Change Management & the GC Index

ICENI Mastermind

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The GC Index & Change Management

The GC Index is a powerful tool that can help business leaders drive change in their organisations. Change management is an essential component of any business strategy, and the GC Index can provide valuable insights into how to create a culture that is receptive to change.

It is a framework that identifies individuals' natural inclinations toward different types of contribution to a team. These contributions are categorized as Game Changers (innovators), Strategists (visionaries), Implementers (doers), Polishers (improvers), and Play Makers (networkers). Understanding the natural talents and abilities of individuals within the business is the key to unlocking their potential and driving change.

Change management is often met with resistance from employees who are comfortable with the status quo. The GC Index can help identify those who are most likely to embrace change and those who may be resistant to it. By understanding the natural strengths and weaknesses of team members, leaders can develop strategies to overcome resistance and create a culture that is open to change.

It can also help identify skill gaps within the business. Change often requires new skills and abilities, and leaders can use the framework to identify team members who may need training or development to meet new challenges. By investing in the development of individuals, leaders can create a more agile and adaptable organisation that is better equipped to handle change.

In conclusion, the GC Index is a useful tool for business leaders who want to drive change in their organisations. By understanding the natural strengths and weaknesses of team members, leaders can create a culture that is receptive to change and identify skill gaps that need to be addressed. Leaders can unlock the full potential of their teams and create a more agile and adaptable organisation that is ready to meet the challenges of the future.

Types of change

Identifying when change is needed in a business can be a challenging process, but there are some key indicators that can help you spot when it's time for a change. Here are some examples:

Declining profits or revenue

If your business is experiencing a significant decline in profits or revenue, it may be time to assess why and make some changes. This could involve restructuring your business model, exploring new markets, or making changes to your product or service offerings.

Customer complaints or feedback

If you're consistently receiving negative feedback from your customers, maybe something needs to change. This could involve improving your customer service, revamping your product or service offerings, or addressing your pricing strategy.

Increased competition

If you're facing increased competition in your market, it may be time to adapt your business strategy to stay ahead. This could involve developing new products or services, expanding into new markets, or adopting new marketing techniques.

Technological advancements

If there are significant technological advancements in your industry, it may be time to assess whether your business needs to adapt. This could involve investing in new technology or exploring new ways to incorporate technology into your business processes.

Staff turnover or dissatisfaction

If your staff are consistently leaving or expressing dissatisfaction, it may be a sign that changes need to be made. This could mean your workplace culture, offering more competitive compensation packages, or providing more opportunities for career development.

The GC Index: A Comprehensive Overview

Definition and Explanation of the GC Index

The GC Index is a revolutionary tool that has been designed to help businesses identify and leverage the skills and talents of their employees to drive change within their organisation. It is a unique framework that focuses on the individual strengths of employees rather than their weaknesses, allowing them to take on roles that are best suited to their skillsets.

At its core, the GC Index is a tool that measures an individual's impact on an organisation. It is not a personality test or a skills assessment, but rather a measure of an individual's ability to make an impact and drive change. This is achieved through the identification of five different profiles, each of which represents a different set of skills and talents.

Game Changers: Transform the future

A Game Changer sees ideas and possibilities that have the potential to be transformational. Events can sometimes seem arbitrary to them and there is the belief that rules are there to be questioned and challenged.

They are most energised when they have the freedom to be creative and are with people who give them the space to 'free associate' and share their enthusiasm for possibilities.

Conversely, they feel least energised when the desire for creative expression is thwarted, they feel constantly constrained by arbitrary rules and people don't see what they see.

What they need from others includes space to 'play' and be free to explore possibilities, help to verbalise and organise their thoughts, plus not to kill their dreams with reality.

Leadership approach and potential development areas include:

Must learn to understand their audience & tailor communication to them.

Knows who in the team can build on their ideas – Implementers/Polishers.

Uses the team for reality-checks, especially Strategists/Implementers.

Manages other people's anxiety about new possibilities & resistance to change.

Needs to be aware that at times they can be seen as inflexible and overly tenacious.

Strategists: Map the future

A Strategist sees patterns & trends in events & data bringing focus & attention. They see the world as a rational place, believing it is possible to make sense of the world, making it more predictable and controllable.

They are able to join the dots to see patterns that reveal the bigger picture. They are most energised when they can make sense of the world and see what to do, have the freedom to bring structure to work and life. with a clear sense of purpose and direction.

Situations where they feel least energised are when they: feel bewildered and unable to make sense of things., don't have time to think. and have to do things for no perceived purpose. Therefore, what they need from others: includes time to think things through before taking action, space to ask 'why' and acknowledgement of the need to feel purposeful.

Leadership approach and potential development areas:

Explains the 'why' to people to give them a purpose for action.

Tests predictions about the future with Implementers/Polishers.

Involves others in what we are going to do and how we are going to achieve it.

Leverages Implementers/Polishers to convert strategic objectives into action plans.

Can describe the 'what' and the 'why' considering operational constraints.

Shows some flexibility by being prepared to change their minds.

Implementers: Build the future

An Implementer shapes strategic plans and delivers tangible outcomes. They have a sense of progress when projects completed and a can-do mindset.

They thrive on the recognition that comes from delivering tangible outcomes and seeing ideas become a reality. One of their core capabilities is translating strategy into tangible, feasible and realistic operational action plans. They feel most energised when they have clear expectations and objectives, feeling they have the skills to deliver with the freedom to get things done.

They are least energised when they have a lack of clarity about what is expected, feel there is too much talking and not enough action and they are not able to get on with things efficiently. What they need from others is a 'can-do' mindset and energy, clear expectations and freedom to deliver with recognition of contribution when it comes to getting things done.

Leadership approach and potential development areas:

Articulates clear objectives and expectations for action.

Must try to avoid being too hands on with tasks that are not a good use of their time.

Shapes and tests other's ideas in a constructive and practical way.

Needs to stay open to new ideas and possibilities to deliver objectives.

Constructively helps the team move from debate to action.

Polishers: Create a future to be proud of

A Polisher embodies the philosophy and practice of continuous improvement, with a desire for progress, inspiring self and others to be their best. They are firm believers that if a job's worth doing, it's worth doing properly. Their focus is on excelling and being the best they can be, constantly seeking to improving products/service. However, it is vital to learn to not over deliver, when it isn't necessary.

Polishers are most energised when they feel they are making progress, learning and developing, are able to take pride in what they are achieving and know they are delivering to the standard they expect of themselves.

They are least energised when they are unable to do something properly, feel their standards are compromised and team members don't share their high standards. What they need from others is help to balance their self-critical side and to stop being a relentless perfectionist with team members who appreciate high standards.

Leadership approach and potential development areas:

Articulates high standards and expectations from the outset.

Inspires teams to achieve more but there is a need not to inhibit with high standards.

Nurtures a culture of review and learning.

Should be prepared to be influenced by Implementers who will go with 'good enough.'

Brings a positive rigour to debate rather than be negatively critical.

Play Makers: Orchestrate the future

A Play Maker gets the best from others individually and collectively in support of agreed goals.

They get the best from everybody by building a sense of trust and community, valuing everyone's contribution with a belief in equality. They get satisfaction from others success and the focus tends to be on investing in building relationships. Playmakers are most energised when they feel part of a cohesive team, with shared objectives & part of something bigger than themselves.

Situations when they are least energised are not feeling or heard or able to influence, when other team members just want to do their own thing or don't feel they can express their views or opinions. What they need from others is a sense of shared endeavour and a picture of what we can achieve together.

Leadership approach and potential development areas:

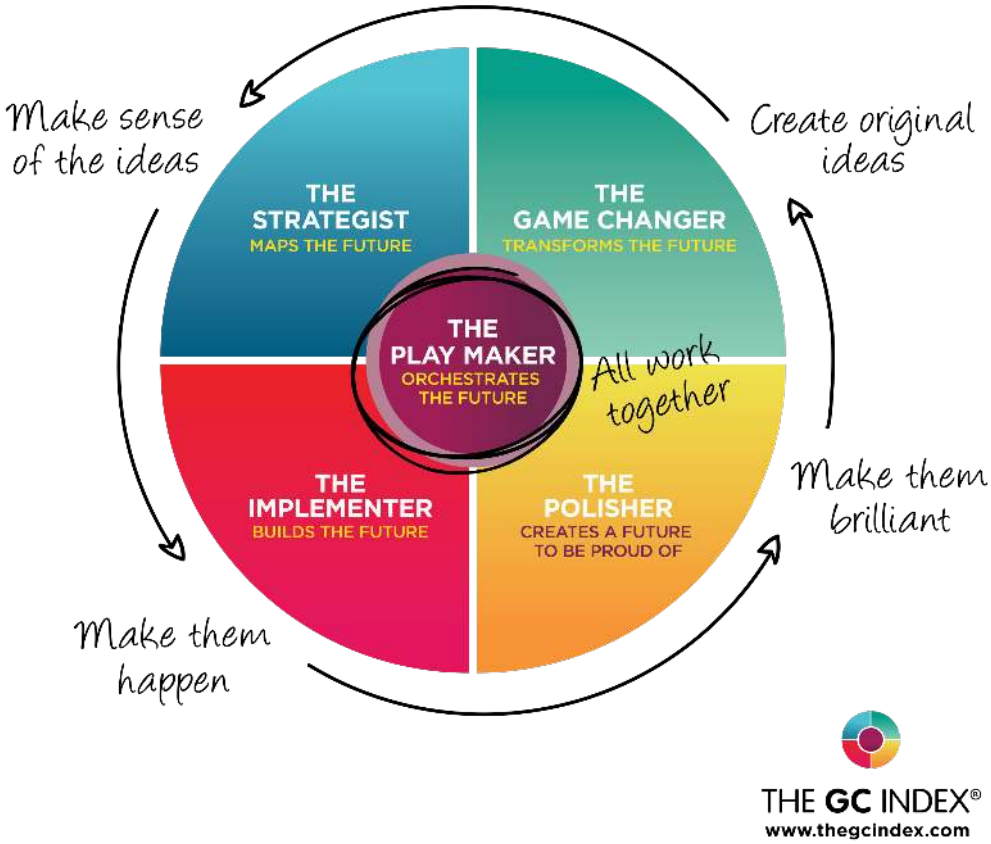
Facilitates productive debate and decision-making in teams.

Needs to avoid consensus undermining the quality of an outcome.

Knows when to assert their own views in a constructive way.

May need to develop skills for constructively managing conflict.

Makes the best use of people's talent, individually and collectively.



Proclivity Approaches

There are 3 key roles within the change process and understanding how a person will approach and make an impact on that role ensures the change happens more efficiently:

Change leaders
Stakeholders
Change makers

Everyone has a part to play to ensure the change is successful. At specific times within the process, each proclivity can contribute most effectively.

Understanding when people are playing to their strengths and when someone else should take up the reins is a key part of the planning.

Game Changers

Imagine solutions that elude others, seeing ideas in their entirety and revolution rather than evolution.

As a change leader: Inspire in the initial stages. Impatience can isolate others. Partnering with a Play Maker fosters team cohesion, while a Strategist ensures that their ideas align with broader goals.

As a stakeholder: Operate without the limits of established practices or precedent. Imaginative approach to change. Their engagement may falter if the proposed change is too small or iterative.

As a change maker: A "dog with a bone." Can strain relationships, but their energy and creativity are invaluable. May need to be reined in to avoid derailing agreed-upon plans.

Strategists

They bring energy and persuasion, integrating ongoing and new initiatives. They enjoy refining concepts rather than implementing them.

As a change leader: They welcome and cultivate new ideas and they prioritise tangible outcomes when evaluating new ideas.

As a stakeholder: They work to improve ongoing change initiatives, identifying key steps. However, they may struggle to stay motivated during implementation and attention to detail may not be their strength.

As a change maker: Identify how factors align but are prone to distraction by new ideas. They benefit from collaborators who can turn their visionary ideas into concrete action.

Implementers

Prioritise tangible results and have a practical, problem-solving philosophy. They are reliable and known for getting things done. They put progress over strict process adherence.

As a change leader: Lead by example over seeking recognition. They work best when partnered with Play Makers to foster collaboration. They excel after strategy and planning are complete.

As a stakeholder: Enjoy contributing to change by finding solutions to problems. They are flexible and innovative, accepting outcomes that are 'good enough' and fit for purpose.

As a change maker: Energetic and outcome-driven, leading by example and showing resilience. They rely on others, such as Strategists, for ideas and strategic direction.

Polishers

Excel in continuous improvement, striving for excellence and making incremental improvements.

As a change leader: Set high standards for themselves and others, striving for excellence.

As a stakeholder: Ensure changes meet high standards and while it may seem overly meticulous, this approach is necessary to balance change in some environments.

As a change maker: Not satisfied with "good enough" and are comfortable with repetition and practice.

Play Makers

Excel at building work relationships and achieving shared goals, empowering rather than delegating, focusing on bringing out the best in others.

As a change leader: Leading change, drawing out strengths in others to achieve results. Their collaborative leadership style is committed to developing individuals and teams for growth.

As a stakeholder: Bring people together and believe in the power of relationships to achieve results. They are not attention-seeking and prioritise maintaining positive relationships through change.

As a change maker: Motivating and influencing teams during change. They collaborate with Strategists to ensure progress and enable all to contribute effectively.

How the GC Index Can Be Used to Drive Change

The GC Index can be used to drive change by helping teams to work more effectively together. By understanding each team member's natural strengths and inclinations, team leaders can assign tasks and responsibilities in a way that maximises their collective potential. This can lead to increased collaboration, better communication, and more effective problem-solving.

It can also be used to identify areas of weakness within an organisation that may be hindering its ability to change and innovate. By understanding the distribution of Game Changers and other profiles within the organisation, business leaders can pinpoint areas where additional training or support may be needed to drive change.

By identifying proclivities, empowering teams, identifying areas of weakness, and measuring success over time, business leaders can create a culture of change and innovation that drives the business from good to great.

Change Management Models and the GC Index

There are several change management models that businesses can adopt, each with its own set of advantages and disadvantages. The most commonly used models include Lewin's Change Management Model, Kotter's 8-Step Change Model, ADKAR Model, and Bridges' Transition Model. Each model has a unique approach to change management and can be applied to different situations.

Lewin's Change Management Model is a three-step model that involves unfreezing, changing, and refreezing. The model emphasizes the need to first create awareness and a willingness to change before implementing any changes. Once the change is made, the model emphasizes the need to ensure that the change is made permanent by reinforcing the new behavior.

Kotter's 8-Step Change Model, on the other hand, is an eight-step model that involves creating a sense of urgency, forming a powerful coalition, creating a vision for change, communicating the vision, removing obstacles, creating short-term wins, building on the change, and making the change stick. The model is designed to be used in situations where significant change is required, and it emphasizes the need to create a sense of urgency and a strong leadership coalition to drive the change.

The ADKAR Model is a five-step model that involves assessing the current state, creating awareness, building knowledge, creating desire, and reinforcing the change. The model emphasizes the need to focus on individual change and the need to build awareness, knowledge, and desire before implementing any changes.

Bridges' Transition Model is a three-step model that involves ending, neutral zone, and new beginnings. The model emphasizes the need to manage the transition process carefully, with a focus on the psychological and emotional aspects of change.

The GC Index works with your business whatever model you use.

Challenges and how the GC Index Can Help

Change management is a critical process that businesses go through in order to achieve their desired goals and objectives. Unfortunately, change is never easy, and it is common for businesses to face several challenges during the change management process. These can significantly affect the success of the change, and it is essential for business leaders to be aware of them and take appropriate measures to address them.

One of the most common challenges in change management is resistance to change. Employees may be resistant to change because they fear the unknown or are comfortable with their current way of doing things. This resistance can manifest in various ways, including passive resistance, active resistance, or even sabotage. To overcome this challenge, business leaders must communicate the benefits of the change clearly, involve employees in the change process, and provide adequate training and support.

Another common challenge in change management is a lack of buy-in from key stakeholders. Key stakeholders may include employees, customers, suppliers, or even shareholders. Without their buy-in, the change may not be successful. Business leaders must involve key stakeholders in the change process, listen to their concerns, and address them appropriately.

A lack of resources is also a common challenge in change management. Implementing change can require significant resources, including time, money, and personnel. Business leaders must ensure that they have adequate resources to support the change and plan accordingly.

Finally, a lack of leadership and vision can also hinder the success of change management. Business leaders must provide clear direction and vision for the change, set measurable goals, and lead by example. Leaders must also be willing to make tough decisions and take risks to achieve the desired change.

How the GC Index Helps Overcome These Challenges

One of the biggest challenges in change management is resistance to change. Many people are naturally resistant to change, and this can make it difficult to implement new ideas and processes within an organisation. The GC Index can help leaders identify the individuals within their team who are most resistant to change, and work with them to understand their concerns and address them effectively. By understanding the natural inclinations of each team member, leaders can tailor their approach to each person, increasing the likelihood of success.

Another challenge in change management is the need for effective communication. Change can be disruptive, and it is important to communicate clearly and effectively with all stakeholders to ensure a smooth transition.

The GC Index can help leaders identify the individuals within their team who are most effective communicators, and leverage their strengths to communicate the change process to the rest of the people.

By using the natural strengths of each team member, leaders can ensure that the message is delivered effectively, reducing the chances of confusion or resistance.

Finally, change management often requires a significant investment of time and resources. It is important to ensure that these resources are used efficiently and effectively.

The Index can help leaders identify the individuals within their team who are best suited to lead the change process, and ensure that they are given the support and resources they need to succeed.

By leveraging the natural strengths of each team member, leaders can ensure that the change process is as efficient and effective as possible.

The Benefits of Using the GC Index

1. Identify Change Leaders

The GC Index can help you identify change leaders within your organization. These are the people who thrive on change and are most likely to drive it forward. By identifying these individuals, you can tap into their talents and use them to your advantage. Change leaders can help you create a culture of change within your organization and ensure that everyone is on board with the changes you want to make.

2. Align Talent with Change

The GC Index can also help you align talent with change. By understanding the strengths and talents of your team members, you can ensure that everyone is working in the areas where they excel. This can help to increase engagement and motivation, which can be crucial when driving change.

3. Create a Clear Strategy

The GC Index can help you create a clear strategy for change. By understanding the strengths and weaknesses of your team, you can develop a plan that plays to everyone's strengths. This can help to ensure that the change process runs smoothly and that everyone is working towards the same goals.

4. Measure Progress

The GC Index can also help you measure progress. By tracking the progress of your change initiatives, you can identify where things are going well and where improvements need to be made. This can help you to adjust your strategy and ensure that you are on track to achieve your goals.

Case Studies

Case Study 1: Company A

Company A was a well-established organisation that had been operating for over a decade. However, it had been struggling to stay competitive in its industry due to the lack of innovation and adaptability. The company's management team recognised that they needed to make significant changes to stay relevant and decided to turn to the GC Index to help drive change in their business.

The management team started by assessing their employees using the GC Index. The assessment showed that the company had a high number of Game Changers, but they were not being utilised effectively. The team realised that they needed to create an environment that allowed the Game Changers to thrive and contribute to the company's success.

To achieve this, the management team created a cross-functional team consisting of Game Changers and other types of proclivities. This team was tasked with identifying areas of the company that needed improvement and developing solutions to address those areas. The team was given the autonomy to experiment with new ideas and concepts, and the management team provided the necessary resources and support to ensure their success.

The team's first project was to improve the company's online presence and increase its digital footprint. The team developed a comprehensive digital marketing strategy that included social media campaigns, email marketing, and search engine optimisation. The strategy was successful, and the company's online presence improved significantly, leading to an increase in sales and customer engagement.

The success of the team's first project encouraged the management team to expand the team's scope of work. The team was tasked with identifying new product lines and developing new business models to expand the company's offerings. The team worked tirelessly to research and develop new products, and their efforts paid off. The company's revenue increased significantly, and it became a leader in its industry.

The success of Company A was a result of the management team's willingness to adopt a new approach to change management. By leveraging The GC Index, the team was able to identify the strengths of its employees and create an environment that allowed them to thrive. The result was a company that was innovative, adaptable, and successful.

Case Study 2: Company B

Company B, a global organization that was struggling to achieve its desired business outcomes. The company had a talented workforce, a strong brand reputation, and a solid financial standing, but it was failing to achieve the level of success it desired.

When we conducted an assessment of the organisation using The GC Index, we discovered that the company was lacking in certain key areas. Specifically, the company was not leveraging the skills and capabilities of its individuals to drive change and innovation. The company was also not effectively managing change, which was causing resistance and confusion among employees.

To address these issues, we worked closely with the business to implement a comprehensive change management strategy. This strategy included identifying the key areas where the company needed to improve and developing a plan to address these areas.

One of the key areas we identified was the need to foster a culture of innovation and creativity.

To do this,we worked with the company to identify the individuals within the organisation who were natural game changers and who were best suited to lead change initiatives.

We also developed a training programme to help these individuals develop the skills and capabilities necessary to drive innovation and change.

Another key area we identified was the need to improve communication and collaboration within the organization. To address this, we implemented a series of communication and collaboration workshops to help employees better understand the importance of working together and to develop the skills necessary to do so effectively.

Case Study 3: Company C

Company C was a small manufacturing company that had been in operation for over 30 years. Despite its longevity, the company was struggling to keep up with the changing market dynamics and was slowly losing its competitive edge. The management team was aware of the challenges facing the company and had tried various strategies to turn things around, but none seemed to work.

The company's leadership team decided to bring in a change management consultant to help them identify the root cause of their problems and devise a plan to turn things around. The consultant suggested that they use the GC Index to assess the strengths and weaknesses of their leadership team and identify where they could drive change.

After conducting the assessment, the consultant found that the leadership team had a high concentration of Game Changers and Strategists and a relatively low number of Implementers and Polishers. This meant that the team was great at coming up with new ideas and strategies but lacked the ability to execute them effectively.

The consultant recommended that the company bring in more Implementers and Polishers to balance out the team and improve execution. The company did just that, and within a few months, they had made significant progress in implementing their new strategies.

The company also used the GC Index to identify high-potential employees who could help drive change within the organization. They focused on developing these individuals and giving them opportunities to take on leadership roles.

Overview of our process (3 steps)

Step 1: Envisage

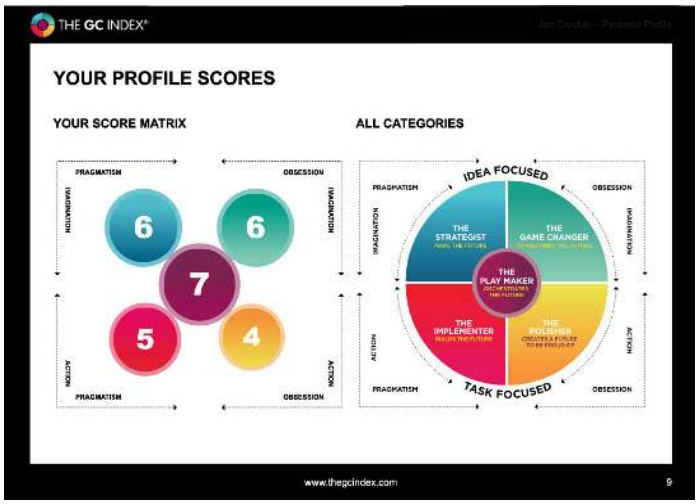
The first step is to introduce the language and methodology of the GC Index which is best done with an authentic example – you. We invite you, free of charge, to discover your own profile and decide if you agree we could support your change management.

When you register your interest, we will need your email address and LinkedIn profile URL. You will then be sent a link to a set of questions that will take around 5-10 minutes to complete with no right or wrong answers. This is not an intelligence or competency test but a means to assess your natural profile.

Once you have completed the questions, we will put together your report and contact you to arrange a Zoom call at a convenient time. During this one-to-one call of about 45 minutes, we will walk you through your report, explain your profile and answer any questions you may have. Afterwards, you will be sent a free link to have lifetime access to your report which is approximately 20 pages.

Action: Consult and support on the vision of your proposed change and its intended goal.

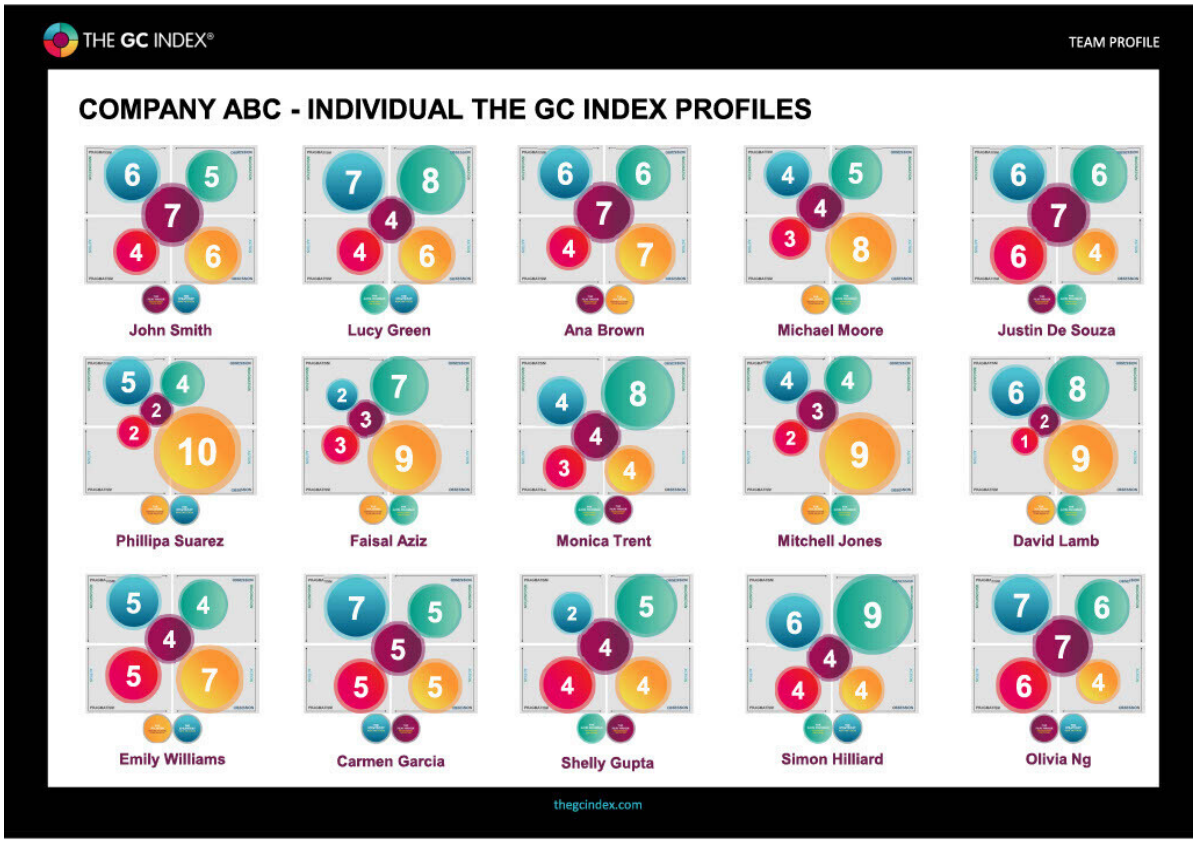
Outcome: A clear statement of intent with a plan of action, and desired outcomes with a deadline. This will define what needs to be done, why and when.



Step 2: Engage

Action: Consider the change leaders, stakeholders and change makers. Assess them individually and then with full team reports to show collective, dominant and potential impact in terms of delivering change.

Outcome: Profile assessments of all those involved to show how and when each can best be utilised during the change process, including main drivers and potential blind spots of individuals and teams. This will define who does what.



Step 3: Embed

Action: Working with executives and teams to provide coaching that ensures the change is not only implemented but sustained by employees. This will define if the change has been effective and then who, how, what, and when of its continuation (or adaptation).

Outcome: The vision realised with intended outcomes reached on time and on budget.

Get your free GC Index Profile

We would be delighted to offer you a free GC Index profile report and one-to-one feedback session. This will allow you to understand more about your own proclivities and the universal language of the Index.

Learn more

Change Management & the GC Index

Change management is not a one-size-fits-all approach. Every business is different, and every change initiative requires a unique approach. The GC Index can help you tailor your change management approach to the specific needs of your organisation, based on the strengths and capabilities of your people.

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