



Conducting management audits

COMPANY

The Sartorius Group is an internationally leading laboratory and process technology provider covering the segments of biotechnology and mechatronics. Sartorius Mechatronics manufactures equipment and systems featuring weighing, measurement and automation technology for laboratory and industrial applications. Sartorius Stedim Biotech is a leading provider of cutting-edge equipment and services for the development, quality assurance and production processes of the biopharmaceutical industry

PROJECT TARGETS

The project was commissioned by the Sartorius AG Executive Board. These were the project goals:

- Create a systematic decisionmaking basis for the succession planning program for key positions at the group's top management level.
- Perform an assessment of the current management team so as to define targeted human resources development measures.
- Provide the Executive Board with a good overview of high potentials in the company.

FRAMEWORK CONDITIONS

- Involve the Executive Board in the assessment of participants, first as assessors in the preparation stages and then as observers during the actual management audit.
- Establish the management audit (internal name: "development check") as a standard development procedure for managers.
- Ensure that coaching sessions are a central element of the procedure, placing a special focus on the participants' individual benefit.

SOLUTION

- A crucial part of the procedure is an in-depth interview that focuses on the participants' entrepreneurial and strategic competencies.
- The interview is complemented with a strategic presentation that participants prepare prior to the event and in which they talk about their future plans to develop their area of responsibility. Another element is a simulated high-level interview with a direct report.
- The participant's self-assessment and an assessment by their supervisor before the audit are integral elements of the process.

IMPLEMENTATION

Concept meeting with the HR division and the Executive Board

In a conceptual meeting with the HR managers and the two Executive Board members, the process and the content of the management audit were specified and defined.

Designing the instruments

On the basis of the workshop results and the Sartorius competency model, several instruments were designed and agreed upon, namely:

- Questionnaire for the participant's self-assessment
- Evaluation form for the supervisor's assessment of the participant
- Interview guideline for the audit interview, based on the corporate competency model
- Tasks for the strategy presentation
- Documents for the one-to-one discussion with a senior manager
- Observation tools based on Sartorius AG's competency model

Informing the participants

All participants were informed about their invitation through a comprehensive information leaflet and in a personal talk with their supervisor. All managers at the two levels below the Executive Board level were invited.

Conducting the management audit

Generally, four participants were invited to each management audit day. They were supported and assessed by two Profil M consultants, the two Executive Board members and two representatives from the HR division. The audit process was planned as a half-day event, i.e. two participants were invited for the morning session and two for the afternoon, each of them working with one Profil M consultant, one board member and one HR representative.

Upon completing the three modules, the observers present gave the participants individual feedback on their performance. Moreover – as a special service for participants – the strategy presentation and the simulated one-to-one discussion with the employee were recorded on DVD and participants had the opportunity to watch the recording in order to prepare for the feedback discussion.

Profil M summarized all the audit results in a report. This report later served as the basis for the development discussion during which the specific direction of the participant's further development and practical measures to achieve the development goals were defined.

RESULTS

The Executive Board and the HR division gained many valuable insights about the current management team. Participants appreciated the management audit as an enriching and important stimulus for their further development.



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