

Management Audit

Executive Evaluation



Our Mission

Our clients are provided with a company-specific evaluation of management potential of a leadership team as well as a differentiated individual assessment of involved executives and senior managers. Our evaluations assist our clients in the decision-making of building and developing leadership teams and their members at corporate, company and division level.

Why Management Audit?

Professional evaluation of efficiency and effectiveness of a leadership team and its members in situations of:

- Changes of strategy
- Changes of leadership
- Due diligence / M&A processes
- Initial public offerings
- Privatisation of public-sector organisations
- Company restructuring

Goals

- Systematic identification and individual evaluation of the main success factors and areas of development of each audit participant
- Systematic identification and evaluation of performance ability, synergy and conflict potential as well as the efficiency and effectiveness of a leadership team
- Benchmarking against leadership teams with comparable challenges across various industries

Benefits

For our clients

- Minimising of risks in terms of achieving defined company goals
- Verification of professional, personal and cultural suitability of members of the leadership team
- Basis for purposeful development measures at individual and team level
- Objective decision-making of career planning, policies of promotion or external recruitment
- Benchmarking against people with comparable professional challenges across various industries
- Verification of the defined job and requirement specifications
- Basis for an optimal composition of leadership teams as well as possible recruitment of new team members
- Raising the observation and evaluation competence of company-internal assessors of our clients

For our audit participants

- Impartial individual assessment
- Comprehensive feedback of own success factors and areas for improvement
- Concrete recommendations for professional future development
- An increased awareness of the own future positioning within the leadership team
- Benchmarking against people with comparable professional backgrounds as well as with leadership teams across various industries

Characteristics

Method

- Company- and function-specific audits in combination with team elements

Duration and location

- One- or two-day process
- Carried out in xcg's offices or at our client's location at home or abroad

Competence model as a starting basis

- Competence models of our clients or differentiated, proven and continuously revised xcg competence model for a comprehensive personal, professional and cultural evaluation of each team member and the leadership team as a whole
- Standardisation and comparability of the central success factors and development potential across audit participants

Function- and company-specific orientation

- Vision, strategy, business plan, corporate culture, organisation and future challenges as guidelines
- Realistic scenarios aligned to the company's situation
- Orientation to concrete key competences of job specifications

Professional team

- Observation, evaluation and feedback by our experienced management consultants
- Purposeful integration of company-internal assessors of our clients

Combined use of innovative tools

- Structured interviews
- Company- and function-specific presentations
- Relevant business case studies
- Company-specific and realistic meeting simulations
- Written self-reflections
- Current instruments of management diagnostic (e.g. personality, motivation and leadership style analysis)

Evaluation and feedback to the entire leadership team

- Written report on the results and conclusions of the audit with concrete recommendations for development including detailed descriptions of performance ability, synergy and conflict potential as well as the whole leadership team's efficiency and effectiveness
- Clear statements regarding a leadership team member's potential for a successful takeover of a key position
- Personal feedback discussions with the decision-makers of our clients

Evaluation and feedback for each Audit Participant

- Written assessment reports with detailed descriptions of the individual success factors, areas for improvement as well as concrete recommendations for further development
- Personal feedback discussions with each audit participant

Process

Briefing & design

- Understanding our client's needs
- Analysis of the current situation and general conditions, overview of the vision, strategy, business plan, the organisation as well as the corporate culture
- Discussion of objectives, challenges, main tasks and required key competences in the leadership team
- Specification of assessment design
- Scheduling the detailed audit procedure
- Personal briefing and invitation of the audit participants including the company-internal assessor of our clients
- Training of the company-internal assessors of our clients



Realisation

- Steering of individual assessments and team elements as well as individual support of all audit participants
- Identical, aligned procedure for all audit participants
- Systematic observation and evaluation of the audit participants on the basis of the applied competence model by means of tailor-made assessment instruments
- Integration of company-internal assessors of our clients in the evaluation of the audit participants in selected sequences of the management audit



Evaluation & feedback

- Consolidation of the results and compiling of the written individual assessment reports including an audit report on the entire leadership team
- Personal feedback discussions with the decision-makers of our clients
- Personal feedback discussions with each audit participant