

## Case Study

SECTOR: HOSPITALITY

# Turning Leadership Assessment Data into Strategic Organisational Intelligence

How BIOSS SA helped a leading hospitality group extract greater strategic value from their assessment data, transforming individual insights into meaningful cohort-level intelligence.

### The Opportunity

A leading hospitality group wanted a deeper understanding of the leadership culture shaping performance across the business. Like many organisations, they already had rich assessment data available through their recent MCPA and SCAN processes, but that data had largely been used at the individual level.

The opportunity was to go further. Using candidate response data already held in the BIOSS database, the analysis could identify broader organisational patterns, strengths, and risks without commissioning a separate survey or launching a new data collection process.

### Our Approach

BIOSS analysed the client's existing MCPA and SCAN data at cohort level, examining how leaders think, make decisions, navigate complexity, experience culture, and view career progression.

Rather than producing another engagement-style summary, the analysis translated that data into a practical picture of the organisation's **cognitive culture**: how leadership capability was actually being experienced and enacted across the system.

## The Value to the Client

This work gave the client a more precise and actionable understanding of its leadership culture, using data it has recently obtained. The result was practical intelligence that helped leadership see:

1

### Where cultural strengths could be leveraged

Existing capabilities in systems thinking and values-led leadership identified as assets to build upon.

2

### Where structural friction was reducing effectiveness

Legacy processes creating drag on execution were pinpointed as priority areas for intervention.

3

### Where focused action would have the most impact

Career progression barriers for senior leaders and the case for alternative growth pathways beyond traditional upward movement.

## What the Analysis Revealed

The analysis identified a leadership population with genuine strengths and surfaced organisational tensions that traditional reporting rarely captures.



### Systems Thinking

Leaders demonstrated strong systems thinking and a clear ability to integrate commercial and customer priorities.



### Structural Friction

Friction between empowerment and hierarchy in practice, and inconsistent clarity around decision rights, were surfaced.



### Values-Led Leadership

A consistent orientation towards coaching, learning, and building capability in others was evident across the cohort.



### Retention Risk

Career progression blockers for experienced, high-capability leaders concentrated in precisely the people the organisation could least afford to lose.

## The Case for It

*"Many organisations are sitting on valuable assessment data that is only being used for one purpose. BIOSS SA helps clients extract more from the data they already hold by turning assessment insight into practical action."*

### More value from existing investment

No need for additional survey activity as the intelligence was already there, waiting to be unlocked at cohort level.

### Stronger evidence base

Richer, more credible foundations for conversations about culture, leadership, retention, succession, and organisational effectiveness.

### Existing data becomes strategic intelligence

In this case, assessment data collected for individual development purposes was transformed into a strategic asset for the whole organisation.

**BIOSS specialises in translating assessment data into organisational intelligence helping leadership teams act on what the data is already telling them.**