



ASSESSING MANAGERS TO DEVELOP THEIR SKILLS

Turning managers into the new leaders of the future

In an international company, managers have been supported by BPI to develop the managerial skills they need for new duties. The engagement assigned to BPI was to help them quickly understand what exactly was at stake in their new positions.

► Backdrop

DEVELOPING KEY SKILLS AROUND LEADERSHIP

A major international equipment manufacturer for the automotive industry decided to set up a support scheme for its newly appointed factory or worldwide business managers, and for people likely to be promoted to these posts in the near future.

The training program, spread over several phases and several weeks, enabled these key managers to acquire or develop skills around leadership on a worldwide scale, including crisis management, stress and performance, managing change, etc. Additionally, the training helped them to address the management of an industrial activity while benefiting from the input of colleagues originating from the many countries in which the Group has operations.

BPI contributed to the first phase of training by working with the client to build a specific assessment program.

► The mission

ASSESSMENT TO GALVANIZE THE SKILLS OF STRATEGIC MANAGERS

To help these managers position themselves with the utmost precision and to optimize their development, BPI proposed to implement an **assessment** scheme able to objectify skills and motivations in their new business environment.

Engineering this sort of assessment called for heavy investment from the client, who had to express in very precise terms the skills and management criteria he wished to see assessed in a given business setting. He was also led to define the expected performance standards demanded of the manager. The “real-life situation” scenarios were then prepared in collaboration with BPI consultants.

With the help of these “real-life situations”, the assessment appreciated 11 managerial skills based on the group’s own reference frame. With each manager, it helped define an action plan for progress which prolonged the scheduled training period and translated to a wide spectrum of actions (self-training, coaching, seminars, reading list). Lastly, it gave a good account of the group’s managerial profile based on an analysis of observed skills.

► Outlooks

CONTINUITY

This assessment of managers immediately proved itself to be complementary to other tools at the group’s disposal. Additionally, opting for an observation of managerial behavioural patterns in a real-life situation by a third party from outside the company was a major step forward. Managers have all benefited from the experience and the positives have been such that the scheme has been pursued for 4 years.

Originally designed for the managers of industrial sites, it has quickly been extended to commercial and marketing managers using a similar model. The real-life situation scenarios have been adapted to this type of function and its business setting.

After a pilot operation in France, this support scheme has quickly gone international. Assessment sessions today are being held in every country where the automotive equipment manufacturer does business.

Assessment with a development goal provides the possibility to very easily combine a whole range of investigation tools: classic real-life situations using case studies or cases of trouble-shooting, but also role-playing in situations that call for intensive interaction between the managers of one and the same company. This sort of scheme is a rich source of learning. In one and the same day, a group of managers can be given a session that includes, for example:

- a desk tray
- a structured interview
- two case studies
- two simulated management interviews
- two group discussions
- a personality test...