



ASSOCIAZIONE  
MANAGEMENT  
CLUB

The *Management Club Association* – MCA – confirms its position as an ongoing analysis and comparison forum into which its Founding Members, Fondirigenti and Luiss, and its Promoter Members, Confindustria and Federmanager, merged their research efforts regarding the managerial classes: this resulted in the previous two annual Reports.

The aim of MCA is to bring together the researchers' complementary means and methodologies so as to produce a series of research products, detailed studies and reports that, by focusing on business and management, help sustain development. So MCA is an ongoing initiative whose “products” are of immediate operational usefulness, which offers an opportunity to compare public and private enterprise, to encourage the modernization of the managerial elite by way of creativity and innovation, and to develop confidence through responsibility and respect as a response to the general crisis.

Not an exclusive club, then, but rather a club catering for forms of excellence, a point of origin from which the ripples of a new mentality can extend to the whole of the managerial classes so that they can become innovators and not merely managers of what already exists.

In order to attain these objectives, we shall permanently monitor the frame of reference, the evolution of managerial tasks and the requirements for development and updating of skills; to this end, we shall avail ourselves of the participation 'in the round' of public and private operators. This means involving the entire potential managerial class of the country and producing for them scientific material and tools for growth by creating specialized centres of excellence.

There are three fundamental features of MCA's mission:

- Active and progressive involvement. Not only of companies, managers and the academic world but of representative organizations, the public service, students, young people and families. MCA therefore represents a place with a vocation for collecting, interpreting and representing their needs and formulating strategies, guidelines and actions for the development of an inclusive managerial class. Not a “caste” of preordained participants who are deaf to criticism but an objective to which all may aspire so long as there is the belief that each of us not only has rights to be claimed but duties to be fulfilled and so long as we invest in merit and responsibility for the common good.

- The second pillar naturally brings us to the talented young who are the heart and soul of our activities. In all our initiatives they will be given space, freedom to act, responsibility, so as to place them at the centre of the process of cultural innovation in the country.

- Lastly, a constant focus on critical and proactive self-analysis that consistently aims for self-improvement. We cannot afford to isolate ourselves from change that is a clear invitation to engage with what is new. Comparing ourselves with our own limits will help us rediscover the ethical and value-based dimension of action, of responsibility to our community and of solidarity, whereby we rediscover that social legitimacy that adds value in the interests of development.

In this delicate phase of our history, our Association proposes to cause things to happen, to facilitate processes and set them in motion in a short, certain timeframe, acting as a magnet,

taking advantage of contributions of talent and intelligence from various sources, motivated to improve and strengthen the performance and quality of the industrial complex.

With the Third Report “Creating a Managerial Class – 2009” we have entered on a new path that will lead us out of the laboratory to test and implement what scholars have already researched and identified through their analyses and, not least, to prepare ourselves to face new challenges, beginning with the question of merit.

We have already deployed a goodly number of initiatives, from focus groups and seminars to “training gyms” where young researchers, managers and entrepreneurs integrate academic activities with managerial action, to a computer-based forum intended to create an ongoing panel of operators, a set of publications and international benchmarking.

This first act aims to move the question of the qualification of the managerial classes away from the generic, emphasizing the need for them to take explicit responsibility upon themselves, as opposed to merely criticizing existing inadequacies, and positioning the question of the training, selection and mobility of the managerial classes on the public agenda of the country, not just on the basis of analysis and research but through the direct involvement of companies and managers.

The new Report “Creating a Managerial Class – 2010” is based on an analysis of the current situation and the public debate regarding the training, selection and renewal of the managerial classes. The analysis involved three specific case studies (France, Germany, UK) and an interpretation of “actual behaviour” of a number of leadership segments (in high finance, big business, the upper echelons of the public service, economic and fiscal policies in the face of the crisis). The analysis methodology considers the current situation and the public debate in three phases: how things were before the crisis; how they have been changed (or not changed) by the present crisis; how things will be after the crisis (i.e. in the medium-longer term). This Fourth Report on managerial class will be presented in March 2010.

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