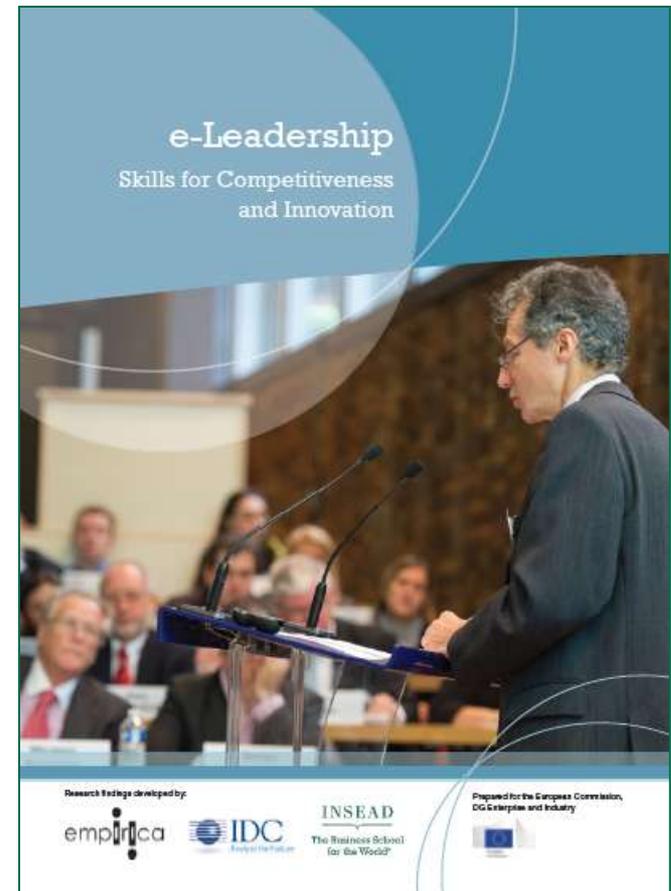


e-Leadership Skills: Definitions and estimations of demand and supply

Nils Olaya Fonstad
Associate Director, INSEAD eLab

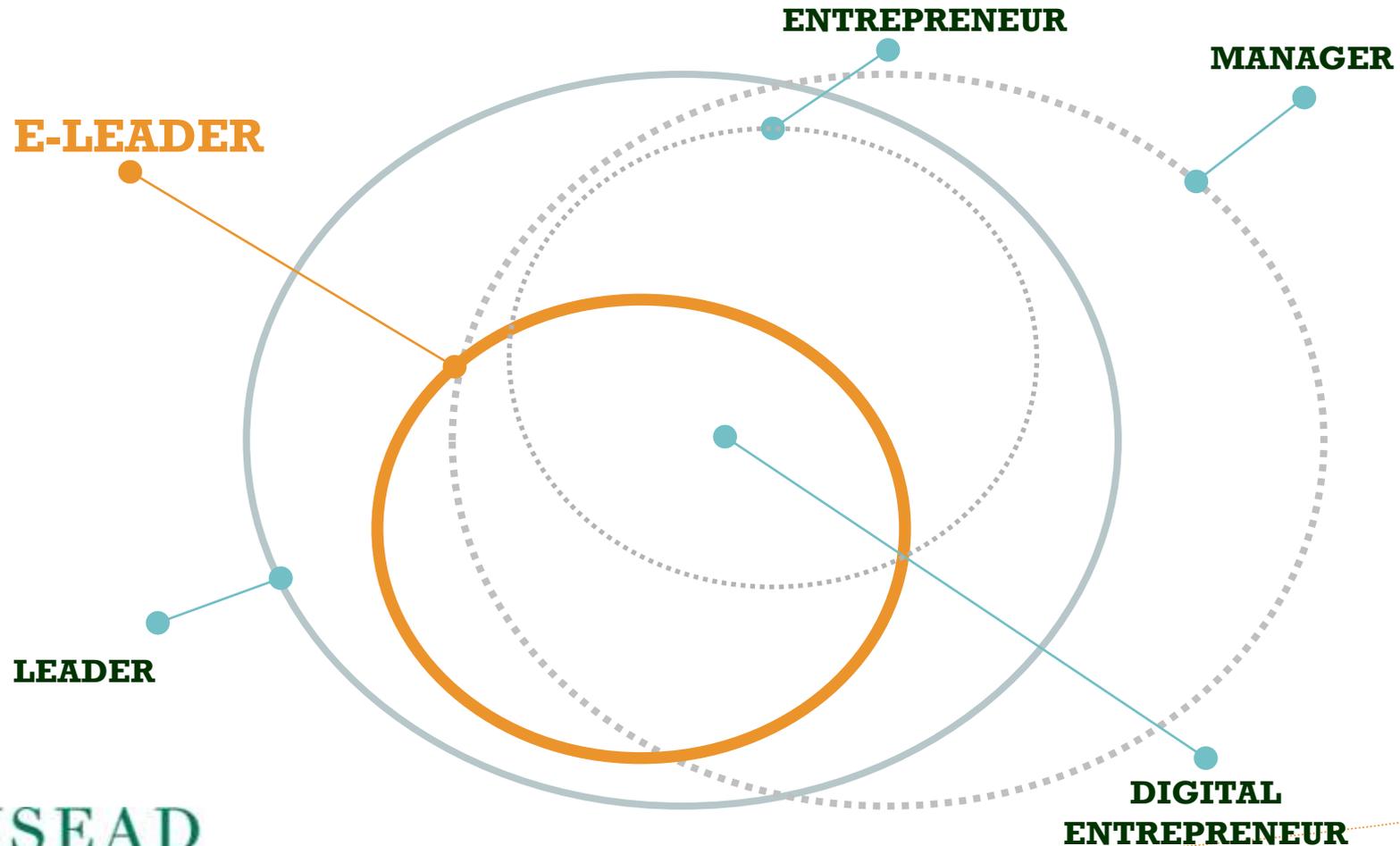
European e-Skills 2013 Conference
10 December 2013
Marriott Hotel, Grand Place, Brussels

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As organizations rely more on ICT, they are demanding e-leaders: leaders who are both business and ICT savvy.

An e-leader motivates and guides multi-disciplinary professionals to use ICT to creatively exploit digital opportunities for business innovation and stakeholder value.



A growing demand for 3-D leaders: E-leadership skills consist of a T-shaped portfolio of skills, representing 3 dimensions of expertise.

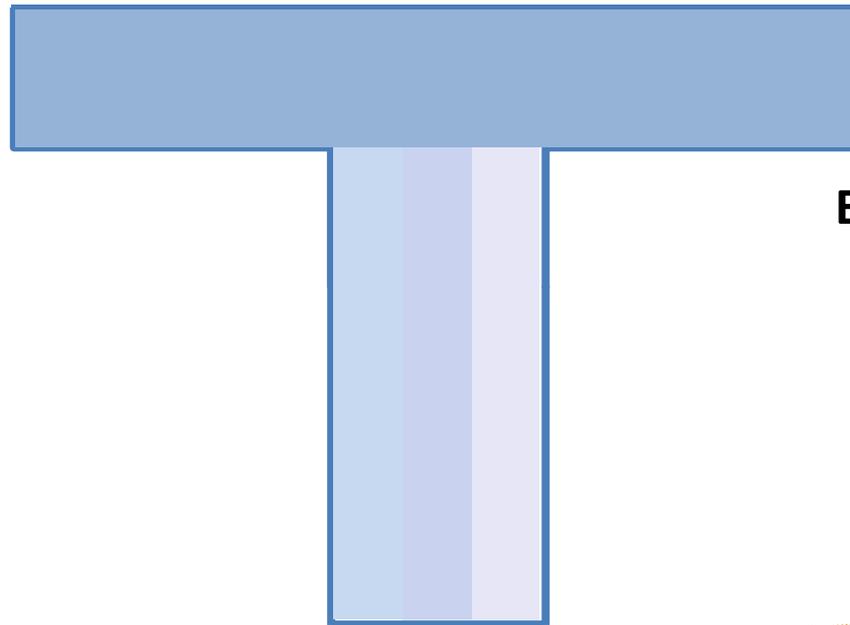
Developing Organizations (Horizontal/Transversal Expertise)

Developing a compelling vision

Design and Experimentation: Making sense of a situation

Building and aligning relationships across boundaries

Innovating and Managing change



Expertise in Systems of ICT and Business Processes (Vertical Expertise)

ICT expertise

Function expertise

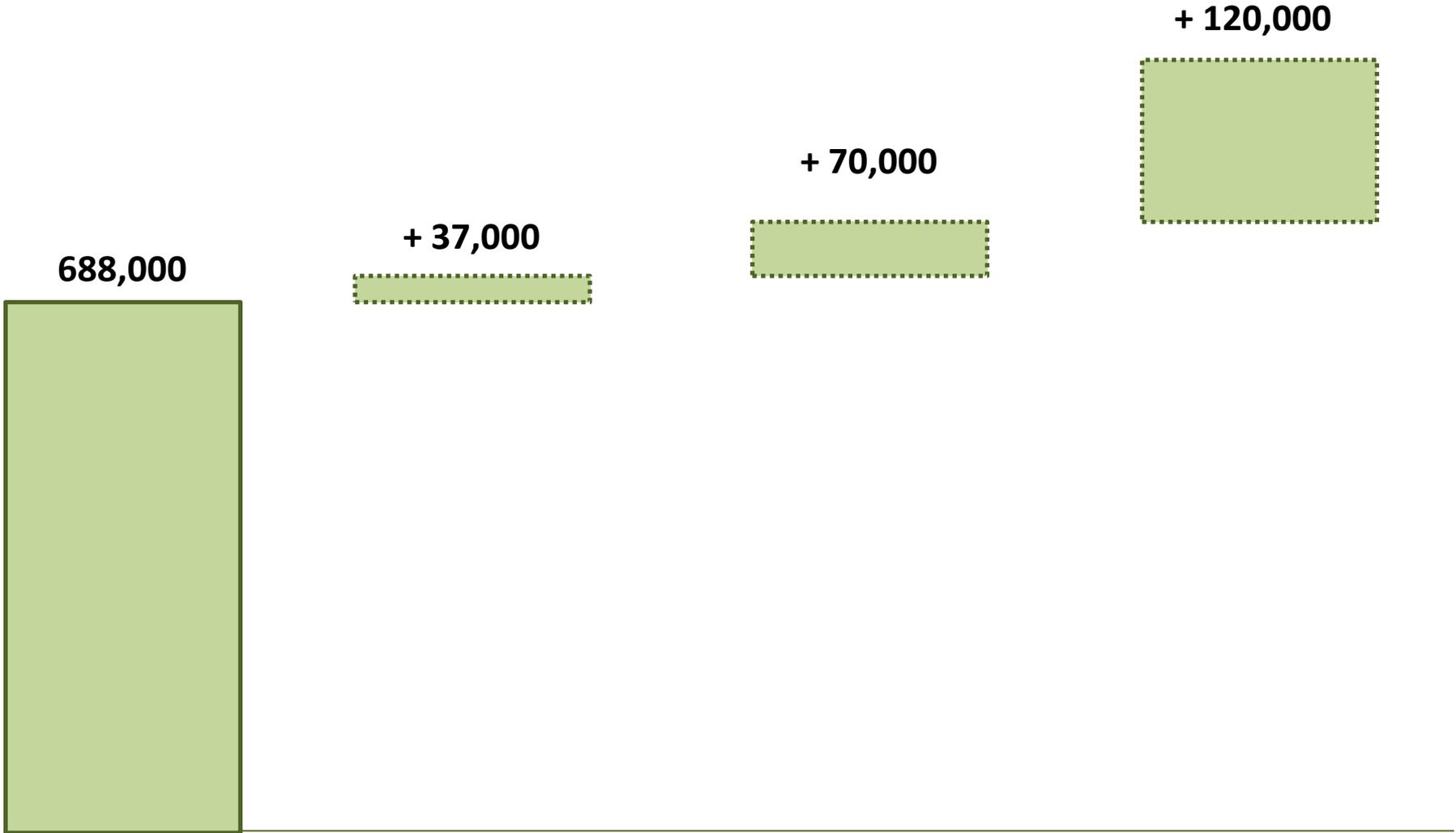
Product expertise

Customer & Sector expertise

Developing a conservative estimate of demand, depending on type of sector and size of firm.

	<i>(2010 data)</i>	Per enterprise	Number of enterprises	e-leadership „demand“
High-growth SMEs	Only these are considered in the Small Enterprise segment	1	70.000	70.000
ICT sector, medium-sized and large or very large	medium	4	6.500	26.000
	large	8	1.400	11.000
High ICT intensity sectors	medium	2	60.000	120.000
	large	5	29.000	145.000
Low ICT intensity sectors	medium	1	227.000	227.000
	large	2	42.000	84.000
			436.000	680.000

Exploring the sensitivity of key assumptions regarding the demand of e-leaders; demand is likely greater than estimated.



Estimated demand for e-leaders in Europe, based on a conservative set of assumptions

Increase in demand of e-leaders in Europe, assuming ICT services sector firms need twice as many e-leaders

Increase in demand of e-leaders in Europe, assuming Gazelles need 2 e-leaders (rather than 1)

Increase in demand of e-leaders in Europe, assuming medium-size High ICT Intensity Firms need 4 e-leaders (rather than 2)

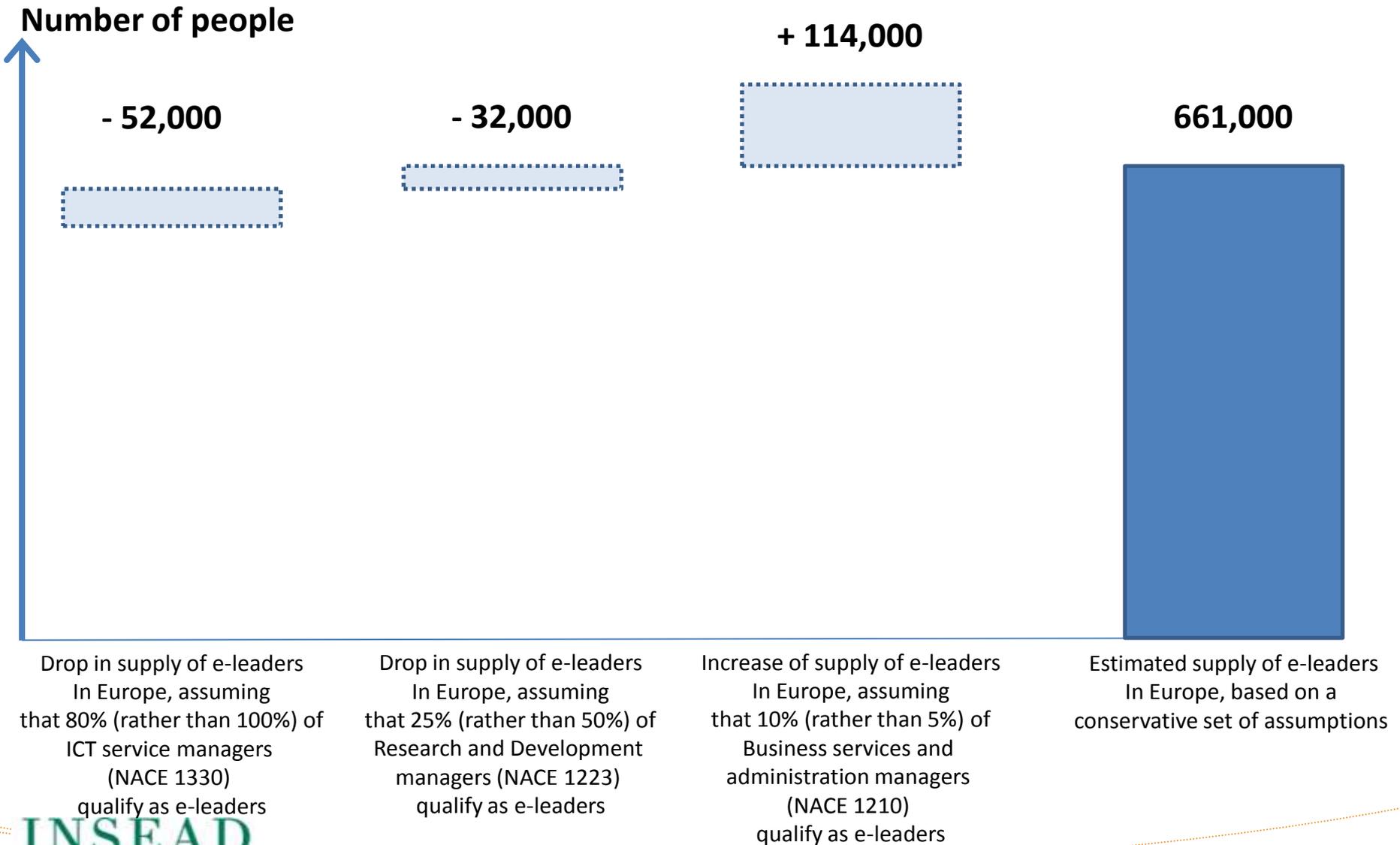
Developing a conservative estimate of supply, based on type of occupation and density of e-Leaders within occupation.

Excerpts of calculations to estimate supply, based on:

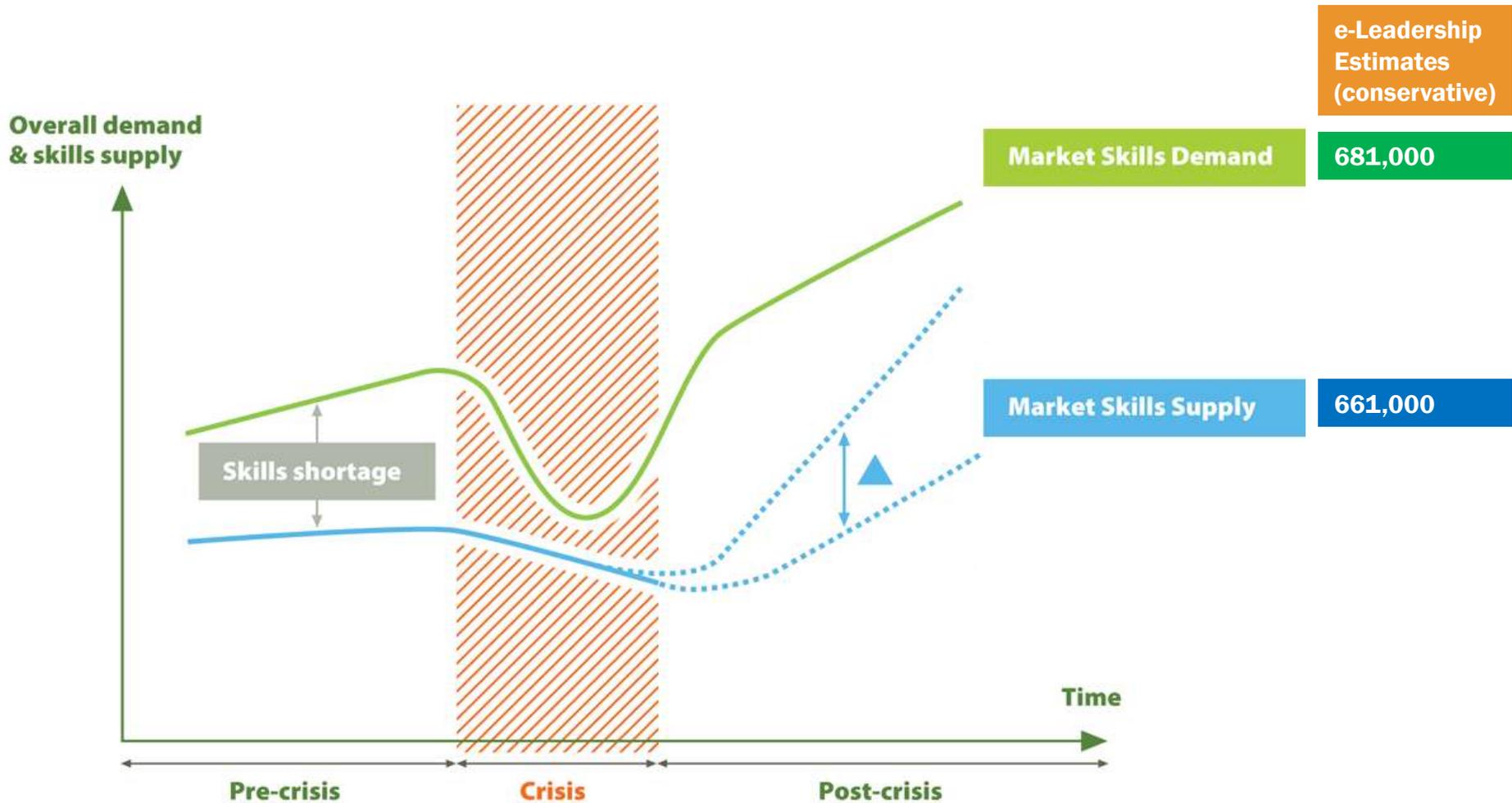
1. type of occupation; and
2. % within occupation who are sufficiently business and ICT-savvy to qualify as e-leaders (“e-L Quota”)

Occupation	# of jobs	e-L Quota	# of e-Ls
Managing directors and chief executives	1.495.180	3,0%	44.855
Business services and administrative managers	2.283.360	5,0%	114.168
Sales and marketing managers	1.094.997	5,0%	54.750
Research and development managers	129.445	50,0%	64.723
Managers in agriculture, forestry and fisheries	109.833	0,5%	549
Professional services managers (other)	135.759	0,5%	679
ICT service managers	260.687	100,0%	260.687
Other managers	12.553.845	3,1%	389.182

Exploring the sensitivity of key assumptions regarding the supply of e-leaders; supply is likely less than estimated.



Demand for e-skills and e-leaders growing faster than supply



Thank you

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