

HELLO I'M A GAME CHANGER

THE DNA OF A GAME-CHANGING TEAM **REPORT 2016**

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FOREWORD

THE ANATOMY OF A GAME CHANGER

THE SEARCH IS ON: FOR REAL SUSTAINABLE GROWTH, AND SUCCESS, WE NEED PEOPLE WHOSE INSIGHTS, VISIONS AND ACTIONS REALLY CHANGE THINGS. THEY ARE MORE THAN SIMPLY HIGH FLYERS FROM THE TALENT GROUP. THEY ARE NOT JUST DISRUPTIVE EITHER. THEY SEEM TO BE DIFFERENT. THEY ARE CALLED GAME CHANGERS.

All organisations seek out highly talented people who ensure the (longer term) success of the company. The question is, how to define that relatively small group of identifiable people whose motivation and talent lead them to become and stay 'Game Changers'.

Game Changers often have a reputation for being difficult, as they keep challenging how things are done. Many leave organisations out of pure frustration at the resistance to their ideas.

Their biography often offers some clues as to what drives them. What is often the case is their history of 'differentness', or 'discontinuity'. **They often don't fit in very well, but when the corporate culture is right they thrive: and so does the company.** So how to spot a Game Changer? They seem to have lots of characteristics: creative and quirky; ambitious and a go-getter; focused and resilient; bright and have vision.

A London based firm, eg.1, approached Dr John Mervyn-Smith, an old friend and widely respected consultant to lead this research. They found two factors or dimensions which characterise these people. What is interesting from a psychological perspective is that they don't often seem to 'go together'.

THE DIMENSIONS ARE:

Imaginativeness: This is associated with creative thinking, but in very applied settings. It is associated with the desire to 'do things differently'; invent products and systems which are more efficient; and an interest in how technology can be used to solve current problems. It is at the heart of innovation and divergent thinking. But this is 'scientific' not 'artistic' creativity, which is often problem oriented.

Productive Obsessionality: This is associated with an ability to become highly focused on work related issues. It is not associated with compulsivity and related disorders (OCD) but very clear focus and dedication to solving problems, a trait often observed in inventors. It is about getting 'in the flow' and having a healthy, all absorbing passion. It is about 'getting it right', making it more efficient, cheaper and user friendly.

Imaginativeness and creativity are often associated with being difficult and unreliable. Equally, obsessionality is often associated with self-defeating compulsive behaviours. So, to be both original and dedicated to a practical outcome in business is indeed rare.

The team have come up with an unusual and unique test - **The GC Index** - which identifies preferences on these dimensions. People who have done it are seriously impressed. It is for many an 'aha' experience which helps them understand themselves and others. It describes and explains the behaviour of others at work.

At a glance the key behaviours of a Game Changer may seem quite common, but it's the combination of these characteristics and their 'obsessive imagination' that makes them so difficult to spot and unleash within the corporate world.

There is no doubt that this instrument can support the corporate task of identifying, retaining and getting the best from Game Changers within the context of **game-changing teams - the subject of this research.**

PROF. ADRIAN FURNHAM

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South Africa.

GAME CHANGERS ARE THE INDIVIDUALS WHO ENSURE BUSINESSES DO MORE THAN JUST SURVIVE; THEY HAVE THE UNIQUE ABILITY TO 'SEE AROUND CORNERS' IN WAYS THAT MOST OF US CANNOT.

In 2015, we published *The DNA of a Game Changer* study. This focused on the premise that organisations are neglecting a special group of talent, which has the potential to 'change landscapes' in their world and for those around them.

This 2016 study, *The DNA of a Game-Changing Team*, focuses on how to get the best out of Game Changers within organisational settings.

We know that Game Changers are fundamentally different from 'High Potentials' and 'Traditional Leaders' and are difficult to define with traditional talent frameworks. Our 2015 study identified the characteristics of the Game Changer: they have an uncommon combination of obsession and imagination that often leaves them being referred to as 'eccentric' or 'difficult'.

However, these are the individuals that business leaders, across every industry, are desperately searching for. They are the individuals who ensure businesses do more than just survive in today's fast paced digital economy; they often have the ability to 'see around corners' in ways that most of us cannot.

But in the modern world of business, it can be hugely frustrating, even futile, being an imaginative and innovative thinker unless you have a team around you to help achieve the possibilities that you see in your world. Transformational change, and the success that comes with it, depends on *game-changing teams*.

A good idea is not enough for an organisation to survive. In today's digital world there is the demand to carry on with 'business as usual' while we challenge ourselves to invent, implement and execute creative and transformational change.

Internal and external forces influence the life-cycle of organisations - their services and products. In order to survive and succeed over the long-term, it's not enough to simply look to continuously improve existing products and processes. Organisations must consider the challenge of re-defining themselves and the ways in which they operate in the rapidly evolving global economy.

We know that the key to success is to transform individual action into collective power. Nathan Ott, CEO of eg.1, sums it up nicely, "not everyone is a Game Changer but everyone can make a game-changing contribution."

› cont'd



NATHAN OTT
Chief Polisher
The GC Index®



DR JOHN MERVYN-SMITH
Chartered Psychologist
BSc, PhD, DipClinPsych, AFBPS



IT'S NOT ABOUT HOW MANY FOLLOWERS YOU HAVE, BUT HOW MANY LEADERS YOU CAN CREATE.

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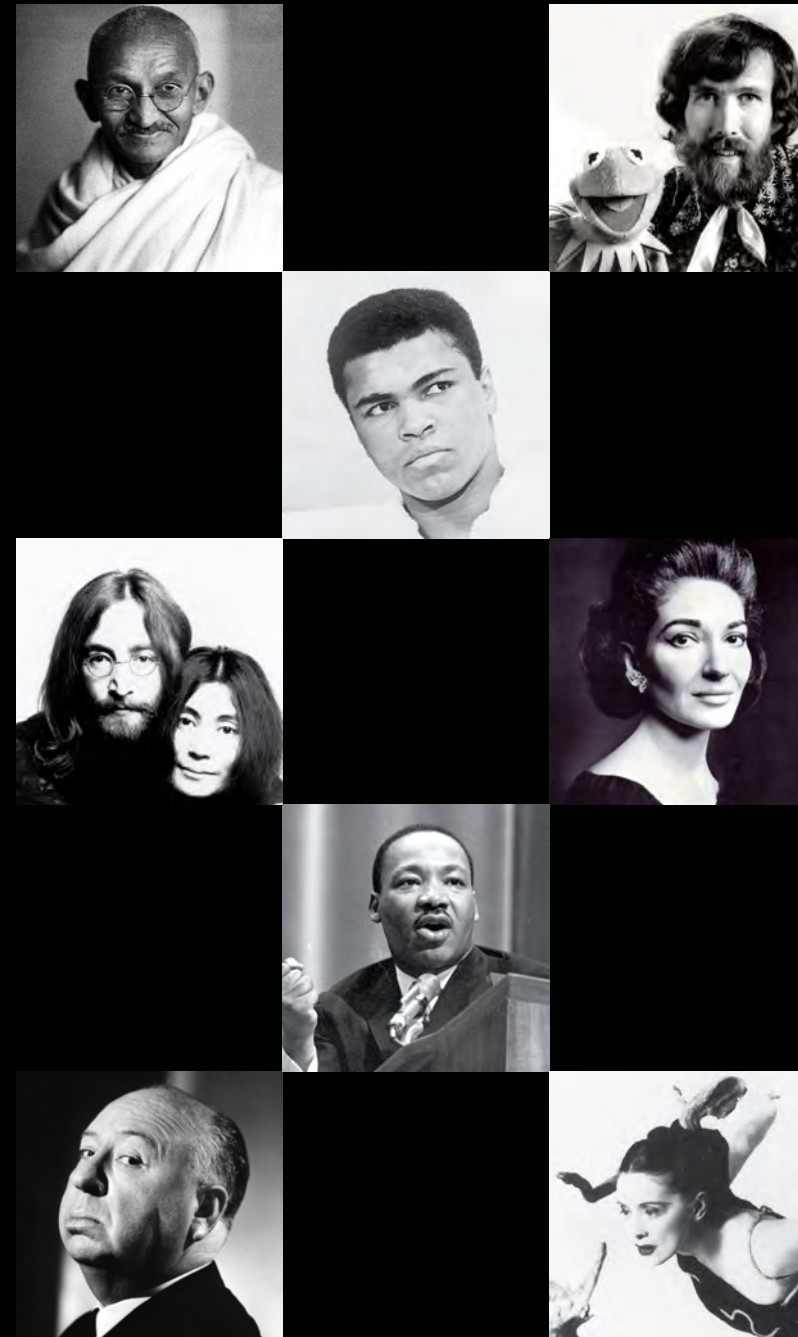
For years we have been seduced by the notion of personality and the ways in which this shapes how people interact with each other in group settings. This infatuation with 'personality' has created a very one dimensional, individualistic, hierarchical and elitist view of leadership, which is stifling organisational cultures. This view has also limited our understanding of talent and potential.

This latest study promotes a multidisciplinary view of leadership that creates a team culture where everyone can play to their strengths, contribute and make an impact. It's not about how many followers you have, but how many leaders you can create.

The DNA of a Game-Changing Team 2016, delves into the mind of a Game Changer in order to really understand what makes them tick. It looks at how organisations can get the best from Game Changers and how to realise their potential within a team context.

Through our research we are starting to understand the composition of game-changing teams. These game-changing teams are inclusive at all levels and enable everyone to 'potently' contribute to the team and the future direction of their organisation.

APPLE GOT IT RIGHT WITH THEIR 1997 THINK DIFFERENT COMMERCIAL...



Here's to the crazy ones.

The misfits.
The rebels.
The troublemakers.

The round pegs
in the square holes.
The ones who see
things differently.

They're not fond of rules.
And they have no respect
for the status quo.

You can quote them,
disagree with them,
glorify or vilify them.

About the only thing
you can't do is ignore
them. Because they
change things.

They push the
human race forward.

And while some may
see them as the crazy
ones, we see genius.

**Because the people
who are crazy enough
to think they can
change the world,
are the ones who do.**

ALMOST **20 YEARS ON**, THIS REPORT WILL SHOW YOU HOW TO IDENTIFY, MEASURE, INTEGRATE AND HARNESS THE TALENTS OF GAME CHANGERS THROUGHOUT EVERY LEVEL OF YOUR ORGANISATION.

INNOVATION VERSUS GAME - CHANGING

Many traditional corporate organisations are struggling to adapt to the demands of a new world that is rapidly changing around them. They are clinging on to the same ideas, talent management models, and ways of working with leaders who are either oblivious to the current mindset or too frightened to instigate change.

Sadly, and all too often, our research suggests that Game Changers, the very people with the potential to initiate and drive transformational change, are rarely able to make their mark in corporate settings.

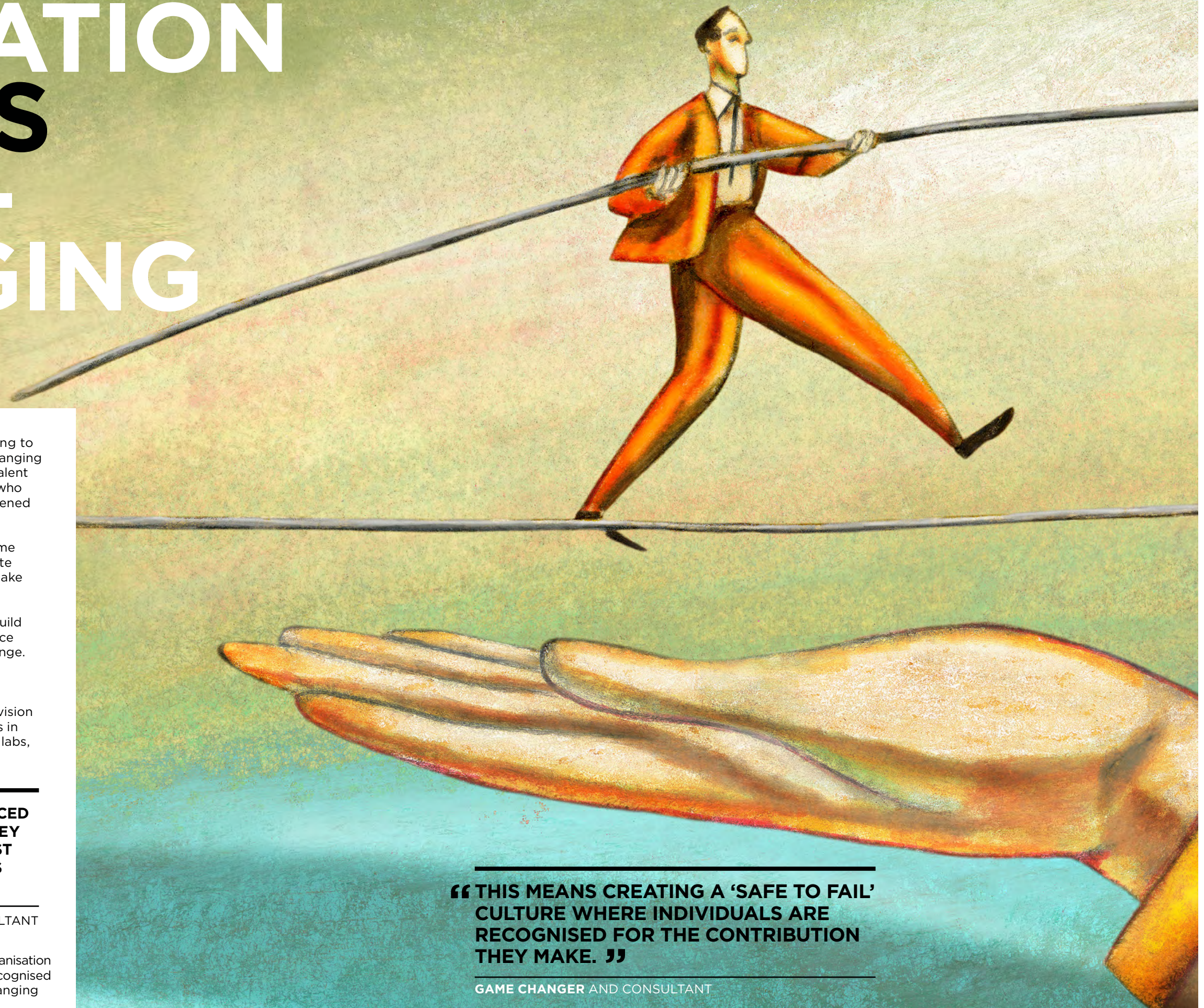
Game-changing is different to innovation. Innovators build on what has been done before: the pursuit of excellence through continuous improvement and incremental change. It's Game Changers who can help trigger and drive transformational change.

The reality is that many organisations are driving their vision through the need for innovation. They often deliver this in quite a controlled way, by investing in innovation hubs, labs, processes and programmes.

“ ONE OF THE FRUSTRATIONS I’VE EXPERIENCED OF THOSE ORGANISATIONS THAT SAY THEY WANT GAME CHANGERS, IS THAT THEY JUST AREN’T PREPARED TO ALLOW BOUNDARIES TO BE PUSHED. ”

GAME CHANGER, ORGANISATIONAL CHANGE CONSULTANT

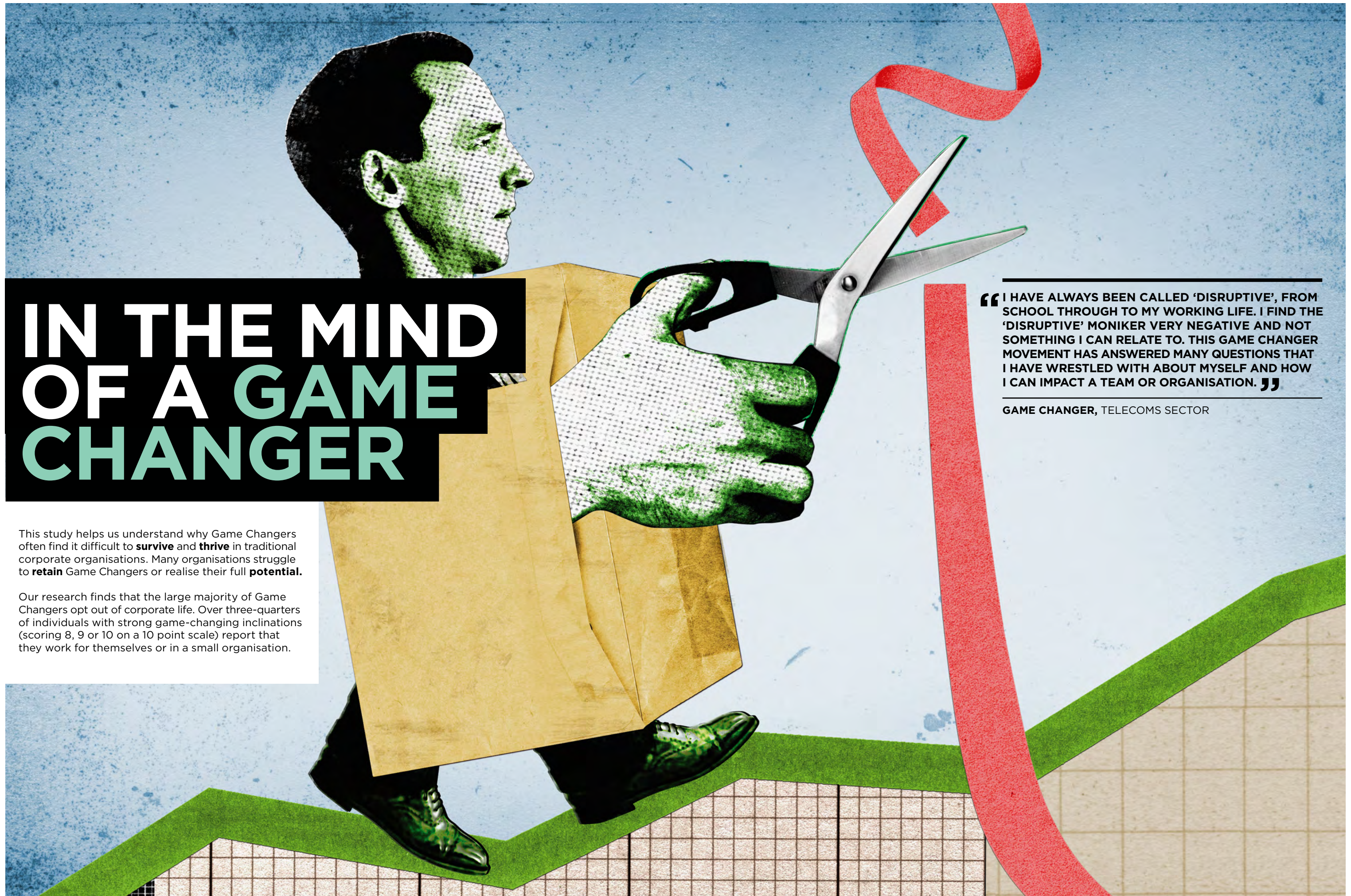
Leaders need to change the game at every level of the organisation and create a 'safe to fail' culture, where individuals are recognised for the contribution they make. This is where game-changing trumps innovation.



“ THIS MEANS CREATING A ‘SAFE TO FAIL’ CULTURE WHERE INDIVIDUALS ARE RECOGNISED FOR THE CONTRIBUTION THEY MAKE. ”

GAME CHANGER AND CONSULTANT





IN THE MIND OF A GAME CHANGER

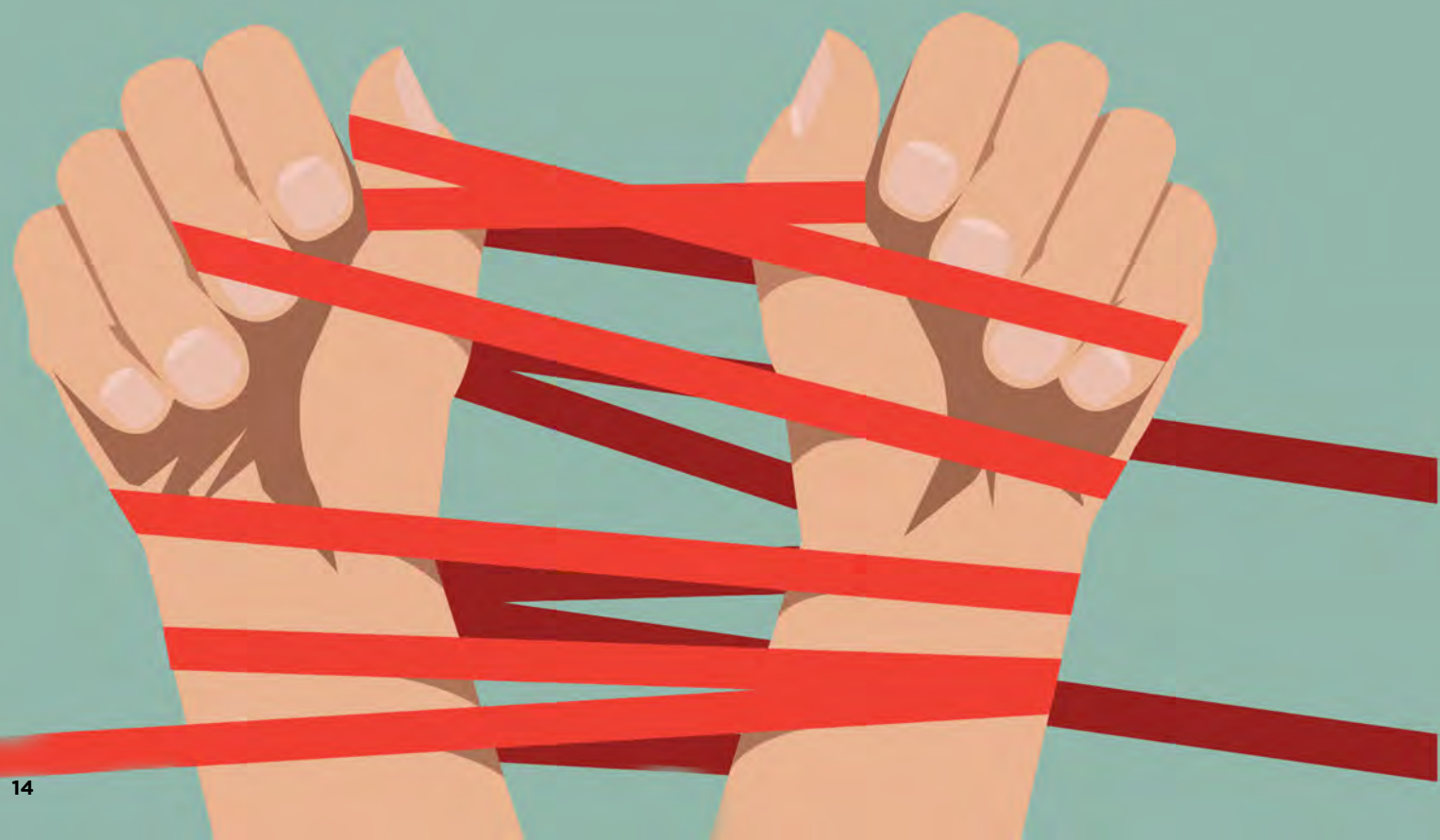
This study helps us understand why Game Changers often find it difficult to **survive** and **thrive** in traditional corporate organisations. Many organisations struggle to **retain** Game Changers or realise their full **potential**.

Our research finds that the large majority of Game Changers opt out of corporate life. Over three-quarters of individuals with strong game-changing inclinations (scoring 8, 9 or 10 on a 10 point scale) report that they work for themselves or in a small organisation.

“ I HAVE ALWAYS BEEN CALLED ‘DISRUPTIVE’, FROM SCHOOL THROUGH TO MY WORKING LIFE. I FIND THE ‘DISRUPTIVE’ MONIKER VERY NEGATIVE AND NOT SOMETHING I CAN RELATE TO. THIS GAME CHANGER MOVEMENT HAS ANSWERED MANY QUESTIONS THAT I HAVE WRESTLED WITH ABOUT MYSELF AND HOW I CAN IMPACT A TEAM OR ORGANISATION. ”

GAME CHANGER, TELECOMS SECTOR

WHY DO GAME CHANGERS CHOOSE TO WALK AWAY FROM CORPORATE LIFE?



We identified the challenges Game Changers face in traditional corporate organisations through a series of in-depth interviews and quantitative research (see methodology, on page 30, for more information).

Our research is helping us to understand why people with very strong game-changing inclinations walk away from traditional corporate organisations or are unable to fulfil their potential in this environment. The image below shows that individuals with strong game-changing inclinations (levels 8, 9 and 10) feel constrained by bureaucracy, they don't feel management takes them seriously, nor do they feel free to express themselves - all of which is very important to them.

The data shows that individuals with very strong game-changing inclinations have a strong drive for expression, even at the risk of failure. They are also aware that this drive can alienate others but that is less important than trying; they are prepared to take that particular risk.

It is these capabilities which often underpin creative and successful start-up businesses, facilitate growth and development, and drive transformational change. It's these capabilities that CEOs are in search of in order to succeed in today's fast paced digital world.

100 game-changing individuals (scoring 8, 9 or 10 on a 10 point scale) were asked to rate a series of questions on the scale of 'how true' and 'how important' they were for them. The image below presents those questions that produced statistically significant differences ($P \leq 0.05$).

HIGH IMPORTANCE TO ME BUT LOW TRUTH

- I don't feel constrained by bureaucracy
- My manager takes me seriously and is prepared to back me
- I feel in tune with organisational culture
- I feel free to express myself
- I feel that I belong in my current role

HIGH TRUTH BUT LOW IMPORTANCE TO ME

- I don't feel constrained by bureaucracy
- My manager takes me seriously and is prepared to back me

HIGH TRUTH BUT LOW IMPORTANCE TO ME

- My willingness to try and fail is greater than colleagues
- My persistence and tenacity can alienate people



PEOPLE WITH MODERATE GAME-CHANGING INCLINATIONS



PEOPLE WITH STRONG GAME-CHANGING INCLINATIONS

離境

Departures



“

I LOST HEART AND FELT CLAUSTROPHOBIC, SO I LEFT CORPORATE LIFE AND SET UP ON MY OWN. THERE WAS TOO MUCH RED TAPE, TOO MANY BARRIERS AND TOO MANY PEOPLE READY TO DISMISS MY IDEAS WITHOUT LISTENING TO THEM.

GAME CHANGER AND ENTREPRENEUR

”

GAME CHANGERS AT WORK

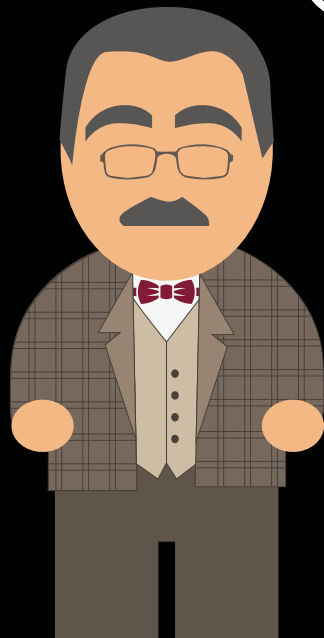
Through our study of over one hundred Game Changers, one thing is very clear – it is this intense and rare combination of imagination and obsession that can make Game Changers difficult to work with. Change for many, at the best of times, provokes anxiety. Radical change, driven by intense people who care little for conformity, will often be met with resistance.

Dr John Mervyn-Smith, a psychologist with clinical training and extensive experience in corporate talent assessment and development, has been involved with our research from the outset. With Game Changers identified, he invited a number of them to ‘take to the couch’, in order to help him understand just what it is that makes Game Changers ‘tick’.

WE WERE PARTICULARLY INTERESTED IN:

What matters to these individuals?

What motivates them?



The work cultures within which they were most likely to thrive and, therefore, what do corporates need to do to nurture and get the best from them?

What, in this regard, do they have in common?

01. GAME CHANGERS ARE NOT DRIVEN BY HIERARCHY AND ARE STIFLED BY ARBITRARY RULES

GAME CHANGER TENDENCIES

Our data suggests that the stronger the game-changing inclination the less likely they are to conform to arbitrary rules. They will only conform to rules if they make sense to them.

Game Changers are not bothered about status or climbing the corporate ladder. This is why organisations find it so difficult to identify and retain Game Changers within their traditional structures.

HOW ORGANISATIONS NEED TO RESPOND

The hierarchical structure of the traditional corporate ladder controls whose ideas matter and defines career success as climbing to the top.

This one-size-fits-all approach won't work for Game Changers – corporate metrics, reward and recognition, need rethinking.

Follow the same old process and the needle will never shift – we will simply continue to hire people because they are different and then fire them because they are not the same.

We need to start looking at what people do and can do, rather than simply relying on what they have done before.



“

WE DIDN'T HAVE ANY HARD AND FAST RULES IN OUR FAMILY. THE ONLY RULES WE HAD WERE TO HAVE GOOD MANNERS AND BE CONSIDERATE.

GAME CHANGER IN LOCAL GOVERNMENT

”



02. GAME CHANGERS ALIENATE PEOPLE

GAME CHANGER TENDENCIES

Our research shows Game Changers are naturally obsessive and as a consequence are often seen by others as being tenacious and persistent.

Other people see them as being difficult because they repeatedly challenge how things are done.

This is largely due to their focus and desire to see an idea become reality, which could transform the future.

HOW ORGANISATIONS NEED TO RESPOND

Make sure other team members understand the contribution that Game Changers can make and their way of working.

Try to ensure a Play Maker is working closely with your Game Changers (see page 26 – the importance of the Play Makers) – Play Makers derive satisfaction from getting the very best from others and can help create game-changing teams.

03. GAME CHANGERS SEE DIFFERENT RISKS

GAME CHANGER TENDENCIES

Game Changers are not afraid of failure because they seem to have an inherent belief in their ability to survive.

They are more prepared to take on things that others would deem as risky. Game Changers do not see the same risks as the rest of us.

As a result they are often referred to as disruptive. But they are the very people who have the potential to transform the future – Game Changers realise things that most other people would not dare to even try.

HOW ORGANISATIONS NEED TO RESPOND

Senior executives need to change elements of organisational culture to facilitate game-changing individuals and this means making sure there is a 'safe to fail' culture rather than one that is 'fail-safe'.

This will facilitate a safe environment for them to experiment and push boundaries without having a negative impact on themselves and others.

“ BEING A GAME CHANGER CAN BE A LONELY PLACE. I OFTEN FELT OUT OF PLACE – LIKE I WAS BEING JUDGED. QUITE OFTEN IT FELT LIKE COLLEAGUES HAD FORMED AN OPINION OF ME BEFORE THEY'D EVEN MET ME. ”

GAME CHANGER AND MARKETING EXECUTIVE

“ THEY SAID THEY WANTED SOMEONE WHO WAS CREATIVE AND COULD DRIVE INNOVATION. I QUICKLY REALISED THIS WAS NOT THE CASE – THE BOARD JUST WANTED US TO DO AS WE WERE TOLD. BUT THIS WAS HAVING NO IMPACT SO I HAD TO LEAVE. ”

GAME CHANGER, DIRECTOR (NOW IN A SMALL BUSINESS)



04. GAME CHANGERS ARE OBSESSIVE

GAME CHANGER TENDENCIES

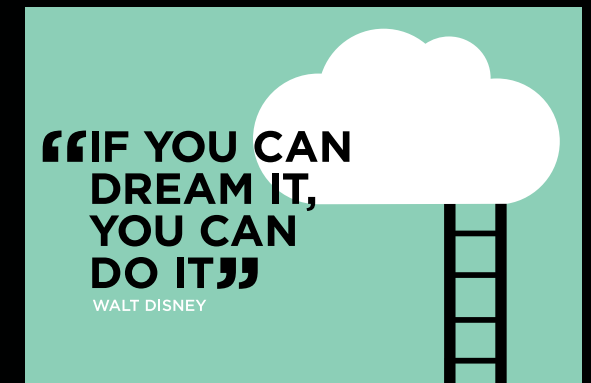
Our initial study, *The DNA of a Game Changer*, showed that Game Changers are described by others as highly obsessive. Our current findings also show that this is the way that Game Changers see themselves. More specifically, 97% of those individuals with strong game-changing inclinations agreed with the statement: 'Once I decide to do something I do not give up on it'.

As a result others often see Game Changers as frustrating – they are constantly trying to change something but others don't understand why it needs to change.

HOW ORGANISATIONS NEED TO RESPOND

Give Game Changers an opportunity to share their ideas and explore them.

Managers need to be given the freedom to allow their Game Changers to fail – seeing failure as a stepping stone to success, not a terminal event.



05. GAME CHANGERS SEE AROUND CORNERS

GAME CHANGER TENDENCIES

It's clear from our in-depth interviews with Game Changers that they are different to Strategists. They are often described as being able to 'see around corners' unlike traditional Strategists (see page 25) who follow patterns in a more linear way, a way in which the past is presumed to predict the future.

Game Changers ask "why not?" Their view on the world doesn't necessarily value the tried and tested and isn't constrained by received wisdom.

HOW ORGANISATIONS NEED TO RESPOND

It's important to remain flexible when it comes to Game Changers.

The challenge and need for businesses is to be clear about a Game Changer's talents and to focus those talents in a way that brings the best return.

There is anecdotal evidence from our study to suggest some very astute senior managers have 'exploited' the talents of Game Changers to great effect.

CREATING A GAME- CHANGING TEAM

The message is a simple one: leadership is not a one-dimensional set of behaviours.

It is clear that in order to achieve a game-changing team, the view on leadership needs to be flexible; it needs to respond to the demands of a situation.

The message is a simple one: leadership is not a one-dimensional set of behaviours.

The reality in the modern workplace is that long term business success is not down to one person with one idea - it's a team effort. While Game Changers are important, so too is the team around them; it is the whole team that makes things happen and ensures the symbiotic relationship between 'business as usual' and 'transformational change'.

This team will vary, depending on the objective, but the key roles defined and measured by The GC Index, mentioned on the adjacent page, are:

- **THE STRATEGIST**
- **THE GAME CHANGER**
- **THE PLAY MAKER**
- **THE IMPLEMENTER**
- **THE POLISHER**

Historically, our view of leadership has been a set of largely homogenous definitions of 'high potentials' and the 'ideal leader'. Each of the above roles will lead in different ways and provide a truly multi-dimensional view of leadership for the modern world of work.

“NOT EVERYONE CAN BE A GAME CHANGER BUT EVERYONE CAN MAKE A GAME-CHANGING CONTRIBUTION.”

NATHAN OTT CEO, eg.1

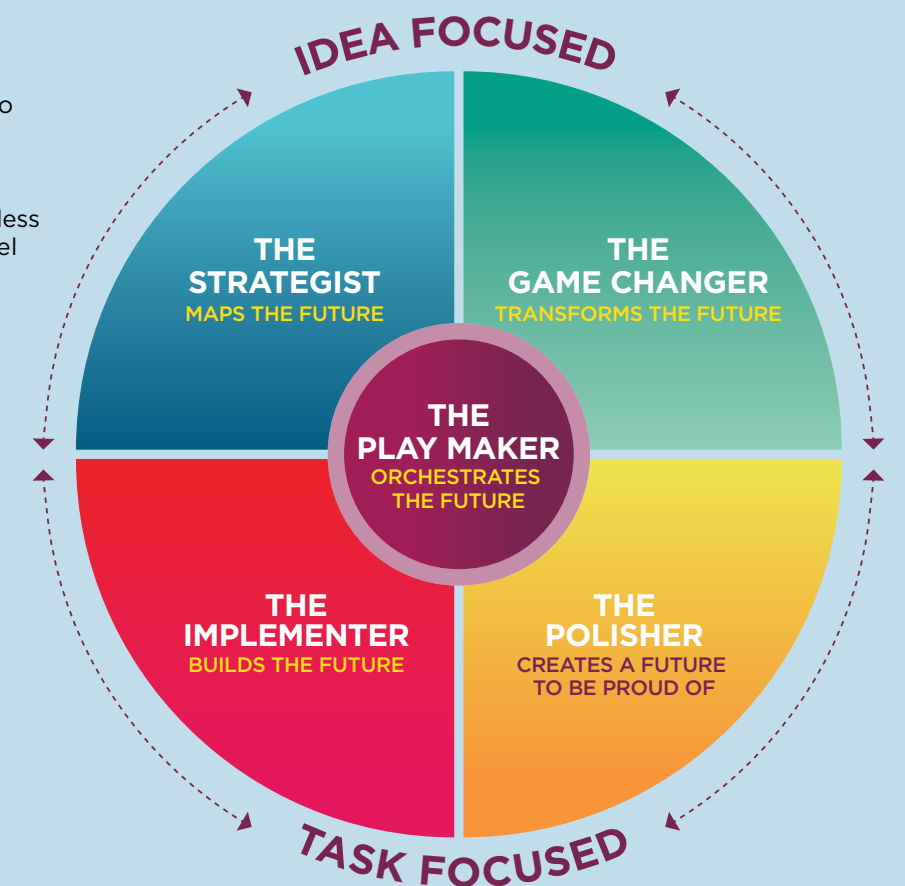
THE GC INDEX ROLES

The GC Index is the first tool to facilitate game-changing teams and cultures.

The GC Index measures an individual's preference when it comes to making contributions and having an impact within a group.

It describes their preferred approach to leading, influencing and getting things done within organisations and teams.

The GC Index focuses on impact regardless of gender, personality, race, age or level within an organisation.



To find out more visit:
www.thegcindex.com

CREATING REALISTIC EXPECTATIONS

Game Changers have the potential to really motivate and inspire others while displaying incredible work ethic and dedication: But only when others understand how and what they can contribute.

People all too rarely know what to expect from each other. In any relationship, unrealistic expectations are most likely to lead to disappointment and a sense of being let down.

Organisations we are working with are using **The GC Index** to form game-changing teams. This new organometric defines an individual's contribution and impact at work and, therefore, predicts what they will actually do in any given situation. It provides a useful framework for thinking about:



- **What we can expect of people at work.**
- **What we can trust them to do - and not to do.**
- **It gives managers a very clear understanding of the people in their teams; they will know what to expect of them, what to ask of them and how to 'stretch' them.**

STRATEGISTS - SEE THE FUTURE



Strategists are 'big picture thinkers' who, at their best, see and analyse patterns and trends in their world. They have an ability to 'see' where events are taking us and how to respond to that prediction of how things will develop.

They will enthuse and influence others with new, creative and innovative approaches to doing things. They will have the business acumen and analytical skills to convert ideas into commercially focused strategies.

WHY ARE WE DOING IT AND HOW ARE WE DOING IT?

GAME CHANGERS - TRANSFORM THE FUTURE



Game Changers are individuals characterised by an obsessive imagination that is not constrained by traditional ways of doing things - or by what they see as arbitrary rules and expectations.

They see possibilities and ways of doing things that others don't. They have a way of imagining how things could be, and when they become obsessed with an idea, they see how things should be. Their contribution to an organisation is radical rather than an incremental change.

IT'S NOT ABOUT REINVENTING THE WHEEL, IT'S ABOUT FINDING SOMETHING TO REPLACE THE WHEEL.

PLAY MAKERS - ORCHESTRATE THE FUTURE



Play Makers are at their best when they are getting things done through others, they are the facilitators and orchestrators within a team. At heart, their philosophy is: 'Get the relationships right and things will get done.'

They are natural managers and leaders - they know what needs to be done and bring focus and direction to activity.

IT'S ALL ABOUT COLLABORATION - POOLING THE RIGHT PEOPLE, TO THE RIGHT PLACE, AT THE RIGHT TIME.

IMPLEMENTERS - BUILD THE FUTURE

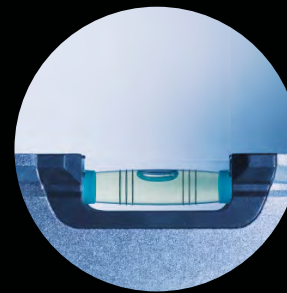


Implementers have a strong drive to achieve. At their best, they can be relied upon to deliver. They are often seen as conscientious, 'a safe pair of hands'.

They are typically high energy, action and outcome focused. They will get things done and demonstrate a resilience to setbacks.

IT'S ABOUT GETTING THE JOB DONE SO THAT WE CAN MOVE ONTO THE NEXT PROJECT.

POLISHERS - CREATE A FUTURE TO BE PROUD OF



Polishers are rarely satisfied. They assume that things can always be improved and channel this optimistic drive into continuous improvements, innovations and the pursuit of excellence and perfection.

They can take products, processes and procedures with patience for incremental change, and constantly seek to improve them.

IF A JOB IS WORTH DOING IT IS WORTH DOING PROPERLY.

PLAYING TO PEOPLE'S STRENGTHS WITHIN GAME-CHANGING TEAMS...

Leaders and managers invest a huge amount of time trying to create high performing teams. Our research suggests a powerful approach to doing just this.

THE IMPORTANCE OF THE PLAY MAKERS

Whilst all five roles, highlighted on page 25, are of equal importance within organisations, it's the Play Maker who can really help create game-changing teams.

Play Makers make it their job to get to know people and engage them. By their nature they have an ability to understand how different people can contribute. They tend to be open to game-changing ideas and know how to get other people on board.

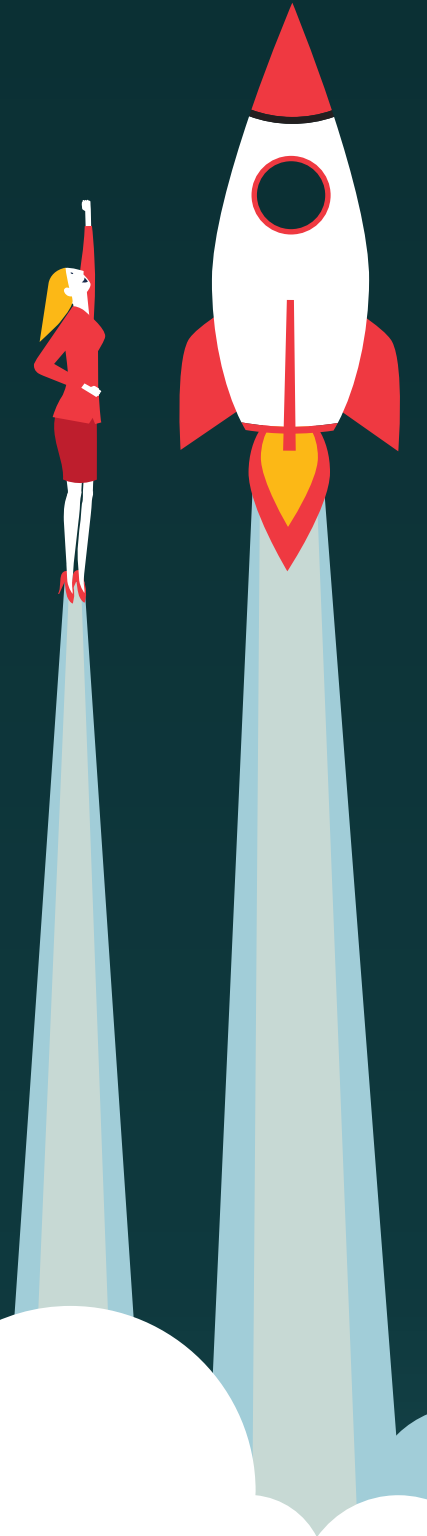
Their focus will be as much upon building effective relationships as it is getting the task done. They are the individuals who get the very best from teams.

However, traditional corporate culture means Play Makers are rarely rewarded or recognised until they have 'earned their stripes' and moved up the corporate ladder.

As a result many Play Makers go unnoticed. But they are the very people who create these game-changing teams - they are the people who do focus on contribution.

“Self esteem, confidence and belonging come from doing not being. We are at our best as 'human doings' when we have a clear role and task that plays to our strengths. When we can make an impact and play to our strengths, we can feel potent in how we contribute to a team.”

DR JOHN MERVYN-SMITH



“MY BOSS WAS AMAZING - SHE PUT ME FORWARD TO WORK ON INTERESTING PROJECTS AND KNEW EXACTLY WHERE I COULD ADD VALUE. SHE GAVE ME THE FREEDOM TO WORK HOW I WANTED AND DIDN'T STIFLE ME WITH UNNECESSARY QUESTIONS.”

GAME CHANGER, PROFESSIONAL SERVICES PARTNERSHIP

CONCLUSION:

SIX CRITICAL STEPS TO CREATE GAME-CHANGING TEAMS AND CULTURES.

ONE: FOCUS ON CONTRIBUTION

We need to do more than focusing solely on past experience and who is 'available' to work on a project. Instead, we should focus on the real contribution that individuals can make – focus on who is 'best'.

By understanding what each person can contribute to their team, project and to the wider organisation, leaders are far more likely to create a game-changing culture.

TWO: IDENTIFY YOUR GAME-CHANGING TALENT

In a world where today's employee can be tomorrow's competitor, identifying and embracing Game Changers is critical to long-term business performance. The GC Index is a new organometric, which enables organisations to identify their Game Changers.

Companies are using The GC Index to better understand the profile of their organisation and teams. It helps them maximise the contribution individuals can make at all levels and to ensure they create game-changing teams.

THREE: HELP GAME CHANGERS TO DEVELOP CORPORATE SKILLS

Most Game Changers find it difficult to navigate their way around a traditional corporate organisation. As a result they are often seen as dysfunctional or slightly awkward.

It's important to help Game Changers understand the contribution other people make, and how others can help realise their game-changing idea.

By helping them recognise that some people will find their game-changing nature unsettling at times, and by giving them the tools to influence other people, they are far more likely to be able to make a positive game-changing contribution.

FOUR: CREATE A GAME CHANGER COHORT

Our research suggests Game Changers appear to naturally group together – by doing so they are able to express themselves freely and often more likely to realise their potential. There are lots of examples of this, whether it is in Silicon Valley, artists in Paris, or Fintech hubs in global financial districts.

Giving Game Changers a space to work together can promote both knowledge transfer and retention, in addition to increasing commitment and engagement through valued interpersonal connections.

FIVE: FOCUS ON CULTURE CHANGE – EDUCATE MANAGERS

A fifth priority for organisations is to acknowledge that without changing the attitudes of managers and leaders, the engrained culture will continue to undermine progress towards achieving a game-changing culture.

We need to educate managers so that they understand the importance of game-changing talent and how to manage Game Changers. We also need to get them to start shifting their mindsets and put contribution and impact at the heart of their talent decisions. This focus on contribution will break down any inherent 'unconscious bias' and move managers out of the 'fail safe zone' to one where firstly they themselves feel 'safe to fail'.

SIX: FIND A GAME CHANGER CHAMPION

Creating a game-changing culture requires an element of risk and therefore it's important to have a Game Changer champion at the top.

It really needs someone on the Board who understands Game Changers and what is required to ensure they deliver value.

Ground breaking creativity and innovation may lie with one individual. But it's only a game-changing team that can achieve step change innovation and transformation that has longevity.

NOT EVERYONE CAN BE A GAME CHANGER BUT EVERYONE CAN MAKE A GAME-CHANGING IMPACT.



METHODOLOGY

This study was commissioned by eg.1 (www.eg.1.co.uk), the business insight and talent consultancy, dedicated to elevating organisations through game-changing data and people.

Detailed insights were obtained through **The GC Index** and its focus on specific aspects of human behaviour. It measures the real and potential contribution of individuals across entire organisations.

This contains thousands of data points from individuals worldwide, allowing us to make statistically driven observations about the characteristics possessed by strong Game Changers and their team members.

We compared over one hundred individuals with strong game-changing inclinations with our broader database of individuals to understand how their inclination to contribute to teams, organisations and society, differs to others.

Additional insight was gathered, via in-depth qualitative interviews, with around 50 individuals with very strong game-changing inclinations, to help build a better picture of how they can realise their potential.

THANKS

We would like to thank all the companies and individuals who have contributed to this research and our Game Changer movement. These include all:

The Strategists who help us to consider all the possibilities, anticipate the challenges, and formulate the plans for how we can move ahead.

The Polishers who continually review what's being done, to look for ways to make things better and move us all a step closer to perfection.

The Game Changers who have the unique ability to see around corners, transform the way we do things and take us to places we hadn't deemed possible.

The Implementers who transform innovative ideas into immediate action and ensure that we actually get things done.

The Play Makers who focus on our collective impact, help us to pull the right teams together and ensure there are no fights along the way.

We would also like to give a special thanks to Prof. Adrian Furnham and his team who have worked very hard to help develop The GC Index. We must not forget Gemma Roszkowski from Hidden Gem Design (www.hiddengemdesign.com) and Emma Price at Be Heard Media (www.beheardmedia.co.uk) the driving forces behind this report and without whom, this report would not have been possible.

Thank you.
www.eg1.co.uk

ABOUT THE GC INDEX

The GC Index® empowers organisations to drive performance and achieve innovation goals by transforming their approach to talent management.

We've created a community of GCologists who are using The GC Index® to deliver real impact and transformation in organisations across the globe. Our accredited GCologists are using this framework across a number of organisations to support with:

- Digital Transformation
- Innovation
- Change Management
- Project Management
- Sales and Growth

We are shaking traditional approaches to these activities by using The GC Index® framework to address the issues of performance, diversity, and innovation.

THE FRAMEWORK SUPPORTS:

Talent Management and Assessment

Our scientific model removes bias so that organisations can identify game-changing talent, regardless of how far they have climbed up the corporate ladder.

INDIVIDUAL DEVELOPMENT

Our tailored development programmes have helped thousands of individuals realise their leadership potential and maximise their impact within their organisation, team and role.

TEAM DEVELOPMENT

We help organisations get better results by developing game-changing teams, within which people have a shared understanding of each other's contribution and impact.

ORGANISATIONAL CHANGE/DEVELOPMENT

We support the development of innovation and creativity in people and cultures to future proof organisations. Our programmes have supported organisations in engaging and developing teams, and implementing succession initiatives to ensure success.

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