

BSA News and Updates



Message from Lisa Ashton (MD Bioss SA)

And just like that, the first quarter of the year is gone! At the dawn of 2022, we were all hoping for a calmer year. However, it has been anything but. In the first three months of the new year, a number of serious global events have taken place, and it's understandable that businesses and investors would be concerned as they face the ever-increasing volatility and uncertainty.

During times like these, I find it useful and therapeutic to consciously remind myself of all that we have to be grateful for, and at Bioss SA there is much to be grateful for.

Contrary to expectations, and thanks to the support of our loyal clients, we have managed to grow in the last year and have welcomed new members to our team. Whilst the demand for talent-based capability appreciation has increased, we have also received more requests for broader services such as organisational architecture and design, both in Africa and internationally. We are grateful for this as it is often this "requisite backbone" that provides the basis for effective leadership and organisational flow.

During the course of this year, our clients can look forward to us continuing to value the flow of people and organisations, while also increasingly supporting this with technology development.

I trust you'll enjoy this edition of our newsletter and I hope you also make the time to reflect on the many things you have to be grateful for!

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Levels of Work Complexity and Job Grade: Are they the same?

BY JACQUES HAWORTH

Currently, many organisations utilise requisite organisation principles (based on the work of Elliott Jaques) to design their organisations, and to subsequently match individuals to the work complexity as part of talent management and succession planning.

Within this context, it is tempting to draw a linear correlation between job pay grades and levels of work complexity in organisations, and broad correlation matrices are sometimes used to equate the two.

However, job grade and work complexity are not always the same, unless one is able to justify that the underlying criteria for both are similar. Some grading systems, for example, will rely strictly on some of the criteria relating only to work complexity. In other systems, complexity of decision-making may be used as an initial framework for broad job grades. In many cases, however, the job grading system takes into account a range of other factors, some of which are not necessarily directly related to what we typically understand by work complexity. When we determine the complexity of work for organisational design purposes, we typically consider:

- The extent of uncertainty in the work environment
- The nature of the task
- The number and diversity of internal and external stakeholders
- The time span of discretion before results are seen
- The degree of constraint/autonomy present
- The number and type of variables taken into account when making decisions

However, many role grading systems, will also take into account additional factors, such as:

- The diversity of tasks
- The consequence of error
- Financial budget and other resource responsibility
- Time taken to train someone for a role
- Physical effort/pressure
- Level of Education/skills required
- Years of experience required

In complexity-based grading systems which also include some of the above factors, one may see a broad correlation with work complexity, but the accuracy of this will also depend on the extent to which the grading system has been customised for the organisational context. In addition, we should also be mindful that there are a fair number of exceptions where grade and work complexity could be quite different from the correlations proposed. e.g., a role requiring a highly qualified and experienced Engineer which may be at a high grade due to non-complexity related factors, and is required to operate in a far less complex environment than what the corresponding grade might suggest.

In summary, caution should be exercised when equating organisational level/grade with work complexity. Some factors used as grading criteria may not correlate significantly with the complexity of work required in the organisation, and there may also be other organisational/grading factors taken into account that would create exceptions.

STAFF NEWS

We are really excited to announce that the BioSS SA team has grown over the last few months, and we welcome three new team members: Claudia Coustas, Francois Simegi and Sonali Ramnarayan.

Claudia holds an MA degree in Industrial Psychology. She previously served as a full-time Industrial Psychologist and consultant to BioSS SA for five years. During this time she took on various roles, including that of Assessment Manager and IRIS trainer. Within a Levels of Work framework, she has experience in IRIS training, psychometric and competency-based assessments, competency design and the development of assessment centres, job profiling and organisational design.

She returns to BioSS SA as a **Senior Consultant** and registered Industrial Psychologist

Francois joined BioSS SA this year, as a **Senior Software Developer**.

Francois has many years of experience in the financial sector, as well as the healthcare sector using Microsoft technologies. He is a qualified MSCD, MCSD.NET and MCAD.NET developer.

Sonali joined BioSS SA as a **Consultant** in 2022, with her focus being on talent assessment, retention and development through the use of Psychometrics.

She obtained her BSocSci Honours degree in Psychology after completing her undergraduate studies at the University of Cape Town and her postgraduate studies through SACAP. She completed her psychometric internship in 2021, and has passed the HPCSA board exam, having registered as an Psychometrist in Independent Practice.



Did you know?

- The acronym **BioSS** stands for the Brunel institute of Organisational and Social Studies
- We have provided capability feedback to more than **130,000** individuals globally
- Only **16%** of the population of middle to Senior management have the potential for the work theme of **Strategic Intent**
- The application of **capability potential** (i.e. performance) can be influenced by other individual and organisational factors.
- There is very often a difference between **required and actual work complexity**, which can create waste in organisations.

THE CAPABILITY SPECTRUM

Overview

We offer:

- Career Path Appreciation (CPA)
- Modified Career Path Appreciation (MCPA)
- MCPA-SCAN
- IRIS

What they assess?

- Strategic capability
- Current capability
- Future potential
- Talent readiness
- Flow & engagement
- Coping in a VUCA world

Levels:

- CPA & MCPA are used at senior levels
- MCPA is used at middle to senior levels
- MCPA-SCAN & IRIS are used at junior levels

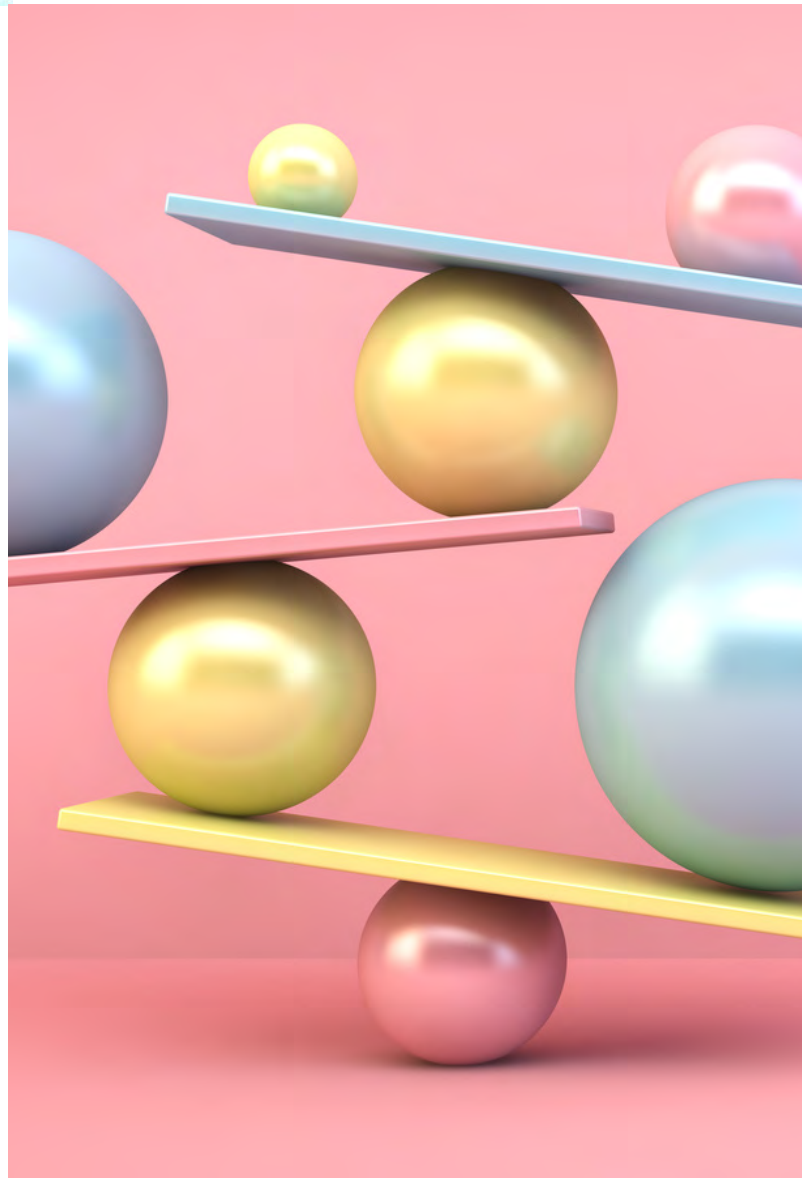
MCPA - SCAN

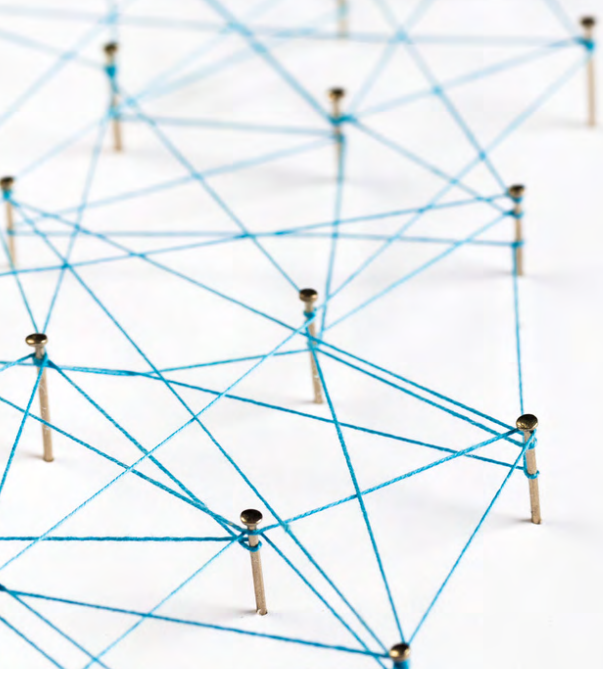
The **MCPA-SCAN** is our newest addition to the Capability Spectrum. Launched at the beginning of 2019, the MCPA-SCAN has become our second most popular capability assessment next to the MCPA.

Specifically designed for junior to middle-management levels, the MCPA-SCAN is very well correlated with the MCPA, yet does not require a validation session. It is therefore very well suited to organisations requiring bulk capability assessments at lower levels who also require the process to be faster, cost-effective and automated.

The MCPA-SCAN provides an overview of:

- Current capability to manage complexity
- Decision-making capability
- Flow and engagement
- Future potential





MCPA: Candidate Feedback

'A capability appreciation provides an opportunity for self-reflection, introspection and to better understand past, current and future work journeys! Here is what people had to say after completing their MCPAs'

"Key influencer in the recruitment and selection process, as well as to support defining capacity building skills and development areas for High Performing Individuals."

"It is a great platform to see how you fit into the business work and your strengths and weaknesses"

"It is a privilege to be given a mirror to take a glimpse on oneself. The MCPA gave that privilege to me."

"I would recommend this to any individual to reinforce the positives of their career progression."

"I would recommend the MCPA to organisations. It is a great way of getting to know the capabilities of your management via enquiry that does not normally take place in the workplace"

"Anyone can benefit from this process to learn how they make decisions and get an idea of what environments they would be more suitable to and happy in"

"It provides you with the ability to really think about your working preference. The feedback was great. It got me thinking even more."



ORGANISATIONAL DESIGN

Bioss SA is currently working with a number of clients focusing on optimising their organisational structure by applying Levels of Work to ensure the structure is optimised, requisite and aligned with their broader business and people strategies.

In one such project, Bioss SA has had the privilege to be part of a very exciting, challenging and dynamic OD project in the DRC. For more than a year now, we have partnered with this copper mine's in-house HR, Talent and Transformation teams to:

- Compile in excess of 500 role profiles
- Critically and constructively review organisational structures
- Develop a customised, levelled competency framework that is culturally and strategically aligned
- Transfer LoW knowledge and skills
- Advise on alignment to business systems (Sage)
- Provide assessment support and guidance to the in-house talent and transformation team as they put structures, frameworks and plans in place to identify and nurture local Congolese talent.

What has made this project notable is a combination of the swift expansion of the physical infrastructure and rapid transition between phases of production all occurring on a backdrop of diverse, multi-national investors, in a limited resource environment – and brought to life by a truly multicultural workforce that features local stars and global experts.



SUCCESSION PLANNING

Over the last few months we have been working on a succession planning intervention with a client in the manufacturing sector. The impetus for contracting with Bioss was that the client believed that it was time to identify future successors in the business, given that all current executive team members are nearing retirement age. It was felt that this posed a risk to the business, and that it was time to implement a robust succession planning process.

The project, which is still underway, has involved the following steps:

- Nature of Work Reviews performed on all executive roles to determine the required Level of Work for each role
- Review and refinement of the organisation's leadership competency framework
- Robust assessments (i.e. capability, personality, and EQ) of candidates in roles one layer below the executives
- Development and provision of integrated reports and dashboards linking candidates results to the competency framework and required Level of Work
- Provision of a succession planning report with recommendations, as well as feedback to the business
- Provision of developmental feedback to the candidates



EXECUTIVE TEAM INTERVENTION

Bioss SA had the pleasure of working with an Executive team of a company that were going through a very big change, having to hand over a large piece of work that they had been working on for over a decade.

The team required a deep dive into their strengths, development areas and an understanding on how they could capitalise on their specific dynamics to move forward into a new chapter.

Our approach was to analyse the team from a personality and emotional intelligence perspective, discovering the key strengths and development areas of each individual and how this played out in the team as a whole.

With the assistance of the LPA team analytics a clear picture of the team (from a personality perspective) in their entirety was portrayed and implications of these dynamics was outlined.

From a personality perspective the team was analysed on the following areas (to name a few):

- Strategy and Vision
- Management and Momentum
- Execution
- Quality Control
- Maintenance and Morale
- Change Agency

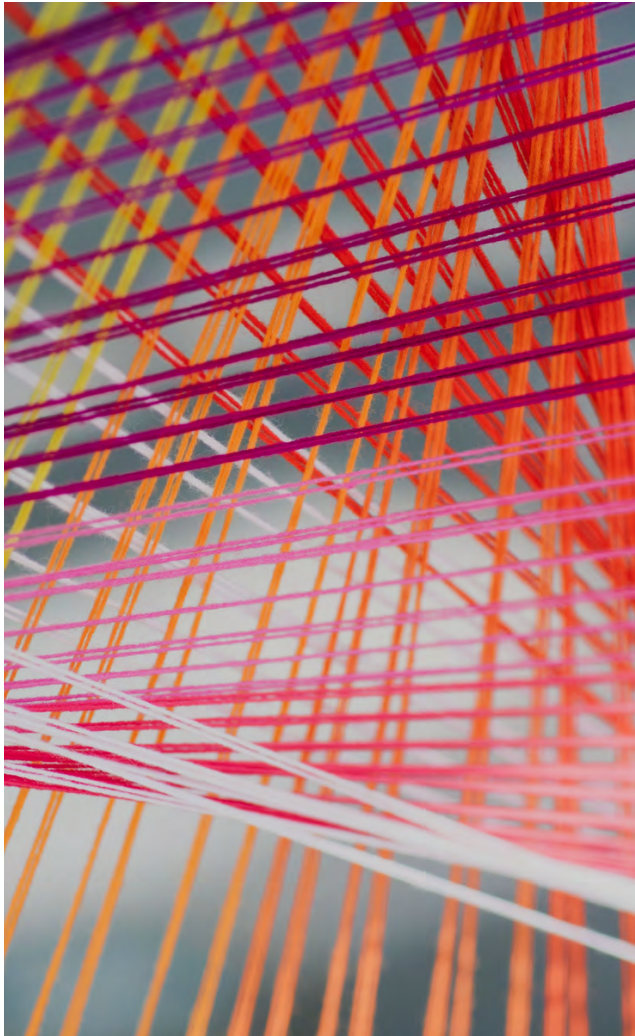
In terms of Emotional Intelligence the following behavioural aspects were unpacked:

- Self-perception
- Self-expression
- Interpersonal
- Decision making
- Stress Management

By understanding themselves, as well as their teammates, a clearer picture of how to interact with each other was painted and a clear plan for the future was paved.

As a follow up to the team intervention, Bioss has also been commissioned to work with the team members on an individual basis providing each with intensive developmental assessment feedback.

COMING SOON



New Levelled Competency Model

We have been hard at work developing a new levelled competency model.

This model promises to be 'Future Fit' and based on best practice, as well as multidimensional in that it considers the various continuums that impact our work.

Each competency is "levelled" according to 5 themes of complexity based on the Matrix of Working Relationships (MWR / SST) and the competencies can be culturally and strategically aligned to the needs of each unique business.

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