



# New Curricula for e-Leadership

## e-Skills and e-Leadership Skills European Commission activities

Central European University - Business School  
29 September 2014

(André Richier, European Commission)

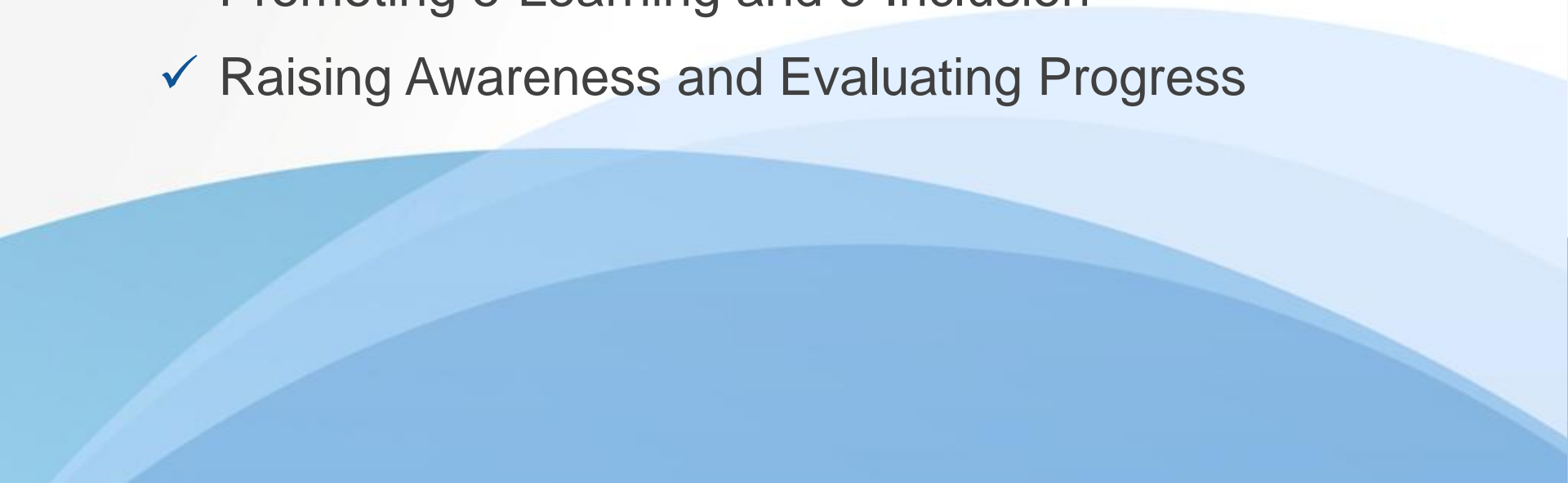
Presentation given by Werner B. Korte, empirica

# Communication on e-Skills

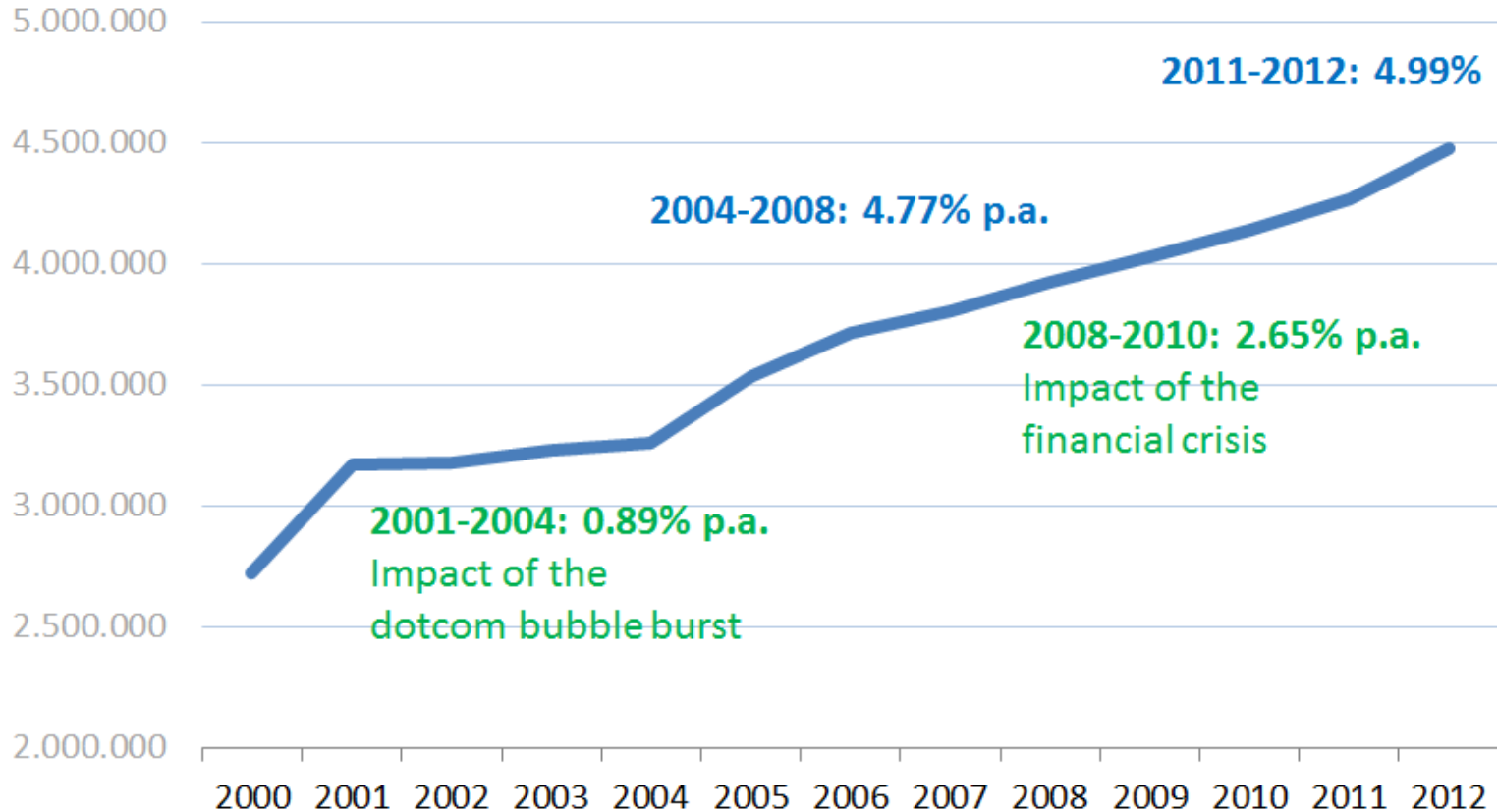
Adopted by the Commission on 7 September 2007

- The Communication on “**e-Skills for the 21st Century**” includes a long-term e-skills strategy. It was followed by:
  - Council Conclusions on the e-skills strategy Competitiveness Council on 23 November 2007
  - Europe 2020 Flagships adopted in 2010 (Digital Agenda, Innovation Union, News Skills for Jobs etc.)
  - Employment Package (2012)
  - Grand Coalition for Digital Jobs (4-5 March 2013)
  - European Council Conclusions (24-25 October 2013)
  - External Evaluation (2010 and 2013)

# e-Skills Strategy: Main Priorities

- ✓ Developing a Shared Vision and Forecast Scenarios
  - ✓ Monitoring the Evolution of Supply and Demand
  - ✓ Benchmarking Policies and Stakeholders Partnerships
  - ✓ Promoting ICT Professionalism and e-Leadership
  - ✓ Developing Curricula Development Guidelines
  - ✓ Promoting e-Learning and e-Inclusion
  - ✓ Raising Awareness and Evaluating Progress
- 

# ICT Workforce Growth in Europe

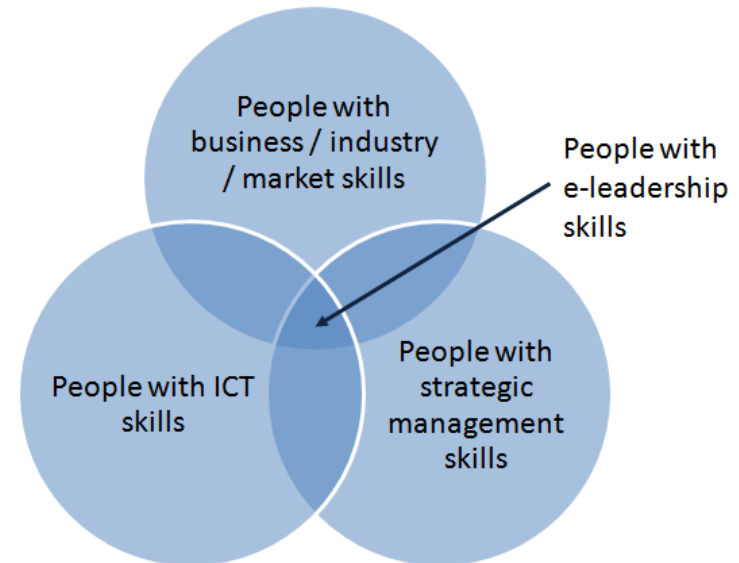


Source: Empirica, 2013, based on Eurostat LFS. Narrow definition: 2000-2010 ISCO-88 groups 213, 312: "Computing professionals" and "Computer associate professionals". NB: Break in series 2011: ISCO-08 groups 25 "ICT professionals", 35 "Information and communications technicians".

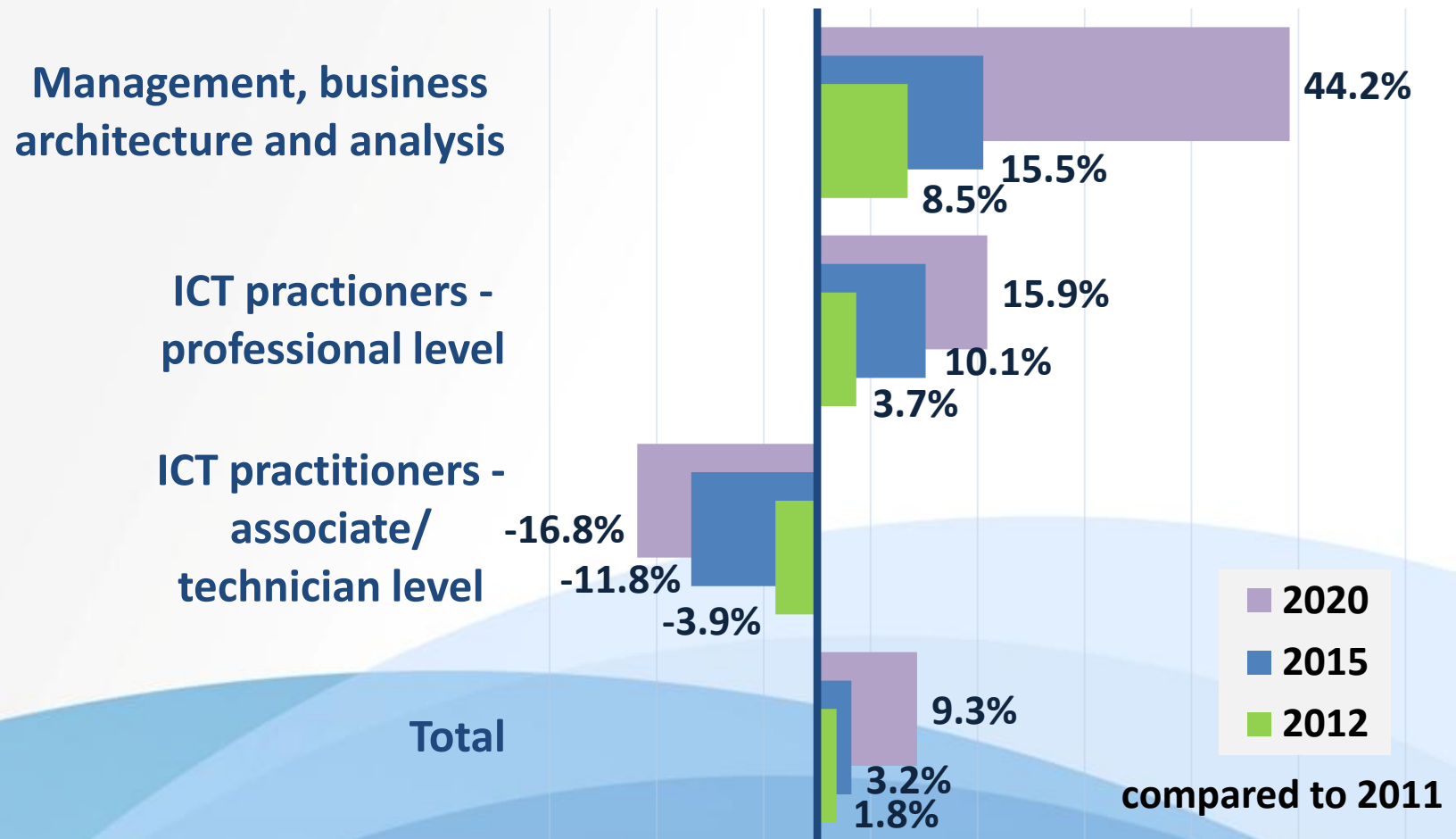
# e-Leadership Skills

**Skills** which an individual in the modern economy requires **to initiate and achieve innovation utilising ICT**

- **Innovate strategic business and operating models**
- **Envision and drive change for business performance,**
- **exploiting digital trends** as innovation opportunities
- **Lead inter-disciplinary staff,** and
- **influence stakeholders across boundaries** (functional, geographical)



# Demand: ICT Workforce Development in Europe 2012 – 2015 - 2020



**Source:** Gareis, K., Hüsing, T., Bludova, I., Schulz, C., Birov, S., Korte, W.B.: *e-Skills: Monitoring and Benchmarking Policies and Partnerships in Europe (Final Report for the European Commission, January 2014)*

# e-Leadership Initiative



The goal is to increase our digital talent pool by promoting better education and training fostering e-leadership skills based on the needs of businesses

- ❑ Initial focus (2013): innovation empowerment for IT executives and CIOs in medium to large enterprises [[www.eskills-guide.eu](http://www.eskills-guide.eu)]
- ❑ Complementary initiative (2014) targeting entrepreneurs, managers and advanced ICT users in SMEs, start-ups and gazelles [[www.eskills-lead.eu](http://www.eskills-lead.eu)]
- **Approach**
  - Survey of existing relevant curricula and programs
  - Best practice identification at European level
  - Development of quality criteria and guidelines with leading stakeholders from business and academia
  - Multi-region pilot demonstration and dissemination

# Scope of e-leadership initiatives

| Scale of enterprise                              | Leader loaction                       | Priority |          |
|--|---------------------------------------|----------|----------|
|  |                                       | GUIDE    | LEAD     |
| Start-up   | Entrepreneur                          | 4        | <b>1</b> |
| SME  | General management CEO                | 3        | <b>1</b> |
| Medium to large enterprise                       | ICT function executives (CIO)         | <b>1</b> | 4        |
| Medium to large enterprise                       | Business executives                   | <b>2</b> | 4        |
|  |                                       |          |          |
| Enterprise UCT objectives                        | "Followers" from outside ICT function | Priority |          |
|  |                                       | GUIDE    | LEAD     |
| Provision of state-of-the-art ICT-based services | No, ICT-centric                       | <b>2</b> | <b>2</b> |
| Innovation using ICT                             | Yes, multidisciplinary                | <b>1</b> | <b>1</b> |
| Other  | n/a                                   | 3        | 3        |



# Contact

André Richier

European Commission

DG Enterprise and Industry

Key Enabling Technologies and Digital Economy

e-mail: [andré.richier@ec.europa.eu](mailto:andré.richier@ec.europa.eu)

websites:

- [http://ec.europa.eu/enterprise/sectors/ict/e-skills/index\\_en.htm](http://ec.europa.eu/enterprise/sectors/ict/e-skills/index_en.htm)
- [http://ec.europa.eu/enterprise/sectors/ict/documents/e-skills/index\\_en.htm](http://ec.europa.eu/enterprise/sectors/ict/documents/e-skills/index_en.htm)
- <http://ec.europa.eu/digital-agenda/en/grand-coalition-digital-jobs-0>

Delivering e-Leadership – The Skills Agenda

**THANK YOU**

# Feedback Form: please complete .....

## FEEDBACK FORM

### New Curricula for e-Leadership

| How relevant do you find...  | ++                    | +                     | o                     | -                     | --                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| ... the importance of the concept of e-leadership                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the stated challenge of e-leadership in your country             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... Our case for e-leadership skills development                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... Our proposals for better e-leadership education and training     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... Our proposals for e-leadership curriculum development guidelines | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| How satisfied were you with ...  | ++                    | +                     | o                     | -                     | --                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| ... the format of the event format (agenda, time schedule etc.)?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the quality of the information presented   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the quality of the speeches and presentations?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - What is e-Leadership about? Why is it important?<br>Nils Fonstad, Associate Director, INSEAD Faculty & Research                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - ICT trends and their implications on skills and e-leadership<br>Gabriella Cattaneo, Associate Vice President, IDC Europe, Milan (Italy)  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - The European e-leadership education ecosystem<br>Werner B. Korte, Director, empirica GmbH, Bonn (Germany)                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - Industry demand for e-leadership skills and education ecosystem<br>Paul Costelloe, Director of Executive Education for EuroCIO           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - Towards European e-Leadership curriculum profiles and quality labels<br>Birgit Hanny, M.A., M.B.A., Deputy Director, ASIIN e.V., Germany | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - e-Leadership in practice<br>Silvia Leal, Academic Director, IE Business School, Madrid and CIONET Committee Member (Spain)               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - e-Leadership – the role and value of certification<br>Nick Houlton, Marketing & Operations Director, APMG-International                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| - ICT and e-leadership – the role of higher education<br>Eduardo Vendrell, President, Spanish Council of Deans of Informatics Degrees      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the quality of the panel I discussion "New Curricula for e-leadership skills"?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the quality of the panel II discussion "e-Leadership skills, women to fill the digital gap"?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| How satisfied were you with ...   | ++                    | +                     | o                     | -                     | --                    |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| ... the quality of the practical information received prior to the event? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the usefulness of the event website?                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the choice of the event venue (convenience of the room, food etc.)?   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ... the quality and relevance of the materials received at the event?     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| How far did the event fulfil your expectations ...            | ++                    | +                     | o                     | -                     | --                    |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Did you consider the event worth attending?                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Would you participate at a follow up event?                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| All in all: how satisfied were you with the event in general? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Please tell us about your views on e-leadership and how it could be better addressed

What did you find particularly useful about this event?

Name:

Email address:

Telephone number (optional):

Thank you very much for your feedback!