

24 July 2017  
Brussels

## Connected leaders needed in a changing world

The human factor of leading will become more and more important in the future, a survey by CEC European Managers has found. The leaders of tomorrow will need to work more on their social skills and are required to make sense of an increasingly fast-paced working environment.

CEC European Managers, representing around one million managers in Europe, has conducted a survey among more than 1400 managers throughout the continent. The survey, which took place in May and June this year, has demonstrated that leadership in the 21<sup>st</sup> century will be all about creating new connections – with people, with companies and with ideas.

Despite a leadership industry with an estimated \$130 - \$356 billion spent globally per year on leadership development alone, a lot of training programmes seem to fail and not contribute to the desired changes for better performance. The President of CEC European Managers, Ludger Ramme, underlines that “too often, companies are spending money blindly to increase performance. Our research has shown how important reflective learning, cooperation and exchanges are. This holds particularly true in our digital society, where we do not take enough time to think quietly.”

In fact, the study has shown that the performance of a company is less affected by what it does, than how it does it. For instance, taking the initiative to provide training to employees does not say much about its quality and potentially beneficial consequences. Instead, the European social partner recommends to “focus on the quality of what you do - in terms of purpose, collaboration, assessment and adaptation.” This continuous cycle of evaluation also helps to increase other dimensions of performance such as the well-being of employees or innovation.

An increasingly interconnected world challenges the way individual and business development are conceived today. Knowledge networks, the platform economy or smart cities all demonstrate that the times of linear, partial and individualistic understandings of development have become obsolete. “If we are to succeed in assuring inclusive and sustainable economic growth, then we need to focus on the dynamics of networks. Managers, as connectors, have a particular role to play in this respect. Seeing, understanding and making use of these networks requires competent, responsible and ethical leaders” Ludger Ramme says.

Please find more information and the summary report on: [www.cec-managers.org/en/leadership-survey/](http://www.cec-managers.org/en/leadership-survey/)

---

### About CEC European Managers

CEC European Managers represents around one million managers in Europe through its national and sectoral federations. At European level, CEC is one of the six EU cross-industry social partner organisations recognised by the European Commission in accordance with articles 154 and 155 of the TFUE. As the independent and autonomous voice of managers, CEC ensures that the interests of managers as bridge builders between employers and workers are heard.

### About the leadership survey

The non-representative survey among affiliated and non-affiliated managers of CEC European Managers was conducted between 15.5.17 and 15.6.17