



## **Year-End Message from Lisa Ashton (MD)**

There's an old fable about a water bearer who carried two pots along a path each day - one perfect, the other cracked. The cracked pot leaked water all the way home and lived with quiet shame, convinced it was a failure. Until one day, it noticed the flowers growing only along its side of the path. The water bearer smiled and said, "Those are yours - I planted seeds there, knowing what you would give."

This story has stayed with me as we close 2025.

It's been a year of both fullness and fracture - plans that held water and others that spilled. Yet, if we've paid attention, we might have noticed what's been growing quietly along the path: new ways of working, deeper trust, unexpected collaborations, insight from difficulty, and moments of real human connection.

At BLOSS Southern Africa, our work has always been about seeing beyond the surface - recognising potential in systems and people, even when outcomes aren't linear or predictable. Like the water bearer, we've learned that it's often too soon to judge whether something is "good" or "bad." The wisdom is in staying open, curious, and kind in the face of uncertainty.

To our clients, thank you for your trust - for allowing us to walk beside you as you navigate complexity. To our consultants and associates, thank you for bringing thoughtfulness, rigour, and heart to your work. And to our team - thank you for holding the line between structure and possibility, and for helping us remain both grounded and alive.

May we enter 2026 with gratitude for what leaked, what grew, and what we have yet to understand.

## **In this Newsletter**

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# CASE STUDY 1

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## Mapping the Future

## 'Succession Planning in a Mining Industry Context'

### PURPOSE

Bioss SA was approached by a leading organisation in order to conduct succession planning assessments. The purpose was to identify and prepare experienced technical employees for transition into frontline leadership roles, in response to anticipated workforce shifts due to retirement trends. The focus was on equipping individuals, already proficient in their trade, with the mindset and capabilities required for supervisory responsibilities. The development process prioritised interpersonal maturity, ethical leadership, and a balanced approach to managing both operational outcomes and team dynamics.

### METHODOLOGY AND APPROACH

We developed a comprehensive assessment battery comprising tools that evaluated capability through the Modified Career Path Appreciation (MCPA), personality via the Linked Psychometric Assessment (LPA), emotional intelligence using the EQ Profile + (EQ+), and cognitive ability through the Elite Cognitive Profile (ECP). These assessments were selected as they addressed the key areas identified in the role profiles and aligned with the competencies required for successful transition into leadership roles.

The assessments encompassed an evaluation of each incumbent's ability to manage ambiguity and uncertainty in relation to role requirements, both current and future. They also measured emotional intelligence, which is essential for leading a cohesive and effective team, as well as personality preferences and the ability to comprehend and solve complex problems effectively.

### EVALUATION PATHWAY AND DATA CONSOLIDATION

The incumbents completed all assessments online, with the capability assessment including a dedicated session to explore their responses and provide immediate feedback on their results.

Integrated reports were compiled for each incumbent, presenting their outcomes in clear, informative, and constructive summaries. These reports were shared with the HR team that had engaged our services, who then distributed them to the respective candidates.

### OUTCOME

This project concluded with a strong emphasis on developing incumbents for future leadership and supervisory roles. It enabled the organisation to pinpoint the key strengths of individuals currently in operational positions, while also highlighting areas for growth essential to a smooth transition into roles that require effective team management, sound decision-making, and people-centred leadership.



# CASE STUDY 2

## EXECUTIVE SUCCESSION PLANNING

## 'BUILDING A FUTURE-FIT EXECUTIVE PIPELINE AT OHLTHAVER & LIST GROUP'

### THE CHALLENGE

In 2024, Ohlthaver & List Group, Namibia's largest private sector employer, identified the strategic need to strengthen its executive succession pipeline. As a forward-looking organisation committed to long-term sustainability, O&L sought to future-proof its leadership capacity to ensure continued delivery on its growth strategy.

### OUR APPROACH

Bioss Southern Africa was engaged to support the design and implementation of a succession planning process, in two phases. The first phase involved the Executive roles and possible successors in EXCO-1 roles, and took place in 2024. The second involved EXCO-1 roles and possible successors in EXCO-2 taking place in 2025. Drawing on international best practices, Bioss provided strategic advisory input on how to structure a robust and future-aligned succession process. The Matrix of Working Relationships (MWR) was utilised as a guiding framework to help define the levels of work complexity required for leadership to deliver on strategy in a changing business landscape.

In close collaboration with Ohlthaver & List Group's leadership—including direct consultation with Executive Committee members and the Chairman—Bioss SA established the level of work required to make the organisation future-fit. From this foundation, optimal levels for EXCO roles were defined to ensure alignment between leadership capability and strategic imperatives.

### ASSESSMENT & TALENT MAPPING

A comprehensive assessment battery was conducted for both phases, facilitated in collaboration with a second consulting firm. Bioss SA's key contribution was the administration of the Modified Career Path Appreciation (MCPA), a work complexity-based assessment tool that evaluates an individual's current and future capacity to manage increasing levels of leadership complexity.

Bioss SA delivered a detailed management report to the succession planning team, including talent maps showing the degree of alignment between assessed leadership capability and role demands. The report also included overall insights and recommendations for strengthening the succession pipeline.

### CLIENT INSIGHT + CONSULTING EXCELLENCE = FUTURE-READY LEADERSHIP

This project is a testament to the foresight of Ohlthaver & List Group in prioritising long-term leadership sustainability, and to the strength of Bioss SA's capability in delivering insight-driven, work complexity-based leadership solutions.



# Introducing Purple Talent Solutions



## What Purple Talent Solutions Offers

The subsidiary expands our product ecosystem into the UK and Europe, giving clients access to a comprehensive suite of talent, assessment, and organisational development solutions.

Its portfolio includes:

- **PsyMetrics** – A comprehensive psychometric toolkit now being modernised through AI and unified assessment delivery.
- **Eubrics** – AI based learning and development
- **Engage 360 Assessment** – A leadership development tool offering deep, evidence-based multirater insights.
- **Employee Engagement Survey** – A robust, analytics-driven survey that helps organisations understand and improve employee experience.
- **AI & Gamified Assessments** – Next-generation AI-powered hiring tools that elevate candidate experience and decision-making.
- **Capability Assessment Tools** – Core EDAC methodologies, assessments, and leadership diagnostics.

## A New Chapter for Bioss SA

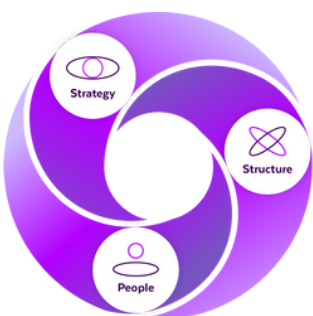
Earlier this year, Bioss Southern Africa officially launched Purple Talent Solutions, marking an exciting milestone in our organisation's evolution. This launch follows Bioss SA's acquisition of Bioss Europe, a long-established consultancy serving the UK and European markets since 2000. With this acquisition came a strategic opportunity: to unify our global capability and expand our talent-focused offerings under one refreshed, modern brand.

Purple Talent Solutions is the new name for the former Bioss Europe entity and now operates as a fully owned Bioss SA subsidiary. The brand reflects our commitment to innovation, behavioural science, and the future of work while also strengthening our international footprint.

### Why this Matters?

The launch of Purple Talent Solutions positions Bioss SA for:

- Greater global influence
- Expanded product innovation
- Stronger research and development capacity
- Enhanced client reach and service delivery
- A more integrated portfolio across Strategy, Structure, and People



'Purple Talent Solutions is more than a rebrand – it marks a renewed commitment to delivering world-class assessment and organisational effectiveness solutions for a dynamic, AI-enabled world of work.'

# C-Factor AI Assessment Platform



Our newly developed **C-Factor Assessment Platform** allows users to design assessments for individual roles and use a **combination of AI based interviews and our assessment games** to assess anyone, at any level, function or industry.

## You can use our AI Assessments For

<b>Talent Development</b>  	<b>Talent Recruitment</b>  
<ul style="list-style-type: none"><li>HiPo Assessment</li><li>Career Mapping</li><li>Team Leaders</li><li>Succession Planning</li><li>Training Need Analysis</li><li>Change Readiness</li></ul>	<ul style="list-style-type: none"><li>Vacancy Hiring</li><li>Expertise Hiring</li><li>Graduate Hiring</li><li>Senior Hiring</li><li>Large Volume Hiring</li><li>Volunteers Hiring</li></ul>

## AI and Gamified Assessments In One Platform



# Psymetrics AI



## BOOST HIRING ACCURACY WITH AI

"Psy" – PsyMetrics' proprietary AI assistant quickly analyzes any job description, extracts key competencies and gives instant pre-employment test recommendations tailored to each role.

*Bioss Southern Africa has used the **PsyMetrics platform** for many years across South Africa and the wider African region, applying its reliable and culturally attuned assessments to support recruitment, development, and leadership decisions.*

*PsyMetrics remains a trusted and integral part of our talent assessment ecosystem.*

## Psy: Based on Real Intelligence

"Psy" was developed through a collaboration between industrial- organizational psychologists and data scientists, combining deep expertise in human behavior with advanced analytics.

Together, they trained "Psy" to accurately extract the most relevant competencies, skills, and behavioral characteristics directly from job descriptions. Building on this foundation, they designed a structured method to align these competencies with the PsyMetrics test library.

"Psy" then intelligently selects the most appropriate scales and assessments, ensuring that every test is efficient and configured specifically for each job - helping you evaluate candidates with precision and confidence.

**How it works**

The screenshot shows the PsyMetrics AI chat interface. At the top, there's a header with the PsyMetrics logo and a 'New Chat' button. Below that, the chat title is 'PsyMetrics' AI Test Architect'. The chat message reads: 'Hello! My name is Psy, I was trained by Industrial Psychologists to help create custom tailored assessments that predict job-specific behaviors. To get started, upload or paste a job description. Important: Before working with a new or different job description, click "New Chat" to reset the conversation. How can I assist with your hiring needs today? Generated by AI, with guidance from Industrial Psychologists. We recommend reviewing for job relevance and making any necessary adjustments.' Below the message, there's an 'Attached: @ Retail Associate.pdf' and a 'Message...' input field. Annotations with arrows point to various parts of the interface: 'Uploaded job description file' points to the PDF attachment; 'Click to upload job description' points to the paperclip icon; 'Click here to reset conversation when working with a new job description' points to the 'New Chat' button; 'Psy's AI chat window for fine tuning assessment' points to the chat area; and 'Click to begin AI analysis of job description' points to the send button.

# Product Overview



## Eubrics

AI for  
**Talent led**  
Business Performance

*Eubrics drives employee performance through action nudges & Gen-AI based coaching.*

### Bioss SA and Eubrics

Bioss SA has partnered with Eubrics, an AI technology company committed towards employee nurturing through digital assessment, learning and mentoring.

Eubrics integrates AI and behavioural science into the daily work of employees, in order to revolutionize performance through management.

**Adding the “+++”  
to Business  
Impact**

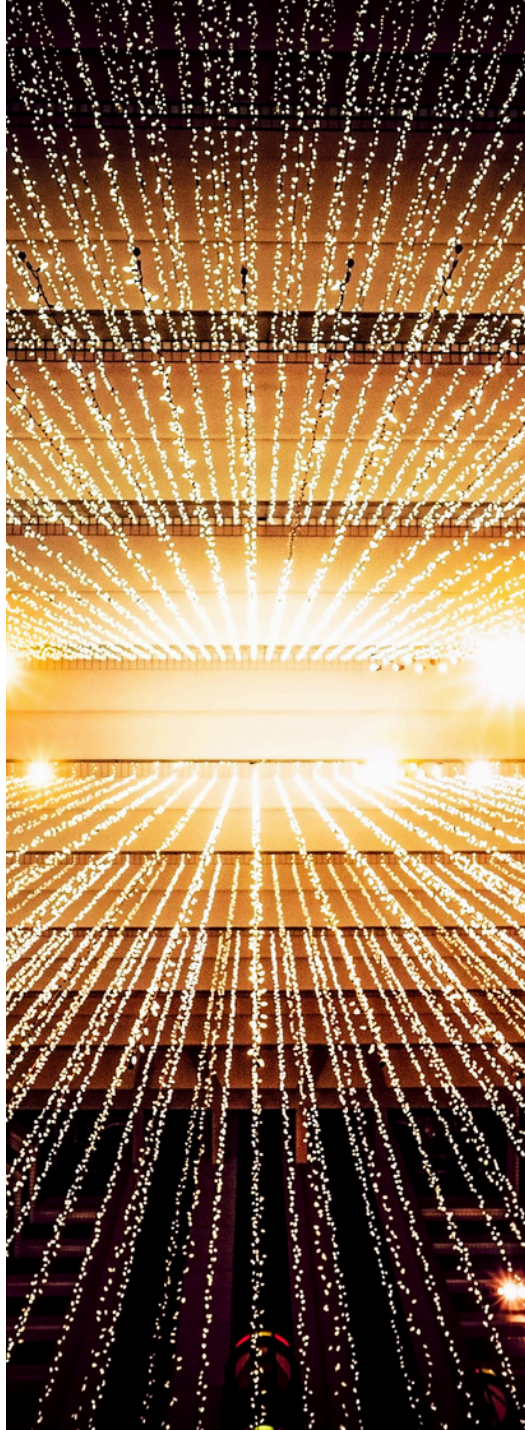
*AI-powered, personalized journeys  
that enable business value  
maximization*

**Just a click: AI powered Assessments–Development–Results** **Eubrics**

- 1. AI Competency Maps**  
Use Competency Model/ seek AI industry norms on competencies for unique roles or levels or programs
- 2. Adaptive Assessments**  
Use multiple tools/ assessment centre approach to analyze individual & group competency gaps
- 3. 70:20:10 blended AI journeys**  
Leverage AI for job practice, simulations, case studies for each role blended with trainings/ MDPs run by you, **as per leadership levels**
- 4. AI Performance Reviews and Analytics**  
Trigger AI reviews, map increase in skill score & manager feedback over time; Conduct Post Journey tests to show **needle movement, ROI**

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# Technology Developments



## Genie 4.0

**Over the weekend of 24–26 October, our Genie 4 platform officially went live!**

Genie 4 – biossgenie.com – is a complete redevelopment of Genie 3 with a new code base and user interface. The LPA remains on Genie 3, now renamed lpa.biossgenie.com, and all capability assessments are housed in biossgenie.com.

The improvements our users can expect on biossgenie.com, include:

- Overall new look-feel for all users
- Much faster performance and enhanced user experience
- The MCPA and SCAN questionnaires now request the candidate to select only the “Most likely” option in the Phrase card section, thereby reducing the time taken for completion
- Candidates are requested to provide reasoning for their phrase card selection in one text box per phrase card, and to give examples to support their choice in a separate text box. This will help maximise the evidence practitioners have in reviewing candidates’ responses
- Candidates cannot copy and paste into the MCPA SCAN text boxes. This is to reduce the occurrence of AI-generated responses.
- Project administration has been streamlined, allowing candidates to be guided through the entire assessment process—from receiving instructions to being assigned to a practitioner—directly from the project screen.

As expected with any major platform redevelopment and go-live, there have been a few post-launch issues to address. Our developers and testers are doing an excellent job of resolving these quickly.

Some minor post-go-live development work remains, focused on system administration. This will have minimal impact on candidates, client users, or practitioners.

## Other Tech Product Enhancements

Our tech team has a full project pipeline for 2026, ensuring that BLOSS SA continues to innovate in the technology space.

Some of the planned projects will focus on the following products / platforms:

\*Linked Psychometric Assessment (LPA)

\*MCPA-SCAN

\*Bos (Bloss Operating System)

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