



EUROPEAN MANAGERS / CONFÉDÉRATION EUROPÉENNE DES CADRES



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## EDITORIAL

CEC starts a new mandate, a new stage. CEC elected, at the beginning of June, its new Executive Committee, for a period of three years, until 2012. The General Secretary, Ludger Ramme, the Deputy General Secretary, Annika Hage Nederström and myself, the President, extend our mandate and Juan Zuriarrain, from CCP (Spain), joined our team as the new treasurer.

Over the past three years, we contributed to make CEC more visible and respected. The cooperation with other organizations, especially with ETUC, the regular contacts with the European Commission as well as the informed positions taken by CEC on topics such as the revision of the directive on Europeans Work Councils have culminated with the official recognition of CEC as European social partner.

It is now necessary to strengthen this work, by thinking about the future. We have three years ahead of us to continue fighting to give a voice to managers, to channel their needs and to improve their working conditions.

In order to achieve that, we have to strengthen our presence in Europe, to establish relations with other actors and to increase our capacity of analysis and advice. The collaboration with ETUC and Eurocadres as

well as the development of lobbying with institutions are essential. CEC European Managers could thus reinforce its credibility, thanks to its capacity of deliberation and its potential for proposition.

We are also defending a European social model based on a high standard of living and a generalized social welfare but especially defend a social model where social dialogue in companies is a reality.

Another permanent challenge consists in our capacity to live together in spite of our differences. This is, moreover, not only a challenge

for CEC, but it is also for Europe. The interests of our member organisations can be different from one another, because of culture and traditions but also depending on national contexts. We need to make efforts of communication and exchange to face this challenge.

CEC will reach its objectives with an innovative spirit, as showed during our conference on June 4th on the "Role of social partners to stimulate creativity and innovation". But this innovative spirit must not minimise the human being, who is always at the center of CEC's preoccupations.

Georges Liarokapis, President



# CEC EUROPEAN MANAGERS CONGRESS

## GENERAL ASSEMBLY

### CEC ELECTS ITS NEW EXECUTIVE OFFICERS

CEC European Managers held its triennial Congress in the European Parliament in Brussels on June 4th and 5th 2009. Georges LIAROKAPIS was re-elected President of the CEC European Managers. The other members elected at the executive are Ludger RAMME, Secretary General, Annika HAGE-NEDERSTRÖM, Deputy Secretary General and Juan ZURIARRAIN, Treasurer.

In the motion presented to the congress, Georges LIAROKAPIS insisted on the necessary visibility of an organization of

managers and executives such as CEC European Managers, beside the other European social partners, for a constructive social dialogue. *"The changes to come in our lifestyles and consumption due to the financial crisis require a strong and responsible implication from the social partners, of which CEC European Managers, to avoid other excess. It will be necessary to act simultaneously on three fields: economy, social affairs, and environmental protection"*, the President of CEC European Managers underlined.



#### GEORGES LIAROKAPIS

##### President

Georges Liarokapis has been the CEC President since 2006. He holds a degree in Law and another from a Management School. He then lead his professional career at L'OREAL, where he started working in 1987 as Marketing product manager. He then held various positions in logistics, management control and operations.

In 1994 he was elected member of L'OREAL Work Council. He has held various union mandates from L'OREAL but also from CFE-CGC and FECCIA. He has been elected several times Secretary of the European Works Council of L'OREAL since 1996



#### LUDGER RAMME

##### Secretary General

Ludger Rame has been the Secretary General of CEC European Managers for the past three years. He was elected in May 2006. He had already been engaged in the European activities of CEC in previous years, especially as Deputy Secretary-General, between 1996 and 2006.

At a national level, Ludger Ramme has been working since autumn 1993 for the German Managers Confederation ULA (*Deutscher Führungskräfteverband*) and since 1995 in ULA's management. In 1999 he established new ULA offices in Berlin and became general manager of ULA and in 2002 he was promoted managing director.



#### ANNIKA HAGE NEDERSTROM

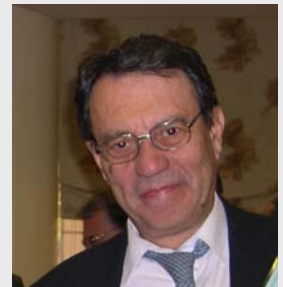
##### Deputy Secretary General

Annika Hage Nederström has been the Deputy General Secretary since 2006. She has studied Labour Law, Economics and Organization and she works since 2000 at the Swedish Managers organization Ledarna, where she is in charge of the collective agreements at the public sector.

#### JUAN ZURIARRAIN

##### Treasurer

Juan Zuriarrain is the president of the Spanish Confederacion de Cuadros y Profesionales (CCP). His professional life is strongly related to Enagas, a Spanish energy company, where he has been working for more than 30 years. He holds a Bachelor in Economic Sciences and a Master in European Communities.



# CEC EUROPEAN MANAGERS CONGRESS

## GENERAL ASSEMBLY

### CEC DEVELOPMENT AXES

#### **Have the purpose of managers representation recognised**

It is necessary to give a voice to managers, to channel their ideas, to make it easier for them to express themselves in a system of communication far from fear and unique thought. CEC European Managers subscribes to the freedom of speech. A large number of managers throughout Europe has joined the CEC's network, which confirms the relevance of this position.

#### **Strengthen its role as vector of European integration**

CEC European Managers, through its website, the activity of its members and its conferences, is a European public space, which allows confronting ideas and measuring the cultural gap which can exist between two countries, two organizations, two sectors.

#### **Establish relations with companies, universities, schools**

Executives and managerial staff are in companies, it is necessary to approach them. But we also have to think that current students are, in part, the managers of tomorrow. This is the reason why CEC European Managers has direct relations with companies but also with the "temples of knowledge".

#### **Continue collaboration with ETUC / Eurocadres**

Today, ETUC and Eurocadres are privileged partners with whom synergies are possible. CEC European Managers contributes to every request of ETUC, as two heads are better than one. We joined the ETUC delegation in important events such as the Tripartite Social Summit. Thus we present a unite voice of employees' organizations in front of the employers.

#### **Defend the European social model**

A model which has to be based on four constants: a high standard of living which must be preserved, a generalized social welfare which must be constantly balanced, a reality of social dialogue in companies which we have to developed, as well as services supplied to the citizens and to the companies by public authorities which must be protected.

#### **Help sectorial federations in their wish to enter the sectoral social dialogue**

The role of CEC European Managers federations is not always easy. They are at the front line, between the reality of professions and the requirements of markets. The adoption by the members of the European Parliament of the CEC amendment regarding the recognition of its federations in the European Works council directive is a perfect illustration that federations begin to be listened to.

#### **Develop lobbying towards of the European Parliament and other institutions and organizations concerned by the defense of managers and executives' interest**

The expression and the communication of CEC European Managers' positions are also indispensable to European institutions such as the European Parliament, the European Commission and other organizations and networks concerned about training, equal opportunities, gender equality, complementary retirement plan etc.



# CEC EUROPEAN MANAGERS CONGRESS

The Role of Social Partners to Stimulate Innovation and Creativity

## CONFERENCE

Creativity  
and Innovation  
European Year 2009

Innovation and creativity cannot remain aside considering that a beginning of solution to the current financial crisis could be related to our innovation capacity. Therefore CEC European Managers dedicated its Triennial Congress 2009, which took place on June 4<sup>th</sup> in the European Parliament in Brussels, to analyse the opportunity that innovation represents for the European economy.

"We don't say enough that Europe can only cope with global competitiveness through innovation and creativity", stated Georges Liarakapis, CEC President, during his welcome address. Even though the European research is of high level, though the public authorities spend large amounts of money to encourage innovation and though European companies wish to be more innovative, obstacles to innovation remain because they are not clearly identified. With this observation in mind, the role of social partners, and especially that of managers, is fundamental. "Executives, managerial staff and other professionals recognise that being innovative and creative are quality criteria for career development, stress resistance and to remain employable on the long term", continued M. Liarakapis.

"The most promising way to cure the European innovation gap is the management's proactive ambition towards excellence"


During the opening speech, Annemie Neyts, President of the European Liberal Democrat and Reform Party and Belgian Minister of State, also addressed a few words about innovation in Europe. "We all agree that creativity and innovation should play an absolutely important role in overcoming the crisis.

What we have deemed extremely important, beyond the fact of stressing again and again that economic development and environmental friendliness must be compatible, is that there lie the greatest chances for further European economic development", she stated.

The main conference, entitled "Wake-up Call for European Management: It's Innovation Time!" was lead by prof. Hugo Tschirky, from the Swiss Federal Institute of Technology (ETH). Mr. Tschirky analysed the innovation in Europe in comparison with other regions in the world, especially in the USA and Asia and he concluded that the world market share of Europe is dropping because of lack of innovation. Therefore, Mr. Tschirky encouraged managers to take an active role in fighting against the innovation gap, because they have a key position in their companies. "The most promising way to cure the European innovation gap is the management's proactive ambition to complete their decision competence today towards innovation excellence as a result of decisions which will be taken tomorrow", he said.



1. Dimitris Assimakopoulos and Hugo Tschirky 2. General view of the conference room 3. Annemie Neyts 4. Georges Liarakapis, Jean-Michel Camin and Paul Meller

 Conference with support from European Union

Sole responsibility lies with CEC European Managers. The European Commission is not responsible for the Conference, nor for any use that may be made of the information given during it.



# CEC EUROPEAN MANAGERS CONGRESS

The Role of Social Partners to Stimulate Innovation and Creativity

## DEBATE

One of the basis for being innovative is to listen and to be listened to. Therefore, after the conference of Mr. Tschirky, discussion groups were created and their work served as a tool for debates in the afternoon. The objective was to find ideas to stimulate creativity and innovation, practical ideas that could be implemented immediately.



In order to help develop the ideas, CEC European Managers had called three innovation specialists: **Dimitris Assimakopoulos**, Professor of Information Systems & Technology Management, **Jean Michel-Camin**, inventor and engineer at France Telecom, and **Paul Meller**, experienced reporter specialized in economic and technological issues, who joined M. Tschirky during the debate.

Some of the most interesting ideas proposed by our audience were:

- ◆ **Communication is vital for innovation.** Both informal communication within an organisation and social networking are effective tools for the creation of innovative processes.
- ◆ **Shared knowledge or « coopetition ».** Individual players on the market can less and less work on their own so Europe has to try to join efforts with other countries and benefit from their knowledge.
- ◆ **Promoting meritocracy.** A meritocratic manager can create merit inside his organisation and lead to develop this merit on a long term.
- ◆ **Stress to change.** There is a fear to change because of the potential risks. The risk management has to be dealt with at managerial staff level but must also be understood at employee level.
- ◆ **The main barriers to innovation came from outside the organisation,** at EU and national governmental barriers.
- ◆ **Encouraging the employees to innovate.** The possibility of rewarding good ideas with financial retribution or advantages could be a way to encourage the employees to innovate ●

## Our speakers



### HUGO TSCHIRKY

Professor from the Swiss Federal Institute of Technology Zurich. He teaches at the *Institute of Management and Business Systems Engineering* and chairs the fields of *General Management, Technology and Innovations Management, and Executive Management Advanced Development* including the MBA courses.



### D. ASSIMAKOPOULOS

Professor of Information Systems & Technology Management, Founder and Director of the *Laboratory for Learning and Innovation in Networks and Communities (LINC Lab)*, and the Director of the Doctorate of Business Administration programmes in partnership with the Universities of Newcastle (UK) and Tongji (China).



### PAUL MELLER

Experienced Brussels-based reporter covering economic and technological issues. A former correspondent for the New York Times, International Herald Tribune and Dow Jones Newswires, he now mainly writes for International Data Group, a leading technology news publisher, and Science Business, an on-line specialised magazine.



### JEAN MICHEL CAMIN

Inventor of 4 patents and engineer at France Telecom. Elected member of the *European Group Committee* and of the *Establishment Committee of the Network Information System Operator division*. He has been Director of Programs and research engineer at France Telecom. He also holds a Master in Management of large scale projects.



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# CEC EUROPEAN MANAGERS CONGRESS

The Role of Social Partners to Stimulate Innovation and Creativity

## CONCLUSIONS



Creativity  
and Innovation  
European Year 2009

Through the debates, some key ideas regarding the definition of innovation, its handicaps and the role of the CEC and the managers to facilitate the innovation have risen. These ideas could be the basis of analyses to state ten ideas to stimulate innovation and creativity in companies.

### What does CEC understand as innovation?

- Innovation and creativity are not exclusively related to products, services or technologies. Innovation and creativity concern processes especially, i.e., the way of creating, leading and managing a company or an organisation
- Innovation and creativity are, first of all, the human being: the inventor, the creator. The larger the number of individuals within a group sharing aptitudes, the more the chances of being creative and innovative.

### What is the role of the CEC?

- Innovation and social protection are compatible. CEC has to point out the role and interest of the inventor: both towards organisations that benefit from innovations, so that they reward the inventors, and public opinion, whose quality of life has to be improved through innovation.
- Innovation and creativity should be environmental friendly. An environment-unfriendly innovation is a step going backwards instead of a step going forward.
- Innovation and creativity has to be developed in a non-hostile environment so as to become the free will of each individual rather than a constraint or an obligation.

### Which are the barriers to innovation?

Innovation is not always perceived in a positive way for several reasons:

- Innovation is often seen as a will of the enterprises to profit from it in order to increase their economic results and satisfy only stakeholders. Beyond economic demands, innovation is vital for the development and survival of an organisation
- Too much safety, too many rules are harmful to innovation, but a legal framework is necessary to allow the innovation to bloom. It is necessary to succeed in reconciling liberty of innovation and the need for protection, within a European framework.

### What is the role of managers?

Managers have an important role to stimulate innovation and creativity:

- A innovative strategy requires different behaviours than in the past and changes in companies culture. Innovation is the consequence of qualified leadership, a leadership which has to be closer to the employees and encourage them to give their ideas. To that effect, managers have to establish structures of formal and informal communication throughout the company.
- To allow innovation and creativity, information and research exchanges are necessary so as to generate solutions. Organisations and their managers have to encourage the networking of communities of interest, ideas and new approaches for a common research.

You can find all the speeches, more photos and further information on our website [www.cec-managers.org](http://www.cec-managers.org)



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## ULA'S SPRING RECEPTION IN BERLIN



The ninth edition of ULA's spring reception took place in the United Arab Emirates' Embassy in Berlin Tiergarten on the 12th of May 2009. More than 300 distinguished guests, including members of the Parliament, Government representatives, journalists and managers, were present and enjoyed excellent food and music.

The guests were welcomed by His Excellency Mohammed Al Mahmood, Ambassador of UAE in Berlin, and Dr. **Joachim Betz**, President of ULA. In his opening address President Betz pointed out that in the current crisis it is upon the managers to show leadership, to be role models for integrity and to work relentlessly for the economic revival. ULA succeeded once again in bringing people together in a marvellous environment and thus promoting leadership issues ●



CONFEDERACION DE CUADROS  
Y PROFESIONALES

## JUAN ZURIARRAIN ELECTED NEW CCP PRESIDENT

**Juan Zuriarrain** was elected in Madrid, on May 29<sup>th</sup> 2009, President of the Spanish Confederación de Cuadros y Profesionales (CCP) during its IX Confederal Congress, with around 70 delegates. Furthermore, Santiago Aguirre was elected General Secretary of the organisation and Mariano Alonso Tejera, first Vice-president.

About to celebrate its 25th anniversary in 2010, CCP has taken a run-up, marking as one of its priority objectives the recognition of Spanish managers and professionals. At the same time, CCP bet on harnessing the synergies of CEC, whose presence is strong in non-Spanish companies with representation in Spain, with the objective that the "CCP label" is introduced in these work centres having a large number of managers and professionals.

During the Congress there was a particular emphasis on the recruitment and active participation of Spanish women in unions so as to have their presence in those organisations become a reality. In this regard, the fact that companies consider union representative women as a requirement for the improvement of their business was stressed.

The Spanish economic situation was another issue discussed at the existence of three crises was highlighted: an economic crisis, a social crisis, and a psychological crisis. There was a special emphasis placed on the need of the creation of a diversified industrial base that generating jobs better qualified, stable and with good prospects ●



## ACEO HELD ITS 20TH GREEK LEADERSHIP CONGRESS

The Association of Chief Executive Officers (ACEO) held with great success the Greek Leadership Congress on Tuesday, 19 May 2009 entitled: « Smart Leaders -Bad Decisions». The Congress was attended by more than 300 CEO's, entrepreneurs and representatives of academia and institutions. Distinguished speakers from Greece and abroad, with special knowledge and experience in leadership and management, presented interesting case studies and discussed with participants the reasons which led to business failures and ways to prevent and manage large errors.

In his opening speech the Chairman of ACEO **Michael Pagidas** quoted, "We should not fear failure, what is crucial for any leader, any executive, is to identify the roots of failure and to develop systems for early detection of wrong decisions".

Keynote speakers were **Sydney Finkelstein**, a leading professor of Management at the famous Tuck School of Business, USA and best known expert on issues of global leadership and corporate failure as well as **Kevin Roberts**, CEO worldwide of Saatchi & Saatchi. Having 40 years of administrative experience in companies such as Procter & Gamble, Pepsi-Cola and Gillette ●



## WDF CELEBRATES ITS 30TH ANNIVERSARY

In the current "European Capital of Culture" 250 guests remembered the founding of Austria's largest independent Managers' Association WdF. "Think European and practice the culture of leadership are the two main tasks of today", explained president Dr. **Paul Jankowitsch**, who linked this sentence to the city and chosen location, the Museum of Contemporary Art "Lentos".

Among all the differences and changes since the founding year, one sentence is still true, as Jankowitsch and the honorary president, his predecessor **Friedrich Macher**, agreed: "Without us, there would be no independent voice in Austria, defending Managers against semi-truth about the role of leaders".

Secretary-General Mag. Roland Graf was very pleased to welcome **Ludger Ramme**, from CEC European Managers. Congratulators also included the Austrian President Dr. **Heinz Fischer**, the mayor of Linz Dr. **Franz Dobusch** and the Minister of Science Dr. **Johannes Hahn**, a former WdF-Secretary General ●

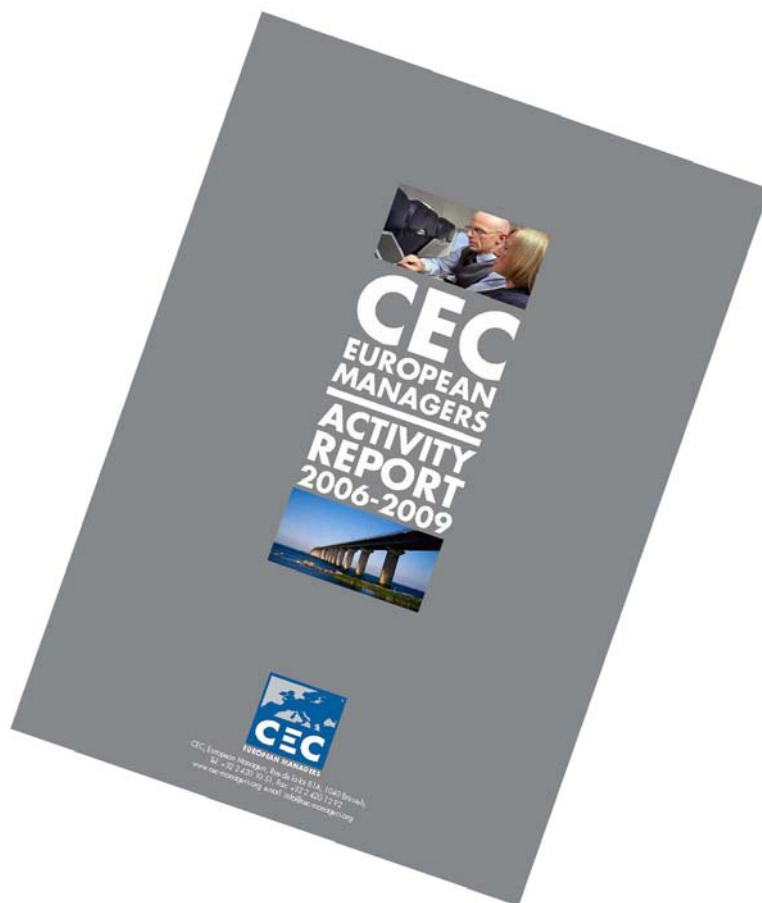


## CEC REPORT 2006-2009

CEC European Managers has published its "Activity Report 2006-2009", which describes the CEC activities during the last three years, with a special regard to our most important achievements.

On the report you can also find more information about the role of CEC European Managers in the European social dialogue, our structure and our history as well as CEC services to managers and our position on the most important events having occurred ever the last three years.

You can find the report on our website [www.cec-managers.org](http://www.cec-managers.org)



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### ABOUT CEC

The CEC represents 1,5 million executives and managerial staff in Europe organised into national federations and European branch federations. Since the end of the 1980s, the CEC contributes, as a social partner, to the European social dialogue. The CEC has made the task of defending the managers' specific interests its own, while maintaining dialogue with other parties.

CEC is consulted by the European Commission on all initiatives in the field of employment and social affairs (articles 138 and 139 EC Treaty). It is also part of the employees delegation in the negotiation with the employers' organisations at European level.

The CEC promotes a European integration clearly in favour of the principle of performance and competition, but also the social market economy and a value-oriented way of conducting business, since the respect of social obligations is an added value for economy in the long run.

