

E-Leadership Skills for Small and Medium Sized Enterprises

LEAD – project overview

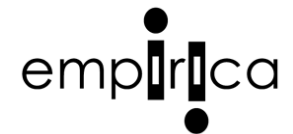
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empirica GmbH

Service contract for the
European Commission



Enterprise and Industry



Introduction

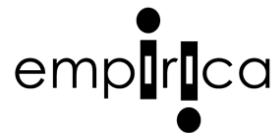
- Objectives
 - Study team
 - Approach
 - Starting points
-

Lead Objective

- ... to develop targeted actions for start-ups and fast growing SMEs to provide them with relevant e-leadership skills and qualifications for entrepreneurs, managers and advanced ICT users that are trans-nationally recognised.

(from tender specifications)

Partnership



INSEAD



New Bulgarian University



PIN-SME



IE Business School



Antwerp Management School



Henley Business School



European Foundation for Management Development



AARHUS UNIVERSITY

Aarhus University

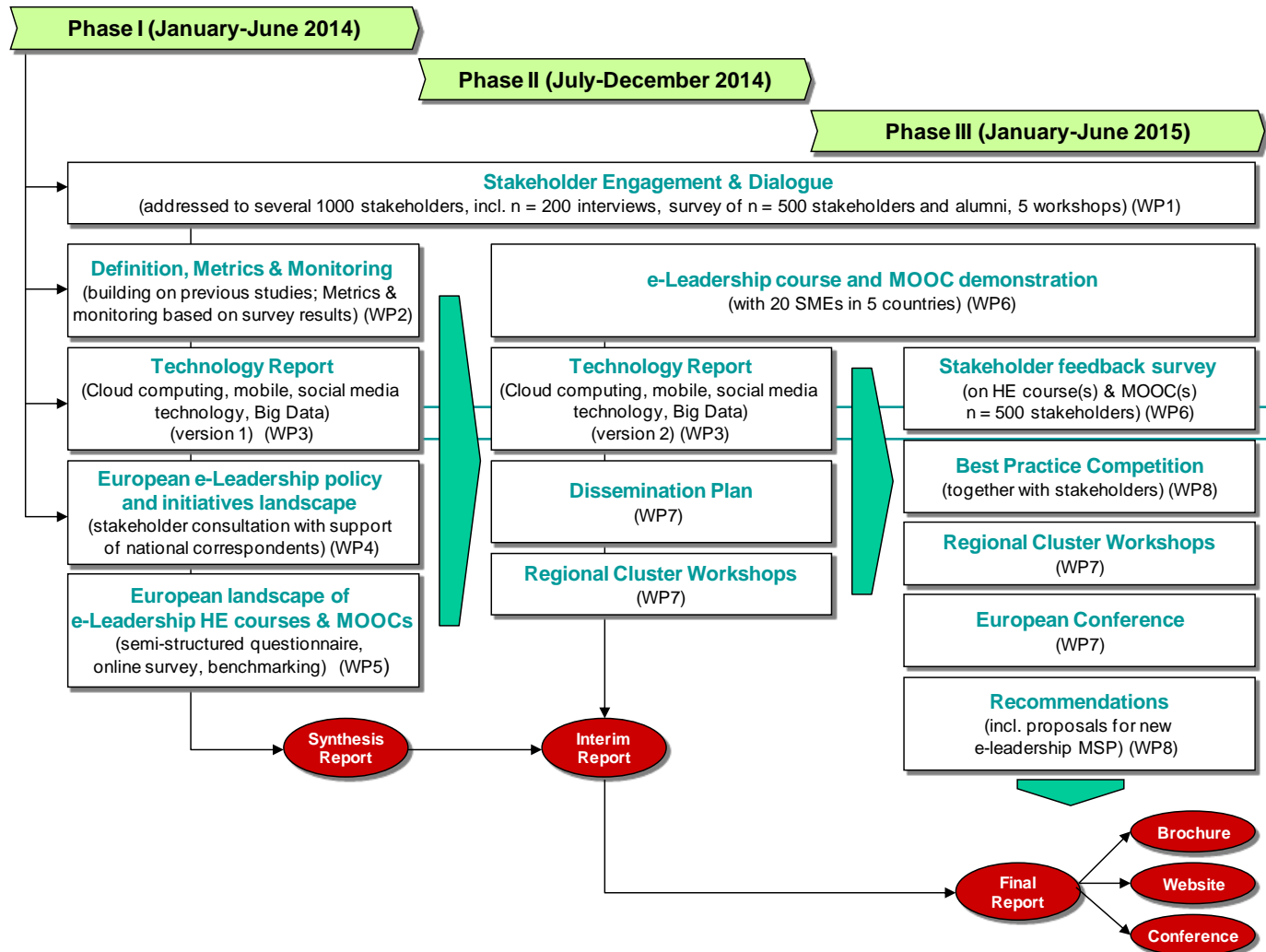


IDC Europe



CIONET

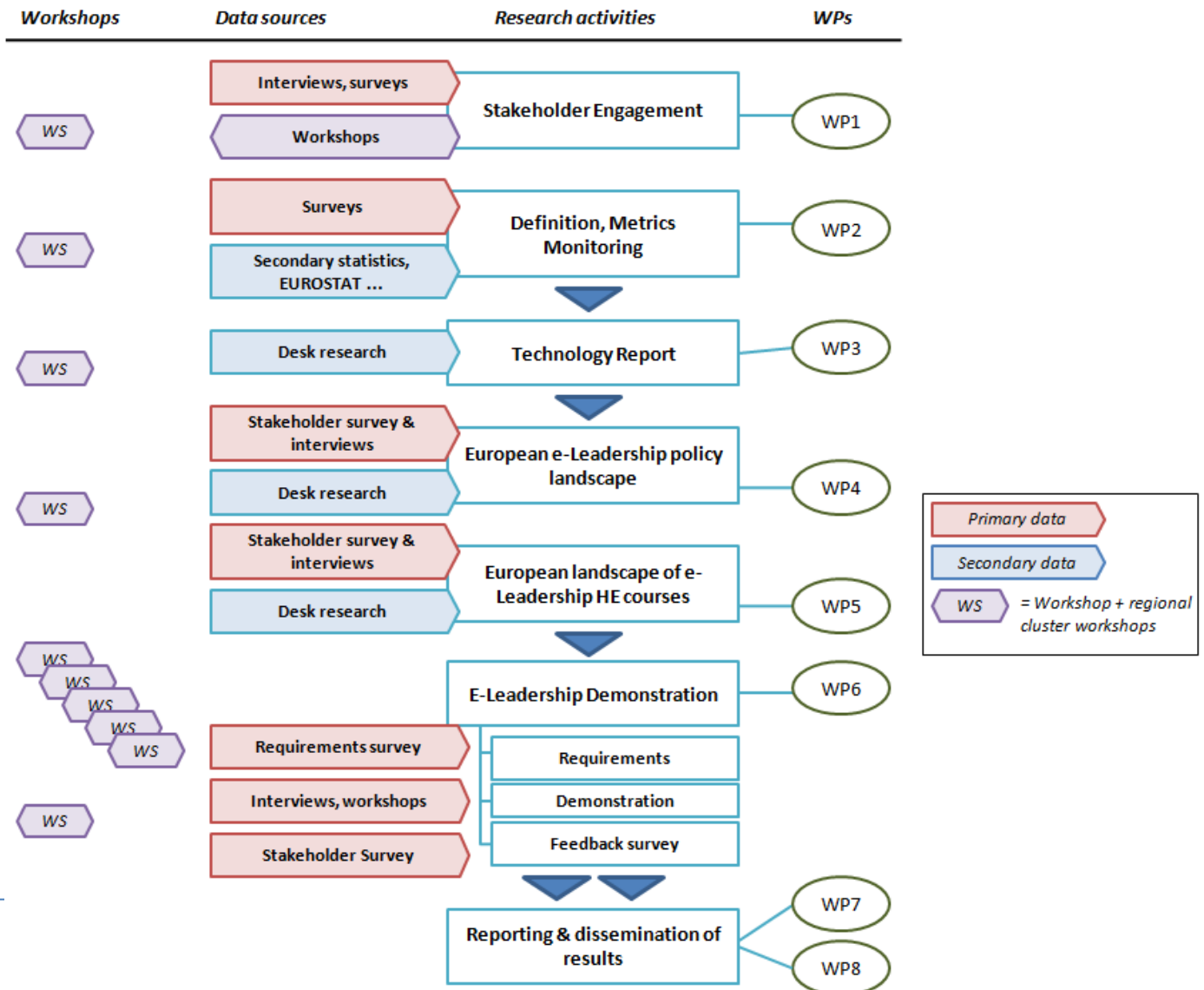
Work Plan Overview



Comparison of GUIDE & LEAD priorities

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

Data Sources & Research Activities



WP1

Stakeholder Engagement and Dialogue

WP1 – Tasks 1.1–1.3 - Objectives

- Conduct **50 exploratory interviews with SMEs** to understand their innovation history, skills and education history and the implications of e-leadership requirements
- Prepare, implement and operate a **survey of stakeholders with 500 SME respondents from academic partner alumni** for standardised requirements capture for e-leadership programmes and MOOCs
- Select **20 SMEs for demonstration activities**
- Organise **workshops** (first two in M03 and M05) to gather expert views, contributions and feedback on findings and achievements
- Themes:
 - Reliance on skills to achieve critical innovation
 - Reliance on Executive education to address skills demand
 - Reliance on consulting services
 - Demand for e-leadership skills and target groups
 - Requirements re course offers and MOOCs (content, duration, timing, feedback ...)
 - etc.

▪ Sources:

- Academic partner networks
- CIONET and PIN SME networks

▪ Methodology:

- In-depth interviews and case write-ups
- Workshops
- Surveys

▪ Timing:

- Start: M01
- End: M16

▪ Results:

- Report

WP1 Starting Points

- Interview protocol
- SME recruitment
- 50 Interviews, ongoing
- Survey developmen

WP2 Definition, Metrics and Monitoring

WP2 – Tasks 2.1-2.4 - Objectives

- **Engage with stakeholder groups** to sharpen the **e-leadership definitions and metrics**, taking into account technological trends
- Specify **data requirements for establishing monitoring mechanisms** based on data collected from enterprises, universities and business schools,
- Identify and analyse secondary sources for **suitable data** to extract information **on demand and supply for e-leadership** to
- Specify a **monitoring mechanism** which can be used as a basis for policy making and to improve monitoring of demand and supply of these skills and increase the effectiveness of policy decision making.

▪ Sources:

- E-Skills VISION estimates 2012,
- HGIE survey 2013 on skills of drivers of HGIEs,
- CIO / HR Manager survey 2013 aiming at e-leadership quantification
- Eurostat Labour Force Surveys
- Other to be identified

▪ Methodology:

- Analysis
- Report writing

▪ Timing:

- Start: M01
- End: M06

▪ Results:

- Inception Report (D1)
- Synthesis Report (D3)

WP2 Starting Points

- Scoreboard development
- E-Leadership skills index
- E-Leadership workforce quantification estimate
- Definition: inputs from interviews, workshops and survey

WP3 Technology Trends

WP 3 – Task 3.1 - Objectives

- Develop a **technology trend report** to analyse the main technology trends and their impact on new business models and organisation of companies and e-leadership requirements,
- **Map the main trends on the current typologies of skills** and correlate them with the **potential demand for new skills and e-leadership skills** and competences emerging.

Table 1: Main trends of demand of e-skills

	ICT industry	End-user industries
ICT practitioner skills for R&D	High	Low
ICT practitioner skills for service development	Extremely high	High
ICT practitioner skills for project management	High	Medium
e-leadership skills	High	Very high

Sources

- IBM Global Technology Outlook 2013
- McKinsey Global Institute: "Disruptive technologies" 2013
- IST Programme Advisory Group (ISTAG) report .
- IDC Predictions
- GUIDE Report

Methodology

The approach is to research, structure and analyse

- the main trends
- the impact of trends on new business models and organisation of companies
- the new requirements for e-leadership

WP4 European e-Leadership Policy Landscape

WP4 – Task 4.1-4.3 – Objectives

- Collect in each EU Member State the most recent **information on policies and initiatives** for the development and the promotion of e-leadership skills for the target groups SMEs, start-ups and gazelles and entrepreneurs, managers and advanced ICT users through a
- **Europe-wide survey of relevant national policies** in the e-leadership skills domain, and
- **Survey of initiatives and multi-stakeholder partnerships (MSPs) at Member State level** in this domain, with the focus as before with the data being collected using a network of national correspondents covering all 28 Member States of the EU.

Issues

- Scope

▪ Sources:

- National policies and MSPs
- E-Skills MONITOR Country Reports

▪ Methodology:

- Desk research including by national correspondents
- Stakeholder engagement + dialogue
- Analysis
- Report writing

▪ Timing:

- Start: M01
- End: M06

▪ Results:

- 28 Country Reports (-> Synthesis Report (D3))

WP4 Starting Points

Database (Name)	Developed by	Up-to-dateness	Main focus	Potential relevant items
Digital Entrepreneurship Monitor	EY, Tech4i2, IDC and Europe Unlimited	Jan 2013 – Dec 2014	Initiatives to support Digital Entrepreneurship	1074
National e-Business Initiatives	eBSN (European e-Business Support Network for SMEs)	Last update: May 2013	National e-Business Initiatives	~150
SBA: Database of Good Practices	registration by SMEs themselves, selected by EC (?)	Last update: Jan 2014	activities by public authorities improving the business environment of (SME)	~330 (41 started in 2011-2013)
Database of SBA policy measures	PricewaterhouseCoopers Société cooperative, CARSA, The University of Manchester (Manchester Institute of Innovation Research) INNOVA SpA, London Economics, DIW Berlin, DIW econ	Oct 2013	Policy measures concerning SMEs	~240
Cluster Observatory	Stockholm School of Economics, Orkestra	Feb 2010 – July 2010	IT Cluster	~260
Global Entrepreneurship Monitor (GEM)	Global Entrepreneurship Research Association (GERA)	yearly	Entrepreneurship activities	?

WP5 European Landscape of HE Courses and MOOCs

WP5 – Task 5.1-5.4 - Objectives

- Develop suitable **criteria** for the identification and selection of suitable courses and MOOCs
- **Identify** already existing relevant activities, universities and business schools, **programmes and courses**
- **Europe-wide survey of relevant programmes and courses + MOOCs** in the e-leadership skills domain,
- **Establish a European landscape** of e-leadership Higher Education courses and MOOCs

Issues

- Scale of programmes / courses
- Courses often not e-leadership (ICT + business) as per def. but may complement existing skills towards e-leadership

▪ Sources:

- E-skills GUIDE e-leadership programme landscape
- IT Industry initiatives
- University and business school courses and programmes + MOOCs
- Coursera, Udacity, OpenUpEd and other MOOC platforms

▪ Methodology:

- Web research of higher education offers
- Analysis
- Report writing

▪ Timing:

- Start: M01
- End: M06

▪ Results:

- Report (-> Synthesis Report (D3))

WP6 e-Leadership Course and MOOC Demonstration [PHASE 2 + 3]

WP6 – Tasks 6.1-6.4 – Objectives

- Develop and conduct a **course demonstration** which will be
- **Informed by Academic Partners** reviewing their executive education open enrolment models which could make it easier for SMEs keen on developing their “IT-savviness” to participate
- Using the **expertise and current programme portfolio of Academics as key starting point** and experience in executive education
- Based on a thorough **requirements capture exercise** involving a large number of alumni and individuals from research networks of the Academic Partners **in interviews, a survey and workshops**
- with members from the European SME and CIO associations **PIN-SME and CIONET** being motivated to **participate in these activities** and
- wide geographical coverage with focus primarily on the countries of operation of the Academic Partners.

▪ Sources:

- Current programme portfolio
- Requirements capture exercise
- Input from relevant associations

▪ Methodology:

- Analysis
- Programme development
- Report writing

▪ Timing:

- Start: M07
- End: M18

▪ Results:

- Course demonstration

WP7 Dissemination + Best Practice Competition [PHASE 2 +3]

WP7 – Tasks 7.1-7.7 – Objectives

- **Website** (www.eskills-lead.eu)
 - European conference (2015)
 - High-impact **brochure**
 - Five **regional cluster workshops**
 - Presence in **social media and networks**
 - Business and academic **publications** by business school and university partners;
 - The **best practice competition** for the 10 best e-leadership courses (incl. MOOCS)
- **Sources:**
 - Multiple
 - **Methodology:**
 - Multiple
 - Report writing
 - **Timing:**
 - Start: (M05) M08
 - End: M18
 - **Results:**
 - Dissemination plan
 - Implemented dissemination strategy

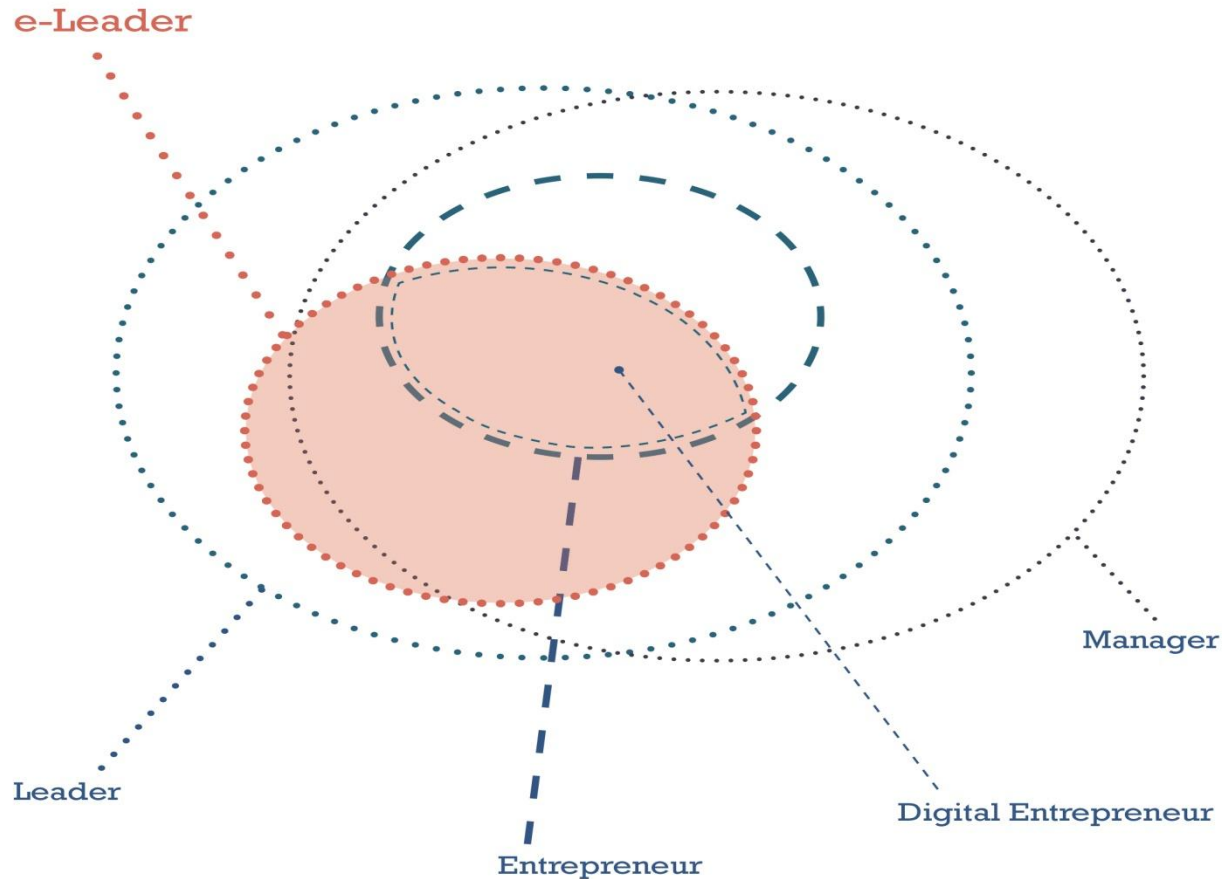
Time Schedule of Work Packages

		PHASE 1:						PHASE 2:						PHASE 3:					
		M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	M13	M14	M15	M16	M17	M18
WP1	Stakeholder Engagement and Dialogue																		
T1.1	Preparation																		
T1.2	Execution			WS		WS				WS		WS			WS				
T1.3	Reporting																		
WP2	Definition, Metrics and Monitoring																		
T2.1	Literature analysis																		
T2.2	Stakeholder interview analysis																		
T2.3	Secondary data gathering and analysis																		
T2.4	Definitions																		
T2.5	Monitoring mechanism and results																		
WP3	Technology Trends																		
T3.1	Technology trends report version 1																		
T3.2	Technology trends report version 2																		
WP4	European e-Leadership Policy Landscape																		
T4.1	Methodology																		
T4.2	Data gathering																		
T4.3	Analysis and reporting																		
WP5	European Landscape of e-Leadership Higher Education Courses and MOOCs																		
T5.1	Methodology																		
T5.2	Data gathering																		
T5.3	Analysis and reporting																		
T5.4	Benchmarking against national policies																		
WP6	e-Leadership Course and MOOC Demonstration																		
T6.1	Requirements capture																		
T6.2	Demonstration																		
T6.3	Feedback Survey																		
T6.4	Reporting																		
WP7	Dissemination and Best Practice Competition																		
T7.1	Dissemination plan																		
T7.2	Best practice competition																		
T7.3	Brochure																		
T7.4	Articles																		
T7.5	Regional cluster workshops																		
T7.6	Social Networks and media																		
T7.7	European conference																		
WP8	Management and Reporting																		
T8.1	Synthesis report																		
T8.2	Interim report																		
T8.3	Final report and recommendations																		
T8.4	Management and coordination	◆				◆◆						◆◆					◆◆	CON	
		D1				D2						D4					D6	D8	
						D3						D5					D7		
		M1		M2		M3				M4		M5			M6		M7		
				WS		WS				WS		WS			WS			CON	
Deliverables: ◆																			
Meetings with the European Commission & Steering Committee: Mxx, ●																			
Workshop/Conference: WS																			

Key concept: e-Leadership skills

- e-Leadership skills – CEN:
 - E-leadership skills include in particular the capabilities needed:
 - to exploit opportunities provided by ICT, notably the Internet;
 - to ensure more efficient and effective performance of different types of organisation;
 - to identify, explore and take advantage of possibilities for new ways of conducting business/administrative and organisational processes; and/or
 - to establish new businesses.
 - **“Needed to” = no further specification of skills**
-

e-Leadership skills - VISION

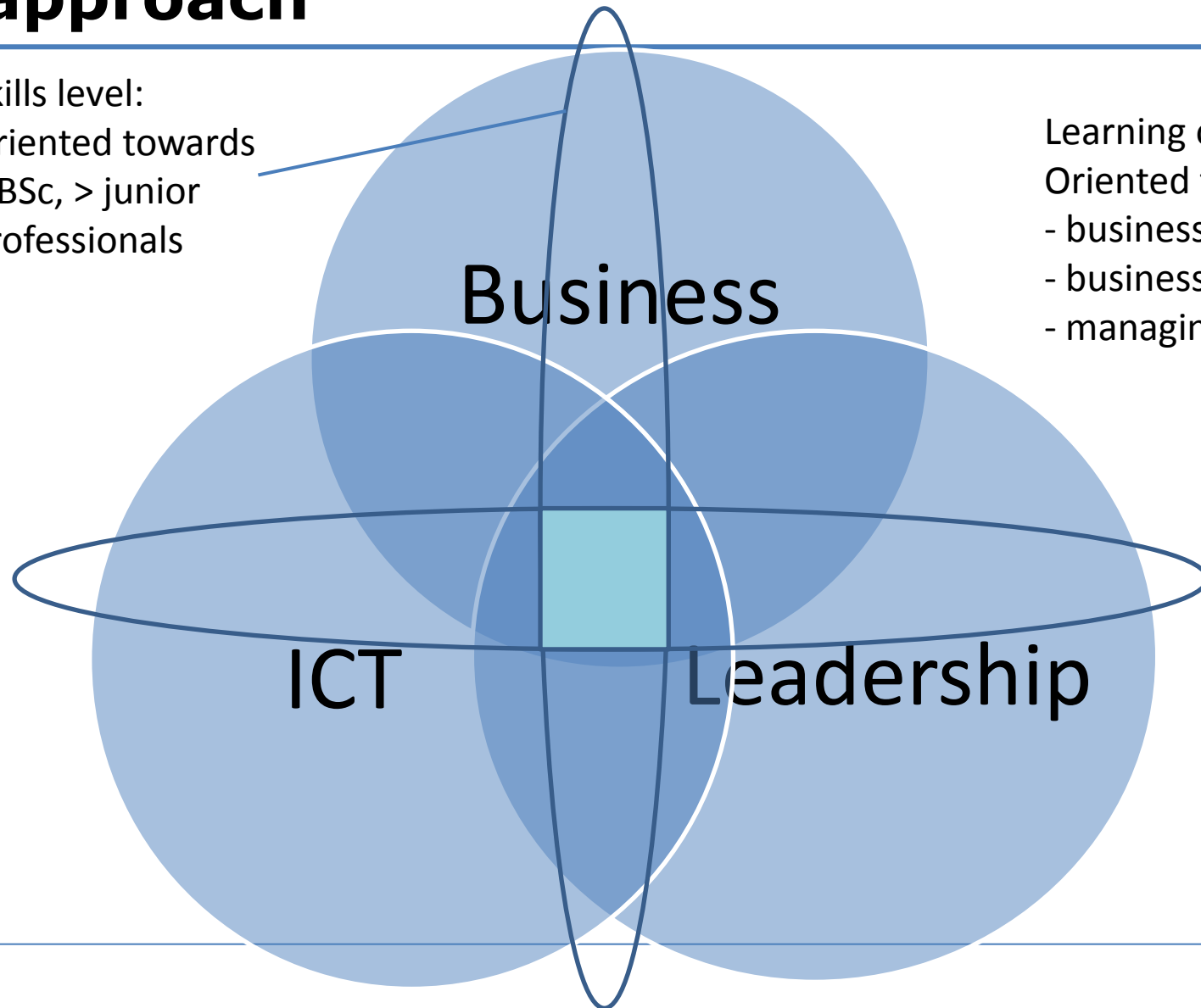


- **Leadership** is the accomplishment of a goal through the direction of human resources.
- **e-Leadership** is the accomplishment of a goal that relies on ICT through the direction of human resources and uses of ICT. e-Leaders are leaders that draw on technology to accomplish an ICT-enabled objective.
- **Entrepreneurship** is the accomplishment of a new organisation through the direction of human resources. Entrepreneurs are leaders who create new ventures.
- **Digital entrepreneurship** is the accomplishment of a new organisation that relies on ICT for its operations and its products and services through the direction of human resources and uses of ICT. Digital entrepreneurs are leaders who create new ventures that rely on ICT for their operations, products and services.

E-Leadership skills – GUIDE empirical approach

Skills level:
Oriented towards
> BSc, > junior
professionals

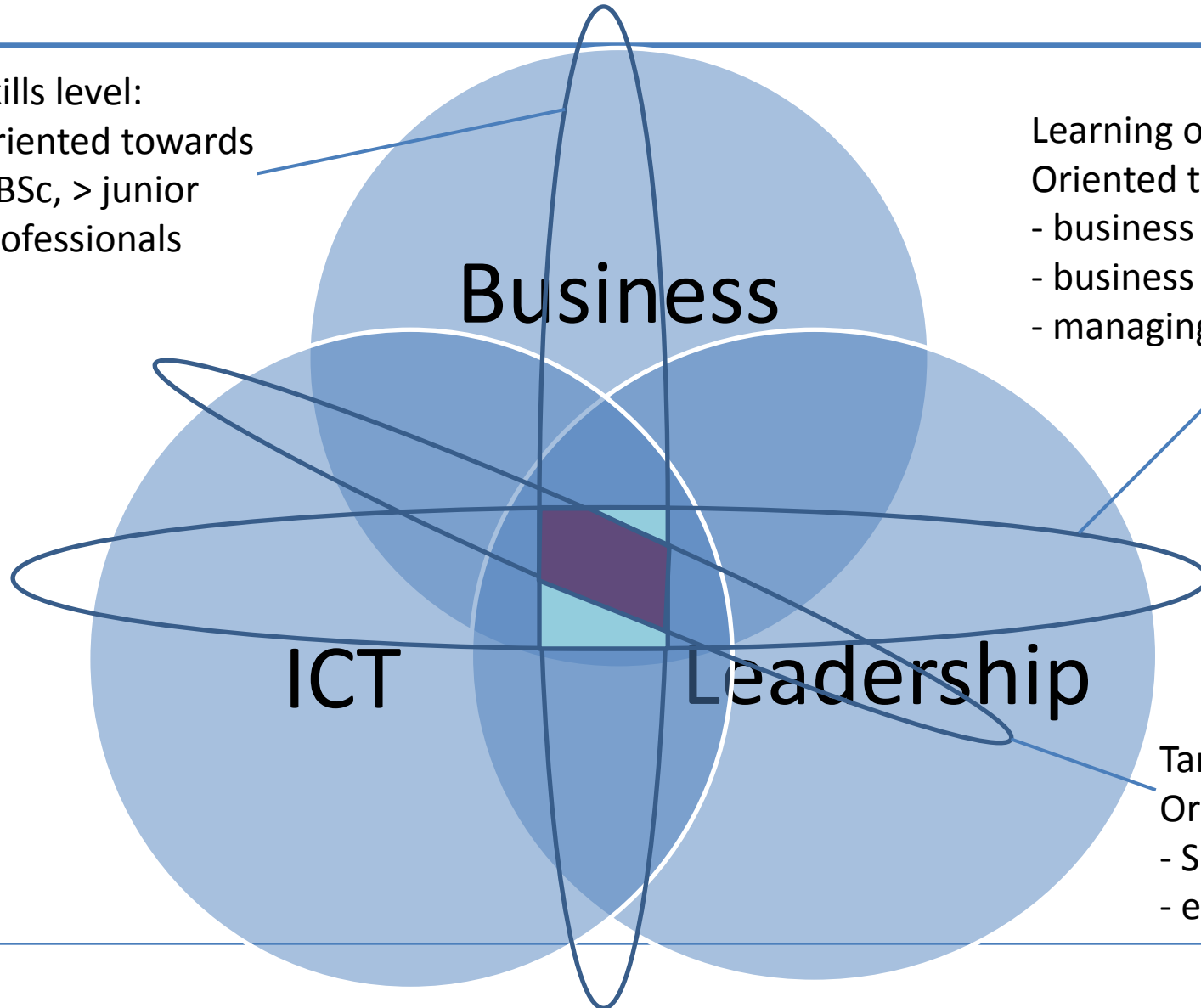
Learning outcomes:
Oriented towards
- business transformation
- business creation
- managing innovation



E-leadership LEAD ?

Skills level:
Oriented towards
> BSc, > junior
professionals

Learning outcomes:
Oriented towards
- business transformation
- business creation
- managing innovation



Target group
Oriented towards
- SMEs
- entrepreneurs

1st Ideas: SME e-Leadership needs vs. corporate e-Leadership needs?

GUIDE:

Skills

- **very strong ICT skills** to
- **lead** qualified **staff** from **ICT and other disciplines**
- towards **identifying** and **designing business models** and
- **exploiting key innovation opportunities**

Profiles

- CP: Business & Enterprise Architecture
- CP: Innovation and Transformation through IT
- CP: Information Security Governance
- Further ones

Technology trends

- Exploiting Cloud / Big Data / Social Media / IoT opportunities for new business
- Integrating Cloud / Big Data / Social Media / IoT in processes and architectures?

LEAD:

Skills

- **very strong ICT skills** to
- **lead** qualified **staff and contractors / clients / partners** from **ICT and other disciplines**
- towards **identifying** and **designing business models** and
- **exploiting key innovation opportunities**

Profiles

- CP: SME Architecture?
- CP: Entrepreneurship in ICT?
- CP: Information Security Governance
- Further ones

Technology trends

- Exploiting Cloud / Big Data / Social Media / IoT opportunities for new **enterprises**

E-leadership - initial questions to be answered in LEAD

Definition issues to be solved to get started:

- What are the e-leadership needs of SMEs/entrepreneurs (WP1)
- What can and what should we gauge in e-leadership statistics (WP2)
- What do emerging technological trends entail in terms of e-leadership business requirements (WP3)
- What makes a policy or MSP an e-leadership type policy or MSP (WP4)
- What makes an educational offer an e-leadership type educational offer (WP5)

E-Leadership Skills for Small and
Medium Sized Enterprises

THANK YOU

Next workshops

Dates (tentative)

- Workshop 2; ~May/Jun 2014
- Workshop 3; ~Jul/Aug 2014
- Workshop 4; ~Sep/Oct 2014
- Workshop 5; ~Mar 2015

Potential topics

- e-Leadership policy landscape in EU/Member States and the European landscape of e-leadership higher education courses and MOOCs
- E-leadership course and MOOC development and their demonstration
- Results from the expert feedback survey of the e-leadership course and MOOC development and their demonstration and
- Proposals and recommendations for new formats and multi-stakeholder partnerships for teaching and acquiring e-leadership skills
 - which could take the form of a European e-leadership initiative, and/or
 - recommendations to develop e-leadership skills in cooperation with efforts to foster entrepreneurship throughout Europe,
 - recommendations relating to a possible extension of the existing European e-Competence framework developed by the CEN ICT Skills Workshop with e-leadership competences or the development of a separate competence framework.