



EUROPEAN MANAGERS

# Newsletter

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Europe today stands at crossroads in many regards. The fight against terrorism, climate change and growing inequalities in and amongst Member States are only a few examples of issues that require action.



**CEC President  
Ludger Ramme**

In times of the information society using big data for decision making, we face the risk of getting lost by seemingly self-evident factors

explaining the underlying problems: information is often ambivalent. This holds even truer when the data is approached in a single and restrained fashion. More than ever, we need skillful managers that are able to make sense out of the ubiquitous information system, facilitating the development of a more sustainable and inclusive future by using the achievements we already have. In short: a positive vision.

The new European skills agenda should therefore not only promote technical skills dealing with the new technologies, but also transversal skills that enable to creatively engage with the new opportunities. At the occasion of the Digital Skills Round Table with Günther Öttinger, I insisted on enhancing this new set of skills in an inclusive manner.

Changes on systematic levels require action at organisational level – a lesson, managers know well. For that reason, we are reorienting both our organisational structure and points of action by sharpening the thematic and communicative profile. We are therefore pleased to welcome our new Communication Officer Jean-Philippe Steeger. Furthermore, we are delighted to announce our new newsletter format for January. Our new leadership agenda will stress the importance of responsible, innovative and sustainable leadership in times of insecurities and fundamental changes.

**Ludger Ramme, CEC President**

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## New report reveals cultural change regarding flexible working models



**More and more companies are using flexible arrangements for managers to allow a better work-life balance. Even though it can still be quite difficult to reduce working hours, the report supported by CEC European Managers showcases a vast set of concrete practices for managers and companies to prepare for future requirements of the professional world.**

At the occasion of the recently published (01.09.16) English version of the "Flexible working arrangements in leadership" report, the President of CEC European Managers, Ludger Ramme, highlights: "CEC European Managers supports all initiatives that make room for these new sensibilities, like the changes that current trends of demography and digitalisation will bring about. Flexibility of the organisation of work is a fundamental asset especially for managers."

The report and guidelines have been developed with the contribution of the Berlin-based European Academy of Women in Business and Politics (EAF),

***"Flexibility of the organisation of work is a fundamental asset especially for managers"***

a member of the German CEC European Managers member, ULA.

Through interviews and a quantitative study, EAF investigated the success factors for innovative working time models in economy and science and the barriers still exist. "The case studies on German flexible working models also represent a valuable contribution to the debate on this issue on European level" Dr. Roland Leroux, President of ULA, concludes.

[Please find the report here](#)

## CEC at Eurocadres General Assembly

**Ludger Ramme, the President of CEC European Managers, has been invited to speak at the Eurocadres General assembly in September.**

In his intervention he highlighted the importance of working together on common agendas and mutually recognise each other's organisations. Both organisations have acknowledged the benefits of the last years' increased cooperation.



➤ Concretely, Ramme proposed to commonly strengthen managers' profile within the European Parliament.

The General Assembly of Eurocadres has adopted a resolution for whistleblower protection. The newest resolution defines managers as those "that most come in contact with information in companies and other organisations" and therefore need protection when acting in the name of public interest.



**Ludger Ramme speaking  
at the Eurocadres General Assembly**

## CEC welcomes new Communication Officer

**The CEC welcomes Jean-Philippe Steeger as the new Communication Officer. Who is he, what is his approach and which projects are to come?**

New challenges and a stimulating working environment were the reasons for choosing to join the CEC. The combination of working on a European level and contributing to develop visionary ideas are certainly a constant in both my personal and professional life. With a multicultural background, I early developed an interest in bringing Europe together. This eventually led me to studying Political Sciences in France and Germany before entering the Brussels cosmos.

"Leadership is the capacity to transform vision into reality." This quote from Warren Bennis is a forward-looking orientation to me: developing this capacity and building a more sustainable future together.



***"Leadership is the capacity to transform vision into reality"***  
**Warren Bennis**

Managers play a vital role when it comes to facilitating new paths to take. I would like to provide and exchange useful and innovative information and sharpen the profile of CEC as a visionary, competent and intellectually stimulating organisation.

As a compass to communication, my goal is to stress the importance of transparency, diversity and a positive approach. You can expect a new set of communication channels providing interesting and targeted information for managers and European stakeholders. Together we can fascinate, convince and build new opportunities. I am looking forward to an inspiring and challenging time!



## Digital Skills Round Table



**As one of the European social partners CEC European Managers participated in the discussion on how to enhance digital skills of European employees in the future.**

Commissioner Günter Oettinger (Digital Economy and Society) called for better cooperation to encourage investments of member states for the new skills. The discussion was the starting point of the new Digital Skills and Jobs Coalition to be launched in December.

The participants of the round table that took place in the Berlaymont Commission building in Brussels on the 20th of September, organised by the European Commission, underlined how the digital transformation would affect their specific sector and activities they will have to perform. The President of CEC European Managers, Ludger Ramme, pointed out that "managers will play a key role when it comes to visioning strategic opportunities in their organisation.

Responsible leadership is essential for facilitating the development of new skills, business models and innovative policies in Europe. The best leaders will win the global competition."

[Full article here](#)

## Consultation on work-life balance



**CEC European Managers has participated in the second phase consultation of the European social partners addressing the challenges of work-life balance.**

In its proposal, CEC has emphasized the specificity of managers' needs owing to their distinct tasks and responsibilities while underlining the importance of promoting an effective distribution of tasks among men and women, hence stimulating a higher participation of women in the working population. These measures, aligned with the necessary enhancement of infrastructure such as childcare, may contribute to catch up with the problems related to demographic change and economic growth.

In the interest of promoting the equal repartition of tasks amongst women and men, the CEC demands to grant the same amount of benefits, applying to short-term leaves after child birth and as well as to longer term parental leave.

Strengthening the participation of women to the labour market, has been a central issue to CEC and its members as the European [project Promoting Women in Leadership](#) positions demonstrated.

[Full article here](#)



## CIDA meets government



**In September, the CIDA President Giorgio Ambrogioni met the State Secretary, Tommaso Nannicini and the Minister for simplification and public administration, Marianna Madia.**

During the meeting with Mr. Nannicini, Mr. Ambrogioni presented a proposal regarding the labour market and the welfare system. In particular, he invited to include managers in the fiscal incitation scheme on wage productivity. The State Secretary has showed his interest and availability regarding all relevant issues and thanked CIDA for submitting a different viewpoint than the other social partners.

With Minister Madia, CIDA has addressed questions related to the upcoming reform of public management that will have a profound impact on the work of public administrations. CIDA has asked to particularly pay attention to the issue of performance measurement.

The Italian organisation has expressed an overall positive evaluation of the decree objectives to the minister while at the same time insisting on some questions that will have to be seriously addressed to ensure an effective implementation of the reform measures.

[www.cida.it](http://www.cida.it)

## Revolutionising management education



**Lederne Norway, together with the Oslo and Akershus University College of Applied Sciences, has recently launched a new and historic management education programme based on Norwegian leadership principles.**

25 students have been admitted to the new University programme. They are taught management based on Norwegian stakeholder, management and labour relations principles of cooperation between employers, employees and authorities. This is opposed to a majority of other management education programmes mainly based on Anglo-Saxon management and corporate governance principles which usually place more emphasis on shareholder return and a top-down management approach.

Three of the students are Jenny Fortun, H el ene A. Formo and Lasse Holm. All of them already work as managers and have done so for several years. Since 2008, Lederne Norway has published the Norwegian Management Barometer, showing how «hard» HR and liberalised labour management policies have gained a foothold in Norway, resulting in a loss of employee influence. The new education provides managers with knowledge about the Norwegian labour relations model to understand how theories and models work in practice.

[www.lederne.no](http://www.lederne.no)



## Record attendance at Slovenian Management Congress



**This year's Manager's Association of Slovenia gala event Management Congress 2016 hosted a record high of 330 Slovenian managers at the end of September.**

At the gala dinner, that exists for 25 years now, two awards were bestowed. The Management Board awarded Andrej Božič, General Manager of Steklarna Hrastnik company as the Manager Of The Year 2016. He took over the management in 2010 with the company's balance 4,4 million euros in loss and raised it to 6,2 million euros net profit last year.

The second award went to the hands of a team of business ladies from OMV Slovenija, The Business Women Friendly Company of the Year. With 71 employees, of which 61% are women and a 50% women representation in the management structure the company is truly special, working in a specific technical branch, where women's representation is fairly low.

The event continued with a discussion on business digitalisation. According to a study from AT Kearney and Manager's Association of Slovenia, only 25 % of the Slovenian companies have a prepared digital strategy as a part of an overall strategy. Therefore, the two-day event hosted digital experts, showing how to bring digitalization on the daily agenda and resulting in signing a digital promise by the companies.

## Growth of Spanish automotive industry



**The Spanish CEC member, Confederación de Cuadros y Profesionales de España (CCP), compliments the statistics published in July by ANFAC (automotive association) showcasing the growth of 9,9% of the Spanish automotive industry compared to the same period in 2015.**

The organization that is represented in the management boards of the main multinational automotive companies, has rigorously worked on negotiating more flexible and implementable agreements in the past years, guaranteeing collective stability of managers at short and medium term. The Spanish automotive industry counts amongst the most important of the country with a contribution of 10% to the GDP and employing around 9% of the population. Furthermore, it is the second export sector with a share of 18% destined to over 130 countries.

[www.zdruzenje-manager.si](http://www.zdruzenje-manager.si)

[www.confcuadros.com](http://www.confcuadros.com)



## Diversity pays at the Swedish Political Week



**ledarna**  
SVERIGES CHEFSORGANISATION



**Annika Elias (l.) with the panel in Almedalen**

**Ledarna Sweden hosted two well attended seminars at the Almedalen Week, an annual political event in Sweden, which took place in July.**

The event has evolved from a speech given by then Prime Minister Olof Palme from the back of a lorry in the 60s to the major Swedish political event with around 3000 seminars and meetings, accessible to anyone interested.

The first seminar dealt with the possibilities of linking growing levels of performance in each career step to the respective salary. The circumstances today in Sweden make it impossible to integrate this principle with the negotiated fixed percentage raise set by the trade unions and employer organizations.

The other seminar dealt with diversity, from different aspects covered in the Swedish discrimination law. The seminar included a panel with Annika Elias representing Ledarna, who discussed how managers can work with inclusiveness in the workplace.

[www.ledarna.se](http://www.ledarna.se)

In the context of the political week, Ledarna was prominently featured in one of the largest national newspapers, the Dagens Nyheter. The article reflects the organisation's position to link parental leave to the individual and split it equally among women and men. Today, a risk prime is calculated when it comes to employing a woman due to the assumption of her staying home longer with children.

## President of AMM appointed Caux Round Table representative



**The President of the Montenegrin CEC member AMM (Association of Montenegrin Managers), Budimir Raickovic, has been appointed as the Caux Round Table representative for Southeast Europe on September 14th.**

The Caux Round Table is a network of senior business leaders from around the world who are committed to free, fair and prosperous global society based on the principles of moral capitalism and accountable governments.

The appointment of Mr. Raickovic by the network showcases the achievements of the young Montenegrin managers organisation. CRT also congratulated for the successful organization of the first Congress of the European Managers in Budva in June and for the formation of the Association of Managers of Southeast Europe (AMSEE).

[www.amm.co.me](http://www.amm.co.me)

