

# DEVELOPING MANAGEMENT TEAMS

## *Evaluation Process Project for the Directors of a Leader in Distribution*

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### CONTEXT AND THE CLIENT'S REQUEST

A World leader in distribution, this Group deploys its activities in three large markets: Europe, Latin America and Asia. It does more than half its sales outside of France and its success is built on innovation in customer service. The client has implemented an internal promotion process that enables future directors to be identified, selected, and trained and plans on using that evaluation process as part of its new policy on staff mobility.

### OUR SOLUTION

A 3-step approach:

- First, carry out a diagnosis of the existing process, analyze its dysfunctions, and interview the directors and various players involved in the selection process. It consists of developing a skills lexicon based on key criteria needed to qualify someone as a director, to use as a basis for evaluating candidates within the company as well as outside, when searching for new talent.
- Second, based on the key skills, design a new assessment centre to reinforce the director's individual assessment tools, and identify lines along which they could be developed to address training needs, and finally, test the tools for flaws and adjust them accordingly.
- Third, draw up a thorough description of the evaluation process as well as the assessment tools and their purposes, and, together with HRM, develop an internal process for identifying future candidates.

### RESULTS

- A candidate-selection process that focuses on required skills and issues closely related to the position, thereby limiting the chances of failure and better preparing candidates for the responsibilities that go with the position.
- Management involvement enhances the selection process, and transparent feedback of candidates' evaluations.
- Insider candidates have a positive and constructive perception of their results, as they are evaluated on skills that are validated by their company.
- The opportunity for candidates to get professional updates and identify where they are making progress by playing a more active role in their own training.
- A more pro-active HRM that defines development plans and takes steps to integrate recommendations.