

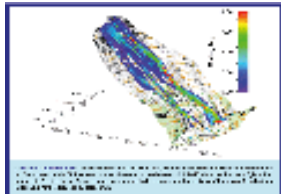
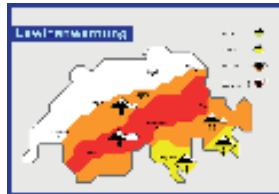
Center for Higher Ambition Leadership Europe
Chalmers University of Technology, Zürich, November 8, 2017

HIGHER AMBITION CEO SUMMIT

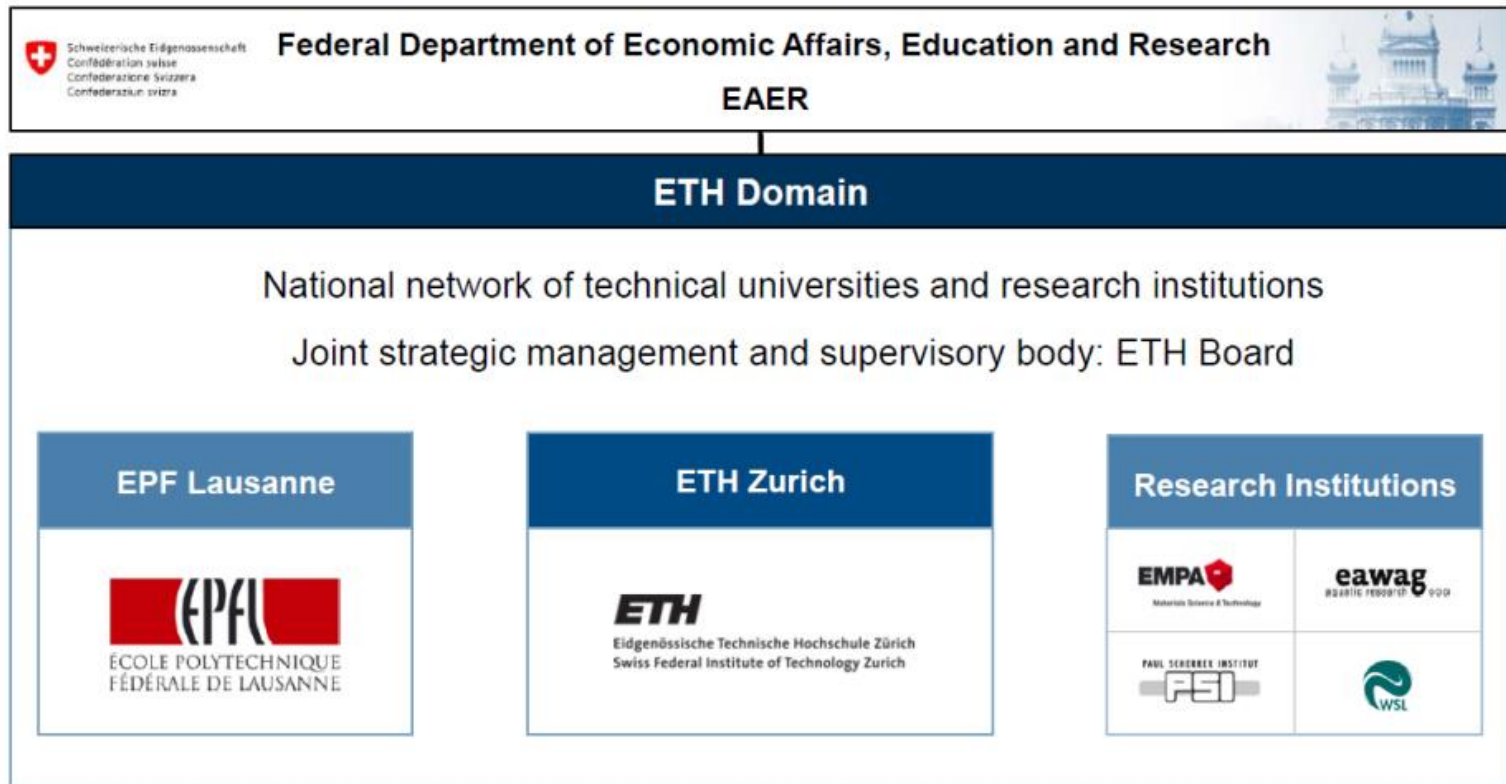
Leadership 4.0

Prof. Dr. Dr. h.c. Barbara Haering

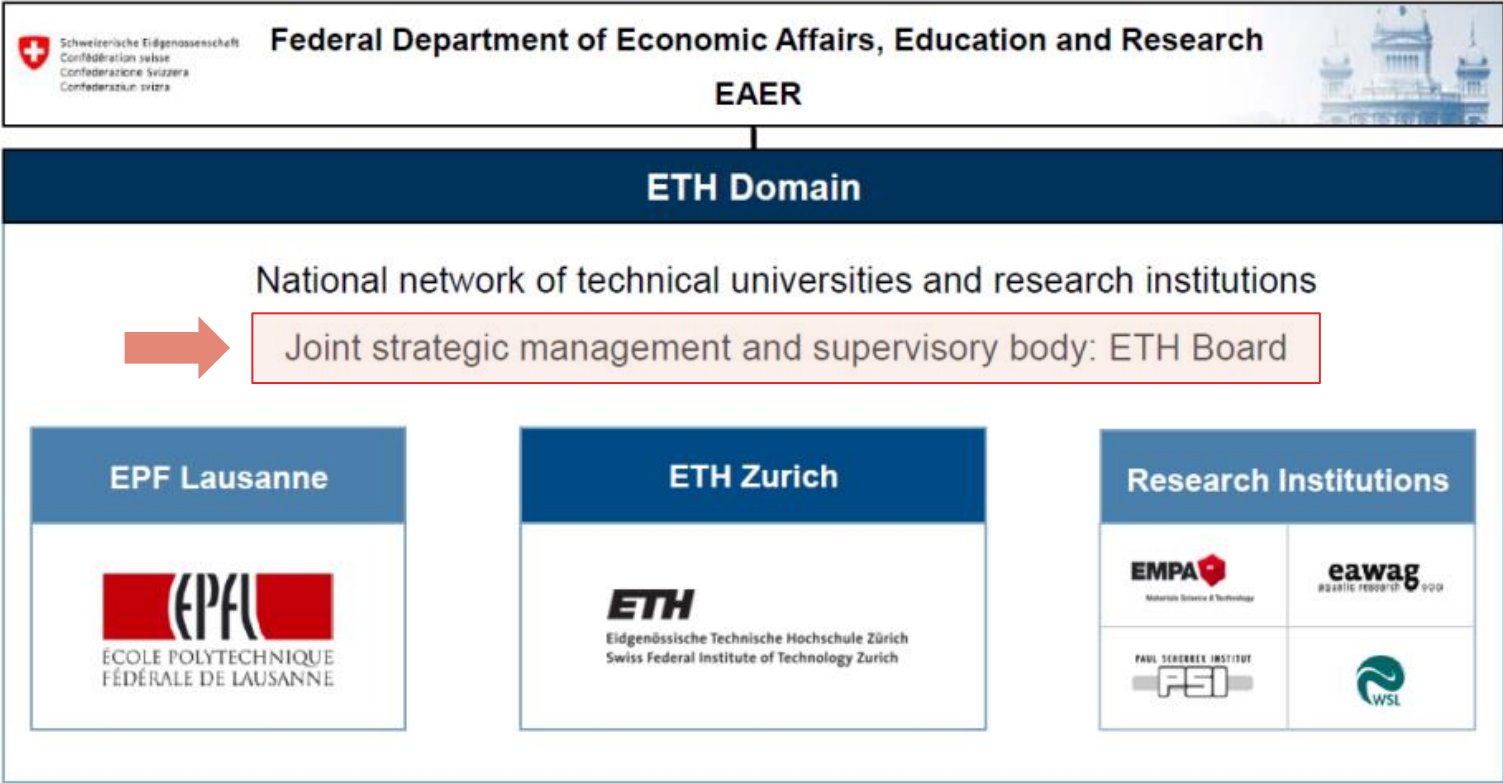
Federal Institutes of Technology / ETH-Domain



Governance of the ETH-Domain



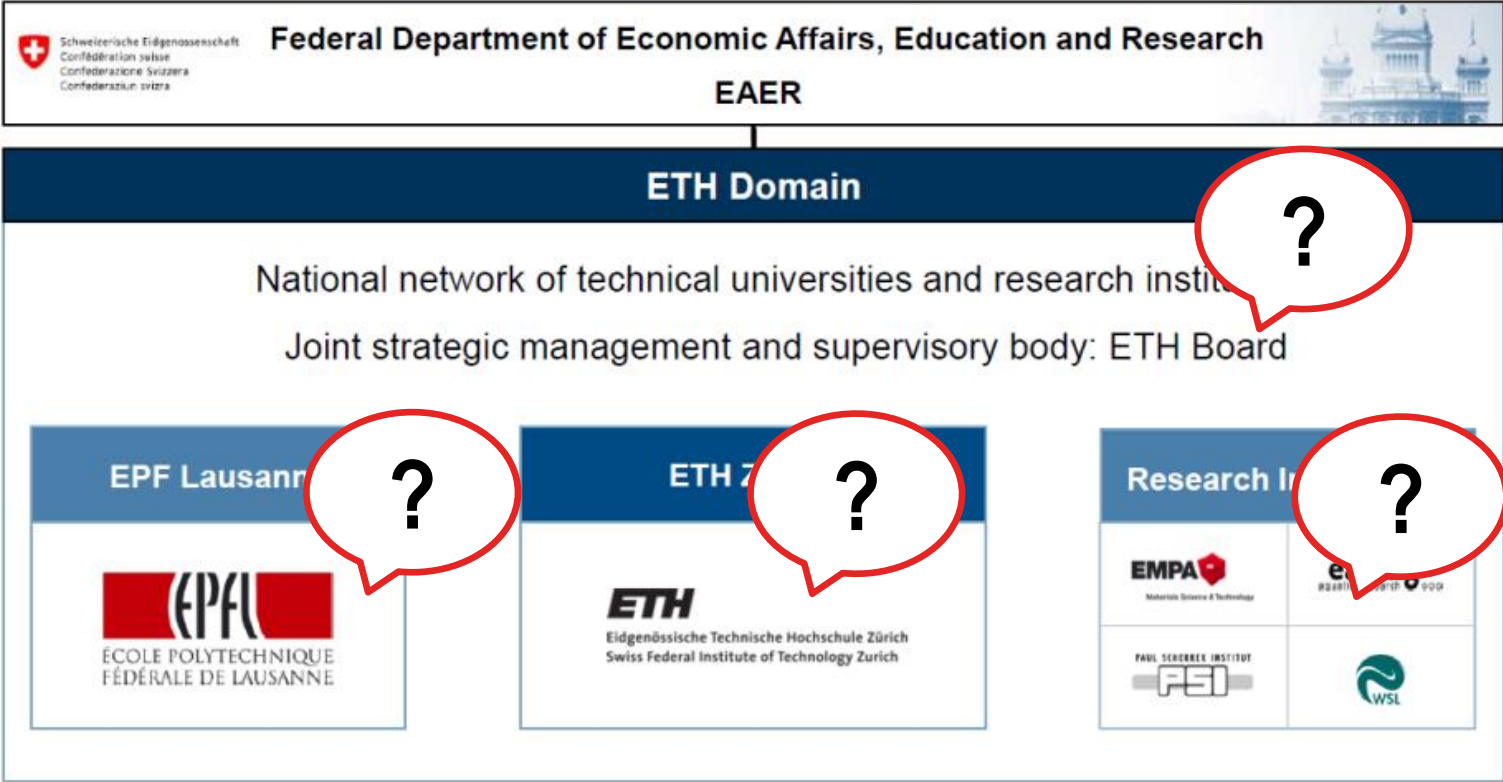
Governance of the ETH-Domain



ETH Board is.....

- the Domain's strategic management and supervisory body
- consisting of the President and ten further members from industry, politics as well as representing the institutions
- appointed by the Federal Council
- representing the ETH Domain vis-à-vis federal authorities
- responsible for the four-year strategy for the ETH Domain as well as for the allocation of federal funds to the institutions
- requesting the Federal Council to appoint the Presidents/Directors of the schools and institutes
- ➔ **Ca. 20 days of Board meetings a year including meetings of the Audit Committee.**

But where is the leadership?



The meeting can start.....



- Everybody is online!
- During the meeting we can still check and answer our emails...
- Or give feedback on a report...
- And pretend to be super efficient...
- ➔ **But how about our effectiveness and leadership?**

Governance, management or leadership?



"A motion has been made and seconded that this be one of those meetings where nothing actually gets done."

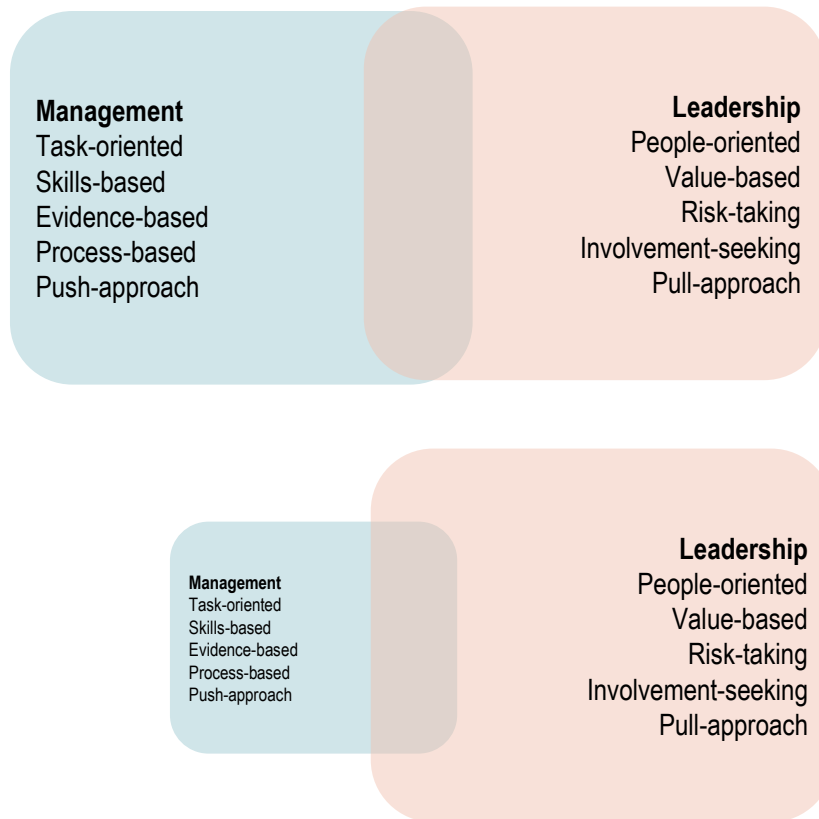
Congratulations everyone! We just survived another staff meeting that should have been an email!



This may happen on the

- Board of ETH-Domain
- Board of UNIGE
- Board of TU Dresden
- CoF GICHD
- Ernst Schweizer AG
- econcept Inc.

Strengthening leadership



Asking the right questions:

- What kind of task are we facing and what do we want to achieve?
- Who needs to be involved and in which roles?
- What kind of instruments can support us?
- ➔ **How can we strengthen leadership aspects?**

4.0 – the world is vastly interconnected

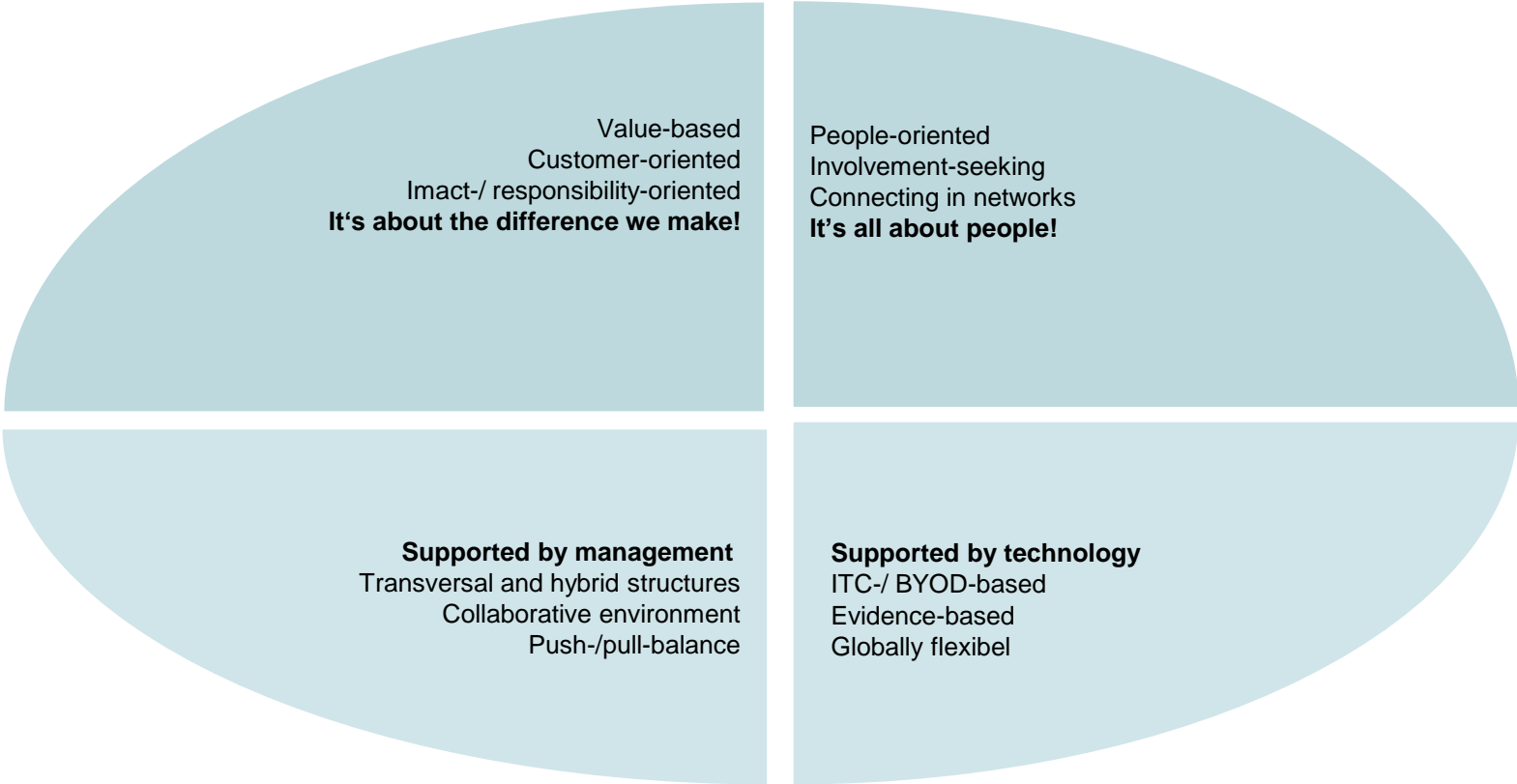


Flights per day

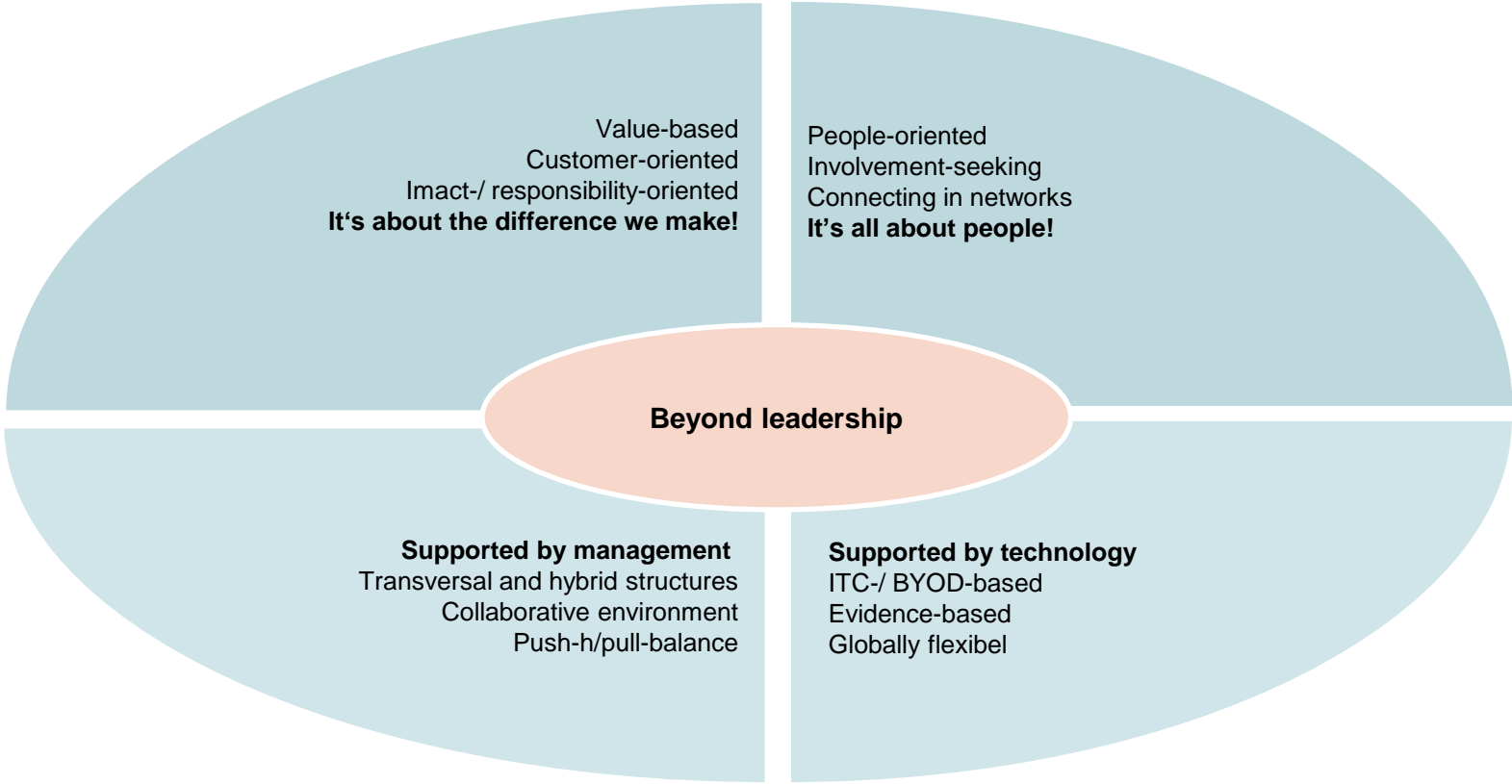


Facebook per day

Leadership 4.0



Reaching out beyond leadership



It's about enabling networks and people!

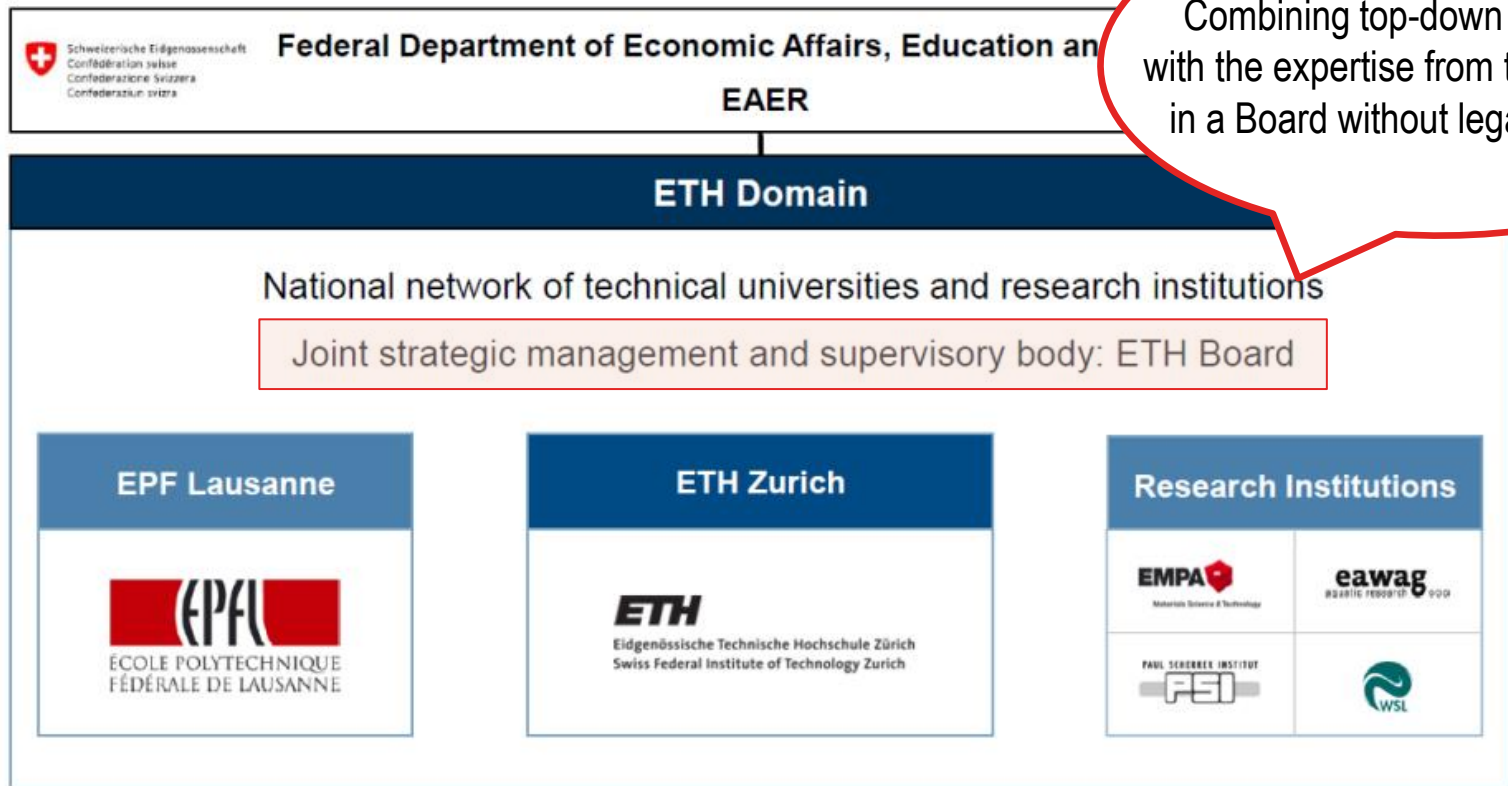


Leadership in hybrid networks



Empowerment and autonomy within shared goals

Combining governance and leadership!



ETH-Board

Combining top-down governance with the expertise from the institutions in a Board without legal personality