

Towards individual and organisational well being

Many factors contribute to the complexities found in our dynamic business environments – rapid changes, global competition, reduced economic constraints, a tussle for limited numbers of skilled human resources, the imperatives and demands of legislation, the need to identify potential so as to invest development funds judiciously, to mention just a few.

One of the consequences of these complexities is an increasing need for organisations to source scientifically valid and fair assessment approaches to assist in matching people to their current jobs as well as to identify those with potential for development towards management and executive roles in the future.

Two assessment instruments lead the way in fulfilling both criteria, namely **identifying current capability** as well as **extrapolate future potential** (also known as a Growth Curve):

- The **CPA** (Career Path Appreciation), based on the Stratified Systems Theory (SST), is designed to identify an individual's capability to work at predetermined levels of complexity both at the time of assessment and at specified times in the future.
- The **MCPA™** (Modified Career Path Appreciation) is an internet-based computerised version of the CPA – a labour-saving alternative for the full process which can be carried out across time zones and in circumstances as geographically separate as current technology will allow.

ABOUT THE MCPA™

This is a two-part process. A candidate completes an **Internet based questionnaire** designed to explore their experience of and preferred approach to work. Once the results of this questionnaire have been received, an accredited MCPA practitioner conduct a **1-on-1-Validation Interview** with the candidate (telephonically if necessary), during which the candidate has an opportunity to reflect on his/her career, aspirations, the type of work that they find challenging and stimulating as well as elements of work that frustrate them! The MCPA Practitioner arrives at an understanding of the type of work that would challenge and stimulate the candidate at present (we refer to this as FLOW) as well as how this is likely to develop and mature with time.

In summary, the MCPA process provides the individual and the organisation with information about how individuals prefer to approach work and decision making and how this will change and develop in the future, within the context of different themes of work. The MCPA process is founded on the principles of a theory called the Matrix of Working Relationships (MWR).

Feedback is an integral part of the process, allowing the individual to explore and understand the past and take charge of their work and personal "life story". Mutual benefit is created for the individual and the organisation as it touches on the core of work – that capability to generate contextually appropriate solutions and decisions even in the absence of previously acquired knowledge, skills and experience. This provides a powerful framework for the development of organisations, as well as individuals and their career paths.

When SHOULD the MCPA™ be used, and when should it NOT be used?

MCPA is mostly commonly used as a Career Planning and Development tool. It's many other uses include that of being a component of recruitment batteries and internal selection processes, a tool for talent management and succession planning and for organisational development exercises. However, it merely explores a small element of what makes up each individual and should NOT be used in isolation for selection and promotion decisions. It must be integrated with complementary tools and information. People are far too complex to be able to learn everything them in one interview! The MCPA should not be used as a replacement for a full CPA, but rather as a useful tool for large volume projects or when, logistically and/or practically, a CPA is just not possible.

People grow or shrink their work according to their contextual capabilities, as well as the time horizons in which they are comfortable operating and making decisions. This capability recognized in the MCPA is maximized and enriched by appropriate training, development and exposure. Even in the absence of these factors, individual complexity can still be effectively determined.

The MCPA is a powerful contribution to people development and empowerment!

MCPA PRACTITIONER TRAINING

BioSS SA strives to empower clients to implement and maintain interventions. CPA trained practitioners can attend conversion workshops to be accredited as MCPA practitioners. Training is offered as public courses in Johannesburg and In-House (internationally).

Dates, prices and online registration for public courses can be found on the bioSS website, or by contacting the Johannesburg office on

(+27 11) 450-2434 www.bioSS.co.za

Potential practitioners must meet training requirements and need to be accredited and licensed to practice within organisations. Competence and standards are continuously monitored.