



Italian universities and business schools are among the first in Europe to adopt new curricula guidelines for innovation

At the successful European Commission event 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe', Italian industry leaders 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) - demonstrate 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 more than 120 individuals registered was organised by Fondazione Politecnico di Milano together with Rete Competenze per l'Economia Digitale, Cefriel, PoliHub and AICA and took place on 25th June 2014 at the Fondazione Politecnico di Milano in Milan (<http://eskills-guide.eu/events/italy/>). It was opened by **Giampio Bracchi**, President Fondazione Politecnico di Milano and full Professor of Information Systems at Politecnico di Milano followed by **Donatella Sciuto**, Vice Rector, Full Professor of Computer Architecture and Operating Systems at Politecnico di Milano. Both made a strong point for e-leadership 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. At the same time they emphasised the long track record of their organisation in e-skills training and certification and the development and promotion of the European e-Competence Framework.

< Photograph no. 1 >

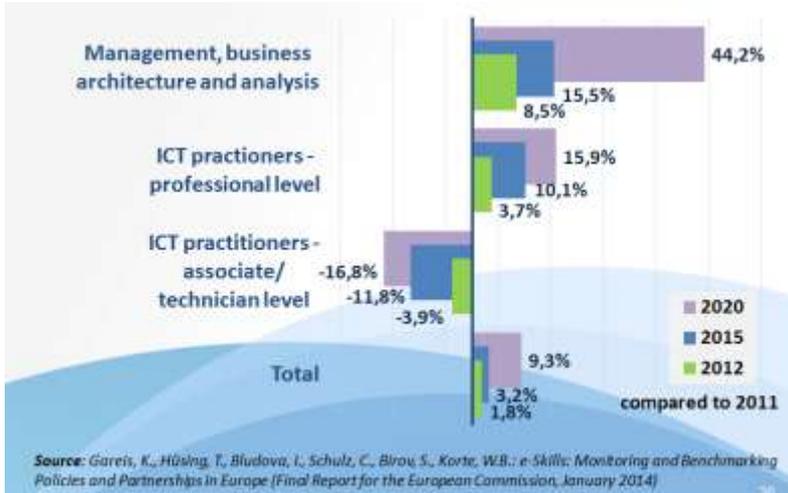
André Richier from the European Commission drew a general picture for the coming years with respect to the new perspectives for the world economy and demographics. In this context, he stressed on the importance for Europe to foster greater productivity, growth, competitiveness, ICT-led innovation and digital jobs. Then he said that 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.

< Photograph no. 2 >

Werner B. Korte, 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



Franco Patini, Coordinator e-Leadership Group - The Agency for Digital Italy, Member Rete Competenze per l'Economia Digitale presented the activities and future plans around the 'Programma nazionale per la cultura, la formazione e le competenze digitali' Linee Guida Indicazioni strategiche e operative' which had just been launched in May 2014. This national strategy includes a whole chapter on e-leadership and as such it is unique throughout Europe. No other country in the European Union has yet developed a strategy document relating to e-leadership.

< Photograph no. 3 >

Several top-level executives from large Italian industry and businesses were present at the event (e.g. Il Sole 24 Ore, Hewlett Packard, Assintel, Sematic, Fondazione Don Gnocchi) strongly argued for an improved supply of e-leadership skills. e-leaders are seen as individuals capable to achieve synergies across different IT applications and to lead multidisciplinary teams of people to innovate using ICT. In the view of **Rino Cannizzaro**, Amministratore Delegato Adfor, Consigliere Assintel "e-leaders are leaders in modern times".

Giuliano Pozza, Direttore Organizzazione e Sistemi Informativi (DOS), Fondazione Don Gnocchi emphasised the need for a "binocular view required by e-leaders" who have to be ICT savvy and business savvy and at the same time able to lead teams of individuals across functional and geographical boundaries.

< Photograph no. 4 >

"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 **Lex Hendriks**, Business Knowledge Consultant at EXIN, Netherlands. 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.

Italian 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.

Marco Ferretti, Full Professor, Delegato CINI e GII, Dipartimento di Ingegneria Industriale e dell'Informazione, Università di Pavia reported about the results of a mapping of their master degree in Computer Engineering programme 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.

Angelo Carlo Morzenti, Full Professor in Information processing systems, and Head of Bachelor and Master Programmes in Computer Science and Engineering Politecnico di Milano – Dipartimento di Elettronica, Informazione e Bioingegneria also emphasised that “certain skills can only be obtained through a process of personal maturity and development” while **Simone Martini**, Università di Bologna, delegato GRIN per il Piano nazionale per la cultura, la formazione e le competenze digitali dell'AGID reported about the mapping of a bachelor Computer Science (Engineering) course onto an e-leadership curriculum profile which for obvious reasons did not show a high level of conformance with an e-leadership course profile. However, he expressed the view that it may be worthwhile to extend the approach and strategy and “... expand the very concept of e-leadership even to non technical education, especially at the bachelor level, where we cannot risk to insist on competences that will start to become old when the student will be on the job market”.

In her presentation **Raffaella Cagliano**, Full Professor School of Management Politecnico di Milano, Director Specialized Masters MIP Politecnico di Milano stated that the self assessment approach is an interesting exercise for continuous improvement and development of programmes.

Filomena Ferrucci, Associate Professor in Computer Science, Università di Salerno emphasised the need for multi-disciplinarity in higher education to come up with e-leaders when showing the results of the mapping of their Laurea Magistrale in Tecnologie Informatiche e Management (MIT) course which will help the university to carry out the necessary modifications in time for a new launch of the programme.

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.

< Photograph no. 5 >

In the final panel discussion representatives from start-up firms discussed the topic of e-leadership. The four companies presented are positive examples of how the necessary combination of skills – either in one person or a team of individuals – is instrumental to starting and running a successful business.

< Photograph no. 6 >

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. The above Italian universities are among the first to use the associated guidelines and apply the Curriculum Profile approach to their higher education courses.

Feedback from the event

“The overall contents are useful and interesting”

“Great panel discussion with start ups!!!”

Links to media articles

<http://www.datamanager.it/2014/06/nuove-professioni-entro-2020-crescera-44-richiesta-leader-nelle-aziende/>

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

< Photograph no. 1 >



Giampio Bracchi, President Fondazione Politecnico di Milano and full Professor of Information Systems at Politecnico di Milano, Donatella Sciuto, Vice Rector, Full Professor of Computer Architecture and Operating Systems at Politecnico di Milano and André Richier, European Commission, at the opening of the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by Fondazione Politecnico di Milano together with Rete Competenze per l'Economia Digitale, Cefriel, PoliHub and AICA on 25th June 2014

< Photograph no. 2 >



André Richier, European Commission DG ENTR at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by Fondazione Politecnio di Milano together with Rete Competenze per l'Economia Digitale, Cefriel, PoliHub and AICA on 25th June 2014

< Photograph no.3 >



Franco Patini, Coordinator e-Leadership Group - The Agency for Digital Italy, Member Rete Competenze per l'Economia Digitale at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by Fondazione Politecnio di Milano together with Rete Competenze per l'Economia Digitale, Cefriel, PoliHub and AICA on 25th June 2014

< Photograph no. 4 >



Rino Cannizzaro, Amministratore Delegato Adfor, Consigliere Assintel "e-leaders are leaders in modern times" (far right) and **Giuliano Pozza**, Direttore Organizzazione e Sistemi Informativi (DOS), Fondazione Don Gnocchi (second right) at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by Fondazione Politecnio di Milano together with Rete Competenze per l'Economia Digitale, Cefriel, PoliHub and AICA on 25th June 2014

< Photograph no. 5 >



Panel 'e-Leadership at University', at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by Fondazione Politecnico di Milano together with Rete Competenze per l'Economia Digitale, Cefriel, PoliHub and AICA on 25th June 2014

< Photograph no. 6 >



Panel with start-ups at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by Fondazione Politecnico di Milano together with Rete Competenze per l'Economia Digitale, Cefriel, PoliHub and AICA on 25th June 2014