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## EDITORIAL

Managers nowadays are more and more frequently asked to achieve professional objectives with the support of very diversified team. To coordinate and manage colleagues coming from different countries and with different cultural and linguistic backgrounds was considered an exception up until around 15 years ago, but has now become the rule, and especially so in large companies. The ability to work across several time zones and with multicultural teams represents a skill that is increasingly common among highly qualified employees. Companies have the duty to prepare their managers at best to cope with these new demands. Employers and managers must be aware of the fact that training rigorously to manage diversified teams has positive consequences for everyone, in particular in the framework of continuing education. To achieve this objective, companies should provide professional and scientific-based schemes for diversity training ; this will also contribute to the increasing integration duties that our societies will be asked to fulfill in the coming years, as a consequence of the current migration phenomena we are experiencing.

Thus, a top manager who would want to drive a diversified team towards success should have various skills and knowledge, acquired either through education or experience. In coming years, « soft skills » will play a decisive role, together with more “traditional” and essential ones. Being empathic, understanding and curious is fundamental in order to identify needs and problems of the team members, especially when they are foreigners. As he or she provides his or her competences, a manager makes sure that the whole team can express its potential within a specific project at its highest level, delivering quality results. It is also important to master the necessary skills to solve

problems, such as for instance early detecting and neutralizing conflicts before they become a threat to the team.

However, skills described above (including of course language ones) do not suffice to a manager who is in charge of a team. What makes the real difference in a mixed team is the capacity of its leader to be aware that its members are unique, finding the best way to drive colleagues to a common goal. This can happen if team members contribute to identifying the role each can play and are able to demonstrate their own assets, helping everyone reach their potential individually and within the team.

How can professionals and managers' organizations bring their contribution? CEC is committed to cross-cultural issues, be it the management of diversity or removing the obstacles to professional mobility of young graduates through the mentoring. Drawing on the experience of organizations from 15 EU countries can be a rather precious advantage. To sum up, the skills and requirements needed to manage international teams will become more and more complicated than before. But an effective leadership, applied to this specific context, has an enormous potential, than can outshine the results achieved so far through creativity and the competence and skill mix.



**Ludger RAMME**  
PRESIDENT

## CEC meets MEP Thomas Mann



From left to right: Ludger Ramme, CEC President, MEP Thomas Mann

Last 3 September CEC President Ludger Ramme met at the European Parliament in Brussels MEP Thomas Mann, member of the German CDU Party (European People's Party).

The meeting offered the opportunity to present the role, activities and objectives of CEC European Managers to one of the most influential and experienced MEPs in the area of social affairs and employment issues, and is the first concrete demonstration of the new approach focusing on strengthening the visibility and perception of CEC European Managers at European level.

During the meeting, President Ramme expressed the strong intention of CEC to play a more incisive role as European social

partner, next to the other European organizations, by reinforcing its presence in working groups and other consultation and informal bodies. Along these lines, CEC will participate in the meetings of the Trade Union Intergroup, an informal grouping of MEPs of all political parties that focuses on fostering contact and exchanges with European organizations representing workers. President Ramme finally mentioned the Gilles-Robles resolution on managerial workforce adopted by the European Parliament in 1993, explaining how important it would be to update that document, in the light of the profound changes to the way work is performed nowadays and in recognition of the great role managers play in shaping Europe's economy.

MEP Mann is one of the most experienced, longest-serving MEPs: he was first elected in 1994, and has always been reconfirmed in his position since. In his long political career in Europe, he has mainly dealt with social affairs and employment issues, gender equality and monetary and economic affairs. He is currently Member of the Committee on Employment and Social Affairs (after serving for several times as Vice-President between 2007 and 2014), Member of several delegations of the EP to third countries as well as vice-Chair of the aforementioned Intergroup on Trade Unions.

## CEC Member organizations meet for the European Task Force



Last 1 September representatives of CEC Member organizations have met in Brussels to exchange about the future activities of the European organization and draw a roadmap for cooperation, in the framework of the European Task Force. The European Task Force is an informal structure gathering technical experts and policy officers of the various Member organizations of CEC. Its goals are to support the activity of the Brussels office providing knowledge-based skills and to convey on a more structured basis the demands and perspectives

of managers at national level in a “bottom-up” approach, in an effort to increase the level of internal communication.

This meeting offered CEC organizations an opportunity for debate after the summer break, and represents the first internal appointment after the Congress in Lisbon and the election of a new Officers’ team. The meeting was opened with an introductory round, during which participants have briefly presented the main issues concerning managers that

are being currently being discussed in their countries. Following to that, participants were presented the next policy initiatives that CEC will adopt in the coming months, which include the creation of a working group on the challenges of the European automotive sector.

The ETF will be convened on a regular basis in the coming months, providing its support to the different development projects and reforms that CEC will implement, to better represent European managers.



## Press release

# CEC European Managers asks for a balanced distribution of refugees in Europe

CEC European Managers calls on the EU level to intensify the efforts to promote a comprehensive European asylum, refugee and migration policy. From the perspective of decision makers a mix of fast action and reasonable immigration rules is important. For this purpose, CEC President Ramme urges politicians: «The aim must be a balanced distribution of refugees in Europe and a more rapid and systematic repatriation of economic migrants.»

Given the dramatic events in Hungary and in the Mediterranean region, CEC European Managers urges political leaders, businesses and the citizens to face this refugee crisis together. Solidarity and co-operation between European Member States is indispensable.

«The solution to the refugee issue will be one of the greatest challenges of our time. We owe

to solve this problem in a spirit of solidarity and on the basis of our common European values”, said CEC President Ludger Ramme. Many citizens are already engaged in an impressive way for the refugees. It must be clear that Europe cannot cure all the suffering in the world.

A lasting solution to this crisis cannot be possible without prior removing the causes that would drive people to escape their home countries. Although this will surely take a long time.

CEC European Managers considers that everything must be done to solve the problems at the basis of these massive migrations in the countries of origin of the refugees.

In this respect, Member States and the EU level could do more and more quickly to help and ease the situation of many suffering human beings.



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During the presentation of his program, the President of CIDA said: «Today the challenges that Italy faces are to adopt reforms for the modernization and the global

competitiveness of the system, the assertion of the principles of meritocracy and responsibility, the re-legitimization of the role of managers, the affirmation of the common good and generosity, the fight against an excessive fragmentation of interests and excessive individualism.»

According to Mr. Ambrogioni, «we live in a society without borders: it must be clear to everyone that the future global society will be governed by those who can think strategically, by those who will be able to achieve major projects: those who will not understand this or will not provide adequate responses will inevitably become marginal.»

The president added, «CIDA must strengthen its presence in Europe.

As members of a strongly pro-European organization, we cannot say we are satisfied with this Europe lacking soul and heart: we will do everything in our power to ensure that European managers play a role, have a strong and credible voice that can be a source of ideas for growth and development. As representatives of a large part of the leading forces of the country, we must commit ourselves to make sure that Europe can become what its founding fathers had imagined. In this context, we must be even more present at the various levels of CEC and EESC with our representatives in the different European organizations and branch federations.



## Conference with the Belgian Minister of Finances, Johan Van Overtveldt : "Governing through hard economic times"



From left to right : Mr. Herman Claus, President of CNC-NCK and Mr. Johan Van Overtveldt, Belgian minister of finances

The Belgian federation of managers in the banking sector and CNC-NCK organized on September 15th in Antwerpen a conference with the minister of Finances, Johan van Overtveldt. The Minister and all participants were welcome by Peter Devlies (CEO of ABK Bank), Michel Baudoux (President of the Belgian federation of managers in

the banking sector) and Herman Claus (President of CNC).

During the Conference, the Minister has mainly discussed three main challenging issues that our economies are currently experiencing. First of all, China and its huge debt, that is hampering its productive capacities. Secondly, Europe and the many problems associated with its economic integration that can only be solved if member States further abandon their sovereignty. In this respect, he underlined the weakness of the relationship between Paris and Berlin, caused by the economic imbalances between these Germany and France. Finally the European Central Bank, after its effective response to the banking

crisis of 2007 and 2008, is now experiencing some problems in contrasting the weakness of the interest rate, which is hindering the recovery.

The conference was followed by a debate and a question and answer session, after which a cocktail was organized in the hall of the ABK Bank for the around one hundred participants to continue debating with the Minister.

