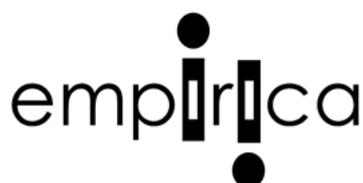


Event Review

European Commission and Henley Business School show the way on e-Leadership education



Despite growing demand across Europe to improve the quality of e-Leadership, research has shown that there is still a significant shortage of e-Leadership skills. This is the driver for a European Commission e-Leadership initiative that focuses on the needs of top decision-makers and professional leaders at larger enterprises. The initiative promotes strong collaboration between demand and supply stakeholders to create new e-Leadership educational offers.

This initiative resonates strongly with Henley Business School. In the words of **Steve Ludlow**, Head of Executive Education: 'The issue of e-Leadership is one that we actively address, given that it reinforces so many aspects of Henley's heritage of leadership development, change management and innovation through technology. We put enormous value on our collaborations with a range of academic, commercial and community partners, to create the e-Leaders we need, across Europe and global markets.'

Setting the scene for the Henley event

Organised by the European Commission, Directorate-General Enterprise and Industry and Henley Business School in conjunction with sponsors BCS – The Chartered Institute for IT and EuroCIO, this was one of 10 regional events across Europe aimed at:

- informing and engaging with stakeholders keen to promote innovation through e-Leadership
- communicating the e-Leadership education and quality approach through 'curriculum profiles'
- providing insights and lessons from e-Leadership development in practice

Event chairman, **Professor Sharm Manwani** introduced the event to a packed audience of educationalists, industry leaders, professionals and other stakeholders, explaining that the event would explore the 'why, what and how of e-Leadership'. He stressed the importance of integrating the strands of IT, business innovation and leadership skills to deliver successful e-Leadership. By doing so, value can be added and organisations transformed.

The Dean of Henley Business School, **Professor John Board** then highlighted the need to create stakeholder value, and restated Henley's sustained commitment to e-Leadership.

Creating an accreditation framework

Professor Liz Bacon, Trustee and President of BCS, The Chartered Institute for IT, an institute that supports 76,000 IT professionals, outlined the work being undertaken by BCS to set standards in IT, accredit universities and business schools, to help global enterprise align IT with strategy.

BCS works with businesses, companies and governments to promote 'best practice' by taking advantage of what we already know, and 'next practice', by putting the focus on the future first. In Liz's words: 'IT must transform business practice, not just support it.'

BCS has set up the 'Elite' group, encompassing and supporting effective leadership in IT, and Elite members were strongly represented in the audience.

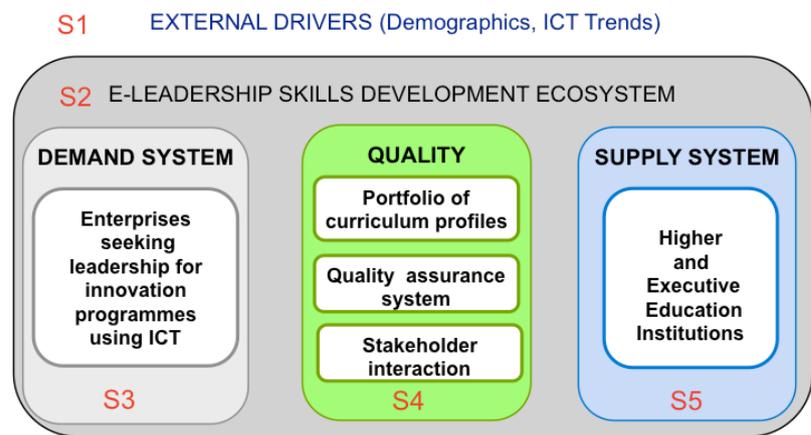


Paul Costelloe, Director of Executive Education for the European CIO Association, emphasised their commitment to e-Leadership, as a lead-in to a presentation later in the day.

André Richier, the Policy Officer and DG Enterprise and Industry at the European Commission, presented the 'new demographic reality' showing the prominence of youth across Africa and Asia and highlighting the rise of the middle classes and the growing inequalities between workers who are educated, and those who are not.

André talked about the EC initiatives to raise standards in corporations, which ran in 2013, and SMEs, running in 2014, that form part of a long-term, sustained commitment to the development of e-skills.

Following these introductions from the key stakeholders at the event, Sharm Manwani outlined the agenda for the rest of the day, as shown on the chart below, on the education ecosystem for e-Leadership, noting that André had already covered the external demographic drivers in his introduction.



S1 ICT trends and their implications for e-Leadership skills

Marianne Kolding, VP at IDC Research, is currently involved in a project to identify strategic changes in the services market and in the demand for ICT skills, with the aim of delivering e-skills for an innovative and competitive Europe.

Marianne revealed figures that showed a significant increase in the demand for IT skills, suggesting that by 2020, IT will be dominated by today's new disruptive technologies, such as cloud, apps, social business, big data, etc. With mobile access to the internet already outstripping PCs, she urged organisations to redesign their business and marketing strategies accordingly.

'Cloud is key for digital innovation,' Marianne told the audience, 'and Big Data means big challenges, in terms of volume, variety, value and velocity!' Marianne also spoke about the social technologies – social media and enterprise social networks – and the need for more integrated business processes.

These result in a demand for a new mix of skills, and the audience was asked to consider two questions that had recently been put to IDC members.

In answer to the first question: **What has been your view of the impact of IT on your organisation?** 20% of IDC respondents said they felt the impact was 'disappointing', 50% felt that IT was 'a steady contributor', and just 31% felt that IT 'provides a significant competitive advantage'.

Replies to the second question: **Who takes the lead in applying new digital technologies?** were almost equally split between IT and business functions (23% IT, 22% business, 55% shared).

There was a close correlation between the audience views and the IDC results.

S2 The European e-Leadership education ecosystem

Next to present was **Simon Robinson**, Director and Head of Consultancy and Research at empirica GmbH, who spoke about the trends in supply and demand for new skills. He described a new model that has been developed to show and predict demands for sectoral growth and skills.

He predicted that between 2011 and 2020 there will be a 44% increase in the demand for professional management, including architecture and analysis, with a 15.9% upturn in demand for ICT practitioners, although he anticipates a decrease in the demand for IT technicians.

In light of this, empirica researched what programmes were available to develop e-Leaders with a combination of ICT and business elements. While empirica identified 1,091 potential programmes, of these only 494 were deemed to be 'professionally oriented', and of these, only a very small number were for e-Leadership candidates, with just four being hosted in the UK. Simon went on to explain how 'curriculum profiles' are being used to define what is required from programmes.

Sharm Manwani posed a question to the audience on where they believed the biggest gap currently existed – in IT, business, or leadership. The majority voted for leadership, which provided a timely opportunity for Dr Bernd Vogel to describe Henley's Centre for Engaging Leadership.

S3/S4 Towards European e-Leadership curriculum profiles and quality labels

The final session of the morning started with Paul Costelloe, Director of Executive Education at the European CIO Association. Paul gave the perspective from the demand side, outlining EuroCIO's contribution to identifying skills requirements, the content of programmes and sponsoring/governing programmes.



In terms of skills, EuroCIO promotes 40 competences, a common language, multinational operations and has utilised the latest version of the European e-Competency Framework (e-CF v3.0) since December 2013. The two main educational outputs are the Professional Programme in Business Enterprise Architecture (BEA) and an Executive MBA.

The BEA programme, run in association with three top European business schools, will start its second cohort at Henley Business School in October 2014. Future curriculum profiles cover IT management and security. Paul made it clear that e-Leadership is not exclusive to big organisations, and is also applicable to SMEs.

Moving from demand to quality, next up was **Birgit Hanny**, Deputy Director of ASIIN, a certification agency based in Germany, which focuses on higher education in technology and engineering. Birgit highlighted and responded to questions such as how to bridge the gap between demand and education institutions, and how the quality of e-Leadership education can be promoted.

Birgit implored those present to engage in continuous dialogue, both within and between organisations and institutions. She urged everyone to ensure that higher education is more visible, more transparent and more trusted, and suggested that curriculum profiles would help to promote this. Birgit advocated that programmes have to be geared, wherever possible, to individual personal development, as well as to local regional and international needs. Quality assessment should ideally be both internal and external.

Finally, Birgit summarised key e-Leadership skills, using knowledge and competences to be able to:

- lead staff
- innovate, which includes exploiting digital trends
- drive change for better performance

She explained that the format of the curriculum profile also seeks to define what learning outcomes are required, assess whether they have been delivered and evaluate whether they are having a positive effect.

Further information can be found at the links below:

- [European Guidelines and Quality Labels for new Curricula Fostering e-Leadership Skills](#) [click here](#)
- [The Henley Business & Enterprise Architecture Programme](#) [click here](#)
- [Henley e-Leadership event page](#) [click here](#)

Feedback from the event

Participants had much to say about the event:

'Great insights into the topic, and very timely, given current strategic discussions in our organisation!'

'A really useful event in showing how business, technology and leadership are coming together...'

'Fantastic diversity of participants – both speakers and delegates – and I learned so much from listening to all of them!'

'The depth of knowledge displayed by the panel of speakers was very impressive...'

'It's particularly useful to be brought up to date on the state of e-Leadership in Europe and what we need to do in the future.'

'This event has been a real eye-opener for me, as an e-Leader!'

'The real-life case studies were especially useful.'

'The opportunity to network with like-minded e-Leaders was invaluable, and I feel as if I've met several potential future partners!'

S5 e-Leadership in practice

Sharm Manwani opened the afternoon session by showing how the Business Enterprise Architecture (BEA) programme matched up to the curriculum profile. While the match is strong, Sharm highlighted enhancements for the next cohort based on this comparison, in particular in the area of 'technology exploring'. Sharm introduced two case studies of e-Leadership development with close links to Henley – the first a personal e-Leader case from a Henley associate and the second a Henley collaboration with PA Consulting.

In the first case, **Dr Christoph Burtscher**, Director of Strategy at the Late Rooms Group related his own – and Late Rooms' – journey to e-Leadership, showing how technology was used to drive customer-centric promotions, and how this has paid dividends. Christoph ended with his mantra for success: 'Global for efficiency; local for relevancy.'

Building on this, **Conrad Thompson**, Global Business Design Leader at PA Consulting, recounted a different kind of journey, from an organisational perspective. PA Consulting is a management consultancy that has recently rebranded but has a clear objective to be world class in terms of innovation and architecture.

Their model for developing e-Leadership was based on the following three steps:

Step 1 – defining the business case to align business with technical design with the PA Consulting board

Step 2 – developing their own model around business design, not IT-centric

Step 3 – identifying the right partnership, which they determined to be with Henley Business School

To date, seven cohorts of their most senior people have gone through the programme, with very positive benefits to PA Consulting, both in developing talent and in financial results.

Conrad described a number of client examples including EasyJet and Sainsbury's, and noted a number of other client projects with Ricoh, UCAS, ECCO and the Department for Work and Pensions. In the case of EasyJet, they worked closely with the client team to establish a business plan, from which they were able to map the leadership against competences. With Sainsbury's, the client wanted fresh insights and an enhanced IT team, recognising that IT, leadership and business are inextricably linked.

Panel discussion – developing e-Leadership

The conclusion to the day was a panel discussion, with previous speakers, Liz Bacon, Paul Costelloe, Christoph Burtscher and Conrad Thompson making up the team answering questions from the audience.

In response to a question about whether business architecture and enterprise architecture are the same, Conrad Thompson indicated that at PA Consulting they refer to both under the collective term of business design; and Paul Costelloe confirmed that the BEA programme encompasses all of these terms.

An audience member suggested that bringing supply and demand together is fine, but asked 'what next?' In response, there was a general consensus from the panel that there is a need for CPD, as well as a global academic transformation.

The next questioner asked, 'Which came first, the business model innovation or the technology innovation?' The panel cited Google Glass as an example of technology that can change consumer behaviour, but we must also be able to exploit existing technology, so it works both ways. In many cases, we witness incremental innovation, such as in the business model at Blockbuster, which evolved through technological developments to give us contemporary brands such as Netflix.

The panel was then challenged with the question: 'What is the significance of the human interface?' to which the response was that it is always changing, but all communications need to be personable, and we must continually strive to understand what the consumer wants at all times.

The final question concerned the revolutionary changes in the use of IT, and asked what the panel believed the cultural impact to be. Paul Costelloe suggested that we watch our children... they collaborate naturally and seamlessly!

Bringing the panel debate and the event to a close, Sharm Manwani left the audience members with the thought that 'next practice' comes from the next generation!

 For information, please contact:

Executive Education

Henley Business School
Greenlands
Henley-on-Thames
Oxfordshire
RG9 3 AU

exec@henley.ac.uk

Tel +44 (0) 1491 418 767

www.henley.ac.uk