

e-Leadership Skills for Small and Medium Sized Enterprises (LEAD)

Service contract for the European Commission, DG Enterprise and Industry – Unit ENTR-E4 - Key Enabling Technologies and Digital Economy

Expert Workshop

e-Leadership requirements from SMEs, entrepreneurial and high growth start-up companies. Mission statement, definitions and monitoring approach

17 March 2014 10.00-16.00 hrs, Representation of North Rhine-Westphalia, Rue Montoyer 47, 1000 Bruxelles

Objectives

This workshop aims to

- Bring together a wide group of scholars and practitioners with an expertise at the intersection of ICT, entrepreneurship, business development, and leadership: **e-Leadership**;
- Discuss the research planned to capture requirements for e-leadership skills in this particular business setting;
- Present and discuss existing e-leadership definitions and metrics; and
- Present and discuss existing efforts to understand demand and supply of e-leaders in successful SMEs, especially with regards to the roles of Higher and Executive Education.

The workshop aims at the highest level possible of interactivity. We appreciate your input into an evolving research and development activity.

Background

Effective organisations are demanding e-leaders who are both business and ICT-savvy.

For effective e-leadership, the skills required are seen as those which enable people with very strong ICT skills to lead qualified staff from ICT and other disciplines towards identifying and designing business models and exploiting key innovation opportunities. Their success is defined as making best use of developments in ICT and delivering value to their organizations.

The European Commission via this service contract aims to support the development of e-leadership skills.

The contracting parties, empirica in co-operation with some of the world's leading business schools and other stakeholder groups, aim to demonstrate new ways of developing e-leadership skills for SMEs, start-ups and entrepreneurs at different business schools and universities in Europe, encouraging the

development of attractive, adapted, up-to-date educational offers able to increase the supply to the economy of experienced and highly qualified leaders in ICT-based innovation.

There is also a need for more precise definitions and for metrics of e-leadership skills for entrepreneurs, freelancers, SMEs, start-ups and gazelles. The proposed body of work aims to deliver the most appropriate and useful definitions and metrics, and demonstrate what kinds of e-leaders are associated with each specific kind of business setting to improve monitoring of demand and supply of these skills.

Given that among e-leaders, young entrepreneurs (not only digital entrepreneurs) and freelancers are expected to play an increasingly important role, a special focus in the proposed work is placed on the role of e-leadership skills as enablers of successful entrepreneurial activity.

Target groups

Practitioners, scholars and stakeholders coming from the field of:

- Entrepreneurs, start-up and high growth SMEs
- Higher and Executive Education
- Others

Registration

Please send an e-mail to lead@empirica.com confirming your attendance. Participation to the workshop is on invitation. Do let us know of colleagues who would be interested in participating.

Please contact Tobias Hüsing at empirica in Bonn, tobias.huesing@empirica.com, +49 (0)228 98530-31.

About e-Leadership Skills for Small and Medium Sized Enterprises (LEAD)

This workshop is organised as part of the service contract **e-Leadership Skills for Small and Medium Sized Enterprises (LEAD)** launched by the European Commission DG ENTR. LEAD will 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 recognized trans-nationally.

LEAD is contributing to the “Grand Coalition for Digital Jobs” and as a contribution to the follow up of the Commission’s Communication on “e-Skills for the 21st Century” which presents an EU long term e-skills agenda, of “The Digital Agenda for Europe” and of the Communication “Towards a Job-rich Recovery”.

The main focus of this service contract is on e-leadership in SMEs and start-up firms. e-Leadership has been defined as the accomplishment of a goal that relies on information and communication technologies (ICT) through the direction of human resources and uses of ICT. This type of leadership is thus distinguished by the type of goal that needs to be accomplished and the type of resources a leader must coordinate and align: both the goal and the resources involve using ICT.

Programme

Time	Sessions
10:00 – 10:30	<p>Welcome and introduction André Richier, European Commission</p> <p>The LEAD service contract on 'e-Leadership Skills for Small and Medium Sized Enterprises' Tobias Hüsing, empirica Discussion</p>
10:30 – 11:00	<p>e-Leadership skills, curriculum profiles and the role of Higher and Executive Education – lessons from the GUIDE project Werner B. Korte, empirica Discussion</p>
11:00 – 11:30	<p>Trends in ICT and the implications for e-Leadership skills Gabriella Cattaneo, IDC Europe Discussion</p>
11:30 – 11:45	<i>Coffee break</i>
11:45 – 12:15	<p>e-Leadership education for SMEs and entrepreneurs in Higher and Executive Education – first results from scanning the education landscape Tobias Hüsing, empirica Discussion</p>
12:15 – 13:00	<i>Lunch break</i>
13:00 – 13:45	<p>Requirements of e-leadership in SME and entrepreneurial environments – first results from scoping interviews Nils Fonstad, INSEAD Discussion</p>
13:45 – 14:30	<p>Towards e-leadership courses – workshop discussion Moderators: Tobias Hüsing, empirica and Nils Fonstad, INSEAD</p>
14:30 – 14:45	<i>Coffee break</i>
14:45 – 15:45	<p>Monitoring supply and demand for e-leadership skills - towards a monitoring mechanism Eriona Dashja, empirica Discussion</p>
15:45 – 16:00	<p>Conclusions André Richier; European Commission</p>

Organisation



in cooperation with



INSEAD



New Bulgarian University



IE Business School



EFMD

European Foundation for Management Development



Henley Business School



IDC Europe



AARHUS UNIVERSITY

Aarhus University



PIN-SME



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Location

Representation of the State of North Rhine-Westphalia, Rue Montoyer 47, 1000 Bruxelles

