GUIDE NEWSLETTER No. 4

NEWS FROM THE EUROPEAN e-LEADERSHIP INITIATIVE

European e-Skills 2014 Conference

The European e-Skills 2014 Conference will take place on 2-3 December 2014 at the Marriott City Centre Hotel in Brussels, Belgium. Online registrations is open at: www.eskills2104conference.eu

This event will address two key topics: e-leadership and ICT professionalism in Europe.

The objectives of day one are to:

- Provide the latest figures and forecasts (2020) on the ICT workforce and talent pool;
- Present and discuss new European e-leadership curriculum guidelines and profiles;
- Propose ways for moving ahead and achieving the necessary scale.

The objectives of day two are to:

- Present a proposal for a first pan-European Foundational ICT Body of Knowledge;
- Propose a model for the promotion of ICT professionalism in Europe;
- Discuss international developments and possible cooperation.

Chairpersons are Dr. Nils Olaya Fonstad, Research Scientist, MIT Center for Information Systems Research (CISR) and Silvia Leal, Academic Director, IE Business School, Madrid.

The event will bring together leading experts in the field of e-skills, e-leadership and ICT professionalism from industry, business schools, universities, ICT and CIOs associations, trade unions, standardisation bodies, examination, certification and accreditation institutions, employment agencies, staffing industry and governments. Last year, the European e-Skills 2013 Conference brought together over 300 leading experts from all over Europe.

For more details, please go to the event website. If you have any questions about the European e-Skills 2014 Conference please e-mail: guide@empirica.com.

The websites of the European Commission e-Leadership initiative are: www.eskills-guide.eu and www.eskills-lead.eu.

e-Leadership: Sixth Regional Cluster Event in Antwerp

The way forward towards e-Leadership education in Belgium and the Netherlands

The conference was organised at the Antwerp School of Management, the CIO Forum Belgian Business and EuroCIO – European CIO Association which brought together over 100 leading participants in this field from Belgium and The Netherlands. Experts and representatives from industry, public administration and NGOs sent clear signals that there is a growing and critical lack of e-leaders in the economy, that is, individuals who are at the same time ICT savvy, business savvy and have the ability and skills to lead multi-disciplinary teams across functional and geographical boundaries.

Business schools from these two countries (Antwerp School of Management and TIAS in Tilburg) – supported by the guidelines for curriculum development which have been developed as part of the European Commission e-leadership initiative (www.eskills-guide.eu) - demonstrated how they are going to deliver new curricula in the future to promote e-leadership, covering organisation leadership in ICT innovation to deliver business value.

The expert panel emphasised that the rapid development in ICT is transforming business models and that it should be seen as an opportunity not a threat and use IT as an enabler. Organisations need to build the capabilities for this and this is where e-leadership skills come into play. Today we can very often observe a failure in internal communications resulting in failure of translating a management strategy into an operation plan. Development of an appropriate 'ecosystem' was seen as another key direction for closing the skills gap since interaction with the mobilisation of like-minded individuals was seen as essential to keep up with the pace of change. This requires e-leaders needing continuous interaction with a network of likewise people to keep up and to keep pace. The strong point is that in the future young people will not accept working in a company which is not adapting to that model.

Prof. Steven de Haes, Antwerp School of Management, at the event on 'New Curricula for e-Leadership - Delivering Skills for an innovative and competitive Europe' organised under the umbrella the European Commission's initiative to promote e-Leadership, together with Antwerp School of Management being part of the University of Antwerp, the CIO Forum Belgian Business and EuroCIO – European CIO Association on 4th September 2014 in Antwerp.

The full summary report can be downloaded here: [LINK]

e-Leadership: Seventh Regional Cluster Event in Budapest

Central Europe and Hungary's move towards e-Leadership education for innovation and competitiveness

Experts at the event 'New Curricula for e-Leadership - Delivering Skills for an innovative and competitive Europe' organised in Budapest underlined the importance of an education ecosystem with strong stakeholder interaction to widely spread e-leadership skills and confirmed that there is a growing and critical lack of e-leaders in the economy. CEU Business School – supported by the guidelines for curriculum development which have been developed as part of the European Commission e-leadership initiative - demonstrated how they are going to deliver these in the future to improve the quality of e-leadership, covering organisation leadership in ICT innovation to deliver business value.

The point was made by Achilles Georgiu, Programme Director as CEU Business School that not only CIOs need to become e-leaders but that in SME the CEO has to take this role. Sharm Manwani, Professor at Henley Business School added that even in large corporations and in cases where the CEO does not delegate business architecture development to the CIO, the CEO has to become the business architect.

Development of an appropriate 'education ecosystem' was seen as a key direction for closing the skills gap since interaction with like-minded individuals was seen as essential to keep up with the pace of change.

The conference was organised by the European Commission together with the CEU Central European University Business School, IBM, EuroCIO, the Hungarian CIO association and IVSZ – the Hungarian IT industry association. Around 100 leading participants registered for this cluster event.

Prof. Dr. Zoltan Buzardy, CEU Business School in front of the expert audience chairing the event on 'New Curricula for e-Leadership - Delivering Skills for an innovative and competitive Europe' organised under the umbrella the European Commission's initiative to promote e-Leadership, together with the CEU Central European University Business School, IBM, EuroCIO, the Hungarian CIO association and IVSZ – the Hungarian IT industry association on 29th September 2014 in Budapest.

The full summary report can be downloaded here: [LINK]

e-Leadership: Cluster Events scheduled in Paris and Wroclaw

Two regional cluster events are being prepared within the e-Leadership initiative focusing on the e-leadership needs of decision-makers, CIOs and ICT professionals. These leaders oversee portfolios of both well-defined and emergent innovation opportunities. Successful design and implementation requires

developing and engaging highly qualified staff to realise the target value. Research has confirmed a significant shortage of e-leadership skills across Europe - a call for action. These will take place in:

- **Paris** (France): at UNESCO with CIGREF on 6 November 2014
- **Wroclaw** (Poland): at University of Wroclaw on 13 November 2014.

More information including online registration can be found here: [LINK] www.eskills-guide.eu

Insights on e-Leadership: video statements from past events

During the Regional Cluster Events, a diverse range of statements on e-Leadership were made.

Representatives from industry and businesses like Dr. Thomas Endres from VOICE e.V., universities and business schools like Silvia Leal, IE Business School as well as students perspectives were captured in around short video interviews.

As one of the highlights, we had the chance to talk to Franz Josef Pschierer Secretary of State from the Bavarian Ministry of Economic Affairs: "With the programme 'Digital Bavaria' we pave the road towards the next era of economic success in Bavaria. We welcome therefore the Commission's initiative on e-Leadership. It will help to improve Europe's competitiveness", he said.

Silvia Leal from IE Business School in Madrid, Spain gave us an insight into a Spanish business school point of view. She said, "The growth is finally coming and to make it real we need people who innovate with new technologies and who inspire the rest of the people to do the same. We need e-leaders".

Martin Canning, Group Vice President, European Consulting from IDC expands the Spanish view into a European one "At IDC we believe that e-leadership skills will be one of the crucial elements of competitive advantage for many European companies over the coming years. E-Leaders will be the ones who re-envision and re-imagine how companies work, the products and services they offer and how technology will underpin their business success".

These and further interviews summarise different point of views on e-leadership not only from different stakeholder perspectives but also from different regions in Europe.

View the all videos at http://eskills-guide.eu/photovideo-gallery/

e-Leadership Master Class cycle on 'Information Security Management' launched

We are pleased to announce the start of the newly developed 'Cyber Security Programme' addressed to CISOs (Chief Information and Security Officers) as one of the target groups for e-leadership programmes. The programme will start on 22 January 2015. It was developed and is offered by TIAS School for Business and Society, a Tilburg-based business school in the Netherlands and the Antwerp School of Management in Belgium. It is based on requirements expressed by the EuroCIO Cyber Security Council running with over 15 CISOs who demanded this type of more formal education programme for Security Officers. At a EuroCIO Program Management Committee meeting on 7 October 2014 agreement on responsibilities for all logistics, contracts and marketing activities related to this programme took place. The intention is to later complete this course with the award of a European e-leadership certificate currently under development within the above European initiative. A Program Design Board (about the content of the course) took place on 23 October, while the first Program Management Committee meeting (responsible for all logistics, contracts, marketing) already took place in early October.

The programme's objectives are to enable participants to learn how to develop information security and risk management strategies and policies suited to the organizational needs and to become an intermediary between management, the IT department and operational units within the organization with regard to information security fostering the creation of urgently needed a European Cyber Security Managers. It is offered in three modules of two days over a period of three months.

More information can be obtained here: [LINK] http://www.tias.edu/en/courses/master-classes/detail/masterclass-cycle-on-information-security-management

Towards an online register of e-Leadership higher and executive education programmes in Europe

Developing and offering programmes of education to deliver e-leadership skills is the unquestioned prerogative of the continent's institutions of higher and executive education. The European e-Leadership Initiative (www.eskills-guide.eu) aims to support communication about e-leadership educational programmes, that is, programmes delivering learning outcomes contributing to e-leadership skills. The support provided is to enable expected future e-leadership skills requirements to be defined with the input of employers as well as researchers. A key instrument of the approach is the e-leadership curriculum profile. Key stakeholders agree on appropriate sets of learning outcomes clustered in one or more validated curriculum profile specification document which is made available to all stakeholders. Business schools and universities in Europe are then being invited to use the self-assessment instruments to map relevant programmes they offer in the market to one of the curriculum profiles developed which will allow to present their higher (executive) education offers to the interested public in a comparable and transparent way. In the preliminary governance rules for the initiative, it has been decided that all higher (executive) education offers are to provide a thorough self-assessment, using a standard template, and that educational institutions can apply for external quality assessment.

A set of e-leadership curriculum profiles, the template and tool for documenting the key e-leadership features of the business school's and university's programmes and the catalogue of quality criteria for e-Leadership education have been developed and applied by different higher and executive education institutions throughout Europe following a number of steps. Typically the submissions originate directly from the person responsible for the educational offer. Provided the origin of the template can be verified, a match with a curriculum profile is presented, the person responsible for the programme has been duly informed, it is intended to include the educational offer in the published list of e-leadership programmes.

The successful use of the self-assessment tool and mapping of existing courses onto one of the e-leadership curriculum profiles will result in the educational programme to be included in the register of e-leadership programmes in Europe, to be published on a dedicated web site for the e-Leadership initiative soon.

So far 18 business schools and universities from 11 European countries have used the self-assessment tool and carried out a mapping of their programmes to a curriculum profile. In several cases this has helped responsible actors in identifying areas where further development may be required to reach a fully-fledged e-leadership programme defined by the existing e-leadership curriculum profiles. Besides using the guidelines and self-assessment tool for future programme development it has in one case resulted in the development of a completely new e-leadership programme (Information Security Management launched by TIAS and Antwerp School of Management) for more details see above) which will be started with a first cohort of students on 22 January 2015. In other cases programme revisions have been carried out already and resulted in the development and launch of adapted and further developed course like for instance at IE Business School in Madrid to be taught from November 2014 onwards or the revised Business Enterprise Architecture e-leadership programme currently (October 2014) being taught with a further cohort of students by Henley Business School (UK), TIAS (NL), Technical University Munich (DE).

At a later stage in the lifetime of the European e-Leadership Initiative online feedback options will be offered through which the public, including interested students, employers and other stakeholders, will

also be enabled to read, review and comment on the standard programme description in the submitted format/template.

In addition interested business schools and universities may apply for cost-effective, peer-based quality assessment of programmes against the quality criteria, including in particular assessment of conformance to the selected e-leadership curriculum profile. The costs for quality assessment can be reduced where relevant existing national or international accreditation and certification can be taken into account.

NEWS FROM OTHER IMPORTANT EUROPEAN COMMISSION INITIATIVES

e-Skills for Jobs 2014 Grand Event in Rome

The high level conference "e-Skills: Making a Career with Digital Technologies" is the second major event at European level for the awareness raising campaign on skills and jobs launched by the European Commission in 2014. Based on the great success of the first high level conference held on 6 May 2014 in Athens, the Rome event gathered over 400 policy makers, industry leaders, entrepreneurs, ICT practitioners and young people to draw their attention to the increasing needs of e-skills in the 21st century. The campaign is contributing to strengthen e-skills initiatives in public policies and boost the pledges to the Grand Coalition for Digital Jobs. It is a stepping stone in raising awareness of the new skills needed for jobs in the digital economy.

For more information on the programme of the conference: http://conference.eskillsforjobs.it/ See also the press release

e-Skills for Jobs 2014 Campaign

See: http://eskills-week.ec.europa.eu/

The e-Skills for Jobs 2014 campaign is a major cross sector, multi-stakeholder campaign from the European Commission, involving more than 650 organisations across Europe including companies, associations, education and training bodies and NGOs. The aim of the campaign is to raise awareness of the need for citizens to improve their command of information and communication technology (ICT) skills for work. The campaign is a response to the growing demand for ICT-skilled professionals which is currently not met, despite high levels of unemployment in Europe.

At the same time that many Europeans are struggling to find work, technology companies face a critical shortfall in ICT workers. Europe may experience a shortage of up to 900,000 ICT professionals by 2015, risking growth and competitiveness. Women are also significantly under-represented in ICT related jobs – less than 30% of the ICT workforce is female. Furthermore, a growing percentage of all jobs today require an understanding of ICT. Yet, half of all citizens in the European Union have no or low computer skills.

The e-Skills for Jobs campaign encourages citizens to develop their digital skills and access today's job market. The campaign has been launched under the European Commission's Grand Coalition for Digital Jobs, a multi-stakeholder partnership to address the shortfall in e-Skills among Europeans and encourage people to fully exploit the potential employment opportunities that ICT provides.

The campaign comprises hundreds of national and European level events as well as skills competitions, social media marketing and lobbying. Key targets groups are young people, unemployed people, ICT practitioners, enterprises (in particular SMEs) as well as business leaders and policy makers.

The European Commission is committed to organise further campaigns in 2015-2016.

OTHER NEWS

2015 Erasmus+ Call and Programme Guide

The Erasmus+ Programme Guide for the 2015 General Call for Proposals was published in English on 06/10/2014, with further language versions to follow at the end of October. The Programme Guide provides detailed conditions for participating in the call for proposals, as well as information on the priorities for funding. It constitutes an integral part of the call for proposals.

The Erasmus+ programme aims to boost skills and employability, as well as modernising Education, Training, and Youth work. The seven year programme will have a budget of €14.7 billion; a 40% increase compared to current spending levels, reflecting the EU's commitment to investing in these areas.

Erasmus+ will provide opportunities for over 4 million Europeans to study, train, gain work experience and volunteer abroad. The programme will support transnational partnerships among Education, Training, and Youth institutions and organisations to foster cooperation and bridge the worlds of Education and work in order to tackle the skills gaps we are facing in Europe. It will also support national efforts to modernise Education, Training, and Youth systems. In the field of Sport, there will be support for grassroots projects and cross-border challenges such as combating match-fixing, doping, violence and racism.

Erasmus+ brings together seven existing EU programmes in the fields of Education, Training, and Youth; it will for the first time provide support for Sport. As an integrated programme, Erasmus+ offers more opportunities for cooperation across the Education, Training, Youth, and Sport sectors and is easier to access than its predecessors, with simplified funding rules.

For more information please visit [LINK] http://ec.europa.eu/programmes/erasmus-plus/discover/index_en.htm