

BUILDING MEANINGFUL BUSINESS

DRIVING PURPOSE WITH THE GC INDEX®



Both people and the spaces they work in are key components of a successful organisation. Reds10, a modular construction specialist based in London, knows all about the physical environment and, with help from GC Partner, The Cause Effect, it could understand more about its people – this helped treble its performance in just four years.

THE BACKGROUND

GC Partner, The Cause Effect, worked with Reds10 to help them develop a meaningful purpose, grounded in their own beliefs and passions, to support growth.

Ultimately the aim was to create a timeless purpose to build meaning into what they do and act as a cultural integrator.

The whole idea of purpose is to engage and bind people within an organisation beyond strategy and vision. The narrative that causes people to lead differently evolves and it is this that binds people together, inspires passion and boosts commitment to go above and beyond to deliver great things.

As part of their work, The Cause Effect introduced The GC Index® to help facilitate a change in working style and to support them in measuring their impact rolling out their purpose: To equip all society to live, learn and thrive in amazing spaces.

HOW THE GC INDEX IS HELPING

The GC Index® provided insight into the make-up of the senior team, including how and where they were having impact. It showed them what strengths had brought them their success to date, what challenges growth would bring and how the team could play to its strengths to achieve yet higher performance.

Understanding their profiles helped the team see how their proclivities had helped create such a successful business, but also how a culture dominated by Implementers and Polishers might inhibit growth going forwards.



HOW THE GC INDEX® HELPED CONT...

Three specific potential problems associated with them being a pragmatic action orientated team were identified:

- The conceivably diminishing impact of high-performance expectations on new ideas and individual creativity.
- The need to provide more direction and 'why' to the autonomous factory team.
- The need to invest more in the delivery through and engagement of others as workload and teams grow.

The real 'game changer' however was that it wasn't in the hands of a few but it relied upon the collective ability of the group to adapt styles, to use strengths in their combinations between them as peers.

As a result they are collaborating much more as a team.



To achieve our mission, we are working towards 10 goals that will shape the future of our industry:

- | | |
|--|---|
|  Provide a seamless, customer focused service from inception to end of warranty. |  Design, deliver and operate quality buildings that save our clients money and improve their productivity. |
|  Push the boundaries of off-site modular - deliver buildings with architectural integrity. |  Deliver a 50% reduction in overall product delivery programmes and 30% reduction in capital and whole life costs. |
|  Give clients cost and programme certainty. Never late and never over budget. |  Carbon negative with zero additional cost. |
|  Set a new benchmark for quality, safety, wellbeing and enjoyment at work. |  Invest in apprentices and develop a sustainable workforce. |
|  Industrialise standard components and production and eliminate waste in every step of the process. |  Generate fair and sustainable margins. |



“Now at least we understand where everyone is coming from and really get much more aligned behind our purpose...”

THE RESULTS

The GC Index® has given Reds10's leadership team its own language to communicate. It has allowed them to check-in on their behaviours, hold each other to account and have some fun with their preferred styles when they are collaborating.

They are also using it to develop their rising star managers and to support their recruitment drive, all with a palpable impact on results.

Concrete examples include a doubling of turnover, a fourfold improvement in margin, developing a 'one team' ethos and recruiting 20 new team members to drive future growth.

They were also shortlisted for The GC Gems 2021 for their amazing work.

“I believe that most senior management teams are dysfunctional in some way and their Boards probably all know this but often don't understand the real reasons why.

‘Now at least we understand where everyone is coming from and really get much more aligned behind our purpose.’”

Paul Ruddick, Chairman of Reds10

