

A Recruitment Case Study: Selecting and Retaining Transformational Talent

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Recruiting Transformational Talent

Background

A major utilities company was looking for a Programme Manager to lead a major capital asset programme. Due to the nature of the programme, the company was most interested in candidates who were prepared to consider doing things differently - in other words, Game Changers.

Solution

Having narrowed the candidates down to a shortlist of three individuals, The GC Index® was used to provide further data on each candidate. The candidates' GC Index profiles helped the company to differentiate the type of impact each candidate was most likely to make in the role.

After final interviews the team selected a candidate with a high Game Changer proclivity. The GC Index provided detailed information to ensure the company knew how to create an environment to get the best from this individual.

“The GC Index allowed the utilities company to select a truly transformational individual to deliver game-changing results whilst managing the impact on its traditional culture and processes.”

“In short, The GC Index was not only a means of candidate selection but also the catalyst for this game-changing candidate to be appropriately harnessed and retained, instead of misused and lost.”

Results

After a couple of months the candidate chosen for the role successfully transformed the company's approach to Programme Management.

The insight gained from The GC Index has enabled leaders within the company to harness the individual's transformational skills and provide appropriate coaching to ensure they play to their strengths as part of a successful team. The individual is engaged, productive and extremely influential.

However, the individual's Game Changer approach did naturally challenge the more traditional structures within the company and caused conflict and discourse with multiple stakeholders.

Using The GC Index framework and language to coach the individual, the leadership was able to positively manage potential conflict and manage expectations throughout the company.

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