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EDITORIAL

As this Newsletter is being finalized, the European Parliament is meeting for its first session of the 2014-2019 legislature, while discussions among European leaders on the new European Commission and the new President of the European Council seem to be advancing according to the calendar. In a couple of months, the European Union will have completed the process of renewing its bodies which started after the elections of May 22-25, 2014. The outcomes of European elections showed a deep request for change, but have not resulted in the triumph of anti-European forces (except for some specific yet very significant cases) that many of us had feared before the elections took place. New European leaders will now have the huge responsibility to make sure that the message European citizens have sent via the polls (change, but without jeopardizing the fundamentals of Europe) is heard, and that confidence in what Europe can do to solve the crisis is restored. We will cover more widely European events in the next regular issue of our Newsletter; for the time being let me briefly bring your attention to another recent event, organized by CEC European Managers, which is particularly important for our organization and Members: the Conference of our European project "Promoting Women's Leadership".

The Conference, which took place in Cannes last 25th - 27th June, gathered more than 100 participants from 19 different European countries and offered CEC European Managers and its project partners the opportunity to disclose the preliminary results of the two researches that are currently being performed as a part of the project. The first one is a study aiming at assessing the current situation of women's representation in managerial positions and the effectiveness of legislative and non-legislative provisions on the topic of female representation; the second, a collection of case studies based on interviews, covering the initiatives adopted at company level to reconcile professional and private life of high-level female managers.

Other speakers to the Conference included CEC President, Annika Elias;

representatives from CEC European Managers' member associations and project partners (Marisa Montegiove from CIDA, Italy; Ellen Landberg and Anna Thoursie from Ledarna, Sweden; Martin Jefflen from Eurocadres; Christophe Lefevre from CFE-CGC), experts from the business environment and consultants on management issues (Ina Wietheger from Roland Berger, Sabine Müller from DPDHL, Fons Trompenaars from THT), representatives of European agencies (Isabella Biletta from Eurofound) and European social partners (Claudia Menne from ETUC). The presence of such a diverse pool of speakers, as well as the variety of the presentations and contributions provided greatly encouraged the discussions among participants, fuelling intense debates and a continuous exchange of ideas.

The final results of the study and the collection of case studies will be made available before the end of the year; a dedicated website (www.womeninmanagement.eu) is already online, where further updates on the advancement of the projects will be soon published (including all relevant presentations and conference materials). Finally, a special issue of our Newsletter, entirely dedicated to the Conference, will be published at the end of July.



Annika Elias
President of CEC European Managers

The Role of Management in the European Economy



A moment of the speech of Ms Annika Elias

On April 11th 2014, CEC European Managers together with its two Greek members, HMA (the Hellenic Management Association) and ACEO (the Association of Chief Executive Officers) organized a conference in Athens on the role of management in Europe. The event was co-organized by the EMA (European Management Association) and EANPC (European Association of National Productivity Centres) and was open to the participation of around 100 guests from all over Europe, holding managerial positions and dealing with organizational and managerial issues in associations and research groups.

This one-day conference was structured around four sessions, each one devoted to a distinct aspect:

management and leadership, the importance of networking as a tool for development, managerial attitudes for the benefit of SMEs and innovation through management.

The central idea of this conference was related to the most recent international financial developments which have created a global-scaled financial instability and which have urged the need for a better dialogue between those individuals who, by nature (being Executives), manage the European economy. The main aim of this event was to provide a networking platform fostering mutual comprehension and confidence among managers, therefore to allow them to come up with solutions for the concerned issues, which directly influence the European economy.



Mr Luigi Caprioglio, Secretary General of CEC European Managers

Mr. Luigi Caprioglio, the Secretary-General of CEC European Managers, moderated the seminar focused on the managerial needs of European

SMEs. Thanks to his professional profile (Mr. Caprioglio is the managing director of an Italian SME), he could clearly represent the position of those companies, representing the structure of the European industrial system, which strongly need the support of professional figures to help them weather the competition of a globalized world.

President Annika Elias emphasised the great importance that managers play in shaping European Economy, but also their great societal role and the deriving responsibilities towards European citizens in ensuring that economic progress goes hand in hand with civil and society progress. In the end, Ms Elias reminded that sharing the common destiny of being Europeans implies everyone's responsibility to make sure that this can be a prosperous and peaceful one. At the end of the conference, a diner was organized for the participants at the prestigious Yacht Club of Greece.

A high-ranking official of the Greek ministry of Labour greeted the guests, commenting on the effects that the economic and financial crisis had on the most fragile economies on the continent. His speech was at the same time an appeal to the importance of the European cooperation and solidarity.



Dinner at the Yacht Club of Greece

EESC Conference – From active inclusion to social investment



On 16th June 2014, the European Economic and Social Committee (EESC) together with Eurofound – the European Foundation for the Improvement of Living and Working Conditions – met with representatives of the European Institutions, academia, European civil society and European Social Partners to debate the measures taken at the European level to step up active inclusion and social investment, within the conference “From active inclusion to social investment”. The event was structured in three different panels: “The social policy agenda: from active inclusion to social investment”; “Making it happen: the role of the Europe 2020 Strategy, the Social Investment Package and the European Semester” and “The way forward: The views from the European institutions”.

As a consequence of the financial crisis, Europe has experienced severe social problems. Today, one in four Europeans lives in or is at risk of poverty and little progress is made on the Europe 2020 Strategy. To support Member States in their efforts to overcome the crisis within current budget constraints, the European Commission published its 2013 Social Investment Package (SIP). The SIP presented an assessment of how Member States have implemented the Commission’s recommendations on active inclusion, stressing the importance of active inclusion in the fight against poverty and inequalities. It also called on Member States to prioritise social investment and to modernise their welfare systems, providing examples on more efficient and effective social spending and better active inclusion policies.

The plenary session of the Conference

will materially contribute to achieving the Europe 2020 objectives and underpin the European Social model.

National governments, Social Partners, civil society, NGOs, social inclusion organizations and other stakeholders are called not just for active participation, but also for a complete inclusion of the SIP in their activities. CEC European Managers welcomes all the initiatives that put the citizens and their interests first, and strongly supports the 2013 Social Investment Package. CEC European Managers expressly supports the call for the fundamental involvement of the social partners and civil society actors at Member State level and within the coordination process of the European Semester.



Mr László Andor, the Commissioner for Employment, Social Affairs and Inclusion, delivering his speech

In 2008, the European Commission proposed a comprehensive Active Inclusion Strategy calling for adequate income support, inclusive labour markets and access to quality services.

The central emphasis of the conference was the economic and financial integration seen as the key element in meeting the SIP goals. There is a strong need of further development of indicators for the monetary integration and on the role that the European Social Fund could play in reaching social investment and inclusion in the 28 Member States. The labour market is the key to managing demographic change and to sustainable fiscal consolidation. Also, social expenses must no longer be considered as a mere cost, but an investment in the future, in growth and employment that



One of the posters of the Conference

CIC at the 103rd session of the International Labour Conference in Geneva

Last 6th of June, CIC – Confederation Internationale des Cadres (the association regrouping CEC member organizations and other national managers' confederations of different countries) participated to the meeting of the 103rd International Labour Conference at the Palace of Nations, in Geneva. The ILC is the assembly of the International Labour Organization: it gathers the representatives of national governments and social partners (employees and employers) of countries Members to the ILO, and approves those international conventions that are the core of the activity of the ILO.

CIC was represented by Mr. Christophe Lefevre, Vice-president of CIC and National Secretary for European and international affairs at CFE-CGC. In his speech, Mr. Lefevre reminded the role of ILO's recommendations and conventions in advancing the world's social and labour legislation, which is even more a priority in the current context of financial crisis.

He then underlined the importance of managers in structuring the activities of companies and public bodies and supporting the economic development of the business in which they operate. However, this importance is too often not entirely recognized and accepted, as it is still somehow difficult for managers in some countries to define formal structures for the representation of their interests and their participation to collective bargaining that are

officially recognized by governments and employers.

CIC – Confederation Internationale des Cadres wishes to increase its representativeness by strengthening its presence on the African and American continents (where CIC already has some members) and developing an international network of exchange, capable of representing the interests of global managers.



The Palace of Nations in Geneva, where ILC sessions are held.



The Europe we want – CIDA meets the candidates for the European elections



Silvestre Bertolini, President of CIDA

On 14th May 2014, CIDA has organized in Rome a meeting with the candidates to the European elections for the constituency of central Italy. The main discussion point of the meeting

represented the occasion to present "The Europe we want," a document summarising the proposals of Italian managers for a new Europe. The debate was launched by the President of CIDA, Mr Silvestre Bertolini and followed by interventions of Ines Caloisi (ALDE), Carlo Casini (EPP), David Sassoli (PES), Marco Scurria (AN) and Lorella Zanardo (The Other Europe).

"Europe is the prospect and the horizon in which our economies and our societies can expect to make progress", said President Bertolini.

Talking about the managers' proposals, Mr Bertolini also underlined that the «Fiscal compact was conceived in a phase of economic stability; therefore we should renegotiate the terms, because times have changed.»

"CIDA is willing to give its contribution to strengthening the national system, to help Italy perform at its best in Europe. The Italian managers are convinced that Europe is a resource", added Mr Bertolini



The new president of Managers' Association of Slovenia, Mr. Aleksander Zalaznik: "Ensuring constant growth is the fundamental responsibility of managers"

On April 2nd 2014, members of the general assembly elected the new president of MAS. Mr. Aleksander Zalaznik is General Manager of Danfoss Trata and Senior Vice President of Business Unit Controls at Danfoss.

In his program, Mr. Zalaznik focuses on managing companies towards increasing their value, saying: "The fundamental responsibility of managers is ensuring constant growth of profit and cash flow, which enables new investments and new jobs. We have to thrive towards being the best in our respective industries in Europe and around the world."

The turnaround that the new president wishes to achieve is that the managers would begin to ask themselves

consciously and continuously the question: What are we responsible for?

He continues: "It is us, managers, who are responsible for the development of the companies we manage. Certainly, it is a task of our association (MAS) to remind the state about what influences (non)competitiveness. We will continue to do so determinately and persistently. We are against raising the VAT. We will continue to speak in favour of the social cap and other changes to the legislative environment suppressing economic development. But the emphasis must be on what we can do ourselves as directors, leaders, managers. We are the ones who can pull Slovenia out of trouble."



Aleksander Zalaznik, the newly elected President of MAS



25th greek leadership congress 2014 "The New Present – Leadership in front of the mirror"

The ACEO (Association Chief Executive Officers) held with great success the 25th Annual Greek Leadership Congress, on Friday 9th and Saturday 10 May 2014, which was entitled: "The New Present – Leadership in front of the mirror". More than 350 CEOs, high-ranking managers and business leaders from Greece attended the Congress.

Distinguished speakers from Greece and abroad, and successful Greek managers, with relevant experience in leadership and management, have presented interesting case studies and have discussed the characteristics of leadership behavior in new economic and business landscape and the role of the leader as a multiplier of talent, energy and creativity.

In his opening speech, the Chairman of ACEO, Mr. Nikitas Konstantellos has described the characteristics that every management team should have in the "new present". He remarked: "We can't be just well trained managers. We need to be creative leaders, with good sense of the market to inspire our team".

In his closing remarks, Mr. John Anastasopoulos, Advisor to the Board of ACEO, said:

"We need to look ourselves in the mirror: Crisis gave us the opportunity to revise wrong practices and realize that we need to change".

Keynote speakers were: Jim Lawless - one of the world's leading Inspirational

Speaker; Liz Wiseman - Leadership Expert and President of the Wiseman Group; Mark Stein - Chair of Leadership & Management, University of Leicester and Dan Papes - Global Head of Sales, UNIFY.



From left to right : Mr John Anastasopoulos, Advisor to the Board of ACEO, Mr Jim Lawless, Inspirational Speaker and Mr Nikitas Konstantellos, Chairman of ACEO



Ledarna has elected the new board for 2014 – 2018



The new Board of Ledarna

During its latest Congress, held on May 21st - 23rd 2014 in Gothenburg, Ledarna has elected a new board for the period of 2014-2018. Ms Annika Elias was re-elected as president and the new board totals eight women

and four men, representing managers from a variety of branches such as: the food industry, the construction industry, the health sector and from both the public and the private sector. Also, during the Congress, the 110

delegates established Ledarna’s new program and decided on new criteria for membership to the federation, while more focus has been given to the managerial qualification of the organization’s affiliates.



Dr. Roland Leroux is the new President of ULA



Dr Roland Leroux, newly elected President of ULA

ULA, the German Confederation of Managers, has elected Dr. Roland Leroux as its new President. He succeeds Dr. Wolfgang Bruckmann who served one term between 2011 and 2014.

Dr. Leroux is responsible for Occupational Safety, Health and Environmental Protection at Schott AG. In his company he also chairs the Speakers’ Committee, the elected representation for managerial staff.

Furthermore he is also member of the board of VAA, the German

Association of Employed Academics and Executives in the Chemical Industry.

Roland Leroux has already been active on the European level in the past years. Since 2011 he is president of FECCIA, the European confederation of managers in the chemical sector affiliated to CEC and has thus already been Member of CEC’s executive board prior to taking over responsibility for ULA.