

A Selection Case Study: Selecting a New CEO

© 2015-2018 The GC Index Ltd All Rights Reserved



SELECTING A NEW CEO

Client

UK Government Body

Position

New Chief Executive Officer

Background

The Client had a shortlist of Four Candidates for final selection for the role of CEO. At the final shortlist stage, each candidate completed The GC Index® as part of the final assessment process.

Of the four candidates there were two men and two women. The two men had strong **Implementer** profiles on The GC Index and the two women had strong **Play Maker** profiles.

The Implementers:

The two men were attractive and appealing during the interview process, the Government Body had its strategy in place and both men were experienced, credible, task driven, outcome focussed and had been CEOs previously. They were reassuringly competent and would bring urgency to deliver the strategy to turn the organisation around.

The Play Makers:

The two women approached the interview in a much more understated manner. They didn't speak the language of task focussed outcomes and preceding most statements with "I". Their vernacular was much more focussed on "we" and "us" with a desire to deliver through collaboration with others. During an interview process this sentiment of delivering through shared endeavour can often be lost, difficult to measure and at an extreme be viewed as "weak and intangible". Their presentation was typical of Play Makers.

The Process

During the presentation of the shortlist to the selection panel the conversation took the following course: The two Implementers were seen as a "safe bet": the organisation was in a turnaround situation and their focus on executing the set strategy was comforting and appealing. However, the point was raised that the organisation was in its current situation because it hadn't been effective at managing its stakeholders in the past i.e. staff, the community, partner organisations, etc.

This then prompted the question:

'What, style of leadership do we want/need from our new CEO?'

This question led to a much more focused and robust conversation supported by the data that the panel had. They could make a rigorous and informed decision.

The Outcome

The conversation enabled the client to have a focussed opinion as to what type of leader was required but more importantly what type of impact the leader needed to make. In the end it was decided to appoint one of the women Play Makers. Not solely based upon The GC Index® but certainly something they wouldn't have done if The GC Index® was not a core part of the assessment process.

CONTACT US

**The GC Index Ltd
3 Waterhouse Square
138 Holborn
London
EC1N 2ST
UNITED KINGDOM**

**www.thegcindex.com
[discover @thegcindex.com](mailto:discover@thegcindex.com)
+44 (0) 20 7637 2500**