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EDITORIAL

Europe is slowly recovering from the worst economic crisis in recent years. In many countries the situation regarding unemployment and poverty is still very problematic, and although good signs could be seen in some of the worst hit nations at the end of 2013, we still have a long way to go before we can say that Europe is back to the same levels of economic attractiveness and social protection as before the crisis.

But Europe still has some special features that separate us from the rest of the world, and which will benefit us in the future if we take good care of them and use their potential. We have set an agenda by which we can make sure that all relevant voices will be heard in the efforts to reach a better stability.

I am of course referring to the social dialogue. It is one of the cornerstones of the European Union, and it needs to be developed and strengthened in order to bring back stabilization and prosperity to the economy. I have had the opportunity to listen to the leaders of the Union on several occasions (as recently as at the Tripartite Social Summit meeting in October 2013) proclaiming faith and trust in the dialogue as a way of moving forward. This gives us hope.

CEC European Managers is the managers' organization of Europe, representing more than a million managers, and giving them a voice in the social dialogue. In their professional life the affiliates of our national member organizations and professional federations have been using dialogue as a tool in leadership for many years. To recognize the skills and competences of every co-worker and be prepared to listen and discuss with them is the cornerstone of modern leadership. In such a way we would like to see the social dialogue of EU developed. As an independent social partner, with a specific and unique approach to issues

on the labor market, we would like to give voice to the managers of Europe. During the last months of 2013 the Officers' team has been active in building relations and contacts with the other social partners, as well as with representatives of the European Commission. We have also voiced our opinion that the managers of Europe are an important group, without which neither companies nor public institutions can once more be effective, competitive and healthy.

The restructuring of the social dialogue as an arena for respectful, constructive discussions demands that all voices can be heard and listened to. Being the voice of European managers, CEC has much to bring to the table.



Annika Elias
President, CEC European Managers

CEC European Managers participates to a joint European conference on social dialogue outcomes Implementing social dialogue at national level: challenges and future prospects

On December 12 and 13 the European cross-industry social partners (ETUC and the Eurocadres-CEC European Managers Liaison Committee, BUSINESSEUROPE, CEEP and UEAPME) organized a joint conference on the implementation of social dialogue outcomes at national level. More than 100 participants gathered in Brussels to attend this meeting, that came as the final stage of a round of meetings organized in Member States between 2012 and 2013.



European social dialogue is a powerful tool for social partners to contribute or even define the European legislation on employment and labour issues. The European Union acknowledges the autonomy of social partners in this field and encourages them to discuss and agree on documents regulating specific aspects relating to the economic activity, both at sectoral or cross-industry level. Subsequently, these documents can be implemented (according to their content and the will of social partners who negotiated them) in different ways, including legally binding instruments such as EU directives or autonomous agreements.

During the first meeting day, Member States' social partners have been invited to share their experiences, both in terms of "traditional" national social dialogue activities and recent developments linked to the local implementation of EU-based social dialogue outcomes. At different degrees, all participants agreed to say that the lasting economic crisis is putting national industrial relations

A moment of the Joint Conference. First on the left, Martin Jefflen, President of Eurocadres and representative of the Eurocadres – CEC European Managers Liaison Committee at the conference.

system under pressure, progressively undermining mutual trust between representatives of workers and employers and reducing the support of governments to social dialogue. Yet, countries relying on a solid system of industrial relations are those proving more resilience face to the crisis.

During the second day, European social partners shared their views on the current challenges posed by the implementation of European social dialogue outcomes. In this framework the newly-elected President of Eurocadres, Martin Jefflen, was invited to take the floor and present the conclusions of the Eurocadres – CEC European Managers Liaison Committee on the future prospects of the European social dialogue, underlining the importance of ensuring the widest possible representation, including the representatives of all social and economic forces that contribute to the economic activity. The conference

was closed by Commissioner Andor, who stressed the great importance of social dialogue as a pillar of the European social model that adds to the overall democratic nature of the European system, while reminding the need to adopt a cost-benefit analysis of all possible legislative initiatives (including those issued from social dialogue).

This Conference has marked for CEC European Managers the first occasion to be represented (via the Liaison Committee) and express its positions in autonomy and on the same footing as the other cross-industry European social partners. Managers are fully implicated in the every-day management of the companies they work for, and can contribute effectively in elaborating new solutions for urgent economic and social problems. CEC European Managers will seize every opportunity to increase the visibility of this category of workers and make its voice heard.

A special meeting of the Liaison Forum

15 years of European sectoral social dialogue: successes and challenges

Last 11 December the European Commission organized a special session of the Liaison Forum to celebrate the 15th anniversary of the launch of the European sectoral social dialogue. CEC European Managers participates to Liaison Forum meetings, organized on a regular basis by the European Commission to bring together social partners at cross-industry and sectoral level with the aim to discuss "horizontal" issues and provide more room for exchange of ideas and best practices.

To ensure a further development and strengthening of the European social dialogue, the European Commission decided with its Decision 98/500/EC of 20 May 1998 to focus on professional sectors, promoting dialogue between representatives of workers and employers active in different economic areas. Within the framework of the sectoral social dialogue committees, social partners of either side can discuss issues of mutual interest concerning the specific needs and problems of their sector and decide to adopt joint measures and find mutually agreed

solutions. Over the years, the number of active sectoral committees has increased to 43, with 66 employers' professional organizations and 16 employees' professional federations being recognized as social partner organizations. The different types of outcomes of sectoral social dialogue are formally listed by the European Commission, classified on the basis of their binding nature and the follow-up measures applied.

During the meeting, representatives of social partners, academics and officials of the European Commission have discussed together the current challenges and future prospects of this sector. During the plenary session of the Forum, many participants agreed on the fact that the current economic and financial crisis is posing threats to the functioning and further development of social dialogue, as budget cuts make it more difficult for social dialogue mechanisms to be put in place and the overall economic situation weakens industrial relations. The increase in the number of committees also poses organizational challenges for the European

Commission. As far as the outcomes of the dialogue are concerned, it has been noted from many sides that the largest part of them is represented by so-called "joint opinions and tools" (of non-binding nature); this impacts on the incisiveness of social dialogue but also shows the high level of autonomy of social partners and the "flexibility" of the system.

Four workshops were also organized, dealing with the support that social dialogue can offer to anticipation of structural changes, the interconnections and mutual influences between sectoral and cross-sectoral social dialogue, the effectiveness of follow-up mechanisms and the added value of EU sectoral social dialogue for national industrial relations systems. At the end of the meeting, some examples of successful social dialogue outcomes adopted in recent years were presented, to further underline how social dialogue, despite the many problems and challenges, is and remains one of the cornerstones of the European social model.

CEC European Managers and the Association of Montenegrin Managers (AMM) sign a cooperation agreement

On Tuesday 03 December 2013, a delegation of the AMM (Association of Montenegrin Managers) has met in Brussels with the Deputy Secretary General of CEC, Ludger Ramme, to sign a cooperation agreement.

The predecessor of AMM, MCM (Montenegrin Confederation of Managers) signed a first cooperation

agreement with CEC in 2008. But after the transformation of MCM in AMM last August, the new Board of the Montenegrin association, chaired by its President Mr. Budimir Raickovic, has shown its renewed interest and will to strengthen ties with European managers through a new cooperation agreement.

In addition to Mr. Raickovic, AMM

was represented by its vice-President, Mr. Slavoljub Popadic, and by the President of the Assembly of AMM and former President of MCM, Mr. Milutin Radulovic. Although only recently constituted, AMM already is a significant player of the Montenegrin economy, as its Members work in the most important companies of the country. AMM wants to play an

important role in the Balkan region, in close cooperation with other managers associations of the area; this agreement will therefore further strengthen the national role of AMM as a reference association for Montenegrin managers and act as a demonstration of its strong European vocation.

Mr. Ludger Ramme welcomed the signing of this agreement as a step

towards a stronger presence of CEC European Managers at European level, and underlined the importance that managers can have in the development of young economies in Europe.



From the left : Mr. Ludger Ramme (CEC) and Mr. Budimir Raicković (AMM)

Eurocadres celebrates its 20th anniversary

CEC European Managers participates to the Congress of Eurocadres

Last 28 and 29 November Eurocadres, the Council of Managerial and Professional Staff that represents together with CEC European Manager the European managerial workforce celebrated its 5th Congress, electing a new Executive Committee that will run Eurocadres for the coming four years and a new Presidium. The Congress marked also the 20th anniversary of the foundation of Eurocadres, an event that has been celebrated with a reception and the participation of some special guests including former ETUC Secretary-General Emilio Gabaglio.

Eurocadres and CEC European Managers signed in 1999 a cooperation agreement, aiming at increasing the representation of European managers of all sectors, countries and levels in the various bodies and institutional proceedings that constitute the European social dialogue.

As a result of this agreement, the two Organizations mutually recognize each other as a representative of the managerial workforce in Europe and set a specific Liaison Committee, which ensured over the years that the voice of managers could be heard.

Relations between CEC European Managers and Eurocadres are also of a more practical nature, and include cooperation in European projects. This is precisely the case of the recently approved European project on promoting women's leadership,

to the participants, Ms. Elias has mentioned the strong practical and operational links between the two organizations, stressing at the same time the importance that all the voices expressing the positions of the various social forces contribute, on

the same level, to the definition of European social dialogue. The speech offered also at the same time the occasion for CEC European Managers to thank the outgoing President of Eurocadres, Mr. Carlo Parietti, who ensured throughout his Presidency a smooth functioning of the Liaison Committee as well as a fruitful and continuous exchange of ideas between the two organizations.

The newly elected President of Eurocadres, Martin Jefflen, is the representative of the Swedish Confederation for Professional Employees (TCO). CEC European Managers wishes Mr. Jefflen and Eurocadres every future success and hopes for the relationship between the two Organizations to continue also in the future on the same basis of mutual respect and common intents that have marked the path so far.



Ms. Annika Elias, president of CEC European Managers, at the Eurocadres' Congress

launched last October in Madrid, to which Eurocadres participates as partner.

CEC European Managers was represented in this important event by its President, Ms. Annika Elias, its Secretary General, Mr. Luigi Caprioglio and its Office Manager. In her speech


CIDA
MANAGER E ALTE PROFESSIONALITÀ PER L'ITALIA

CIDA: the managerial culture to “restart” the country

On Monday 18 November 2013 CIDA (the Italian confederation of managers) organized in Rome an event on the contribution that a managerial culture can bring to supporting the economic recovery.

Mr. Filippo Patroni Griffi, State Secretary of the Italian Government, participated to the Congress and acknowledged the role played by CIDA in giving voice to those categories that represent a large part of the elite of the country. A round table, chaired by the journalist Antonio Polito, has been organized, too, to discuss the content of the budget law for 2014 drafted by the Italian government. CIDA's President, Mr. Silvestre Bertolini, commented noticing that the budget proposed by the government is based on a short term vision, lacking of measures capable of supporting the recovery.

“This budget”, Mr. Bertolini added, “hits once again pensioners, but leaves public spending uncut to unbearably high levels”. MP Sacconi and MP Galli, who took part in the discussions,

agreed with President Bertolini and underlined how the financial measures proposed would further reduce the purchase power and consumption levels of Italian households. MP Adriana Galgano insisted on the need that policy proposals have a stronger European perspective.

During the meeting the outcomes of a survey conducted by GfK were presented, revealing the need for good “trainers”. Mr. Bertolini commented: “Teamwork is surely vital, but the leadership or a good trainer is the best starting point. For this reason, managers are a resource for Italy, but they need to work in an environment where conditions are favourable. Managers have a great responsibility to find the most suitable ways to support growth, with a reference to the international context”.

The event organized in Rome has been the first of a series of similar meetings, each of them dedicated to the presentation of the outcomes of the survey covering a specific area of the country: Northern Italy (in Milan



Mr. Silvestre Bertolini, President of CIDA

on December, 12), Central Italy (in Florence on January, 22) and finally Southern Italy (in Naples on March, 12).



FECEC General Assembly in Paris

FECEC (the Federation of managers of the banking sector) held its General Assembly last 29 November.

Gathered at the CESE (the French Economic, Social and Environmental Council) in Paris, the delegates of the six national federations members of FECEC(*) welcomed Ms. Carole Couvert, President of the French managers' association CFE-CGC and Mr. Angel Manuel Cardo Herrero, President of the Spanish managers' association CCP.

After ratifying the new composition of its Steering Committee, the new representatives of FECEC have been elected.

Mr. Jean-Marc Gueguen, from France, has been re-elected as President of FECEC. Mr. José Ignacio Gutierrez de la Gala, from Spain, has been elected to the post of Secretary General for the new mandate (2013-2016), while Mr. Régis Wolf from France has been elected as Treasurer. This new team will be completed by two vice-Presidents

(Mr. Sebastian Muller from Germany and Mr. Angel Bartolome Moreno from Spain), a Deputy Secretary General (Mr. Yves Guerif from France) and a Deputy Treasurer (Mr. Pier Paolo Pancaldi, from Italy).

FECEC President greeted a new member federation of FECEC, the French SNECA-CGC (the union representing managers working for Crédit Agricole), thus further enlarging its presence in the French banking sector. He also welcomed two representatives of national central banks, Ms. Maryvonne Mary of the National Bank of France and Ms. Antonella Allegrini of the National Bank of Italy. Now that the European Central Bank will considerably increase its role and activities, Mr. Gueguen stated, FECEC will be able to strengthen its presence within National Central Banks.

The FECEC General Assembly has eventually approved the participation of the Federation to the Union Européenne Banques-Assurances,

a new informal structure gathering together European managers' federations for the banking and the insurance sectors, which will ensure the further development of working cooperation and synergies between these two similar professional sectors. To mark the creation of this new structure, Mr. Christophe Lefèvre, President of AECA (the European federation of managers in the insurance sector) and Mr. Joel Mottier, President of the French federation of managers in the insurance sector were also invited to attend the General Assembly.

After the traditional introductory greeting speeches, FECEC delegates have discussed several important issues that are high in the agenda of the European banking sector: the implementation of the Basel 3 agreement, the future of retail banking, the role of web-banking and the creation of «low-cost» banks.

The European representatives of managers in the banking sector

will follow these issues closely, with particular attention to their occupational consequences, as the sector has shed several thousands of jobs in recent years.

(*) Germany, Belgium, Spain, France, Italy, Poland



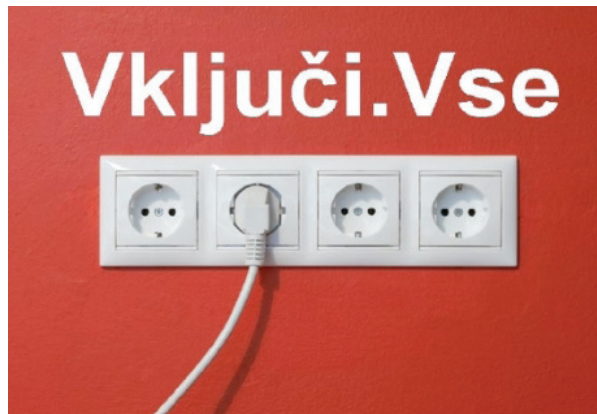
The new board of FECEC



MAS: Include.All - development of modules that encourage gender balance

At the beginning of November 2013, the Managers' Association of Slovenia started the new activities in the Include.All project as part of the Progress project conducted by the Ministry of Labour, Family and Social Affairs and co-financed by the European Commission.

Project activities are oriented in the development of six tools defined in the document Include.All, in concrete, useful modules to be of support



to Slovenian companies.

Part of the project is also dedicated to the development of a competence centre for mentoring women managers within the Managers' Association, the organisation of a large European conference on women management in 2015, and a wider promotion of gender balance.



Annual Conference of ACEO



The speakers of the ACEO Conference

The Association of Chief Executive Officers (ACEO) successfully organized its annual conference on CEOs' career issues on December 5th 2013.

The conference was entitled "In the middle of changes: The new data for CEOs" and aimed to the in-depth analysis of the impact that the global financial crisis had on CEOs employment opportunities in Greece and abroad, taxation and psychology.

Keynote speakers were three experts: Yannis Katzilieris, Country Manager for Greece at PEDERSEN & PARTNERS,

Anastasios Stalikas, Professor of Psychology at University of Athens and President of the Hellenic Association of Positive Psychology and Marios Kyriacou, Senior Partner at KPMG in Greece.

Mr. Nikitas Konstantellos, ACEO Chairman and Group Managing Director ICAP, presented a survey conducted among 700 CEOs, including ACEO members.

According to this survey, the stress for further deterioration in the economic environment and the serious impact of this deterioration in the company

they run, are the biggest cause of stress experienced by CEOs today.

Finally, Mr. Nikitas Konstantellos referred to the skills and qualities that a CEO must have nowadays. These include the vision and plan for the next day, «leading by example» with passion and hard work, courage, speed and determination, confidence and optimism and, of course, and the strength that makes the difference when combined with the unwavering pursuit of lofty goals.

The conference was attended by more than 100 Greek CEOs and managers.



Participants to the ACEO Conference