



# New Curricula for e-Leadership

## ICT and e-Leadership – the Role of Higher Education

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# Organizations need to innovate and adapt / transform their business models to survive but .....

- IBM Global CEO study (2012):
  - 86% of executives say innovation is extremely or very important to their companies' growth strategy;
  - however only 19% feel they succeed with any of the necessary components.
- McKinsey study on transformation (2011):
  - 72% of transformation programs fail to deliver on their actual targets, resulting in a substantial economic and productivity loss of \$3 Trillion, which corresponds to 4.7 % of global GDP.

# e-Leadership skills are needed to improve businesses and innovate .....

- “e-leadership skills: “the capabilities needed to exploit opportunities provided by ICT (...) to ensure more efficient and effective performance of different types of organizations; to explore possibilities for new ways of conducting business/administrative and organizational processes; and/or establish new businesses” (*e-Skills Forum, 2004*)
- “To be competitive, innovation is critical. There are three key aspects to innovating effectively and efficiently: strategy, skills, and tools. These three are the responsibility of the most senior management team” (*Federico Flórez, Chief Information and Innovation Officer, Ferrovial, 2013*)

... but ...

- ... hardly any suitable higher and executive education offers on e-leadership exist, neither in Spain nor in Europe
- There is an urgent need for universities and business schools to
  - respond to this market need for e-leadership skills
  - with suitable education courses and programmes
  - developed in close dialogue with industry and public organizations

... and...

- ... starting from a good informatics basis.
  - e-leaders could (and should) have an informatics background, together with the necessary business and organization skills
- Academic flexibility is needed for considering new e-leadership curricula
- Adapting degrees or introducing new ones is a *long and winding road* for (public) universities due to
  - bureaucratic and administrative requirements
  - resilience to new approaches

# First activities in Spain

- IE Business School in Spain, and some universities in other countries (UK, DE ... BG) have started in adapting existing courses using the e-Leadership 'Curriculum Profile' approach as part of the European Commission initiative on 'e-Leadership' (see previous presentations)
- Result:
  - first e-Leadership courses of different type in Europe
- **School of Informatics at Polytechnic University of Valencia** has started to
  - use 'Curriculum Profile' approach
  - carry out a self-assessment of an existing **MSc in Information Management**, and
  - map it to an e-Leadership 'Curriculum Profile'

# Course mapping onto e-Leadership 'Curriculum Profile'

e-Leadership Curriculum Assessment			
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e-Leadership Programme Profile:	Innovation and Transformation through ICT		
<b>Programme Rationale</b>		<b>Coverage</b>	
<p>Today private and public organisations are not just experiencing change, they are faced with the need to transform. ICT has become a major enabler of such drastic, qualitative changes, creating possibilities for new products and services.</p> <p>The traditional role of the CIO, managing information and IT systems has transformed to be one of creating new competitive advantage and new business opportunities.</p> <p>The Innovation and Transformation through ICT curriculum addresses these challenges and aims to increase the capability of experienced CIO's to engage with key stakeholders in linking strategy, ICT developments, change and value. The focus is both on developing professional competence and enhancing behavioural skills.</p>		Medium	
<b>Core Content</b>		<b>Coverage</b>	
1	The lifecycle of a business and enterprise architecture as an enabler of business strategy and execution, with the links to inter-related functions:	Not	
2	ICT & Business Strategy	High	
3	Economics of ICT, Globalisation and Digital Markets	Medium	
4	Changing Business and Business Networks with ICT	High	
5	Role of ICT in Organisational Change	High	
6	ICT Infrastructure for Innovation	High	
7	Changing Public Organizations with ICT	High	More
<b>Core Learning Outcomes</b>			
1	Lead interdisciplinary staff in initiating organisational transformation	High	
2	Exploit digital trends to innovate strategic business and operating models	Medium	
3	Envision and drive organizational change for business performance	High	
4	Influence stakeholders across boundaries	Medium	
8	Understanding and enabling the economic and social value of data	High	More

The programme covers the role of CIOs from the point of view of strategic information management

Core contents and learning outcomes consider public and social information management as a professional profile

# Course mapping onto e-Leadership 'Curriculum Profile'

e-CF Competences	Level	Coverage
A.1. IS and Business Strategy Alignment	4	High
A.2. Service Level Management	3	High
A.4. Product/ Service Planning	4	High
A.5. Architecture Design	3	Medium
A.7. Technology Trend Monitoring	Understanding	Medium
A.9. Innovating	3	Medium
D.1. Information Security Strategy Development	4	Medium
D.2. ICT Quality Strategy Development	Understanding	Not
D.3. Education and Training Provision	Understanding	Not
D.4. Purchasing	3	Medium
D.10. Information and Knowledge Management	3	Low
D.12. Digital Marketing	4	High
E.2. Project and Portfolio Management	4	High
E.5. Process Improvement	Understanding	Low
E.7. Business Change Management	Understanding	Low

iManagement professional profile, focussed on strategic data and information for companies and public organizations

- Curriculum Approach and self-assessment of an existing course and mapping it to an e-Leadership 'Curriculum Profile'
  - Supports e-leadership course development geared towards industry and organizations requirements
  - Helps to identify areas to be addressed to further develop existing courses to become e-leadership courses
  - Offers guidance using competences of the e-CF (common 'language')
  - Allows universities and business schools to develop fully fledged e-leadership courses demanded by industry and in the market
- MSc in Information Management at UPV
  - Is focusing on a strategic and organizational approach to data and information for companies and public organizations
  - Requires some further development and adaptations to best fit e-Leadership 'Curriculum Profile'
  - Will be considered in future revisions of the programme

# Conclusions

- If organizations cannot adapt/transform their business models, they may not survive
- e-Leaders are needed to make this transformation but ...
- ... they are hard to find
- Today, hardly any suitable higher and executive education offers on e-leadership exist
- Informatics skills should be a basis of this approach, transforming an IT specialist into an e-Leader
- E-Leadership 'Curriculum Profile'
  - offers an approach towards European higher and executive education e-leadership course development
  - by guiding adaptation of existing courses and development of new courses / programmes
  - is a promising approach that can be followed by more universities and business schools in Spain

Delivering e-Leadership – The Skills Agenda

**THANK YOU**