Spanish 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', Spanish 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, attended by 130 participants was organised by IE Business School together with EuroCIO, CIONET and APMG and took place on 4th June 2014 at the IE Business School in Madrid (http://eskills-guide.eu/events/spain/). It was opened by **Lee Newman**, Dean of Innovation and Behaviour at IE Business School, Dean of IE's School of Social & Behavioural Sciences, and a professor of Behavioural Science and Leadership. He made it clear that *"e-leadership is a matter of mindset"*. It requires getting people into what he describes as a 'growth mindset' which demands a revised attitude towards change, away from trying to always see change as a danger and then trying to minimise it. For Newman, *"technology and e-leadership go hand-in-hand".*

< Photograph no. 1 >

André Richier from the European Commission argued along the same lines and emphasised strongly that the European Commission wants Europe to improve its game to become a player in the e-leadership *Champions League*.

< Photograph no. 2 >

On being asked 'why do we need a whole type of new leaders called e-leaders?' **Nils Fonstad**, Associate Director at INSEAD responded that these are needed to achieve synergies across different IT applications and to lead multidisciplinary teams of people to innovate using ICT.

Several top-level executives from large Spanish corporations present at the event (e.g. MAPFRE, Telefonica, Oracle) strongly argued for an improved supply of e-leadership skills: universities currently do not 'produce' the type of people with the skills required. **Cristina Alvarez**, CIO at Telefonica describes this requirement as 'transversal' skills needed as a prerequisite to become an IT savvy leader, i.e. "a person who knows how ICT works and how it can help". Many of them have specific agreements with universities to provide them with skilled people, but they still do not receive sufficiently qualified individuals in sufficient numbers, said **Jose Manuel Inchausti**, General Manager of MAPFRE's Business Support Area.

< Photograph no. 3 >

 "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 **Werner B. Korte**, Director at empirica in Germany. 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.

IE Business School and the University of Applied Sciences in Valencia 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. **Silvia Leal**, Academic Director, IE Business School, Madrid reported about the results of a mapping of their programme 'El Programa en Dirección de la Innovación Digital y Gobierno TI' to an e-leadership *curriculum profile* developed in the initiative. The mapping showed a high level of conformance already and gave very helpful hints on how to modify and further develop the programme to better align with the market needs. This has helped IE Business School to carry out the necessary modifications in time for a new launch of the programme in November 2014 which is then going to deliver a programme helping individuals to achieve the e-leadership skills in high demand in the market. Dr. Leal strongly recommends that other universities and business schools use the e-Leadership Curriculum Profile approach and carry out the mappings of existing courses and programmes in order to help satisfy the demand for these types of skills in industry and provide promising career opportunities to students.

Eduardo Vendrell from the University of Applied Sciences in Valencia also carried out a mapping of one of his Master courses to an e-leadership Curriculum Profile. Professor **Vendrell** expressed very positive feedback from using the Curriculum Profile approach and course mapping. For him the guidelines and approach:

- Support e-leadership course development geared towards industry and organizations requirements
- Help to identify areas to be addressed to further develop existing courses to become e-leadership courses
- Offer guidance using competences of the e-CF (common 'language')
- Allow universities and business schools to develop fully fledged e-leadership courses demanded by industry and in the market.

Applying the Curriculum Profile to the MSc in Information Management at his university showed that the programme requires some further development and adaptations to best deliver the intended e-Leadership. He made it very clear that this will be considered in future revisions of the programme to ensure his university will be among those in Spain and Europe to deliver fully fledged e-leadership higher education courses. He sees the approach developed by the European e-leadership initiative as a promising one that should be followed by more universities and business schools in Spain. He confirmed that he in his role as President of the Spanish Council of Deans of Informatics Degrees he will promote the e-leadership guidelines and curriculum profiles throughout the Spanish universities. He even proposed and is prepared to join the European initiative to develop an e-leadership Curriculum Profile for the public sector to allow universities to develop programme offers best suited for the public sector.

< Photograph no. 4 >

The final panel discussion revealed that e-leadership could become an interesting option for women to more strongly move into e-leadership as the area at the interface of ICT and business which would make it more acceptable for them as opposed to aiming at a career in pure ICT. It was argued that women often have skills complementary to men in this area which they can make best use of when aiming to become an e-leader.

< Photograph no. 5 >

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.

When asked about the role and activities of the national government, **Antonio Saravia**, Deputy Director of Digital Economy at Red.es, Ministry of Industry, Energy and Tourism referred to the Digital Agenda for Spain (www.agendadigital.gob.es) which had been approved as the government's strategy to develop the digital economy and society during 2013 – 2015. This strategy includes nine specific plans for implementation with concrete actions to help improve the development of university offers addressed to educating in the area ICT professionals and adjusting these to market needs and promoting collaboration between universities, industry and businesses.

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. IE Business School and University of Applied Sciences in Valencia was among the first to use the associated guidelines and apply the Curriculum Profile approach to their higher education courses.

Feedback from the event

"Fantastic! A very helpful day. Love it."

"It the first time that some business people are listening to technical people talking about new vision on leadership"

"Different points of view of great thinkers give you a marvellous opinion on what will be in the near future"

"I found an interesting community which shared knowledge and thoughts"

"It's fantastic to have the opportunity to know how the European Commission is involved in this topic: e-leadership skills for the future."

"Very practical and general vision of what e-leadership is and how important it is in today's digital world."

"El tema en si es muy realista y actual, pero poco estudiado o facil de eucoulnar en el Mercado actual. I Mucias gracias per invitarnos!"

Links to media articles

Radio:

http://podcast.ondacero.es/mp_series2/audios/ondacero.es/2014/05/19/00063.mp3

Online:

http://blogs.elpais.com/via-ie-business/2014/06/e-leadership.html

http://www.mujeresycia.com/index.php?x=nota/81953/1/m-wullich-hay-que-aumentar-la-presencia-de-las-mujeres-en-el-ambito-tecnologico

http://www.theheroesclub.es/magazine/liderazgo-e-innovacion-claves-para-adaptar-las-pequenas-y-medianas-empresas-a-las-nuevas-tecnologias

http://www.rrhhpress.com/index.php?option=com_content&view=article&id=25562:liderazgo-e-innovacion-claves-para-adaptar-las-pequenas-y-medianas-empresas-a-las-nuevas-tecnologias&catid=45:miscelanea&Itemid=159

http://www.siliconnews.es/2014/06/05/e-leader

http://www.muypymes.com/2014/06/06/emprendedores-pymes-tic

http://www.equiposytalento.com/noticias/2014/06/09/liderazgo-e-innovacion-claves-para-adaptar-las-pymes-a-las-nuevas-tecnologías

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 - 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/isss/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 >

Lee Newman, Dean of Innovation and Behaviour at IE Business School, Dean of IE's School of Social & Behavioural Sciences, and a professor of Behavioural Science and Leadership at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by IE Business School together with EuroCIO, CIONET and APMG on 4th June 2014

< Photograph no. 2 >

André Richier, European Commission (together with Silvia Leal, IE Business School) at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by IE Business School together with EuroCIO, CIONET and APMG on 4th June 2014

< Photograph no. 3 >

Nils Fonstad, Associate Director, INSEAD (third left)

Jose Manuel Inchausti, General Manager of MAPFRE's Business Support Area (third right)

Cristina Alvarez, CIO Telefonica Spain (second left)

at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by IE Business School together with EuroCIO, CIONET and APMG on 4th June 2014

< Photograph no. 4 >

Eduardo Vendrell, Professor at the University of Applied Sciences in Valencia, President of the Spanish Council of Deans of Informatics Degrees at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by IE Business School together with EuroCIO, CIONET and APMG on 4th June 2014

< Photograph no. 5 >

Panel discussion 'e-Leadership skills, women to fill the digital gap', at the event on 'New Curricula for e-Leadership - Delivering Skills for an Innovative and Competitive Europe' organised by IE Business School together with EuroCIO, CIONET and APMG on 4th June 2014