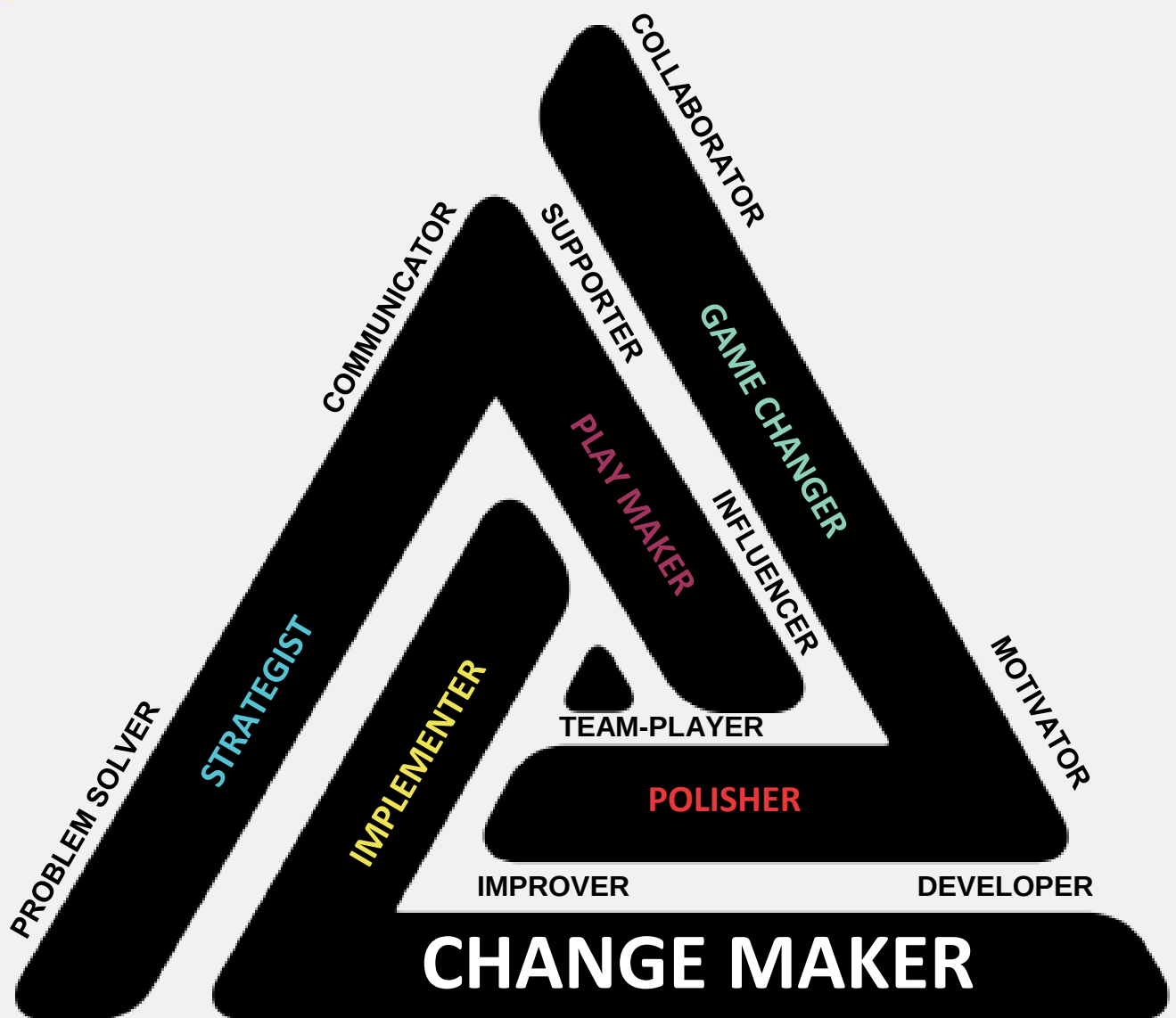




JANE DOE

THE
CHANGE MAKER
PROFILE
A GC INDEX® PRODUCT



A Change Maker is someone who looks around them and sees an opportunity to do things differently.

They identify a specific challenge to tackle, and give themselves permission to do something about it. What they choose to do can vary from transforming a whole organisation, improving workplace processes and wellbeing through to effecting positive social change – the key is a desire to make a difference.

We live in rapidly transforming, complex and uncertain times and the challenges ahead need change makers who get involved, value difference and work together. Knowing how they can best contribute to the projects, initiatives, communities and teams around them is an important first step and that is where The Change Maker Profile* plays an invaluable role. The Change Maker Profile is a measure of your natural aptitudes and inclinations, and how to use this insight in the context of change.

Your profile will help you understand how you can ‘play to your natural strengths’ and maximise your contribution to changes that occur within your sphere of influence. Making positive change happen is a tough job and your Change Maker Profile will be a critical tool to help you be a fully prepared and resilient Change Maker!

* The Change Maker Profile is a GC Index Product. The GC Index was created by Nathan Ott (CEO) and Dr John Mervyn-Smith (Chief Psychologist) in collaboration with Professor Adrian Furnham, University College, London.

The Profile of a Change Maker

Based on the GC Index, this diagram illustrates the five strengths that combine (in different ratios) to form a Change Maker. Your Change Maker Profile will show how to maximise your impact and contribution to the implementation of any change programme or initiative.



Your scores and what they mean

1-3

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.

4-6

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.

7-10

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.



Maximising your strengths

Making your greatest impact

Your highest score is for implementer.

Implementers, at their best, bring energy and focus to delivering operational objectives; they get things done and can be relied upon to do so.

They are driven by the need to achieve and will focus this drive upon tangible goals and objectives. This drive, typically, reflects a very pragmatic nature with a value placed upon 'common sense'.

Given the above, you will have most impact in roles that allow you to apply your energy and talents to the execution and delivery of concrete and measurable objectives.

Given your Implementer profile, colleagues will look to you to 'test' strategic thinking and convert strategy into operational objectives.

Your score for Polisher suggests that you will derive most satisfaction from 'fixing' problems but won't have the same energy for 'fine-tuning' solutions. You are most likely to want to be engaged by the next challenge.



THE CHANGE MAKER PROFILE



Maximising your strengths

Approach to leading change

Your profile suggests a task-focused and 'hands on' approach. In turn, this suggests a 'lead by example' style of leadership.

Your Implementer profile suggests a strength of 'being on top of' operational tasks in some detail. More specifically, Implementers can play a powerful role in teams by helping to convert strategy into tangible plans of action. The downside may be that you are drawn too readily into tasks that are not a good use of your time and, potentially, 'bogged down' in too much detail.

If so, you may want to question how well you use your time and, more specifically, how well you delegate.

If there is a challenge of 'letting go' and delegating effectively then you will need to explore how, practically, you can do this. You may need to develop your Play Maker capabilities.



THE CHANGE MAKER PROFILE



Maximising your strengths

Approach to creativity and innovation

Implementers are often at their best drawing upon their experience, when they have faced similar problems and challenges before, and have learned from these experiences.

They often have good memories that inform decisions about current issues and gives them confidence in their judgement. When they see things clearly they can become frustrated with abstract debate and over-analysis.

Your Game Changer score suggests that you may, at times, value the 'tried and tested, more than new ideas and possibilities. You need to be mindful that this is not seen as resistance to change.



THE CHANGE MAKER PROFILE



Maximising your strengths

Engaging and Influencing

Your profile suggests that you will bring a high level of energy and drive to action and, for the most part, this will be engaging for others.

Strong Implementers typically create a sense of progress and momentum by getting things done.

They also, consistent with the points above, value the 'tried and tested'. They need to be mindful of not appearing closed to new ideas and possibilities when, often, they are comfortable with change. Indeed, you may need the stimulation that comes with the challenge of change. What matters though to Implementers is to be able to see the practical value of ideas and change.

The fact that you are likely to be 'on top of' operational details will also support your views and arguments and make you influential. People will respect your knowledge and expertise when you are 'on familiar territory'.



THE CHANGE MAKER PROFILE



Maximising your strengths

Getting things done

By definition, Implementers get things done.

They are outcome focused and, at their best, will resist being a 'slave to process'. Moreover, your score for Polisher suggests that you will have less energy for tinkering with and fine-tuning solutions. You will have a strong sense of 'good enough' and a drive to move on to the next objective.

This action focused nature will mean that, at times, you become frustrated with over analysis and debate.



THE CHANGE MAKER PROFILE



Maximising your strengths

How you contribute to change

You are likely to be at your best in organisations that value people who can deliver tangible objectives that support strategic goals.

You will thrive then, in organisations that are outcome driven, not process driven. Organisations that will give you the freedom to get things done and not 'bog you down' in bureaucratic procedures.

You will thrive in 'achievement' cultures that recognise the importance of effective execution that is 'fit for purpose'.



THE CHANGE MAKER PROFILE



Maximising your strengths

The power of your change maker role in a team

Strategists around you can bring context to action, helping you to understand the 'bigger picture' that will define the priorities for action.

However, your profile also suggests that you have the capability to help others convert strategy into tangible, operational objectives. At your best you may be able to see how plans and strategies can 'work in action'.

Others may also look to you to see how operational problems can be overcome in the pursuit of strategic goals. This is a valuable capability in any organisation.

You are likely to be seen as realistic and pragmatic. Some will value these qualities, some may see you as focused on action to the detriment of new ideas and possibilities. You may need to be mindful of this.



THE CHANGE MAKER PROFILE



Multi-dimensional change makers

The combination of scores can create some interesting insights. What is the outcomes of your top roles?

Big Picture Communicator

"I can often see clearly 'what' needs to be done but not 'how'. I need to work on valuing those Implementers in my team and helping them to constructively shape and challenge strategy."



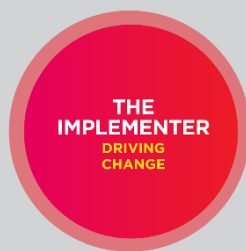
Concept Refiner

"I can see the future and I can articulate the journey. I need to develop teams around me who know how to turn ideas into reality. I need to learn how to 'take people with me.'"



Pragmatic Executor

"My strength is to develop strategy and direction and what that means operationally. There is scope for me to develop my strategic capabilities."



Imaginative Collaborator

"I can get people excited about new ideas and possibilities. I need to draw upon my team's experience to make sure that we focus on and invest in, the right ones. I have a bit of a butterfly mind at times."



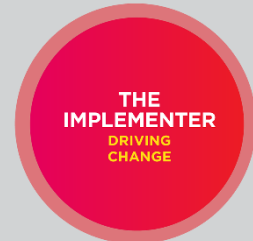
Obsessive Inventor

"I'm 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."



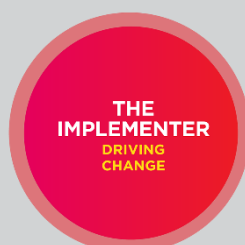
Creative Problem Solver

"I can often see better ways of doing things – processes and procedures – but I don't always listen. I need to learn how to be a more 'change agent', managing my stakeholders within the process of change."



Practical Supporter

"I like to help people to 'learn from experience'. I get a 'buzz' from seeing people develop. I know though, that I could be a better coach through learning and fine-tuning coaching skills."



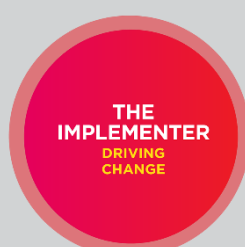
Standards Promoter

"I strongly believe that people should 'be the best they can be'. I see what people are capable of but don't always know how to cope with people who get defensive."



Active Improver

"I have a reputation for getting things done to a high standard. I am very driven and quite impatient. I know I could be more effective if I learn how to make my expectations of others clearer."



Quality Planner

"The vision is clear in my mind and I can be relentless about making it happen. I know at times, I will obsess over things that are not a good use of my time."



Game changers at their best



Game Changers 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 around radical rather than incremental change.

They think about what needs to be changed and improved all the time, they are obsessed with making change happen, they are tirelessly optimistic about the prospects of change and seem to generate ideas out of thin air. In many ways the Game Changer is the alchemist amongst Change Makers.

As stakeholders

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 and 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. You can engage a Game Changer by allowing them to use their imagination to contribute to the change.

As change makers

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 and are great at leading people in the early stages of change with real enthusiasm and verve.



Game Changers as Change Maker

Top tips

- Recognise that some people will find your Game Changing nature unsettling at times. 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 by giving them time to digest 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 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.
- Discover the strengths of the other Change Maker profiles in your team and develop a plan for bringing your strengths together to maximise the change you have agreed upon.
- 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 while cultivating Implementers and Polishers in your team.

Strategists at their best



At their very best, Strategists bring excitement and energy to change environments and tasks. They enthuse and influence others with new, creative and innovative approaches to doing things.

They tend to be more interested in the ideal 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 stakeholders

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. During change, Strategists may be open to new ideas and gain security from understanding the real world implications and pragmatic outcomes of the change in question.

As change makers

They will lead with ideas and strategies. At the same time they can become bored with routine and detailed follow-through. Their strength is in seeing how all the pieces need to come together for the change to become reality. They will have less energy for implementing ideas, for finishing and completing. Some will be distractible, 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.

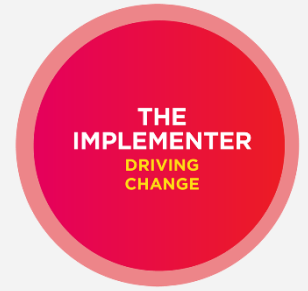


Strategist as Change Maker

Top tips

- 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'.
- Bridge the gap between strategy and implementation by developing good planning skills.
- Discover the strengths of the other Change Maker profiles in your team and develop a plan for bringing your strengths together to maximise the change you have agreed upon.

Implementers at their best



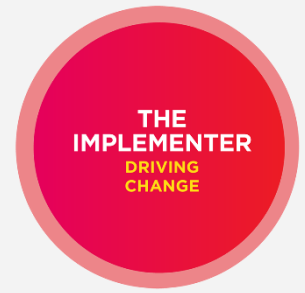
Implementers, at their very best, 'get things done'. They deliver. Their philosophy and practice is one of practical, pragmatic problem solving. They will often have a reputation as a 'safe pair of hands'; someone who can be relied upon to get things done in a dependable way. They are outcome focused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

As stakeholders

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'. Implementers derive security from understanding the tasks and process required to deliver change successfully.

As change makers

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. Implementers deliver change best through enabling others (Strategists) to "test" ideas and then turn them into reality.



Implementer as Change Maker

Top tips

- 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. Every idea is vulnerable in the early stages.
- Help Strategists to operationalise ideas: make sure that you understand the commercial context when doing so.
- Realise that you are the power of completion. Be clear on the direction (check occasionally) and know that your role is crucial for each task to be completed.
- Discover the strengths of the other Change Maker profiles in your team and develop a plan for bringing your strengths together to maximise the change you have agreed upon.
- Like Polishers, Implementers can be very task and outcome oriented, so take time to stand back and think about life, your career and your relationships.

Polishers at their best



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 stakeholders

Within any effective Polisher is a perfectionist nature. They derive energy and satisfaction from taking solutions and developing them to the point of perfection, or 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'. They will feel most secure when they are reassured that the intention is to deliver to the highest appropriate standards.

As change makers

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.



Polisher as Change Maker

Top tips

- 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 focus to make change happen.
- Understand when to ‘let go’, everything cannot be perfect every time. Work on deciphering which tasks require perfection and which ones will fulfil the objectives by being merely excellent or even just fit for purpose. Implementers will help you rationalise this in your mind and Playmakers will help you delegate.
- Remember that your skills are the ones that will refine your product or service to the level of excellence that the whole team will appreciate and be proud.

Playmakers at their best



Play Makers at their very best, invest in their relationships at work. Their focus is upon getting things done through the strength of their relationships, through shared endeavours and teamwork. They enable rather than delegate and take pleasure in seeing others 'shine'. They like to get the very best from others.

As stakeholders

Play Makers believe that once you get the relationships right then things naturally will happen and 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. In change situations, Play Makers derive security from reassurance that the change can be delivered without detriment to existing relationships. Equally, they will seek to ensure that those involved have an opportunity to contribute and shape the outcomes.

As change makers

With a leader's 'eye' for what needs to be done, Play Makers will bring direction and focus to change activity; they are comfortable leading and taking charge of people and situations. Imagine them as conductors of an orchestra, getting the very best from individuals and teams. At their best, they are able to see how people can make a contribution to broader objectives and are great at drawing out the strengths of other Change Makers and combining them to deliver significant change.

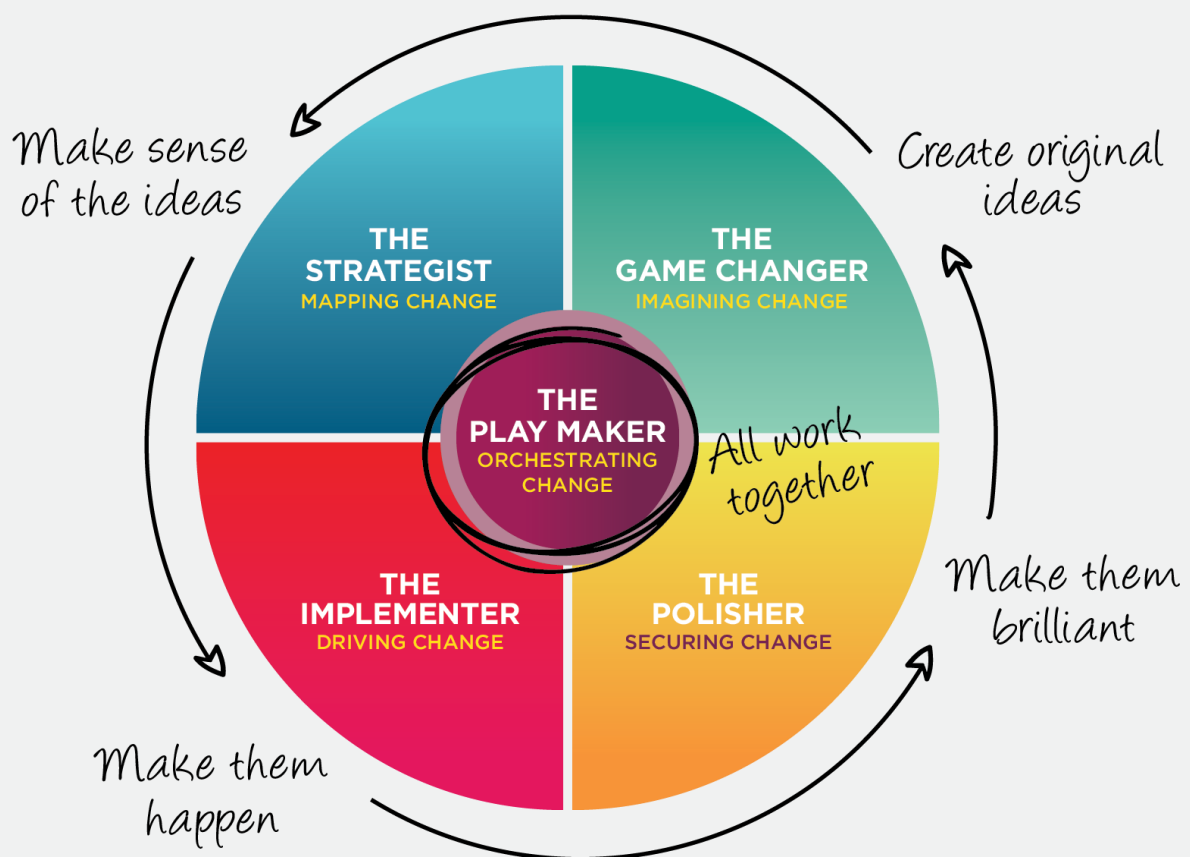


Play Maker as Change Maker - top tips

- Take time to develop your most important capabilities, namely, your people skills. Keep a 'people skills' book on the go and attend courses when you can or get yourself a coach.
- Take time in your week to stand back and think about those key people around you at work. Think about them as people, their capabilities, motives and agendas. Be clear about how you can engage them effectively and build productive and complementary relationships.
- Make sure that you develop the most sophisticated skills for managing conflict: negotiation skills, conflict management skills.
- Understand what it is that makes you influential (ask people) and build this into your approach to getting the best from people.
- Take time to network and to build your relationships informally.
- Discover the strengths of the other Change Maker profiles in your team and develop a plan for bringing your strengths together to maximise the change you have agreed upon.

My team contribution

In order to make change happen, we need to work in teams. You will bring a unique contribution to any team you join and your impact will depend on how well you have fine-tuned your skills. Look at how each strength makes a valued contribution below and think how you can best serve the team. Write your answers on the next page and discuss with your GCologist.



How can I complement the strengths of my team?

Game Changer

Strategist

Implementer

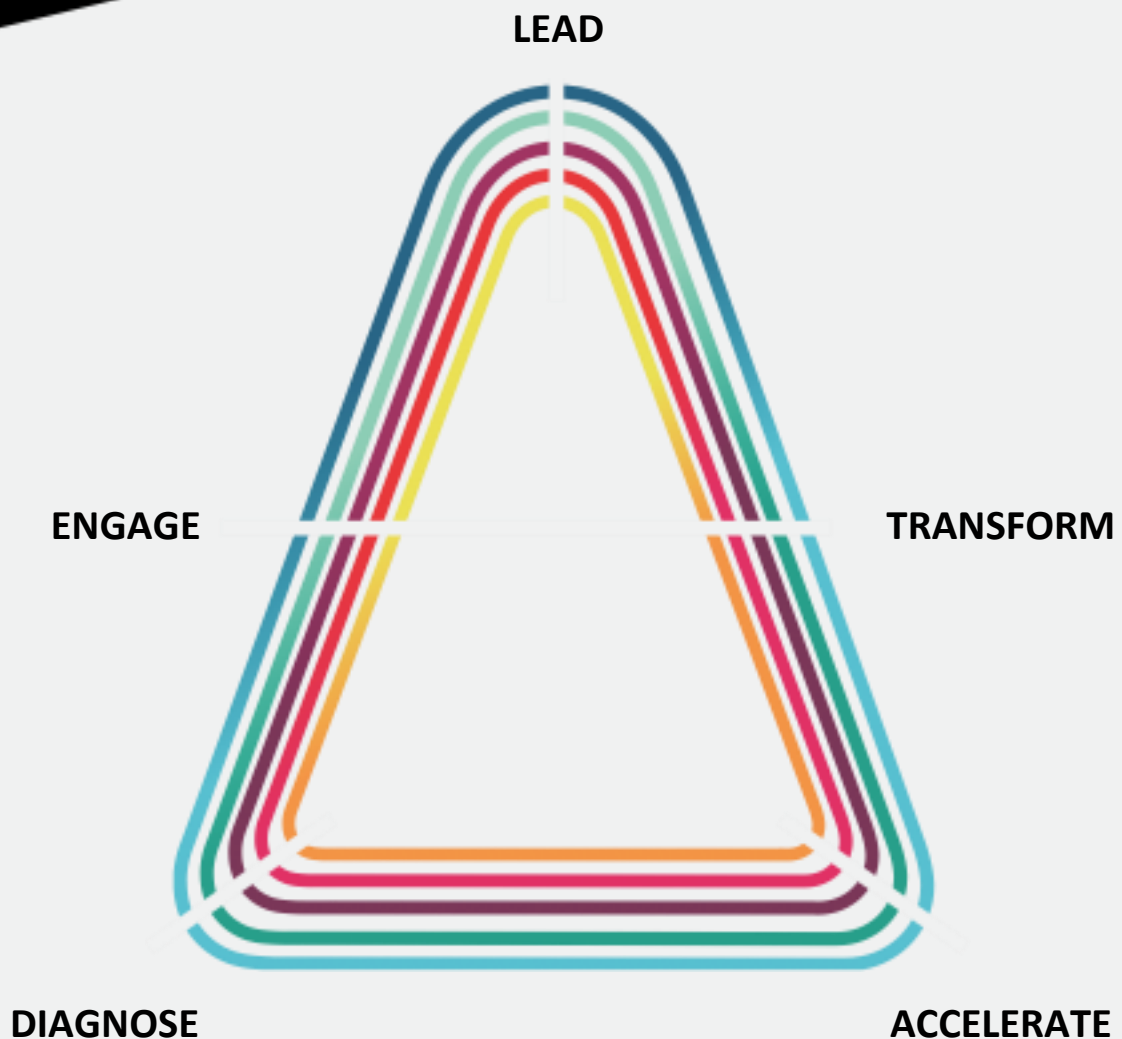
Polisher

Play Maker

Making change happen

Making change or transformation happen effectively and sustainably is a real challenge. It's not just about replacing systems or processes and telling people what to do differently. In fact, this approach will soon lead to people feeling the change has been done to them, no ownership and poor results.

Change is all about people and the model below illustrates how you can engage people to make change for themselves, build an appetite for maintaining the improvements and embrace change in the future.



The DELTA Model™ - Simon Philips 2007

D.E.L.T.A.

The questions addressed during each phase of DELTA:

DIAGNOSE

What is the change we want to make? Who will be impacted or involved in the new way of doing things (the Stakeholders)?

ENGAGE

How would the Stakeholders like things to be? What can be co-designed? How will the change be made? Who needs to be involved and when?

LEAD

Who will manage the risks and clear any barriers to change? Who will communicate the change and inspire continued action?

TRANSFORM

Who will ensure the changes being made are effective and delivering results. How will this change be aligned with and integrated into everything else?

ACCELERATE

Who will capture the lessons learned and build the capability to deliver change in the future?

How can I use my strengths to contribute to change?



DIAGNOSE

- See the not so obvious issues behind the current state challenges.
- Ask some great questions when thinking about the overall aim of the change.

ENGAGE

- Provide lots of ideas on how things could be in the future.
- See opportunities for Change everywhere.
- Contribute some interesting ways of presenting information which will challenge the established ways of doing things and ensure these influence the plan.

LEAD

- Apply different thinking to overcome obstacles to implementation.
- Identify options for proceeding and provide confidence to the implementation team that the objectives can be achieved.

TRANSFORM

- Offer creative ideas for doing the implementation tasks differently.
- See opportunities for supplementing the overall plan with interesting innovations and will be a great cheerleader.

ACCELERATE

- Contribute ideas on how to do things differently next time.
- Provide a lot of energy to the ongoing activities.
- Contribute a lot of ideas for making change part of the culture in an organisation.

How can I use my strengths to contribute to change?



DIAGNOSE

- See the Big Picture and clarify what the best, most aligned outcomes of the Change can achieve.
- Recognise the constraints involved in moving forward and gather all critical information to the success of the Change.

ENGAGE

- Ensure ideas for Change are aligned with other activities underway or planned.
- Highlight where new ideas will contribute most to the desired outcomes.

LEAD

- Continue to scan the horizon for issues outside the Change that could impact the planned outcomes.
- See opportunities to revise the plan and seek to clarify the value of an evolving implementation.

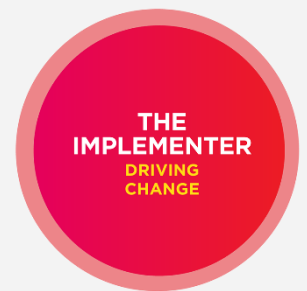
TRANSFORM

- Monitor activity at a high level and ensure the plan is being implemented in alignment with other initiatives.
- Identify when developments outside the Change will make an impact - positive or negative.

ACCELERATE

- Clarify how the Change Makers will operate within the organisation and identify how they can stimulate broader understanding of the strategic priorities.
- Help establish the framework for ongoing change.

How can I use my strengths to contribute to change?



DIAGNOSE

- Capture the plan and ensure all activities in the Engage phase are organised.
- Recognise the logistical challenges and offer options for the way ahead.

ENGAGE

- Keep everyone on track and drive desired outcomes from the engagement activities.
- Document all relevant outputs and ensure nothing is lost.
- Challenge action outside of the established brief.

LEAD

- Drive the plan forward and create granularity that will ensure delivery can be approached in an organised way.
- Actively contribute to any and all activities necessary to setup the Change for success.

TRANSFORM

- Drive the desired outcomes and deliver proofs of concept quickly.
- Lead on the delivery of key tasks and embrace the clarity around roles and responsibilities.
- Tackle problems and issues as they arise and will be largely self-sufficient.

ACCELERATE

- Organise the review activities and ensure the team has everything it needs to proceed on to the next change activities.
- Provide the drive and energy to complete any outstanding tasks.

How can I use my strengths to contribute to change?



DIAGNOSE

- Contribute the Lessons Learned from previous Change implementations.
- Highlight where resources may be wasted doing something that has materially not worked before.
- Ensure a quality plan.

ENGAGE

- Clarify where the scope of the Change is significant and where it can be incorporated easily within the current frameworks.
- Drive for an Implementation Plan that creates higher levels of consistency and performance.

LEAD

- Ensure everyone is clear on their personal responsibilities and the measurable outcomes they will deliver.
- Identify quick wins that can be implemented immediately to improve performance incrementally.

TRANSFORM

- Monitor the implementation plan closely ensuring the team review it regularly and keep the Change on schedule and in budget.
- Identify opportunities to enhance the quality of the solutions and plan for sustainable outcomes.

ACCELERATE

- Steer the Review processes and ensure the Lessons Learned are captured for all stakeholders.
- See the opportunity for tangible and meaningful improvement.
- Identify the finer details of the Change activities ensuring the costs and benefits are clear.

How can I use my strengths to contribute to change?



DIAGNOSE

- Will create a comprehensive Stakeholder Map and identify all of the people issues associated with the proposed Change.
- Will design the Engage phase and help the Project Sponsor understand how they can make their best contribution.

ENGAGE

- Will get the best from everyone involved in the process of creating a plan for Change that is owned by all Stakeholders.
- Will orchestrate collaborative working and be willing to challenge and support when personalities are getting in the way of progress.

LEAD

- Will help the leaders in the process to identify how they can utilise their strengths to clear the roadblocks for the implementation teams.
- Will facilitate consensus amongst the key sponsors to ensure executive buy-in is achieved.

TRANSFORM

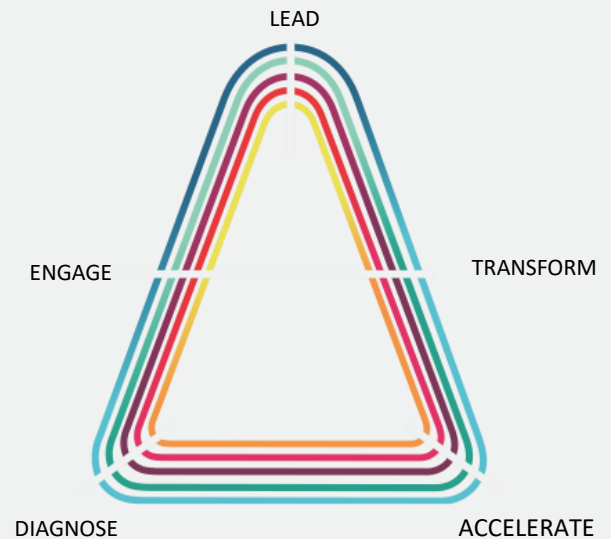
- Will work hard to maintain the morale of the implementation teams and ensure they have everything they need to deliver.
- Will mobilise sponsors as required and ensure progress is communicated and understood.

ACCELERATE

- Will ensure the Change is celebrated and all stakeholders are clear on the benefits delivered.
- Will orchestrate the training and development of the Change Makers and ensure they have the support of the organisation.
- Will generate understanding of the role of the Change Maker.

My contribution to change

Now you have a good idea how each Change Maker strengths contributes to making change happen. Let's consider how your personal combination of strengths can impact change.



@The DELTA Model - Simon Phillips 2007

Think of a change you're involved in, how will you contribute to make it successful?

Diagnose

Engage

Lead

Transform

Accelerate

Notes from my feedback session

What do I need to do in order to develop and maximise my change maker potential?

1

2

3

4

What does this mean to me on a day-to-day basis?

1

2

3

4

Notes from my feedback session

What actions are needed for me to achieve my aspirations?

1

2

3

4

What support do I need to be the best Change Maker that I can be?

1

2

3

4

Notes from my feedback session

Additional notes

Capture further notes from your feedback session here.

“Individuals have the power to change themselves. Only through influence and working with others can we change the world.”

Simon Phillips – Founder, The Change Maker Group

Enjoy the journey!