

Models of analysis of the European Commission Leadership

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Context

- The leadership of the European Commission is difficult to identify, given the fragmented and polycentric structure of the European Union, where several actors share the leadership exercise.
- The political leadership of the Commission, in the traditional sense, is less visible at European level, due to the lack of direct decision-making powers.
- Thus, the most relevant political roles of the President of the European Commission are to set the European agenda and influence the other stakeholders to follow his directions for deepening European integration.

Research question and methodology

- This paper aims to analyze the leadership models of the European Commission in terms of political leadership. In this regard, the article comparatively analyzes the leadership of Jacques Delors, Jean-Claude Juncker, and Ursula von der Leyen to identify the leadership model proposed at the beginning of their term, and to what extent, they exercised a political role.
- Variables:
 - ✓ how they organized the Commission to strengthen the political role of the President
 - ✓ how they mobilized resources from the other institutions of the European Union
 - ✓ how they formed coalitions and networks.
- Research question: *To what extent has Ursula von der Leyen's leadership moved away from Juncker's model of political leadership and reverted to the supranational pattern of Delors' time?*

The political leadership of the European Commission according to the three variables

	Political design of the Commission	Mobilization of resources from other European institutions	Coalitions and ad hoc networks
Delors	<ul style="list-style-type: none"> -2 former Deputy Prime Ministers, 9 former Ministers, 4 returning Commissioners and 3 former Members of the European Parliament, of which 6 Vice Presidents -reform of the Spokesperson Service by establishing a single chief spokesperson (Hugo Paemen) under his direct supervision, to strengthen his control over public relations and being able to speak on behalf of the entire Commission 	<ul style="list-style-type: none"> -European Council 	<ul style="list-style-type: none"> - the alliance with the Paris-Bonn Axis -the networks developed by the head of his cabinet, Pascal Lamy and by the general secretary, Emile Noël.
Juncker	<ul style="list-style-type: none"> -9 former Prime Ministers or Deputy Prime Ministers, 19 former Ministers, 7 returning Commissioners and 8 former Members of the European Parliament; -7 teams, led by the 7 vice presidents - the spokespersons of the individual commissioners were eliminated 	<ul style="list-style-type: none"> -European Parliament-Spitzenkandidaten 	<ul style="list-style-type: none"> -the alliance created with S&D and ALDE
Von der Leyen	<ul style="list-style-type: none"> -2 former Prime Ministers and 1 former Deputy Prime Ministers, 17 former Ministers, 8 returning Commissioners and 9 former Members of the European Parliament -the number of vice-presidents has been extended to 8 (3 executive vice-presidents and 5 vice-presidents) - Creation of Commission and holding Executive Vice 	<ul style="list-style-type: none"> -European Parliament- 	<ul style="list-style-type: none"> -the relationship with the Franco-German tandem.

Conclusions

- First of all, Delors exercised his political leadership the most through *ad hoc* networks and the relationship with the Franco-German tandem. Secondly, Juncker, as a more special case due to his appointment by the Parliament not by the European Council, exercised his most visible political leadership by influencing the political composition of the Commission, mobilizing resources from the European Parliament and building a coalition with EPP, S&D and ALDE leaders. Lastly, Ursula von der Leyen acted politically through her relationship with the Franco-German tandem as Delors and by trying to gain the support of the European Parliament as Juncker did, but as in the case of Delors, it had no influence in the formation of a political Commission team.
- Therefore, the research has concluded that von der Leyen's leadership model is more closely to Delors's model, although a few similarities can be seen with Juncker's leadership, with the intention to strengthen the relationship with the European Parliament and in the way the Commission was organized in several clusters. Even though, given that von der Leyen is only in the first year in office, these results may change in the coming years.