



# Top Manager Potential Mapping in the SAS Group

## Are you willing to tackle bigger, more complex assignments?



SAS is the Nordic region's largest listed Airline and travel group. The SAS Group offers air transport and related services from its base in Northern Europe. SAS employs around 28 000 people in 25 subsidiaries, working in the Nordic countries, the Baltic countries, other parts of Europe as well as the world.

During 2007, Assessio helped SAS with a thorough talent management process. The purpose was to find individuals within the organization who could succeed in a top managerial role within a 3-5 year period. Also, the process sought out to increase the managerial mobility between the subsidiaries, and to consolidate the management process in the Group.

The assessment process combined Assessios' knowledge of research in the field, effective selection methods, with the needs and requirements of the SAS Group, such as tailoring of the requirement profile, structured interview and Assessment Centre scenarios.

The process was carried out in three steps. Firstly, participants completed an online application. If they fulfilled some basic requirements, they moved on to the second step. The average participant was at the manager or director level in the organization.

The second step consisted of tests and interviews. Around 240 tests were carried out around the Nordic region for the first half year, with peak production in Feb and Apr. Delivery was made in English, Swedish, Norwegian, Danish and Finnish, and in a standardized and qualitative manner. Around 120 of these moved on to step three.

Step three was a tailor made Assessment Centre that further penetrated the fulfilment of the requirement profile. The participant's manager together with the subsidiary's HR function gave an in depth feedback regarding the observations and findings in the whole process. After this feedback, the participants were encouraged to also receive an in depth feedback from Assessio, on their part of the process. This was favourable for the individual to do, not only because Assessio had a slightly different perspective

in their feedback, but also since behaviours and test results could be discussed with an independent part. At the end of the first half year, some individuals had started to rotate into new roles. Hence, the outcome of the process was:

- Individuals with top managerial potential were identified around the Group. SAS got an overview of the talent pool: how many people are suitable to be recruited into top management positions within the next 3-5 years, as well as their profiles.
- Strong middle managers were identified. This group was assessed as not so likely to be recruited into a general Top 150 position within the next couple of years, but is high performing in a middle manager or specialist role.
- Individuals received qualitative feedback on their assessment results from both SAS and Assessio. The assessments were used to feed into development plans, pinpointing strengths and development areas.

**Bisse Frid, Strategic Leadership, Corporate HR comments:**

*“The success of the project was a result of a partnership between SAS and Assessio. Assessio as a partner was reliable, qualified and held high ethical standards. Thanks to the work done by the partnership, Group Management has gained an in depth view of the potential in the organization.”*

**To discuss opportunities please contact:**

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