

## CAREER PATH APPRECIATION (CPA)

IDENTIFIES AND HELPS DEVELOP POTENTIAL

### Purpose

A sophisticated and rigorous process of identifying the current level of capability and growth potential for talent to progress to roles exercising increasing levels of complexity in the business. Assists both the individual and the organisation as they make decisions about:

- Identifying future leadership capability and potential
- Training, exposure, coaching and mentoring required to actualise capability
- Succession planning and talent management
- Development goals, career mobility and choices
- Recruitment, selection and placement

### What exactly it is

A Career Path Appreciation (CPA) helps both organisation and individuals to see the value in, and to set a value on, that individual's career development: value both in philosophical and economic terms.

The word 'appreciation' is central to the way Bioss and its associates work, with its connotations of both respect and growth. A CPA results in a mutual recognition of the current scope of a person's ability to make decisions, of the likely rate at which that ability will grow, and of the steps that could ensure realization of that potential.

The CPA process is based on the pioneering work of Elliot Jacques and Gillian Stamp using the Matrix of Working Relationships as a theoretical framework.

### How it works

The CPA consists of a one-to-one interview between a highly trained practitioner and an individual. Its focus is on the relationship between the individual's capability and the decision-making required in their work.

In considering the suitability of a person for a role, or in conversations about careers, it is customary to consider experience, skills, expertise and personal qualities. However, the Appreciation explores a person's capability to engage with complexity and uncertainty – to use their judgement to make sound decisions when it is not possible to know for certain what to do. At the extreme, in a strategic role where the fruits of such decisions may not be seen for many years, an accurate appreciation of a candidate's capability can mean the difference between the success and failure of an entire organisation.

The Appreciation also offers an insight into the phenomenon of 'flow', the dynamic relationship between challenge and capability. When individuals are out-of-flow, they feel either under- or overwhelmed. In flow, they feel engaged, energised and effective in their decision-making. As capability grows over time, individuals will instinctively seek greater challenge in order to sustain this sense of wellbeing.

### Different stages involved

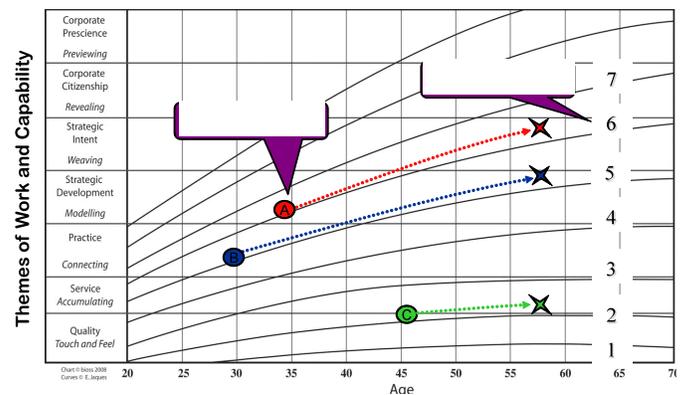
The Career Path Appreciation interview (respondent should allow for 2-3 hours) and process involves these four stages.

1. In the first stage of the interview, phrase cards guide conversation about the respondent's preferred approach to work.
2. This is then followed by a symbol card task, which reflects the way in which individuals approach problems, and offers insights into their capacity to create order out of disorder.
3. The last stage of the interview is a discussion on career history and career aspirations. Special emphasis is placed on periods when they have felt themselves to be 'in' or 'out of flow'.
4. The final stage is for the respondent to be offered feedback. Typically a written report with development recommendations to actualise potential will be prepared. Verbal feedback is offered to the candidate. In some cases verbal feedback / data is also provided to the manager or talent management area.

### What it offers

A CPA is not 'scored'. It's content is interpreted through the Bioss architecture of complexity known as the Matrix of Working Relationships, then mapped onto a 'development curve' that indicates the path than an individual's capability is likely to follow through their career. It also reveals at what age an individual which make transitions in capability. An example of this is shown below:

### CPA OUTPUTS: Current Level, Growth Curve



Materials are currently available in English, Spanish, Hungarian, Romanian, Italian, Russian, Czech and Mandarin.

### Testimonials

The CPA process has recently been used in Australia in organisations such as SAB Miller, Australia Post, Vale and BHP Billiton. Please contact us for client testimonials.