

SUMMARY

- Editorial 1
- CEC meets with MEPs 2
- The Congress of Managers in Montenegro 3
- Our Members 4-6

EDITORIAL

What happened on June 23rd in Britain definitely represents the most significant turning point in the unification process of Europe: the vote of the British people on the stay of the United Kingdom in the European Union, the so-called Brexit. It is still too early to assess completely the consequences of the British decision to quit the Union, yet some effects are already clearly visible: financial instability (both for Britain and for the rest of Europe) and an even greater political uncertainty about what direction Europe should take. Never before has become a political neologism so widespread among so many citizens of different countries; never before has a domestic election sparked so many reactions in those countries not going to the polls.

The British referendum is the highest and strongest proof of that process of growing popular disaffection that has hit Europe and its institutions since more than 10 years – Europe has always been considered as a destination to reach, and the perspective of joining the union has been for many countries a driving force to reform their economic structure and open up to new freedoms and new, more modern standards. Europe has lost its capacity to embody the values of modernization, social and economic progress, competitiveness and unity, and has actually become the perfect “scapegoat” for all those categories of citizens who have suffered the most from globalization. What happened in Leeds to MP Cox is the most tragic of all possible demonstrations of this.

To elaborate on who is responsible for the decline of the idea of Europe would be too long an exercise. What we now feel the urge to stress, as the representatives of managers, who more than the others think ahead and look at the long-term consequences, is that there can be no alternative to Europe. Although with its many flaws, inconsistencies and weaknesses, Europe is the

first, credible and effective political construction to demonstrate that it is possible to replace war with the use of democratic means as the way to settle relations among countries. Thanks to the process of European integration, our countries have experienced an unprecedented phase of economic growth, social progress, geopolitical stability and (most important) peace. And it is only thanks to Europe that we can reasonably expect to continue playing a role in a growingly interconnected global world, where there will be less and less room for national States.

Europe needs to reform its structures, modernize its proceedings and improve its capacity to act in the interest of the community of countries it represents. But unlike previous announcements of this kind we have to go deeper into the structure. The Europe of 28 has proven its incapacity to tackle the many challenges. Why not go back a few steps and strengthen the core of the EU i.e. the founding countries. If France, Italy and Germany and their immediate neighbors have a common understanding of a new start of the EU, the other countries are invited to and will follow. Because the slowest wagon in the train cannot define its speed. If we rely more on a strong “locomotive” we will all move on. The responsibility to start moving along this path lays with national governments and as national voters we should all demand from our governments to take that responsibility. But as individuals, before than as managers, we have the duty to instill in the people around us the awareness that there can be no alternative for any of our countries outside Europe, and that only in a renewed unity can be found the necessary strength to face the many challenges that await us.



Ludger RAMME
PRESIDENT

CEC European Managers meets with MEPs



Secretary General Luigi Caprioglio and President Ludger Ramme with MEP Lara Comi (EPP)

CEC European Managers continues with its campaign of institutional meetings with MEPs, to raise their awareness about the needs and contribution that European managers can bring to the development of the society, but also to discuss about the challenges that are associated with the participation of CEC European Managers in the European social dialogue.

On Tuesday 24th May, CEC President, Ludger Ramme and CEC Secretary General, Luigi Caprioglio, have met with MEP Lara Comi, member of the EPP Group (and vice-President) as well as member of the internal market Committee (IMCO). MEP Comi follows from close the issues of international trade and the protection of the European manufacturing sector within the context of the globalized economy.

On the following day, the CEC President and Secretary General were received by MEP Alessia Mosca, Vice-President of the Committee for the relations with the Arab peninsula, member of the S&D group and of the International Trade Committee (INTA). MEP Mosca is very familiar also with the issues of gender equality and the

presence of women in managerial positions within companies.

In addition to the issues mentioned above, these two meetings offered the opportunity to present the project of CEC to raise the awareness of the European institutions on the importance of the managerial workforce for Europe's economic growth and social progress through a revision of the «Gil-Robles resolution» on the situation of managers in Europe. The resolution, adopted by the European Parliament in 1993, described for the first time the characteristics of the managerial

workforce in Europe, and represented the first step of that process of official acknowledgement of the role of managers in Europe that would culminate in 1999 with the admission of CEC European Managers in the European social dialogue. We believe it is now time to update that resolution, to take into account the many developments that have occurred since (from a new social sustainability dimension, to the effects of digitalization on the patterns of work and on the role of leadership).

Both MEP Mosca and Comi have welcomed our initiative, and offered their support in having this new resolution presented to the European Parliament in the next future. A source of inspiration and further reflection for CEC European Managers in this respect will surely come from the Manifesto of the European management, a declaration on the main characteristics, values and objectives of the European managerial workforce represented by CEC European Managers. The Manifesto is currently being developed in cooperation with CIDA and with the support of hundreds of managers who are participating to an online survey via the European Managers Panel.



Secretary General Luigi Caprioglio and President Ludger Ramme with MEP Alessia Mosca (S&D)

CEC European Managers at the Congress of Managers in Montenegro



President Ramme at the opening speech of the Congress

Last 6th and 7th June CEC European Managers participated with a delegation of approximately 30 managers representing its Member organizations to the first Congress of the European Managers. More than 300 participants (managers, political leaders, academics, experts of management issues, journalists), coming from all over Europe and have gathered in Budva (Montenegro) for this two-day event, which definitely represents the first large-scale gathering of managers in the Balkan area. Participants and speakers came from all over Europe, as well as from India.

Besides AMM, the main organizer of the event, CEC European Managers was sided by other regional associations of managers: HMA, the Hellenic Management Association (member of CEC European Managers); CROMA, the Croatian association of managers; SAM, the Serbian association of Managers and EMA, the European Management Association. With the latter CEC European Managers signed last December a cooperation agreement to develop common initiatives and events focusing on leadership and management issues, thus strengthening the “second” pillar of CEC European Managers; the Congress is the first outcome of this agreement. The Congress has also offered a major opportunity for networking at regional level, and has

represented the first step of a process of institutional building for managerial associations in an area of our continent that looks at the European Union as a social model. A process, of course, initiated in November 2015 with the Podgorica Initiative that CEC European Managers supports strongly.

The main event of the Congress has been an international conference dedicated to discussing what different approaches to leadership can be effective to facing the many challenges of our present, difficult times. “Leadership in challenging times” was the title of the conference, with 23 confirmed speakers giving lectures and animating debates on issues like creativity, women in leadership positions, socially responsible leadership and business models transfer. At the end of the first meeting day, a panel discussion took place with, with CEC President Ludger Ramme participating in it. Mr. Ramme could share with the other panelists and the participants his reflections about the contribution managers can give to the companies they work for, but also for the society, and about the importance of developing new leadership models that take into account new needs and sensibilities like diversity, sustainability and intergenerational solidarity.

Speakers on behalf of CEC European Managers have been Honor Cooper-Kovacs, international expert and consultant in communication and business issues; Cecilia Akerblom, PhD, leadership expert at Ledarna and

Rolf-Jurgen Seyerle, CEO of Star Import (the official importer of Mercedes in the Balkan area). Ms. Cooper-Kovacs focused her intervention on what practices can be applied to trigger excellence in leadership; Dr. Akerblom presented



A moment of the Congress

some of the conclusions of a study on how leadership will be affected by current and future global trends like globalization, technological change and the polarization of the job market. Finally, Mr. Seyerle has told his experience as CEO for the local branch of a multinational company based in another country. Next to the conference, CEC European Managers, EMA and the Association of managers of south-eastern Europe have held their internal statutory meetings.



Former CEC President Annika Elias and current President Ludger Ramme



A new leading trio for CFE-CGC

François Hommeril is officially the new President of the French organization CFE-CGC. Elected on June 1st during the first day of the 36th Confederal Congress in Lyon, he succeeds Carole Couvert and becomes the 10th President of the organization. The new leading trio is completed by Alain Giffard, who succeeds Marie-Françoise Leflon in the position of Secretary-General, and by Franck Zid, who has been re-elected to the post of Treasurer for a second mandate, after the Congress of Saint-Malo in 2013.

This new leading team was first proposed during the Steering Committee meeting of last 25th April, when a unanimous agreement on the trio was reached.

In the midst of a social season that is particularly important for French employees (given the current discussions about the bill El-Khomri and the unemployment benefit), CFE-CGC is in the best condition to prepare responsibly for its upcoming, significant appointments, in the interest of its members and activists.

François Hommeril has a long experience in the CFE-CGC, as he has already served as delegate for European Affairs between 2007 and 2010 and then as National Secretary for European Affairs between 2010 and 2013.

At the Congress in Lyon, Christophe Lefèvre was re-elected National Secretary for European

and International Affairs for a second mandate. The department is completed by Anne-Catherine Cudennec and Catherine Houlmann, who serve as National delegates.



The new direction of CFE-CGC: from left to right, Mr. Franck Zid, Treasurer; Mr. François Hommeril, President and Mr. Alain Giffard, Secretary General



CIDA meets with the President of the Italian Republic

On Thursday, 9th of June, on the occasion of the 70th anniversary of the foundation of CIDA, the Council of Presidents of the Italian Confederation was received by the President of the Republic, Mr. Sergio Mattarella. During the meeting CIDA President, Mr. Giorgio Ambrogioni, has expressed his views on the current economic and social situation, with a special focus on the role that managers and CIDA are ready to play.

Europe was also at the center of the discussions, with the idea that in order to be effective, a project of economic and social development must be based on the principle of a community of peoples. And in this respect, CIDA considers it fundamental that managers in Europe are ready to accept new, more challenging professional and social responsibilities on the basis of common values.



The President of the Italian Republic welcomes the members of CIDA's Council of Presidents

Another issue covered by President Ambrogioni has been the willingness of managers to put their competences and expertise at the service of younger generations, starting with the delicate relationship between school and the labour market.

President Mattarella appreciated the position of CIDA, sharing in particular its commitment to promoting the development of a socially responsible managerial workforce supporting inclusive policies.



EASE holds its 27th Annual Greek Leadership Congress



The Congress, entitled “Leadership without illusions”, took place on Friday 13 and Saturday 14 and was attended by more than 500 CEOs, high-ranking managers and business leaders in Greece. Distinguished speakers from Greece and abroad focused on the importance of leaders getting a good grip of reality as a condition for organizational success and discussed with the participants how leaders are sometimes trapped within a hall of mirrors, which generates illusions and cuts them off from reality.

In his opening speech the Chairman of ACEO Mr. Nikitas Konstantellos said that the Greek CEOs who run the top enterprises of the country know how to think outside of the box.

EASE Chairman Nikitas Konstantellos (4th from the left) and EASE Advisor John Anastasopoulos (centre) with the conference speakers and organizing committee members

They pursue excellence and deploy alternative strategies to cut the Gordian knot in order to overcome the major difficulties of the economic crisis. They know how to escape from Plato’s cave and be well prepared to face the challenges of the present and the future.

In his closing remarks, Mr. John Anastasopoulos, Advisor to the Board, ACEO, quoted: «For 30 years ACEO is a pioneer. When founded back in 1986, a CEO was a relatively unknown term in the Greek business world, since management was executed mainly by the entrepreneurs themselves.

During the 30 years of its presence in the Greek business world the ACEO has played an important role in the economic development of Greece”

Keynote speakers were Dr. Aaron Chiechanover, Distinguished Professor who won the Nobel Prize in Chemistry in 2004, Patrick Blethon, President, Otis Europe, Middle East & Africa, James Ferrell, Co-Founder & Managing Partner, Arbinger Institute and Barbara Oakley, Professor of Engineering at Oakland University and bid advocate of «learning how to learn»

Ledarna FKL celebrates 10 years anniversary

SVERIGES CHEFSORGANISATION

This year, Ledarna’s annual gala event Framtidens kvinnliga ledare (Female Leaders of the Future) celebrates its 10th anniversary. The Framtidens kvinnliga ledare (FKL) list compiles 75 top executives from a wide range of sectors and different companies (including international ones). The list is compiled by a jury that evaluates several hundreds of resumes. The candidates are benchmarked against criteria such as results and achieved position, personal attributes and potential.

The purpose of the activity is to turn the notion of leadership as a male arena upside down, meanwhile highlighting top talent and strong leadership and transforming these women into “role models”. To qualify for the list, the candidate must not be older than 35 and have a managerial position. The annual list awards achievements from the previous year, and the candidates may work in any industry. The 2016 winner is Anna Brynås, General Manager of Swedish Biogas International. In addition to managing a successful enterprise,

she has contributed to the survival of the whole biogas sector.

The winner was crowned by Sweden’s Arch Bishop Antje Jackelén, a true inspiring role model of a person who challenged a masculine environment. Ledarna’s PR team secured national TV coverage of its annual equality report that was launched the same day as the FKL gala, including Annika Elias visiting the national morning TV show Gomorron Sverige and became headline news.



MAS participates in «Summit 100»

The Manager’s Association of Slovenia has been the co-organizer of «Summit100», a unique business gathering of the most eminent business leaders from South

East Europe. After last year’s implementation of the event in Slovenia, Bosnia and Hercegovina hosted this year’s event, with the aim to engage business leaders into a

dialogue that can shape a new vision of the management and improve business and quality of life in the region.



At the two-day event on the 27th and 28th of May in Sarajevo, participants discussed about regional cooperation in the fields of sustainable energy and innovation, circular economy, branding the region, workforce in the future, transport and infrastructure

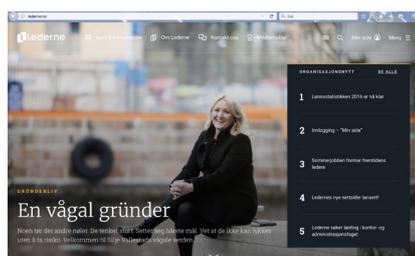
and clustering of the automotive industry. At the end of the summit, there was a general commitment to pursue the execution of our regional projects, 'Free Cargo Balcanica', for free passage of freight transport from Greece to Macedonia and then through Serbia into EU and vice

The participants of the « Summit of 100 »

versa, and 'The Green Balcanica', which focuses on the electrification of the highway Munich-Salzburg-Ljubljana-Belgrade-Skopje-Istanbul - the key Euro-Asian connection.



New online resource for news about managers and executives



A screenshot of the new website of Lederne

Lederne Norway recently relaunched its website www.lederne.no - a very visible and new approach at content marketing for organizations. The aim is to become a leading site for management trends and news, while spreading knowledge of the organization and therefore increasing its membership figures.

The new website is the hub of the organization for its communication, both internally and externally, and it is one of many ambitious efforts to become larger and more important as an organization dedicated to

issues and concerns of managers and executives. One step in this process is to put in place a new strategy and structure for what, where and how we communicate on digital channels.

In many ways, the organization will act as a small media house to provide the best content within the field of management theories. This will make Lederne Norway more visible as an organization, increasing the accessibility as well as the user friendliness of www.lederne.no.



eTIC and the ongoing consolidation in the European telecom sector

Representatives of the CEC federation eTIC met on June 23rd for an exchange on the ongoing consolidation tendencies in the telecom sector in Europe. There are four major operators in the United States (9.6 million km², 310 million people) and three in China (9.6 million km², 1.3 billion people) and there are more than a hundred operators sharing the market of European consumers (10.4 million km², 740 million people) within a highly competitive environment. The consolidation process is unavoidable and has already begun.

These large strategic moves are also causing some concern among employees, particularly with regard to the effects that such mergers will have on employment. For the eTIC-representatives and President Sebastian Müller it must be clear that the consolidation-process will just be successful with the participation of the workforce and especially of the middle-management. There are good examples for better anticipation and co-management with the managerial staff. The know-how, competences and influence of managers have to be used to make the process a success for all.

Facing the economic, growth and employment issues, it is urgent that the EU finally provides the means to implement a policy of uniform regulation of the telecommunications sector in Europe, being a springboard to a consolidation between telecommunication operators. eTIC will closely observe the new Commissions' agenda and play its part to make a difference.