elected a Member of the Executive Board at HSB HYPO Service-Bank AG, Munich. In 1996, he was appointed Member of the Executive Board at the trustee savings bank Nassauische Sparkasse in Wiesbaden. In the same year, he moved to ProSieben Media AG (later ProSiebenSat.1 Media AG) as Member of the Executive Board and Chief Financial Officer, where he left 2008. Mr. Lanz has been a member of the Executive Board at Axel Springer AG since May 2009. Key mandates in supervisory bodies are: Ringier Axel Springer Media AG, Switzerland (Board of Directors); ESMT European School of Management and Technology GmbH (Supervisory Board); Axel Springer International Finance B.V., Netherlands (Supervisory Board); Independent News & Media PLC, Ireland (Board of Directors).

#### **Ludovica Lardera**

*Head of Corporate Sustainability and Senior Vice President, UniCredit*

Ludovica Lardera is Senior Vice President at UniCredit and has been head of its Corporate Sustainability team since 2009. Prior to assuming her current position, she was Personal Executive Assistant to UniCredit Group's Chief Executive Officer and, in 2004, was Program Manager of the Group Finance department. In 2002 UniCredit stationed Ms. Lardera in Warsaw, where she was responsible for overseeing sales and marketing, reporting directly to the Xelion CEO, on the successful launch of Xelion, a joint venture between Bank

Pekao and UniCredit. This financial advisory services firm currently manages 1.5 billion zloty in assets. She joined UniCredit in 2001 where she was responsible for planning and control of the leasing business. Ms. Lardera began her career as a junior consultant at PriceWaterhouseCoopers rapidly rising to the position of Team Leader. She is currently member of the Board of Sustainable Finance Forum and ValoreD.

#### **Colonel Olaf Lindner**

*Commander, GSG 9, Federal Police of Germany*

Colonel Lindner is Commander of GSG 9, the premier counter-terrorism Special Forces unit of Germany's Federal Police. He took over the command of GSG 9 in 2005 after having served in several leadership and combat positions within GSG 9 since 1990. He headed the German Police Project Office for the Rebuilding of the Police in Afghanistan and was subproject leader of the project group to reorganize federal police in the Federal Ministry of the Interior. In 2006 Colonel Lindner became Head of the Naval Working Group of the EU – ATLAS Cooperation – an association consisting of counter-terrorism special intervention units of all 27 states of the European Union.

#### **Evgenia Lysova**

*Researcher, VU University Amsterdam, The Netherlands*

Evgenia Lysova was born in Leningrad (St. Petersburg), Russia. In 2010 she received an MSc degree in Economics and Management in social-cultural sphere from St. Petersburg State University of Film and Television, Russia. In 2011 she received an MSc degree in Business Administration, specialization HRM from the VU University Amsterdam, Netherlands. Currently, Ms. Lysova is working as a researcher at Amsterdam Business Research Institute (ABRI) at the VU University Amsterdam. Her research interests concern subjective aspects of career and work and argentic behaviors of the individuals.

#### **Fabian Morgan-French**

*Wise Counsel & The University of Auckland, New Zealand*

Fabian Morgan-French is currently working in a boutique management consultancy in New Zealand that specializes in intergenerational assessments and solutions for clients' organizations. He recently graduated with honors from the University of Auckland with a conjoint Bachelor of Commerce (majoring in International Business) and a Bachelor of Arts (majoring in German). He is currently working on his Master of Commerce and his thesis topic is 'intergenerational leadership'. He is specifically focusing on his research on young

leaders in medium and large sized organizations and tracking how they lead older generations.

#### **Jan Muehlfeit**

*Chairman Europe, Microsoft Corporation, Czech Republic*

Jan Muehlfeit is responsible for representing Microsoft Corporation and engaging with governments, large corporations, key partners, and academic elites both across Europe and on a global level. His goal is to ensure that Microsoft continues to act as a relevant, trusted and valuable partner that listens and contributes to enabling long-term growth, local economic competitiveness, job creation, and innovation both in public and private sectors. He joined Microsoft in 1993 and, during his seven years in the company's Czech and Slovak operations, held a variety of leadership roles including the position of General Manager. He received the Microsoft President's Award for Excellence in 1994. He was named Regional Director of Microsoft Eastern Europe in 2000 and promoted to Vice President in 2002. Under his leadership, Eastern Europe became company's best performing region worldwide for four consecutive years. In 2004 he also became a co-architect of Microsoft's global emerging markets strategy and member of Microsoft executive board for emerging markets. Following these achievements, Jan Muehlfeit assumed the role of Vice President of Microsoft's Public Sector team in Europe, Middle East, and Africa (EMEA) in 2005. In this role he was responsible for promoting solutions for public sector organizations and ensuring delivery of an excellent customer and partner experience while contributing to EMEA's national and international public sector growth and social agendas. He was named Vice President, EMEA Corporate & Government Strategy in 2006 and was subsequently promoted to Chairman Europe, Microsoft Corporation in 2007. He is a Vice-Chairman of the Academy of Business in Society (ABiS) and board member of the Junior Achievement Young Enterprise Europe (JAYE). He is also a Co-Chairman of the European e-Skills Association and a member of the Board of AIESEC, world's largest student-run organization and an international platform for young people to discover and develop their potential. He has been serving in different advisory boards of several European governments in the field of ICT, national competitiveness and education. He also represents Microsoft on the TABD, the Transatlantic Business Dialogue. He is member of executive advisory board of Ovum, part of the Datamonitor Group and is involved in his advisory capacity in different projects of WEF, OECD, and European Policy Center (EPC). He is also a Board Member of Czech National Museum and a Member of IBLF Leaders Council. Mr. Muehlfeit continues to support

several charities, including “PCs Against Barriers”, a joint initiative of Microsoft Czech Republic and Charta 77 Foundation, where he serves as a member of the supervisory board. Over the past almost two decades, he has received numerous public awards as recognition of his industry and social contributions including the “Best Manager of Czech Republic for 1999” from the Czech Prime Minister, the “Czech Brain Award” for representing Czech Republic abroad and was named the Czech IT Personality of the Year three times. Born in 1962, Mr. Muehlfeit grew up in Czechoslovakia. He received a computer science degree from the Czech Technical University and later on completed executive development programs at Wharton, LSE and Harvard. Before joining Microsoft he worked both in the public and private sectors.

#### **Patricia Munro**

*Founding Member, World Café Europe, Germany*

Patricia Munro received a BA in Humanities from Swarthmore College (Pennsylvania, USA), after which she was awarded a Fulbright Scholarship for study and research in Latin America. She pursued her interest in management at George Washington University where she received her MA. Ms. Munro’s know-how as a facilitator and graphic recorder has been used for strategic planning meetings, presentations, speeches, and conferences throughout Europe. She is a founding member of World Café Europe e. V. and co-author of a book on the use of evaluation, *Wegweiser Evaluation* (oekom publisher 2009).

#### **Ines O’Donovan**

*Director, Alamundo, the International Research Institute for Mentoring, Coaching & Leadership and PhD Researcher, Lancaster University Management School, UK*

Ines O’Donovan, PhD and MBA is the Director of Alamundo, the International Research Institute for Mentoring, Coaching & Leadership. She is also Editor-in-Chief of the *International Journal of Mentoring and Coaching*. Furthermore, she is a PhD Researcher with Lancaster University Management School focusing on the topic of leader behaviors and employee engagement. In addition to this she lectures MBAs from all over the world on Coaching and Mentoring for Leadership and Management. She has significant practical and academic experience in helping organizations to design, build up, run and evaluate mentoring programs and in training Mentoring project managers, Mentoring Angels, mentors and mentees. She is – of course – mentor and mentee herself. She has published articles on mentoring, leadership and well-being and co-edited the book *Developing Mentoring & Coaching Research and Practice* together with David Megginson.

#### **Bettina Orlopp**

*Principal, McKinsey & Company, Germany*

Dr. Bettina Orlopp is a Principal in McKinsey & Company’s Munich office. Since 1995, she has exclusively worked with European financial institutions, advising them on important aspects of strategy (especially private/retail) and HR. She also has many years of experience in conducting transformation and integration projects for banks and insurance companies. She is part of McKinsey’s European Banking Practice core team and leads the European “Merger Management in Banking” service line. In addition, she participates in a number of governance committees in the German office and heads the McKinsey’s Women & Family initiative in Germany. Prior to joining McKinsey, Dr. Orlopp studied business administration with a focus on finance at the University of Regensburg and later earned a PhD there in the same field.

#### **Horst-W. Plieske**

*Head of HCL Central Europe, HCL, Germany*

Horst-W. Plieske joined HCL in 2008 as Country Manager for Central Europe including Germany, Austria and Switzerland. Being active in the IT industry for over 25 years Mr. Plieske’s career is centered on the topic of IT enabled Business Transformation. He did hold various management positions at CapGemini Consulting, National Semiconductor and NCR in the past. Mr. Plieske is at the age of 52 and an alumnus of the Augsburg University of Applied Science.

#### **Hayagreeva Rao**

*Atholl McBean Professor of Organizational Behavior and Human Resources, Stanford University, USA*

Hayagreeva Rao has published widely in the fields of management and sociology and studies the social and cultural causes of organizational change. In his research, he studies three sub-processes of organizational change: a) creation of new social structures, b) the transformation of existing social structures, and c) the dissolution of existing social structures. His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields. His research has been published in journals such as the *Administrative Science Quarterly*, *American Journal of Sociology*, *American Sociological Review*, *Academy of Management Journal*, and *Organization Science and Strategic Management Journal*. He is also the author of *Market Rebels: How Activists Make or Break Radical Innovation*, Princeton University Press. 2009. He served as the Editor of *Administrative Science Quarterly*, and has been a member of the editorial boards of *American Journal of Sociology and Organization Science* and *Academy*

of *Management Review*. He has been a Member of the *Organizational Innovation and Change Panel* of the *National Science Foundation*. He is a Fellow of the Center for Advanced Study in Behavioral Science, a Fellow of the Sociological Research Association, and also a Fellow of the Academy of Management. His teaching specialties include leading organizational change, building customer focused cultures, and organization design. He teaches courses on these topics to MBA and executive audiences. He has consulted with, and conducted executive workshops for, organizations such as Aon Corporation, British Petroleum, CEMEX, General Electric, Hearst Corporation, IBM, Mass Mutual, James Hardie Company, and Seyfarth and Shaw. Additionally, he also worked with nonprofit organizations such as the American Cancer Society and governmental organizations such as the FBI and CIA, and the intelligence community. Among the awards he has received are the Sidney Levy Teaching Award from the Kellogg School of Management and the W. Richard Scott Distinguished Award for Scholarship from the American Sociological Association.

#### **Kai-Uwe Ricke**

*Mentor, Bernotat & Cie., and former Chief Executive Officer, Deutsche Telekom, Germany*

Kai-Uwe Ricke is the former CEO of Deutsche Telekom AG. He received his degree in Business Administration from the European Business School. He has worked for various German and international companies in the media and telecommunications industry. Mr. Ricke was Chairman of the Executive Committee of Talkline. In January 1998 he became Chairman of the Board of Directors of DeTe Mobil and later CEO of T-Mobile International AG. In 2001 he joined the Board of Directors of Deutsche Telekom AG and was appointed CEO of the Board from 2002 until 2006. He now acts as Executive Chairman and Partner of Delta Partners, an international private equity and consulting company with its focus on telecommunications in developing and emerging countries. He is invested in a variety of companies in the telecom sector and is a Board Member at companies such as Kabel B.-W., United Internet AG and euNetworks Ltd.

#### **Jörg Rocholl**

*President and Dean of Faculty, Full Professor, Ernst & Young Chair in Governance and Compliance, ESMT, Germany*

Jörg Rocholl has been the president of ESMT since July 2011, where he is also Dean of Faculty and holds the Ernst & Young Chair in Governance and Compliance. Prof. Rocholl holds both his PhD in Finance and Economics and his MPhil from Columbia Business School and received his "Diplom-Ökonom mit

Auszeichnung" (Economics degree with distinction) from the Universität Witten/Herdecke in Germany. Previously he was at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill, where he taught EMBA, MBA, and BSBA courses in Corporate Finance, Entrepreneurial Finance, and International Finance. Prof. Rocholl's research interests are in the areas of Corporate Finance, Corporate Governance, and Financial Intermediation. His research has been accepted for publication in leading academic journals such as the *Journal of Finance*, *Journal of Financial Economics*, and the *Review of Financial Studies*.

#### **Carol Sawyer**

*Distinguished Professor, University of La Verne, USA*

Carol Sawyer, PhD is a Distinguished Professor in the College of Business and Public Management at the University of La Verne in southern California. She is a frequent presenter at international conferences on leadership, organizational change, and organizational development. Her current interests are in the use of design thinking for strengthening graduate education, and the application of both the arts and of learning theory to both managerial and educational settings. She is active in the International Leadership Association, the Academy of Management, the Organizational Behavior Teaching Society for Management Educators, and the series of conferences known as The Art of Management and Organization. She has four times been a visiting scholar at Charles University in Prague, the Czech Republic, and has engaged her southern California students in shared learning activities with MBA students at St. Petersburg State University, Russia.

#### **Ulf Schäfer**

*Program Director, ESMT Customized Solutions, Germany*

Ulf Schäfer is a Program Director at ESMT. He has held positions with Daimler Chrysler, Sapient, The Launch Group, and A.T. Kearney and has been teaching and consulting for more than 30 organizations across sectors and industries.

#### **Jean-Anne Stewart**

*Corporate MBA Qualification Programs, Henley Business School, UK*

Jean-Anne Stewart, PhD is responsible for corporate MBA qualification programs for a wide variety of international clients at Henley Business School. She develops and delivers modules, specializing in facilitation, action learning, and leadership development. She has led several European and UK research projects, particularly focused on facilitation, action learning, SMEs, third sector leadership and leadership

development and evaluation. Prior to joining Henley, she worked at British Airways developing their internal facilitation and change capability program.

#### **Lynn Thurloway**

*Program Director for the MA in Health and Social Care, Henley Business School, UK*

Lynn Thurloway, PhD is Program Director for the MA in Health and Social Care at Henley Business School. Her teaching on masters and corporate programs applies interactive methods including facilitative approaches and focuses on organizational behavior and research in management. She also supervises doctoral students. Her research interests include multi-generational work and Generation Y, research relevance for practice and theory and performance management. Prior to working for Henley Business School she worked for an international recruitment consultancy focusing on technological change.

#### **Anna Urnova**

*Vice President Human Resources, PepsiCo, Russia*

Anna Urnova is an experienced HR executive with over 15 years corporate experience in leading multinational companies in Russia and the UK. In addition to her corporate role, she is a practicing executive coach and a known expert on managing organizational and individual change. She has a M.Sc. in personnel management from the London School of Economics and Political Sciences (UK) and a Diploma in Clinical Organizational Psychology from INSEAD. Since 2009, Ms. Urnova has worked as an Associate Coach at the Center for Creative Leadership (CCL) in Russia.

#### **General (Ret.) Ulrich K. Wegener**

*Founder and First Commander, GSG 9, Federal Police of Germany*

General (Ret.) Ulrich K. Wegener is the Founder, architect, and First Commander of GSG 9, the premier counter-terrorism special forces unit of Germany's Federal Police. He was the GSG 9 Commander during the legendary liberation of all hostages from Lufthansa Flight 181 (Landshut, October 1977) in Mogadishu, Somalia, and was awarded the German Commander's Cross of the Federal Cross of Merit (Großes Bundesverdienstkreuz). Right after the foundation of GSG 9 he trained together with world-class counter-terrorism organizations, including the British S.A.S., the FBI, and US and Israeli special forces. General Wegener held several leadership positions within the German Federal Police and was strongly involved in the creation and organization of many counter-terrorism organizations worldwide. He was awarded commander's crosses from several countries, including the USA, Thailand, Austria, Italy, and Mexico. For many years General Wegener consulted to the executive boards of major corporations like Daimler-Benz AG and Thyssen AG. He is an international consultant and specialist in the field of counter-terrorism and special intervention units. Since 2002 he is heading the security advisory board of a major security services company in Germany.

#### **Isabel Witte**

*Founding Partner, Bernotat & Cie, Germany*

Isabel Witte is a Partner at Bernotat & Cie. GmbH and she is a Psychologist and Business Coach. She has had a career as an Executive Search and, in particular, in management appraisals. She has been a Coach for top managers for ten years and is Head of Coaching Service for the Boston Consulting Group and Linklaters LLP. She held several coaching positions, including the World Economic Forum, Unilever GmbH, Commerzbank AG, Springer AG, and was a Trainer for Business Coaches at Meyler Campbell, London.

## About ESMT



ESMT European School of Management and Technology was founded in October 2002 by 25 leading global companies and institutions. The international business school offers full-time MBA and executive MBA programs, as well as executive education. ESMT focuses on three main topics: responsible and sustainable leadership, European competitiveness, and the management of technology. Additionally the business school offers an interdisciplinary platform for discourse between politics, business, and academia. ESMT is a state-accredited private business school based in Berlin, Germany, with an additional location in Schloss Gracht near Cologne.

## Contact Europe

Veronika Naumann  
ESMT Annual Forum Program Manager  
Phone: +49 (0) 30 21231-8044  
Fax: +49 (0) 30 21231-8001  
[eu\\_contact@leadershipforumberlin](mailto:eu_contact@leadershipforumberlin)

### Press contact

Martha Ihlbrock  
Media and Corporate Communications Officer  
Phone: +49 (0) 30 21231-1043  
Fax: +49 (0) 30 21231-1069  
[martha.ihlbrock@esmt.org](mailto:martha.ihlbrock@esmt.org)

## About ILA



Conceived at the turn of the century, the International Leadership Association (ILA) is the global organization for those with a stake in leadership. With a multinational membership base and a conference attendance that brings together perspectives from 70+ countries and cultures, a multidisciplinary approach to leadership and followership leading to unique insights and innovative connections, a multi-sector networking between those who study, teach, develop, and exercise leadership, resulting in research-based field-tested best practices; the ILA embodies leadership for the 21<sup>st</sup> century.

## Contact US

Bridget Chisholm  
ILA Conference Director  
Phone: +1 (0) 301-405-0804  
Fax: +1 (0) 301-405-6402  
[us\\_contact@leadershipforumberlin.org](mailto:us_contact@leadershipforumberlin.org)



## Energy Unites People

The German-Russian energy partnership has existed for 40 years now. Over this period, Germany has been reliably provided with Russian natural gas every single day. This natural gas is supplied to millions of households. With our energy supplies, we do not only connect markets, but, above all, we unite people over thousands of kilometres.

As the German subsidiary of the Russian parent company GAZPROM, we sponsor numerous cultural, educational, social and sports projects. With our social commitment, we intend to build bridges between Russia and Germany with a view to promoting dialogue and mutual understanding between different cultures.