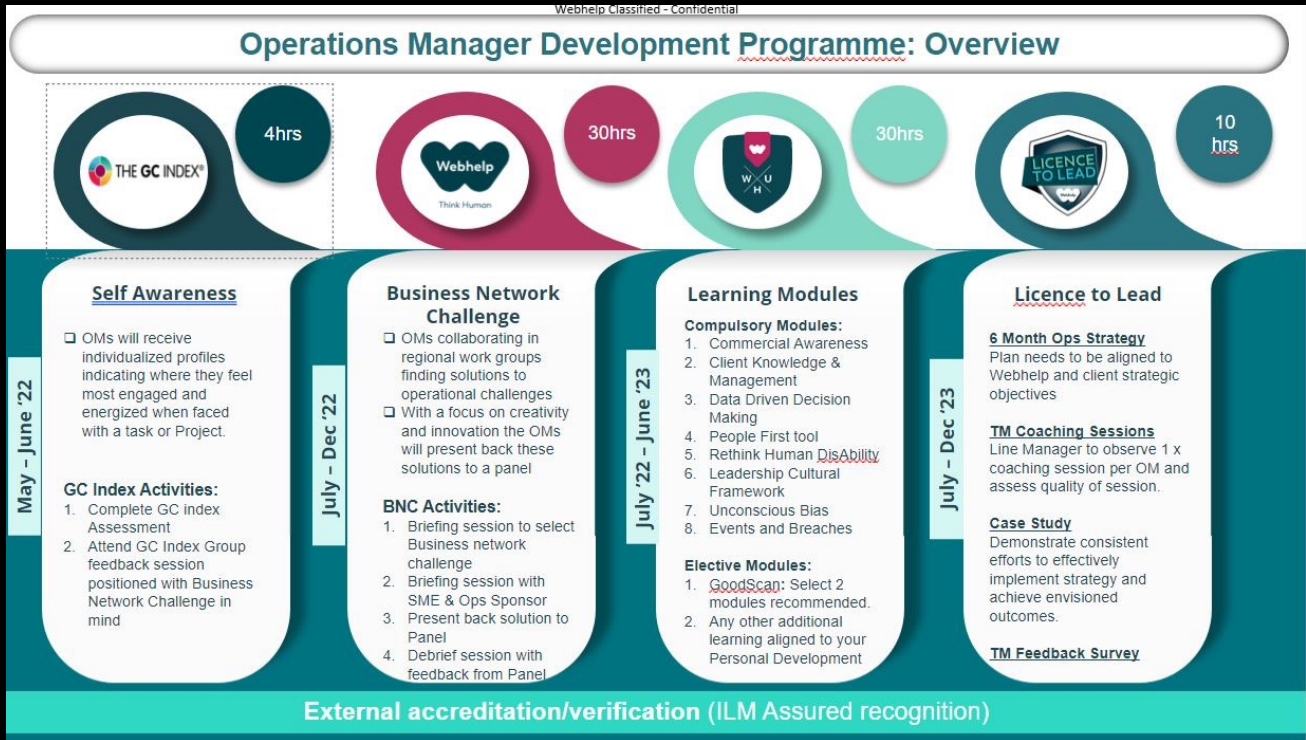


NO ONE-SIZE FITS ALL

DEVELOPING OPERATIONS MANAGERS WITH THE GC INDEX®



As a People First organisation, Webhelp wanted to create a unique learning experience for their Operations Managers. To support this vision, they decided to incorporate The GC Index® as part of the Operations Managers' Development Programme. This provided an opportunity for them to become more self-aware and created a universal language, where everybody understands how they make an impact.

THE BACKGROUND

The GC index® provided them with rich data they hadn't had before, which they can use to help better understand and manage their talent.

It enabled them to look at talent from an individual, team and organisational perspective, with the longer term goal being to apply it to strategy for clients as well their own organisation – making sure they have the right people in the right roles, teams and client accounts.



HOW THE GC INDEX® WAS USED TO MAKE AN IMPACT

The GC Index® was used to profile 50 Operations Managers initially, as part of a pilot, and this was then rolled out to an additional 100 Managers.

It formed part of their four-part development programme and was done upfront as part of the self-awareness section.

1. Everyone who completed The GC Index® received an individual profile indicating the ways in which they feel most engaged, energised and where they add the most impact.
2. The GC Index facilitated a 2-hour session with each Operations team to discuss their profiles and how they make an impact.

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

3. The Operations Managers were divided into groups to work on one of the six challenges:

- a. Design 'Month 1' for new Operations Managers
- b. Establishing a Multiskilled Workforce
- c. Optimise Attendance and Wellbeing
- d. Adaptable Engagement and Leadership Guide
- e. Effective Communication
- f. Improve Employee Pay Process
- g. Advisor Career Growth and Recognition

4. The teams were randomly formed – individuals worked in different countries and didn't know one another. But they were able to use their knowledge and the data from The GC Index® about them as individuals and teams in order to work effectively together. The GC Index facilitated an interactive session with each group to discuss their profiles and a snapshot profile of their teams. This explored:

- a. The implications for their leadership approach.
- b. How it may impact their team interaction during the business network challenge.

- c. The impact their leadership approach has on the operational execution in their work teams.

Mixing individuals up broadened the network and allowed individuals to mingle and work with with people they wouldn't normally work with.

The hope is that they will carry those relationships with them in future so that when they're faced with an issue on absence or attrition for example, they can reach out to the new colleague in a different country to see how they have dealt with it.



“One of the key strengths of The GC Index® is how it helps identify how I can bring the group together and build on this to deliver results.”

THE IMPACT MADE WITH THE GC INDEX®

The programme was very practical, focusing on identifying things that could be improved in core areas.

The programme gave Operation's Managers the opportunity to apply the knowledge they learnt, which meant it added immediate value to their team.

They made commitments in terms of how they would use the insight and data day to day. Examples include:

- Bringing focus and clear direction to their team for the year ahead.
- Leading with a more hands on approach with leaders and creating an opportunity for all team leaders to prosper.

It has enhanced the developmental relationship with Line Managers and Operation's Managers are much more confident in their roles because they feel equipped with the right knowledge and skills.

“The GC Index® is brilliant, it is helping bring us together as a team. I am building on this and thinking about how we can grow as a team – who we need and how we best utilise them.”
