

The way forward towards e-Leadership education and the role of e-leadership skills for innovation in Germany and Bavaria

At the successful European Commission event 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' Dirk Pollert, Director of the Metalworking and Electrical industry in Bavaria (bayme) underlined that "Bavarian industry needs digitalisation for innovative advantage" - and pointed to the focus on e-Leadership to address this. German industry representatives 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. Universities and business schools – 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 these in the future to improve the quality of e-leadership, covering organisation leadership in ICT innovation to deliver business value.

The European Commission event, to which 200 individuals registered was organised by bayme, VOICE – the national German CIO association and the Technical University Munich. It was opened by **Dirk Pollert**, Director of the Metalworking and Electrical industry in Bavaria (bayme). Pollert made the clear point that Bavarian industry aims to be among world-wide avantgarde if the current deficit in qualified personnel can be met followed by **Prof. Helmut Krcmar** who put the position of the European Commission, underlining the impact of demographic change in the world, and that the new demands of consumers across the globe puts new competitive pressure on Europe. The response must be to accelerate innovation! He made the strong point that the skills of e-leadership are essential for Bavarian industry to maintain their excellent global competitive position and the need for universities and business schools to properly respond to the market demand with offers suitable to educate and train individuals to become e-leaders.

In this context the goal of the European Commission's initiative on e-Leadership which started in 2013 is to increase the talent pool of e-leaders for enterprises (CIOs, professionals, business leaders etc.). It was followed in January 2014 by a complementary initiative on e-leadership targeting start-ups, gazelles, SMEs (entrepreneurs etc.). Both are closely linked to the promotion of digital entrepreneurship and integrated within the EU long-term e-skills strategy and the efforts made to mobilise Member States and stakeholders (Grand Coalition for Digital Jobs) and raise awareness (e-Skills for Jobs 2014 campaign, <http://eskills-week.ec.europa.eu/>).

Important milestones at European level in 2014 include the launching event of the "e-Skills for Jobs campaign" with the Greek Presidency in Athens on 6 May. There will be also the Digital Venice event organised by the Italian Presidency on 8-9 July. The closing event of the campaign will take place on 30 October 2014 in Rome with the Italian Presidency. The European e-Skills 2014 Conference will take place on 2-3 December in Brussels. And a major European conference on e-Leadership will be held in Brussels in June 2015.

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Franz-Josef Pschierer, Secretary of State Economics Bavaria emphasised that one of the key topics of today is e-leadership. He stated that "we want to position Munich among the hot-spots of the international start-up scene". With the programme "Digital Bavaria" the region will pave the way towards the continuation of economic success in Bavaria. He therefore welcomes the European Commission e-Leadership initiative which will help to improve Europe's competitiveness. On standards and related support and developments in the e-leadership area he thought Brussels should take leadership here, to avoid 28 different solutions.

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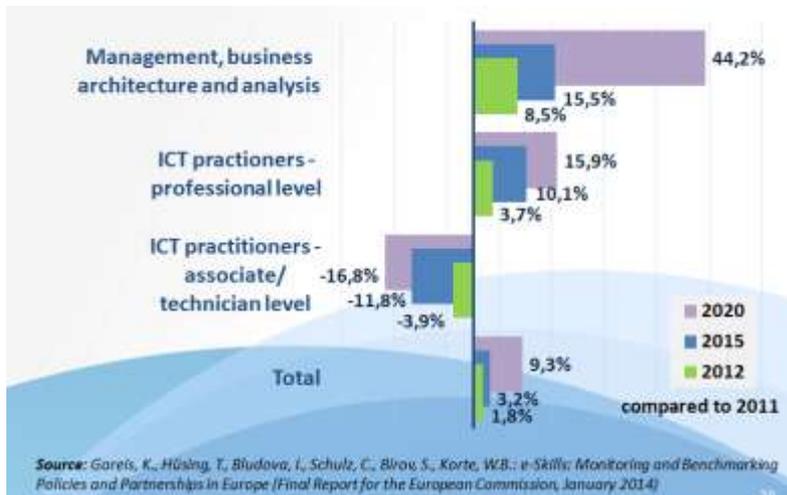
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VOICE president **Dr. Thomas Endres** emphasised the key role of innovation in e-leadership. "The key area is to provide leadership for innovation in the challenging third segment of digital transformation - new ideas using new possibilities". He pointed to the critical role of "top skills" ("Digitalisierungskompetenz") in innovation and the importance of innovation in game-changing areas which have survived the hype peaks. A key statement made was that good innovation management requires the skill to identify and assess upcoming game changers. He pleaded for new methods for controlling applied to innovation. Instead of mechanical filling of complex Excel business case templates, the new paradigm is to use "acceptable loss" methods for decision-making under uncertainty.

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Simon Robinson, director empirica provided latest statistical forecasts from the work of empirica for the European Commission on the ICT workforce development showing that management, architecture and analysis jobs which include a significant portion of e-leaders, are expected to grow by 2020 compared to 2011.

ICT Workforce Development in Europe 2012 – 2015 - 2020



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Experts at the event confirmed that the skills gap in e-leadership is palpably clear in their roles, having several positions open in their teams of architects and related posts – covering all the trends reported by IDC at the event.

One expert provided his vision of the e-leader as a person comfortable with regularly taking the elevator from board room to engine room and feeling at ease in both environments.

Helmut Krcmar, professor at Technical University Munich took up on the elevator example, pointing out the key fact that you don't just go to the engine room once in your life and then escape out of it forever.

Furthermore, the importance of play in getting to understand new technology options, that we learn many important things by playing, by self-motivated exploration and solution tinkering unstructured by targets, agreements or expectations on outcomes was emphasised as another important aspect. Another feature of e-leadership is experience and the fact that e-leaders can't be hired directly from school but "need to be grown". Finally, interaction is 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.

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"The establishment of a continuous dialogue between industry demanding e-leadership type individuals and universities and business schools expected to supply these to the market is needed" says **Birgit Hanny**, Deputy Director, ASIIN. This would help develop e-leadership higher and executive education programmes and help close the gap between demand and supply.

The European Commission e-leadership initiative has addressed this gap; dialogue is continuing and the curricula approach is intended to be implemented on an ongoing and continuous base.

German and Swiss universities are among the first in Europe to use the e-leadership curriculum development guidelines and apply the Curriculum Profile approach to their higher education courses.

Helmut Krcmar, Professor and Chair of Computer science in economics at Technical University Munich (TUM), reported about the results of a mapping of their Executive MBA in Business and IT to an e-leadership *curriculum profile* developed in the initiative. It had helped them to identify area of improvement for the programme to become

a true e-leadership one. In his view a curriculum profile for e-leadership can “be a buying help for the corporate university shopper”, it can “create transparency and comparability”.

Walter Brenner, Professor and Director of the Institute of Information Management at the University of St. Gallen in Switzerland reported using the Initiative curriculum profile to map two of their programmes. They found this a very useful tool, “we loved it!”

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Both, Krcmar and Brenner but also Dr. Jochen Müller from the University of St. Gallen were enthusiastic about the assessment process and expressed support for its wider use but would also welcome improvements to ensure assessment judgements are not just easy to make but also unambiguous.

The panel concluded that the e-Leadership Curriculum Profile approach looks like an interesting one to carry out the mappings of existing courses and programmes in order to further develop and adapt them in a way to help satisfy the demand for these types of skills in industry and provide promising career opportunities to students.

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With the European e-leadership initiative the European Commission now is providing the means for closing the e-leadership skills gap since with the guidelines and Curriculum Profile approach it is enabling a range of educational ecosystem actions to:

- Improve processes of generating educational offers with demand and supply stakeholders
- Encourage programmes based on new course design and content and
- Strengthen communication flows in e-leadership skills development and deployment.

There was unanimous agreement that e-leadership will be a key competence in the future economy and that the European Commission e-leadership initiative has been very timely and started at the right moment (more information: www.eskills-guide.eu). This European initiative aims to develop and recommend specific curriculum profiles for e-leaders (based on the European e-Competence Framework) and outline the knowledge and skills necessary for business leaders to turn into e-leaders.

Feedback from the event

- “Discussions and side talking have been very fruitful! Discussions are very valuable. Was nice to hear that I did many of these needed topics”
- “Prof. Krcmar brought the complex topics together extremely well. His moderation was superb!”

Links to European initiatives and reports on e-leadership and e-skills:

- European Guidelines and Quality Labels for new Curricula Fostering e-Leadership Skills: <http://eskills-guide.eu/home/>
- e-Leadership Skills for Small and Medium Sized Enterprises: <http://eskills-lead.eu/home/>
- European e-leadership skills conference 2013: <http://www.insead.edu/events/e-leadership-conference/>
- [E-Skills for the 21st Century website](http://ec.europa.eu/enterprise/sectors/ict/e-skills/index_en.htm) - DG Enterprise and Industry: http://ec.europa.eu/enterprise/sectors/ict/e-skills/index_en.htm
- Grand Coalition for Digital Jobs website: <http://ec.europa.eu/digital-agenda/en/grand-coalition-digital-jobs-0>
- European e-Competence Framework (e-CF) website: <http://www.ecompetences.eu/>
- CEN Workshop on ICT Skills: <http://www.cen.eu/CEN/sectors/sectors/iss/activity/Pages/wsict-skills.aspx>
- e-Skills for Competitiveness and Innovation: Vision, Roadmap and Foresight Scenarios: <http://eskills-vision.eu/home/>
- Towards a European Quality label for ICT industry training and certification: <http://eskills-quality.eu/home/>
- E-Skills: the international dimension and the impact of globalisation: <http://www.eskills-international.com/>
- European guidelines and quality labels for Curricula for e-leadership skills: <http://eskills-guide.eu/home/>

- Monitoring and benchmarking e-skills policies and partnerships in Europe: <http://eskills-monitor2013.eu/home/>
- Fostering the ICT Profession in Europe: <http://cepis.org/index.jsp?p=827&n=940>
- Professional e-Competence in Europe: <http://cepis.org/index.jsp?p=940&n=2406>
- Monitoring e-skills demand and supply in Europe: <http://www.eskills-monitor.eu/>
- Evaluation of the Implementation of the Communication on e-Skills for the 21st Century: <http://eskills21.eu/>

Photographs

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Helmut Krcmar, Professor and Chair of Computer science in economics at Technical University Munich (TUM), , at the opening of the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich

< Photograph no. 2 >



Franz-Josef Pschierer, Secretary of State Economics Bavaria, at the opening of the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich

< Photograph no.3 >



Auditorium at the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich

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Dr. Thomas Endres, President VOICE (right) and **Prof. Helmut Krcmar**, TUM at the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich

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Simon Robinson, director empirica GmbH at the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich

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Gregor Hohpe, Chief Architect, Allianz, at the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich

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Walter Brenner, Professor and Director of the Institute of Information Management at the University of St. Gallen, at the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich

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Expert panel, at the event on 'e-Leadership for Business Excellence Day 2014 - Delivering Skills for an Innovative and Competitive Europe' organised by bayme, VOICE – the national German CIO association and the Technical University Munich on 17th July 2014 in Munich