

Are you Digital and IT ready? Effective e-leadership for high performance SMEs

Prof Kecheng Liu; Prof Andrew Godley; Dr Maksim Belitski; Dr Weizi
(Vicky) Li

Henley Business School, University of Reading, UK

Respond to training requirement

- SME leadership is complex often demanding broad skill-sets from those that lead the organisation
- Requirements covered in the programme
 - Project and change management
 - Agile thinking and creativity in a complex environment
 - Knowledge of technologies and the alignment with business
 - Understand the business problem and request of the client, and to transform this request to our solution expertise
 - Team building and leading
 - Innovation and finance skills
 - IS security and governance

Management of the programme

- **Format:** 2 x 2 days lectures, case-studies, workshops and sessions followed by 2 welcome events
- Course is a **running offer** in April, September (every 6 months).
- **Programme cost:** £4250 less High Growth Accelerator at Henley Business School **grant £2000** (SME to pay £2250). Condition – SME needs to join the HGA.
- **A bursary** of 25% is also available on subsequent programme fees for additional executives attending and **a bank loan** agreed with Santander UK to finance the programme.
- **Partners (business and institutional)** : High Growth Accelerator at HBS, Empirica, IBM, Cisco, Huawei, Innovate UK, Business Innovation and skills department.

Management of the programme

- **Participants:** SMEs, target 25 people with 14 to break even.
- **Feedback :** Feedback before joining the programme, interim feedback after first 2 days and on completion; 3-4 months feedback after completion. Diff in diff quant and qualitative analysis will be performed to estimate impact,
- **Credit:** Certificate of e-leader (executive education)
- **Course embedded** within exec education and MBA programmes delivered by BISA and LOB, private coaching & mentoring for SMEs at 1st & 2nd stage growth (£0.5-10 m. turnover)
- **Participants profile:** CIOs, CTOs, CEOs and IT directors at SMEs UK (Berkshire, London area), 1-250 employees, all sectors (IT, business analytics, trade, educ, services, etc)

Core learning outcomes

Levels of cognitive ability	Learning outcomes
Knowledge	<ul style="list-style-type: none">• Through best practices and examples understand the role of e-leaders and hybrid teams in management of creativity, innovation and unleashing company performance and growth;• E-leadership concept and skills (four layers)
Comprehension	<ul style="list-style-type: none">• Elaborate the understanding of innovation in the SMEs with a heavy focus on implementation of business / IT strategy and e-leadership;
Application	<ul style="list-style-type: none">• Develop a set of competences are reviewed which help e-Leaders need to initiate and drive innovation using ICT;
Analysis	<ul style="list-style-type: none">• Analyse gaps within the organisation and investigate how to best use IT in achieving business objectives at both the strategic and operational level.
Synthesis	<ul style="list-style-type: none">• Develop e-Leadership skills for SMEs and metrics, discuss and formulate plans for applying new IT technologies as a survival tool and strategic weapon;
Evaluation	<ul style="list-style-type: none">• Evaluation on SME E-Leadership using Scoreboard and Index

E-leadership skills / competences to develop by relevance

A.1. IS and Business Strategy Alignment	Crucial
E.7. Business Change Management	Crucial
A.3. Business Plan Development	Crucial
A.4. Product/ Service Planning	Desirable
E.2. Project and Portfolio Management	Necessary
E.9. IS Governance	Necessary
A.7. Technology Trend Monitoring	Crucial
A.5. Architecture Design	Necessary
A.9. Innovating	Crucial
B.4. Solution Deployment	Desirable
E.5. Process Improvement	Necessary
C.4. Problem Management	Necessary
D.2. ICT Quality Strategy Development	Necessary
D.10. Information and Knowledge Management	Crucial
D.11. Needs Identification	Necessary
E.6. ICT Quality Management	Crucial

Day 1 - Introduction & Understanding the SME space in the Digital economy.

- First session: Is your business talking to you? We introduce participants to the purposes of the programme, outlining definitions of e-leadership and the Digital economy, finnovation and entrepreneurship. We focus on issues of systems integration and design - managing risk in a complex environment, giving summary results of the recent EU-funded research programmes on e-Leadership.
- Second session motivates agile thinking in a complex environment. Managing creativity and innovation – leading creative teams, conducive environments for ideas innovation. Leading teams through change.

Day 2. E-leadership in business for SME

- Sessions aim to improve business performance for the SMEs by introducing the key concepts of e-leadership, alignment of business and IT, technology for business and case studies.
- Working with cross-functional teams to leverage solutions in a collaborative environment at all times. Team-builder technology to build your team
- Technology for business; Overview of the key technologies, incl. understanding “SMACI”
- Measuring e-leadership: European E-leadership score board. E-Leadership Scoreboard and Index for SMEs. Development and analysis.
- The European e-Competence Framework and the ICT Job Profiles.

Day 3: e-Leadership in Innovation

- Innovation in SMEs: leading inter-disciplinary staff, innovation & strategic business models, exploit digital trends.
- E-leadership skills: Strategic vs. survival tool. Defensive vs. offensive tool.
- Case studies on SMEs that use IT as a source of competitive advantage.
- Implementation of e-leadership; Enterprise architecture; Business and Enterprise architecture tracks: drivers, specialisms, business enablers
- Alignment of business and IT; Strategic alignment; Operational alignment. Information Security and E-governance.
- Building E-leadership strategic model for SMEs.

Day 4. Process, Systems Planning and Application

- Practical business needs – identifying key stakeholders.
- Mapping the current and future needs of the organization to those key stakeholders
- Financial reporting, drilling down to the detail to provide effective decision making.
- E-commerce, the customer experience, successful strategies in building trust and loyalty. Effective e-leadership strategies for growth.
- The Management team and their strengths, clearly identified roles, responsibilities and accountability – whose communications skills are best at presenting the company
- Embedding solutions and designs for growth; enabling individuals and teams; leading teams through change; Initial steps to investment readiness.
- Q&A