

E-Leadership Skills for Small and Medium Sized Enterprises

Towards e-leadership courses

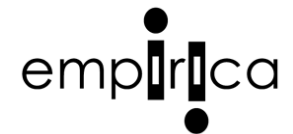
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Enterprise and Industry



e-Leadership course requirements

- Target groups - use cases?
 - Experience to share in teaching SMEs?
 - Scope – can we keep the combination approach?
 - Scale – SME affordability, cost and time wise?
 - Demonstration, proof of concept and validation?
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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)

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 UCT 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

“Use cases” / Profiles

- SME Consultants
- Non-tech SME CEO
- Long-term thinking?
- Digital transformation / from physical to digital
- Matrix: ICT / ICT services /... X Development stages X ...
- N types of SMEs → Learning outcomes
- How knowledge based is the company?
- Business model / “production mode”

- The existing SME that wants to hire a CIO/CDO (or product manager, marketing manager, ... for a tech product)?
- The tech entrepreneur with a brilliant idea but no business savvy? (is this our aim? There is an existing market for this. TTOs, VCs, regional development, incubators, clusters etc.
- The SME/Startup/Gazelle that has grown fast already but faces challenges because the leadership/organisation skills of the owner managers are being stretched as their team expands
- The SME/Startup/Gazelle that has grown fast already but faces tech challenges (Architect? Programme management? Sourcing?) because the product/service develops quickly, or grows in scope.
- Are we talking about up-skilling current SME staff or meeting SME demand through new hires?
- Etc
- Etc

- Demonstration obviously cannot cover the whole universe of use cases, but diversity should be welcome

Curriculum profiles

- Based on learning outcomes
 - “long” (sets of) courses, e.g. at least 15 ECTS? (= 450 hours of learning)
 - Example GUIDE: Enterprise Architecture (architect), Innovation using IT (CIO), Information Security Governance (CISO)
 - Further ones can be added
 - What roles do we envisage for SMEs and Entrepreneurs?
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Curriculum Profile

Learning Outcomes and Experience of the Curriculum Profile

Sample Roles

Enterprise Architect, Business Architect

?

?

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Learning Outcomes

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1. Create architectural designs to innovate business and operating models
2. Exploit digital trends to develop target model architectures
3. Envision and drive architectural change for business performance
4. Influence architectural stakeholders across boundaries
5. Build architectural capability and lead inter-disciplinary staff

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Learning Experience

?

1. Combined theory instruction with facilitated group review of best practices strongly set within an organizational context
2. Provide opportunity for students to use experience and insights from the curriculum in their working environment

?

Curriculum Profile – e-CF

Curriculum Profile uses industry-standard competency framework

e-CF Competency Core			Level
??	A.1	IS and Business Strategy Alignment	4
??	A.5	Architecture Design	5
??	A.7	Technology Exploring	4
??	E.2	Project and Portfolio Management	4
??	E.7	Business Change Management	4
e-CF Competency Understanding			
??	A.3	Business Plan Development	
??	B.1	Design and Development	
??	C.3	Service Delivery	
??	D.4	Purchasing	
??	E.3	Risk Management	
??	E.9	IT Governance	

Curriculum Profiles LEAD?

- SME architect?
- SME IT innovation?
- Starting-up big data based business, Starting-up cloud based business, mobile, IoT, ...
- ?

Experience providing training to SMEs - the floor is yours...

- Structures, schedules, environment etc.

Conceptual/practical wish lists - the floor is yours...

- Target groups / use cases

Conceptual/practical wish lists - the floor is yours...

- Content / Learning Outcomes wishlist

Conceptual/practical wish lists - the floor is yours...

- Format and scale wishlist

Conceptual/practical wish lists - the floor is yours...

- Curriculum profiles wishlist

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THANK YOU