



**FINAL REPORT ON
PROJECT IMPLEMENTATION**

by CEC European Managers

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1. CONTEXT

FIT-MANAGERS is a Leonardo da Vinci project of Development and Innovation under the Lifelong Learning Programme aiming at reducing the effect of stress at work through the development of an innovative training program to teach managers how to acquire non-professional competences, to perform well and better adapt to an increasingly challenged business environment.

The project development comprised:

- *A first Research stage analyzing the needs for training:*
between November 2010 and August 2011
- *A Development stage elaborating a training program:*
between September 2011 and January 2012
- *A stage of testing of the training program:*
between February and August 2012
- *Evaluation, valorization and exploitation of the results:*
throughout the 2 years of the project, but with an intensification of activities in September and October 2012

FIT-MANAGERS has been conducted through a partnership of six organizations with different areas of expertise:

1. CCP: is a trade union representing managers and professionals in Spain at cross-industry level.
www.confcuadros.com

2. IFI: is a Spanish training provider and consultancy firm for companies, but also public entities and the Spanish public employment service.
www.ifionline.com

3. CEC European Managers represents middle and top managers in Europe through a network of 17 national member organizations and 9 European professional federations from as much different sectors. CEC is a recognized European social partner and we took part in the European negotiations on work-related stress which lead to the signature of the Framework agreement in 2004. Based on this experience, we have been asked to manage the Information and Communication plan and to harmonize the project dissemination strategy.
www.cec-managers.org

4. FEPSET: is a vocational school and adult training centre in Portugal active in various areas such as: mechanics, electronics, public relations, chemistry, quality control, safety and tourism. It also has a wide database of companies in the region of Setúbal.
www.eps.pt

5. KTU Faculty: is Lithuania's leading centre for studies in economics and management.
www.ktu.lt

6. ELITE TRAINING: is a private company specialized in training and HR consultancy for companies. It has also developed a partnership service of coaching for trainers.
www.etcoaching.eu

2. OVERALL OBJECTIVE

The purpose of this Final Report on the FIT-MANAGERS project implementation is to give an overview of the future use that can be made of the final product which has been made available at the end of the project.

This report should serve as a handbook for potential users of the final product (trainers and trainees) on what is offered and how they can access it.

3. THE FIT-MANAGERS TRAINING PROGRAMME – What is its purpose?

In view of the increasingly importance of psychosocial risks related to work in Europe, in particular for managerial staff, the Fit-Managers project had the aim to develop an innovative training program helping managers to acquire non-professional competences so as to better face work-related stress.

Work-related stress is an issue that has received increasing attention within Europe. The European Foundation for the Improvement of Living and Working Conditions (Eurofound) defines work-related stress as: « a pattern of reactions that occurs when workers are presented with work demands that are not matched to their knowledge, skills or abilities, and which challenge their ability to cope ». Eurofound points out that physical and psychological characteristics, such as physical fitness or a high level of optimism play an essential role in the development of stress reactions. Individually directed interventions aiming at adapting individuals to their environment are recognized as most effective to face the effects of stress.

During the first phase of the Fit-Managers project, a research has been conducted assessing how managers are affected by stress at work, and collecting recommendations from experts. Based on the conclusions of this research, four modules were developed covering the different aspects of the training: health, sports, nutrition and attitudes. For each module, two manuals have been drafted: one addressed to future trainers, and one addressed to the final trainees. A testing phase looking at the quality of the training program was finally conducted. During this stage, the product was used by volunteering trainers and trainees who assessed the program and the online tool through which it was transmitted.

Now available, the FIT-MANAGERS training program provides online courses through the guidance of certified coaches. It offers managers the possibility to enhance their knowledge and skills on health, sports, nutrition and attitudes, thus giving them key competencies to face a challenging business environment.

↘ What is the content of the program?

Through an online training program based on four pillars: health; sport; nutrition and attitudes, managers are coached to identify what affects them in their working environment and how they can become proactive in addressing these factors of stress.

- Module on health: In a first stage, trainees learn to identify personal and environmental stressors—i.e factors increasing their level of tension and stress. Subsequently, they are coached to mindfully influence their physiological reactions.
- Module on nutrition: In the nutrition module, trainees are first informed on the role of nutrition in relation to well-being through an assessment questionnaire. Based on this assessment, the trainee is asked to define his/her own objectives for the improvement of his/her nutrition habits, which will shape the coaching.
- Module on attitudes: Most managers aspire to a personal development, but lack both a framework for identifying clear needs and means to reach their goal. Through this coaching managers experience the possibility of a personal change and of adopting an attitude of success in their professional career.
- Module on sports: Sports can significantly reduce stress and hypertension. Practicing a sport on a regular basis is a great way to remain fit without the fastidious ‘working out’. For long-term results, this module encourages the trainees to remain physically fit by keeping track of their progress, offering them “tailored” training solutions based on their individual needs.

↘ Who is intended to benefit from this program?

The FIT-MANAGERS training program is a tool aimed at improving the competencies of managers. However in order for managers to benefit from this program, various stakeholders may have a role to play. Here is an overview of the actors who should be targeted when presenting the program:

- End-users: this category comprises all those who might actually use the FIT-MANAGERS product. The project partners have identified this group as medium level managers with exposition to stress but without the competences to deal with it. This collective is between 35 to 45 years and will become the executive managers of the future.
- Decision-makers: this group includes those who might take the decision to start using the FIT-MANAGERS product. These decision-makers might be directors of training organizations, a city council, the owners of firms, human resources managers or individual trainers. They could also be policy-makers responsible for training, accreditation or employment. A user and a decision-maker can, of course, be the same person, as it will often be the case in smaller organizations.
- Supporters, interested parties or stakeholders: these parties include all those who are, in one way or another, related to the decision-makers and can introduce FIT-MANAGERS to them. They might include professional networks, work health and safety organizations, trade unions, voluntary organizations... In other words, they are groups – and sometimes individuals – whose opinions are valued by decision-makers.

↳ How is the FIT-MANAGERS training program accessible?

The FIT-MANAGERS product takes the form of an online tool. This tool is a platform accessible through the Internet with an open section and a private section accessible to members only (see the screenshot below).

The FIT-MANAGERS eLearning platform: platform.fitmanagers.eu



On the open section of the platform the project and training courses are presented. People interested in using the platform are invited to send a request to open a new account.

For further information, interested people - whether end-users, decision-makers or stakeholders – should contact the partner based in their country or the European partner CEC European Managers. **Contacts are listed at the end of this document.**

FIT-MANAGERS' online community

The project partners have created together with the experts involved in the development of the FIT-MANAGERS project an online community. This online community was dedicated to discuss and exchange ideas on how to address work-related stress. The aim was to provide input for the development of the Fit-MANAGERS training program. The website of the community is still available on: www.fitmanagers.eu.

ANNEXE: Useful contact points

Legal coordinator:



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