

CONNECTING PEOPLE WITH HOMES

TRANSFORMING TALENT MANAGEMENT WITH THE GC INDEX®



The management team at Imagine Estate Agents had heard about The GC Index® and were keen to find out how they measured up. They started by using it with the leadership team and then rolled it out across the whole company...

Though the company had experimented with other development tools in the past, The GC Index® really proved itself when one manager, dissatisfied with his results, took the test again and received exactly the same result. Knowing that you couldn't 'game the system' Imagine rolled The GC Index® out across the entire organisation with some very interesting results...

HOW THE GC INDEX® HELPED

How specifically has The GC Index® helped Imagine? Well, Managing Director Mike Cole said there were countless ways, but he outlined three specific examples that, to him, really showcased the system's efficacy. Firstly, he described one manager who, though exceptional in many areas, ran a chaotic office. "It was very frustrating and we were at a lost in terms of what to do," Mike said.

Despite numerous attempts to resolve the problem, it wasn't until GC Partner, Elysian, introduced The GC Index® to Mike that the real heart of the matter became clear. The manager in question scored incredibly high as a Game Changer, but just wasn't a natural Implementer. In this instance the problem was being compounded by the manager's deputies all having similar profiles and there was just no one implementing at all!

The problem was solved when an opportunity arrived to hire an office manager. Mike knew he needed to hire an Implementer and he used The GC Index® as part of the recruitment process. The GC Index® framework will remain a key part of Imagine's recruitment process going forward, with everyone being hired going through the process.



HOW THE GC INDEX® HELPED CONT..

The second example involved Mike himself. Though he runs the company, the Group MD has two fellow Directors who he intends to take on more and more responsibility as the years go by. Both of them had endeared themselves to Mike by being 'outstanding' estate agents, though it became clear that both needed some help to become outstanding business people.

One problem was that though Mike is constantly on the lookout for the next big idea, the next innovation that will keep Imagine moving forward, he didn't feel that one of his fellow Directors ever contributed in this area. Mike was worried that without fresh ideas the company would stagnate and didn't understand why people in leadership positions wouldn't volunteer these ideas.

The issue became clear when their GC Index profiles were compared. The Director concerned scored very low on Game Changer – "He just wasn't wired to come up with ideas" said Mike. "It wasn't his fault, so my frustration with him was misguided, I needed to highlight other people in the business good in this area and utilise my Director in the areas he scored very high."

"My Boardroom actually complemented each other very well in that we had someone who scored high in each of the five criteria, it was now a case of using that awareness to dictate which tasks were given to which people." Despite already all getting on very well, this still led to a real improvement in our relationships with each other."



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THE RESULTS

Ultimately the framework is helping the leadership team to structure the business in a way to ensure maximum productivity, making sure people are in roles that play to their strengths. Mike shared a story of one of his Branch Managers, someone he'd hired after a very strong recommendation. Despite being one of the hardest workers at the company this man simply wasn't able to handle the responsibilities that came with his position. After two years Mike took the difficult decision to demote his role back to being a Negotiator.

This turned out to be masterstroke. The former manager very quickly proved himself to be the very best Negotiator at the company. Freed from his responsibilities as a manager he smashed sales record after sales record and now enjoys his job more and earns more money as a great negotiator than he did as a bad Manager.

The answer to this apparent paradox became clear when The GC Index® was rolled out, the manager in question was a Polisher through and through, his strengths in that area completely overwhelming everything else. As Mike puts it, "He might be a one trick pony, but he is absolutely exceptional when it comes to that trick!"

“Had we been using The GC Index® from the beginning we could have saved ourselves two years of frustration on both parts and some very difficult conversations.”

Mike Cole
Managing Director at Imagine

