

Know your managers

- the importance of Management Appraisal

The first executive search consulting company was established on the Slovak market in 1990 by Jean-Francois Jenewein, Martin Novotný and Martin Krekáč.

Jenewein & Partners has always specialised in providing services in executive search, management appraisal, board services, compensation planning and foreign direct investments (FDI). The spectrum of its services was later expanded into recruitment, HR consulting and EU affairs consulting, with emphasis both on functional and sector specialisation. In 1999 it became a member of THE AMROP HEVER GROUP, the leading global network of independent executive search companies, and a member of AESC, the world association of Executive Search consultants.

The company has a long-developed professional service practice unit specialised in high quality conducting board, C Level & Senior-level Management Appraisal assignments for the major industry sectors, which is closely interlinked with TAHG Global Management Appraisal Practice. Jenewein & Partners in 2001 created an integrated group of consulting companies, the AMROP JENEWEIN GROUP (AJG), which is utilised both by local and international clients on the Slovak market.

Jenewein & Partners / Amrop Hever Slovakia pioneered Management Appraisal in the New Europe region over ten years ago. Since then, our company has gained unrivalled both global and local experience in this area of professional services, working in all the major industry sectors.

Management Appraisal is the objective assessment of an organization's human capital and support of professional development. The rapid growth of the Management Appraisal practice reflects recognitions by organisations of the value of their human capital and how objective evaluation can play a vital role in managing this scarce resource.

Today the Management Appraisal service provides an exceptionally reliable means of obtaining a timely, accurate, and objective assessment of an organisation's human capital, as well as supporting important professional development initiatives.

Executive talent is at a premium in today's rapidly changing and evolving business world. One of the

key challenges for business leaders is to identify, develop and retain those outstanding people who are able to deliver superior performance both individually and as part of a team. Given the intense competition for the very best executives and the cost of losing high-calibre individuals, it is essential for all organisations to devote maximum effort to managing their human capital thoughtfully and proactively more than ever before. The challenge has moved centre stage: it is no longer simply important, it has become a strategic priority for business leaders all over the world.

The objective of all of our Management Appraisal assignments is to provide our clients with a comprehensive analysis of their management resources and help them to develop, deploy and leverage these scarce resources in the optimal manner.

Most early Management Appraisals were conducted for companies undergoing privatisation, when the new leaders of these businesses were faced with the massive challenge of adjusting to the demands of a deregulated market, dramatically-increased competition and fundamentally different shareholder objectives.

A crucial factor in transforming these companies was determining the skills which would be critical to success in the new, environment, identifying the managers who would acquire these skills in order to be effective in their new roles, and agreeing on the positions which would be filled by external recruitment. Shareholders in these businesses quickly recognized the benefit of an independent appraisal process, which brought a perspective on the local market for executives and provided advice on whom to develop or replace.

Management appraisal is now used in a multitude of situations, which reflects the growing recognition of the values of human capital to any organization. Today we routinely conduct merger integration projects, support new CEOs in helping them understand their key subordinates as quickly as possible, benchmark executives internally or against their external market as a part of a talent audit, or advise on culture change programmes.

A recent but rapidly growing trend has been to conduct appraisals for private equity & venture capital firms, major corporations during pre-acquisition due diligence or start-ups as well as for strong Family Owned Business (FOB) Companies.

TAHG (www.amrophever.com) is a consortium of 58 centrally interlinked partnerships, legally structured, financed and operating as an international economic interest group with worldwide registered trademarks. The Group provides Executive Search and related services by 79 offices in 50 countries over the 5 continents and is a Member and Board Member of the Association of Executive Search Consultants (AESC).



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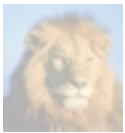
Management Appraisal Process

1. Definition of the client's needs and goals

- analysis of the current situation in the organization in terms of relevant aspects of both local and international environment from the point of view of mission, key targets, strategies and company culture
- recognition of the client's expectations, definition of the aims of the audit
- definition of the levels of management and human resources that are to be assessed
- choice and adjustment of the optimal methods and setting of the precise time schedule of the audit realization

2. Preparatory phase

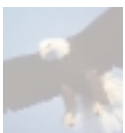
- elaboration of job descriptions – definition of names of positions, horizontal and vertical relations, direct and indirect reporting lines, position in the organizational structure, objective of the position, key responsibilities and competences
- definition of the assessment criteria and communication channels with regards to their suitability to the client's needs
- data collection through a tailor made specialized questionnaire (created by Amrop Jenewein consultants and corresponding with the audit objectives) and through the structured CVs
- communication of the audit aims to the audit participants



LEADERSHIP



DRIVE



VISION

3. Realization phase

- individual structured interviews analyzing the professional background and obtained qualification
- an in-depth interview, usually as a part of the structured interview, in which the independent consultants thoroughly assess the managers especially with regards to the personality aspects by use of various psychological methods and techniques
- psycho-diagnostic tests based on international standards and adjusted to the local conditions
- 360° references assessment analyzing the references about the candidate obtained from his superior and colleague working at the same level

4. Assessment phase

In this phase, the consultants compose and present detailed and objective analysis of the actual situation based on the strategic goals of the organization and practical recommendations for the realization of changes.