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## Manager improvement program

### The Steps

- 1. Preliminary evaluation**  
During the preliminary evaluation, we review senior management's expectations of the concerned managers under review while taking into account future responsibilities related to their position.
- 2. Evaluation of the manager**  
Observing their behaviour allows us to precisely measure the differences between the current and expected behaviours and knowledge for each of the identified responsibilities.
- 3. Development of improvement plan for the manager**  
Once the differences are clearly identified, an action plan establishes which training, coaching and management tools will have to be developed or reviewed in order to achieve the expected performance. The aim of the action plan is to apply the best management practices by incorporating them into planned activities.
- 4. Implementation of improvement plan for the manager**  
The training, coaching and development plan is implemented while we evaluate the manager's progress. We support the manager throughout the process and provide follow-up to senior management.
- 5. Maintenance audit**  
To ensure that the acquired knowledge is not lost, audits are conducted to see how behaviour and performance is being maintained.

Manager improvement program is for managers who want to either move up in the organization or fill certain gaps that prevent them from performing up to senior management's or their own expectations. The expertise and skills development program is adapted to each participant according to their position in the company.

### What's different about the POMSM Approach?

- Our underlying philosophy draws on the manager improvement program:  
Plan, Organize, Manage, Supervise and Monitor
- We review the position responsibilities and senior management's expectations.
- The program divides operations, human resources and improvement management into sub-themes in order to clarify which behaviours should be improved and which skills should be acquired.

