



# LEADERSHIP PROGRAM UPDATE

## Dear Aspen Leadership Alum,

I am happy to present to you the second edition of our newsletter about the Aspen Seminar “Philosophy & Practice”, which hopefully reaches you somewhere at a breezy beach or in the cooling heights of a mountain.

After a series of rainy days, summer in Berlin has finally arrived. And while the city has calmed down, we at Aspen are busy preparing our big annual Transatlantic Conference and Gala which will take place just four weeks after the German election on October 26. The conference will feature the topic “The World in 2025: Germany’s role and partners in a shifting world order” and present the “Aspen Insight”, a newspaper from the world in 2025 consisting of worst and best case scenarios of the future of the liberal order, which were developed during an Aspen scenario-planning workshop in May.

During the Aspen Gala, we will honor songwriter and former dissident Wolf Biermann and Guido Goldman, founder of the Center on European Studies at Harvard University and the German Marshall Fund of the United States with the Shepard Stone Award for outstanding transatlantic leadership. The prize will be presented during a festive dinner at the Atrium of Deutsche Bank. We very much hope, you will take this opportunity to join us on this special occasion in Berlin. Invitations will be sent in early September.

Another opportunity to reconnect with fellow alumni will be an evening with mountain climber Florian Hill, who just participated in our recent June Seminar. Florian will speak at our next Leadership alumni event on September 19 where he will discuss with us what extreme sports and value-based leadership have in common.

Birte Gall (Sem.13, 2015) has just published a new book on leadership in the digital age, reflecting her experience as the founder of the Berlin School of Digital Business. In a brief interview, she introduces her book in this newsletter.

We cordially invite you to take this as an inspiration and share your own updates and stories or co-host an event to deepen the connection among this diverse and far reaching network.

Finally, let me introduce the fantastic group of our June Seminar, who had so much fun with our discussions and with Antigone, that they have already arranged for a group reunion in Frankfurt. Please enjoy meeting the newest additions to our Aspen Leadership alumni community!

Happy summer,

A handwritten signature in blue ink that reads "A. Kuchenbecker".

Dr. Anna Kuchenbecker  
Deputy Director, Aspen Institute Germany  
Director, Aspen Leadership Seminar

## The 19th Seminar “Philosophy & Practice”

On June 15 – 18, 2017, we hosted our 19th Seminar „Philosophy & Practice“ moderated by Carol Gluck and Florian Jehle. We had a great group of 14 participants from business, academia and from politics from the Republic of Kosovo, Germany, Russia, New Zealand and The United States. The weather was summery and we had a wonderful time at our beloved Gut Klostermühle.



The group of Seminar 19 at the beautiful lake in Alt-Madlitz.



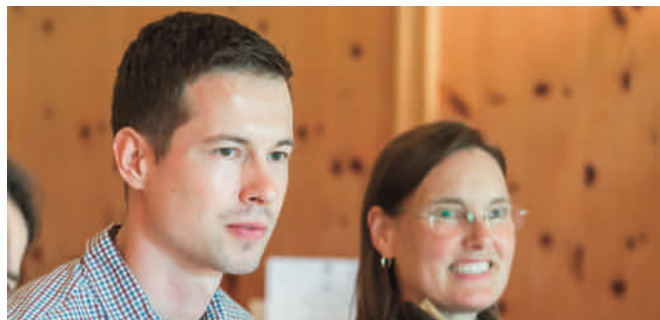
Moderator Carol Gluck, George Samson Professor of History, Columbia University (l); Ansgar Tietmeyer, Freelance Consultant in Public Affairs (m); Erhard Seeger, CEO of 100% RE IPP GmbH, (r)



Michael Harvey, COO Compliance at Deutsche Bank AG (l), Anila; Statovci-Demaj, Deputy Minister in the Ministry of European Integration of the Republic of Kosovo (r)



Julia Borggräfe, Vice President (VP) Human Resources (HR) at Messe Berlin (l), Roman Gorovoy, General Manager at Electrostar GmbH (r)



Alexander Rahn, Attorney at Law at Cleary Gottlieb (l), Anja Mihr, Founder and Program Director of the HUMBOLDT-VIADRINA Center on Governance through Human Rights (r)

## INTERVIEW WITH CAROL GLUCK

George Samson Professor of History, Columbia University and longtime moderator of the Aspen Seminar

**Carol, you have been an Aspen moderator for many years, how did you become engaged with the Aspen Seminar?**

**Carol:** I first moderated the Aspen Seminar when Aspen USA many years ago had seminars about Japan and about Asia. And since I am a historian of Japan, they invited me to participate in a seminar in Japan. From there, because I really liked the idea of the classic Aspen Seminar, they asked me to moderate the Aspen Seminars and so I have been doing it for 20 years or more.

**How would you explain to someone who does not know the Aspen Seminar, how it actually works?**

**Carol:** The Seminar is interesting because I don't think there is anything quite like it. It's based on philosophical texts that none of us has read if ever – we have read them in school perhaps some of them. So, you are reading texts of for example Plato and Aristotle. You are trying to understand them as they were written and the questions that these authors are asking. And then you try to understand how their questions and their answers relate to your own life. That's a big leap. One minute you are going very deeply into the text and the next minute you're thinking, well, how do I want my company to be run or how do I act in my family and how are these ideas related to my life. That is precisely what Aspen calls values based leadership. It is not about leadership and how to do it. It is about how to think about ideas, values, beliefs and how they inform our decisions and lives.

**This already shows how the Aspen Seminar is different from other seminars. But what else apart from the readings makes it different?**

**Carol:** Certainly, the texts make it different, especially the fact that we take them seriously. Moreover, two things are most important. First of all, the people. The Aspen Seminar is all about the people. They are the reason why I moderate. Because not only do I get to meet all these wonderful people but every time you read these texts with different people the texts change. I'm still friends with so many of the alumni from Aspen Germany, I see them in New York. That's the first wonderful thing about it. The second thing is that you come away from spending two and a half days doing something you never do in real life. I mean, that is not the kind of attention that we give to ourselves and to one another. You come away from two and a half days feeling and thinking differently about what you want to do

with your life or want to do in your life. From this perspective, it is a kind of refresher course in humanhood. That is very special as it has no particular topic. It is not any one thing. In this manner, it addresses the whole person. In a nutshell, it is about people and about you as a person.

#### How would you describe how do people benefit?

**Carol:** Well, I think they benefit the way I just said. Everybody whom I know and have met again after the seminar has said “it changed me”. Or at least “it transformed the way I think about things. If it did not change me that is my problem but I felt that I had the opportunity to change”. So, it is all about transformation. It’s a moment of silence in your brisk pace of life and the opportunity for change and transformation. And that is the benefit. That is what everyone says and I have never known anyone to say anything very different.

#### Recommend a candidate

**The success of the Seminar depends on its participants. We rely on your recommendations.**

**20th Aspen Seminar “Philosophy & Practice”  
November 02 – 05, 2017**

**Please send us your recommendations!**

#### Connect with the entire Alumni Community

**Join our linked-in group “Aspen Leadership Seminar” at  
<https://www.linkedin.com/groups/8448208>**

#### UPCOMING EVENTS

Please mark your calendar for our annual **Aspen Transatlantic Conference and Gala**, which will take place in Berlin on **October 26, 2017**. The conference will feature the topic **“The World in 2025: Germany’s role and partners in a shifting world order”** and present the “Aspen Insight”, a newspaper from the world in 2025 consisting of worst and best case scenarios of the future of the liberal order which were developed during a scenario planning workshop in May.



Andrea Kindt, Owner of "Linchpin Corporate Communication" Concept & Creation



Rosa Meckseper, Vice President Marketing and Business Strategy at Robert Bosch GmbH (l); Florian Hill, CEO of hillalliance LLC, Mountaineer & Explorer (m); Marion Frings, Talent Management Manager at UPS (r)



Christoph Kehr-von Plettenberg, Absence Deputy Head of Sustainability Management of DekaBank Deutsche Girozentrale (l); Irina Michalowitz, Managing Partner at pantarhei corporate advisors europe (r)



Moderator Florian Jehle, Vice President Strategic Initiatives, Technology & Innovation Management at Fresenius Medical Care



During the Aspen gala, we will honor songwriter and former dissident **Wolf Biermann** and **Guido Goldman**, founder of the Center on European Studies at Harvard University and the German Marshall Fund of the United States with the **Shepard Stone Award for outstanding transatlantic leadership**. The prize will be presented during a festive dinner at the Atrium of Deutsche Bank.

**Fifth Leadership Alumni Roundtable: “Life at the extreme – testing one’s limits - Leadership from the perspective of an extreme mountain climber”**

On **September 19, 2017**, Aspen Germany will take participants on a journey to pristine alpine landscapes in unpredictable climates. Florian Hill, extreme mountain climber and Leadership Alumnus (Sem. 19, 2017), will guide us through a breathtaking multimedia picture show of his expeditions and tell us what life at the extreme can teach you about self-reflection and value-based leadership in the corporate world. Visionary thinking, trust and courage, to cross borders – managers and mountain climbers share more qualities than one would initially think. Florian Hill will offer insight into the fascinating world of extreme mountain climbers and discuss the connecting elements of extreme sports and value-based leadership.



**Workshop on Leadership for young Women**

Aspen Leadership Seminar Alumni Julia Stamm (Sem. 16, 2016) and Irina Michalowitz (Sem. 19, 2017) have developed a workshop aiming to promote young female talents. Leadership alumni in Berlin have recommended young female staff members to participate. On **October 5, 2017**, together they will tackle the question of what are the challenges for women in leadership positions and are there differences between men and women when it comes to value-based leadership?

**Book presentation “Abenteuer Freiheit - Ein Wegweiser für unsichere Zeiten“ with author Carlo Strenger**

On **September 26, 2017**, Aspen Germany in cooperation with Dussmann KulturKaufhaus will host a book presentation with Carlo Strenger, Professor of Psychology and Philosophy at Tel Aviv University. Carlo will read from his new book „Abenteuer Freiheit - Ein Wegweiser für unsichere Zeiten“ (Suhrkamp Verlag, 2017) and discuss how we use our freedoms and the importance of liberal education in Western democracies.

**LEADERSHIP ALUMNI NEWS**



After ten successful years with Russell Reynolds Associates Leadership Alumnus **Christoph Gottschalk** (Sem. 13, 2015) will start a new professional challenge on September 1. He will join the international communications consultancy CNC Communications & Network Consulting in Berlin as a partner and work at the crossroads of politics, business, communications and the media.



After more than eight years with the German Advisory Council on Global Change (WBGU), **Dr. Inge Paulini** (Sem. 15, 2016) took on a new challenge. Since the end of April 2017, she is president of the German Federal Office for Radiation Protection. In her new role, Inge will work to strengthen the significance of radiation protection and to raise public awareness for the diverse topics in this field. She will continue her commitment for sustainable development and for the protection of human health and the environment..

## INTERVIEW WITH BIRTE GALL (SEM. 13, 2015)

### About her new book about leadership during digital change



#### What is the main idea of your new book?

**Birte:** While working with companies on acquiring knowledge, methodologies and skills to drive the digital transformation process, we learned that there is a lot of insecurity regarding the concepts of digitization. My

co-authors and I decided to put them into context so that our readers can better understand the developments in technology and society and how they impact the digitization process in companies. We explain the idea of agile working methods, transformation requirements in companies and where leadership has to take a new approach to manage innovation and the digitization process.

#### How is leadership different in the digital age?

**Birte:** Leaders have to manage a system that is becoming more fluid and open; they have to understand that their job is not to provide solutions but to ask the right questions and to organize the process of finding the solution. It is also crucial to understand what part of the work process can be automated by digital tools in order to create space for creativity and empathy – the distinct traits that distinguish humans from machines. In addition, leadership today requires a different form of communication and collaboration, integrating more (temporary) team members while at the same time creating conditions under which knowledge worker can enter into a "deep flow" work mode.

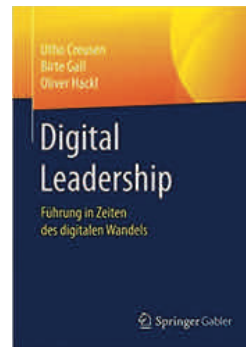
#### What inspired you?

**Birte:** Technology and digitization offer us a whole range of new opportunities to „de-mechanize“ work and workflows. The new speed of developments and the new options for products, services and business models push us towards a more creative, experimental approach to find pertinent solutions to new challenges. This means that we have to empower (knowledge) workers to take on a much more self-managed work approach. Decisions will have to be delegated further down the line. At the same time those then in charge of making these decisions have to accept that responsibility. Looking at companies who manage and support this shift from leadership to followership has inspired us to examine their processes and find other

examples of good solutions to this change management challenge.

#### How has the Aspen Seminar influenced how you think about leadership?

**Birte:** It was a privilege to spend three days reflecting on and discussing questions at the intersection of philosophy and leadership with such a diverse and smart group of people, led by two wonderful moderators. It was intriguing to dig deeper into the question of how it affects the structure and mindset of a society depending if you define the human nature as good or bad. Transferring these considerations onto the structure and evolution of companies and other institutions has given me a deeper understanding of what kind of changes we are witnessing today.



Utho Creusen  
Birte Gall  
Oliver Hackl

Digital Leadership  
-  
Führung in Zeiten des  
digitalen Wandels

Gabler Verlag, Juli 2017

**If you also happen to have a publication  
or something exciting that  
you wish to share with the Aspen  
Leadership Alumni Community,  
just let us know!**

**Become a Friend of ASPEN!**

**For further information go to:  
[www.aspeninstitute.de/mitgliedschaft](http://www.aspeninstitute.de/mitgliedschaft)**