

E-Leadership Skills for Small and Medium Sized Enterprises

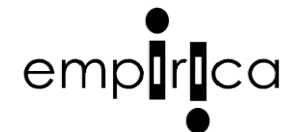
LEAD – project overview

Tobias Hüsing
empirica GmbH

Service contract for the
European Commission



Enterprise and Industry

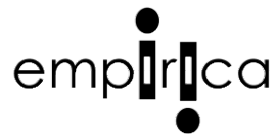


Lead Objective

- ... 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



IE Business School



The autonomous management school of the University of Antwerp

Antwerp Management School



Henley Business School



EFMD

European Foundation for Management Development



AARHUS UNIVERSITY

Aarhus University



IDC Europe

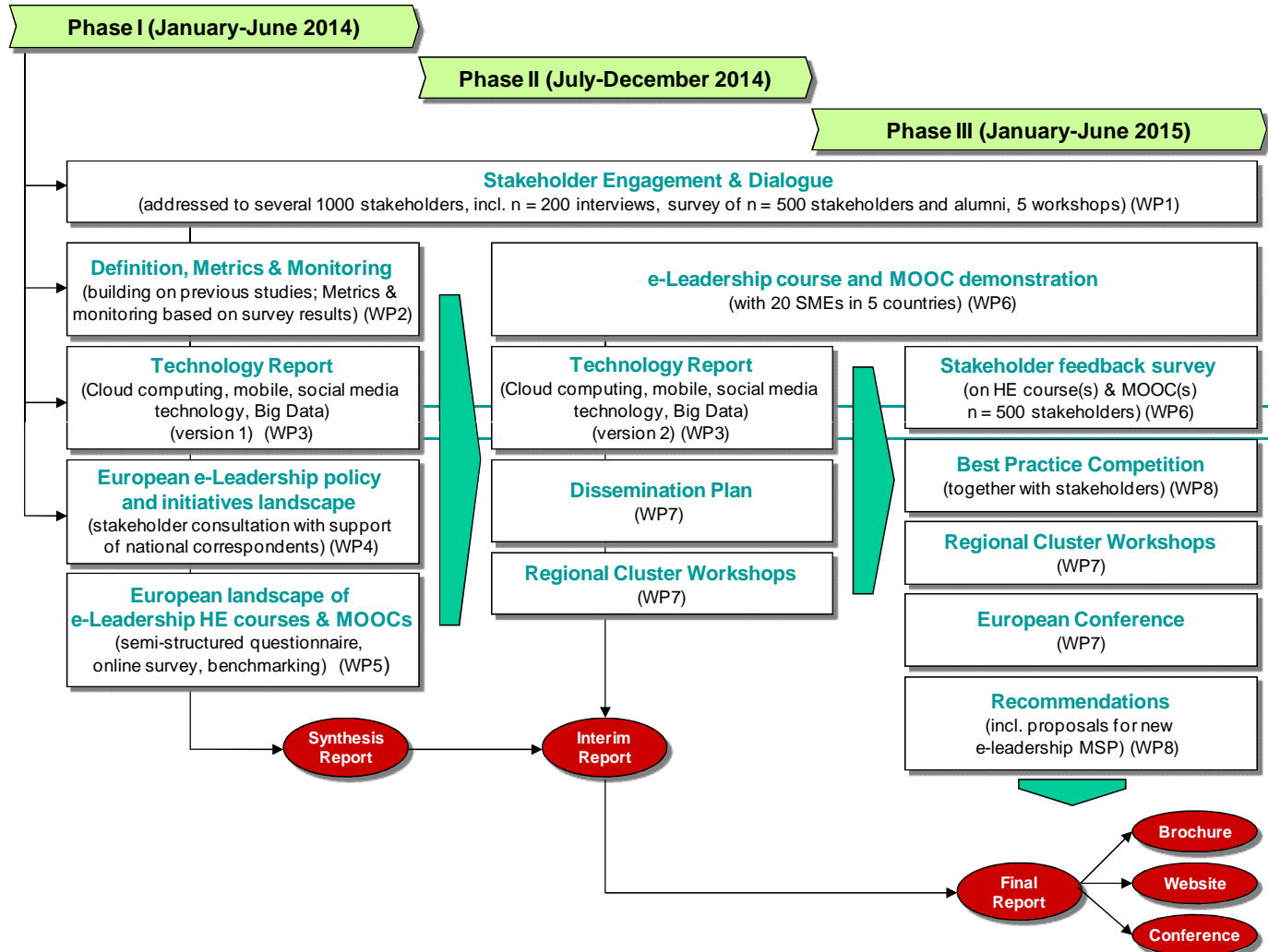


PIN-SME



CIONET

Work Plan Overview



Tasks and 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.

WP2 Definition, Metrics and Monitoring


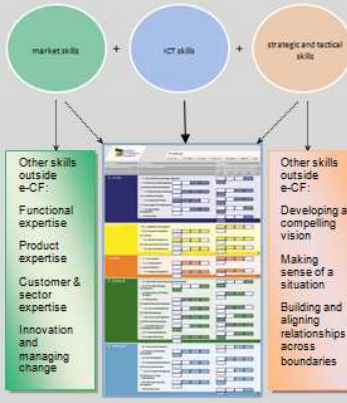

WP2 – Tasks 2.1-2.4 - Objectives

- 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.

WP2 Progress

- Scoreboard drafted
- E-Leadership skills index: data collected, analysis and weighting ongoing
- E-Leadership workforce quantification estimate: ongoing
- Definition: inputs from interviews, workshops and survey received.

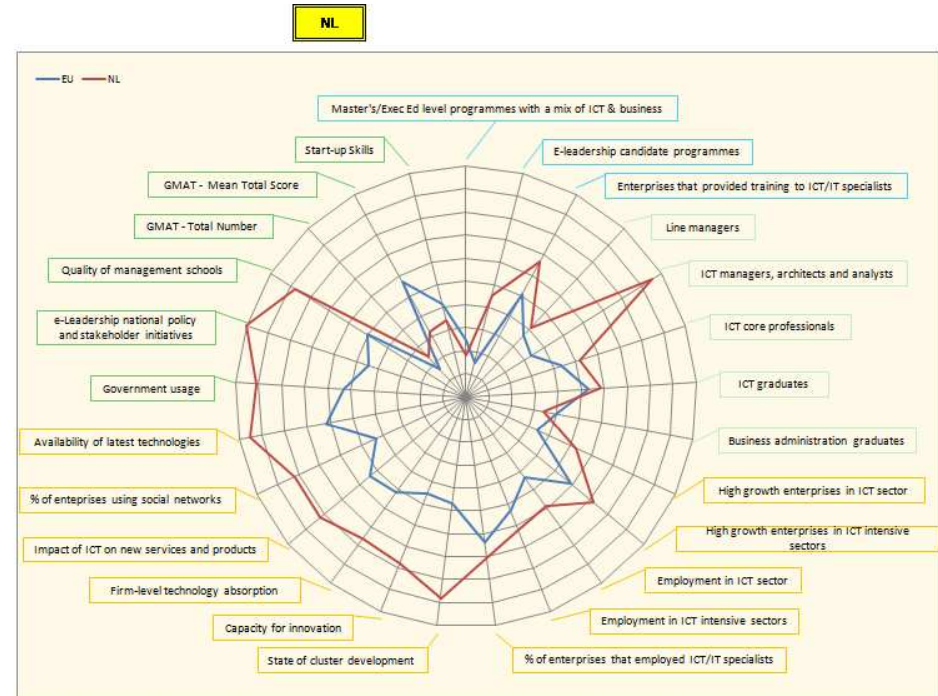
WP2 Progress: Definition

<p>Layer 1: Starting point / initial framework</p>	<p>European e-skills Forum definition of the term 'e-skills' using three different categories with the last one called 'e-business skills' which got converted into 'e-leadership skills'.</p> <p>E-leadership skills include in particular the capabilities needed:</p> <ul style="list-style-type: none"> 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. <p>Source: The European e-skills Forum synthesis report "e-skills in Europe: Towards 2010 and Beyond" (2004).</p>	<p>Exploit ICT to be innovative!</p>
<p>Layer 2: Skills areas explication</p>	<p>E-Leadership skills enable people with very strong ICT skills to lead qualified staff from different disciplines towards identifying and designing business models and exploiting key innovation opportunities, making best use of developments in ICT and delivering value to their organisations.</p> <p>e-Leadership skills comprise a body of knowledge and set of competences which an individual in the modern economy requires to initiate and achieve innovation utilising ICT</p> <ul style="list-style-type: none"> Lead inter-disciplinary staff Innovate strategic business and operating models Exploit new ICT / digital trends Envision and drive change for business performance Gain buy-in from stakeholders across boundaries (functional, geographical) 	<p>People view:</p> 
<p>Layer 3: Skills enumeration; division of the concept into component skills</p>	<p>An e-Leadership skilled individual will have significant combinations of skills from areas A and E and some others of the European e-Competence Framework, but also business and organisation skills outside the e-CF. e-CF skills include e.g. (non-exhaustive)</p> <ul style="list-style-type: none"> A.1. IS and Business Strategy Alignment A.2. Service Level Management A.3. Business Plan Development A.4. Product/ Service Planning A.5. Architecture Design A.7. Technology Trend Monitoring A.8. Sustainable Development A.9. Innovating D.1. Information Security Strategy Development D.2. ICT Quality Strategy Development D.10. Information and Knowledge Management D.11. Needs Identification E.1. Forecast Development E.2. Project and Portfolio Management E.3. Risk Management E.4. Relationship Management E.5. Process Improvement E.6. ICT Quality Management E.7. Business Change Management E.8. Information Security Management E.9. IS Governance + Extensions & further specifications formulated as actual learning outcomes 	<p>Skills view:</p> 
<p>Layer 4: Concrete configurations of sets of skills into profiles, based on use cases or requirement profiling</p>	<p>e-Leadership skills as the universe e-Leadership skills Curriculum Profiles:</p> <ul style="list-style-type: none"> Business and Enterprise Architecture Innovation and Transformation through ICT Information Security Governance (Work in progress) ... IT Business Impact for the SME CEO Business mindset for the SME CIO Innovation and Transformation through ICT for SME consultants ... 	

WP2 Progress: Scoreboard

Netherlands

	Value	Score (0-10)	EU 28 Rank	EU 28 avg.	Comment
e-leadership skilling					
Education and training					
Master's/Exec Ed level programmes with a mix of ICT & business	.38	1,88	10	40	EU28 total: 1,091
- per 100,000 population aged 20-59	0,4	1,79	15	1	
E-leadership candidate programmes	5	10,00	1	1	EU28 total: 27
- per 100,000 of workforce with potential e-leadership skills	1,27	4,53	4	0,004	
Enterprises that provided training to ICT/IT specialists	12%	6,67	7	9,6%	
e-leadership skilled professionals					
Line managers	41,488	1,2	5	31,589	EU28 total: 884,492
- as % of total workforce	0,5%	4,1	13	0,4%	
ICT managers, architects and analysts	158,606	3,8	4	61,249	EU28 total: 1,714,972
- as % of total workforce	1,9%	9,6	2	0,8%	
e-leadership pipeline					
ICT core professionals	194,379	1,8	7	161,903	EU28 total: 4,533,291
- as % of total workforce	2,3%	5,2	10	2,08%	
ICT graduates (per 1000 population aged 20-24)	4	5,9	14	3,52	
Business administration graduates (per 1000 population aged 20-24)	20	3,4	14	22,14	
Business environment					
High growth enterprises in ICT sector	463	2,6	4	235	EU28 total: 5,881
- as % of total number of high growth enterprises	6%	5,3	6	4,7%	
High growth enterprises in ICT intensive sectors	1,107	1,8	5	771,17	EU28 total: 18,508
- as % of total number of high growth enterprises	15%	7,2	10	13,3%	
Employment in ICT sector	202,655	2,5	6	154,090	EU28 total: 4,314,510
- as % of total employment	4%	5,9	6	0,03	
Employment in ICT intensive sectors	865,710	1,6	7	789,975	EU28 total: 22,119,304
- as % of total employment	16%	6,2	11	0,15	
Percentage of enterprises that employed ICT/IT specialists	26%	7,1	12	23,8%	
State of cluster development	5	8,8	3	4,17	Min: 1; Max: 7
Innovation opportunities					
Capacity for innovation	5	7,8	5	4,22	Min: 1; Max: 7
Firm-level technology absorption	6	7,6	6	5,18	Min: 1; Max: 7
Impact of ICT on new services and products	6	8,2	4	4,88	Min: 1; Max: 7
Technology trends					
% of enterprises using social networks	45%	8,21	3	29,8%	
Availability of latest technologies	6	9,5	3	5,65	Min: 1; Max: 7
e-skills policy actions					
Government usage	5	9,1	4	4,53	Min: 1; Max: 7
National policy and stakeholder initiatives on e-Leadership skills	3	10,0	1	1,67	Min: 1; Max: 5
Enabling infrastructure					
Quality of management schools	6	8,8	5	4,81	Min: 1; Max: 7
GMAT - Total Number	965	2,4	7	665,32	
GMAT - Mean Total Score	536	3,2	22	556,36	Min: 0; Max: 800
Start-up Skills	1	3,4	14	0,54	Min: 0; Max: 1
e-leadership skills enablers					



WP3 Technology Trends

Task and 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.

WP3 Progress: Draft Technology Trends Report



LEAD - e-Leadership Skills for SMEs

Main ICT Trends and Implications for E-leadership Skills for SMEs

DRAFT



April 7th, 2014

The opinions expressed in this study are those of the authors and do not necessarily reflect the views of the European Commission

WP4 European e-Leadership Policy Landscape

WP4 – Task and 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.

▪ Methodology:

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

▪ Results:

- 28 Country Reports; Synthesis Report

WP4 Progress

- Data gathering completed. Some double checking still ongoing.
- Results therefore are PRELIMINARY.
- Initial scan (promotion of skills in the field of business/ entrepreneurship and ICT in any kind., e.g. training, mentoring , workshops):
 - 309 Initiatives/MSP and
 - 121 Policiesof potential relevance were found and analysed
- 117 Initiatives and 55 Policies were selected as relevant.
- Relevance criteria:
 - Partnership approach of the policy or initiative ("MSP fit")
 - Target and approach of the policy or initiative ("Target fit")
 - Embeddedness in the general policy context ("Policy fit")
 - Size and scope of the policy or initiative ("Scope and continuity")
 - Level of experience with the policy or initiative ("Maturity")

WP5 European Landscape of HE Courses and MOOCs

WP5 – Tasks and 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

WP6 e-Leadership Course and MOOC Demonstration

WP6 – Tasks and 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.

WP7 Dissemination + Best Practice Competition

WP7 – Tasks and 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)

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									M5					M7			
				WS		WS				WS		WS			WS			CON	

Deliverables: ◆	
Meetings with the European Commission & Steering Committee: Mxx, ●	
Workshop/Conference: WS	

E-Leadership Skills for Small and
Medium Sized Enterprises

THANK YOU

Next workshops

Dates (tentative)

- Workshop 3; ~Aug/Sep 2014
- Workshop 4; ~Oct/Nov 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
- 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.