e-skills for e-leadership

Denise Leahy

Dudley Dolan

Trinity College Dublin

The need

- Unemployment totals more than 26 million throughout the EU (Eurostat, 2012)
  - 10.7% of the EU27 workforce.
- Youth unemployment rate is 23.7%
- The number of "digital jobs" is growing at a rate of 3% per annum (Eurostat, 2012)
- A need for skilled employees in all parts of business
- A shortfall in the numbers of ICT practitioners, forecast to be between 300,000 and 700,000 people by 2015

The need

European Commission Vice President Neelie Kroes:

"The digital skills gap is growing, like our unemployment queues. We need joint action between governments and companies to bridge that gap. The ICT sector is the new backbone of Europe's economy, and together we can prevent a lost generation and an uncompetitive Europe"

at the launch of Grand Coalition for Digital Jobs in Davos (EU, 2013b).

e-business skills

Business Skills

ICT Skills

Entrepreneurial Skills
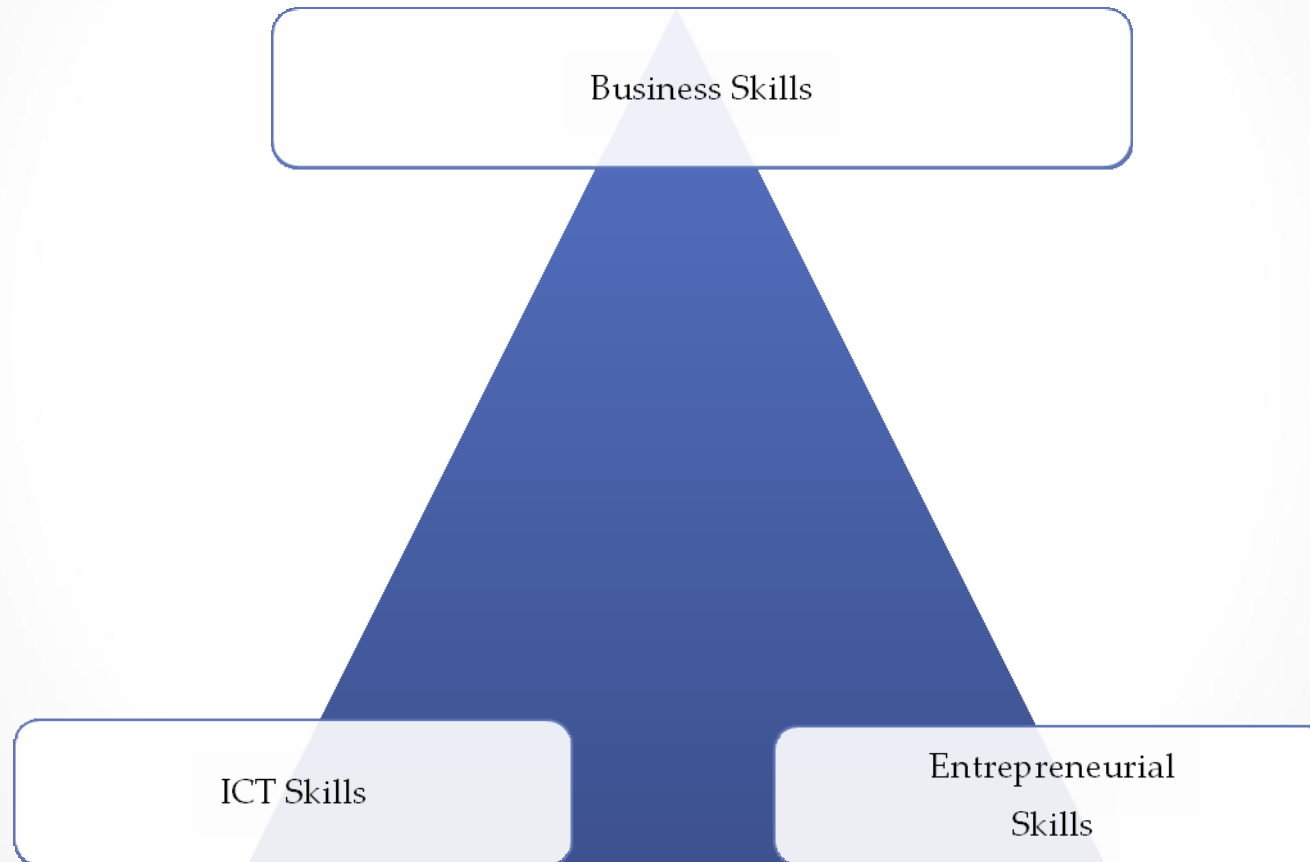
Leadership

- Leadership has always been important in business, but today e-leadership "takes place in a context where work is mediated by information technology" (Avolio & Kahai, 2003, p326)

- Adopting technology brings about a new culture in business; e-leaders will have the ability to lead this change (Pottruck & Pearce, 2000)
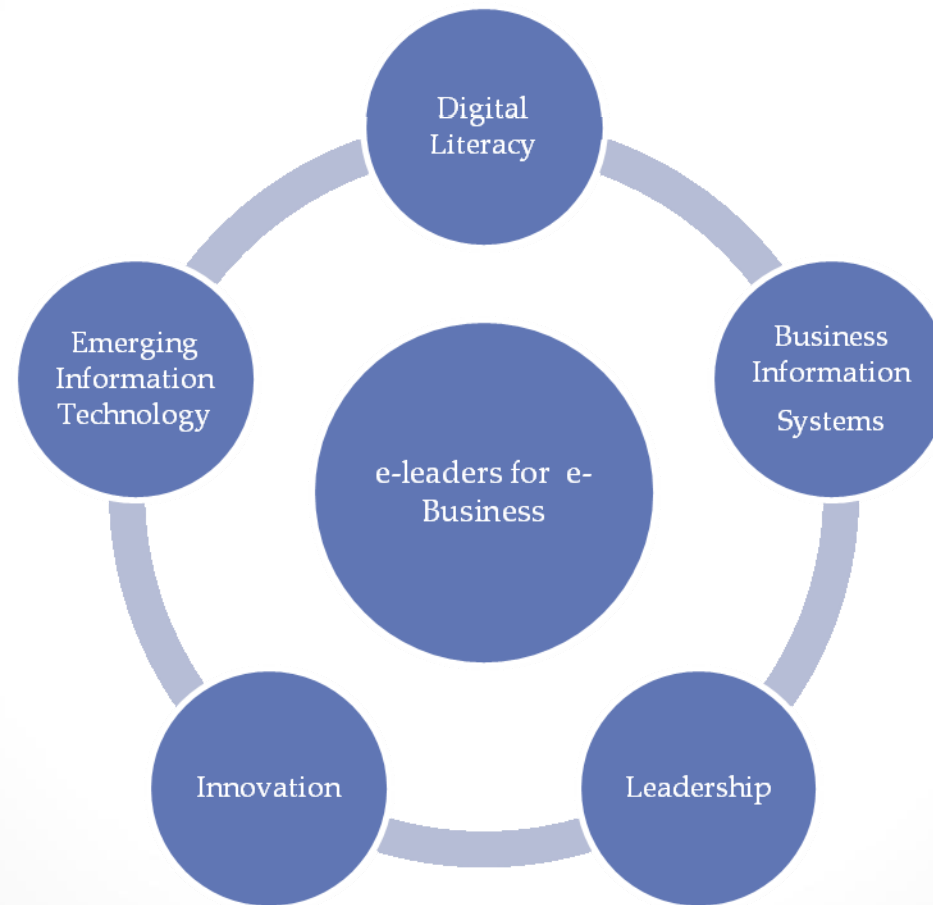
An e-leader must:

- Be able to convince others that technology can be of benefit to them

- Be innovative by strong leadership

- Understand the benefits of using ICTs in an innovative manner

- Understand how to encourage people to use technology

  o Technology Acceptance Model (Davis, 1989)

  o Diffusion of Innovations (Rogers, 1962)

  o Change management

e-leadership skills

Where can he or she be found?

- The skills required to be an e-leader can be found not only in an IS environment but also in all *areas* of business

- Leadership can come from all *levels* within an organisation
  - o the ICT user who can see how to improve the efficiency of their work
  - o the CIO who makes policy decisions

- The e-leader might be a charismatic, entrepreneurial person with vision who understands the benefits and risks of using ICT

The new way of working

- e-business

- Collaboration

- Crowdsourcing

- New Technology as it arrives

  - o Adopters, early, late

- New cultures

  - o Different generations of workers

  - o Global workplace

CEN Workshop on ICT Skills

The three pillars of ICT Skills pre-standards

1. ICT Practitioners

2. eBusiness (eLeadership Skills)

3. End user ICT Skills

Current situation

o e-Competence Framework 2.0 (e-CF)

o End user Competence Framework is being launched this month

o e-Business (e-Leadership) skills definition is being developed in e-CF version 3

Summary

- Having skills in an organisation, combining digital literacy, business skills and e-leadership skills, can increase the adoption rate of technology and the quality of decision making

- Such skills would make individuals more critical of and creative with new technology, not being "early adopters" because it is fashionable, but understanding when it is time to be innovative

    people will drive progress - not technology