



## **CEC Quality Criteria For Managers**

Thanks to its action and perseverance CEC has managed to secure recognition of the role of managers in companies, in the economy in general and in society. First, there was the European Parliament resolution tabled by José Maria Gil Roblès and unanimously adopted in June 1993. Then in 1999 CEC started entering all spheres of European social dialogue to express the point of view of managers in those platforms.

The importance of managers is based on their very jobs; indeed their functions are marked by a high level of skills, by liability and autonomy, by their ability to facilitate and anticipate and by their personal involvement and their social responsibility.

Beyond such features defining the role of CEC also volunteers to reassert those values that can demonstrate that managers are responsible stakeholders in companies and in society today even against the background of globalisation and sustainable development.

### **Being and Remaining Competent**

#### **1. Professional and Methodological Skills**

Knowing those processes used in their particular fields of activity is the basis of the competency of managers and such knowledge must be updated and expanded day after day. However, what matters is not to know every single detail but to have an overall vision of all the activities and to be able to embrace new tasks. It is also essential for managers to have in-depth methodological skills allowing them to lead production and to organise the company. Finally, managers must also be able to combine information and know-how.

#### **2. Entrepreneurship**

Being entrepreneurial means to be willing to make things move and to rise to economic occasions. Nowadays, people tend to focus on opportunities offered by technology and on the latest developments of a globalized economy. Similarly, independent entrepreneurs shall involve their managers in the challenges of the market and be willing to set goals for themselves.

## Responsible and Autonomous

### 3. Finding it Easy to Make Decisions

Those who take on responsibilities will not hide when the time comes to make a decision. Managers shall make sure they listen to all the basic arguments of all the people concerned but they shall also avoid endless discussions and enforce their decisions even when the going gets tough.

## Ability to Anticipate

### 4. Being Able to Integrate Innovation and Change

In many instances, the globalisation of markets has dramatically changed sectors, as well as corporate management and organisation. Managers are open to such changes. They are initiating and modelling change; they are also taking on significant responsibilities in the implementation and accompanying of organisational changes. They are rising to the occasions that lie in change for the well being of their companies and of their colleagues. At the same time, managers also have as a duty to warn their superiors of the risks involved and to dampen the frustration of staff. They must also appease the fears of their colleagues in the face of change and motivate them into actively accepting such a change. They are open to foreign cultures whilst preserving their roots.

## Ability to Play the Facilitator

### 5. Being Able to Delegate

In the image good managers have of themselves, there is also the ability to motivate their colleagues, to delegate responsibilities to them and to encourage them to reach the objectives set with a wide degree of autonomy. Managers always bear in mind the personal development and differences in abilities of their colleagues and can therefore adjust the level of autonomy they grant to the latter. Similarly, managers keep themselves informed of the essential and can, if need be, act swiftly and efficiently. They are able to empathize with their staff and to support their colleagues in case of conflict. And of course, their successes are also their team's successes.

### 6. Team Spirit

In the whole world, research, development, production and marketing are organised in international teams of people. This implies a certain diversity and further reinforces the demands on team managers. Colleagues will not accept a self-centred or individualistic superior. They want their efforts to be recognised and they wish to be judged on the quality of their work. So they need a leader who can show them the way forward but who will also leave them as wide a margin for manoeuvre as possible.

People who work on the same level want to be able to talk to each other, to trust in one another. Managers who know how to appreciate the success of the whole team as their own are an essential basis to very good teamwork.

### 7. Conflict Management

One of the main challenges managers have to face is to solve conflicts. Good managers can be spotted by how they act in a conflict situation. A conflict cannot last. Hence, managers must make sure that personal problems are clearly distinguished from professional divergences of views; a thing that is also true for themselves and not just for their colleagues.

### 8. Being Prone to Communicate

Managers must demonstrate excellent information and communication skills and be ready to use such skills. They must play an active part in establishing trust amongst their colleagues. Good human resource management is also marked by transparency and consistency in words and deeds. Personal opinions may not be allowed to influence actions taken. Decisions with painful consequences must be communicated openly to colleagues and staff.

## Personal Involvement

### 9. Give Work a Meaning

For the company to be successful, it is essential that all colleagues give their best at work and are motivated for it. It is in the ability to facilitate things managers have and more particularly in their conveying of the meaning and values of the company's activities that such motivation can be born.

### 10. Developing Participative Management

When managers practice participative management, companies find it easier to deal with crisis situations such as internationalisation, mergers and restructuring, strategic refocusing, etc. For that matter - starting at top management level - adding value to human capital, involving more colleagues in innovation and in strategic brainstorming and watch must be practised and demonstrated by managers.

## Social Responsibility

### 11. Socially-Mindful Attitude

Adopting a socially mindful attitude means that managers shall not only take into account the economic and technical dimensions before making a decision or doing something. A socially mindful attitude is marked by a set of values based upon responsibility towards people, towards the company and towards society as a whole. On the workplace this is what motivates the support managers will get from their colleagues and staff. Managers must be examples.

### 12. Being Involved in the Community

Managers undoubtedly generate opinions in their companies. Our democracy feeds on the fact that citizens are taking on their responsibilities and are also forging their opinions in the companies they work for. Managers must support the process by actively participating in social and political life. They can do so by getting involved in associations, federations, trade unions or political parties.

### 13. Social Dialogue

In companies the possibility for wage earners to get organised into trade unions is a social conquest that has been achieved in developed and democratic countries. For managers the existence of trade unions is a fact that contributes in expressing the points of views of colleagues and it must not be considered as an obstacle to sound management.

### 14. Having a Critical Spirit

For managers adhering to and being involved in the objectives of their companies should not prevent them from keeping a critical spirit and wanting to look for and develop alternatives to purely financial management with a view to reconciling productivity and social development, as well as companies and sustainable development.

A good executive is an executive who can say No as much as he can say Yes!