



# e-Leadership for the Digital Economy

Delivering Skills for Transforming the Economy

**6<sup>th</sup> November 2014, 9:30 – 17:00 h**

**Maison de l'UNESCO, Salle XI, 125 avenue de Suffren - 75015 Paris**

## **Need for e-Leadership**

e-Leadership is of crucial importance for companies and industry to excel in their business operation. For effective e-leadership, the skills required are seen as those which enable people with very strong ICT skills to lead qualified staff from ICT and other disciplines towards identifying and designing business models and exploiting key innovation opportunities. Their success is defined as making best use of developments in ICT and delivering value to their organizations

Demand is growing throughout European industry to improve the quality of e-leadership, covering organisation leadership in ICT innovation to deliver business value. Research has confirmed a significant shortage of e-leadership skills across Europe - a call for action.

The European Commission e-Leadership initiative focuses on the leadership needs of top decision-makers and professional leaders at larger enterprises. These leaders oversee portfolios of both well-defined and emergent innovation opportunities. Successful design and implementation requires developing and engaging highly qualified staff to achieve the target value.

## **Focus of Initiative and Event**

The European Commission initiative found that closing the e-leadership skills gap requires a range of educational ecosystem actions. In particular it needs strong collaboration of demand and supply stakeholders to create new educational offers. Pilot work shows that this leads to innovative and relevant content for e-leadership curricula.

The present event is one of ten regional events organised by the European Commission across Europe. It is hosted by CIGREF.

The objectives of the event are to:

- Inform stakeholders keen to promote innovation through e-Leadership.
- Communicate the e-leadership Curriculum Profile and quality label approach
- Disseminate lessons from pilot developments
- Guide education institutions to develop e-leadership programmes
- Encourage employers to make use of e-leadership programme offerings.

# Programme

**Chairperson: Bruno Lanvin, Executive Director, Global Indices, INSEAD European Competitiveness Initiative**

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|---------------|--|
| 08:30 – 09:30 | ➤ <b>Registration</b>  |
| 09:30 – 10:30 | <b>➤ Welcome and introduction</b> <ul style="list-style-type: none"><li>• <b>Pascal Buffard, Chairman of CIGREF and Chairman of AXA Technology Services</b></li><li>• <b>Gilles Babinet, Digital Champion France</b></li><li>• <b>André Richier, European Commission DG ENTR</b></li></ul>   |
| 10:30 – 11:10 | <b>➤ ICT trends and their implications on skills and e-leadership</b> <ul style="list-style-type: none"><li>– ICT trends towards 3<sup>rd</sup> platform skills and jobs (e.g. Big data, cloud computing, social media technologies, IT security)</li><li>– implications on skills in general and especially e-leadership skills</li><li>• <b>Marianne Kolding, Vice President, IDC Europe</b></li></ul> <b>➤ The European e-leadership skills higher and executive education and policy landscape</b> <ul style="list-style-type: none"><li>– Why e-leadership?</li><li>– What it is?</li><li>– E-leadership demand</li><li>– E-leadership supply: higher and executive education offers, shortages and gaps</li><li>• <b>Werner B. Korte, Director, empirica GmbH, Bonn (Germany)</b></li></ul> <p><i>Plenary discussion</i></p> |
| 11:10 – 11:40 | <b>➤ Coffee break</b>  |
| 11:40 – 12:40 | <b>➤ Industry demand for e-leadership skills</b> <ul style="list-style-type: none"><li>– Demand for e-leadership skills and related higher and executive education programmes</li><li>• <b>Paul Costelloe, Director of Executive Education, EuroCIO The European CIO Association</b></li><li>– The urgent need for e-leaders – practical experiences and case studies from large corporations and global players in France</li><li>• <b>Jean Pascal Gaudy, IT RH and Competence Manager, SAFRAN</b></li><li>– The answer of educational courses, universities and business schools</li><li>• <b>Yves Poilane, Director Telecom Paristech, Chairman of Pasc@line</b></li></ul>  |
| 12:40 – 14:00 | <b>➤ Plenary Discussion</b>  |
| 12:40 – 14:00 | <b>➤ Lunch break</b>   |
| 14:00 – 15:00 | <b>➤ Towards European e-Leadership curriculum profiles and quality labels</b> <ul style="list-style-type: none"><li>– ‘Curriculum Profile’ approach taken by universities and business schools in cooperation with industry</li></ul>  |

	<ul style="list-style-type: none"> <li>– Demonstration of curriculum profiles and quality labels as an instrument for adapting and developing e-leadership curricula for higher and executive educational institutions</li> <li>• <i>Lex Hendriks, Business Knowledge Consultant, EXIN (Netherlands)</i></li> </ul>
	<ul style="list-style-type: none"> <li>➤ <b>E-Leadership in Practice</b> <ul style="list-style-type: none"> <li>– Existing offers and experiences</li> <li>– Use of e-Leadership curriculum profiles to shape programs</li> <li>– Summary of lessons for stakeholders</li> </ul> </li> <li>• <i>Prof. Dr. Sharm Manwani, Henley Business School</i></li> <li>• <i>Prof. Dr. Renaud Cornu Emieux, Directeur de l'Ecole de Management des Systèmes d'Information de Grenoble (EMSI Grenoble)</i></li> </ul>
	<ul style="list-style-type: none"> <li>➤ <b>Plenary discussion</b></li> </ul>
15:00 – 15:30	<ul style="list-style-type: none"> <li>➤ <b>Coffee Break</b></li> </ul>
15:30 – 16:30	<ul style="list-style-type: none"> <li>➤ <b>Panel discussion:</b></li> <li>➤ <b>New Curricula for e-leadership skills meeting industry demands</b> <ul style="list-style-type: none"> <li>– Stakeholder perspectives: relevance, appropriateness, timeliness</li> <li>– Critical success factors</li> <li>– Scalability and sustainability</li> <li>– Potential for using new curricula for e-leadership development</li> <li>– Practical next steps</li> </ul> </li> <li>➤ <b>Panellists:</b> <ul style="list-style-type: none"> <li>• <i>Bruno Brocheton, VP IS, Euro Disney, Vice President, CIGREF (Vision of big enterprise in service)</i></li> <li>• <i>Prof. Dr. Renaud Cornu Emieux, Directeur de l'Ecole de Management des Systèmes d'Information de Grenoble (EMSI Grenoble) (Business Schools Vision)</i></li> <li>• <i>Tristan Monroe, Chairman of Metanex (SME Vision)</i></li> <li>• <i>Daniel Dubreuil, Chief Information and Innovation Officer, SAFRAN</i></li> <li>• <i>Prof. Dr. Sharm Manwani, Henley Business School (Business Schools Vision)</i></li> </ul> </li> </ul>
16:30 – 17:00	<ul style="list-style-type: none"> <li>➤ <b>Conclusions</b> <ul style="list-style-type: none"> <li>• <i>Bruno Lanvin, Executive Director, Global Indices, INSEAD European Competitiveness Initiative</i></li> </ul> </li> </ul>

## Practical information

### Fees

The registration for this event is free.

### Event language

The conference language will be English.

**Catering**

The conference will start on 6<sup>th</sup> November 2014 with a welcome coffee and refreshments.  
A walking dinner will take place at 12:40 at the event venue.

**Venue**

Maison de l'UNESCO, Salle XI, 125 avenue de Suffren - 75015 Paris

**Further information****Local organiser:**

CIGREF

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**Event Secretariat**

for all European Regional Cluster Events on 'New Curricula for e-Leadership':



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