



European
Management
Association

The European Manager

Executive Summary

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In association with:



An organisation within the
Chartered Management Institute

Foreword

Is there such a thing as a 'European Manager'? This research study, undertaken by the European Management Association, has tried to establish whether there is a shared profile within the European management community. Do we work to similar sets of competences? How do work/life balance pressures compare? What personal and professional values are most important in each national context?

The survey was completed by a total of 1,360 middle and senior managers across five European countries: Germany, Lithuania, Malta, Spain and the UK. The findings show significant common ground amongst managers, in particular in relation to their professional values and core management competences. There is greater divergence when it comes to personal values.

A consistent picture emerges of managers who work long hours and enjoy high levels of career satisfaction. They claim also to exert a fairly high degree of control over their own career management and development.

This is the first significant piece of research carried out in partnership by member organisations of the European Management Association (EMA). EMA is a network of management institutes and development organisations across Europe, whose aim is to exchange and promote best practice and stimulate debate on key management issues.



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& Chief Executive, Chartered Management Institute

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Thanks are also due to all the member organisations of EMA who co-ordinated each national survey and to the many managers who took time to respond to the questionnaire.

Introduction

The globalisation of economies, the appearance of new technologies and the enlargement of the European Union are some of the factors which place increasing prominence and importance on the decisions which managers within organisations and companies are required to take.

This research, set up by the European Management Association (EMA), was carried out to investigate whether there is such a concept as a “European Manager” and to obtain a better understanding of cultural differences. Data was provided by five European countries; Germany, Lithuania, Malta, Spain and the UK. The data collection took place early in 2006.

The research looks at areas such as the individual values and competencies of managers, factors which influence their career development decisions and aspects of the working environment in general. The ‘pan-European’ findings from all five countries are analysed in the full project report, with the aim of comparing responses and identifying where there are similarities and differences between the countries. Each individual country also provides a summary of their own findings, presented as appendices to the main report.

The full report is available for download at www.europeanmanagement.org.

Methodology

The project used the membership and client databases of the EMA organisations in participating countries as the basis for the sampling frame of respondents. Through their members and clients, EMA members provided access to a representative sample of senior managers and directors. The samples were stratified in order to ensure that, as far as possible, respondents were drawn from:

- middle and senior managers; those with significant financial and/or employee responsibility
- all sectors including public, private and voluntary
- all sizes of organisation
- all management functions
- all regions across each country.

Each country was permitted some flexibility in their sample size, as long as the sample was deemed adequate to achieve a representative number of responses in the national context.

A self completion questionnaire was developed and translated into the national language of each country. There were 18 core multiple choice questions to be completed, and each country was also able to include a maximum of five supplementary country specific questions.

The questionnaire was issued in email and hard copy format. Spain and Malta also provided the questionnaire for completion via a web site.

The results from each country were recorded using a standard template to ensure that the data was recorded in a consistent manner to enable comparative analysis. Each country provided their own analysis from their particular survey and these, together with the original data, were used to arrive at a comparative analysis from a pan-European perspective.

Key Findings and Conclusions

Values

- There is considerable variation between the countries with regard to values that managers consider to be most important in their personal life. For example:

Happiness (e.g. freedom, internal harmony, self esteem) was the value most frequently selected by respondents from the UK, Malta and Spain. Respondents from these countries also emphasised the importance of **Friendship** (e.g. capacity for close relationships, to accompany and feel accompanied, to help without looking for anything in return).

In contrast, **Happiness** and **Friendship** were less frequently selected by respondents from Germany and Lithuania. Respondents from Germany placed particular emphasis on the importance of **Environmentalism** and **Corporate social responsibility**.

This may indicate the existence of significant cultural differences reflected in the personal values held by managers in the different countries.

- However, it seems that in their professional lives there was much closer correlation between managers from all five countries. In particular, **Professional capacity** (e.g. competence, efficiency) was selected as the most important value for managers in all the countries, with other values such as **Honesty** and **Responsibility** also emphasised. The main distinction was that **Environmentalism** and **Corporate social responsibility** was again given more emphasis by respondents from Germany than was the case in the other countries.

In common with professional values, there was some consistency across all the countries regarding the most important values for employees to exemplify (e.g. **Professional capacity, Co-operation, and Responsibility**).

This may suggest that, although managers from the different countries will have cultural differences, this manifests itself most strongly in their personal lives. However, in their professional roles as managers, their values may be more closely aligned.

- In all countries, the majority of respondents do feel that their personal behaviour is affected by the culture and philosophy of the company/organisation within which they work. This suggests that, as the culture and philosophy of organisations change, this may impact on the personal behaviour of managers within those organisations. For example, this could apply to the growing emphasis on **Environmentalism** and **Corporate social responsibility**, which in this survey was already significant for the personal and professional values of respondents from Germany.

Working environment

- The findings suggest that managers in the five countries allocate fairly similar proportions of their time to work, family, sport/leisure and rest. The most noticeable differences were in the length of the average working day:

o Germany	10.7 hours
o Malta	9.9 hours
o Spain	9.6 hours
o UK	9.1 hours
o Lithuania	9.0 hours

Although managers in the UK appear to have among the shortest working days, this is offset to some extent by the fact that managers in the UK are likely to spend more time travelling to and from work (1.6 hours) compared to all the other countries where travelling time accounts for approximately 1 hour.

- There appears to be much similarity in the proportion of time allocated to various work activities by managers across all the countries. The work activity to which most time is typically allocated is 'Work on own projects'. Other activities to take a large proportion of time are telephone/email, meetings with colleagues and administration. The exception is that respondents from Germany reported spending the majority of their time on 'planning and co-ordination'.

Management competencies

- It is more difficult to generalise about the management competences which are regarded as most important in the different countries, although there is still much common ground.

In particular, the importance of "Applying judgement and decision making capability" was emphasised in all the countries. Also, the importance of learning and development (either personal development or the development of subordinates/team members) is recognised by respondents from all the countries. Personal integrity was also selected by a large proportion of respondents (See Figure 1).

At the same time, there does appear to be a difference in emphasis between the countries. For example, "Applying communication skills" was regarded as a much more important competence in Germany than in any other country. Similarly, Lithuanian respondents were distinctive in placing particular emphasis on "Taking advantage of diversity of experience and strengths amongst colleagues".

Therefore, while there are some core management competences which appear to be universally recognised as important, there are also others which are given greater or lesser emphasis in the different countries.

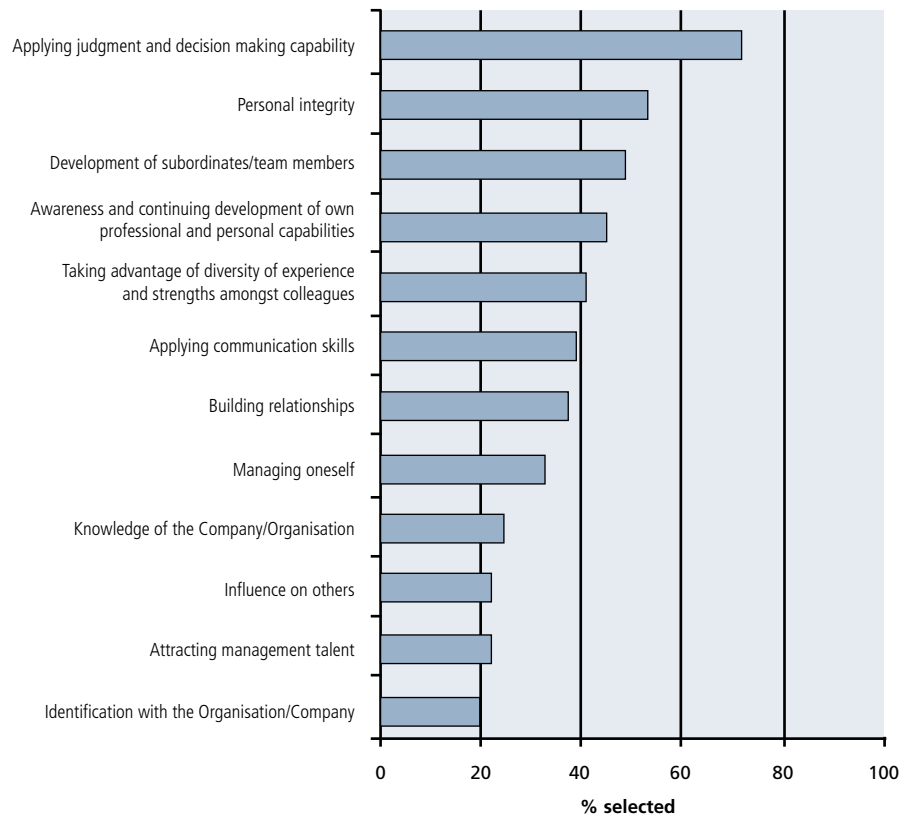


Figure 1: The percentage of pan-European respondents selecting each of the competencies

Professional career

- The types of qualifications held by managers suggest significant differences in the models of management accreditation in the different countries (See Figure 2).

Vocational/technical qualifications and management qualifications are most frequently found in Germany and the UK. In contrast, a higher proportion of managers from Lithuania and Spain hold a university degree. This seems to confirm that specialist vocational qualifications (including management qualifications) are more established in Germany and the UK, whereas in other countries such as Lithuania and Spain managers are more likely to hold general academic qualifications.

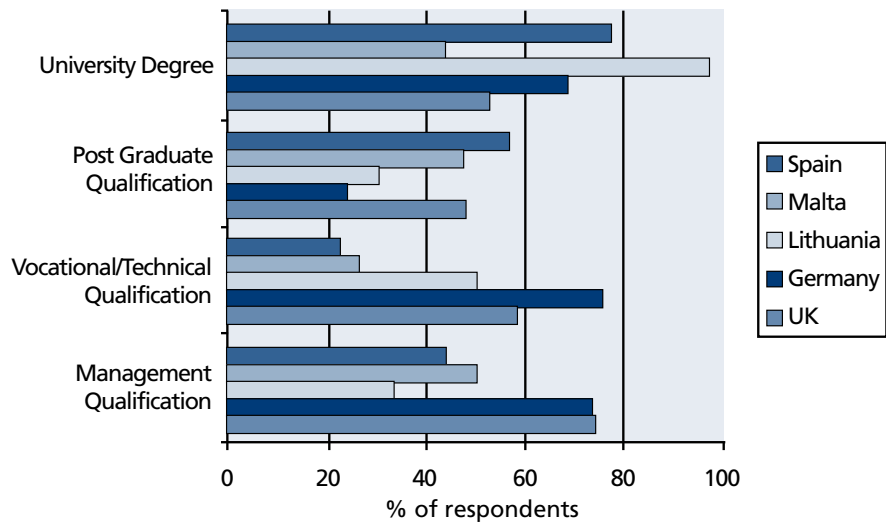


Figure 2: Type of qualifications possessed by respondents

- The rate of turnover in management positions (i.e. the number of years managers have typically been with their current employer) appears to be broadly similar between the five countries (See Figure 3). Overall, 15 per cent to 20 per cent of respondents had been with their present company/organisation for 20 years or more and between 25 per cent and 35 per cent of respondents have been with their present company/organisation for less than 5 years.

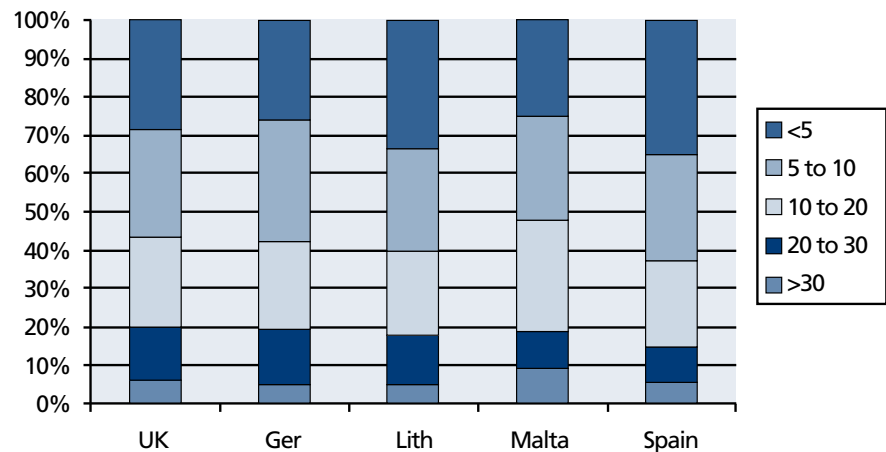


Figure 3: Percentage of respondents and their number of years with present company/organisation

- The data suggests that the highest levels of career satisfaction are found among managers in Germany. However, this is not to suggest high levels of dissatisfaction in the other countries. Overall, there was some consistency in that between 81 per cent and 90 per cent of respondents in all countries selected between 3 and 5 on the scale (where 1= totally dissatisfied and 5 = completely satisfied) (See Figure 4).

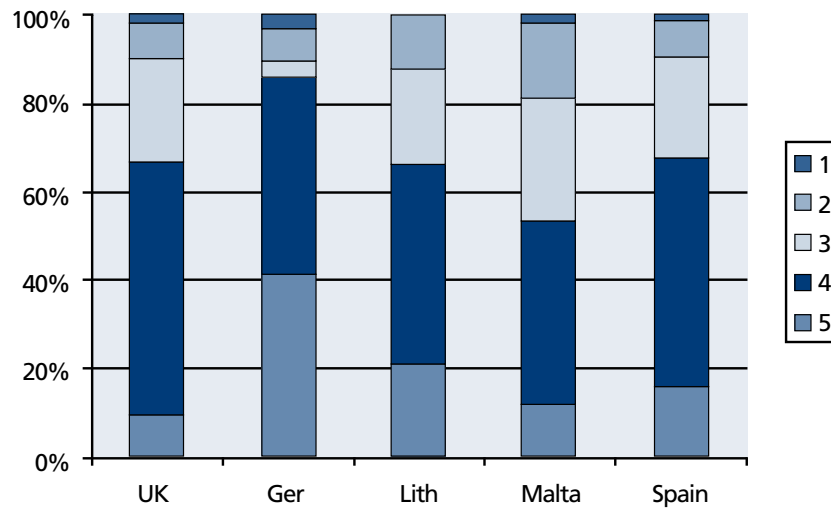


Figure 4: Percentage of respondents and their satisfaction with their career (on a scale where 1 = totally dissatisfied and 5 = completely satisfied).

- In all countries the data suggests that the majority of managers feel a fairly high degree of control over their own career management and development.

The most frequently selected response in all countries was: “In the majority of instances I have been responsible for my own career management and development”. Either this statement or the stronger statement “I have managed my professional career at every point in time” was selected by the majority of respondents in all five countries.

- Finally, respondents were asked to identify the factors which have influenced the development of their professional careers. Again there were some noticeable areas of convergence - the factors that were considered overall to have had either a positive or slightly positive impact (collated for all five countries) were:

No.	Factor	%
1	Personal and professional capabilities	94
2	Acquisition of experience	92
3	Individual personality	87
4	Teamwork	83
5	Academic study	81

Again however, there were also areas of divergence between the countries in the importance attached to factors such as:

- Knowledge of languages – much less influential for managers in the UK and Germany than for managers in Spain, Lithuania and Malta.
- Geographic mobility - most important for managers in the UK and Germany and less relevant for managers in Malta.
- Chance - regarded as most significant for managers in Germany and Spain and much less significant for managers in Lithuania and Malta.
- The impact of personal and family relationships – regarded as less influential for managers in Germany than in the other countries.

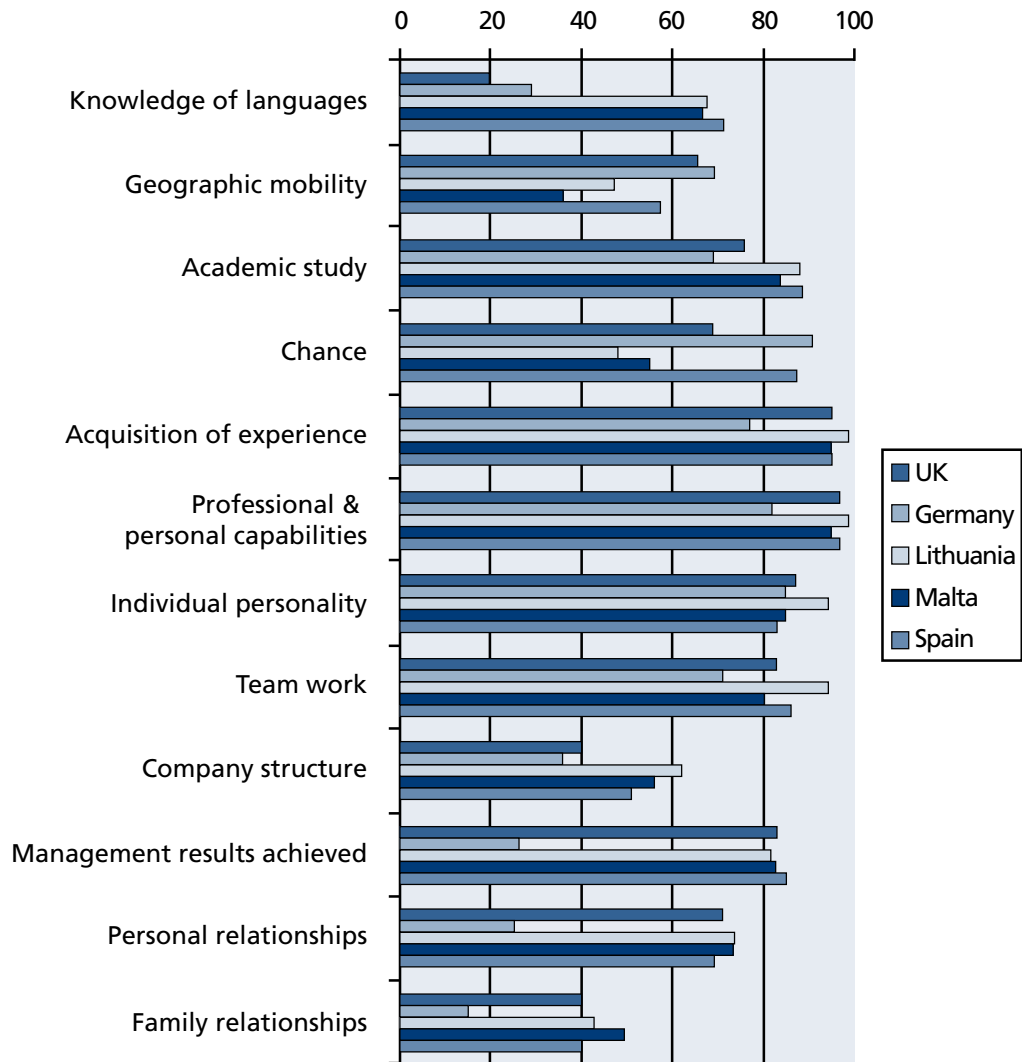


Figure 5: Factors which have had an impact on respondents' professional careers (percentage selected in each country)

Therefore, the findings of this research suggest that while there undoubtedly are cultural differences between managers in the various European countries, it also seems clear that in their professional roles, managers from different European countries also share many of their characteristics, values and priorities.



Chartered Management Institute

The leading UK organisation for professional management. As the champion of management, the Institute shapes and supports the managers of tomorrow. By sharing the latest insights and setting standards in management development, the Institute helps to deliver results in a dynamic world.

The Institute offers a wide range of development programmes, qualifications, information resources, networking events and career guidance to help its 71,000 individual members and 480 corporate members. www.managers.org.uk



RKW - Rationalisierungs- und Innovationszentrum der Deutschen Wirtschaft eV

RKW ensures the future potential and productivity of small and medium-sized enterprises. It acts in the public interest to strengthen productivity and the innovative capabilities of the German economy. It translates research and development findings into best business practices for small and medium-sized enterprises, with the aim of forging cooperation amongst the business community. www.rkw.de



Malta Institute of Management

Founded in 1964, the Malta Institute of Management is a non-political, not-for-profit professional body which aims to represent and support professionals at the forefront of management.

Institute membership provides access to services which are essential as managers pursue higher standards of management practice and success in today's dynamic business environment. Those services include management education and training programmes, topical management information and networking opportunities. www.mim-malta.org



Baltic Management Foundation

The Baltic Management Foundation is an association which brings together 38 business consulting firms and centers in Lithuania, Latvia, Estonia and Poland. The mission of the association is to gather and disseminate information about innovation within management and business administration, as well as to exchange experiences on best practice.

The Foundation was established in 1992, with its head office in Vilnius, Lithuania. Through its management and consultancy activities the organisation has contributed greatly to economic transformation and organisational development within the Baltic States. www.vdu.lt



CEDE – The Spanish Confederation of Directors and Executives

CEDE has a membership of 40 associations which, in turn, represent more than 73,000 directors and executives. CEDE provides a focal point to its member associations in terms of representation in support of the important social and economic role that they play, and in terms of co-ordination of activities for the benefit of confederated bodies and all of their individual members regarding management and organisational development and performance.

The work of CEDE contributes to the positive image projected of Spanish directors and executives, the promotion of high standards of professional ethics, and the ongoing training of directors and executives within the country. www.directivoscede.com



Management Standards Centre

The Management Standards Centre (MSC) is the UK Government recognised standards setting body for management and leadership. Following a publicly funded project, managed by MSC, to develop a new set of National Occupational Standards (NOS) for management and leadership, the new standards were approved and launched in May 2004. The standards describe the level of performance expected in employment for a range of management and leadership functions/activities. For more information on the standards, go to www.management-standards.org.uk

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