



Smart change

Position paper

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Preamble

The **European Green Deal** involves a fundamental future change and calls for new ways of working. It requires transformation on infrastructure and thus the creation of a new smart EU needs to draw on new communication technologies, new sources of energy, new modes and structures of mobility. The use of AI, digitalization, high speed internet and low carbon energies are corner stones of the smart change processes needed to be put to use.

Knowing and recognizing that the implementation of the use of smart change is not a linear process and acknowledging that European managers are key players in the process of achieving the necessary development results within a reasonable timeframe, **CEC European Managers** in December 2021 decided to create a working group on smart change.



The working group on smart change was constituted by experts from Member organizations and chaired by **Marco Vezzani** (CEC Vice General Secretary) with the goal to focus on the managerial role of smart change in the technological dimension (industrial strategy and processes, energy, iron and steel, transport, and mobility) as well as the managerial role on smart change in the organizational and socio-economic dimension.

Through discussions covering several meetings and webinars the experts of the working group recommends that **CEC European Managers** formalize and adopts the following policy statement on smart change as a necessary foundation of creating a new smart Europe:

"Smart change must be an essential and integrated part of all EU institutional decisions leading to the use of technology and organizational development, and CEC European Managers strongly supports all EU initiatives that are aimed at disseminating knowledge, training and education on the use of smart change with the emphasis that all initiatives must address the role of European managers as key players in the process of adopting the use of smart change."

CEC European Managers' policy statement on smart change

CEC European Managers strongly supports initiative that are aimed at disseminating knowledge, training and education on the use of smart change .

Through strategic planning, constant communication, and empathetic leadership, managers navigate the complexities of change, steering the organization toward its goals while ensuring that the workforce remains motivated and aligned with the evolving vision.

The working group on smart change defines „smart change“ as the approach that managers and leaders need to take to address current threats and improve the technical and organizational level of our industry in pursuit of the sound economic and social development necessary to confirm and achieve the sustainability and social goals that European leaders and citizens so strongly desire.

The working group has found reason to recommend that the European institutions adopt a number of “Smart Change” policies:

Facilitate Global Competitiveness

Decision makers should prioritize tangible commitment to support initiatives such as „reshoring,” fostering innovation, investing in research and development (R&D), and providing comprehensive training programs.

By strategically focusing on these pillars, European institutions can lay the foundation for enhanced economic resilience and competitiveness.

Additionally, a crucial element in fostering fair competition is the establishment of a „level playing field.” This necessitates a proactive approach in combating incorrect competitive tax policies adopted by member states, ensuring equitable conditions for businesses across the European Union.

Smart change
serves as the
means to
an end.





01

recognizing
managers role
in achieving
sustainable
development

Recognizing Managers Role in Achieving Sustainable Development



Achieving a sustainable future necessitates more than just environmental considerations; it requires a holistic approach that integrates economic prosperity, technological advancement, and social well-being.

A fundamental prerequisite to achieve this goal is the adoption of „smart change“ in both technology and organizational structures.

Here, „smart change“ serves as the means to an end, with sustainable development as the overarching goal.

European managers emerge as pivotal players in this transformative journey, acting as key facilitators in steering organizations towards sustainable practices within a reasonable timeframe.

EU managers

are pivotal players
of the sustainable
development journey





02

facilitate
global
competitiveness

Facilitate global competitiveness

Decision makers should prioritize tangible commitment to support initiatives such as **"reshoring," fostering innovation, investing in research and development (R&D), and providing comprehensive training programs.**

By strategically focusing on these pillars, **European institutions** can lay the foundation for enhanced economic resilience and competitiveness.

Additionally, a crucial element in fostering fair competition is the establishment of a "level playing field."

This necessitates a **proactive approach in combating incorrect competitive tax policies** adopted by member states, ensuring equitable conditions for businesses across the **European Union**.



EU institutions

can lay the foundation for enhanced economic resilience and competitiveness



03

concrete
support
for innovation

Concrete Support for Innovation

Aligned with the **EU's Green Deal industrial plan**, the working group found reasons to advocate prioritizing investment in the following areas:

Management is about relationships, it's about trust, engagement, and inspiration. **Management is about facilitating the transfer of knowledge**, skills, and values both vertically and horizontally within an organisation.

Lastly, advancing sustainable leadership can help to realise the potential of telemanagement for contributing to greater organisational success and a positive impact on the organisation's economic, social and environmental environment.



Investment in education and training enhances the skills and qualifications of the workforce, including managers, ensuring they remain competitive in a rapidly changing global market.

Research and development funding can spur technological advancements, enabling managers to adopt cutting-edge practices and technologies to enhance efficiency and competitiveness.



Improved infrastructure, such as transportation and communication networks, facilitates efficient business operations, benefiting managerial decision-making and overall productivity.

A photograph of five miniature human figures standing on small, light-colored wooden cylindrical blocks. The figures are arranged in a staggered line across a light-colored wooden surface. The figure in the foreground is a man in a blue suit, standing with hands on hips. Behind him are other figures in various business attire, including a man in a dark suit and a woman in an orange dress. The background is softly blurred.

04

adapting leadership

Adapting Leadership



In navigating the ever-evolving landscape of organizational dynamics and innovation, it is imperative for companies **to embrace the concept of smart change**, drawing insights from the transformative experiences of the Covid period.

This involves updating **traditional leadership models** to extend beyond a reliance on physical presence, incorporating flexibility and adaptability.



An integral aspect of this organizational evolution also lies in **the creation of purpose in people management**.



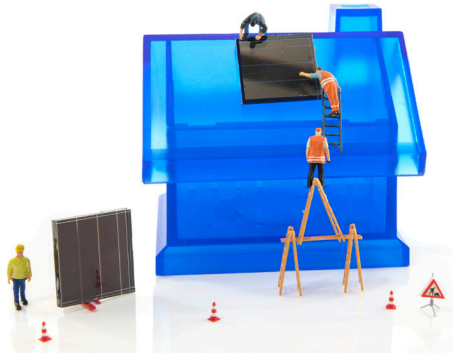
Recognizing the **shifting innovation horizon**, companies should actively support innovative ecosystems, start-ups, and SMEs, fostering a culture that thrives on **creativity** and **forward-thinking**.



05

managing
the energy
transition

Managing the Energy Transition



Spearheading initiatives to bolster **regional production of nuclear power** and renewable energy sources, they facilitate a smooth transition to **low-carbon energies**.

Managers play a pivotal role in aligning **organizational efforts** with **key EU energy policies**, driving towards the ambitious target of achieving net-zero greenhouse gas emissions by 2050 and **positioning the continent as a pioneer** in climate neutrality.



Central to this transition is the manufacture of highly efficient equipment tailored for **hydro, geothermal, solar, wind** and **nuclear energy** utilization, alongside energy storage and the conversion of resources into synthetic fuels, particularly hydrogen-based solutions.

Emphasizing collaboration, managers monitor the rapid development and adoption of **innovative nuclear solutions like fusion energy** and small modular reactors, alongside advancements in low-carbon hydrogen technologies.

Through effective coordination, they ensure tangible results and the preservation of company interests, particularly for SMEs, by enabling the timely and cost-efficient renewal of manufacturing processes.

Crucially, joint endeavors are needed to reduce reliance on imports from politically unstable regions. A thorough examination of LNG production, importation, and regasification processes as necessary as well.





06

navigating
the metallurgical-
landscape

Navigating the Metallurgical Landscape



In the pursuit of sustainability, managers in the fields of mining and metallurgy must tactically embrace the transitional period, recognizing the role of natural gas, in tandem with hydrogen, as a crucial steppingstone in the phase-out of outdated coal-based technologies.



Additionally, with metallic and non-metallic raw materials gaining significance in the production of advanced power generation and storage equipment, it is imperative to explore, develop, and sustainably exploit regional sources.





07

managers steering
the European
mobility
revolution



Managers Steering the European Mobility Revolution

In the transformed landscape of mobility and transport, particularly in the automotive sector, leaders play a key role in the seismic transition from:



Internal combustion engines



to electric and potentially hydrogen-powered engines

Europe needs strong leaders who are the architects of resilience, orchestrating adaptive strategies that position **Europe** at the forefront of innovation, safeguarding economic interests while moving towards a cleaner, more sustainable future.



Expert members of the working groups



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The Voice of European managers - since 1951.

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