

SUMMARY

Editorial	1
CEC and its partners	2
CEC and EMA	3
European negotiations	3
CEC meetings	3
Our members	4-6

EDITORIAL

Leadership in action

In the previous issue of this Newsletter we had dealt with the importance of integrating diversity in the management of any company, and the necessity that managers develop new, additional skills to be capable of mastering growingly complex teams.

In fact, *leadership* can be considered as the capacity of steering effectively (a team, a project, a department) also in conditions of unusual stress and difficulty. What we want to do as the organization representing the voice of all managers in Europe, is to dedicate our attention to investigating how we can constantly improve *leadership* and management skills, in an effort to increase the awareness of how big the contribution of managers to the society can be, and how essential a good *leadership* is in these difficult times.

Our commitment to advancing management issues is strong: we have recently signed an agreement with EMA, the European Management Association, to strengthen our “*leadership*” pillar and, together with our partners, we are working on the organization of an international conference on leadership that will take place next June in Montenegro. In the prospect of this event, we would like to prepare the debate with some reflections and suggestions on how to put leadership into action by improving relationship management, based on the ideas of Ms. Honor Cooper-Kovacs, an international expert in communication, *leadership* and management consulting.

Enhancing *leadership* begins by ensuring that managers do not neglect their personal life (including health) because of their professional

duties. Work-life balance is an issue of primary importance for managers, something CEC will be looking at carefully in the framework of its social dialogue activities. Next to work-life balance, it is necessary for managers to be aware at all times of their traits of character. These traits represent one's strengths and should never be taken for granted, nor should they remain unquestioned as the main drivers in one's leadership repertoire. This principle applies not only to oneself, but also to those we work with: those strengths of others that sometimes are interpreted as weaknesses might in reality prove beneficial to the functioning of the team. In this respect, flexibility is a key element. Finally, *leadership* calls for the pooling of perspectives, the generating of ideas and the timely and precise sharing of feedback.

This brief consideration is only one of the countless contributions that could be brought to this field. We hope that with our future initiatives, we will be capable of interpreting the demands of the managers we represent for more attention to *leadership* issues.



Ludger RAMME

PRESIDENT

CEC meets the European Commission and ETUC



From left to right: Mr. Ludger Ramme, CEC President; Mr. Michel Servoz, Director General of DG Employment and Mr. Luigi Caprioglio, CEC Secretary General

On Wednesday 9th December, Mr. Ludger Ramme and Mr. Luigi Caprioglio, President and Secretary General respectively of CEC European Managers have met Mr. Michel Servoz, Director General of DG Employment, Social Affairs and Inclusion of the European Commission. First objective of this meeting was the presentation of the new Team, elected at the Lisbon Congress.

Ludger Ramme said : "this meeting represents for us the occasion to exchange with the policy makers in the field of the Union social and employment policy. As a formally recognized social partner, it is vital for us to convey the message of European managers to the highest level, showing their capacity and willingness to be part of the debate". Among the issues covered, the priorities of CEC for its current mandate, the new initiatives adopted by the European Commission in the framework of the relaunch process of social dialogue started last year and finally an exchange on the specificity of the role of managers in the European scene.

In the afternoon, Mr. Ramme and Mr. Caprioglio met Mr. Luca Visentini, Secretary General of the

ETUC elected at the Paris Congress in October 2015.

The main objective of the meeting was to reinforce the basis of a relation that is fundamentally strategic for CEC. Infact, although it is clearly an independent organization, it is within the framework of the employees delegation chaired by the ETUC that CEC has its place in the European social dialogue.

«Our main interest is to improve the visibility of the managers' position within the employees group, as we believe that the presence of several opinions would

strengthen the voice of salaried workers as a whole. Diversity is a source of richness, not necessarily of conflict. And we are glad to say that today we found in our friends and colleagues from ETUC open-minded and interlocutors, who proved to be attentive to our positions", commented CEC Officers.

As a conclusion, CEC and ETUC agreed on the necessity to keep an open and continuous dialogue with a constructive spirit, aiming at a more effective social dialogue and a higher level of mutual confidence among all the players that take part in it.



From left to right : Mr. Ludger Ramme, CEC President ; Mr. Luca Visentini, General Secretary of ETUC and Mr. Luigi Caprioglio, CEC Secretary General.

CEC and EMA sign a cooperation agreement

On December 4th Ludger Ramme, President of CEC European Managers, and Luigi Caprioglio, Secretary General of CEC European Managers, attended the Assembly General of the EMA, the European Management Association, in London. On this occasion, the two organizations have signed a cooperation agreement.

CEC President highlighted how this agreement is more than simply symbolic, as it will give CEC the possibility to improve its commitment to management issues and develop leadership issues in companies.

The first tangible outcome of this agreement should be the organization of a joint conference on leadership, which will take place next June in Montenegro. Caprioglio concluded: "This agreement is very important for us, as it will allow for CEC to commit more efficiently to its missions and better respond to the expectations of our affiliates".

EMA is a pan-European association of national management organizations and training bodies, bringing together management practitioners and professionals to share views, expertise and experience on management issues. It develops and

promotes pan-European standards of competence for managers, and contributes to the advancement of management and leadership studies.



Signature of the cooperation agreement with EMA

EUROPEAN NEGOTIATIONS

CEC European Managers participates in social partners' negotiation



Dr. Anna Thoursie - CEC Expert

In their joint working programme for the period 2015-2017, European social partners agreed to deal with the issue of active ageing, starting negotiations for the drafting of an autonomous agreement.

CEC European Managers has been invited to be a member of the drafting

group, and will be represented by Dr. Anna Thoursie, Chief Economist at Ledarna, the Swedish association of managers member of CEC European Managers. Negotiations will be preceded by a fact-finding seminar, which will take place next 21 January.

CEC MEETINGS

First meeting of the CEC Automotive Working Group

On November 26th, car experts of CEC European Managers member organizations have gathered in Brussels to start discussing about issues of common interest and creating synergies for common future actions. The car industry contributes significantly to many European economies, and is currently experiencing different challenges: from the problems of

customer confidence deriving from the emission scandal, to the big development prospects associated to the diffusion of ICT to cars. In the occasion of this first meeting, participants have issued a message in favor of the electric car, as the future technological standard for individual mobility needs. Public authorities should adopt univocal policies in support of the diffusion

of the electric car, which would offer manufacturers the possibility to focus on the technical aspects that still prevent a wide commercial diffusion of this technology. The development of the e-car would at the same time give Europe a clear advantage in terms of technological advancement, helping our continent win the global scientific race, and have positive effects on the climate.



A platform for managers of the Balkan region



From left to right : Ms. Jelena Pavicevic, AMM Vicepresident; Mr. Milan Petrović, President of SAM, Mr. Esad Colaković, President of CROMA, Mr. Budimir Raicković, President of AMM; Mr. Dinos Lambrinopoulos, President of HMA and Mr. Athanasios Roulia, General Manager of HMA.

Last 17th and 18th November leaders and managers of regional managerial associations of the Balkan area gathered in Podgorica. On this occasion, a Platform of commonaction named: «Podgorica's initiative for better and more successful region» was established.

Signatories of the platform were: Mr. Konstantinos Lambrinopoulos, president of the Hellenic Management Association - HMA and of the European Management Association - EMA, Mr. Esad Colaković, general manager of the Croatian Association of Managers and Entrepreneurs - CROMA, Mr. Milan Petrović, president of the Serbian Association of Managers - SAM and Mr. Budimir Raicković, president of the Association of Montenegrin Managers - AMM.

Among the many participants, the conference (which received a wide media coverage) was attended by representatives of the Embassies of Greece and Croatia.

Support to this initiative was given by CEC European Managers and its President Mr. Ramme, as well as by colleagues from Macedonia and Bosnia - Herzegovina. With

managers of these two countries, AMM has initiated (and is now coordinating) a joint project aiming at the creation of national managerial associations in both countries. The registration of these two associations is expected by the end of the year.

During the press conference that followed the event, President of AMM, Mr. Budimir Raicković has announced that on the 6th and 7th of June at the Hotel Splendid, Budva, in Montenegro will be held a

European Congress on Leadership, organized by AMM, CEC and EMA. He invited colleagues from the region to help in this matter in order to ensure successful implementation of this event.

On this occasion, a bilateral agreement on cooperation between the Association of Montenegrin managers - AMM and Hellenic Management Association - HMA was signed: the two signatory parties committed to more active and more linked future cooperation.





Dr. Cecilia Åkerblom

Be yourself, don't rely on hierarchies and stop treating young employees like children. These are some of the results of five future trends that Ledarna presents in a new report.

In 2030 we will look back at the coming 15 years as the most transformative time the world has ever experienced, says Dr. Cecilia Åkerblom, leadership expert at Ledarna. In a new report Dr. Åkerblom outlines five important trends that will influence both companies and leadership. The

trends covered are globalization, digitalization, polarization, diversity and the new generation. "The automation of work that follows in the wake of digitalization has already changed many industries and will continue to do so. This in turn requires new ways of working."

As a result, when and where people will work will not be as important. "At the same time, power relations will become less hierarchical because everyone will have an increased access to information simultaneously. Hierarchical loyalties that have contributed so much to the conventional role of a manager may hopefully be on the way out," says Dr. Åkerblom.

These changes will also increasingly result in more individualized approaches to management and leadership roles. Fitting into a standard format in order to climb in an organizational hierarchy will become less important. More individuality and personal freedom

of choice will be possible based on the fact that we have access to wider professional networks.

One way to meet this development is to focus on diversity, which is another trend. According to Dr. Åkerblom, there is an increasing awareness of the importance of diversity, but we still have a long way to go to put this into practice in organizations. Another trend focuses on the new generation of leaders, the so called *Millenials*. One of the things that make this generation stand out is their ability to adopt new technology and thereby contribute with new skills to a greater extent. "In the old model we typically introduced the new generation to the company in a trainee programme. But we now start seeing more what our youngest employees value and want to create for the company. This will be a contrast to the culture in some organizations to treat employees more like children than adults".



The “Include.All” project comes to its end

In November 2015 Managers' Association of Slovenia formally ended a two-year project called Include.All (VkljuciVse) which was led by the Slovenian Ministry for Labour, Family, Social Affairs and Equal Opportunities. Project was co-financed by European Commission from Progress Programme and it lasted since September 2013.

The project activities were presented also to Commissioner Vera Jourová during her official visits to Slovenia, where she specifically asked MAS to meet with her. Commissioner found activities implemented in the project very concrete and useful for business sector.

The project was also introduced to Commissioner Violeta Bulc while she was receiving her special MAS Artemida award, for managing such

visible and important international role and for encouraging women to participate in building European future.

The main objective of the project was to improve representation of women at the highest management positions in economy and business. Managers' Association of Slovenia was the leading content partner.

Among the different sections of this

project, an international conference was also organized in February 2015 with the title of Beauty and the Beast: Don't Underestimate the Power of Talents. The Conference aimed at fostering the exchange of good practices, was attended by over 120 participants from 8 countries. One of the 20 international speakers was also Ms. Annika Elias, former President of CEC European Managers.



EU Commissioner Jourová with some of the managers of the Include.All project.



New members of ULA: EAF Berlin and BPW Germany

The United Leaders Association has grown up to fifteen associations. The EAF Berlin - European Academy for Women in Politics and Business is an independent non-profit organisation which promotes the equal life of women and men. The EAF combines designated scientific expertise with longstanding experience in providing advisory services and professional development. Programmes are offered to support women and men in their career planning and reconciliation of professional career and family life. Besides research the organisation consults clients in business and politics in terms of gender equality, diversity and work-life-balance.

The latest member of the ULA is BPW-Germany- Business and Professional Women Germany. They consist of more than 40 clubs with 1800 members in Germany. BPW Germany is campaigning for equal opportunities for women and men in profession, economy, politics and society. Their aims are developing professional and leadership potential for women at all levels. Its members include influential women leaders, entrepreneurs, business owners, executives, professionals and young career women. BPW Germany is also a member of the organisation BPW International (The International Federation of Business and Professional Women)

which has become one of the most influential international networks of business and professional women with affiliations in 95 countries in five continents. BPW International has a consultative status with the United Nations Economic and Social Council (ECOSOC) and participatory status with the Council of Europe.

ULA is glad to have such interesting new members in its confederation which are all working together with ULA on topics in equal treatment like gender quota or equal pay.



CIDA activities in October, November and December 2015

During the period between October and December, CIDA has been following from close the debate concerning the budget law for 2016. CIDA introduced several proposals for amendments to the law, focusing on the development of managerial competences for SMEs and on pensions. CIDA was also invited to attend four parliamentary hearings,

organizing meetings with eminent politicians to raise their awareness about matters of concern for managers.

At the same time, CIDA has worked to prepare the ground to strengthen the voice of managers and the level of social legitimacy of a category that wants to be a ruling class in

the country, ready to support the youth and socially engaged. CIDA wants to promote the importance of an entrepreneurial model, with strong managerial values, that can compete on global markets. For this reason, CIDA stands for a modern and innovative industrial policy, and economic measures that support entrepreneurship.



Research shows Scandinavian management style is threatened

Lederne Norway has conducted a research showing that the Norwegian and Scandinavian style of management, with direct involvement and influence on vital company decisions being discussed and influenced openly with representatives of employees, to a large degree is threatened by more authoritarian management theories. This is a direct threat to a way of doing business that fosters trust and involvement in companies, while

also setting them up for significant business changes with the support from employees. The result will probably be a working culture more similar to many other countries, where low wages, poor working conditions, strikes and violent protests are much more commonplace.

Lederne has focused on this development since 2008, and has gradually experienced a more open political discussion on the issue in

Norway. «The Scandinavian system of direct employee involvement and engagement is a very much tested and proven success. This must not be lost in a process of uncritically buying into management theories developed for more authoritarian workplace cultures and traditions», said Jan Olav Brekke, the President of Lederne, at a large Lederne conference attended by 500 managers last November 12th.