



TEAM REPORT 2019



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THE GC INDEX® IN BRIEF

IDENTIFIES KEY
CONTRIBUTIONS
TO AN ORGANISATION'S
SUCCESS AT ALL LEVELS,
INCLUDING GAME CHANGERS

02PROFILES ACTUAL / POTENTIAL IMPACT AND CONTRIBUTION

03
A FOCUS UPON TALENT
DEVELOPMENT THAT IS
INCLUSIVE AND NOT ELITIST...

04
VERY CLEAR 'PLAY TO STRENGTHS' APPROACH TO DEVELOPMENT



DIMENSIONS

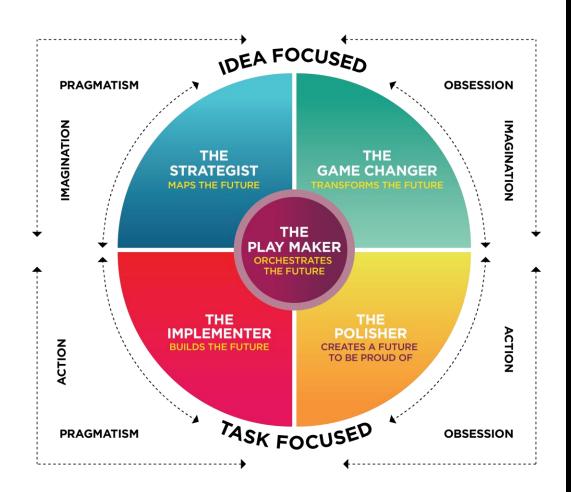
Research shows that people differ when it comes to their proclivities for making a positive *impact* on their world.

These differences, when it comes to making an impact, are underpinned by an individual's:

- Capacity for original thought Imagination
- Drive to turn ideas into reality Obsession

THESE DIFFERENCES ARE MANIFEST AS ENGAGEMENT WITH:

- IDEAS AND POSSIBILITIES:
 - Strategists and Game Changers
- TANGIBLE OUTCOMES AND THE PURSUIT OF EXCELLENCE:
 - Implementers and Polishers
- A DRIVE TO CREATE COLLABORATIVE ENDEAVOUR AND COLLECTIVE CONTRIBUTION:
 - Play Makers









MULTI-DIMENSIONAL LEADERSHIP

These famous people* have all been successful leading in ways that are uniquely them – they illustrate that leadership is multi-dimensional.

Your approach to Leadership will reflect the ways in which your proclivities interact with, and complement each other.

When it comes to maximising your own impact, remember that:

IMPACT = PROCLIVITIES + SKILL SET

Start by working with your highest scores in your GC Index profile, your potential strengths. These stronger proclivities will shape the way in which you can best make an impact.

Energy and impact will come from developing those key skills that make the most of your strongest proclivities.











CREATIVE PROBLEM SOLVER

E.G. HENRY FORD

LEADER AS COACH



CONTEMPORARY LEADER E.G. ANGELA MERKEL











VISIONARY LEADER E.G. ELON MUSK







E.G. GANDHI



PRAGMATIC LEADER E.G. ANA PATRICIA BOTÍN





THE
PLAY MAKER
ORCHESTRATES
THE FUTURE

INSPIRATIONAL LEADER
E.G. ANITA RODDICK







LEADER BY EXAMPLE
E.G. MARTIN LUTHER KING











INVENTIVE LEADER E.G. COCO CHANEL

CHARISMATIC LEADER

E.G. RICHARD BRANSON

ASPIRATIONAL LEADER E.G. EVA PERON

^{*}These are probable profiles based on what has been written about these leaders not actual results.



MULTI-DIMENSIONAL LEADERSHIP

THE COMBINATION OF GC INDEX ROLE SCORES CAN CREATE SOME INTERESTING INSIGHTS. WHAT IS THE OUTCOME OF YOUR TOP ROLE SCORES?





CONTEMPORARY LEADER

E.G. ANGELA MERKEL

At my best I can see clearly 'what' needs to be done. My core skills will be those of involving and including people in shaping the future, of engaging 'hearts and minds' in a way that leads to action.



CREATIVE PROBLEM SOLVER

E.G. HENRY FORD

At my best I am a creative practical problem solver. I can often see better ways of doing things: processes and procedures. I need to work with Strategist colleagues to ensure that I focus on the things that matter most.





VISIONARY LEADER

E.G. ELON MUSK

At my best I will bring creative ideas and possibilities to shaping future purpose and direction. I need to ensure that I have the skills to engage people with my ideas, especially those who will make them a reality, my Implementer and Polisher colleagues.





LEADER AS COACH

E.G. GANDHI

At my best, I get the best from others. I help people to focus upon delivering tangible outcomes to the best of their ability. To be effective, I need to ensure that I have good coaching skills.





PRAGMATIC LEADER

E.G. ANA PATRICIA BOTÍN

At my best I will shape strategic plans and deliver them; I will get things done. I need to ensure that I involve others as much as possible in the thinking and the doing.





INSPIRATIONAL LEADER

E.G. ANITA RODDICK

At my best I inspire people to give their very best. I can be demanding, so I need to ensure that I have the skills to clarify expectations, give feedback and resolve conflicts.





CHARISMATIC LEADER

E.G. RICHARD BRANSON

At my best I engage and enthuse others with creative ideas; new ways to think about possibilities and problems. I need to ensure that I have the skills to engage people with my ideas, especially those who will make them a reality, my Implementer and Polisher colleagues.





LEADER BY EXAMPLE

E.G. MARTIN LUTHER KING

At my best I have a reputation for getting things done to a high standard. I can be driven and impatient and task-focused. I need to ensure that I take time to listen and to make sure that people around me are 'on board' with my plans.





INVENTIVE LEADER

E.G. COCO CHANEL

At my best I turn creative ideas into reality. I can be obsessive. I get things done to a high standard. I get frustrated and impatient with people who 'don't get it'. I need to develop my approach to engaging and influencing people so that I can get them 'on board' with my ideas and expectations.





ASPIRATIONAL LEADER

E.G. EVA PERON

At my best, I can 'see the big picture' that's built upon a rigorous attention to detail; I like things to be properly 'thought through'. My core skill is that of helping others to trust my judgement.



THE GC INDEX® TEAM DEVELOPMENT

IDENTIFIES A TEAM'S INDIVIDUAL AND COLLECTIVE STRENGTHS- WHAT HAS, AND CAN, MAKE IT SUCCESSFUL.

Highlights the key points of complementary endeavour in teams where people need to collaborate and support each other in order to maximise their collective strengths.

Brings a focus to individual and team development- how could we be more successful?



THE GC INDEX® TEAM CONTEXT

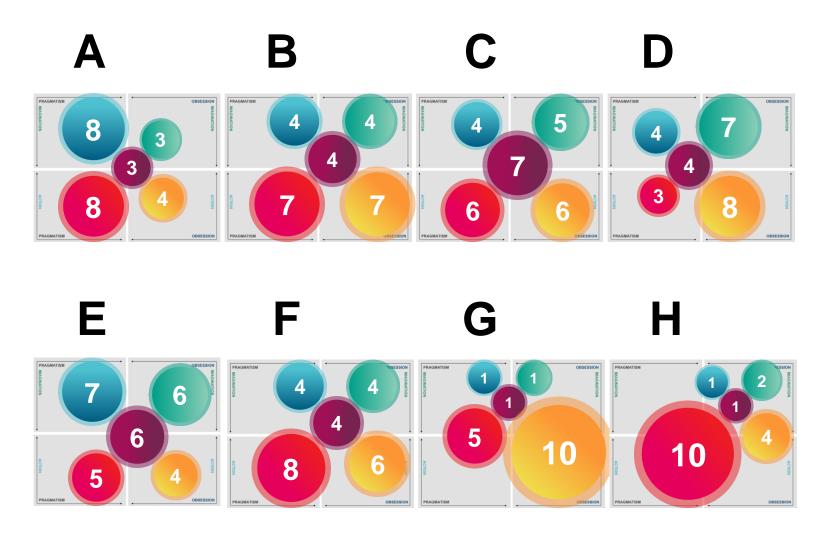
- This is a business emerging from a period of consolidation and growth.
- This GC Index Team Report will support that team at one of its regular 'awaydays' as it considers the challenge of leading change.





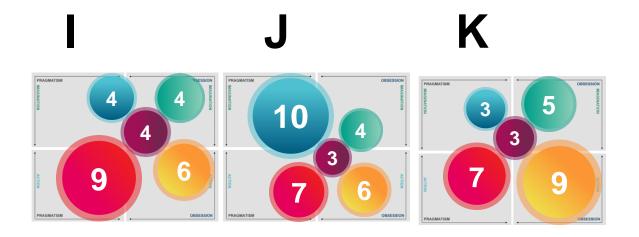


TEAM – INDIVIDUAL THE GC INDEX PROFILES





TEAM – INDIVIDUAL THE GC INDEX PROFILES





TEAM OBSERVATIONS OF INDIVIDUALS

A

B

A has a strong Strategist/Implementer profile. He will want to shape strategy and direction and, with direction set, he will bring energy and urgency to action. He will look to others for creative thinking and a rigorous attention to routine details.

B has a strong Implementer/Polisher profile. He will bring energy and urgency to getting things done – Implementer, and to a high standard when it matters – Polisher. He will look to others for strategic direction.

C

C has the strongest Play Maker profile in the team. He will want to nurture a sense of team work and shared endeavour. A collegiate and collaborative team culture will matter to him.

D has the strongest Game Changer profile in the team. He will want to bring new ideas and possibilities to the team. His Polisher profile also suggests that he will bring energy to converting ideas into reality. His drive may seem relentless at times.

13



TEAM OBSERVATIONS OF INDIVIDUALS

Ε

El has a Strategist/Play Maker profile. As a Play Maker, his approach will be inclusive with a focus upon teamwork and shared endeavour. He will care that the team shares a common purpose and common goals. He will also want to team to be open to new ideas and possibilities, his Game Changer proclivity.

F

F has a strong Polisher/Implementer profile. He will bring task-focused energy and urgency to the team; he will want to get things done and to a high standard. Given this action-oriented nature he may need to manage a degree of impatience with debate and the exploration of new ideas.

G

G has a very strong Polisher profile. He will want to bring to the team a focus upon learning, review and continuous improvement. He will set high standards for himself and for others and may be seen as quite demanding, possibly critical.



H has a very strong Implementer profile. He will be task-focused, bringing energy and urgency to getting things done. Given this action-oriented nature he may need to manage a degree of impatience with debate and the exploration of new ideas. He will look to others to provide strategic direction.



TEAM OBSERVATIONS OF INDIVIDUALS

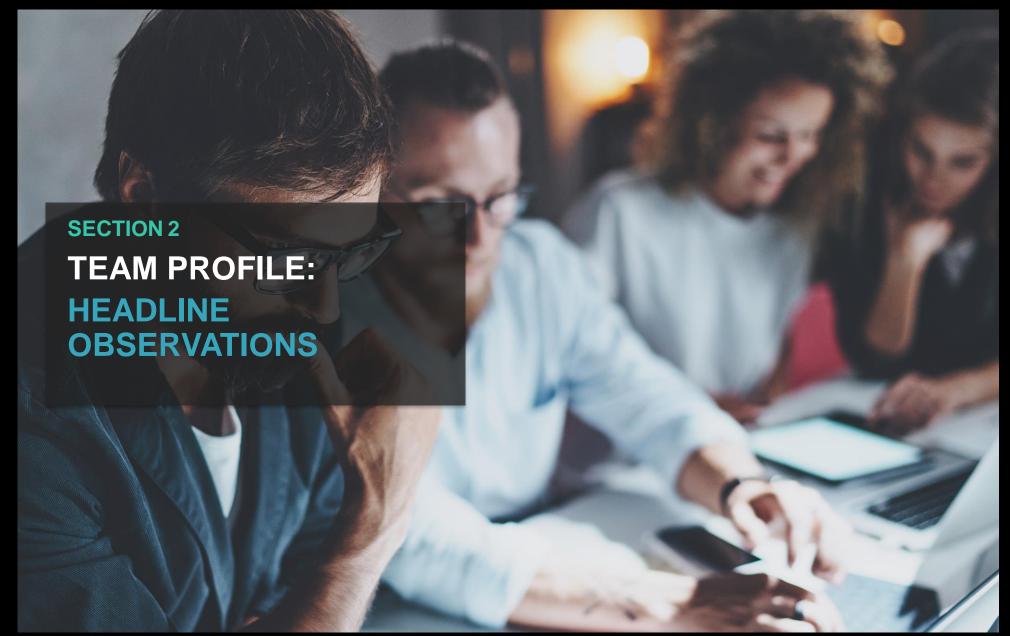
I has a strong Implementer profile. She will want to bring energy and urgency to action and is likely to have a reputation for reliably getting things done. She will also care about doing things to a high standard when it matters (Polisher). She will look to others for strategic direction but may become frustrated with over analysis.

J has the strongest Strategist profile in the team. He will want the team to be clear about the team's purpose and its strategy. He will want to be influential when it comes to shaping strategy. With strategy clear, he will bring energy to delivery.

K

K has a very strong Polisher profile. She will want to bring to the team a focus upon learning, review and continuous improvement. She will set high standards for herself and for others and may be seen as quite demanding, possibly critical.

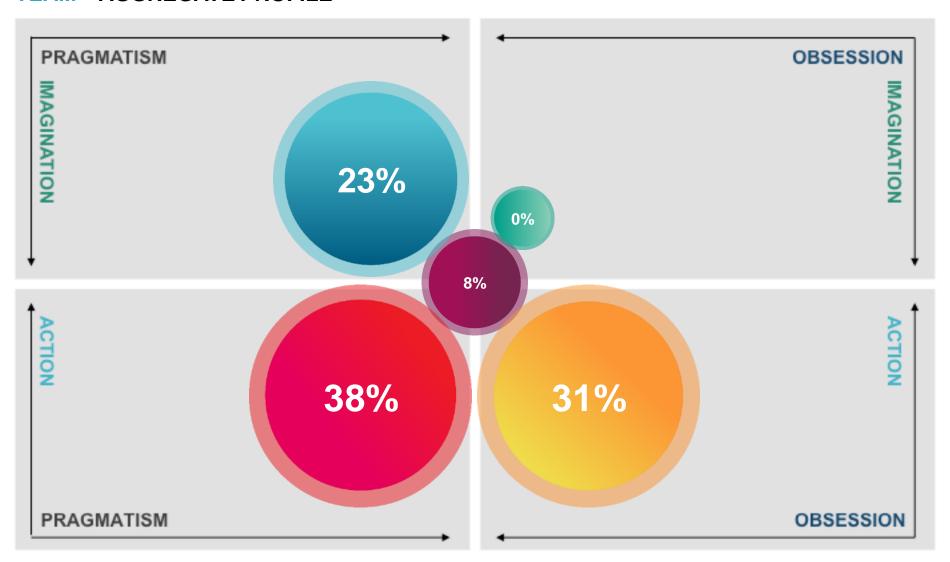






TEAM – AGGREGATE PROFILE*

* PERCENTAGES ARE BASED UPON HIGHEST SCORES





TEAM PROFILE HEADLINE OBSERVATIONS

STRENGTHS

In GC Index terms, this is a diverse team. The team includes six of the GC Index Leadership combinations. (See pages 6-7).

At it's best, this team will generate a good deal of energy, with urgency for achieving its objectives. Ten of the team have a 6+ score for either Implementer of Polisher.

Moreover, given its Polisher profile, it will take a pride in doing things to a high standard. (See the Team's aggregate profile on page 17).

This is an action-oriented and energetic team. Its energy will be evident when it's performing at its best.

The challenge for this team will be to harness and focus this energy upon doing the right things rather than just doing things right.

The team will need the strong Strategists to shape a shared purpose and common goals that provides direction and focus for action.

The strong Implementers and Polishers in the team will be at their best when expectations are clear and tangible.



TEAM PROFILE

HEADLINE OBSERVATIONS

COMPLEMENTARY RELATIONSHIPS

The diversity of this team, necessarily, suggests a number of complementary relationships.

The Game Changer will need the Strategists to see and evaluate ideas within a broader context of purpose.

The Strategists will need the Implementers and Polishers to 'test' the practical feasibility of purpose and direction.

The Play Makers will need to provide the 'glue' that gives individuals a sense of team and common purpose.

All team members have at least one score of 7 while eight have scores of 8 and above. This is a team of individuals who will want to make a definite contribution and be valued for that contribution.

It's a team within which people are likely to have views and trust their judgement. Team profiles also suggest self-sufficient natures: there is only one Play Maker with a score of 7.

For such team's collaboration is a product of shared objectives that requires a degree of interdependence to achieve them. Common goals then, will provide the basis for exploring, recognising and valuing the complementary relationships that exist in the team.



TEAM PROFILE

HEADLINE OBSERVATIONS

INHIBITORS TO SUCCESS

Diverse teams, in contrast to homogenous teams, can find it harder to agree common goals.

Large teams – with more than 7 members – are at greater risk of fragmentation, often breaking into smaller groups.

Strong Strategists in a team can bring alignment, they can also get 'bogged down' in difference.

This is a large team. Achieving meaningful and inclusive debate and decision making in a team of 11 will be challenging. The risk then, is of fragmentation, with people 'doing their own thing'.

This risk may be exacerbated in a team of self-sufficient (Play Maker profile) and action-oriented (Implementer profile) individuals.

The team can achieve cohesion through a clear understanding of why it's a team; clarity of collective purpose, strategy and individual expectations. When it comes to strategic direction, the team must be as one. When it comes to implementation, there may well need to operate as teams within a team.

Cohesion is also likely to come from building quality 'key' relationships within the team: each individual developing those relationships that are important for successful performance within their roles.



TEAM PROFILE HEADLINE OBSERVATIONS LEADERSHIP

Leadership needs to reflect the challenges that a team faces at any particular time.

All members of the team can take on a leadership role when the team needs it.

The team needs to recognise that dominance isn't the same as leadership.

The Team Leader has the strongest Strategist profile in the team. He will have a view on strategic direction and, given his Implementer profile, what the team needs, tangibly, to achieve.

In a team of 11, debating the 'what' and 'why' of action could feel laborious and frustrating. The temptation for him, especially when the team is under pressure, may be to be directive, prescriptive, to tell people what to do.

This may be appropriate, freeing the team to debate and review the 'how' of action. The risk here is of apparent/compliant alignment rather than a commitment to strategy that's a product of robust debate.

The second, and related point, is to do with creating a safe culture within which robust debate is possible. This is about managing the Polisher culture within the team. Some may 'close down' when the debate becomes challenging and critical and this will, necessarily, undermine the quality of debate.

On a broader point of leading change within the business, the team may benefit from exploring the implications of the lack of Play Makers in the team. The team may be good at engaging 'minds', how good is it at engaging 'hearts'.







TEAM DEVELOPMENT AND RECOMMENDATIONS: EXPLAINED

2 3 4

The questions on the following page are used to help a team bring focus to their effectiveness and development

They are a 'diagnostic starting point' for a team, questions that can be built upon and shaped relative to the team's purpose and function.

A team explores these questions while focusing upon their individual profiles (page 8) and the Team's aggregate profile (page 13).

The template on page 26 is designed to capture development actions for the team.



TEAM DEVELOPMENT AND RECOMMENDATIONS:

THE GC INDEX FRAMEWORK

THE STRATEGIST	'Do we see the future challenges for the business?'			
THE GAME CHANGER	'Do we see future, transformational possibilities?'			
THE PLAY MAKER	'Have we created a culture of shared endeavour and focus?			
THE IMPLEMENTER	'Do we have the capability and motivation to turn ideas into plans of action with tangible outcomes?'			
THE THE IMPLEMENTER POLISHER	'Do we bring urgency to action?'			
THE POLISHER	'Do we learn from success and failure?'			



TEAM DEVELOPMENT AND RECOMMENDATIONS: THE FOCUS FOR TEAM DEVELOPMENT

	CREATIVITY AND GAME CHANGING	STRATEGIC DIRECTION	IMPLEMENTATION	LEARNING AND INNOVATION	COLLABORATION
THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS	D has the strongest Game Changer profile in the team.	The team has three strong Strategists including the team leader. This should be a strength when it comes to leading change.	Eight of the team have 6+ scores for Implementer. There will be lots of energy for action. This team will want to get on and 'do'.	Eight members of the team have scores of 6+ for Polisher profile. The Polishers in the team will want to bring a focus to learning, review and continuous improvement.	One member of the team has a score of 6+ for the role of Play Maker. They will want to nurture a team culture of inclusion and collaboration.
WHAT NEEDS TO BE IN PLACE FOR THE TEAM TO BE AT THEIR VERY BEST	The team needs to consider the implications of the lack of game-changing thinking in the team; it may, or may not be, relevant.	The team needs a strategic plan that all can agree with, and align themselves to, when it comes to leading change. J needs to ensure commitment and not just compliance.	This action-oriented nature is a strength so long as it is focused upon 'doing the right' things rather than just being busy.	Taking time for review and learning will underpin the team's ability to adapt in the process of leading change.	The team's Play Maker profile is not a strong one. There will be implications of this for the team, how it works together and how it leads the business. It needs to consider these implications.



TEAM DEVELOPMENT AND RECOMMENDATIONS:

THE FOCUS FOR TEAM DEVELOPMENT

CREATIVITY AND GAME CHANGING

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- D has a score of 7 for the role of Game Changer. He will want to bring new ideas and possibilities to the team.
- However, there are no very strong Game Changers in the team, those individuals who could be expected to bring radical, creative thinking.

WHAT NEEDS TO BE IN PLACE FOR THE TEAM TO BE AT THEIR VERY BEST

- The team needs to decide whether or not, given its remit, it needs an
 injection of radical creative thinking and, if so, where this may come
 from.
- Given the Polisher profile of the team, it is likely that its strength is in a focus upon continuous improvement and the 'pursuit of excellence', rather than creating transformation change through radical ideas.



TEAM DEVELOPMENT AND RECOMMENDATIONS:

THE FOCUS FOR TEAM DEVELOPMENT

STRATEGIC DIRECTION

THE GC INDEX
AGGREGATE
STRENGTHS
AND LIMITATIONS

- Three team members have scores of 7+ for the role of Strategist. They
 will want to bring clarity of purpose to the team, along with a clear
 focus upon strategic objectives and direction.
- They will want to see action within a broader, commercial context.

WHAT NEEDS TO BE IN PLACE FOR THE TEAM TO BE AT THEIR VERY BEST

- The strong Strategists will, necessarily, want to debate purpose and direction; they will want to influence strategy and strategic objectives.
- This debate needs to be productive; Strategists can get 'bogged down' in debate.
- The Implementers and the Play Makers in the team need to 'move' the team from debate to action when appropriate but without being impulsive.



TEAM DEVELOPMENT AND RECOMMENDATIONS:

THE FOCUS FOR TEAM DEVELOPMENT

IMPLEMENTATION

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- Eight team members have scores of 6+ for the role of Implementer.
- This is an action-oriented and task-focused team that will want to bring a good deal of energy and urgency to action; they will want to get things done.

WHAT NEEDS TO BE IN PLACE FOR THE TEAM TO BE AT THEIR VERY BEST

- This action-oriented nature could make the team impatient with debate; it needs to manage this.
- There is always a risk with such teams that they can be very busy with the 'urgent' but then fail to attend to the 'important'.
- Clear structures and processes can help the team to manage the tension between debate and action.



TEAM DEVELOPMENT AND RECOMMENDATIONS:

THE FOCUS FOR TEAM DEVELOPMENT

LEARNING AND INNOVATION

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- Eight team members have scores of 6+ for the role of Polisher.
- These individuals will care about doing things right and doing them well when it matters.
- Consistent with this, they will be mindful of the question: 'can we improve?'; the basis for learning and innovation in the process of change.

WHAT NEEDS TO BE IN PLACE FOR THE TEAM TO BE AT THEIR VERY BEST

- In a team with a strong Implementer/Polisher profile there will always be a tension between 'just getting stuff done' and doing things to the highest possible standard.
- The team needs to recognise and manage this tension.
- The disciplines for learning and review will also help this team to be at its best.



TEAM DEVELOPMENT AND RECOMMENDATIONS:

THE FOCUS FOR TEAM DEVELOPMENT

COLLABORATION

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- One of the team has a score of 6+ for the role of Play Maker. They will want to create a sense of collaboration and shared endeavour within the team.
- However, the rest of the scores are in the 1-4 range. These scores suggest a group of self-sufficient individuals for whom collaboration is most likely to result from very clear shared objectives rather than from a desire to belong to a team per se.

WHAT NEEDS TO BE IN PLACE FOR THE TEAM TO BE AT THEIR VERY BEST

- This team needs to find the 'glue' that underpins and drives an inclusive, collaborative and collective effort.
- The obvious starting point is agreeing common goals: 'what's our purpose, what are we trying to achieve?'
- Then it would be about gaining clarity about roles and contributions when it comes to achieving these goals.



STRATEGISTS

BEING THE BEST YOU CAN BE



AT THEIR BEST

STRATEGISTS SEE PATTERNS AND TRENDS IN EVENTS AND DATA.

This could be the chief marketing officer who sees patterns and trends in consumer behaviour, the chief financial officer who sees numerical patterns in a set of accounts or the physician who sees a pattern in a set of symptoms. It could be the individual who sees repeated behaviours within a dysfunctional family.

Strategists ask 'why', they look for links between events and data. They seek to 'fit together the pieces of the jigsaw', to 'join up the dots' in a way that helps them to see the 'bigger picture'. At their best they can bring a logical and analytical mind to making predictions about the future based upon the patterns of the past.

AS PEOPLE

Strategists like to make sense of their world. They tend to assume a causality between events that leads them to ask: 'how are these events related?' and to postulate: 'if this, then this.' This approach helps them to bring some structure to their world, to bring, at times, order from apparent chaos or arbitrariness. Making sense of things is often the basis for action; it will bring purpose, energy and focus to action

AS LEADERS

Strategists will lead with possibilities that are a product of what has gone before. They will present their ideas in a way that engages others and mobilises action. They will bring optimism and energy to a fundamental human need to predict the future by mastering the present. Ideas will become strategies, strategies will become plans of action, and action will help people to feel potent.



GAME CHANGERS BEING THE BEST YOU CAN BE



AT THEIR BEST

GAME CHANGERS, AT THEIR BEST, SEE POSSIBILITIES THAT HAVE THE POTENTIAL TO CHANGE THE LANDSCAPE OF THEIR WORLD.

This could be a musician, artist, or writer whose work influences others for generations. It may be the designer or the inventor whose work is original, not derivative, the amateur chef with original recipes constantly popping into their head.

Game Changers imagine possibilities that others don't, and they engage others with the excitement and the vision of what is possible. Their contribution to the world is one of transformational change rather than incremental change, i.e. they see what might be rather than wanting to improve or change what is.

AS PEOPLE

Game Changers have a need for creative expression. Their creativity coincides with uncensored, seemingly free-associative thinking: they rule things in rather than ruling them out. They allow themselves to imagine, to dream. They don't feel constrained by a need to build upon what has gone before or by 'tried and tested' ways of doing things. They have a way to imagine how things could be and, when they become obsessed with an idea, how things should be.

Game Changers do not see themselves as risk takers. For them, a greater sense of loss and regret will come from not doing something rather than trying to do something. Creativity for them is, to some extent, a manifestation of their identity, of how they see themselves. Given this, being free to express themselves is vital to their sense of wellbeing.

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.



PLAY MAKER BEING THE BEST YOU CAN BE



AT THEIR BEST

PLAY MAKERS, AT THEIR VERY BEST, INVEST IN THEIR RELATIONSHIPS AT WORK.

By definition, Play Makers value the sort of group cohesion that they believe is necessary to drive performance: 'we are all in this together'.

At their best, they are consensus builders. Their inclination is to seek harmony in groups although the skillful ones will not shy away from confrontation; they will manage conflict in such a way that it produces cohesion rather than fragmentation.

Play Making is not to be confused with learned behaviours around being socially skilled, or personal qualities such as warmth or extraversion; it is about a particular impact, not a particular personality.

AS PEOPLE

Play Makers are collegiate by nature. They enjoy being part of something that they see as 'bigger than they are'. They will often see the 'greater good' as more important than individual needs. They are more likely to 'stand up for a cause' than stand up for themselves. As a consequence, they can seem quite understated at times. For Play Makers collective achievement is more important than individual glory. Play Makers believe that once you get the relationships 'right', then things will naturally follow and will get done. They are instinctive 'people gatherers' who are happy for others to be in the spotlight. At their best, they will know what makes people tick and know how to motivate and influence them. This will often reflect a high degree of emotional intelligence.

AS LEADERS

Play Makers do not seek to dominate, they are quite the opposite from 'command-and-control' leaders. Their approach is to be involving and inclusive, to facilitate and seek consensus about the 'what' as well as the 'how'. It's not in their nature to impose their views but rather to develop a collective view. They use the language of 'we' rather than 'l' and, consistent with this, can seem quite understated at times. At their best, they are able see how people can contribute to broader objectives. This is reflected in their GC Index profiles in the sense that they have some of all the other four proclivities within them; they can appreciate what others can bring.



IMPLEMENTERS BEING THE BEST YOU CAN BE



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. In groups and teams, they will bring task-focused energy and urgency.

This could be the project manager who needs to deliver outcomes quickly for their client, it could be the tour guide ensuring her guests see as much as they can on her trip or the HR manager who just wants to make things happen.

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, as leaders, 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 i.e. Strategists to 'test' ideas and turn them into a reality.



POLISHERS

BEING THE BEST YOU CAN BE

AT THEIR 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 and constantly seek to improve them. They will be able to understand and articulate the commercial, competitive advantage derived from continuous improvement. Consistent with this approach, they will value learning from review: 'what could we do better, differently?'



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 and excellence, maximising their potential. This could be the receptionist constantly striving to have the perfect welcome for their visitors, the branding consultant ensuring that the new product design is the best as it can be before it goes to print or the gardener striving for the perfect lawn.

When it matters most to them, they will struggle to 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. It also reflects optimism, the view that something could be better. They will feel most challenged when they have to make a decision that a task is good enough, fit for purpose, when they see possibilities for improvement.

AS LEADERS

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 expectations for themselves and others. This focus on stretching others will require a sophisticated skill set to do it well. At best, they will inspire people to perform to their very best, at worst, their demanding nature may inhibit others. Their drive can be relentless.



THANK YOU



THE GC INDEX®

www.thegcindex.com