CALL FOR ACTION
from key stakeholders to promote
e-Leadership in Europe
Despite high levels of unemployment, Europe is faced with a significant shortage of the people capable of leading innovation to capitalise on advances in information and communication technologies (ICT). Economic growth relies on digital innovation and transformation of businesses and this requires more and better leadership. E-leadership skills enable people to lead staff towards identifying and designing new business models and making best use of ICT and delivering value to their organisations. Equipping Europe’s workforce and citizens with e-skills are fundamental for success of the Digital Single Market.

The EU e-skills strategy is a key component of the drive to boost competitiveness, productivity and employability of the workforce. It contributes to improving framework conditions for innovation and growth, and for new digital jobs, ensuring that the knowledge, skills, competences, and inventiveness of the European workforce meet the highest world standards, and are constantly updated in a process of effective lifelong learning. A top segment of e-skills comprises e-leadership skills, which have become a focus of a European Commission initiative in 2013 welcomed by stakeholders. The Strategic Policy Forum on Digital Entrepreneurship made clear that there is a broad agreement that Europe urgently needs to tackle the leadership issue and mobilise stakeholders in a joint Europe-wide effort to scale up the supply of e-leadership skills in the full range of enterprises in the digital age.

The European Commission is committed to drive forward policy initiatives in support of digital skills and strengthen cooperation with policy makers and stakeholders from industry, academia, unions etc. A first initiative on e-Leadership was launched in 2013 focusing on the needs of decision-makers and professional leaders at larger enterprises in the digital economy. Work on SMEs, gazelles and start-ups started in 2014.

Concrete pan-European guidelines for e-leadership curricula development have been produced. They include the definition of e-leadership skill sets in curriculum profiles enabling advanced teaching content using the latest research. They are based on industry requirements and best practices. The application of the guidelines has been successfully demonstrated. Ten regional cluster events have been organised in 2014 mobilising over 1200 experts across Europe. Many stakeholders have contributed to this initiative and suggest the creation of national coalitions to help scaling up efforts.

Senior representatives from governments, industry, NGOs and academia across Europe call for further action to increase Europe’s digital talent pool and the number of e-leadership skilled individuals. They have drawn up this call for action to promote e-leadership in Europe and are prepared to join forces with the European Commission to push further action to ensure Europe has sufficient e-leadership skills in the near future. The following actions which together comprise a comprehensive roadmap for action on e-leadership skills at all levels in the EU are to be taken forward by stakeholders in industry and academia, and by government at national level and by the European Union institutions.

Join them by endorsing their call!

www.leadership2015.eu
Europe Must Unlock the Potential of Digital Technologies to Boost Growth and Jobs Creation

Stakeholders call for action

Government actors and related key stakeholders


The Agenzia per l'Italia Digitale cooperates with all key stakeholders in the field and strongly supports adoption of the European competence framework (e-CF). We very much welcome the European Commission initiative on e-leadership which is fully aligned to our national activities, and our national coalition for digital competences is likely to include dedicated action on e-leadership.

Antonello Busetto, Director, Assinform

Education is the key enabler for innovation and growth. Assinform recently appointed a Steering Committee to oversee contributions to the European Digital Agenda, and intends to work closely with the Ministry of Education, universities and the Agenzia per l'Italia Digitale to ensure the objectives in Italy are fulfilled.

Fulvia Sala, Secretary General, AICA

AICA is strongly committed to the European initiative on e-leadership and already offers an e-leadership foundation programme for students of high schools, with e-learning support. New partnerships, the Future IT leader and with healthcare CIOs AISIS, are expected to provide detailed new e-leadership profiles.

Antonio Saravia, Deputy Director of Digital Economy at Red.es, Ministry of Industry, Energy and Tourism

The Digital Agenda in Spain has drawn all the many stakeholders together behind ambitious national targets. We now intend to start building a national coalition on e-leadership, starting with the recent national strategic agreement with Telefonica, España Open Future.

Christian Colmant: Deputy Chief Pasc@line Association

The Pasc@line Association has now teamed with CIGREF and other key players in France to spread understanding of the importance of e-leadership skills. All partners agree that the approach must be dynamic: the skills to manage digital transformation are not a destination but a journey, one which help innovative companies avoid falling to Schumpeter's creative destruction.
Nigel Payne, Projects Director, International, TechPartnership

The European e-Leadership Initiative comes at an apposite moment for scaling up efforts and joining forces across the continent, in 2015 and beyond.

Erik Neumann, EIT ICT Labs, German government, industry and academia initiative ‘Software Campus’

German enterprise and the Mittelstand need expert leadership for maintaining their innovation edge. Software Campus, funded by the Federal Ministry of Education and Research, strongly supported by industry, building on activities with the direct patronage of the Chancellor, Angela Merkel, is very well-placed to participate in scaling up the supply of e-leadership skills in Germany and in Europe.

Gerard Walker, Expert Group on Future Skills Needs- Ireland, Department of Jobs, Enterprise and Innovation, Ireland

The Expert Group on Future Skills Needs- Ireland have undertaken extensive research with the objective of building up Ireland’s ICT skills capability. A key action identified is the need to build-up e-leadership professional skills to drive increased innovation and business value from the application of ICT within enterprises.

Ana Neves, Director of Information Society Department, FCT Fundação para a Ciência e a Tecnologia, MINISTÉRIO DA EDUCAÇÃO E CIÊNCIA

The National Coalition for Digital Jobs in Portugal recently set out to greatly increase the supply of digitally skilled professionals and in particular e-leadership skills are being fostered to boost growth and competitiveness.

Arnis Daugulis, Deputy State Secretary (ICT & E-Government) at Ministry of Environmental Protection and Regional Development of the Republic of Latvia

The e-skills National coalition of Latvia, which draws together government and stakeholders from ICT industry, NGO and academia, fully supports the EU E-leadership skills initiative. Digital transformation calls for innovations in public sector. Without e-leadership, the government officials will never leave their comfort zone, and innovation will not happen. A CIO should set the ground for digital transformation. To fulfil this role, the CIO must not only be a master in ICT but also have the business skills to transform organisations, including the ability to speak in non-technical language, to listen, learn, negotiate and convince, to think creatively and willingly adapt to rapid change.
Taking into account that more than 95% of Europe’s business is SMEs and that they provide every 2 jobs out of 3, the E-leadership skills initiative should take into account the specific training needs of this sector. Short term, non-formal training and personalized E-leadership skills development pathways could be considered as complimentary to programs provided by formal education system and supported by national government and EU funds.

Matthew Gatt, eSkills Malta Foundation

The eSkills Malta Foundation strongly promotes the European e-leadership curriculum profiles and recommends them to Malta’s higher education institutions.

Žarko Cizmar, President of Telecentar, Digital Agenda for Creative Croatia

The Digital Agenda for Creative Croatia is a multi-stakeholder partnership of organisations and individuals from the civil, public and private sector. The main activities include new curricula for vocational schools, higher education institutions and training centres.

Gergana Passy, Founder Digital National Alliance, Bulgaria, Digital Champion Bulgaria

The new e-leadership curriculum guidelines of the European e-leadership initiative are helping us pose the right questions about existing higher education programmes and supporting the difficult task of bringing some agility to educational programmes. As of today, already several Bulgarian universities (Sofia University, New Bulgarian University, Burgas Free University, Varna Free University “Chernorizets Hrabar”) have carried out self-assessments and mapped their education programmes against the e-leadership curriculum profiles.

Pantelis Nikolaidis, Ministry of Interior & Administrative Reconstruction, Coordinator of Women & Girls Go Digital Coalition.

Innovation - the target of e-leadership skills deployment- is increasingly recognised in Greece to be the key driver to long-term competitive advantage. With National and Local Coalitions in place, we are now very well placed to address e-leadership as a tool for the innovation capability of our executives in Public and Private sector.
Industry and European industry associations

Freddy Van den Wyngaert, VP, CIO, AGFA ICS

Agfa has implemented a major and very successful transformation of its business and is determined to continue this success by ensuring executives bring with them the best in e-leadership skills.

Małgorzata Ryniak, VOLVO Information Technology

Volvo is investing in our IT people so that they are being empowered to lead for us. The greater quality and coherence in the offers of e-leadership education in Europe the Commission has initiated is very attractive to us.

Cristina Alvarez, CIO, Telefonica Spain

The Commission initiative to improve the supply of e-leadership competences is of great interest to us; we expect to make significant use of programmes which deliver these competences.

Pascal Buffard, President of CIGREF and Chairman of AXA Technology Services

For CIGREF, the "e-leadership" theme is a top 10 challenge for leaders and managers towards 2020. Leading digital transformation means first the capability to develop a strategic vision related to digital with all stakeholders. CIGREF encourages the intensification of actions related to the promotion of e-leadership in Europe towards all economic actors.

Giuliano Pozza, Direttore Sistemi Informativi (CIO), Fondazione Don Gnocchi

Massive investments in digital innovation to provide quality and sustainable health services could be ineffective without governance methodologies and true e-leaders. Fortunately, we are not short of sound methodologies, but e-leaders are scarce and it takes a long time to move from a good manager/professional to an e-leader. The need for true e-leaders has never been stronger than now in healthcare!

Stefano Venturi, Managing Director Hewlett-Packard, Italy, Confindustria Digitale lead for “Digital Culture and Competencies” Steering Committee

Implement a Public & Private Partnership for e-Leadership in order to promote Digital Culture and Competencies in Enterprises, Public Administration and School System. This means closing the technological gaps and enabling a digital inclusion for everyone thus supporting the European digital citizenship.
Pantheon is absolutely resolved to recruit and train the best in e-leadership. To innovate, we must continuously refresh our e-leadership capability, recruiting and training staff with an academic mind-set to rigor and practice in ICT.

Peter Hagedoorn, Secretary General, EuroCIO

EuroCIO strongly welcomes the participation of DIGITALEUROPE, CIONET and PIN-SME to bring this initiative forward. We see our role as promoting e-leadership in Europe in cooperation with service providers like EXIN, APMG and ASIN. Curriculum Profiles will bring transparency to the interface between industry demand and higher and executive education supply ensuring that education programmes are developed which best meet industry requirements.

Frits Bussemaker, Partner, CIONET

CIONET has been involved in the Commission initiative from the start, as our members are in positions of IT responsibility in European organisations - they are already innovation drivers and e-Leaders. We intend to continue and help coordinate the offer of e-Leadership programs which match the curricula profiles developed by top academics in the field.

John Higgins, Secretary General and Jonathan Murray, Director, DIGITALEUROPE

DIGITALEUROPE is willing to contribute to establishing a simple and industry focused governance ecosystem that will promote effective e-leadership programme development, quality assessment and recognition.

Sebastiano Toffaletti, Secretary General, PIN-SME

Small and medium-sized enterprises in Europe are strongly reliant on the leadership of their owners and managers, particularly in markets where ICT can provide competitive edge. The Commission initiative focused first on full-scale programs of education in leadership, which require a very significant investment of time, away from the business. In many of our member businesses, the demand is for shorter courses, so we welcome the new focus of the Commission initiative on the needs of the smaller enterprises. For the future, our recommendation to the Commission is to focus not only on university courses, but also to consider the great value that Europe’s ICT small businesses can bring to SMEs in general. Europe has a thriving small and medium sized ICT industry that delivers valuable advice on new technologies and e-leadership to SMEs across all sectors.
Laurent Zibell, Policy Adviser, IndustriAll Europe

Together with
Karl-Heinz Hageni, IG Metall

With some 200 affiliated unions and more than 7 million members, IndustriAll Europe is the workers’ voice in metalworking, chemistry and clothing industries. It supports all actions boosting growth and high quality jobs in Europe and consequently the European e-leadership initiative which goes into the right direction.

Mary Cleary, Irish Computer Society and the Health Informatics Society of Ireland

ICS has launched a Leadership Development programme for senior IT managers and those who will potentially become CIOs. ICS is committed to serving the needs of top-tier executives and to continue to enable them to share best practice in strategic IT leadership and driving innovation. Through this commitment, ICS is eager to support EU level initiatives for e-leadership skills development and to present actions in a coordinated way at national level.

Academia: universities, business schools and training providers

Prof. Dr. John Board, Dean of Henley Business School

Henley, with its strong research and teaching tradition, has made direct contributions to the e-leadership initiative, adapting key programmes to meet requirements set by e-Leadership Curriculum Profiles.

Eduardo Vendrell, President, Conferencia de Directores y Decanos de Ingeniería Informática, and Professor at Universitat Politècnica de València

In my role as President of the Spanish Council of Deans of Informatics Degrees (CODDII), and officially representing this organisation, I'm committed with the e-skills and e-Leadership initiative, supported by the European Commission. We will promote the e-Leadership guidelines and curriculum profiles throughout the Spanish universities since I am confident that following the approach of this initiative will allow higher education institutions to develop fully fledged e-Leadership courses demanded by industry throughout Europe.
Silvia Leal, Academic Director, IE Business School

IE Business School was among the first in Europe to use the e-leadership curriculum development guidelines and apply the Curriculum Profile approach to their higher education courses and is since November 2014 delivering a programme helping individuals to achieve the e-leadership skills in high demand in the market. We strongly recommend that other universities and business schools use the e-Leadership Curriculum Profile approach.

Alfonso Molina, Professor and Scientific Director & Multi-sectoral Network on Educational Robotics, Italy, Fondazione Mondo Digitale & University of Edinburgh Business School

The e-leadership initiative of the European Commission comes with the very timely aim of improve innovation performance, strengthening European industry. The Fondazione will work with other interested parties to make use of the guidelines and the e-Leadership Curriculum Profile approach. Alignment of educational programmes to the curriculum profiles are expected to provide promising career opportunities to executives and other employees.

Adam Dzidowski, University of Technology Wroclaw, Faculty of Computer Science and Management Wroclaw University of Technology

The most important part of the e-leadership package appeared to be its reflexive potential and how it could be used to pose the right questions about the existing programmes. The regional conference in Wroclaw helped us understand that in order to sustain the global position of Polish IT specialists we need combined efforts of computer science and managerial education, sometimes in brand new areas.

Prof. Dr. Renaud Cornu Emieux, Directeur, l'Ecole de Management des Systèmes d'Information de Grenoble, Chair Orange – GEM « Digital Natives »

For the coming year, the chair “Digital Natives” Orange-Grenoble Ecole de Management and EMSI will lead the development of modules and certificates in e-leadership for students of the main curriculum of Grenoble Ecole de Management (GEM). These modules and certificates will be for students and working professionals.

Filomena Ferrucci, Professor, Università di Salerno, Fisciano (SA)

The University of Salerno has activated a new study programme to address the needs of professionals for competencies both in information technology and business which enable them to drive change and innovation, to be e-leaders. This programme meets the e-Leadership guidelines, showing it addresses industry requirements.
Marco Ferretti, C.I.N.I National Consortium of Italian ICT universities – ICT competencies LabU Professor, University of Pavia

The CINI Lab on ICT competencies envisions the possibility to launch the collection of a wide set of assessments of university programmes against the e-leadership curriculum profiles and is ready to further support the e-leadership initiative.

Achilles Georgiou, Program Director, MSc in IT Management, CEU - Central European University Business School

Constructing a huge ship might take a year but teaching the captain driving it can take even 30 years, similar to the captains e-leaders need to have specific skills and competencies in order to support their business in a continuously changing environment, managing their ship over bigger and bigger waves.

Mika Helenius, Head of BISEPro Program, Aalto University, Vice Chairman of the Board TIIVA - The Finnish Information Processing Association; Member of Education Committee Academic Engineers and Architects in Finland

Organisations in Europe need to regain their competitive position by improving leadership of software-driven business innovation. To improve the flow of e-leadership skill, Aalto University has recently launched two e-Leadership programmes; a Master Degree Program in Digital Service Design and Engineering and a Future CIO executive Business and Information Systems Engineering program.

Prof. Leszek Pacholski, Board Member, Informatics Europe, Association of Computer Science Departments

Informatics Europe (IE) is glad to see a dedicated effort on strengthening the ICT profession at the European level and offers to be a channel for promotion and dissemination of initiatives. IE is fully aware of the fact that informatics education should also focus on the business side, and we welcome cooperation on defining the best way of completing the competence body within informatics curricula.

Nadine Burquel, Director of Business School Services, EFMD

EFMD is committed to helping business schools and higher education institutions adopt innovative teaching and learning approaches and welcomes the initiative to promote e-leadership in Europe. Innovation guided by e-leadership is critical to promote smart, sustainable and inclusive growth in Europe and the economic competitiveness of the European Union.
Examination, certification and accreditation organisations

Mark Ruijsendaal. Business Line Manager for EXIN’s Assessment portfolio, EXIN

EXIN fully supports the European e-Leadership initiative. We see a role for our organization and our experts in the quality assurance for the register of approved Curriculum Profile mappings and the e-Leadership Quality Labels, and can support the mapping learning outcomes to the e-competence framework e-CF.

Birgit Hanny, Board Member

ASIIN supports the e-Leadership initiative and its Curriculum Profiles as instruments for developing high quality education offers at academic level.

Richard Pharro, CEO, APMG International

In the “Third Wave of IT-Driven Competition”, companies must look beyond the technologies themselves to the competitive transformation taking place, which requires new skill sets, including e-leadership. APMG can help by providing rigorous assessment and accreditation processes to make education and personal development more consistent, transparent and recognisable internationally. Our experts can provide the quality assurance for approved Curriculum Profile mappings and e-Leadership Quality Labels.

Other stakeholders

Jeanne Bracken, General Manager & Publisher, LID Editorial Spain

The key is flexible and collaborative learning formats. Flexible hours combined with a variety of formats for different devices so that professionals can choose what works best for them. We need to further develop blended or online courses with multimedia contents. Social learning should also play a role. As let’s be realistic, we’re unlikely to create innovative leaders with traditional methodology!

Eva Fabry, ECWT – European Centre for Women and Technology.

ECWT is collaborating with EuroCIO and CIONET to develop a strategy and concrete action plan to upgrade the e-leadership skills of female decision makers in larger enterprises.

Cheryl Miller, Digital Leadership Institute

As a recognised frontrunner in pan-European and global initiatives promoting digital leadership by girls and women, the Brussels-based Digital Leadership Institute (DLI) and its board members vigorously support initiatives that contribute to greater uptake of e-leadership skills by girls and women.
Loles Sala, Director, Human Age Institute

Human Age institute is a nonprofit ManpowerGroup initiative with the aim to return to society the knowledge and experience of those who believe in talent, acting as an engine of transformation of organizations from a holistic perspective. Aimed at sharing and studying factors that impact e-leadership, to develop amongst people, leaders and organizations the ability to innovate with technology and to inspire others to bet on it as an engine of transformation in business and society.