

# European Guidelines for New Curricula Fostering e-Leadership Skills

Simon Robinson, empirica GmbH

# Contents

- The objective and approach
- The European landscape of programmes with e-leadership potential
- Towards new curricula for e-Leadership – building on existing guidelines, scaling up an innovative approach

# The Initiative (2013-2014)

- **Objective** as defined by the European Commission:
  - To develop, demonstrate and disseminate European guidelines and quality labels for new curricula fostering e-leadership skills
  - Focus: Innovation empowerment for IT executives and CIOs in medium to large enterprises
- **Approach**
  - **Survey** of existing potential curricula for e-leadership skills
  - **Best practice** identification
  - Stakeholder-mediated **development**
  - Multi-region **pilot demonstration**
  - Pan-European **dissemination**: 10 major events

The European Commission will launch a **complementary initiative in January 2014** focusing on entrepreneurs, managers and advanced ICT users in SMEs, start-ups and gazelles

# GUIDE partnership



in partnership and cooperation with:



Euro CIO



CIONET



DIGITALEUROPE



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ESI Center Eastern Europe



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AICA



Clock-IT-Skills

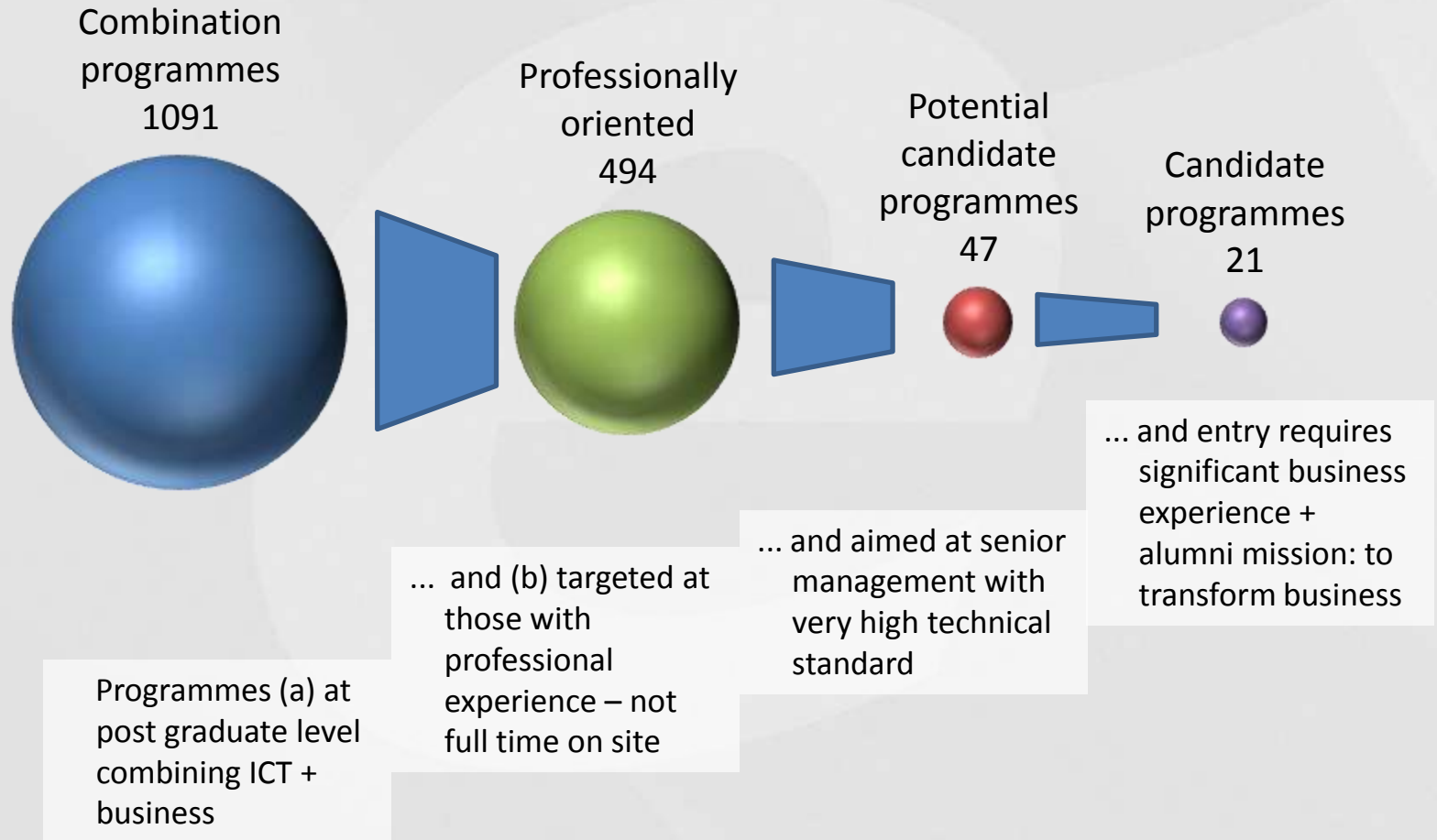


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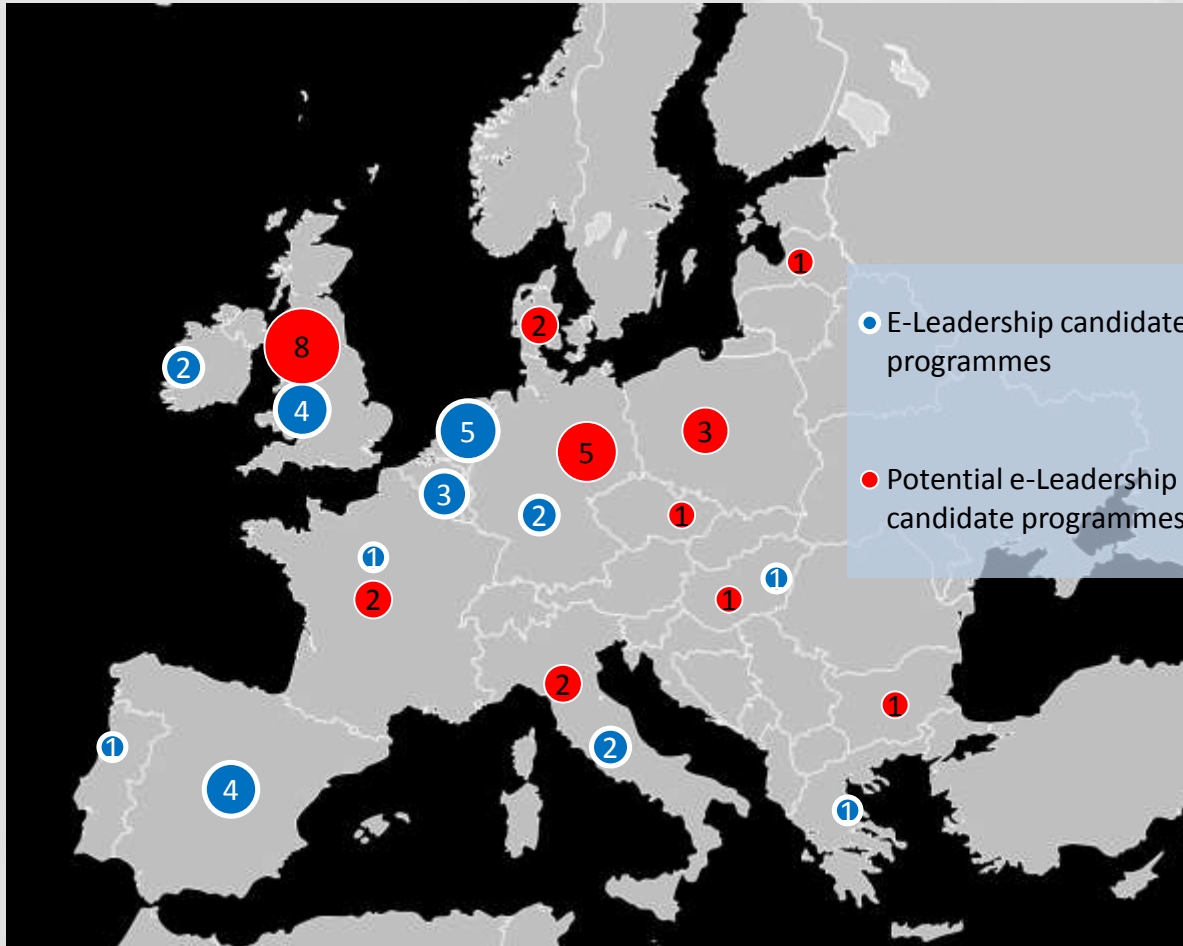
# European Survey of Educational Offers: Criteria

- **Baseline a) “Combination programme”**
  - Level: Masters / Executive Education
  - > 25% ICT and > 25% business management (MBA only if 25% ICT etc.; business informatics all fit by design)
- **Baseline b) “Professional orientation”**
  - Masters if part-time or aimed at life-long learning / CPE
  - Given for executive education and MBA

# European survey – results I



# European Survey – Results II



## Possible provision factors:

- Country size
- Tradition
- ICT activity level
- CIO community

# E-LEADERSHIP SKILLS DEVELOPMENT ECOSYSTEM

## SUPPLY SYSTEM

Higher Education  
Institutions

and

Executive Education  
Institutions

## GUIDELINES and QUALITY LABELS

Portfolio of  
curriculum profiles

Quality assurance  
system

Feedback channels

## DEMAND SYSTEM

Public and private  
sector enterprises  
- seeking  
leadership for  
innovation  
programmes  
using ICT



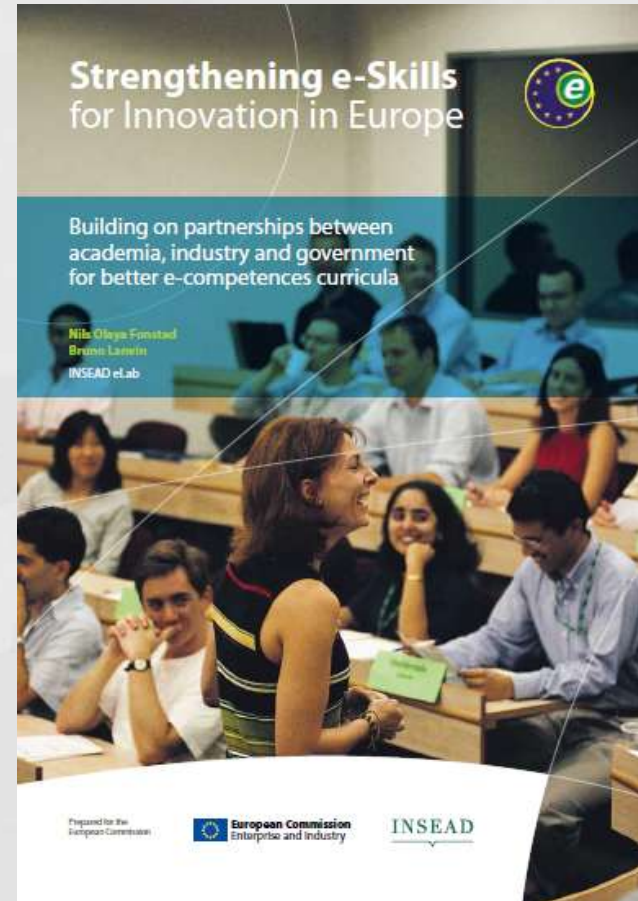
# Supporting the Ecosystem

- **Mobilising knowledge** from:
  - ✓ **Enterprises** - HR specialists, CIOs
  - ✓ **Research** – new understanding of innovation skills
  - ✓ **Alumni** – how do their skills empower to lead?
- **Dynamic**: not to be researched once and for all
- **Guidelines** propose knowledge-tapping and transparency processes in the e-skills ecosystem

# Building on... Previous Curriculum Development Guidelines

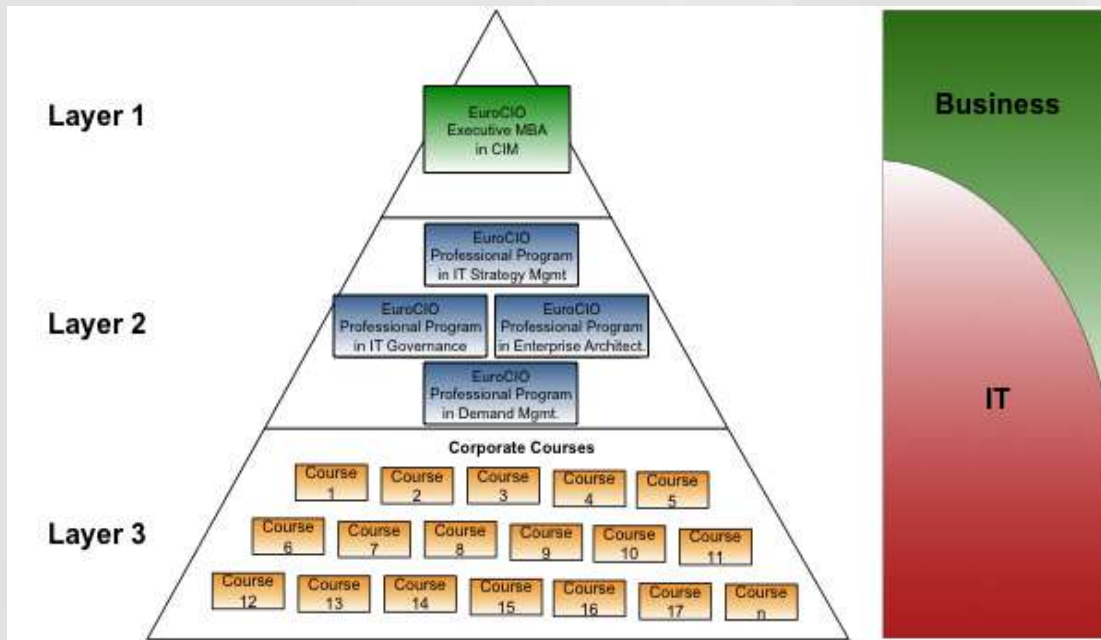
## INSEAD, 2010

- Create appetite among students, relevance for employers
- Provide for life-long learning
- Ensure academia-industry cooperation (vendor-neutral)
- Design curricula in a modular way
- Monitor and improve



# Building on ... Innovative Industry-led Initiatives

## EuroCIO Executive Education Programme



### Combination content

- IT + Business +

### Layered Portfolio

- MBA / Masters / Modules

### Dedicated Governance Structure

- HR & Education Work Group
- Executive Education Steering Committee
- Programme Management Committee
- Programme Design Board

# Scaling up: The Portfolio of e-Leadership Curriculum Profiles

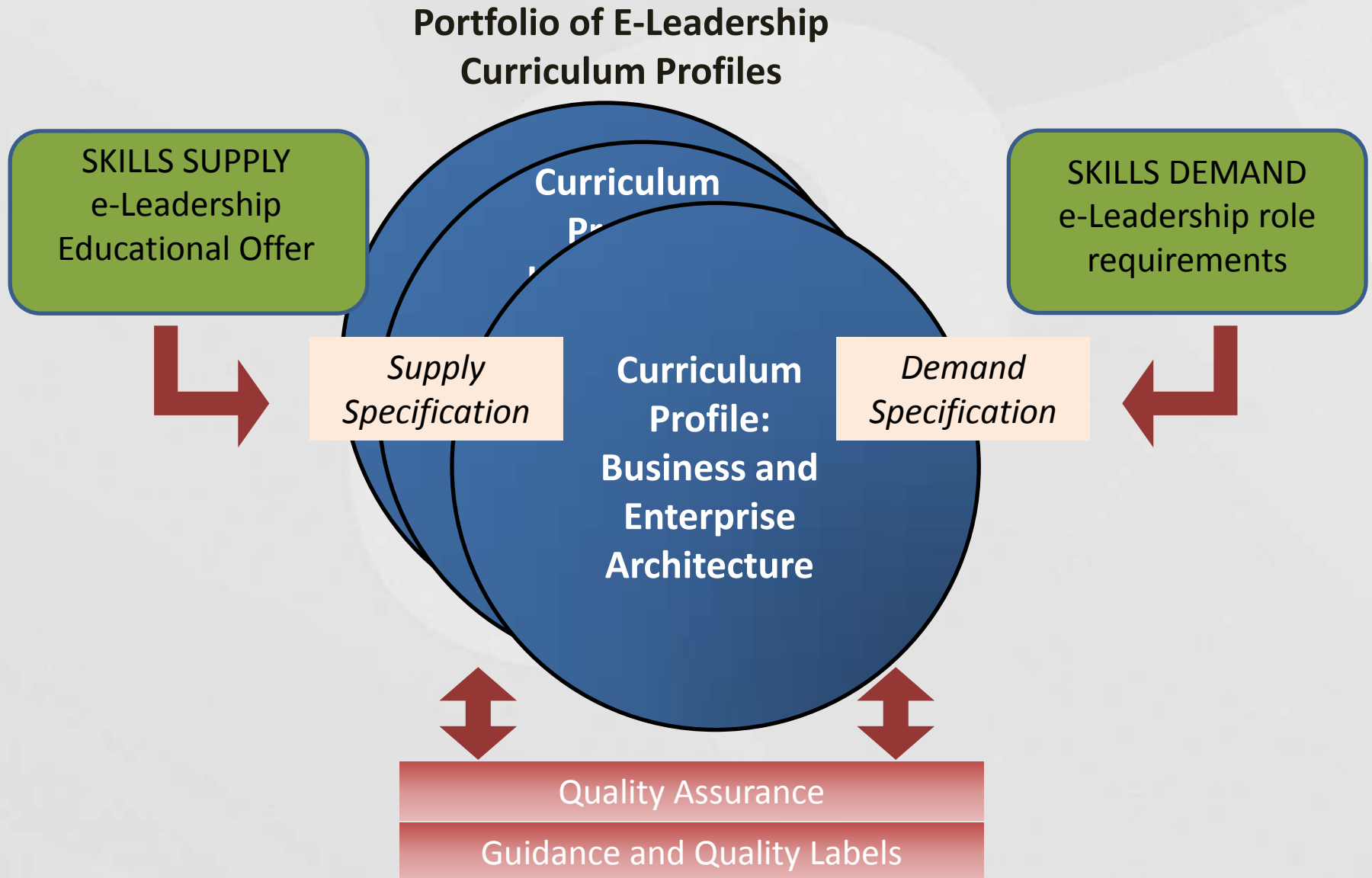
## **e-Leadership Curriculum Profiles**

- define programme **learning outcomes** to deliver emerging requirements for **e-leadership competences**;
- help align demand and supply of e-Leadership curricula
- respect autonomy of educational institutions
- increase transparency for students and employers
- Encourage and support teaching innovation

## **Initial portfolio**

- Business and Enterprise Architecture
- Innovation and Transformation through ICT
- Information Security Governance

# Bridging the Gap



# e-Leadership Curriculum Profile: Specification template

Title, e.g. "Business Architecture"

Enterprise roles, e.g. "Business Architect"

Set of learning outcomes

Definition of learning experience

Mapping to e-Competence Framework 3.0

- Core
- Understanding

# Participate!

The 2014 Demonstration activities are open to

- education institutions (supply)
- associations understanding e-leadership skill requirements in the workplace (demand)

Notifications of interest to: [guide@empirica.com](mailto:guide@empirica.com)

European Guidelines and Quality Labels for new Curricula Fostering e-Leadership Skills

# THANK YOU