

# 4OC & NHS SUPPLY CHAIN

WITH THE GC INDEX®



**According to McKinsey, 71% of cultural change projects fail, and that's largely due to employee resistance and lack of management support. NHS Supply Chain knew they needed to do something special to ensure their change was a success...**

**NHS Supply Chain had undergone a string of changes following the Covid-19 pandemic, which affected all operational teams. The team wanted to develop a programme to enhance leadership insight and awareness and improve ways of working to develop a change in culture.**

## THE BACKGROUND

NHS Supply Chain, provider of procurement and logistics services to the NHS and other healthcare organisations, needed to create a culture that would foster commitment to and confidence in the:

- Overarching change journey.
- Development of a high-performing executive group.
- Increased change-capability within the senior leadership team.

GC Partner, 4OC, recognised the need for a tool that would help introduce a universal language and give the team the means to be more cohesive and mindful of individual working styles to aid a positive organisational culture change – The GC Index®.

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

So, what has that meant for NHS Supply Chain? Rarely are meetings held where proclivities and impact are not mentioned! The great thing about The GC Index® is that the framework has provided a universal language, where people talk impact.



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

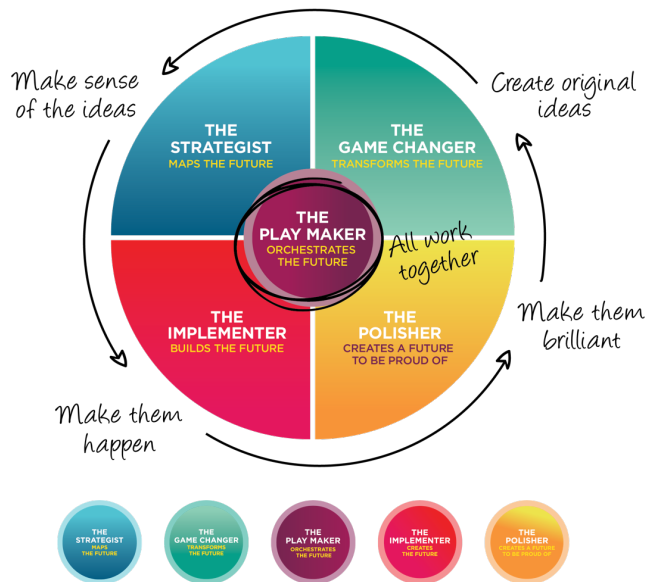
The GC Index® helped with the whole organisational cultural change piece in many ways. It identified a dominant Strategist/Implementer executive team, which created a culture of completing a task and immediately moving onto the next.

They recognised the need to take time to celebrate their achievements and are now doing so, rather than diving immediately into the next activity.

NHS Supply Chain is able to see the proclivities playing out in day-to-day activity, with staff positively calling them out, and this language is enabling the teams to plan more effectively across functions.

Previously, the same people were often chosen to work on projects without truly understanding where and how they could contribute most productively. Now, NHS Supply Chain uses the Organimetric to help them understand how individuals and teams are going to make an impact to ensure success.

The individual assessments are also being used to recruit top talent – this creates a more successful onboarding process by maximising self-awareness. It helps individuals understand how they contribute as part of a team and how they can make the biggest impact.



**“NOTHING QUITE HIT THE MARK IN HELPING THE TEAM TO UNDERSTAND HOW THEY COULD WORK BETTER TOGETHER BEFORE... THE GC INDEX® FILLS THIS GAP.”**

### THE IMPACT MADE WITH THE GC INDEX®

Employees think and behave differently, including Senior Leaders – they are working more effectively together.

The exec team profile identified that the exec team are not high-scoring “Game Changers” and, as a result, they were not always giving people a voice to express new and innovative solutions. This has changed – they are now more open to ideas – in order to support the evolution of the business

The GC Index® has helped them identify gaps they need to close in order to deliver change. But most importantly, it has given them the tools to maximise their people as the organisation changes, whether that be the operating model or the personnel.

NHS Supply Chain has plans to introduce The GC Index® into its whole recruitment model. They are also looking at how they can integrate it into development opportunities for staff, to help people improve self-awareness.

**“Previously, we always chose the same people to work on projects without truly understanding them. Now, we can look at The GC Index® profiles and make sure we have a true breadth of proclivities and energies spanning projects to make them as successful as possible.”**



**LORRAINE NICHOLLS,**  
People and Engagement  
Executive Director at  
NHS Supply Chain