

Understanding management capability through audit



The challenge: understanding the new management team

After a fundamental restructuring of its top management tier, the HR director of Azelis Group recognised the need for a comprehensive Management Audit of the entire management team. With almost 30 locations across the world, Azelis ranks among the top distributors within the chemical industry.

The solution: defining the competencies needed – and assessing these across the management levels

Initially, *cut-e* designed a competency model based on the requirements of the new structure at Azelis. Building on this model, customised exercises were developed for the planned individual assessments. The Management Audit for the initial, higher-level managers had already been conducted and the results shared with these people. The feedback on the assessment and the process was excellent: those taking part in the Management Audit as well as the broader senior management team were impressed by the depth and breadth of the information obtained from the assessment results – and praised the fast and flexible implementation by *cut-e*.

Following this, the skills and competencies of 50 executives from the next level of management were audited through the use of multiple group assessments. Some of the senior executives who had already taken part in their own individual assessments worked alongside the experienced *cut-e* consultants and acted as observers during the process.

The outcome: a better understanding of the new competencies

As well as defining and building a solid competency model, newly designed case studies and role-plays were created specifically for Azelis. Timetabling a group assessment programme was a challenge to maximise the time spent in such activity and yet minimise time away from the business – and yet the result was positive as those taking part understood better the competencies the business needed to move forward.