



[NAME]

THE
CHANGE MAKER
PROFILE

A GC INDEX® PRODUCT

A Change Maker is someone who understands how they, and others, can contribute to making our world better.

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.



THE CHANGE MAKER PROFILE

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 the role of *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.

Your score for *Polisher* also suggests that you will have some energy for delivering to a high standard when it matters.

Your *Play Maker* profile suggests an inclination to take on the role of *Play Maker* in groups and teams. *Play Makers*, at their best, get things done through others by facilitating and orchestrating activity.

Your *Strategist* score suggests that you will want to see action within a strategic context although they do not see yourself as the strongest of strategic thinkers.



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. 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 you can do this in practice. Your *Play Maker* inclinations will help in this regard.

Your approach to leadership may well be supported by your *Strategist* inclinations. More specifically, *Implementers* can play a powerful role in teams by helping to convert strategy into tangible plans of action.



Maximising your strengths

APPROACH TO CREATIVITY AND INNOVATION



Your score on *Game Changer* suggests that you may, at times, value the 'tried and tested', more than new ideas. When you are faced with new possibilities, you are likely to evaluate them through a lens of pragmatism.

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.

THE CHANGE MAKER PROFILE



Maximising your strengths

ENGAGING AND INFLUENCING



Your profile suggests that you will bring a high level of energy and drive for 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.

Given your *Game Changer* profile, you may 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'.

Your *Play Maker* profile will also shape your approach to influence in the sense that *Play Makers*, at their best, are involving and collaborative.

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'. 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.

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

Your Pay Maker profile also suggests that you will thrive in collegiate cultures that value collaboration.



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.



Multi-dimensional change makers

The combination of scores can create some interesting insights. What is the outcome 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 consider engaging people to get more done"



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 manage 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 learned 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, and delay action."



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



THE
IMPLEMENTER
DRIVING
CHANGE

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



THE
POLISHER
SECURING
CHANGE

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. Their focus on doing the right thing can dampen the enthusiasm of others.

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

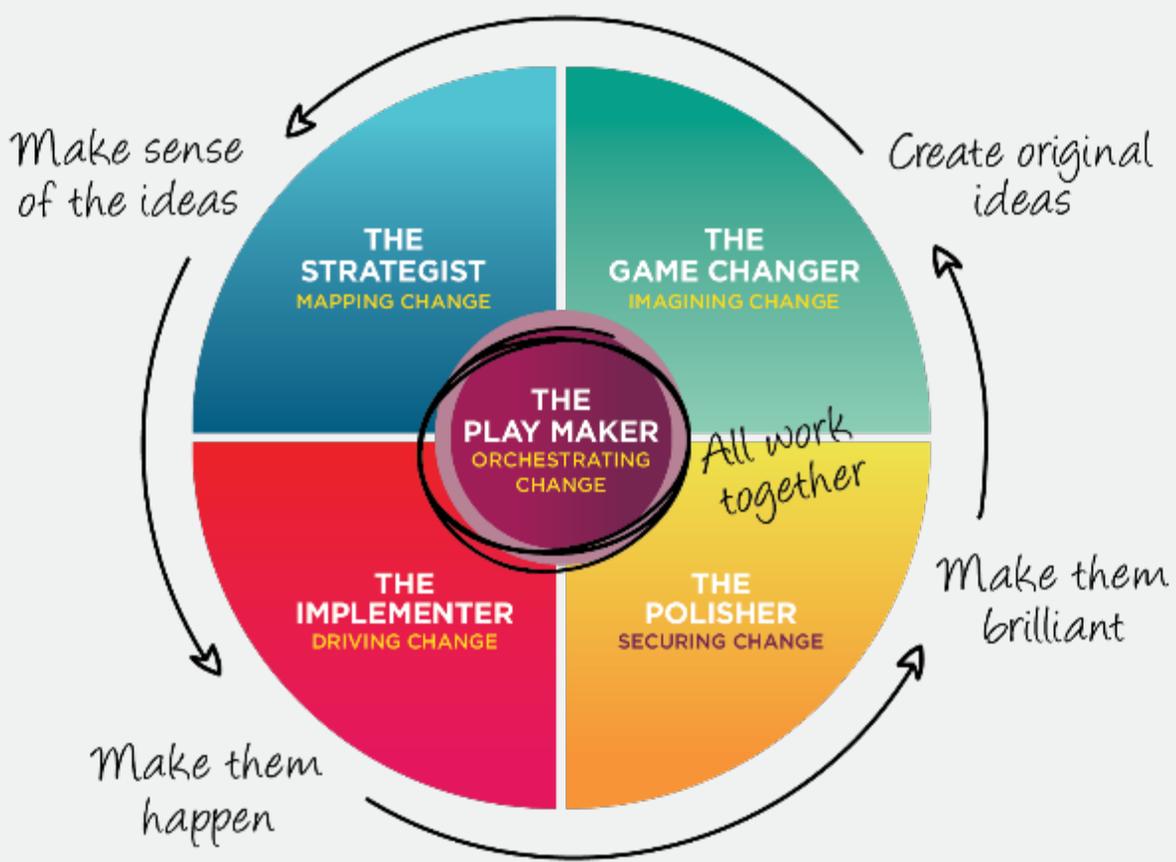
With a leader's 'eye' for what needs to be done, Play Makers will bring direction and focus to change activity; they are comfortable leading and taking charge of people and situations. Imagine them as conductors of an orchestra, getting the very best from individuals and teams. At their best, they are 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.



THE CHANGE MAKER PROFILE

How can I complement the strengths of my team?

Game Changer

Strategist

Implementer

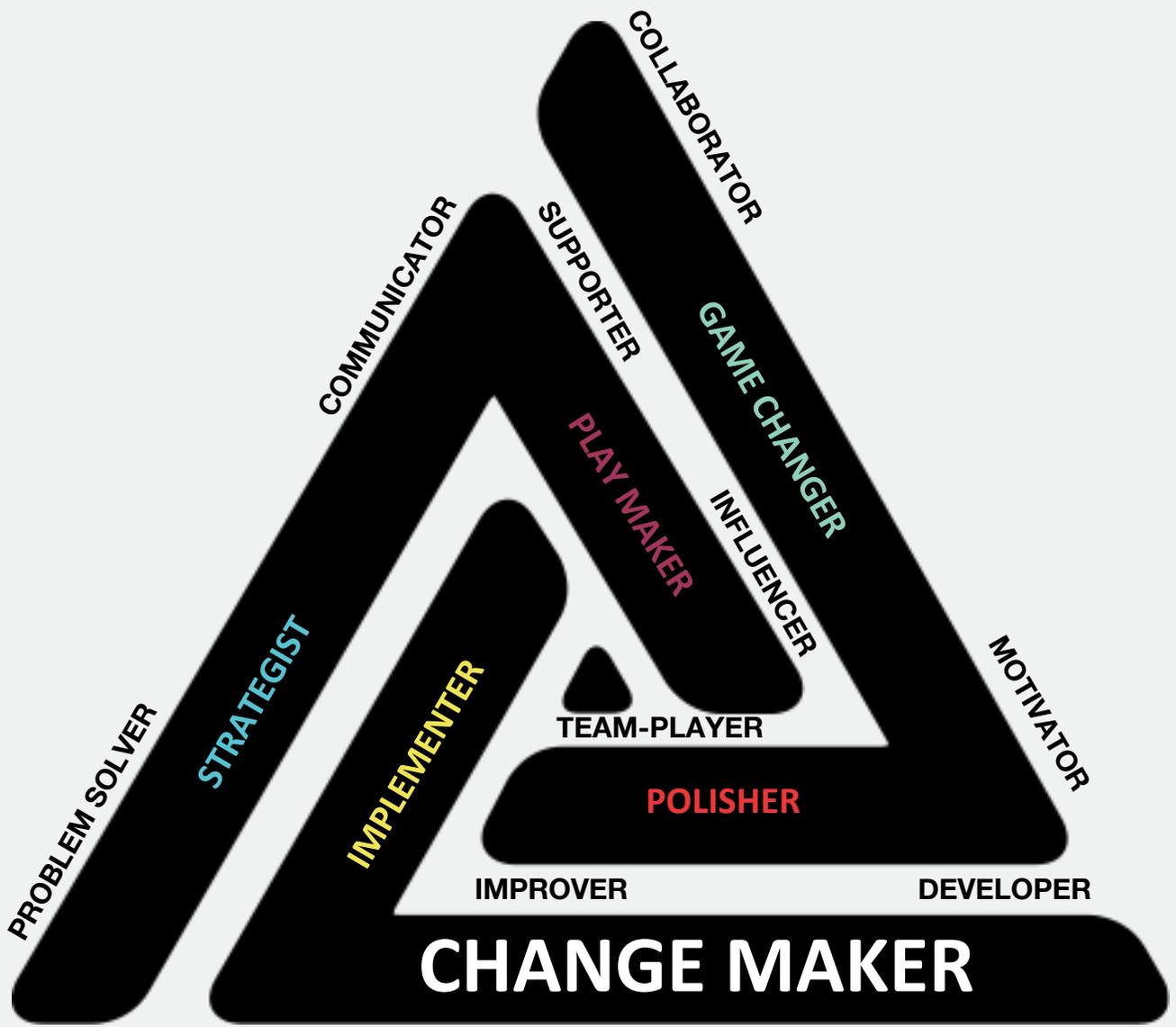
Polisher

Play Maker

Notes from my review session

Capture notes and reflections from your review session here. The questions below may prompt additional thinking:

- What do I need to do in order to develop and maximise my Change Maker potential?
- What does this mean to me on a day-to-day basis?
- What actions are needed for me to achieve my aspirations?
- What support do I need to be the best Change Maker that I can be?



“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!