

TRAINING EXECUTIVES

# EFFICIENCY AS A LEITMOTIV

The economic health of a business, and even of a national economy, rests in large measure on executives. Hence the necessity to pursue lifelong learning. That is an area in which Luxembourg need not envy other countries. An explanation from Paul Emering, Director of the LSC.

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**L**uxembourg offers numerous training opportunities for executives”, remarked Paul Emering, “and those take a range of forms. Thus, there are university qualifications granted at the end of a period of life-long training, as well as Master’s and MBAs. These are either attendance-based courses with an e-learning component, or come as seminars covering business administration, or various specialisms in human resources, finance, technical matters, etc.”

The Director of the Luxembourg School for Commerce (LSC) notes that many training courses offered by a range of players and institutions also target efficiency as being one of the competences required to move towards such and such a post. That is not to forget the very numerous other current topics that concern executives, e.g. corporate social responsibility (CSR), “on which an executive must take a position by obtaining all requisite information by means of a range of training opportunities. However, an approach like this must also target employees at a later point. That is because if you want attitudes to change, the message must reach every member of staff.”

In light of his experience at the LSC, Paul Emering has noted the interest shown by Luxembourg companies, from the biggest to the smallest, in life-long training for their executives. “Our training programmes for executives and leaders are very successful with big business executives as well as heads of SMEs. They are daytime courses, they are rather expensive, and they are financed by the company – the success of the courses shows the level of interest in them. This is true in particular in train-

ing for leadership, which is a very specific aspect as well as one that lies at the heart of economic challenges. Moreover, we note that the participants, who come from all sectors of activity, go on to exchange experiences and advice.”

## Genuine success

One could assume that for SMEs, providing access to such courses is more difficult than for large businesses, since – and this is a well-known fact – in an SME, it is a permanent case of “all hands on deck” to make the business work. Paul Emering remarks that given the interest and the need for life-long training, in this case particularly with a certifying aspect, SMEs do all that is needed to provide their executives with access to it.

Another aspect concerns training that leads to a qualification in the form of a bachelor’s degree or a master’s degree. “They are aimed more at young executives who have already received a certain amount of training, so as to enable them to take on more significant positions in businesses.”

For the Director of the LSC, courses that lead to an MBA or a Master’s degree have the advantage of offering a qualification that has a definite value in the job market. However, that requires a significant effort, since such courses are lengthy,

## “Be able to take on more significant positions”

Paul Emering (Luxembourg School for Commerce)

being taken in the evenings and at weekends. On the other hand, shorter courses call for an investment in time, to offer the best possible combination of professional activity and course work.

As far as courses that lead to qualifications are concerned, “a sensitive aspect is the intrinsic value of the course. That is a question that we ask ourselves each time that we launch a course. It must contain genuine added scientific value, which we obtain thanks to our university partners. All the while, we ensure that the training provided is not too heavily weighted academically, that it remains very close to professional reality. The theory aspect must have a link to practice, and must take the form of numerous exchanges of feedback.”

Of course, the LSC – like other players in the field of life-long training, which represents a very dynamic market in this country – tries, in what it offers, to anticipate the needs of businesses. “For example, as regards sustainable development and CSR, we shall be launching next September a new course intended to give companies the boost they need for such an approach. We shall also be organising training that is specific to the way in which a business puts together its strategy. That is something very important, since strategy is a tool that enables the business to anticipate key social and economic changes, which arise ever more quickly.” ✕