

# NURTURING THE NEXT GENERATION OF TALENT WITH THE GC INDEX®



If the industry you operate in is one that many around the world are trying to move away from, and blaming for environmental issues, then you might think you have got your hands full...

Since 2011, Akakus Oil Operations (AOO) faced major setbacks that had a huge impact on its culture. But this has not stopped the Libyan oil company from putting in place meticulous plans to nurture the next generation of talent to support future transformation...

## THE BACKGROUND

When Libya-based Akakus Oil Operations (AOO) decided it needed to transform its entire operation and way of doing business, it approached GC Partner, Makman Technology Consulting (MTC), to help it identify high-potential talent to serve as a third line of leadership and a cornerstone for future success.

What AOO was really looking for was raw talent that it could mould and shape into the transformational leaders of the future. Makman Technology Consulting recommended The GC Index as the perfect way of bringing this about.

## HOW THE GC INDEX® WAS USED TO MAKE AN IMPACT

As a first step, AOO supplied MTC with a pool of 37 middle managers within the organisation, handpicked by leadership through which a champion team was created to support and advocate the high-potential identification and organisational transformation efforts. These champions acted as a bridge between leadership aspirations and the upcoming talent. The GC Index® was the main tool that was used to guide the creation of a balanced champion team.

## HOW THE GC INDEX® WAS USED TO MAKE AN IMPACT CONT...

Convinced by the effectiveness and clarity of using The GC Index® as a cultural tool, AOO decided to further expand the talent identification programme to include a pool of 200 directly selected by leadership and second-line management.

All 200 candidates took The GC Index® as a way of understanding the existing culture, the potential impact of the group as a whole, and the general engagement level of the participants.

The entire pool then took part in a group workshop which used The GC Index® framework to help individuals understand how they want to make an impact and how they operate in a team. This also provided an opportunity to answer any questions the 200 participants might have.

The GC Index® results, combined with input from AOO's leadership team, were used to whittle the 200 candidates down to a shortlist. These moved on to the second stage, where they were interviewed and assessed individually.

Inspired by Daniel Kahneman, psychologist and economist, who developed a structured interview approach, and once again with input from AOO's leadership team, a list of desirable behavioural traits and required skills was put together. Those traits and skills were then structurally weighted and ranked using the Analytic Hierarchy Process.

All of this information was collated in order to develop a final set of interview questions that would uncover which of the candidates boasted all the necessary attributes.



## THE AKAKUS OIL OPERATIONS PROGRAMME WON ORGANISATIONAL GC GEM FOR 2021

### THE IMPACT MADE WITH THE GC INDEX®

As a result of this extensive groundwork, and using the insight provided by The GC Index®, a team of Makman Technology Consulting conducted the final 40 interviews with high potentials.

Through open discussions and analysis, using The GC Index® framework to help assess how individuals want to make an impact and how the AOO need leaders to contribute, a final selection was developed and delivered to AOO's leadership.

The company is now investing heavily in educating and developing this final group, building a new leadership team that can spearhead the company into the future.

This programme won 2021 Organisation GC Gem, recognised for delivering the most impactful GC Index organisational programme.

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**“Maintaining a healthy talent pipeline at Akakus and the oil and gas sector, in general, is a key priority since experts are retiring creating an experience gap that needs to be bridged by identifying the talent reserves within the company and investing in them for a sustainable future for AOO and the country. The GC Index provided an objective instrument to achieve this goal.”**

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**Chairman of Akakus Oil Operations.**

