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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.



Mary Chapman, President, European Management Association
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1. 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. Section 3 presents ‘pan-European’ findings from all five countries, with the aim of comparing responses and identifying where there are similarities and differences between the countries. Each individual country also provided a summary of their own findings, which are presented as appendices.

2. Methodology

2.1 Sampling frame 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/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.

2.2 Data collection 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.

2.3 Analysis of data 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 (the country specific findings in the appendices). These were then collated, together with the raw data, in order to enable comparative analysis from a pan-European perspective (Section 3 of this report).

3. Pan-European Findings

3.1 Values

3.1.1 Personal values Respondents were asked to select the *three* personal values (from twelve options) which were most important in their life.

The personal values which were most shared across the countries were:

- **Professional success** (e.g. professional satisfaction, achievement of important objectives, satisfaction with tasks well done) - the only one of the personal values to be a top five choice for respondents from all the countries.
- **Fairness** (e.g. striking a balance between own values and external pressures, being recognised for convictions and principles relating to human rights) - a top five choice for four of the countries.

In other areas there appears to be considerable divergence between the countries. For example:

- **Happiness** (e.g. freedom, internal harmony, self esteem) was the top response from three countries: UK, Malta and Spain, but it was not in the top five choices for either Germany or Lithuania.

The top choices in Germany placed particular emphasis on factors relating to social responsibility (**Environmentalism and Corporate social responsibility, Democratic spirit and Tolerance**). This emphasis was not shared by the other four countries.

It is interesting to note that only two personal values were not in the top five for any of the countries and these were both about recognition: **Social recognition** (e.g. feeling recognised and appreciated by family, friends, colleagues, society) and **Professional recognition** (e.g. feeling recognised for success and appreciated in a professional capacity).

The top five ranking responses for each country, together with the percentage of respondents from each country selecting the responses are shown in Table 1.

| | UK | Ger | Lith | Malta | Spain |
|---|---------|---------|-----------|---------|-----------|
| Friendship (capacity for close relationships, to accompany and feel accompanied, to help without looking for anything in return) | 3 (42%) | | | 2 (65%) | = 1 (57%) |
| Democratic spirit (feeling of equality, treatment with respect) | | 2 (38%) | 4 (28%) | | |
| Professional success (professional satisfaction, achievement of important objectives, satisfaction with tasks well done) | 4 (38%) | 4 (31%) | 1 (48%) | 5 (46%) | 3 (25%) |
| Happiness (freedom, internal harmony, self esteem) | 1 (49%) | | | 1 (76%) | = 1 (59%) |
| Fairness (striking a balance between own values and external pressures, being recognised for convictions and principles relating to human rights) | 5 (26%) | 5 (30%) | 2 (38%) | 3 (63%) | |
| Peace (world peace, living in a world without conflict) | | | | 4 (57%) | = 5 (21%) |
| Tolerance (benevolent attitude towards all that is different to oneself, comprehension of the necessity for diversity) | | 3 (37%) | = 5 (27%) | | 4 (23%) |
| Social recognition (feeling recognised and appreciated by family, friends colleagues, society) | | | | | |
| Professional recognition (feeling recognised for success and appreciated in a professional capacity) | | | | | |
| Comfortable life (family, health, security, prosperity) | 2 (46%) | | 3 (31%) | | |
| Exciting life (full of activity variety and stimulus) | | | = 5 (27%) | | |
| Environmentalism and Corporate social responsibility (acting and thinking ecologically, awareness of society around you, concern for world future) | | 1(42%) | | | = 5 (21%) |

Table 1: Personal values; the top five ranking responses for each country (and percentage of respondents from each country who selected these values)

3.1.2 Professional values for managers and employees

Respondents were asked to select the *three* values (from eleven options) which were most important in their management role.

There was greater convergence between the countries regarding their professional values than was the case for their personal values.

Professional capacity (e.g. competence, efficiency) was clearly identified as the most important professional value – it was selected as the most important professional value by the majority of respondents from all of the countries.

Other values to score highly in nearly all countries were:

- **Honesty** (sincere, truthful)
- **Responsibility** (stable, trustworthy, reliable)

The main exception was in Malta, where responsibility was given a low ranking (selected by only 11.5 per cent of respondents), whereas **Helpfulness** (open to helping others, welcoming) was ranked more highly than in the other countries.

Again, the respondents from Germany ranked **Corporate social responsibility** in third place, higher than any other country.

| | UK | Ger | Lith | Malta | Spain |
|--|---------|---------|---------|---------|-----------|
| Ambition (high goals, hard work, seeking new challenges) | | | | | |
| Helpfulness (open to helping others, welcoming) | | | | 3 (45%) | |
| Professional capacity (competence, efficiency) | 1 (67%) | 1 (61%) | 1 (78%) | 1 (70%) | 1 (67%) |
| Co-operation (team work, generosity, constructive attitude) | 2 (43%) | | 3 (47%) | | 5 (34%) |
| Courage (strength, firmness, valiant) | | | | | |
| Creativity (imagination, resourcefulness, audacity) | 5 (26%) | 5 (27%) | 4 (34%) | | 4 (36%) |
| Honesty (sincere, truthful) | 3 (42%) | 4 (35%) | 5 (32%) | 2 (61%) | = 2 (48%) |
| Rationality (reflective, thinker, intellectual) | | | | 4 (42%) | |
| Responsibility (stable, trustworthy, reliable) | 4 (37%) | 2 (59%) | 2 (65%) | | = 2 (48%) |
| Loyalty (spirit of friendship, mutual respect, unbiased) | | | | | |
| Corporate social responsibility (awareness of external factors affecting the organisation for which you work) | | 3 (38%) | | 5 (41%) | |

Table 2: Values important in a management role; the top five ranking responses for each country (and percentage of respondents from each country who selected these values)

Respondents were then asked to select the *three* values (from the same eleven options) which were most important for employees to exemplify. Again, there is some consistency across all the countries:

Professional capacity (competence, efficiency) was identified as most important by respondents from four of the five countries (and also scored highly in the fifth country).

The other values to score consistently highly across all the countries were:

- **Co-operation** (team work, generosity, constructive attitude)
- **Responsibility** (stable, trustworthy, reliable)
- **Honesty** (sincere, truthful)

This appears to show that many of the values managers expect of themselves, they also expect of their employees e.g. professional capacity, responsibility and honesty.

The main distinction is that **Co-operation** (team work, generosity, constructive attitude) was considered a significantly more important value for employees than it is for managers themselves.

Conversely, **Corporate social responsibility** is not emphasised as an important value for employees in any of the countries (whereas this was a top five choice for managers in Germany and Malta).

| | UK | Ger | Lith | Malta | Spain |
|--|---------|---------|---------|---------|---------|
| Ambition (high goals, hard work, seeking new challenges) | 5 (22%) | | | | |
| Helpfulness (open to helping others, welcoming) | | | | | 5 (32%) |
| Professional capacity (competence, efficiency) | 1 (65%) | 1 (73%) | 1 (62%) | 3 (69%) | 1 (60%) |
| Co-operation (team work, generosity, constructive attitude) | 2 (59%) | 5 (29%) | 3 (38%) | 4 (65%) | 3 (48%) |
| Courage (strength, firmness, valiant) | | | | | |
| Creativity (imagination, resourcefulness, audacity) | | | 4 (37%) | | |
| Honesty (sincere, truthful) | 3 (44%) | 3 (44%) | | 1 (82%) | 4 (44%) |
| Rationality (reflective, thinker, intellectual) | | | 5 (34%) | | |
| Responsibility (stable, trustworthy, reliable) | 4 (41%) | 2 (55%) | 2 (44%) | 2 (81%) | 2 (49%) |
| Loyalty (spirit of friendship, mutual respect, unbiased) | | 4 (32%) | | 4 (65%) | |
| Corporate social responsibility (awareness of external factors affecting the organisation for which you work) | | | | | |

Table 3: Values which employees are expected to exemplify; the top five responses for each country (and percentage of respondents from each country who selected these values)

3.1.3 Culture and philosophy of the company/organisation

Respondents were asked the extent to which their personal behaviour is affected by the culture and philosophy of the company/organisation within which they work (on a scale where 1 = totally and 5 = not at all). The percentage of respondents for each country is shown in Figure 1.

This suggests that, 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. Malta was the country which had the most respondents indicating that their personal behaviour was totally affected by the culture and philosophy of the company/organisation within which they work (17.5 per cent of respondents). Overall, the impact of culture and philosophy of the company/organisation appears to be strongest in Germany (where over 89 per cent of responses were between 1 and 3).

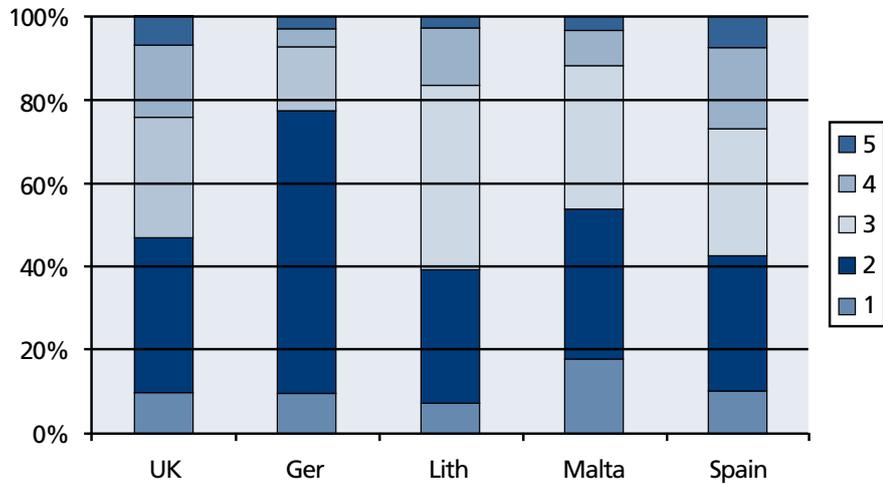


Figure 1: The extent to which personal behaviour is affected by the culture and philosophy of the organisation in which managers work (on a scale where 1 = totally and 5 = not at all)

3.2 Working Environment

3.2.1 Working hours

The time (in hours) dedicated to various activities on an average working day for respondents in each country is shown in Figure 2.

It appears that the allocation of time between these various activities is broadly similar between the countries. However, it can be seen that respondents from Germany, on average, spend the most time at work (10.7 hours) followed by Malta (9.9 hours), Spain (9.6 hours), UK (9.1 hours) and Lithuania (9.0 hours).

Respondents from Malta and Spain allocate the least time to sport and leisure (1.2 hours).

Respondents from the UK spend the most time travelling to and from work (1.6 hours) compared to all the other countries where travelling time accounts for approximately 1 hour.

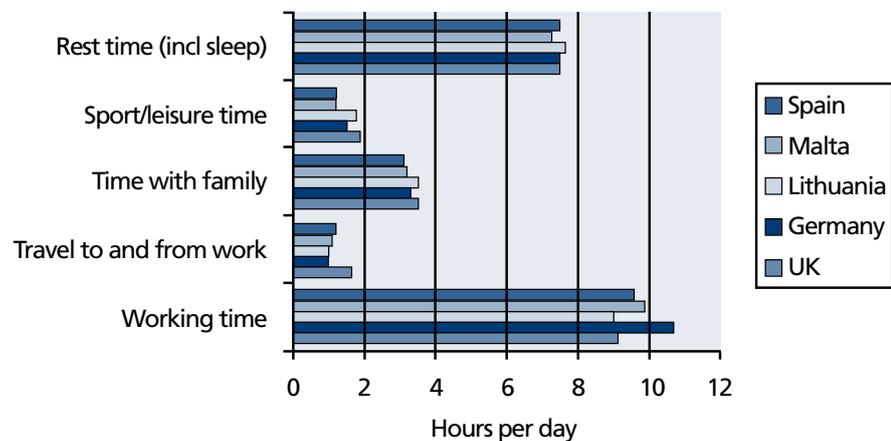


Figure 2: Allocation of time to activities on an average working day

3.2.2 Business trips

Tables 4, 5 and 6 show the propensity and frequency of business travel for each country in a typical year. Four countries are included in this analysis, as comparable data Germany was not available. This is shown as respondents taking 1 to 9 business trips, or 10+ business trips, the duration of the trip, and whether it was in:

- own country (but away from home)
- the European Union
- the rest of the world.

For example, Table 4 shows that business trips in the respondents' own country were most likely to be between 1-2 days. These are most frequent in the UK and Spain – in the UK 35 per cent of respondents take 10 or more business trips of 1-2 days and in Spain 37 per cent of respondents take 10 or more business trips of 1-2 days. Business trips in their own country are much less commonplace for respondents in Malta where only 5 per cent of respondents take 10 or more business trips of 1-2 days.

It appears that there is a considerable degree of mobility for EU managers, given that across the countries approximately one third travel regularly in the EU and one third also travel regularly worldwide.

| In your own country (but away from home) | UK | | Lithuania | | Malta | | Spain | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 1-9 trips | 10+ trips |
| 1-2 days | 48% | 35% | 23% | 26% | 20% | 5% | 41% | 37% |
| 3-6 days | 33% | 7% | 14% | 0% | 13% | 1% | 36% | 4% |
| 1-2 weeks | 9% | 0% | 7% | 0% | 3% | 0% | 7% | 1% |
| More than 2 weeks | 2% | 0% | 12% | 2% | 2% | 0% | 2% | 2% |

Table 4: Percentage of respondents taking business trips in own country

Table 5 shows that, in all countries, only a very small minority of respondents make more than 10 business trips per year in the European Union. However, between 25 per cent (UK) and 57 per cent (Malta) of respondents make between 1 and 9 trips in the European Union of 3-6 days per year. In the UK, the majority of respondents take trips in the EU of between 1-2 days whereas, for the other countries, the majority of respondents take trips in the EU of 3-6 days.

| In the European Union | UK | | Lithuania | | Malta | | Spain | |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 1-9 trips | 10+ trips |
| 1-2 days | 37% | 5% | 21% | 0% | 38% | 1% | 28% | 8% |
| 3-6 days | 25% | 2% | 31% | 1% | 57% | 1% | 33% | 5% |
| 1-2 weeks | 6% | 0% | 14% | 5% | 14% | 1% | 7% | 0% |
| More than 2 weeks | 1% | 0% | 7% | 0% | 4% | 0% | 0% | 0% |

Table 5: Percentage of respondents taking business trips in the EU

Table 6 suggests that the extent of travel in the rest of the world is fairly similar between respondents from the UK, Lithuania, Malta and Spain.

| In the rest of the world | UK | | Lithuania | | Malta | | Spain | |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 1-9 trips | 10+ trips |
| 1-2 days | 8% | 0% | 13% | 0% | 8% | 1% | 5% | 0% |
| 3-6 days | 23% | 1% | 20% | 0% | 22% | 2% | 16% | 2% |
| 1-2 weeks | 14% | 0% | 11% | 0% | 5% | 0% | 14% | 0% |
| More than 2 weeks | 6% | 0% | 3% | 0% | 3% | 0% | 2% | 0% |

Table 6: Percentage of respondents taking business trips in the rest of the world

3.2.3 Activities which make up the working day

Respondents were asked to indicate the amount of time allocated to each activity in a working day. Table 7 shows the time allocated to various work related activities collated for all five countries.

This suggests that the work activity to which most time is allocated is **Work on own projects** (40 per cent of respondents allocate 1-3 hours and 19 per cent of respondents allocate 3-6 hours).

Other activities which take a large proportion of time are **Telephone/email** (46 per cent of respondents spend 1-3 hours and 5 per cent 3-6 hours), **Meetings with colleagues** (44 per cent allocate 1-3 hours and 3 per cent 3-6 hours) and **Administration** (38 per cent allocate 1-3 hours and 6 per cent 3-6 hours).

Work on continuing professional development accounts for the lowest proportion of time in the working day (75 per cent allocated 0-30 minutes to work on formal qualifications and 64 per cent allocate 0-30 minutes on informal training).

These findings were fairly consistent across all the five countries, with the exception that respondents from Germany reported spending the majority of their time on 'planning and co-ordination'.

| | 0-30 mins | 30-60 mins | 1-3 hours | 3-6 hours |
|--|-----------|------------|-----------|-----------|
| Work on own projects | 14% | 27% | 40% | 19% |
| Administration | 22% | 35% | 38% | 6% |
| Telephone / email | 10% | 39% | 46% | 5% |
| Meetings with colleagues | 14% | 39% | 44% | 3% |
| Meetings with management / committees / boards | 37% | 38% | 23% | 2% |
| Meetings with clients / suppliers / external parties | 29% | 36% | 30% | 5% |
| Formal qualifications | 75% | 16% | 8% | 1% |
| Informal training | 64% | 27% | 8% | 1% |
| Planning / thinking ahead | 34% | 46% | 16% | 4% |

Table 7: Allocation of time to activities in a working day (by percentage of pan-European respondents)

3.2.4 Management competencies

Respondents were asked to identify the management competencies they considered most important. From a list of twelve options, respondents were asked to select their top five. Figure 3 shows the overall percentage of respondents selecting each of the competencies.

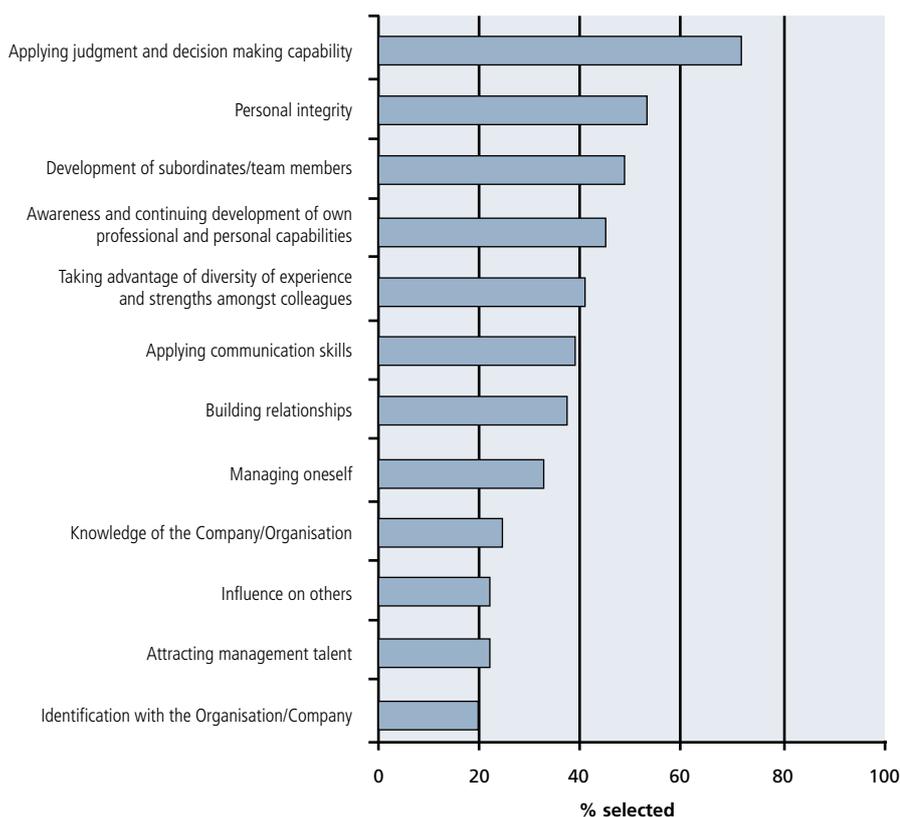


Figure 3: The percentage of pan-European respondents selecting each of the competencies

This shows that the most important management competence was clearly regarded as **Applying judgement and decision making capability**. On average, this was selected by over 70 per cent of respondents across the five countries. It was also the only competence to be a top five choice for respondents in all the countries, being the top choice in the UK, Lithuania, Malta and Spain and the second choice in Germany.

Personal integrity was the second most selected competence on average across all the countries, and was a top five choice for four of the countries.

The other two competences to score highly were:

- **Development of subordinates/team members**
- **Awareness and continuing development of own professional and personal capabilities**

The most obvious distinction between the five countries is that the competence regarded as most important to respondents from Germany was **Applying communication skills**. In contrast, this was not a top five choice in any of the other countries.

The competences which overall appear to be regarded as least important were:

- Knowledge of the company/organisation
- Influence on others
- Attracting management talent
- Managing oneself
- Identification with the company/organisation

One exception to this was again in Germany where **Identification with the company/organisation** was selected as the third most important competence.

Table 8 shows the top five selections for each country and the percentage of respondents who selected each option (note: the percentages are lower for Germany as here respondents had been asked to select their top three competences).

| | UK | Ger | Lith | Malta | Spain |
|--|---------|---------|---------|---------|---------|
| Taking advantage of diversity of experience and strengths amongst colleagues | 5 (54%) | | 2 (69%) | | |
| Attracting management talent | | | 4 (47%) | | |
| Awareness and continuing development of own professional and personal capabilities | | 5 (27%) | 3 (65%) | 4 (58%) | 4 (41%) |
| Managing oneself | | | | 5 (52%) | |
| Applying judgement and decision making capability | 1 (70%) | 2 (47%) | 1 (75%) | 1 (70%) | 1 (93%) |
| Knowledge of the company/organisation | | | | | 5 (39%) |
| Building relationships | 4 (54%) | | | 3 (58%) | |
| Development of subordinates/team members | 2 (66%) | | 5 (41%) | | 3 (63%) |
| Applying communication skills | | 1 (61%) | | | |
| Identification with the company/organisation | | 3 (42%) | | | |
| Influence on others | | | | | |
| Personal integrity | 3 (62%) | 4 (41%) | | 2 (65%) | 2 (65%) |

Table 8: Management competencies: The top five ranking responses for each country (and percentage of respondents from each country who selected these values)

3.3 Professional Career

3.3.1 Qualifications

Respondents were asked to indicate the type of qualifications they possess.

Management qualifications were most frequently found in the UK and Germany (74 per cent and 73 per cent of respondents respectively). This finding is not surprising considering that full membership of the Chartered Management Institute in the UK requires a management qualification. The least common incidence of management qualifications was found in Lithuania (33 per cent of respondents).

In contrast, Lithuania was the country where the highest proportion of respondents held a university degree (97 per cent), followed by Spain (77 per cent).

Vocational/Technical qualifications were most frequently held in Germany (75 per cent of respondents), whereas respondents from Germany were least likely to hold a post graduate qualification (24 per cent of respondents). Vocational/Technical qualifications were also held by the majority of respondents from the UK (57 per cent) and by 50 per cent of respondents from Lithuania. They were least common in Spain (22 per cent) and Malta (26 per cent).

This would appear to confirm that vocational qualifications (including management qualifications) are most established for managers in Germany and the UK.

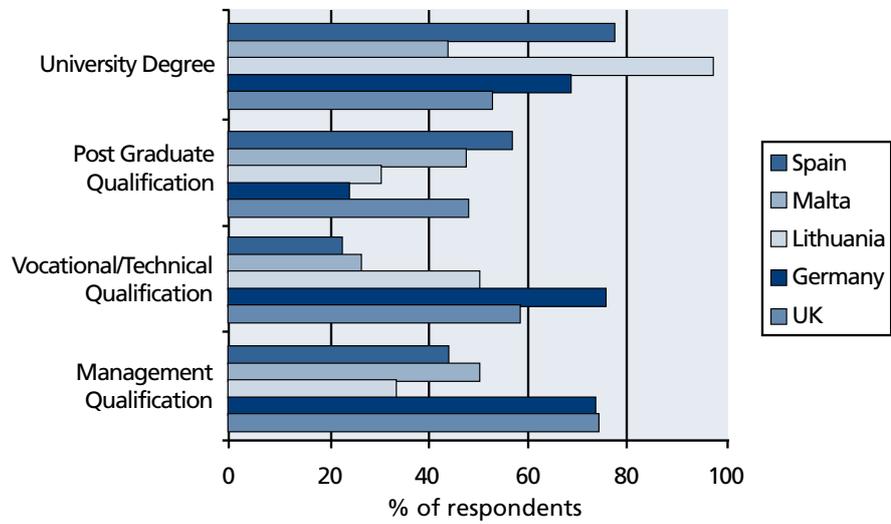


Figure 4: Type of qualifications possessed by respondents

3.3.2 Number of years worked with present company/organisation

Figure 5 shows the number of years respondents reported they have worked with their present company/organisation.

This shows a fairly even distribution across all five countries. Across all the countries, between 25 per cent and 35 per cent of respondents have been with their present company/organisation for less than 5 years.

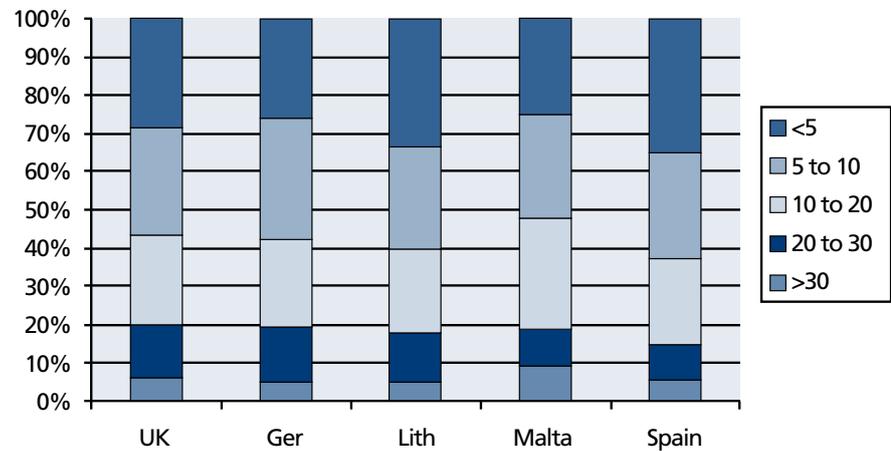


Figure 5: Percentage of respondents and their number of years with present company/organisation

3.3.3 Number of companies worked for during career

Figure 6 shows the number of companies respondents have worked for during their career.

This does reveal considerable variation between the countries. For example, in Lithuania 76 per cent of respondents have worked for between 1 and 3 companies, whereas in the UK this accounts for just 32 per cent of respondents.

The proportion of respondents who had worked for only 1 employer was lowest in the UK (5 per cent) and Germany (8 per cent).

It is interesting to note that in Malta 36 per cent of respondents reported working for 1 employer (more than any other country), yet Malta also had the highest proportion of respondents who had worked for 10 or more employers (7 per cent).

In Germany nearly 96 per cent of respondents had worked for a maximum of 6 employers. For the other countries this figure was; Lithuania (95 per cent), Spain (85 per cent), Malta (78 per cent) and UK (71 per cent).

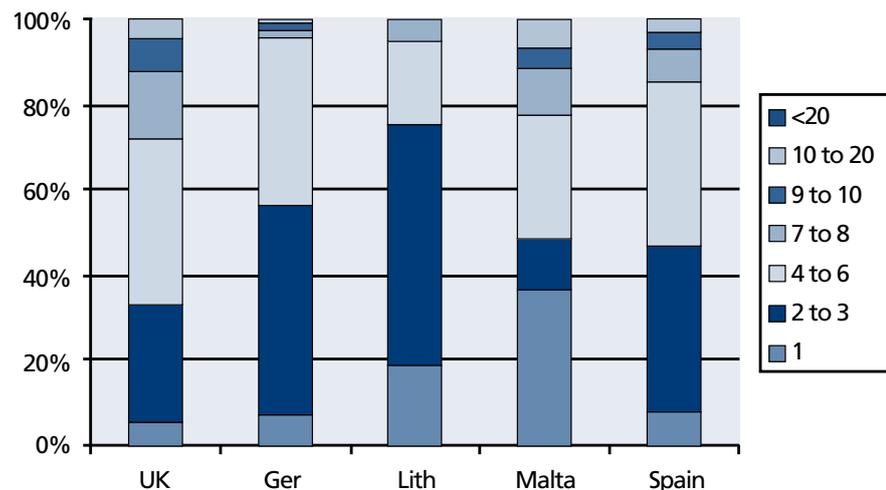


Figure 6: Percentage of respondents and the number of companies they have worked with in their career

3.3.4 Satisfaction with professional career as a whole

Respondents were asked to rate their satisfaction with their professional career as a whole. The response is shown in Figure 7 (on a scale where 1 = totally dissatisfied and 5 = completely satisfied).

The highest levels of career satisfaction were reported in Germany where over 41 per cent of respondents indicated they were completely satisfied with their professional career. The lowest proportion of managers to report being completely satisfied with their professional career was in the UK (10 per cent).

However, this does not equate to high levels of dissatisfaction. Those reporting they were completely dissatisfied were a very small proportion in all countries ranging from 0 per cent in Lithuania to a maximum of 3 per cent in Germany.

Indeed, overall, there was some consistency in that between 81 per cent and 90 per cent of all respondents selected between 3 and 5 on the scale (where 5 = completely satisfied).

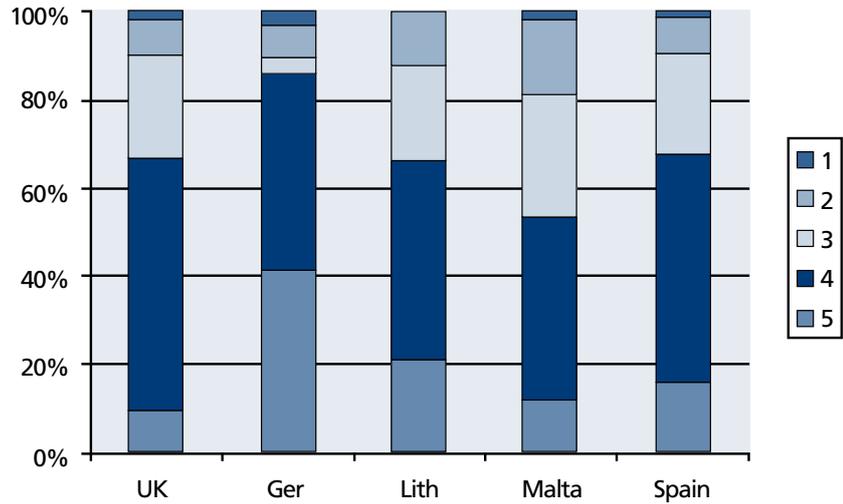


Figure 7: Percentage of respondents and their satisfaction with their career (on a scale where 1 = totally dissatisfied and 5 = completely satisfied)

3.3.5 Career management

Respondents were asked to select one statement which best describes the extent to which they have managed their career development.

This shows some consistency across all five countries. 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.

This suggests that the majority of managers across all the countries feel they have a fairly high degree of control over the development of their professional career. In contrast, only a small minority (between 3 per cent and 7 per cent) felt that their professional career has been based exclusively on chance events.

| | UK | Ger | Lith | Malta | Spain |
|---|-----|-----|------|-------|-------|
| My professional career has been based exclusively on chance events | 7% | 5% | 5% | 3% | 4% |
| My professional career has evolved in accordance with organisational requirements | 11% | 20% | 17% | 23% | 11% |
| I have only managed my professional career to a certain extent | 27% | 24% | 16% | 15% | 23% |
| In the majority of instances I have been responsible for my own career management and development | 49% | 35% | 57% | 45% | 50% |
| I have managed my professional career at every point in time | 6% | 16% | 5% | 14% | 11% |

Table 9: The percentage of respondents for each ‘career management’ option

3.3.6 Factors which have influenced professional career development

Respondents were asked to indicate the extent to which a range of factors have had an impact on their professional career.

When the results from all the countries are collated, the factors that were considered overall to have had either a positive or slightly positive impact 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 |

Figure 8 shows the percentage of respondents from each country who felt that each factor had a positive or slightly positive impact. There are some interesting differences between the countries.

- Knowledge of languages was regarded as a positive or slightly positive impact for only 20 per cent of respondents in the UK and 29 per cent in Germany. By contrast, this was regarded as a positive or slightly positive impact for 71 per cent in Spain, 68 per cent in Lithuania and 67 per cent in Malta.
- Geographic mobility is most important for respondents in the UK (66 per cent) and Germany (69 per cent) and least important for respondents in Malta (36 per cent).
- Academic study was important for respondents in all countries, but is most significant for respondents in Spain (89 per cent) and Lithuania (88 per cent) and least significant in Germany (69 per cent).
- Chance was regarded as most significant for respondents in Germany (91 per cent) and Spain (87 per cent). This was much less significant for respondents in Lithuania (48 per cent) and Malta (55 per cent).
- Management results achieved was regarded as a positive or slightly positive impact for between 82 per cent and 85 per cent of respondents in all countries except Germany where this was only 26 per cent.
- The impact of personal and family relationships was fairly consistent across all the countries except Germany where personal relationships were recorded by 25 per cent of respondents and for family relationships by 15 per cent of respondents, which was significantly less.

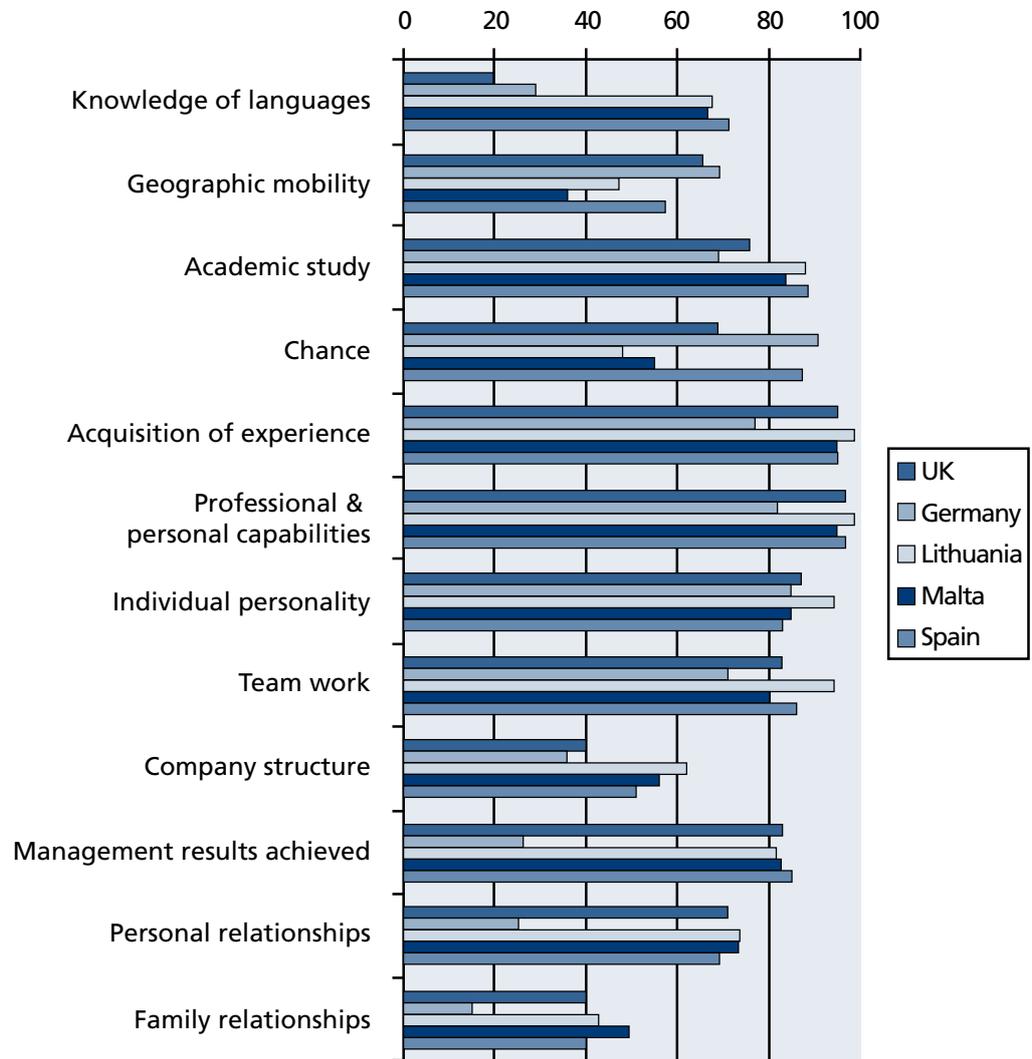


Figure 8: Factors which have had an impact on respondents' professional careers (percentage selected in each country)

4. Conclusions

- 4.1 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 was the value most frequently selected by respondents from the UK, Malta and Spain. Respondents from these countries also emphasised the importance of **Friendship**.

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 real 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. Similarly 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 closely aligned.

- It was also interesting to note that, 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.

4.2 Working environment

- The findings suggest that managers in the five countries allocate fairly similar proportions of their time to work, travel, 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. This suggests that the work activity to which most time is 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'.

4.3 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.

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.

4.4 Professional career

- The types of qualifications held by managers suggest significant differences in the models of management accreditation in the different countries.

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 suggests 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.

- 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).

-
- 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 for all five countries.
 - 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.
 - 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 with the following factors scoring highly in all countries:
 - o Personal and professional capabilities
 - o Acquisition of experience
 - o Individual personality
 - o Teamwork
 - o Academic study

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

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

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.

Appendices: Country-specific reports

Appendix 1. Germany

European Manager Survey: German Results March 2006

1. BACKGROUND

1.1 Methodology

The German survey was sent to 3,400 managers via post and e-mail. About 2,400 contacts of the sample were drawn at random from the MARKUS Datenbank. This database, provided by Verband der Vereine Creditform e.V, includes a large number of German company data across all management levels, sectors and size of organisation. Approximately 1,000 Members of the RKW state associations Bayern, Nord-West, Rheinland-Pfalz and Hessen received the self-completion questionnaire by e-mail. In total 201 managers replied, representing a response rate of 5.9 per cent.

1.2 Profile of respondents

| | % managers |
|---|-------------------|
| Age | |
| 20-29 | 1 |
| 30-39 | 15 |
| 40-49 | 37 |
| 50-59 | 34 |
| 60-69 | 11 |
| Over 70 | 1 |
| No response | 3 |
| Gender | |
| Male | 85 |
| Female | 12 |
| No response | 3 |
| No. of employees in organisation | |
| 1-9 | 10 |
| 10-49 | 58 |
| 50-249 | 23 |
| >250 | 3 |
| Annual turnover of organisation | |
| €0-2m | 6 |
| €3-10m | 27 |
| €11-50m | 36 |
| > €50m | 17 |
| No response | 13 |
| Private Sector | |
| Trade and Services | 49 |
| Industry and Manufacturing | 34 |
| Public Sector | |
| Public authority | 12 |
| Non-profit Organisation | 4 |
| No response | 2 |
| No. of directly reporting team members | |
| 0 | 0 |
| 1-9 | 24 |
| 10 - 49 | 24 |
| 50 - 249 | 40 |
| > 250 | 10 |
| No response | 5 |

2. OVERVIEW OF KEY FINDINGS

2.1 Personal values

When asked which values are considered the most important in managers' lives, the top three selected by German managers were: social responsibility (42 per cent), democratic spirit (39 per cent) and tolerance (37 per cent), see Table 1.

| Value | % managers indicating top 3 values |
|--------------------------|------------------------------------|
| Social responsibility | 42 |
| Democratic spirit | 39 |
| Tolerance | 37 |
| Professional success | 31 |
| Friendship | 30 |
| Fairness | 30 |
| Happiness | 25 |
| Peace | 21 |
| Comfortable life | 15 |
| Social recognition | 10 |
| Professional recognition | 7 |
| Exciting life | 2 |

Table 1: Top three values considered important by managers

Social responsibility or CSR currently receives a lot of attention in German politics, society and economy. Taking this fact into account it is not remarkable that this value finds itself on top of the scale, followed by democratic spirit, also a rather typical German value. In the centre of the scale values like tolerance, professional success, friendship, fairness and happiness have been placed closely together. Peace and a comfortable life have also not been chosen as the main values at present. Also recognition in a social and professional context is not really necessary for the participants. Exciting life (2 per cent) at the bottom of the scale reflects that adventures do not belong to an average German lifestyle.

2.2 Professional values

When looking at values which were considered important to management roles, Table 2 shows what managers felt were important to their role compared with what they felt was important for their employees.

| Value | Your management role % | Your employees % |
|---------------------------------|------------------------|------------------|
| Professional capacity | 60 | 73 |
| Responsibility | 59 | 55 |
| Corporate social responsibility | 38 | 16 |
| Honesty | 36 | 43 |
| Creativity | 27 | 23 |
| Co-operation | 23 | 29 |
| Loyalty | 16 | 32 |
| Ambition | 14 | 11 |
| Courage | 12 | 2 |
| Rationality | 8 | 7 |
| Helpfulness | 2 | 3 |

Table 2: Values considered important by managers for their management role and for their employees to exemplify

Managers felt the most important values for both themselves and their employees were professional capacity, the ability to be competent and efficient as far as responsibility for employees and success. They felt that it was important that their employees show more loyalty, honesty and co-operation than they do themselves. In contrast, they believed that it is the role of management to lead in terms of corporate social responsibility, creativity, ambition and courage.

2.3 Organisational culture

Nearly 75 per cent of managers agreed that their personal behaviour was affected by the culture and philosophy of the organisation within which they worked. There were some differences between size of organisation; people working in micro organisations (under 10 employees) are most affected by organisational culture (91 per cent). Managers from medium-sized organisations (under 250 employees) are least influenced (66 per cent). Only 7 per cent felt that their personal behaviour was not affected by the culture of their working environment.

2.4 Working hours

As Table 3 shows, managers on average spend around 12 hours working (incl. travelling to/from work) each day. Time with family amounts to 3.3 hours on an average day and leisure time takes about 2 hours.

| Activity | Mean no. of hours spent |
|-------------------------|-------------------------|
| Working time | 11 |
| Rest time (incl. sleep) | 8 |
| Time with family | 3 |
| Sport/leisure time | 2 |
| Travel to and from work | 1 |

Table 3: Mean number of hours managers spend on activities throughout the day

2.5 Travel

Nearly 20 per cent of managers make five business trips yearly, 30 per cent travel more than five times quarterly and 40 per cent make up to five trips a month. The spread of managers travelling up to five days a week is about 8 per cent. For half of the managers working in micro-organisations business trips do not play a big role in working life. On average a manager in companies with more than 250 employees travels most.

2.6 Work activities

In terms of time spent in the day doing various activities, in Germany the majority of time (1 – 3 hours) was spent on planning and coordination (46 per cent), telephone/e-mail correspondence (45 per cent), administration (32 per cent) and working on projects (37 per cent). The next most frequent activities, with duration of 30 – 60 minutes, were meetings with colleagues, company management and clients. With up to 30 minutes a day, training and development mostly takes place in informal talks between colleagues.

2.7 Management competencies

Respondents were asked what they thought were the most important management competencies. Table 4 shows the top five competencies as identified by managers.

| | % managers |
|--|-------------------|
| Communication skills | 61 |
| Applying judgement and decision-making capability | 47 |
| Identification with the company/organisation | 42 |
| Personal integrity | 41 |
| Awareness and continuing development of own professional and personal capabilities | 27 |

Table 4: The top five management competencies which managers in Germany believe are important

Competencies like knowledge of the company/organisation (11 per cent), talent (11 per cent) or influence on others (6 per cent) were viewed as less important.

2.8 Career development

Two-thirds of managers questioned had a university degree and nearly a quarter had taken a post-graduate degree. Over 70 per cent achieved a management and/or a vocational/technical qualification.

Turnover in Germany is not that high. The majority of managers (90 per cent) had worked in between 2-5 companies. Only 7 per cent had worked in between 6 – 12 companies.

Half of the respondents felt that they had been responsible for their own career management and development. 20 per cent had arranged their career in accordance with company requirements and only 5 per cent felt that their professional career had been based exclusively on chance events.

Over 80 per cent of questioned managers are satisfied with their professional career, up to the point of complete satisfaction (40 per cent). 10 per cent are either unsatisfied or completely dissatisfied.

As Table 5 shows, managers felt that management results achieved and individual personality had the greatest influence on the development of their professional career, followed closely by professional and personal capabilities. German managers felt that personal and family relationships had the least influence.

| | Net agreement |
|--|----------------------|
| Management Results Achieved | 91 |
| Individual Personality | 85 |
| Professional and Personal Capabilities | 83 |
| Acquisition of Experience | 77 |
| Teamwork | 71 |
| Academic Study | 69 |
| Geographic Mobility/ Flexibility | 69 |
| Company Structure | 36 |
| Knowledge of Languages | 29 |
| Chance | 26 |
| Personal Relationships | 25 |
| Family Relationships | 16 |

Table 5: Net agreement of the extent to which factors have influenced managers' development. The "net agreement" score is calculated by adding the percentage who strongly agree or agree with a statement together and subtracting from this the percentage that strongly disagrees or disagrees. Consequently, a positive net agreement score indicates the strength of opinion in favour of a given statement.

Appendix 2. Lithuania

European Manager Survey: Lithuania Results April 2006

1. BACKGROUND

1.1 Methodology

The survey in Lithuania was issued in email or hard copy format.

A sample size of 500 was selected in order to achieve response rates with an appropriate number of respondents. The sample population was selected with the help of Lithuanian Confederation of Industrialists and the Faculty of Economics and Management of Vytautas Magnus University in Kaunas.

The questionnaire was distributed to the prospective 500 respondents and 379 questionnaires (75.8 per cent) were received with 324 usable responses accounting for a 64.8 per cent response rate.

The sample was stratified to ensure that the respondents were drawn from:

- Middle and senior managers: those with significant financial and/or employee responsibilities;
- All sectors: including public and private;
- All sizes of organisation;
- All management functions;
- All regions across country.

1.2 Profile of respondents

| | % managers |
|---|-------------------|
| Age | |
| 20-29 | 16 |
| 30-39 | 19 |
| 40-49 | 32 |
| 50-59 | 24 |
| 60-69 | 9 |
| Over 70 | 0 |
| Gender | |
| Male | 69 |
| Female | 31 |
| No. of employees in organisation | |
| 1-9 | 3 |
| 10-49 | 14 |
| 50-249 | 36 |
| >250 | 47 |
| Annual turnover of organisation | |
| €0-2m | 22 |
| €3-10m | 28 |
| €11-50m | 27 |
| > €50m | 23 |
| No response | 0 |

| | % managers |
|---|-------------------|
| Sector | |
| Banking/insurance/finance | 5 |
| Industry/IT | 13 |
| Business services | 2 |
| Central/local government | 0 |
| Construction | 12 |
| Education | 5 |
| Engineering | 1 |
| Health/social care | 0 |
| Manufacturing | 38 |
| Sales/marketing/advertising | 3 |
| Uniformed/emergency services | 0 |
| Utilities | 6 |
| Transport | 2 |
| Retail | 4 |
| Tourism/hospitality/leisure | 1 |
| Other | 8 |
| Organisation status | |
| Public sector | 24 |
| Private sector | 72 |
| Voluntary/charity sector | 0 |
| Owner managed/sole trader | 4 |
| No. of directly reporting team members | |
| 0 | 5 |
| 1-3 | 10 |
| 4-6 | 32 |
| 7-10 | 21 |
| 11-20 | 14 |
| >20 | 18 |

2. OVERVIEW OF KEY FINDINGS

2.1 Personal values

When asked which values were most important in managers' lives, the top three selected were: Professional success (48 per cent), Fairness (38 per cent) and Comfortable life (31 per cent).

| Value | % managers indicating top 3 values |
|--|---|
| Professional life | 48 |
| Fairness | 38 |
| Comfortable life | 31 |
| Democratic spirit | 28 |
| Tolerance | 27 |
| Exciting life | 27 |
| Friendship | 25 |
| Happiness | 22 |
| Social recognition | 22 |
| Professional recognition | 16 |
| Peace | 9 |
| Environmentalism and Corporate Social Responsibility | 7 |

Table 1: Top three values considered important by managers

2.2 Professional values

When looking at values which were considered important to management roles, Table 2 shows what managers felt were important to their role compared with what they felt was important for their employees.

| Value | Your management role % | Your employees % |
|---------------------------------|------------------------|------------------|
| Professional capability | 78 | 62 |
| Responsibility | 65 | 44 |
| Co-operation | 47 | 38 |
| Creativity | 34 | 37 |
| Honesty | 32 | 24 |
| Loyalty | 15 | 10 |
| Rationality | 14 | 34 |
| Ambition | 11 | 25 |
| Helpfulness | 3 | 3 |
| Courage | 1 | 3 |
| Corporate social responsibility | 0 | 20 |

Table 2: Values considered important by managers for their management role and for their employees to exemplify

2.3 Organisational culture

| Extent to which personal behaviour is affected by the culture and philosophy of the company | % of managers |
|---|---------------|
| 1 (Totally) | 7 |
| 2 | 32 |
| 3 | 44 |
| 4 | 14 |
| 5 (Not at all) | 2 |

2.4 Working hours

As Table 3 shows, managers on average spend 9 hours working each day. Time with family amounts to, on average, 3.5 hours per day and travelling takes on average 1 hour.

| Activity | Mean no. of hours spent |
|-------------------------|-------------------------|
| Working time | 9.0 |
| Rest time (incl. sleep) | 7.7 |
| Time with family | 3.5 |
| Other | 1.9 |
| Sport/leisure time | 1.8 |
| Travel to and from work | 1.0 |

Table 3: Mean number of hours managers spend on activities throughout the day

2.5 Travel In terms of travel, 25 per cent of managers make 10 or more trips lasting 1-2 days during the year within Lithuania. For longer trips of 3-6 days, 24 per cent of managers do not make any trips in Lithuania, 35 per cent do not make any trips in the EU and 61 per cent do not make any trips in the rest of the world.

Managers usually have not more than 5 trips abroad. Less than 6 per cent of managers have more than 10 trips a year to other EU countries.

2.6 Work activities In terms of time spent in the day doing various activities, the majority of time was spent working on projects: 37 per cent spent 1-3 hours on projects and 12 per cent of managers spent between 3-6 hours a day on projects. The next most frequent activity was administration, to which 48 per cent of managers dedicated 1-3 hours of their day and meetings with team members, to which also 48 per cent of managers dedicated 1-3 hours of their day.

2.7 Management competencies Respondents were asked what they thought were the most important management competencies. Table 4 shows the top five competencies as identified by managers.

| | % of managers |
|--|----------------------|
| Applying judgement and decision-making capability | 75 |
| Taking advantage of diversity of experience and strengths amongst colleagues | 69 |
| Awareness and continuing development of own professional and personal capabilities | 65 |
| Development of subordinates/team members | 47 |
| Attracting management talent | 47 |

Table 4: The top five management competencies which managers believe are important

2.8 Career development One third of managers questioned have a management qualification and 50 per cent have a vocational/technical qualification. 97 per cent possessed a university degree and 30 per cent had taken a post-graduate degree. Only 3 per cent had none of the qualifications mentioned in the list.

The majority of managers (57 per cent) had worked in between 2-3 companies. One fifth had worked for 4-6 companies; another fifth had worked for just for one company.

66 per cent of managers felt satisfied with their professional career as a whole. More than half of managers felt that they had been responsible for their own career management and development and only 5 per cent felt that their professional career had been based exclusively on chance events.

As Table 5 shows, managers felt that professional and personal capabilities had the greatest influence on the development of their professional career, followed closely by acquisition of experience and academic study. Lithuanian managers felt that chance had the least influence.

| | Net agreement |
|--|----------------------|
| Professional and Personal Capabilities | 86 |
| Acquisition of Experience | 78 |
| Academic Study | 73 |
| Individual Personality | 61 |
| Teamwork | 49 |
| Management Results Achieved | 45 |
| Knowledge of Languages | 39 |
| Personal Relationships | 37 |
| Geographic Mobility/ Flexibility | 29 |
| Family Relationships | 28 |
| Company Structure | 27 |
| Chance | 9 |

Table 5: Net agreement of the extent to which factors have influenced managers' development

Appendix 3. Malta

European Manager Survey: Malta Results April 2006

1. BACKGROUND

1.1 Methodology

The Malta survey was sent to the members of the Malta Institute of Management and the Chamber for Small and Medium Enterprises. Members were sent an email containing a link to a questionnaire website. No respondent could reply more than once. There were 165 respondents which, considering the size of the Maltese market and the number of respondents in various surveys, may be considered as a representative sample. However, there were an abnormal number of responses from females.

1.2 Profile of respondents

| | % managers |
|---|-------------------|
| Age | |
| 20-29 | 13 |
| 30-39 | 30 |
| 40-49 | 36 |
| 50-59 | 18 |
| 60-69 | 3 |
| Over 70 | 0 |
| Gender | |
| Male | 19 |
| Female | 81 |
| No. of employees in organisation | |
| 1-9 | 21 |
| 10-49 | 32 |
| 50-249 | 27 |
| >250 | 20 |
| Annual turnover of organisation | |
| €0-2m | 41 |
| €3-10m | 28 |
| €11-50m | 14 |
| >€50m | 17 |
| No response | 0 |
| Sector | |
| Banking/insurance/finance | 12 |
| Industry/IT | 6 |
| Business services | 8 |
| Central/local government | 5 |
| Construction | 1 |
| Education | 3 |
| Engineering | 4 |
| Health/social care | 5 |
| Manufacturing | 10 |
| Sales/marketing/advertising | 5 |
| Uniformed/emergency services | 0 |
| Utilities | 1 |
| Transport | 5 |
| Retail | 12 |
| Tourism/hospitality/leisure | 10 |
| Other | 12 |
| Organisation status | |
| Public sector | 20 |
| Private sector | 67 |
| Voluntary/charity sector | 1 |
| Owner managed/sole trader | 12 |

| | % managers |
|---|-------------------|
| No. of directly reporting team members | |
| 0 | 13 |
| 1-3 | 32 |
| 4-6 | 28 |
| 7-10 | 14 |
| 11-20 | 7 |
| >20 | 6 |

2. OVERVIEW OF KEY FINDINGS

2.1 Personal values

When asked which values were most important in managers' lives, the top three selected were: happiness (76 per cent), friendship (65 per cent) and fairness (63 per cent).

| Value | % of managers indicating top 3 values |
|---------------------------------------|--|
| Happiness | 76 |
| Friendship | 65 |
| Fairness | 63 |
| Peace | 58 |
| Professional Success | 46 |
| Comfortable Life | 40 |
| Tolerance | 39 |
| Professional Recognition | 32 |
| Environment and Social Responsibility | 30 |
| Democratic Spirit | 30 |
| Exciting Life | 27 |
| Social Recognition | 18 |

Table 1: Top values considered important by managers

In broad terms the values selected by managers can be seen to reflect Maslow's 'Hierarchy of Needs'. 'Self-actualisation' appears at the top of Maslow's hierarchy and is shown by the value mentioned the most: happiness. Next in the hierarchy is 'esteem needs' and 'belonging', which relate to the values of friendship, professional success, fairness and professional recognition. Finally 'safety needs' and 'biological and physiological needs' can be viewed as comfortable life and tolerance. The emphasis on peace, friendship and social recognition may have been influenced by the high rate of female respondents.

2.2 Professional values

When looking at values which were considered important to management roles, the table below shows what managers felt were important to their role compared with what they felt was important for their employees.

| Value | Your management role % | Your employees % |
|---------------------------------|-----------------------------------|-----------------------------|
| Ambition | 39 | 40 |
| Helpfulness | 46 | 45 |
| Professional capability | 70 | 69 |
| Cooperation | 35 | 65 |
| Courage | 26 | 19 |
| Creativity | 13 | 61 |
| Honesty | 61 | 82 |
| Rationality | 42 | 23 |
| Responsibility | 12 | 81 |
| Loyalty | 17 | 65 |
| Corporate social responsibility | 41 | 32 |

Table 2: Values considered important by managers for their management role and for their employees to exemplify

Managers felt the most important value for themselves was professional capacity. Although this is also valid for the employees, honesty and responsibility from employees was considered more important. In contrast, they believed that it is the role of management to lead in terms of helpfulness, rationality, ambition and corporate social responsibility.

2.3 Organisational culture

Approximately 90 per cent of managers agreed that their personal behaviour was affected by the culture and philosophy of the organisation within which they worked. Only some 10 per cent felt that their personal behaviour was not affected by the culture of their working environment.

2.4 Working hours

As the table below shows, managers on average spend 9.9 hours working each day. Time with family amounts to, on average, 3.2 hours everyday and travelling takes on average 1.1 hours.

| Activity | Mean no. of hours spent |
|-------------------------|--------------------------------|
| Working time | 9.1 |
| Rest time (incl. sleep) | 7.3 |
| Time with family | 3.2 |
| Other | 1.5 |
| Sport/leisure time | 1.2 |
| Travel to and from work | 1.1 |

Table 3: Mean number of hours managers spend on activities throughout the day

2.5 Travel

Few Maltese managers travel within Malta "away from home" which is understandable given the size of the Islands.

Travel outside Malta is also limited, with only 32 per cent making two trips annually in the European Union and only 0.8 per cent outside the European Union.

2.6 Work activities

In terms of time spent in the day doing various activities, the majority of time was spent working on projects: 32 per cent spent 30-60 minutes on projects per day, 30 per cent spent 1-3 hours on projects and 24 percent 0-30 minutes. Apart from projects the main activities that consume a lot of time are administration, telephone/ emailing and meetings.

50 per cent of managers spend 1-3 hours a day on administration, 53 per cent of managers spend 1-3 hours a day on telephone and emailing and 34 per cent spend 1-3 hours in meetings per day.

2.7 Management competencies

Respondents were asked what they thought were the most important management competencies.

| | % of managers |
|---|----------------------|
| Applying judgement and decision-making capability | 70 |
| Personal Integrity | 64 |
| Building Relationships | 58 |
| Development of own personal capabilities | 57 |
| Managing oneself | 52 |

Table 4: The top five management competencies which managers believe are important

2.8 Career development

44 per cent of respondents have a University degree whilst 47 per cent have a post graduate qualification and 50 per cent have a management qualification.

The manager respondents indicate loyalty to their companies as only 26 per cent have been with the company less than 5 years and 36 per cent have only worked with one company. This is in line with the classification of the respondents in terms of age.

81 per cent of the respondents are satisfied with their professional career. It is evident from the responses relating to qualifications and degrees that there is room for improvement. Such high satisfaction level could be interpreted as complacency. In contrast, 45 per cent state that in the majority of instances they have been responsible for their own career management and development.

As the table below shows, managers felt that professional and personal capabilities had the greatest influence on the development of their professional career, followed closely by acquisition of experience.

| | Net agreement |
|--|----------------------|
| Professional and Personal Capabilities | 119 |
| Acquisition of Experience | 101 |
| Individual Personality | 93 |
| Academic Study | 93 |
| Teamwork | 77 |
| Management Results Achieved | 74 |
| Personal Relationships | 54 |
| Knowledge of Languages | 54 |
| Family Relationships | 41 |
| Company Structure | 35 |
| Geographic Mobility/ Flexibility | 30 |
| Chance | 27 |

Table 5: Net agreement of the extent to which factors have influenced managers' development

Appendix 4. Spain

European Manager Survey: Spain Results July 2006

1. BACKGROUND

The Spanish survey was carried out through the web page of CEDE (Spanish Confederation of Managers and Directors) and a total of 292 forms were completed.

1.1 Profile of the interviewed managers

| | % managers |
|---|-------------------|
| Age | |
| 20-29 | 4 |
| 30-39 | 31 |
| 40-49 | 36 |
| 50-59 | 20 |
| 60-69 | 8 |
| Over 70 | 0 |
| Gender | |
| Male | 82 |
| Female | 18 |
| No. of employees in organisation | |
| 1-9 | 14 |
| 10-49 | 22 |
| 50-249 | 22 |
| >250 | 42 |
| Annual turnover of organisation | |
| €0-2m | 18 |
| €3-10m | 16 |
| €11-50m | 21 |
| >€50m | 42 |
| Sector | |
| Banking/insurance/finance | 7 |
| Industry/IT | 17 |
| Business services | 26 |
| Central/local government | 3 |
| Construction | 3 |
| Education | 4 |
| Engineering | 1 |
| Health/social care | 1 |
| Manufacturing | 4 |
| Sales/marketing/advertising | 7 |
| Utilities | 2 |
| Transport | 1 |
| Retail | 5 |
| Tourism/hospitality/leisure | 7 |
| Other | 12 |
| Organisation status | |
| Public sector | 9 |
| Private sector | 86 |
| Voluntary/charity sector | 1 |
| Owner managed/sole trader | 4 |
| No. of directly reporting team members | |
| 0 | 2 |
| 1-3 | 23 |
| 4-6 | 34 |
| 7-10 | 23 |
| 11-20 | 7 |
| >20 | 10 |

2. OVERVIEW OF KEY FINDINGS

2.1 Human values

The Spanish managers consider that the priority values in their life are friendship (20 per cent) and happiness (20 per cent), compared to the values such as professional success or tolerance, both with 8 per cent.

The values assigned reduced importance in their life are social acknowledgement, equality and exciting life.

| Values | % of managers |
|--|---------------|
| Friendship | 20 |
| Happiness | 20 |
| Tolerance | 8 |
| Professional success | 8 |
| Environmental conscience and social responsibility | 7 |
| Peace | 7 |
| Professional recognition | 7 |
| Democratic spirit | 6 |
| Comfortable life | 5 |
| Social recognition | 5 |
| Equality | 4 |
| Exciting life | 3 |

Table 1: Top values considered important by managers

2.2 Professional values

In relation to their profession, the Spanish managers consider that the main values are professional capacity and responsibility. These two issues are important both for their employees and for themselves. For the managers, honesty is the third value in importance while for employees they value more the capacity of cooperation. The values given less importance are corporate social responsibility and indulgence.

| Values for managers and employees % | | |
|-------------------------------------|----------|-----------|
| | Managers | Employees |
| Professional capability | 23 | 20 |
| Responsibility | 17 | 17 |
| Honesty | 15 | 15 |
| Creativity | 12 | 8 |
| Co-operation | 11 | 16 |
| Ambition | 7 | 4 |
| Loyalty | 5 | 7 |
| Helpfulness | 3 | 10 |
| Courage | 2 | 2 |
| Rationality | 2 | 1 |
| Corporate social responsibility | 2 | 1 |

Table 2: Values considered important by managers for their management role and for their employees to exemplify

2.3 Most valued aspects of managers' executive position

Spanish managers consider that the contribution of experience, promotion and potential development as a professional are the most valued aspects of their position at work. These are followed by remuneration, while the aspects least valued are qualifications and availability of time.

| Most valued aspects of the executive position % | |
|---|----|
| Experience | 21 |
| Promotion and potential development as a professional | 17 |
| Remuneration | 17 |
| Recognition and/or importance of the position | 14 |
| Flexibility of working time | 12 |
| Formation | 9 |
| Availability of time | 6 |
| Other | 5 |

Table 3: Most valued aspects of managers' executive positions

2.4 Allocation of time

The Spanish manager spends an average of 10 hours at work, to which is added one more hour for travel. He/she spends an average of 3 hours per day with family, and a total of 7 hours for relaxation, which includes sleeping.

| Time allocation for the Spanish manager | |
|---|----------------------|
| Activity | Average no. of hours |
| Daily working time | 10 |
| Relaxing (includes sleeping) | 7 |
| Time with the family | 3 |
| Travel from work to home | 1 |
| Sport/free time | 1 |
| Other | 1 |

Table 4: Mean number of hours managers spend on activities throughout the day

2.5. Distribution of activities during a working day

The distribution of activities during the working day of a Spanish manager is quite stable if we observe the answers of the managers interviewed. Their time is allocated equally to development of own projects, to telephone or email communication, and to external and internal meetings of the organisation. The activities that take up least time are those related to qualifications.

| How a Spanish manager distributes daily working time | |
|--|-----------------|
| Activity | Time allocation |
| Development of own projects | 1-3 hours |
| Telephone / e-mail | 1-3 hours |
| Meetings with clients/providers/other external parties | 1-3 hours |
| Meetings with colleagues/team members | 1-3 hours |
| Planning/thinking about things to do | 30-60 minutes |
| Meeting with board/committees/management | 0-30 minutes |
| Administration | 0-30 minutes |
| Formal qualifications | 0-30 minutes |
| Informal qualifications | 0-30 minutes |

Table 5: Amount of time managers spent on daily activities

2.6 Business trips

Business trips take up an important part of the time of the Spanish manager. The most frequent destinations are inside Spanish territory and the stay is not typically longer than 2 days. However, 35 per cent of Spanish managers take between 1 and 5 trips per year of more than 3 days' duration to Spanish destinations.

Likewise, trips within the European Union are less frequent since more than 60 per cent of managers do not travel outside Spain. On the whole, almost 30 per cent of Spanish managers visit countries of the European Union between 1 and 5 times per year.

| Business trips of Spanish managers, regarding destination and days of stay % | | | | |
|---|----------------------------|----------------------------|-----------------------------|-----------------------------|
| Number of trips | In Spain (1-2 days) | In Spain (3-6 days) | In the EU (1-2 days) | In the EU (3-6 days) |
| 0 trips | 21 | 60 | 62 | 61 |
| 1 to 5 trips | 32 | 35 | 26 | 30 |
| 6 to 10 trips | 20 | 2 | 9 | 8 |
| 11 to 20 trips | 15 | 2 | 3 | 1 |
| More than 20 trips | 13 | 1 | 0 | 0 |

Table 6: Number of business trips taken and amount of time spent on each by managers

2.7 Management competencies

Managers consider that the most important competence is the capacity to analyse and to take decisions. The capacity to motivate the team and the development of its members occupy the second and third place among the main competencies demanded by the Spanish manager.

| Main competencies of managers % | |
|---|----|
| Capacity for analysing and taking decisions | 19 |
| Inspire the team | 13 |
| Development of subordinates/ team members | 13 |
| Conscience and continuous development of their own personal and professional capacities | 8 |
| Knowledge of the company/organisation | 8 |
| Attracting management talent | 7 |
| Building relationships | 7 |
| Promoting communication | 7 |
| Managing oneself | 6 |
| Taking advantage of the diversity of experience and strength amongst colleagues | 5 |
| Applying talent of communication | 4 |
| Identification with the company/organisation | 4 |

Table 7: The main competencies of managers

2.8 Training issues

Training in all business fields is a key aspect for the development of managers.

Presented below are the most significant data extracted from the answers to questions about training. The first table focuses on the hours devoted to internal as well as external training.

| Training which is offered to managers % | | |
|---|----------|----------|
| Hours allocated to training | Internal | External |
| None | 15 | 18 |
| From 1 to 10 hours per year | 34 | 32 |
| From 2 to 12 hours quarterly | 32 | 34 |
| From 4 to 8 hours monthly | 14 | 11 |
| More than 12 hours monthly | 5 | 5 |

Table 8: Training which is offered to managers

In relation to qualifications, the majority of managers hold a university degree and 27 per cent of managers hold a postgraduate qualification.

| Qualifications of managers % | |
|------------------------------------|----|
| University degree | 40 |
| Postgraduate qualification | 27 |
| Technical/vocational qualification | 11 |
| Management qualification | 22 |

Table 9: Qualifications which managers possess

The Spanish managers consider that the education available in Spain merits only moderate approval. In this table and the following one we emphasise opinions on each area of education.

| Value of education received in the different areas % | | | | | |
|--|------------------|---------------------------|-----------|------------------|-------------------------|
| Value from 7 (excellent) to 1 (very inefficient) | Global formation | Capacity of communication | Languages | New technologies | Oral and written skills |
| 7 | 7 | 3 | 5 | 5 | 3 |
| 6 | 6 | 5 | 9 | 15 | 5 |
| 5 | 26 | 14 | 22 | 24 | 12 |
| 4 | 32 | 24 | 27 | 25 | 23 |
| 3 | 18 | 25 | 17 | 16 | 22 |
| 2 | 9 | 19 | 14 | 12 | 20 |
| 1 | 2 | 10 | 6 | 3 | 15 |

Table 10: Value placed on education in specific areas

In the following table can be observed the scoring for training and development in fields such as leading and management of groups, specialised training and negotiation. It specially emphasises the low scoring in relation to time management.

| Valuation of training in other matters % | | | | |
|---|-----------------------|--------------------|------------------------|------------------------------|
| Valuation from 7 (excellent) to 1 (very deficient) | Leading groups | Negotiation | Time management | Specialised formation |
| 7 | 7 | 2 | 1 | 10 |
| 6 | 6 | 8 | 7 | 23 |
| 5 | 26 | 14 | 10 | 26 |
| 4 | 32 | 22 | 19 | 16 |
| 3 | 18 | 20 | 20 | 16 |
| 2 | 9 | 20 | 20 | 5 |
| 1 | 2 | 15 | 23 | 4 |

Table 11: Value placed on training in specific areas

2.9 Analysis about the professional career

On the question of ability to self-manage their professional career Spanish managers have answered affirmatively in 50 per cent of the cases. Only 4 per cent consider that their career has been based on chance events.

| With what do you agree most? % | |
|---|----|
| In mostly all circumstances, I have been responsible for the management of my career | 50 |
| I have managed my professional career only up to a certain point | 23 |
| I have managed my professional career all of the time | 11 |
| My professional career has been developing in accordance with organisational requirements | 11 |
| My professional career has been based exclusively on chance | 5 |

Table 12: The percentage of respondents for each 'career management' option

Appendix 5. United Kingdom

European Manager Survey: UK Results April 2006

1. BACKGROUND

1.1 Methodology

The UK survey was sent to 5,000 members of the Chartered Management Institute. The sample was drawn at random from the UK membership database across all management levels, sectors and size of organisation. Members were sent a self-completion questionnaire by e-mail, to which 363 replied, a response rate of 7.3 per cent.

1.2 Profile of respondents

| | % managers |
|---|-------------------|
| Age | |
| 20-29 | 2 |
| 30-39 | 8 |
| 40-49 | 10 |
| 50-59 | 50 |
| 60-69 | 27 |
| Over 70 | 3 |
| Gender | |
| Male | 90 |
| Female | 10 |
| No. of employees in organisation | |
| 1-9 | 25 |
| 10-49 | 16 |
| 50-249 | 11 |
| >250 | 48 |
| Annual turnover of organisation | |
| £0-2m | 30 |
| £3-10m | 17 |
| £11-50m | 15 |
| >£50m | 36 |
| No response | 2 |
| Sector | |
| Banking/insurance/finance | 4 |
| Industry/IT | 10 |
| Business services | 12 |
| Central/local government | 11 |
| Construction | 7 |
| Education | 5 |
| Engineering | 6 |
| Health/social care | 5 |
| Manufacturing | 11 |
| Sales/marketing/advertising | 3 |
| Uniformed/emergency services | 2 |
| Utilities | 4 |
| Transport | 3 |
| Retail | 1 |
| Tourism/hospitality/leisure | 2 |
| Other | 14 |
| Organisation status | |
| Public sector | 25 |
| Private sector | 52 |
| Voluntary/charity sector | 6 |
| Owner managed/sole trader | 16 |
| No response | 1 |

| | % managers |
|----------------------------|-------------------|
| No. of team members | |
| 0 | 21 |
| 1-3 | 30 |
| 4-6 | 26 |
| 7-10 | 11 |
| 11-20 | 6 |
| >20 | 5 |
| No response | 1 |

2. OVERVIEW OF KEY FINDINGS

2.1 Personal values

When asked which values were most important to managers' lives, the selected were: happiness (49 per cent), a comfortable life (47 per cent) and friendship (42 per cent), see Table 1.

| Value | % managers indicating top 3 values |
|--------------------------|---|
| Happiness | 49 |
| Comfortable life | 47 |
| Friendship | 42 |
| Professional success | 38 |
| Fairness | 26 |
| Professional recognition | 21 |
| Exciting Life | 17 |
| Tolerance | 14 |
| Social recognition | 15 |
| Environmentalism & CSR | 14 |
| Peace | 9 |
| Democratic spirit | 6 |

Table 1: Top three values considered important by managers

The values selected by managers can be seen to reflect Maslow's 'Hierarchy of Needs'. 'Self-actualisation' appears at the top of the hierarchy and is shown by the values mentioned the most, i.e. happiness and a comfortable life. Next down the hierarchy is 'esteem needs' and 'belonging', which relate to the values of friendship, professional success, fairness, professional recognition and social recognition. Finally 'safety needs' and 'biological and physiological needs' can be viewed as demographic spirit, peace and environmentalism.

External social values were mentioned the least, such as perceptions of other people and social responsibility e.g. environmentalism & CSR (14 per cent), social recognition (15 per cent) and demographic spirit (6 per cent).

2.2 Professional values

When looking at values which were considered important to management roles, Table 2 shows what managers felt were important to their role compared with what they felt was important for their employees.

| Value | Your management role % | Your employees % |
|---------------------------------|-----------------------------------|-----------------------------|
| Professional capacity | 67 | 65 |
| Co-operation | 43 | 59 |
| Honesty | 42 | 44 |
| Responsibility | 37 | 41 |
| Creativity | 26 | 17 |
| Helpfulness | 22 | 15 |
| Loyalty | 16 | 20 |
| Ambition | 16 | 22 |
| Rationality | 10 | 5 |
| Corporate social responsibility | 10 | 8 |
| Courage | 9 | 2 |

Table 2: Values considered important by managers for their management role and for their employees to exemplify

Managers felt the value most important for both themselves and their employees is professional capacity (67 per cent) – the ability to be competent and efficient. They felt that it was important that their employees show more ambition and loyalty than they do themselves. In contrast, they believed that it is the role of management to lead in terms of creativity, helpfulness, courage, rationality and corporate social responsibility.

2.3 Organisational culture

45 per cent of managers agreed that their personal behaviour was affected by the culture and philosophy of the organisation within which they worked. There were some differences here between this percentage by size of organisation; 50 per cent of people working in smaller organisations (under 50 employees) agreed compared with 43 per cent of managers from larger organisations (over 50 employees). Only 23 per cent felt that their personal behaviour was not affected by the culture of their working environment.

2.4 Working hours

As Table 3 shows, managers on average spend 9.1 hours working each day. Time with family amounts to, on average, 3.5 hours every day and travelling takes on average 1.6 hours.

| Activity | Mean no. of hours spent |
|-------------------------|--------------------------------|
| Working time | 9.1 |
| Rest time (incl. sleep) | 7.5 |
| Time with family | 3.5 |
| Other | 2.2 |
| Sport/leisure time | 1.9 |
| Travel to and from work | 1.6 |

Table 3: Mean number of hours managers spend on activities throughout the day

2.5 Travel

In terms of travel, 35 per cent of managers make 10 or more trips lasting 1-2 days during the year within the UK. This falls to 7 per cent for longer trips of 3-6 days. Just over two-thirds of managers do not make any trips with a duration of over a week.

The spread of managers making under 10 trips a year is roughly the same for going to European countries and this falls for non-EU countries.

2.6 Work activities

In terms of time spent in the day doing various activities, the majority of time was spent working on projects: 39 per cent spent 1-3 hours on projects and 24 per cent of managers spent between 3-6 hours a day. The next most frequent activity was telephoning/email to which 47 per cent of managers dedicated 1-3 hours of their day; however only 5 per cent spent 3-6 hours. A fair amount of time was also spent on meetings with colleagues (39 per cent, 1-3 hours) and administration (30 per cent, 1-3 hours) compared with other activities.

2.7 Management competencies

Respondents were asked what they thought were the most important management competencies. Table 4 shows the top five competencies as identified by managers.

| | % of managers |
|--|---------------|
| Applying judgement and decision-making capability | 70 |
| Development of subordinates/team members | 66 |
| Personal integrity | 62 |
| Taking advantage of diversity of experience and strengths amongst colleagues | 54 |
| Building relationships | 54 |

Table 4: The top five management competencies which managers believe are important

2.8 Career development

Three-quarters of managers questioned have a management qualification and 58 per cent have a vocational/technical qualification. Just over half possessed a university degree and almost the same number have taken a post graduate degree. Only 3 per cent had no qualifications mentioned in the list. This level of qualification is not surprising given that full membership of the Institute requires a management qualification.

The majority of managers (39 per cent) had worked in between 4-6 companies. A quarter had worked for 2-3 companies.

67 per cent of managers felt satisfied with their professional career as a whole. Nearly a half of managers felt that they had been responsible for their own career management and development and only 7 per cent felt that their professional career had been based exclusively on chance events.

As Table 5 shows, managers felt that professional and personal capabilities had the greatest influence on the development of their professional career, followed closely by acquisition of experience. UK managers felt that knowledge of languages had the least influence.

| | Net agreement |
|--|----------------------|
| Professional and Personal Capabilities | 97 |
| Acquisition of Experience | 95 |
| Individual Personality | 86 |
| Teamwork | 83 |
| Management Results Achieved | 82 |
| Academic Study | 72 |
| Personal Relationships | 65 |
| Chance | 59 |
| Geographic Mobility/ Flexibility | 55 |
| Family Relationships | 26 |
| Company Structure | 18 |
| Knowledge of Languages | -1 |

Table 5: Net agreement of the extent to which factors have influenced managers' development. The "net agreement" score is calculated by adding the percentage who strongly agree or agree with a statement together and subtracting from this the percentage that strongly disagrees or disagrees. Consequently, a positive net agree score indicates the strength of opinion in favour of a given statement.



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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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