

# JANE DOE



# PERSONAL PROFILE

# THE GC INDEX

The GC Index\* profiles individual's actual and potential contribution to their role, their team and organisational function. Your profile is a measure of your natural aptitudes and inclinations shaped by the demands of your role.

Your profile will help you to think about how you can 'play to your natural strengths' and maximise your contribution to your team and organisation.



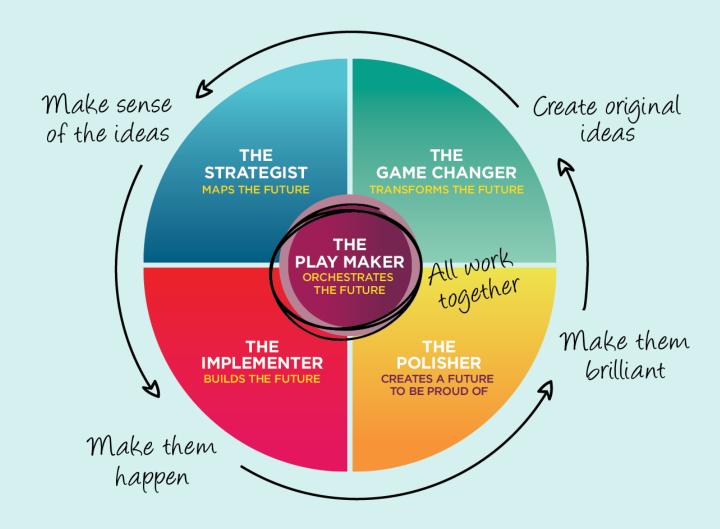
<sup>\*</sup> The GC Index was created by eg.1's Nathan Ott (CEO) and Dr John Mervyn-Smith (Chief Psychologist), in collaboration with Dr Adrian Furnham, following eg.1's "THE DNA OF A GAME CHANGER STUDY".

# THE GC INDEX® DIMENSIONS





# THE GC INDEX® EVERYONE CAN MAKE AN IMPACT





# THE GC INDEX® MULTI-DIMENSIONAL LEADERSHIP



#### PROFILE SCORES OF 1 TO 3

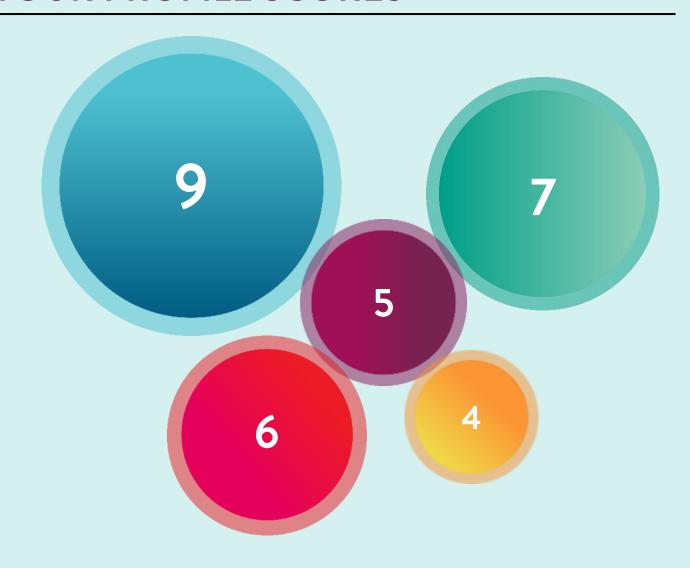
If you have a role profile score of 1 to 3, it suggests that you have little energy or inclination for this role. You may tend to avoid roles of this sort when you can. As a consequence you may not have developed the requisite skills to perform well in these roles.

#### PROFILE SCORES OF 4 TO 6

If you have a role profile score of 4 to 6, it suggests that you may have some energy and inclination for this role but not predominantly so. If and when you take on these roles, success is likely to be more dependent upon discipline than the inherent satisfaction you may derive from the role. Other roles may engage you more readily or you may prefer to engage in different activities and roles at different times.

### PROFILE SCORES OF 7 TO 10

If you have a role profile score of 7 to 10, it suggests that your natural energy and inclination is to take on this role. Your ability to be effective within the role will depend upon your experience and the degree to which you have had opportunities to develop role-related skills.













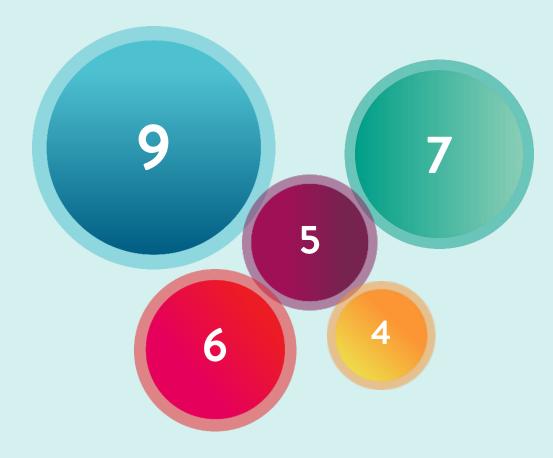


#### HAVING THE GREATEST IMPACT IN AN ORGANISATION

Your highest score of 9 suggests that your natural inclination is to take on the role of *Strategist* in teams and organisations. Your second highest score of 7 suggests that you have some *Game Changer* qualities.

You are likely to be very open to new ideas and possibilities and, most probably, derive excitement and satisfaction from seeing them within the context of the 'bigger picture'.

Such an inclination would suggest that you enjoy developing strategy; appreciating and anticipating patterns and trends within markets and the business.











#### MAXIMISING YOUR STRENGTHS

#### Approach to Leadership

Taken together, these strong inclinations suggest that you will want to lead with ideas, engaging people with new possibilities. To some extent this may be shaped by pragmatism and practicality (your *Implementer* profile), although the suggestion is that you will not want to be overly constrained in your thinking.

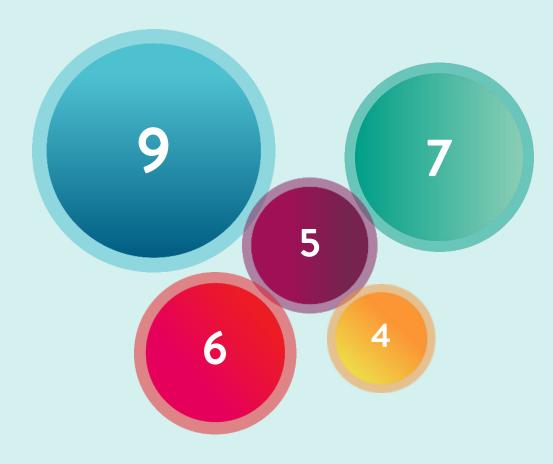
Your lower scores for *Polisher* suggest much less energy and inclination for detailed follow through.

The strength of your scores suggests that you will have more energy for making a tangible contribution rather than orchestrating and managing the activities of others. This is reflected in your *Play Maker* score.

### **Creativity and Innovation**

This profile raises a question as to whether or not you would be at your best in familiar settings where you can draw upon your knowledge and experience, or whether you can apply your strategic capabilities across a range of business settings.

To some extent this will reflect the development of those capabilities and the degree to which they are supported by strong analytical abilities and business acumen. Being at your best in this regard will be reflected in sound strategic and commercial judgement.













#### MAXIMISING YOUR STRENGTHS CONTINUED...

#### **Engaging and Influencing**

The natural inclinations described above will have most impact in organisations when they are underpinned by well-developed analytical skills and sound commercial judgement.

People are also likely to listen to your views when they are grounded in operational pragmatism. Given your profile you may need to be mindful of this and work on it.

A range of organisational roles and experiences will also lend credibility and substance to your views as a *Strategist*.

Your apparent comfort with new ideas and possibilities suggests a comfort with change, indeed, a need for variety and change. You may need to be mindful that others will be more anxious and resistant about change and, therefore, work at engaging 'hearts' as well as minds.

For some you may also need to work at grounding your ideas in practical reality.

#### Getting things done

Your profile suggests that you will have less energy for typical day-to-day management/administration and this is indicated by your Play Maker score. You will be at your best when you are free to lead with strategy and vision and in turn when you are leading a team of relatively self-sufficient individuals."

Moreover, your lower scores on *Implementer* and *Polisher* suggest that you may become bored with routine and detailed follow through. You may need to be quite disciplined at getting things done at times or have people around you who can support you in this regard. Effective delegation will then be important.













#### THRIVING NOT SURVING

You are most likely to thrive in an organisation that values vision, ideas and strategic thinking, an organisation that needs and values people who are able to shape strategy with intellect, analytical skills and commercial acumen.

Your *Game Changer* profile also suggests that you are most likely to be at your best in environments that welcome, and respond well to, challenge: organisations that are not content with the 'tried and tested'.

You may come across as provocative at times, seeking to challenge inertia and needing the energy that comes from 'pushing the boundaries'. You are likely to be at your best therefore in organisations that see themselves as 'leading edge'.

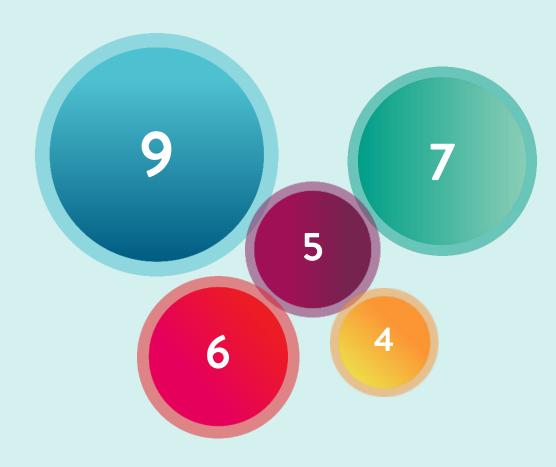
#### THE POWER OF TEAMWORK

You are likely to value and enjoy people who, like you, think broadly and strategically about business, people who use ideas and analysis to shape strategy.

Your profile also suggests that you would add value to those *Game Changer* colleagues who may have the capacity to think about issues, problems and change in uniquely creative ways. More specifically, you can see action in the context of the 'bigger picture'. This can bring focus to Game Changing actions.

You are future and ideas focused. You are less task and relationship focused. Therefore you would need people around you to complement you in this regard.

At your very best you will need to 'use' the capabilities of *Implementers* and *Polishers* to take your ideas, possibilities and plans and convert them into practical realities.















# NOTES FROM FEEDBACK SESSION

#### KEY INSIGHTS GAINED FROM THE FEEDBACK SESSION

- 1. The things that I get excited about others may get anxious about change and new ideas.
- 2. My style may be overwhelming for some. I can get very enthusiastic and am onto the next idea/project before the last one is done.
- 3. Some people will find me unrealistic, perhaps idealistic.
- 4. People may not always see me as a team player if I monopolise upon ideas.

#### ACTIONS NEEDED TO FURTHER UNDERSTAND MY IMPACT AT WORK

- 1. Do I listen enough to others contributions? I need to get feedback
- 2. Do I need to develop my Play Maker skills to progress my career? I need to discuss this with my boss
- 3. I need to ask people for feedback on the following: 'How influential am I?' 'Do people listen to me?' 'Do I involve them enough in my thinking?'











# **DEVELOPMENT ACTIONS**

### **DEVELOPMENT THEMES AND ACTIONS**]

- 1. My key strength has to be my strategic analytical skills do I use these capabilities to maximum effect?
- 2. I need to read around the subject of strategic thinking and reflect upon my own approach; how could I improve it?

#### **ACTIONS NEEDED TO ACHIEVE MY ASPIRATIONS**

 I need to think some more about what I want from my career and whether I need to become more of a *Play Maker* in order to achieve my ambitions















At their very best Strategists bring, excitement and energy to corporate tasks. They will enthuse and influence others with new, creative and innovative approaches to doing things. They tend to be more interested in the ideal rather than the real: satisfaction comes more from generating the idea rather than realising it. They will have the business acumen and analytical skills to convert ideas into commercially focused strategies.

### **AS PEOPLE**

Strategists are open to new ideas and possibilities. They can be imaginative, creative and opportunistic. They are, typically, excited by new ideas and energy will come from sharing and influencing others with their ideas or from building upon the ideas of others.

### **AS LEADERS**

They will lead with ideas and strategies. At the same time they can become bored with routine and detailed follow-through. They will have less energy for implementing ideas, for finishing and completing. Some will be distractable, moving from one exciting idea and possibility to the next. Their lack of motivation for follow-through, means that Strategists need others around them who can convert their ideas into reality.







- Hone your ability to see the 'big picture' by staying close to events in your industry: reading, networking, conferences. Bring your analytical skills to bear on what you learn in the process and look for those patterns, trends and synergies that predict the future.
- Develop your commercial skills and business acumen: get into the habit of seeing strategic objectives within a commercial context.
- Articulate your visions, views and arguments in a way that engages 'hearts' (good strategies bring certainty as well as excitement) and 'minds' (commercial possibilities).
- Test your thinking where appropriate with Implementers, they can be good 'reality checkers'.
- Bring the cap between strategy and implementation by developing good planning skills.









#### **GAME CHANGERS AT THEIR BEST**

Game Changers see possibilities. They see ways of doing things that others don't. They have a way to imagine how things could be, and, when they become obsessed with an idea, how things should be. Their potential contribution to an organisation is that radical rather than incremental change.

### **AS PEOPLE**

Once they have an idea, they can feel compelled to turn it into a reality. They can become obsessed with this process. This high level of perseverance is unlikely to be deterred by set back or failure. Indeed, failure for Game Changers is often seen as an opportunity to learn, to perfect. They don't feel constrained by a need to build upon what has gone before or by 'tried and tested' ways of doing things.

#### **AS LEADERS**

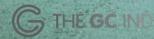
Game Changers may often be seen as inflexible, tenacious to the point of being a 'dog with a bone'. Their single-minded nature may mean that they are not seen as open to influence and this will distort relationships for some. At their best, they will lead through the power of ideas and possibilities.





### BEING THE BEST YOU CAN BE AS A GAME CHANGER - TOP 5 TIPS

- Recognise that some people will find your Game Changing nature unsettling at time.
   Change can leave people feeling inadequate and anxious as well as excited. If you want people to take your ideas seriously you will need to recognise and manage this. Give people time to digest your ideas and 'get used to them'.
- Remember that what may seem very obvious to you doesn't to others. Be patient with people when you are asking them to see the world the way that you do. Develop your influence skills through reading and training. Get yourself a mentor.
- Take time to build alliances, supportive relationships in the business with people who 'know where you're coming from'. These people can help you to manage the process of influence when you have a good idea.
- Recognise that good Strategists can bring focus to your ideas and help you to 'sell' them by putting them into a business and commercial context.
- Recognise those Play Makers around you and build a relationship with them. They can help you to get the best from your talents.









### **IMPLEMENTERS AT THEIR BEST**

Implementers, at their very best, 'get things done', they deliver. Their philosophy and practice is one of practical, pragmatic problem solving. They will often have a reputation as a 'safe pair of hands', someone who can be relied upon to get things done in a dependable way. They are outcome focused and will get things done without being a 'slave to the process'.

### AS PEOPLE

Implementers are typically driven by the satisfaction that comes from tangible achievements. Consistent with this, they will enjoy the challenge of finding ways to do things, finding solutions to practical problems and ways around obstacles. They can be innovative and flexible in the process. Their pragmatism is such that they can accept when an outcome is 'good enough', and 'fit for purpose'.

#### **AS LEADERS**

Effective Implementers are typically high energy people, action and outcome focused. They will tend to 'lead by example' demonstrating resilience to setbacks. They may tend to rely upon others for ideas and broader strategic direction given that their real strength and valued contribution is to make things happen. Nonetheless, effective Implementers need to be able to articulate the 'why' of action as well as the 'how'. They may also need to manage their frustration with 'analysis paralysis' or abstract notions that don't fit with real, operational needs. Effective Implementers will have developed the skills to help others (Strategists) 'test' ideas and turn them into a reality.



### BEING THE BEST YOU CAN BE AS AN IMPLEMENTER

- Implementers bring energy and drive to getting things done. Make sure that you focus this drive upon tasks that are the best use of your time, otherwise delegate.
- Implementers make very effective 'hands on' coaches. Develop your coaching skills as a way of getting the best from others.
- Implementers complement Strategists and Game Changers by being good 'reality checkers'.
   But be mindful of challenging ideas and possibilities in a positive way that 'doesn't burst bubbles'. Be careful not to be seen as resistant to change in this process.
- Help Strategists to operationalise ideas: make sure that you understand the commercial context when doing so.
- Like Polishers, Implementers tend to be very task and outcome focused. Take time to stand back to think about your life, your career and your relationships.





At their very best Polishers embody the philosophy and practice of Continuous Improvement. They seek to set the standard for excellence within their role and organisation. They can take products, processes and procedures with patience for incremental change, and constantly seek to improve them. At their best they will be able to understand and articulate the commercial, competitive advantage derived from continuous improvement.

### **AS PEOPLE**

Within any effective Polisher is a perfectionist nature. They derive energy and satisfaction from taking solutions and developing them to the point of perfection, excellence. By definition, they are comfortable with repetition and practice in pursuit of an outcome that doesn't accept 'good enough'. At an extreme, they are obsessive. Their drive for continuous improvement and their striving for excellence will reflect a determined and tenacious nature. They will be most challenged when they have to make a decision that a task is 'good enough', 'fit for purpose'.

### **AS LEADERS**

At their best they will balance the challenge of 'we can do better' with the support of a 'safe to fail culture'. They will be demanding, setting high standards for themselves and others. This focus upon stretching others will require a sophisticated skill set to do it well.







- Recognise that some people will find your need for perfection inhibiting at times. At an extreme, people around you may feel that they can never be good enough. Be aware when this may be happening, as it can lead to apathy in those around you.
- Use your need to perfect things as a strength in setting quality control, ensuring that things are the best they can be for you and those around you.
- Work on engaging people around you as to the positive outcomes that will be derived from taking something from "fit for purpose" to 'best in class". Demonstrate where the discretionary effort is worth the prize at the end. Motivating teams around this will be a strong leadership trait for you when done well. Work with Playmakers to help develop the combination of task and people focussed leadership.
- Understand when to 'let go", everything cannot be perfect every time. Work on deciphering
  which tasks require perfection and which ones will fulfil the commercial objectives by being
  merely excellent or even still simply just fit for purpose. Implementers will help you rationalise
  this in your mind and Playmakers will help you delegate.
- Like Implementers, Polishers tend to be very task and outcome focused. Take time to stand back to think about your life, your career and your relationships.





