

GERMAN CONFERENCE
AT HARVARD 

2012
Highlights



**The German
Angst of
Leadership**

February 17-18, 2012
Cambridge, MA, USA

www.GermanConference.org

GERMAN CONFERENCE AT HARVARD

FOR THEIR GENEROUS SUPPORT WE SINCERELY THANK:

		
		
		
		<p>Mobility Partner:</p> 

WELCOME



DEAR GUESTS AND FRIENDS OF THE GERMAN CONFERENCE AT HARVARD,

We are delighted to present to you this book, highlighting and summarizing the events of the fifth German Conference at Harvard. As feedback from the more than 500 participants confirmed, the conference turned out to be a big success despite the increasing popularity of Europe-bashing in the United States. We believe that the success was due to three factors.

The provocative guiding topic of the conference “German Angst of Leadership” hit a nerve. It captured succinctly the perception that Germany is failing to exercise leadership at a time when Europe is facing existential challenges on numerous fronts. It forced our speakers and guests to take a stance and engage in the debate.

Thanks to the extraordinary quality of our speakers, we were able to disentangle complex issues such as the Euro Crisis, the future of energy, International Security and Germany’s ambiguous relation to leadership. Heated debates shed light on the different perspectives of our speakers and the audience challenged them with engaging questions.

Finally, all this would not have been possible without the financial support of our generous partners, and the tremendous efforts of the organizing team. It must be stressed that it took well over six months for a group of dedicated students from the Harvard Kennedy, Business, and Medical Schools to make the two-day conference come to life.

This has truly been a remarkable experience – please visit our website www.germanconference.org for videos and pictures of the event. On behalf of the organizing committee, I thank you for your contribution and I am looking forward to seeing you next year at Harvard!

A handwritten signature in black ink that reads "K. Sadegh-Zadeh". The signature is fluid and cursive, with a large initial 'K'.

Kaweh Sadegh-Zadeh
Head of the Organizing Committee

Keynote I: Dr. Klaus Kleinfeld, CEO, Alcoa



Today's Leadership Challenges & German Angst Friday February 17, 2012 12:15PM - 1:00PM

In his key note speech entitled “Today’s Leadership Challenges and German Angst”, Klaus Kleinfeld focused on the relationship between business and politics. We must be tied together in order to face current global problems, but act with different speeds and are informed by different constraints. “When you have a big, global, fast changing problem in the business world the solution set is pretty simple: You gotta be fast, you gotta respond massively, and you gotta respond in a global fashion”, Mr. Kleinfeld said. Politicians in democratic societies could not act this way in order to exercise leadership, even if their current challenges were big, global, and fast changing.

However, given this increasing asynchrony between the speeds of evolving problems and the speed of political response to the latest financial crisis, Mr. Kleinfeld, said that he was “deeply impressed” by the global coordination of political bodies around the world. In order to keep up with such fast changing problems, he said that one of the most important challenges for contemporary political leaders would be to strengthen the democratic consciousness amongst their constituencies and to enhance dialog and understanding in global institutions.



With respect to Germany's role in the international community facing these very problems, Mr. Kleinfeld addressed the country's often ambiguous relationship to leadership due to its history. Germany's supposed Angst of leadership might be "a hypersensitivity towards manipulative leadership" with respect to the Nazi-Regime, Mr. Kleinfeld suggested and concluded: "What's wrong with that? The only thing I could see that's wrong with that is if it paralyzes you. I do not have the impression that it has paralyzed Germany."



When you have a big, global, fast changing problem in the business world the solution set is pretty simple: You gotta be fast, you gotta respond massively and you gotta respond in a global fashion. (...) The political response however doesn't work that way. (...) You need to create support and that takes time.

— Klaus Kleinfeld
CEO of Alcoa and
Former CEO of Siemens



German Responsibility in the Euro Crisis

Friday February 17, 2012 1:30PM - 2:00PM

In his keynote, former German finance minister Peer Steinbrück (SPD) set the tone for the following debate by situating the Euro Crisis in the larger context of the global financial crisis. According to him, the crisis is just the “fourth stage” of a large development, following the financial crisis, the subsequent economic downturn, and the resulting fiscal problems of states at the European periphery. He characterized the crisis management by European leaders as “too little, too late”, calling for a bold signal from Europe to the financial markets while arguing that austerity measures in Greece had not been accompanied by an effort to stimulate growth – a new “Marshall Plan” as Steinbrück called it. Hence, his diagnosis after two years of crisis management: “We are back at the starting point.” The former minister went on arguing that Europe is a project far too important to be damaged by such a bad handling of the crisis: “Europe is the answer to 1945 – and to the challenges of the 21st century.” As the key for solving the crisis, Steinbrück called for the introduction of Eurobonds, a joint guarantee of European member states’ sovereign debts.



Europe is the answer to
1945—and to the challenges
of the 21st century.

— Peer Steinbrück



Keynote III: Thomas de Maizière, German Federal Minister of Defense

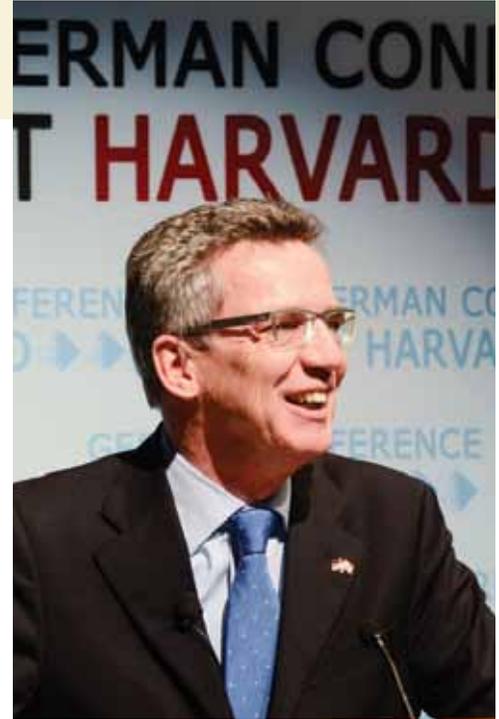


The Future Role of Germany in the International Security Arena
Friday February 17, 2012 5:10PM - 5:40PM

Before an audience that filled the conference hall to the last seat, Thomas de Maizière shared his thoughts on Germany's present and past position in the realm of international security politics.

Dr. de Maizière dismissed the reproach that Germany was shying away from leadership in this field, emphasizing that his country already shared a proportionate burden of international efforts in Afghanistan and other projects like the internationally coordinated counter-piracy efforts. He pointed out the historical significance of such involvement and also made reference to the difficulty Germany's government sometimes faces in justifying German engagement to a citizenry slowly adapting to the new role the Republic takes in the arena of international security.

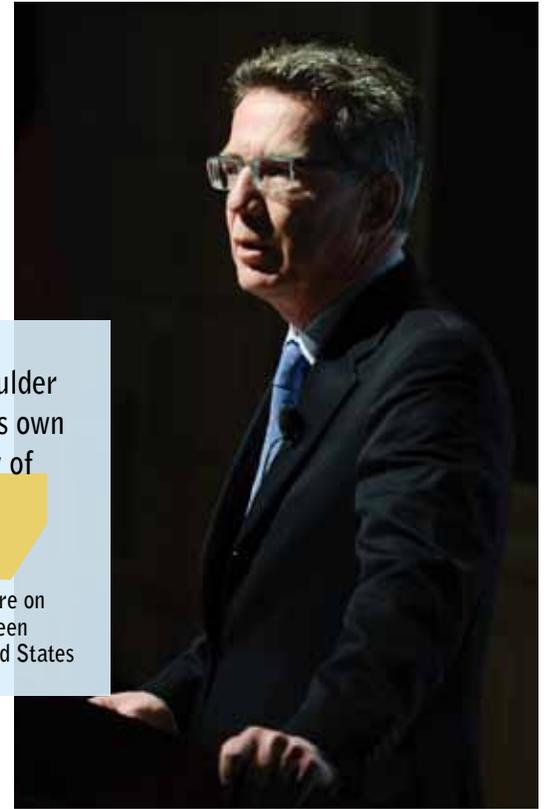
He did not fail to remind his audience that just a few decades back, utmost restraint and constant concern to not behave assertively in any way were the determining factors of the German perspective on international security in general and military intervention in particular. He then interpreted recent developments in the light of a shift of responsibility towards Europe as a rising global player, stressing that "the United States will no longer pull our [the Europeans'] chestnuts out of the fire" and emphasizing the importance of prevention over military protection.

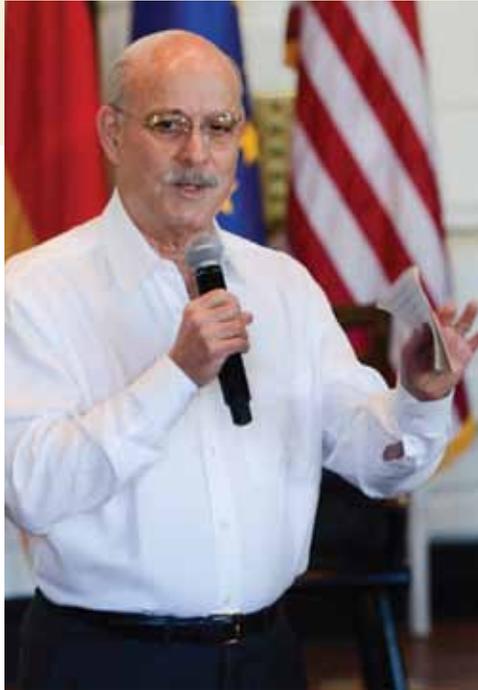


Concluding with elaborations on the meaning of leadership in the modern context, de Maizière urged his audience to distinguish between leadership and dominance, stressing that true leadership in the modern sense of the term was “all about trust” and cooperation. This led him to affirm the crucial role for both the existing NATO alliance and cooperation on a broader scale would play in the future, inviting Russia to trust Europe that the missile defense system while protecting Europe does not aim to “attack Russia”. He summarized Germany’s approach by stating that “German security policy aims at extending sustainable partnerships successfully.”

“Europe must be able to shoulder military responsibility for its own security and for the security of its immediate neighbors... responsibility within NATO.”

— Dr. Thomas de Maizière on the relationship between Europe and the United States





The Third Industrial Revolution: The New German Model for a Post-Carbon Economy

Saturday February 18, 2012 9:30AM - 10:30AM

Jeremy Rifkin is a vanguard thinker and policy intellectual in the field of the economy, society, energy and the environment. He is also a top-level policy advisor in the world to European Heads of State, including Chancellor Angela Merkel. One could hardly think of anyone more qualified than him to kick off the energy topic at the German Conference. On Saturday morning, Rifkin took the audience on a visionary journey to the future of energy and its implications for society. Starting off with the challenges of peak globalization and peak oil per capita, and setting forth the daunting consequences of CO₂-associated climate change, he asked: “So, what do we do?”

Rifkin’s answer consists of five pillars: (1) increase the share of renewable energy to reduce carbon emissions (Rifkin worked on the 2020 mandate of the EU); (2) convert every building into a micro power plant. Instead of central plants, everybody would produce energy—like the step from mainframe to desktop computing; (3) use hydrogen as energy storage; (4) one of Rifkin’s signature concepts, install an energy internet that would allow consumers to share energy peer to peer; and (5) boost electric vehicles to complement storage and distributed generation technologies by buffering power supply and enhancing the possibilities of consumers to participate in the electric power business. While some of these pillars may sound familiar in principle, Rifkin weaves them together convincingly, and provides a compelling narrative around them.

He also sees huge economic potential. Great industrial revolutions, he is convinced, take place when new energy regimes and new communication technologies come together—witness

the internal combustion engine with telecommunication for the Second Industrial Revolution.

Rifkin's industrial revolution will be driven by the powerful convergence of distributed energy production from renewable sources and collaborative, lateral communication of the internet. This would not only improve resource efficiency dramatically, the population could also participate in the economic gains more effectively than today. The Third Industrial Revolution is the necessary plan for a post-carbon economy, he argues. "If there is a plan B, I have absolutely no idea what that plan might look like."

Rifkin claims that this new economic paradigm is neither capitalist nor socialist: It is the empowerment of people as it turns them into energy entrepreneurs. It can thus work in democratic economies, but not in authoritarian centralized regimes. Accordingly, he sees the creation of new politics. The adoption of key technologies and regulation for this revolution has been supported, or opposed, by socialist, conservative and green politicians alike. This is because of a socio-cultural shift that Rifkin has observed: the young generation no longer thinks in ideological or party frontiers, not left vs. right, not capital vs. labor. They want transparent, collaborative and participatory institutions with lateral power. Might this be the same driver that made the Germany's Pirate Party so successful?

Rifkin ended his talk with a powerful request to the audience. He sees Germany on top of the green development, and highlights the country's responsibility: "The whole world is watching this country: Can Germany pull this off? Everybody is watching this country! You can't fail, as simple as that." After his talk, Rifkin was cited frequently by subsequent speakers and participants. His vision seems to have stirred both the audience's thinking and emotions.



Everybody is watching Germany! You can't fail, as simple as that.

— Jeremy Rifkin (About the transition to a post-carbon economy)

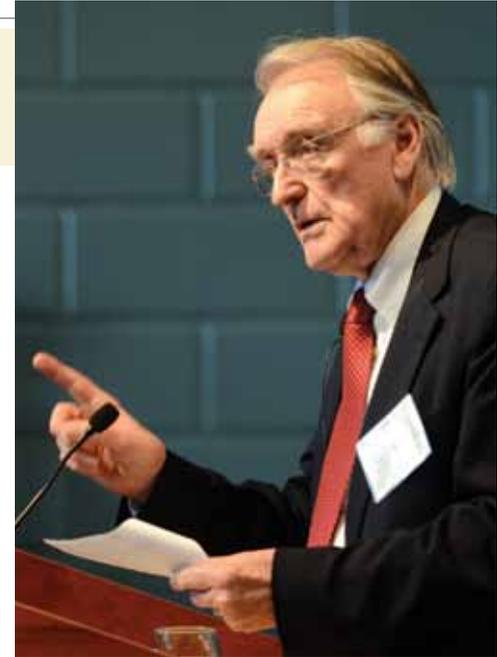
Keynote V: Professor Karl Kaiser, Adjunct Professor, Public Policy Harvard Kennedy School

Decidedly Indecisive? The German Angst of Leadership Saturday February 18, 2012 2:00PM - 2:30PM

In his keynote address, Professor Kaiser traced contemporary German leadership back to the country's past. Following World War Two and the horrors of the Nazi regime, any mention of "German leadership" would have been frightening. Yet now, more than 60 years later, Germany is being asked by a chorus of neighbors to show more leadership. Is Germany shunning leadership; is there a German "Angst" of leadership?

During the Cold War period, Kaiser noted, Germany "did not create a foreign policy; the foreign policy of the West created the country." Germany's post-war foreign policy was marked by a "culture of restraint". When Germany exercised leadership, it was always done in collaboration with its allies in the West, notably the United States and France (a pattern that continues in the present-day "Merkozy" alliance).

In the domain of security policy, the past generated strong anti-militarist and pacifist sentiments. Re-armament and NATO membership were accepted on the grounds that the Bundeswehr would never again fight in a foreign war. This paradigm did not shift until the 1990s, when Germany was confronted with ethnic cleansing at its doorstep, in the Balkan Wars. Only then did Germans recognize that military force can also be used morally, to fight injustice.





“ [During the Cold War, Germany] did not create a foreign policy; the foreign policy of the West created the country.

— Professor Karl Kaiser

In the realm of economic and financial policy, Germany’s history has also left a mark on its leadership behavior—but this time not as a constraining but as a driving force. The Great Depression of the 1920s and the perception that Germany’s pervasive inflation paved the way for the Nazi takeover have left an imprint on the collective consciousness. Germany’s post-war economic success—transforming a devastated nation into one of the world’s strongest economies—led to an almost missionary drive to uphold and propagate the “German formula for success”: a social market economy, a well-regulated management-labor relationship, export orientation, fiscal responsibility, and above all “hard work”. No Angst here!

In recent weeks, resentment against Germany’s “overbearing self-righteousness” has returned with a vengeance. Kaiser reflected on but ultimately rejects the claim of dominance: Thomas Mann’s vision of a

“European Germany and not a German Europe” has become reality. The reunited Germany is fully European in its outlook. If European fiscal policy has adopted a “German veneer”, this is not the result of hegemonic imposition but been a choice of free European governments.

In contrast, Polish Foreign Minister Radoslaw Sikorski has called for less German passivity: “I fear German power less than its inactivity”, he remarked in November 2011—a remarkable statement from the country that has suffered immensely from German atrocities. Kaiser agreed that German leadership has too often been too reluctant, too late, too modest. Kaiser concluded by calling on the international community to be considerate: Leadership is a learning process—and Germany is still very much an adolescent learning to exercise leadership.



The Power of Modesty

Friday February 17, 2012 8:15PM

In his dinner speech “The Power of Modesty” Peter Frey reflected about the influence of Germany’s history on current leadership challenges the country faces. He argued that even countries like France, in former times suspicious and fearsome about German strength due to historical experience, now expected the economically strong Germany to take the political lead. “But this new role doesn’t come easy to us, the Germans. Reflecting about our history has become a key point of German self-conception. We don’t feel very comfortable in the position of the leader”, Mr. Frey said.

With respect to the main topic of the conference “The German Angst of Leadership” Mr. Frey pointed out two fears informing the country’s reaction to global challenges the country was facing in recent history: “Inflationsangst”, the fear of inflation, and “Kriegsangst”, the fear of war, both deeply anchored in German history: “You have to consider this to understand why during the current financial crisis Germans are most notably afraid of inflation, why a strong and independent European Central Bank is so important from a German point of view. That’s why it is just not an option for us to turn on the money printing machine”, Mr. Frey said.

When it comes to military action the fact that Germans caused two world wars created a sentiment of responsibility in Germany that weighs heavily on political leaders, Mr. Frey said. This affected current politicians’ actions and attitudes: “It’s deeply anchored in the minds of the

German politicians that Schröder won the 2002 election by promising not to bring German troops to Iraq. Since that time everybody has to calculate with a simple sentence: pacifism pays off, war doesn't."

A couple of years ago, the German self-conception within the international community had been quite simple, Mr. Frey said: "To be seen as the strongest political player of the European Union makes Germans feel uneasy. Decades of Checkbook Diplomacy have convinced us, that all the international community wants from Germany is our money. We sometimes feel like a rich but uncool kid at High School who gains acceptance by inviting his friends over to his parent's swimming pool."

Now, Chancellor Angela Merkel embodied the German ambiguity between historical informed self-conception and new demands from the international community, Mr. Frey said: "During her political ascension the German Chancellor has developed her own way to lead. I would call it the "power of modesty". There seems to be a complete lack of showmanship in her behaviour—which can, of course, be seen as a show. She is a mistress in hiding the power she has. She has a talent for not taking the responsibility for her decisions, even for men she brought in high ranks. She often acts nearly invisibly. Her communication is low-key. The longer she is in office, the rarer she appears on television. Merkel is a silent leader. And this style represents quite well the self-concept of today's Germany."

Mr. Frey concluded: "For me this shows that Germans can identify very well with pragmatism and modesty in power, with—if you wish so—"leading from behind". Most interestingly this connects with a continuing change of values in German society. If we talk about "German values", we often think of traditional concepts like "discipline", "punctuality",

"strength", "accuracy", "tidiness". But if we have a look at Germany today, we see completely different values. During the last decades along with pacifism as I mentioned before, a whole new set of values has developed: female empowerment, acknowledgement of new forms of living together in families—including gay marriage—, ecology, these are very important issues for Germans. (...)

So when we talk about German leadership, we have to consider, what "being German" means today. Germans are not the way they used to be. Germany has developed its own style of leading. Considering all this, I think, we are not doing such a bad job. So, politics of pragmatism and modesty are not a matter of "angst", they are a matter of changed identity."

To be seen as the strongest political player of the European Union makes Germans feel uneasy. Decades of Checkbook Diplomacy have convinced us, that all the international community wants from Germany is our money. We sometimes feel like a rich but uncool kid at high school who gains acceptance by inviting his friends over to his parent's swimming pool.

— Peter Frey
Editor in Chief of ZDF German Television

▶▶▶ Euro Panel: Leading from Behind
or Lagging Behind? The German Role
in the Euro Crisis

Friday February 17, 2012 2:00PM - 3:20PM



Panelists

Peer Steinbrück

Former German Federal Minister of Finance

Former Minister-President of North-Rhine-Westphalia

Prof. Dr. Clemens Fuest

Research Director of the Oxford University Centre for Business Taxation

Oxford University

Dani Rodrik, PhD

Rafiq Hariri Professor of International Political Economy

Harvard Kennedy School

Moderator

Elisabeth Niejahr

Political Correspondent

DIE ZEIT

Reacting to Steinbrück's keynote, Prof. Fuest gave a more detailed interpretation of the European financial turmoil: In his eyes, the crisis is "a credit boom gone wrong, not just a sovereign debt crisis". Hence, adjustment is necessary in the periphery countries while preserving financial stability, and in a united Europe, it is Germany as the biggest player who has to bear the biggest share of costs to sustain stability. Therefore, for Fuest Merkel's "careful leading from behind makes sense rather than bringing out the big bazooka". Dani Rodrik agreed with Fuest's diagnosis of the crisis as largely credit boom-driven, but emphasized that "for every borrower, there is a lender". For Rodrik, the German government had made a huge mistake portraying Greeks as lazy rather than describing the crisis to the public as a "crisis of interdependence" where surpluses and deficits matter equally.

In the following discussion, Steinbrück stressed the failure of European governments to give a strong signal to markets earlier on in the crisis,

pointing to a lack of leadership of leading politicians. Fuest drew on the history of the European Monetary Union to explain that lack of leadership and bad decisions were part of the Euro story early on. He stressed that the strong signal Steinbrück was calling for would only have helped if the crisis were a consequence of speculation and lack of confidence, not of a credit crisis. But in his eyes, this was not the case and hence adjustment was just inevitable. Rodrik emphasized that indeed, there had been mistakes made, but that the initial reason for the euro crisis was the financial crisis coming from the United States. He agreed that adjustment was necessary, but that now was also the time to decide on a deeper economic and political integration, to stimulate economies in the periphery and also domestic demand in Northern countries to alleviate the burden of austerity and to prevent turmoil in the future.

Going forward, Fuest called for a unified European banking system to alleviate the financial burden of bank bailouts on individual member states instead of trying to do big "utopian" steps with little economic impact. In this spirit, he strongly argued against a financial transaction tax, provoking strong resistance from Steinbrück who portrayed the tax as a political instrument to make financial markets contribute to the costs of the crisis. The discussion ended with a Q&A session covering a wide range of issues like private sector involvement in the solution of the crisis, the British opt-out of the fiscal compact and the revival of Keynesianism on both sides of the Atlantic.



Careful leading from behind
makes sense rather than
bringing out the big bazooka

— Prof. Dr. Clemens Fuest

 Security Discussion:
The Military in Germany and the US—
Two Perspectives

Friday February 17, 2012 3:45PM - 4:45PM



Panelists

Aaron W. Miller
Captain, US Army

Markus Posse
Captain, German Bundeswehr

Moderator

Dr. Constanze Stelzenmüller
*Senior Transatlantic Fellow
German Marshall Fund, Berlin office*

Two recruitment videos from the US Army and the German Luftwaffe kicked off the security policy discussion: The videos showed the stark contrast in how life as a soldier is presented in the two countries. This introduced the key questions of the panel: How do experiences and attitudes of German and American soldiers in war zones differ? How is the image of war and the military shaped in both countries? And what are the effects of policy decisions on soldiers in combat?

In an open and engaging discussion, Posse and Miller spoke about their experiences leading soldiers in the challenging environment of Afghanistan. They described their daily work with Afghan warlords, how they interacted with the local population, and what constitutes good leadership for them in a war zone.

In sometimes even humorous anecdotes and comments, they illustrated the effort it takes to try and build up infrastructure in a war-torn country while being under constant threat of attack.

While both agreed that they had received excellent training to prepare them for the

challenges they encountered in combat, they also stressed that nothing could have truly prepared them for the first time they found themselves under fire, acutely aware that they were responsible for their soldiers' lives.

Miller pointed out that he saw his main task not in fighting itself; rather, the fighting was a necessity in order to get to the actual mission of building a country. Posse agreed that his main task had been to keep in touch with the local population and to interview them to find out what the problems were and how the Bundeswehr could help in their solution in the North of Afghanistan.

A difference in perception appeared when moderator Constanze Stelzenmüller asked whether they had experienced a personal connection to the locals they had worked with. Posse described the relationship with his Afghan colleagues in the police forces as collegial and professional, but emphasized that "both sides knew this was about a job to be done". On a personal level, he explained, there was always a reserve towards Bundeswehr soldiers, because they were going to leave

again soon, which hindered the development of deeper personal connections.

Miller shared the view that there was usually at first a reluctance to work with him as a representative of the US Army, because he was going to leave again. But he felt he had managed to establish personal contacts with Afghans, recounting that he had been invited to weddings, had been given a ring from a warlord's Haj as a parting gift, and still maintained email contact with his interpreter.

When asked by the audience how they felt about the political debate in their countries about the war they were fighting, Miller described it as a culture shock he had to bridge for his soldiers: While he tried to understand the bigger political picture intellectually, he found it difficult to give a satisfying answer to a soldier asking him "If people are saying this is not worthwhile, why did my friend just die?" Posse agreed with this difficulty: "You understand the strategic big picture, but making it happen on the ground is a different thing."

The current discussion in Germany about the end of conscription was taken up by another member of the audience, who asked what the effect of it was on the qualifications and morale of the troops. The average soldier entering the Bundeswehr today comes in with a different social and often a lower educational background. However, Posse underscored that he had nothing bad to say about this new generation of soldiers, and that he did not see negative effects from the end of conscription.

As the overarching topic of the conference, leadership in the armed forces kept resurfacing in the comments of the panelists. As young officers, both Miller and Posse highlighted the importance to have a supervisor who has experience in combat, and who is willing to listen to the needs of the younger generation that is involved in a different kind of war than the prior generation.

Leadership of the armed forces would greatly benefit from listening to the advice from people on the ground, who can assess which tools are needed for a successful mission. Less focus on dress codes or philosophical standards, and more focus on the core of the job and the mission were stressed as important elements of good military leadership.



“It’s hard to give an answer to a soldier who comes to you and says: ‘If people are saying this is not worthwhile, why did my friend just die?’”

— Captain Aaron Miller
on leading US Army troops in Afghanistan

 **Security Panel**
**Leadership in German Security Policy—
Restraint or Indecision?**
Friday February 17, 2012 5:40PM - 6:40PM



Panelists

Dr. Franziska Brantner
Member of the European Parliament

Wolf-Dieter Löser
Former Commandant NATO Defense College

Dr. Thomas de Maizière,
German Federal Minister of Defense

Jan Techau
Director Carnegie Europe

Moderator

Dr. Constanze Stelzenmüller
*Senior Transatlantic Fellow
German Marshall Fund, Berlin office*

He had been warned: Constanze Stelzenmüller opened the panel by expressing her conviction that several panelists had strong opinions on German security policy—and would not hesitate to voice them. Indeed, Thomas de Maizière immediately faced strong criticism of German performance in the international realm by Jan Techau, who stated that in his view, the Federal Republic had no claim to a permanent seat on the Security Council due to her lack of reliability in the arena. De Maizière defended German policy against such reproaches and rejected demands for additional European institutions, arguing that existing alliances such as NATO were still well-suited to address current challenges.

The discussion then moved to the Security Council vote on intervention in Libya, with Franziska Brantner and Wolf-Dieter Löser both expressing their regrets about the German abstention.

De Maizière defended the German position, stressing the necessary distinction between popular support for initial intervention and the public's reaction to lasting commitment. Evoking the situation in Afghanistan, he cautioned against overzealous engagement in future intervention missions. He further argued that the resolution fell short of including the implicit target of bringing about regime change, expressing concerns that China and Russia might feel duped by such proceeding and react by not consenting to similar resolutions in the future.

Sparked by propositions from Techau on how to improve Germany's security policy in the European context, the final part of the discussion focused on questions of integration and the "pooling" of armament. De Maizière pointed to Germany's strong commitment to reach such efforts, but also mentioned the continuing difficulties to reach broad consensus

within the EU. Löser argued that growing costs, driven especially by the increasing importance of cyber-security, would eventually make cooperation inevitable.



It's not as good as it should be—but it's not as bad as it could be.

— Dr. Thomas de Maizière
summarizing the state of
German security policy

Energy Address: Dr. Hermann Ott, Member of the German Parliament, Alliance 90/The Greens



Full Throttle Towards Green Energy—Political Insights from the German Energy Transition

Saturday February 18, 2012 10:50AM - 11:15AM

Dr. Hermann Ott began his speech by offering his interpretation of why Germany has taken the lead in fighting catastrophic climate change. In his view, the generation of 1968 had learned the lesson from Germany's history in the 20th century: one cannot turn a blind eye to something going wrong. Their effort against nuclear energy has led to the vision of a cheap, reliable and democratically distributed energy supply.

In his position as spokesperson for climate policy of the Green Party in the Bundestag, Dr. Ott represents one of the most prominent organization advocating for the German energy transition (Energiewende). He sees the success of this revolution threatened by the Federal Government in paralysis, due to internal conflicts, and incumbent energy producers holding on to fossil fuel technology. Such a failure for Germany would have a catastrophic impact on the global climate negotiations, since “the whole word is



looking to Germany”. According to Dr. Ott, Germany should not only support an increase in the EU goals on CO₂ reduction from 20 to 30 percent until 2020, but the country also needs to do more to promote energy efficiency, develop better energy storage technologies, and prepare the electricity grid for a distributed energy supply future.

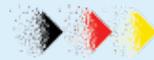
He closed his remarks with a call for action to the young students present at the German Conference to get involved and to constantly mend the democratic system. His hopes come from the example of the 1968 generation, which showed that “even a small group can move a whole society”.



German Conference @GC_Harvard 18 Feb
▶ Ott: Most of what we do in Germany right now, has been invented in the US. #GCHarvard

I am very confident that in a very short time the average prices of renewable energy are going to beat any other prices of fossil fuels.

— Dr. Hermann Ott



Energy Panel: Full Throttle Towards Green Energy— Germany Visionary or Misguided?

Saturday February 18, 2012 11:15AM - 12:40PM



Panelists

Dr. Hermann Ott

Member of the German Federal Parliament (Bundestag)

Prof. Dr. Jürgen Kluge

Chairman and CEO, Franz Haniel & Cie

Prof. Dr. Eicke Weber

Director, Fraunhofer Institute for Solar Energy Systems

Dr. Benjamin Schlesinger

*President and Founder, Benjamin Schlesinger
and Associates*

Moderator

Ludwig Siegele

*Online Business and Finance Editor
The Economist*

What will the energy mix of the future look like? What role can renewable energy play? Should gas or nuclear be part of the mix? The panelists of the energy panel agreed that nuclear energy is not the solution to the world's energy challenges due to the security risks (highlighted by the Fukushima accident), high costs for new reactors, and the threat of a terrorist attack.

Eicke Weber introduced his vision of an energy supply with 33 percent solar, 33 percent wind, and 33 percent readily available renewable energy (hydroelectricity, biomass, geothermal) for balancing the intermittent solar and wind energy production. The panel expressed a range of views on Germany's high subsidization of solar energy. While Weber pointed to the fast decrease in prices for solar panels, Jürgen Kluge argued that solar is still the most expensive renewable energy source and that Germany should instead focus more on achieving greater energy efficiency. As Hermann Ott remarked,

however, better efficiency can lead to higher energy consumption, eating up the efficiency gains (rebound effect). In his view, Germany should revive plans to increase eco taxes, taxing the "bads" (emissions) and relieve the "goods" of taxation, in particular labor.

Benjamin Schlesinger explained the marked differences in energy discussions in Germany and United States. He pointed out that the evolution of fracking technology to exploit shale gas resources has led to an increase in U.S. gas production since 2002 that accounts for as much as Iran's gas production. This provides the U.S. with the opportunity to replace coal energy through gas. According to Schlesinger, the introduction of a carbon tax would lead to rising demand for gas since it emits much less CO₂ than coal energy.

Weber brought the discussion back to renewable energy. In his view, international climate policy should focus on ramping up

renewable energy production rather than on limiting CO₂ emissions. Kluge gave his support for the vision of a distributed energy system that Jeremy Rifkin had articulated earlier in his keynote speech. He further stated that despite other perceptions, the new generation of German industry managers is convinced that the transition to a more sustainable energy system has to happen.



We have the once in a
lifetime chance for a third
industrial revolution.

— Prof. Dr. Jürgen Kluge



Christiane Schaefer @_Christiane_S

18 Feb

Eicke Weber: solar energy in Germany is already less expensive
than off-shore wind #GCHarvard #energypanel

Retweeted von German Conference

▶▶▶ Leadership Panel:
The German Angst of Leadership

Saturday February 18, 2012 2:30PM - 3:50PM



Panelists

Ronald Heifetz, Ph.D.

King Hussein Bin Talal Senior Lecturer in Public Leadership, Harvard Kennedy School of Government

Tyson Barker

*Director of Transatlantic Relations
Bertelsmann Foundation Washington D.C.*

Prof. Dr. Karl Kaiser

Adjunct Professor of Public Policy, Harvard Kennedy School of Government

Christian Wilhelm Meyer

*Colonel, German Bundeswehr and Former
Commander of Provincial Reconstruction Teams in
Kunduz, Afghanistan*

Dr. Antonella Mei-Pochtler

*Senior Partner and Managing Director
The Boston Consulting Group*

Moderator

Manuel J. Hartung

Journalist and Author

Manuel Hartung introduced this ambitious panel by asking whether we should be discussing “the German Angst of leadership” or “the Angst of German leadership”—or both. Does the international community want more or less German leadership—and what do Germans want? Is it even possible to characterize such as thing as “German leadership”—or is this, as one conference participant suggested, mere stereotyping?

Tyson Barker pointed to 2007 as the year when the Merkel government demonstrated formidable leadership: Merkel rallied together its European Union partners to salvage the European Constitution, creating the Lisbon treaty; reconciled “post-Iraq” relations between the United States and Germany; and balanced Germany’s commercial interests with countries such as Russia and China with a clear call for human rights. Similarly, Dr. Antonella Mei-Pochtler, drawing on her extensive experience in business, said that she has seen a large-scale European acceptance of German leadership in business, and particularly in environmental, matters.

Why then, panelists asked, have Germany’s more recent interactions with Greece in the

Euro-crisis provoked such criticism—from angry tabloids to burning German flags in the streets of Athens?

Ronald Heifetz, who advised former Greek Prime Minister Papandreou during the height of the crisis, sees faults both in Papandreou’s and Merkel’s leadership: In addressing their nations, both focused on a simplistic rhetoric of blame, rather than a rhetoric of responsibility. Just as Papandreou ought to acknowledge to Greeks that Greece has been living above its means, Chancellor Merkel ought to acknowledge to Germans that bailing out Greece also meant bailing out German banks—and is therefore also a matter of self-interest.

Colonel Meyer, drawing from his experience of the Bundeswehr in Afghanistan, sees an unwillingness of Germans to move beyond being “*primus inter pares*” to engaging its partners and population in difficult decision making. Along the same lines, in its relations with Greece, Heifetz sees a need for Germany to expand the manner in which it exercises leadership: Germany’s shortcoming is to view the Greek crisis as requiring a purely “technical” solution—fiscal austerity—while in fact problem and solution are deeply culturally embedded.

“People don’t want more German leadership, they want better German leadership”, Heifetz stated. Leadership is the process of mobilizing people to solve real problems—whether from behind, the front, or the middle. Reviving the Greek economy will therefore require more than fiscal discipline: it is the process of supporting Greeks to innovate in order to drive sustainable economic growth.

Mei-Pochtler similarly sees German leaders as overly focused on the “technical”. Change requires emotional engagement, “communicating to the heart”, which Germans shy away from. This is understandable in light of German history—German leaders fear being manipulative—yet it is also a leadership shortcoming. Is Germany’s reluctance and modesty, particularly in security policy, not also wise, Professor Kaiser interjected. Barker concurred but suggests Germany may also want to aspire towards a more vision-driven leadership than it presently has. French, British, and American leadership has had global resonance because it is grounded in a “history of ideals”. What might such a German ideal look like? As German leadership moves from its current adolescence—Professors Kaiser’s diagnosis—to adulthood, this remains a question to ponder.



German Conference @GC_Harvard 18 Feb
Heifetz: Leadership is not about dominance. Leadership is about solving real problems. #GCHarvard

“People don’t want more German leadership, they want better German leadership.”
— Ronald Heifetz, PhD
(On Germany’s role as a leader)

ORGANIZING COMMITTEE

Kaweh Sadegh-Zadeh, *Head of the Organizing Committee*
Lucas Guttenberg, *Fundraising/Budget; Euro Crisis Panel*
Elisabeth Heid, *Keynote Speakers; Security Policy Panel, Leadership Panel*
Lena Kilee, *Keynote Speakers; Security Policy Panel, Leadership Panel*
Jannis Koehn, *Keynote Speakers; Energy Panel, Registration*
Daniel Kuhagen, *Fundraising/Budget*
Roman Lentz, *Fundraising/Budget*
David Lerch, *Keynote Speakers; Energy Panel*
Moritz Matthey, *Fundraising/Budget*
Bernhard Metz, *New Media, Marketing*
Roman Pletter, *Keynote Speakers; Euro Crisis Panel, Leadership Panel*
Victoria Rietig, *Documentation/Evaluation; Security Policy Panel*
Oliver Schluemer, *Registration/Marketing*
Jann Spiess, *Logistics/Facilities*
Elisabeth von Lichem, *Registration/Marketing*
Matthias Weiden, *Website/Print; Security Policy Panel*



Kaweh Sadegh-Zadeh

*Harvard Kennedy School of Government, MPA 2013—
Head of the Organizing Committee*

Kaweh Sadegh-Zadeh is a McCloy Scholar and a 2013 Master in Public Administration Candidate at the Harvard Kennedy School of Government. Prior to that he worked for Wood Mackenzie as a Research Analyst (Russia and Caspian region) and as an Upstream Consultant. He has developed an expertise in Caspian affairs and the upstream sector. He joined Wood Mackenzie after working at the Oxford Institute for Energy Studies on Russian gas supplies to Europe. Kaweh obtained a M.A. in Conflict, Security and Development from King's College London and his B.A. in Government Studies from the University of Erfurt in Germany. He also spent an exchange year at the Moscow State Institute for International Relations (MGIMO), which is subordinated to Russia's Foreign Ministry.

ORGANIZING COMMITTEE



Lucas Guttenberg

Harvard Kennedy School of Government, MPP 2013—Fundraising/Budget; Euro Crisis Panel

Lucas Guttenberg is a 2013 Master of Public Policy Candidate at the Harvard Kennedy School of Government. Lucas grew up in the beautiful city of Heidelberg. After spending several years as a youth representative in local politics, he worked for a Brussels-based NGO prior to his studies in political science. He holds a B.A. from SciencesPo Paris and spent one year of his undergraduate studies at Columbia University. At Harvard Kennedy School, he focuses on issues of international political economy and economic policy. Lucas is a passionate basketball referee and loves playing bass guitar—though with questionable success.



Elisabeth Heid

Harvard Kennedy School of Government, MPA 2013—Keynote Speakers; Leadership Panel

Elisabeth Heid is a McCloy Scholar and a 2013 Master in Public Administration Candidate at the Harvard Kennedy School of Government. Prior to coming to Cambridge, she was co-director of Teach First Deutschland (the German equivalent of Teach For America), an organization she continues to support as a partner. Elisabeth previously worked for the World Bank (Washington, DC) and the Global Public Policy Institute (Berlin). She holds a master's degree in international relations from Free University Berlin. Elisabeth's interests lie in education, immigration and community development. She also enjoys running, gymnastics (a sport she firmly believes is not only for little kids) and causing confusion as to where she is from.



Lena Kilee

Harvard Kennedy School of Government, MPA 2013—Keynote Speakers; Security Policy Panel, Leadership Panel

Lena Kilee is a McCloy Scholar and 2013 MPA Candidate at the Harvard Kennedy School of Government. She is a German lawyer by training with a focus on international and European public law and international humanitarian law. Before coming to HKS, Lena's last post was as the EUPOL Deputy Chief of Mentors on Anti-Corruption/Rule of Law to the Afghan Ministry of Interior in Kabul. She served on secondment from the German Federal Ministry of the Interior where she had negotiated bi- and multilateral treaties on border cooperation issues and set up and implemented security sector reform programs aimed at strengthening police/law enforcement capacity in post-conflict countries within international state-building efforts. Lena worked for different foundations and NGOs in Berlin, Brussels and Beijing. Prior to her studies, she spent a year as a volunteer in a community school in Nairobi.

ORGANIZING COMMITTEE



Jannis Koehn

Harvard Kennedy School of Government, MPA 2013—Keynote Speakers; Energy Panel; Registration

Jannis Koehn is a 2013 Master in Public Administration Candidate at the Harvard Kennedy School of Government. He focuses on energy policy, renewables and climate change topics. Born in Hamburg, Jannis had worked as a strategy consultant for The Boston Consulting Group (BCG) in Berlin for three years, including project work in sustainability strategy and biofuels. Earlier internships included BCG, Waterland Private Equity and the German Chamber of Commerce in the Russian Federation. Jannis holds a Diploma in Business Administration (BSc.+MSc. equivalent) from WHU-Otto Beisheim School of Management (Vallendar) and spent exchange semesters in the MBA programs of Brandeis University (Waltham, MA) and ESADE Business School (Barcelona). Jannis plays the piano and is a passionate sailor.



Daniel Kuhagen

Harvard Business School, MBA 2012—Fundraising/Budget

Daniel Kuhagen is a 2012 Master of Business Administration Candidate at the Harvard Business School and supports the conference team in its fundraising efforts and budgeting process. Prior his move to Boston he worked for Merrill Lynch in Frankfurt and gained experience in the German Parliament as well as in Market Research firms in Munich, London and Mexico. Daniel is a former scholar of the German UWC Foundation (Atlantic College) and the Foundation of German Industry (sdw). He graduated in Economics from Warwick University and holds an M.Phil from the University of Cambridge.

ORGANIZING COMMITTEE



Roman Lentz

Harvard Kennedy School of Government, MPP 2013—Fundraising/Budget

Roman Lentz is a 2013 Master of Public Policy Candidate at the Harvard Kennedy School of Government. As an undergraduate he studied Business & Management at the European Business School and the Hong Kong University of Science & Technology. Upon graduation, Roman worked at The Boston Consulting Group before he was recruited to be the personal management associate to the CEO of Heidelberg Cement. Before coming to Cambridge, he founded a retail business in London, UK. His main academic interests at the Kennedy School lie in economic policy and leadership theory. During his holidays, Roman is climbing the Seven Summits, recently having completed his third, Aconcagua in Argentina.



David Lerch

Harvard Kennedy School of Government, MPA 2012—Keynote Speakers; Energy Panel

David Lerch is a 2012 Master in Public Administration Candidate at the Harvard Kennedy School of Government. He holds a diploma degree in political science from Free University of Berlin where he also worked as an advisor in the German Parliament and as a PR consultant. With courses at Harvard and MIT he focuses on energy and climate policy, finance and international relations. In particular he is interested on how regulation and new business models can enable new applications in the energy sector like smart grid technology or the large scale incorporation of electric vehicles. Apart from politics his second passion is music. During his second year in the US he wants to explore contemporary Jazz in New York City and its roots in New Orleans.



Moritz Matthey

Harvard Medical School—Fundraising/Budget

Moritz Matthey is currently an exchange student at Harvard Medical School where he is pursuing research for his master's thesis. His interests focus on cancer biology and basic biological research in order to improve treatment and prevention of diseases. Prior to his work in Boston, he studied Interdisciplinary Sciences at the Swiss Federal Institute of Technology Zurich and Imperial College London and Molecular Biosciences at the University of Heidelberg in cooperation with the German Cancer Research Center.

ORGANIZING COMMITTEE



Bernhard Metz

Harvard Kennedy School of Government, MPA 2012—New Media, Marketing

Bernhard Metz is a DAAD Scholar and a Master in Public Administration Candidate at Harvard Kennedy School of Government. During his undergraduate studies in International Business Administration he studied in Germany, Ireland, Italy and France and worked in Paris and Andalucía. After completing a trilingual M.A. degree in International Relations and European Studies in Nice, Berlin and Rome he worked for four years in controlling and as Executive Assistant at Allianz Global Investors group in Munich. At the Harvard Kennedy School of Government he focuses on foreign policy, diplomacy and particularly EU-related issues. Also beyond the courses he is engaged in the European Integration and chairs the European Club at Harvard Kennedy School of Government. In the Fall Semester 2011, he worked as Course Assistant for Professor Karl Kaiser.



Roman Pletter

Harvard Kennedy School of Government, MPA 2013—Keynote Speakers; Euro Crisis Panel, Leadership Panel

Roman Pletter is a McCloy Scholar and a 2013 MPA candidate at the Harvard Kennedy School. He was born in Munich, Germany, and has worked as a journalist. Most recently, he was head of the weekend section and in charge of the reporter team of Germany's biggest business daily, Handelsblatt. Before, he was reporter at large on business and politics for several major newspapers and magazines in Germany and a guest editor (Arthur F. Burns Fellow) with the Washington Post. Roman earned a master degree in economics from the University of Cologne and completed the Cologne School of Journalism. At Harvard he focuses on financial markets, negotiation and international affairs. Roman used to be a passionate saxophone player. When he realized that his band would not make it to New York's clubs (perhaps for good reasons), he backed down and became a passionate jazz listener. Apart from that, he likes the opera, skiing, running, playing pool billiard and spending his Sundays in cafés reading newspapers.

ORGANIZING COMMITTEE



Victoria Rietig

Harvard Kennedy School of Government, MPP 2013—Documentation/Evaluation; Security Policy Panel

Victoria Rietig is a McCloy Scholar and a 2013 Master in Public Policy Candidate at the Harvard Kennedy School of Government. Before coming to Harvard, Victoria built up the branch office of an international NGO in Berlin, focusing on Corporate Social Responsibility, and worked as a consultant at the United Nations Institute of Training and Research (UNITAR) in New York, where she developed and implemented training seminars for diplomats at UN headquarters. Victoria received her M.A. in American Studies, History, and Psychology in 2008 after studies at Freie Universität Berlin, Universidad Nacional de Córdoba (Argentina), and New York University. At the Kennedy School, Victoria focuses on negotiations, forced migration and international development.



Oliver Schluemer

Harvard Business School, MBA 2013—Registration/Marketing

Oliver Schluemer is a 2013 MBA Candidate at Harvard Business School. Prior to HBS, he worked for Allianz Global Investors, one of the largest asset management companies in the world. As Senior Product Manager in the product development department, he was responsible for designing, developing and launching global mutual funds targeting institutional and retail clients. He also led and structured global product launch projects and executed repositioning projects of existing global financial products. He is a Financial Risk Manager Candidate and studied international business with a focus on finance and general management in the U.S. and in Germany. He holds a Diplom-Kaufmann (FH) (German degree in business studies) and a B.Sc. (Finance).

ORGANIZING COMMITTEE



Jann Spiess

Harvard Kennedy School of Government, MPP 2013—Logistics/Facilities

Jann Spiess is a McCloy Scholar and a 2013 Master in Public Policy Candidate at the Harvard Kennedy School of Government, where he focuses on international development and security policy. Jann obtained his BSc in mathematics from the Technische Universitaet Muenchen and recently finished a master's degree in mathematics at the University of Cambridge. Previously, he served as a project manager for an NGO in Burkina Faso (West Africa).



Elisabeth von Lichem

Harvard Business School, MBA 2013—Registration/Marketing

Elisabeth von Lichem is a 2013 MBA Candidate at Harvard Business School. Before moving to Boston, she has worked as an Associate at management consulting firm Booz & Company in Germany. Elisabeth holds a joint M.Sc. degree (with Distinction) in International Political Economy from the London School of Economics and Sciences Po Paris, and is an alumna of the German National Academic Foundation (Studienstiftung).

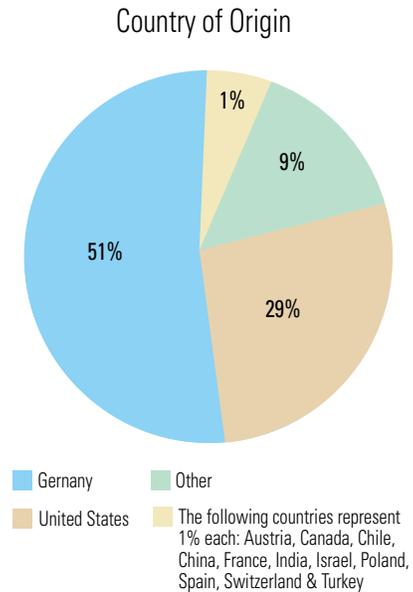
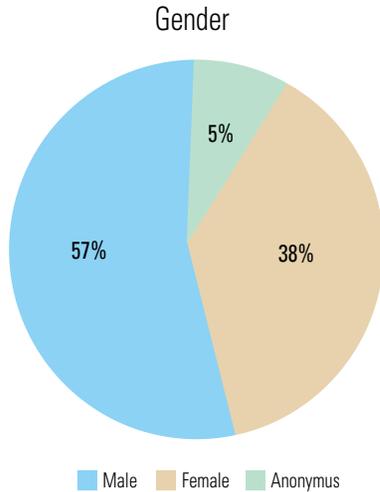


Matthias Weiden

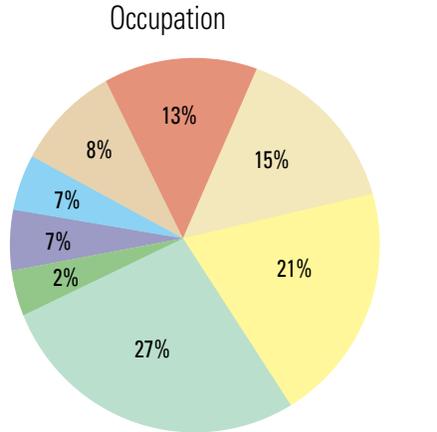
Harvard Kennedy School of Government, MPP 2013—Website; Security Policy Panel

Matthias Weiden is a McCloy Fellow and a 2013 Master in Public Policy Candidate at the Harvard Kennedy School of Government, where his interests lie in Human Rights protection and sustainable development. Parallel to obtaining law degrees from the universities of Mainz, Germany and Paris XII, France, he completed internships with UNESCO in Paris and Lovells LLP in Tokyo. As a law clerk, he served in the EU Litigation Services of the Federal Republic of Germany in Berlin and at the Public Attorney's office in Mainz and worked with Clifford Chance LLP in Frankfurt and New York. He has lectured German law as a Teaching Fellow at the University of Mainz and as Guest Lecturer at the University of Helsinki.

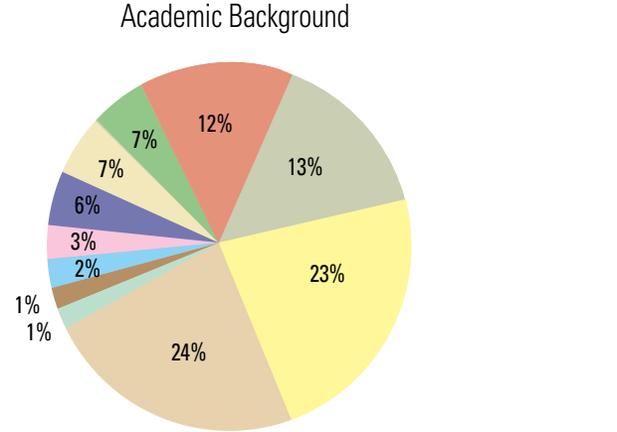
CONFERENCE REGISTRANTS—Who Registered to Attend?



CONFERENCE REGISTRANTS—Who Registered to Attend?



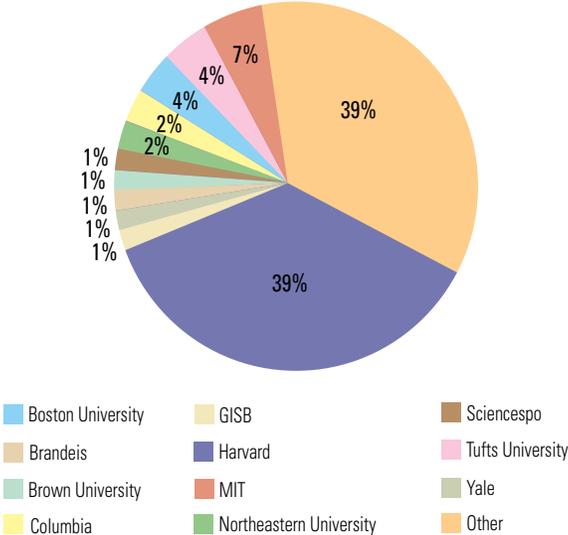
- Company/Representative
- Faculty
- Graduate-Master
- Graduate-PhD
- NGO/Foundation
- Self-Employed
- Undergraduate/Bachelor
- Other



- Art/Design
- Law
- Theology & Philosophy
- Business & Economics
- Medicine
- Other Humanities
- Education
- Natural Sciences
- Other
- Engineering
- Social Sciences & Public Policy

CONFERENCE REGISTRANTS—Who Registered to Attend?

Academic Institution (Current or Completed)



SURVEY RESPONDENTS—Who Shared Feedback with Us

Content of the Conference

	1 (Disagree)	2 (Rather Disagree)	3 (Neither Nor)	4 (Rather Agree)	5 (Agree)	N/A	Rating Average	Response Count
The conference topic and panels were relevant.	0.0% (0)	0.8% (1)	1.6% (2)	10.4% (13)	85.6% (107)	1.6% (2)	4.84	125
The conference gave new input and ideas.	0.0% (0)	2.4% (3)	7.2% (9)	24.8% (31)	64.8% (81)	0.8% (1)	4.53	125
The conference was useful for networking purposes.	0.8% (1)	7.6% (9)	19.3% (23)	33.6% (40)	32.8% (39)	5.9% (7)	3.96	119
The conference was interactive enough.	1.6% (2)	8.1% (10)	19.4% (24)	43.5% (54)	26.6% (33)	0.8% (1)	3.86	124
There was enough time for questions and discussions.	2.4% (3)	6.5% (8)	23.4% (29)	32.3% (40)	33.9% (42)	1.6% (2)	3.90	124
The organization of the conference (technical equipment, location) was good.	0.8% (1)	1.6% (2)	6.4% (8)	22.4% (28)	68.0% (85)	0.8% (1)	4.56	125
The refreshments were satisfactory.	2.4% (3)	2.4% (3)	7.3% (9)	18.5% (23)	64.5% (80)	4.8% (6)	4.47	124

Answered Question
Skipped Question

126
1

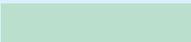
SURVEY RESPONDENTS—Who Shared Feedback with Us

The Scope of the Conference was...

		Rating Average	Response Count
Too General		4.9%	6
Appropriate		95.1%	116
Too Narrow		0.0%	0
		Answered Question	122
		Skipped Question	5

SURVEY RESPONDENTS—Who Shared Feedback with Us

Before the Conference, I Knew About the Topics...

		Rating Average	Response Count
Little		4.8%	6
A Bit		63.7%	79
A Lot		31.5%	39
		Answered Question	124
		Skipped Question	3

SURVEY RESPONDENTS—Who Shared Feedback with Us

My Reason for Attending the Conference was...

		Rating Average	Response Count
New Knowledge/Interest in the Topics		87.2%	109
Networking		12.8%	16
	Answered Question		125
	Skipped Question		2

CONFERENCE EVALUATION & FEEDBACK

WHAT WOULD YOU LIKE TO SEE NEXT YEAR?

- Germany's role in Eastern Europe.
- Health care
- Reform of the European Monetary Union and European Integration.
- European Integration Process
- Social Media impact on politics, governments, society.
- Germany's role in the EU—why not take on more leadership?
- How integrated are East and West really after 20 years?
- The state of, influence of, and influences on German contemporary culture in the arts.
- Possibly less political topics, but also science and technology.
- The German role in UN/NATO political stabilization efforts in the Balkans and eastern European states.
- Democracy versus Modernization—after the US election, before the German vote—is Authoritarian Rule superior in the Age of Globalization?
- Germany's point of view on outsourcing and global workforce.
- Demographische Wende (Demographic change)
- Brain drain from Germany
- Education (reform, models, current opinions)
- Verfassungsreform in den USA (Constitutional reform in the US)
- Can Europe provide a model of sustainable living for the developing world?
- It might strengthen the transatlantic component by having US experts on each panel, not just Germans talking with Germans.

CONFERENCE EVALUATION & FEEDBACK

SUGGESTIONS FOR IMPROVEMENT

- More time for Q and A would have been useful.
- Networking was a bit too limited.
- I think the conference would have benefited from a little more time in between the sessions. I realize that time is at a premium, but with the talks in one building and refreshments in the other, there was just barely time enough to break and get a coffee or water before you had to rush back over. Other than that, the format (keynote, then discussion) was very useful.
- Have more student participation beyond the introduction of the speakers and moderators
- Introduce smaller, more interactive sessions
- I would simultaneously run an online forum where all attendees could place questions during the conference and for some weeks after.
- Main point: Amazing what you set up there considering that you are (well special, but still...) students! Main challenge: Get more Americans involved!!!
- Have refreshments in the same building
- Is there a way to facilitate discussion among the participants, such as discussion groups after scheduled events?
- I would like to see more interaction with conference participants and more Q&A.
- More seats for the dinner would be great!
- The organizing committee should line up at the podium at the end of the conference! Thank you!
- I would like to see more gender-balanced panels and keynote speakers. Thank you for organizing!

CONFERENCE EVALUATION & FEEDBACK

WORDS OF ENCOURAGEMENT

- Excellent conference!
- Very substantive, well-organized. Excellent choices of contributors, bridge-building across ideas, distances, people.
- Great presentations! All individuals participating were convincing and informative. I am looking forward to the 2013 conference! Congrats to the organizers—awesome!
- Great sharing of ideas and discourse: Different sectors/stakeholders present (govt, private sector, academics), responding to each other rather than talking past each other.
- The presentations I attended were all enjoyable and informative.
- I particularly liked the clarity of expression and diplomacy displayed: a very interesting and engaging group of people! The range of topics was relevant and timely. Thanks!
- Hi Ihr Organisierer, wollte Euch nochmal sagen, wie klasse ich die Konferenz fand. Super Themenwahl, tolle—und vor allem inspirierende!—Speaker, professionelle Organisation. Großes Kompliment!
- I enjoyed all parts very much!
- Thank you for a great conference!
- Exceeded expectations!
- Timely discussion on leadership!
- The panels seemed genuine conversations and dialogues, and it was fascinating to witness that these leaders on the panels are really shaping current events.
- It was great to hear a potential chancellor candidate's views on the Euro crisis, European Integration and general economic policy.
- A concentrated dose of high quality content. Great opportunity to have discussions with decision makers.
- Congratulations to the organization of a really outstanding event!
- Good insights, good contacts.
- New knowledge, great ideas and input.
- I gained a renewed sense of having a finger on the pulse of German ongoing.
- A thorough update on German economics, politics, esp. concerning energy revolution.
- I met lots of very interesting people!
- Great networking opportunity and a nice general overview of discussions back in Germany.
- Information from those with first-hand experience not often shared in such a candid manner.

CONFERENCE EVALUATION & FEEDBACK

WORDS OF ENCOURAGEMENT

- Interesting discussions on high level.
- The conference was perfectly organized!!!
I would recommend to invite press to broadcast results / viewpoints from this valuable event (NYT, Globe).
- I would change nothing—you're doing a great job.
- Excellent organization, excellent venue.
- It was PERFECT and I know how difficult it is to afford such a performance.
- The organizers were ALL phenomenal and professional in conducting their business.
Hut ab, kann ich da nur sagen! Exzellent!
- The German conference is now the only conference I look forward to attending.
The atmosphere is always sunny and breezy, and attentions turn in many directions. It is intellectual stimulation of the highest order.
No wonder, you have the habit of attracting brilliant minds.

Thank you to the following people for putting this report together.

Photography: Tilman Dette

Design: Richard Gioiosa, Gioiosa Design

Printer: Karen Shecter, TecDocDigital

Editor: Victoria Rietig, Harvard Kennedy School

Authors: Organizing Committee

2012

Highlights

GERMAN CONFERENCE
AT HARVARD 