



THE GC INDEX®

GC IMPACT PROFILE

EXAMPLE GCI REPORT - GAME CHANGER POLISHER

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THE GC INDEX®

THE GC INDEX® PROFILES YOUR PROCLIVITIES: THE WAYS IN WHICH YOU FEEL MOST ENGAGED AND ENERGISED WHEN IT COMES TO MAKING AN IMPACT UPON YOUR WORLD.

YOUR PROFILE WILL HELP YOU TO THINK ABOUT HOW YOU CAN ‘PLAY TO YOUR STRENGTHS’ AND MAXIMISE YOUR CONTRIBUTION TO A ROLE, TEAM AND ORGANISATION.

The GC Index was created by Nathan Ott (Chief Polisher) and Dr John Mervyn-Smith (Dr. GC). For more details of how The GC Index was created please visit www.thegcindex.com

THE GC INDEX®

PROCLIVITIES

Research shows that people differ when it comes to their proclivities for making a positive *impact* on their world.

These differences, when it comes to making an impact, are underpinned by an individual's:

- Capacity for original thought – *Imagination*
- Drive to turn ideas into reality – *Obsession*

THESE DIFFERENCES ARE MANIFEST AS ENGAGEMENT WITH:

- **IDEAS AND POSSIBILITIES:**
 - *Strategists and Game Changers*
- **TANGIBLE OUTCOMES AND THE PURSUIT OF EXCELLENCE:**
 - *Implementers and Polishers*
- **A DRIVE TO CREATE COLLABORATIVE ENDEAVOUR AND COLLECTIVE CONTRIBUTION:**
 - *Play Makers*



THE GC INDEX®

MULTI-DIMENSIONAL IMPACT

Your approach to making an impact in a role, team or organisation will reflect the ways in which your proclivities interact with, and complement, each other. This complementary relationship is visualised in the graphic to the right.

Start by looking at the higher scores in your GC Impact Profile. These proclivities will come together to shape the way in which you best want to make an impact i.e. **your Impact Style**.

In the following pages you will see **all 20 GC Index Impact Styles** which highlight the multi-dimensional impact that different people have the potential to make. There is no one Impact Style better than another – we all have a positive impact to make.

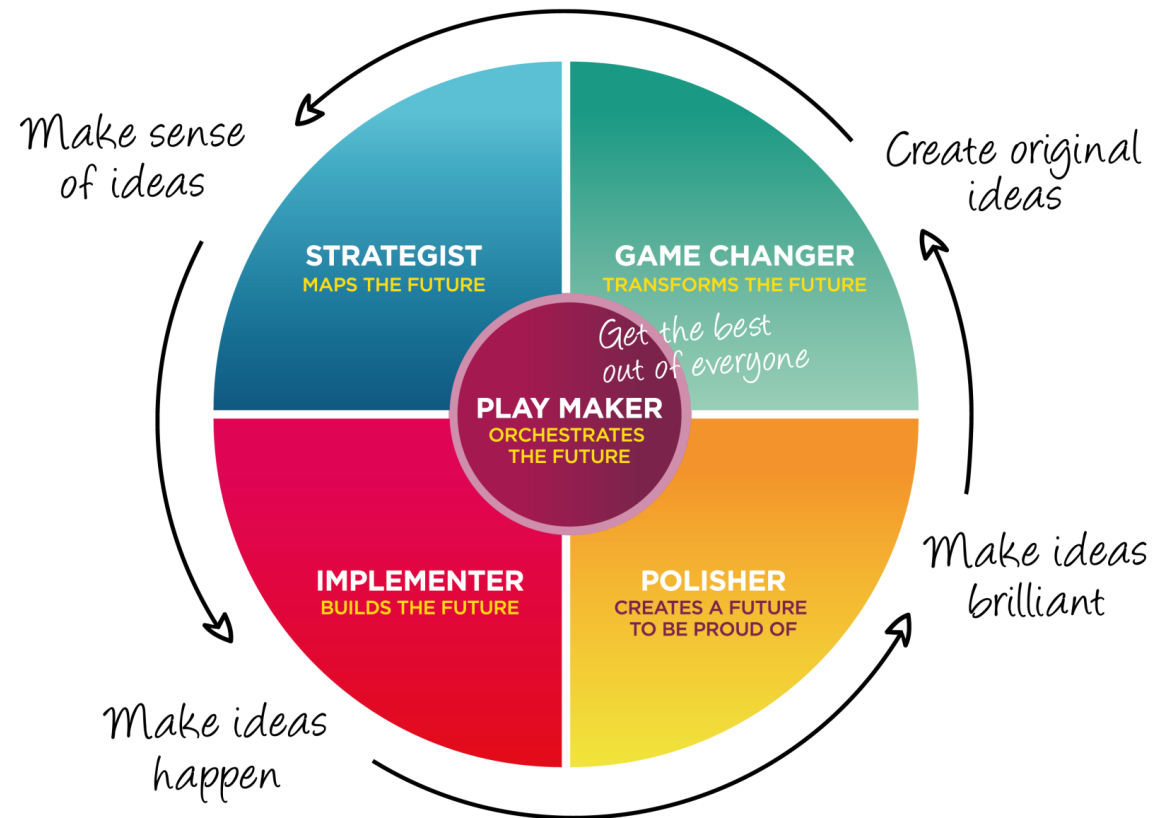
Explore the ways in which your higher scoring proclivities can, dependent upon context, be an asset or a liability and the ways in which lower scoring proclivities, again dependent upon your context, can be an asset or a liability.

When it comes to maximising your own impact, the simple equation is:

$$\text{IMPACT} = \text{PROCLIVITIES} + \text{SKILL SET}$$

You will be at your most impactful when you have the skills needed to channel your proclivities into the contribution you want to make in your world.

Please explore this further with your Assigned GCologist.



MULTI-DIMENSIONAL IMPACT

STRATEGIST / PLAY MAKER

Align teams to common goals

They are at their best when they articulate a compelling picture of the future and **align others to common goals** that can achieve that future.



STRATEGIST / GAME CHANGER

Evaluate creative ideas through a strategic lens

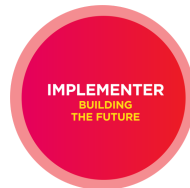
They are at their best when assessing creative possibilities that can shape and support the achievement of their strategic vision. They will **evaluate new ideas through a strategic lens**.



STRATEGIST / IMPLEMENTER

Shape actionable strategic plans

They are at their best when they are **clarifying actionable plans**. They shape strategic objectives and plans to deliver them, bringing direction to action and structure to delivery.



GAME CHANGER / PLAY MAKER

Influence others' views on creative possibilities

They are at their best when they engage and enthuse others with creative ideas. They will **influence others' views on what is possible** when it comes to transforming the future.



GAME CHANGER / POLISHER

Creatively driving new ideas

At their best they understand what it will take to deliver creative ideas to the highest possible standards. They **creatively drive progress** recognising that others may not always see what they see.



PLAY MAKER / STRATEGIST

Facilitate the strategic debate

They are at their best when they are **facilitating the strategic debate** in teams, helping people to determine, and align to, shared objectives. They are inclusive and involving.



GAME CHANGER / STRATEGIST

Create ways to achieve strategic goals

They are at their best when they focus their **creative thinking upon the enrichment of strategic objectives**, bringing transformational possibilities to that endeavour.



IMPLEMENTER / STRATEGIST

Make strategy happen

At their best they bring a **purposeful focus to aligned action**. The 'why' of action matters to them. They get things done in a way that supports the achievement of strategic goals.



PLAY MAKER / GAME CHANGER

Facilitate the process of creativity and invention

At their best they facilitate the **process of creativity and invention**. They are alert to new ideas and possibilities that can transform the future and seek to align others to those possibilities.



POLISHER / GAME CHANGER

Relentlessly progressing ideas

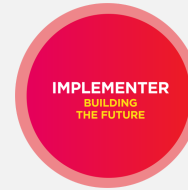
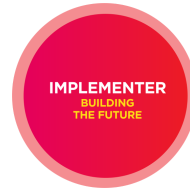
At their best they are open to new ideas and possibilities. They value creativity and innovation and will bring energy to **relentlessly progressing ideas**. They will want to deliver to a high standard.

MULTI-DIMENSIONAL IMPACT

IMPLEMENTER / GAME CHANGER

Convert ideas into tangible outcomes

At their best they are engaged by transformational possibilities and will bring energy to converting ideas into tangible outcomes; they see what's possible in a practical sense.



GAME CHANGER / IMPLEMENTER

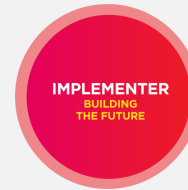
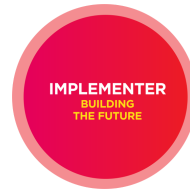
Solve problems creatively

At their best they bring energy to solving problems creatively. They see transformational possibilities and have the enthusiasm to turn them into a reality.

IMPLEMENTER / PLAY MAKER

Get things done with others

At their best they bring energy and urgency to getting things done with others. They 'lead by example' and are role models in this regard.



PLAY MAKER / IMPLEMENTER

Deliver outcomes through collaboration

At their best, they are effective at delivering through others; helping individual and teams focus upon what needs to be done. They develop others through collaborative action.

POLISHER / PLAY MAKER

Set high standards to get the best from others

At their best, they are role models for the 'pursuit of excellence'. They focus on setting high standards to help others perform. They can be inspirational in this regard.



PLAY MAKER / POLISHER

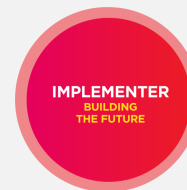
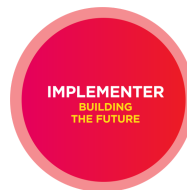
Inspire high performance

At their best, they will get the very best from others. They inspire high performance and then seek to collaboratively deliver on those aspirations.

POLISHER / IMPLEMENTER

Get things done to a high standard

At their best, they will bring energy to getting things done to a high standard – the 'pursuit of excellence'. They seek to standardise excellent performance.



IMPLEMENTER / POLISHER

Get things done consistently

At their best, they bring energy to getting things done consistently. They recognise when something is 'good enough' but appreciate when something has to be done to the highest possible standard.

POLISHER / STRATEGIST

Bring the evidence to shape decision making

At their best, they bring rigour to the strategic debate, asking the questions and bringing the evidence to shape conversation. They seek to put quality at the heart of strategic thinking.



STRATEGIST / POLISHER

Bring rigour to strategic decision making

At their best, they test their 'big picture' view of the world by looking at the evidence, the reality of their world. They ensure the strategic approach is robust.

YOUR PROCLIVITY LEVELS

HOW TO INTERPRET THEM

The GC Index proclivity levels are a measurement of Energy for Impact. They are not like test scores, there are no 'better' or 'worse' profiles. There is no right or wrong profile, it is all about how we use our Energy for Impact to the best effect. For example, a low proclivity level can at times help or hinder the impact we want to make and a high proclivity level can also do the same.

PROCLIVITY LEVEL

1–3

If you have a proclivity level of 1 to 3 it suggests that you have little energy or inclination for activities that require this proclivity. You may tend to avoid activities of this sort when you can.

As we don't easily get drawn into lower scoring proclivities, at times and in certain situations they can help us make a better impact.

PROCLIVITY LEVEL

4–6

If you have a proclivity level of 4 to 6 it suggests that you have some energy and inclination for activities that require this proclivity, but not predominantly so.

Moderate proclivity levels are areas we can draw upon when we need to make our best impact.

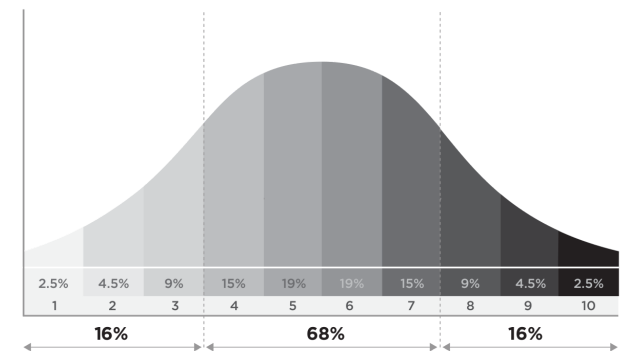
PROCLIVITY LEVEL

7–10

If you have a proclivity level of 7 to 10 it suggests that your natural energy and inclination is to take on activities that require this proclivity.

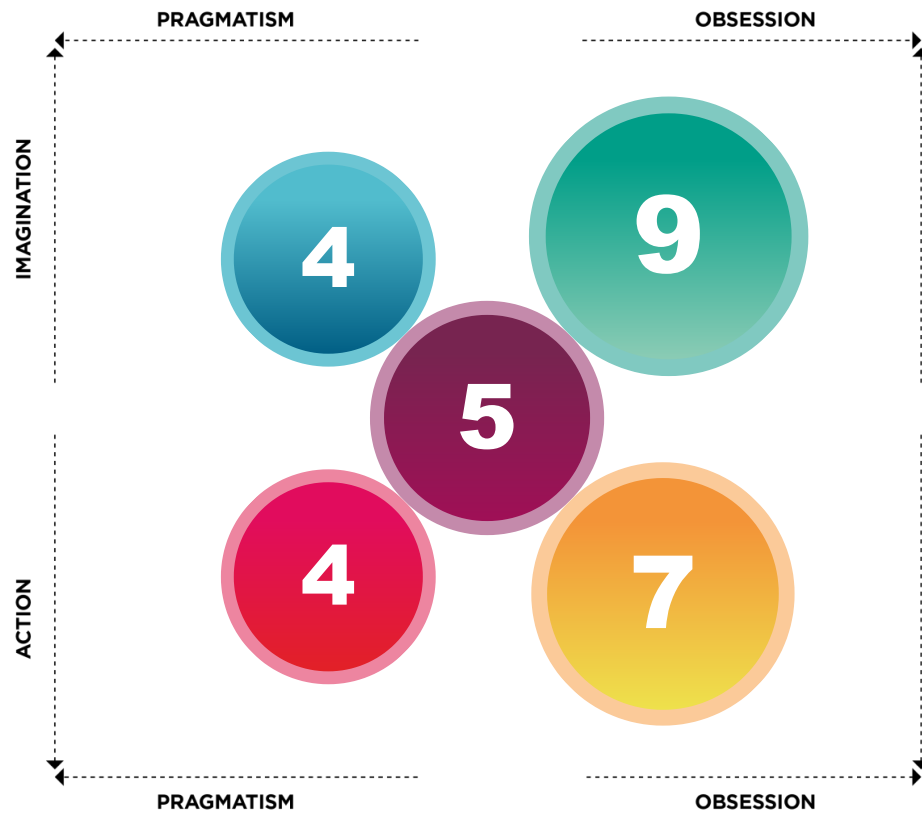
As we can often get drawn into higher scoring proclivities too quickly and for too long, at times and in certain situations they can hinder us in making our best impact.

STATISTICAL DISTRIBUTION OF THE GC INDEX PROCLIVITY LEVELS

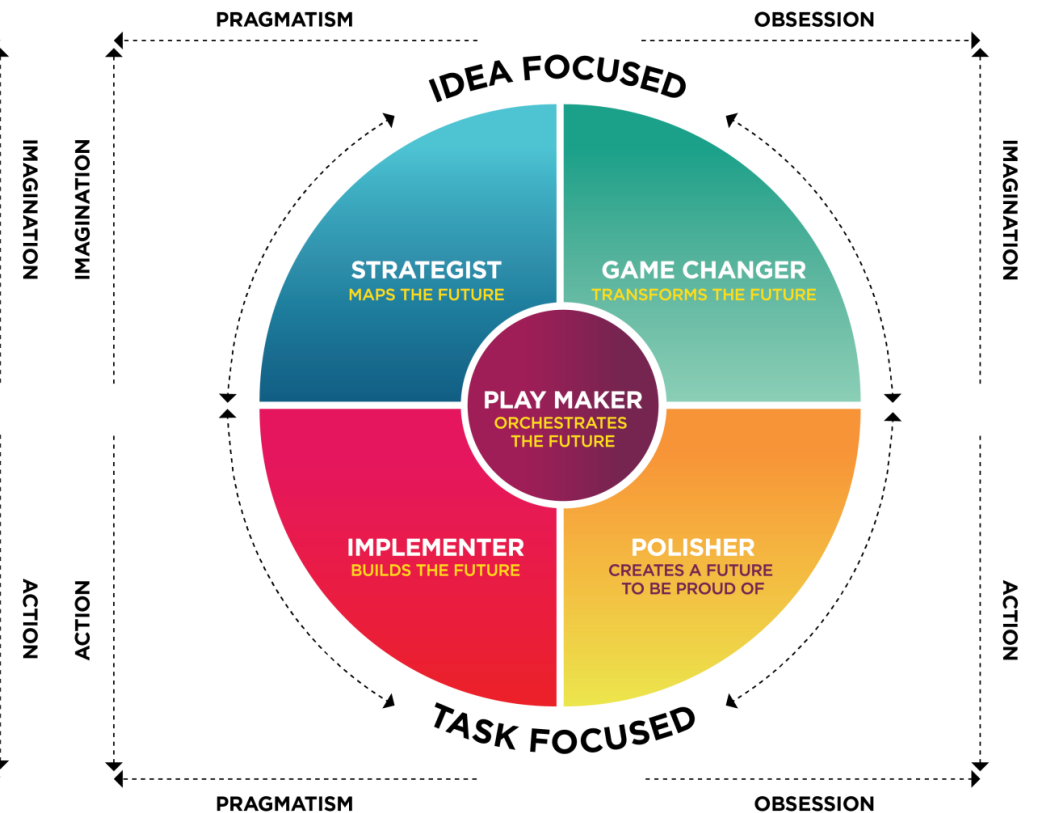


YOUR PROFILE SCORES

YOUR SCORE MATRIX



ALL CATEGORIES



YOUR PROFILE SCORES

UNDERSTANDING YOUR PROFILE

HAVING THE GREATEST IMPACT IN YOUR ORGANISATION

Your highest scores are for the roles of Game Changer and Polisher.

Game Changers are very open to new ideas and have the imagination to 'see' what is possible in ways that others don't. Indeed, your profile suggests a strong need for creative expression.

Game Changers are not constrained by the 'tried and tested' and will often challenge and question received wisdom and traditional ways of doing things.

The clarity with which Game Changers see possibilities, often coupled with a frustration with the way things actually are, drives them to initiate change.

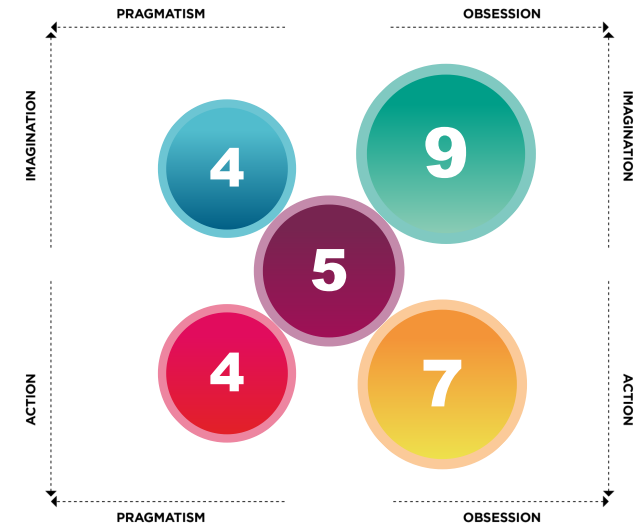
This drive is often obsessive, fueled by a need to turn an idea into reality. This is also reflected in your Polisher score.

Polishers will often see value in perfecting products, processes, procedures and solutions with a focus on continuous improvement and the 'pursuit of excellence'.

Your Implementer score which suggests less energy for routine tasks with a focus on 'good enough' delivery.

Your Play Maker score suggests a collegiate nature and this will also shape your approach when manifests as inclusive and involving behaviours.

Your Strategist score suggests you will see ideas and action within a broader strategic context.



YOUR GC INDEX®
PERSONAL PROFILE SCORES

YOUR PROFILE SCORES

UNDERSTANDING YOUR PROFILE

MAXIMISING YOUR IMPACT

APPROACH TO LEADERSHIP

Given your Game Changer proclivity you will want to lead with ideas and possibilities reflecting your need for creative expression.

At your best, you may be a catalyst for, and driver of, 'leading edge' change. Your Polisher score also suggests that you will bring a restless drive to turning ideas into a reality with a focus on continuous improvement and the 'pursuit of excellence'.

Some will find this style of leadership exciting, and some may find it relentless. Game Changer/Polishers set high standards for themselves and others; they can be critical and self-critical.

Polishers can be inspiring in this regard; they can also inhibit with their expectations. You may need to recognise when you are expecting too much of others.

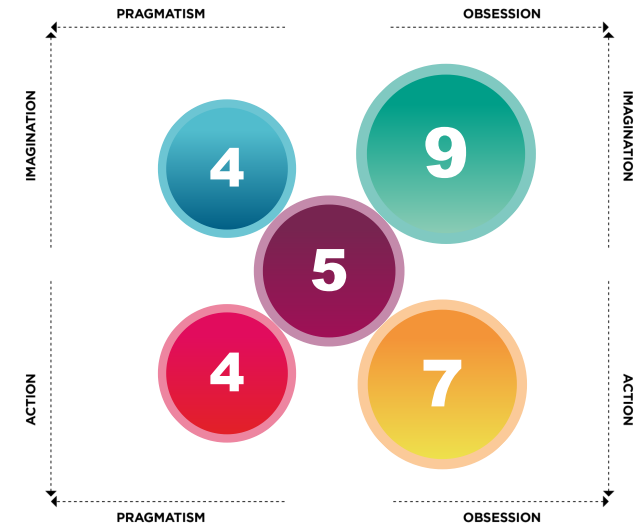
Your Play Maker proclivity will also shape your approach to leadership when manifests as inclusive and involving behaviours.

CREATIVITY AND INNOVATION

Your Game Changer score suggests that you will have most impact within an organisation when you have the freedom to pursue game-changing possibilities with the support needed to turn possibilities into reality.

Without the scope to channel your game-changing drive into new ideas and possibilities, you may well focus on perfecting existing ones - your Polisher proclivity.

Strategists will help you to put ideas and change into a strategic context while effective Implementers can support you with the operational 'nuts and bolts' of change. They may also provide an important role of reminding you when an outcome is 'good enough', 'fit for purpose' and not in need of more fine-tuning.



YOUR GC INDEX®
PERSONAL PROFILE SCORES

YOUR PROFILE SCORES

UNDERSTANDING YOUR PROFILE

MAXIMISING YOUR IMPACT

ENGAGING AND INFLUENCING

One of the challenges Game Changers have is convincing other people about their ideas, to 'engage hearts and minds'.

The clarity with which they can envisage things, coupled with an impatient, and often single-minded drive, can often leave them feeling frustrated if they don't share their views. Feedback from others may be valuable when it comes to both understanding and fine-tuning your approach to influence.

Game Changers and Polishers can be demanding of themselves, as their drive is to turn ideas into reality. Given this, they are typically demanding of those around them in different ways.

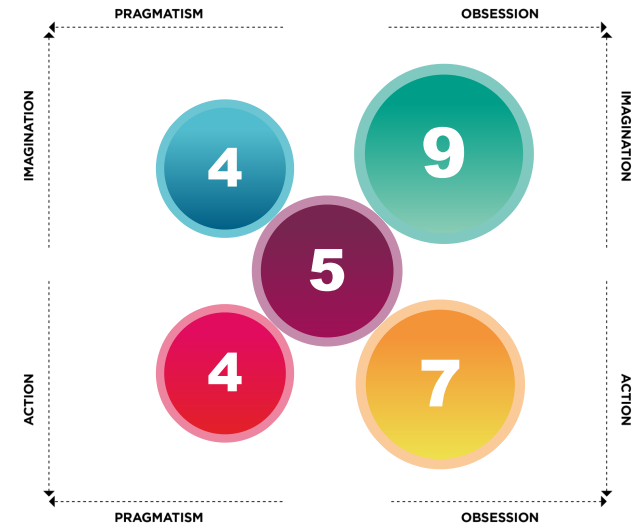
Effective Game Changers and Polishers will therefore seek to balance demand with support, helping to both focus action as well as acknowledging progress. Your Play Maker proclivity may help in this regard.

GETTING THINGS DONE

Polishers not only want to complete things but complete them to the highest standard when it matters. They also bring energy to continuous improvement and the pursuit of excellence.

There will be times when you may need to accept 'good enough' but this may frustrate you and you may rarely be completely satisfied with a piece of work.

Be wary of getting 'bogged down' in details and seek to delegate where you can. Your Play Maker proclivity may help in this regard.



YOUR GC INDEX®
PERSONAL PROFILE SCORES

YOUR PROFILE SCORES

UNDERSTANDING YOUR PROFILE

MAXIMISING YOUR IMPACT

THRIVING NOT SURVIVING

Your profile suggests a strong Game Changer proclivity. Given this, you are most likely to thrive in organisations that value innovation and creativity and a genuine capacity to 'think outside the box'.

Your Polisher proclivity will be appreciated in organisations that value a focus on learning and continuous improvement. Consistent with this you are likely to be at your best in 'safe to fail' cultures that encourage experimentation in the process of innovation and creativity.

You may also want to be valued for your idealist drive and this would generate some tensions in strongly pragmatic, operational cultures. At times you may be seen as too ambitious in your goals. You are most likely to 'clash' with those who take the view 'if it isn't broken, don't fix it'.

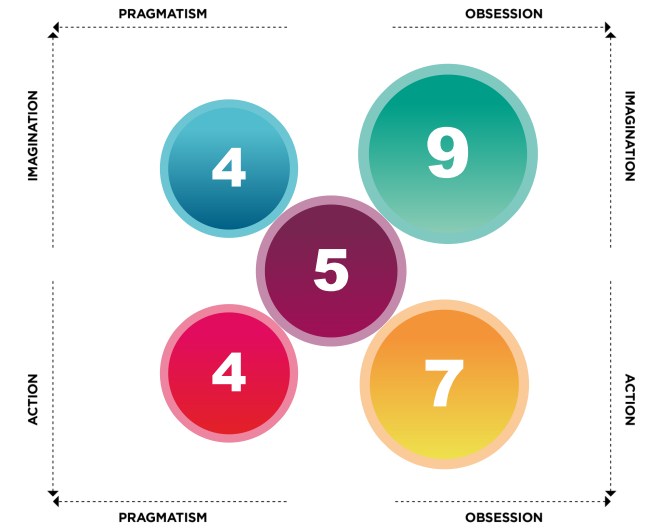
THE POWER OF TEAMWORK

Your profile suggests that you will be demanding of yourself, possibly even self-critical. You may be equally demanding of others.

Given this, in all your working relationships, you may need to be mindful of your approach to both supporting and challenging others. Some may find you uncompromising and intense at times.

You are likely to feel frustrated by those who don't share your high standards but you may need to show an appreciation of their pragmatism on certain occasions. Be mindful that Polishers can be inspiring but they can also inhibit with their high expectations.

You may feel a little lonely at times and, possibly, unappreciated.



YOUR GC INDEX®
PERSONAL PROFILE SCORES

WORKING WITH YOUR PROFILE

YOUR PROFILE IN PRACTICE

HOW DO MY STRONGEST PROCLIVITIES MANIFEST AT HOME AND WORK?

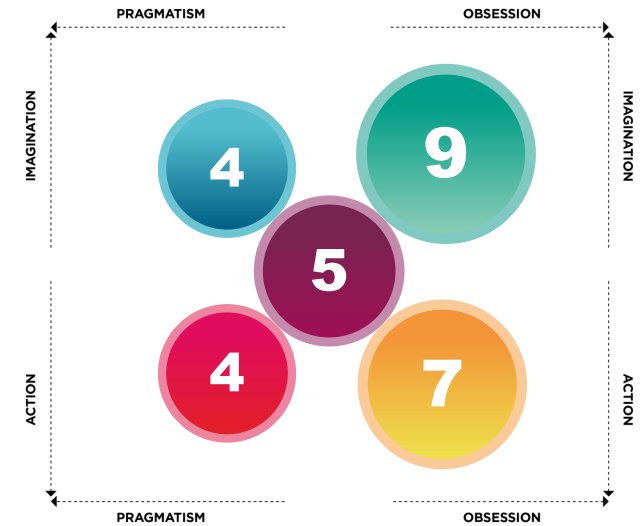
- 1.
- 2.
- 3.

HOW DO MY PROCLIVITIES INTERACT WITH EACH OTHER TO BEST EFFECT?

- 1.
- 2.
- 3.

HOW DOES MY PROFILE COMPLEMENT MY COLLEAGUES/TEAM?

- 1.
- 2.
- 3.



YOUR GC INDEX®
PERSONAL PROFILE SCORES

WORKING WITH YOUR PROFILE

A FOCUS UPON IMPACT DEVELOPMENT

HOW WILL MY PROCLIVITIES HELP ME TO ACHIEVE MY CAREER GOALS?

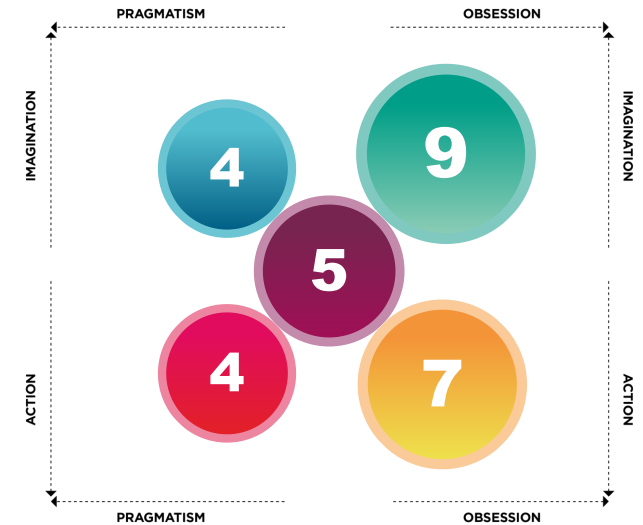
- 1.
- 2.
- 3.

WHICH SKILLS DO I NEED TO WORK ON TO MAXIMISE THE IMPACT OF THESE PROCLIVITIES?

- 1.
- 2.
- 3.

WHAT IS MY PLAN TO DEVELOP MY KEY SKILLS?

- 1.
- 2.
- 3.



YOUR GC INDEX®
PERSONAL PROFILE SCORES

YOUR REVIEW SESSION

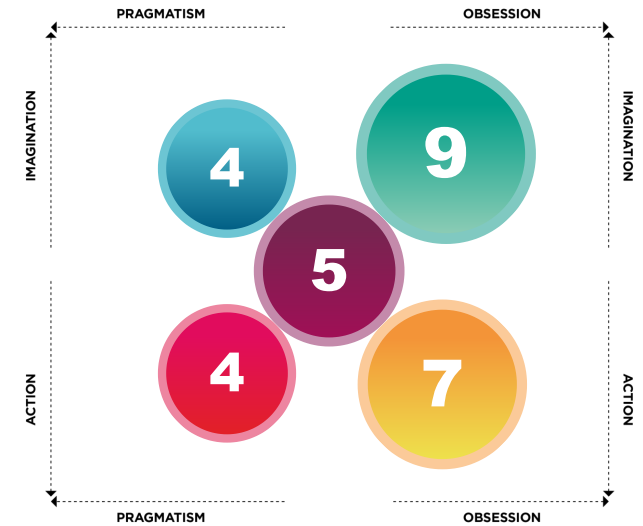
NOTES

KEY INSIGHTS GAINED FROM THE REVIEW SESSION

- 1.
- 2.
- 3.
- 4.
- 5.

ACTIONS NEEDED TO FURTHER UNDERSTAND MY IMPACT AT WORK

- 1.
- 2.
- 3.
- 4.
- 5.



YOUR GC INDEX®
PERSONAL PROFILE SCORES

STRATEGISTS

BEING THE BEST YOU CAN BE

AT THEIR BEST

STRATEGISTS SEE PATTERNS AND TRENDS IN EVENTS AND DATA.

This could be the chief marketing officer who sees patterns and trends in consumer behaviour, the chief financial officer who sees numerical patterns in a set of accounts or the physician who sees a pattern in a set of symptoms. It could be the individual who sees repeated behaviours within a dysfunctional family.

Strategists ask 'why', they look for links between events and data. They seek to 'fit together the pieces of the jigsaw', to 'join up the dots' in a way that helps them to see the 'bigger picture'. At their best they can bring a logical and analytical mind to making predictions about the future based upon the patterns of the past.

AS PEOPLE

Strategists like to make sense of their world. They tend to assume a causality between events that leads them to ask: 'how are these events related?' and to postulate: 'if this, then this'. This approach helps them to bring some structure to their world, to bring, at times, order from apparent chaos or arbitrariness. Making sense of things is often the basis for action; it will bring purpose, energy and focus to action.

AS LEADERS

Strategists will lead with possibilities that are a product of what has gone before. They will present their ideas in a way that engages others and mobilises action. They will bring optimism and energy to a fundamental human need to predict the future by mastering the present. Ideas will become strategies, strategies will become plans of action, and action will help people to feel potent.



STRATEGISTS

BEING THE BEST YOU CAN BE



TOP 5 TIPS

- #1:** Hone your ability to see the ‘big picture’ by staying close to events in your industry: reading, networking, conferences. Bring your analytical skills to bear on what you learn in the process and look for those patterns, trends and synergies that predict the future.
- #2:** **Develop your commercial skills and business acumen: get into the habit of seeing strategic objectives within a commercial context.**
- #3:** Articulate your visions, views and arguments in a way that engages ‘hearts’ (good strategies bring certainty as well as excitement) and ‘minds’ (commercial possibilities).
- #4:** **Test your thinking where appropriate with Implementers, they can be good ‘reality checkers’.**
- #5:** Bridge the gap between strategy and implementation by developing good planning skills.

GAME CHANGERS BEING THE BEST YOU CAN BE

AT THEIR BEST

GAME CHANGERS, AT THEIR BEST, SEE POSSIBILITIES THAT HAVE THE POTENTIAL TO CHANGE THE LANDSCAPE OF THEIR WORLD.

This could be a musician, artist, or writer whose work influences others for generations. It may be the designer or the inventor whose work is original, not derivative, the amateur chef with original recipes constantly popping into their head.

Game Changers imagine possibilities that others don't, and they engage others with the excitement and the vision of what is possible. Their contribution to the world is one of transformational change rather than incremental change, i.e. they see what might be rather than wanting to improve or change what is.



AS PEOPLE

Game Changers have a need for creative expression. Their creativity coincides with uncensored, seemingly free-associative thinking: they rule things in rather than ruling them out. They allow themselves to imagine, to dream. They don't feel constrained by a need to build upon what has gone before or by 'tried and tested' ways of doing things. They have a way to imagine how things could be and, when they become obsessed with an idea, how things should be.

Game Changers do not see themselves as risk takers. For them, a greater sense of loss and regret will come from not doing something rather than trying to do something. Creativity for them is, to some extent, a manifestation of their identity, of how they see themselves. Given this, being free to express themselves is vital to their sense of wellbeing.

AS LEADERS

Game Changers may often be seen as inflexible, tenacious to the point of being a 'dog with a bone'. Their single-minded nature may mean that they are not seen as open to influence and this will distort relationships for some. At their best, they will lead through the power of ideas and possibilities.

GAME CHANGERS

BEING THE BEST YOU CAN BE



TOP 5 TIPS

- #1:** Recognise that some people will find your Game Changing nature unsettling at times. Change can leave people feeling inadequate and anxious as well as excited. If you want people to take your ideas seriously you will need to recognise and manage this. Give people time to digest your ideas and ‘get used to them’.
- #2:** Remember that what may seem very obvious to you doesn't to others. Be patient with people when you are asking them to see the world the way that you do. Develop your influence skills through reading and training. Get yourself a mentor.
- #3:** Take time to build alliances, supportive relationships in the business with people who ‘know where you're coming from’. These people can help you to manage the process of influence when you have a good idea.
- #4:** Recognise that good Strategists can bring focus to your ideas and help you to ‘sell’ them by putting them into a business and commercial context.
- #5:** Recognise those Play Makers around you and build a relationship with them. They can help you to get the best from your talents.

PLAY MAKER

BEING THE BEST YOU CAN BE

AT THEIR BEST

PLAY MAKERS, AT THEIR VERY BEST, INVEST IN THEIR RELATIONSHIPS AT WORK.

By definition, Play Makers value the sort of group cohesion that they believe is necessary to drive performance: ‘we are all in this together’.

At their best, they are consensus builders. Their inclination is to seek harmony in groups although the skillful ones will not shy away from confrontation; they will manage conflict in such a way that it produces cohesion rather than fragmentation.

Play Making is not to be confused with learned behaviours around being socially skilled, or personal qualities such as warmth or extraversion; it is about a particular impact, not a particular personality.



AS PEOPLE

Play Makers are collegiate by nature. They enjoy being part of something that they see as ‘bigger than they are’. They will often see the ‘greater good’ as more important than individual needs. They are more likely to ‘stand up for a cause’ than stand up for themselves. As a consequence, they can seem quite understated at times. For Play Makers collective achievement is more important than individual glory. Play Makers believe that once you get the relationships ‘right’, then things will naturally follow and will get done. They are instinctive ‘people gatherers’ who are happy for others to be in the spotlight. At their best, they will know what makes people tick and know how to motivate and influence them. This will often reflect a high degree of emotional intelligence.

AS LEADERS

Play Makers do not seek to dominate, they are quite the opposite from ‘command-and-control’ leaders. Their approach is to be involving and inclusive, to facilitate and seek consensus about the ‘what’ as well as the ‘how’. It’s not in their nature to impose their views but rather to develop a collective view. They use the language of ‘we’ rather than ‘I’ and, consistent with this, can seem quite understated at times. At their best, they are able to see how people can contribute to broader objectives. This is reflected in their GC Index profiles in the sense that they have some of all the other four proclivities within them; they can appreciate what others can bring.

PLAY MAKER

BEING THE BEST YOU CAN BE



TOP 5 TIPS

- #1:** Take time to develop your most important capabilities, namely, your people skills. Keep a 'people skills' book on the go and attend courses when you can or get yourself a coach.
- #2:** **Take time in your week to stand back and think about those key people around you at work. Think about them as people, their capabilities, motives and agendas. Be clear about how you can engage them effectively and build productive and complementary relationships.**
- #3:** Recognise that there may be times when you need to be directive and assert your views as a leader rather than seeking consensus.
- #4:** **Make sure that you develop the most sophisticated skills for managing conflict: negotiation skills, conflict management skills.**
- #5:** Understand what it is that makes you influential (ask people) and build this into your approach to getting the best from people.

IMPLEMENTERS BEING THE BEST YOU CAN BE

AT THEIR BEST

IMPLEMENTERS, AT THEIR VERY BEST, GET THINGS DONE, THEY DELIVER.

Their philosophy, and practice, is one of practical, pragmatic problem solving. They will often have a reputation as a ‘safe pair of hands’, someone who can be relied upon to get things done in a dependable way. They are outcome focused and will get things done without being a slave to the process. In groups and teams, they will bring task-focused energy and urgency.

This could be the project manager who needs to deliver outcomes quickly for their client, it could be the tour guide ensuring her guests see as much as they can on her trip or the HR manager who just wants to make things happen.

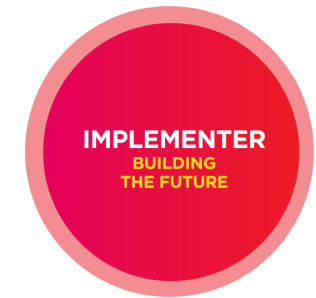
AS PEOPLE

Implementers are, typically, driven by the satisfaction that comes from tangible achievements. Consistent with this, they will enjoy the challenge of finding ways to do things, finding solutions to practical problems and ways around obstacles. They can be innovative and flexible in the process. Their pragmatism is such that they can accept when an outcome is ‘good enough’, and ‘fit for purpose’.

AS LEADERS

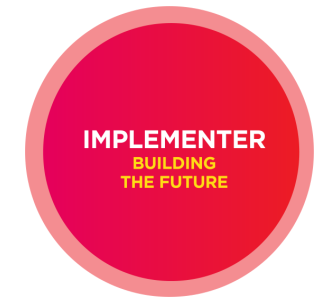
Effective Implementers, as leaders, are typically high energy people, action and outcome focused. They will tend to ‘lead by example’ demonstrating resilience to setbacks. They may tend to rely upon others for ideas and broader strategic direction given that their real strength, and valued contribution, is to make things happen.

Nonetheless, effective Implementers need to be able to articulate the ‘why’ of action as well as the ‘how’. They may also need to manage their frustration with analysis paralysis or abstract notions that don't fit with real, operational needs. Effective Implementers will have developed the skills to help others i.e. Strategists to ‘test’ ideas and turn them into a reality.



IMPLEMENTERS

BEING THE BEST YOU CAN BE



TOP 5 TIPS

- #1:** Implementers bring energy and drive to getting things done. Make sure that you focus this drive upon tasks that are the best use of your time, otherwise delegate.
- #2:** **Implementers make very effective ‘hands on’ coaches. Develop your coaching skills as a way of getting the best from others.**
- #3:** Implementers complement Strategists and Game Changers by being good ‘reality checkers’. But be mindful of challenging ideas and possibilities in a positive way that ‘doesn't burst bubbles’. Be careful not to be seen as resistant to change in this process.
- #4:** **Help Strategists to operationalise ideas: make sure that you understand the commercial context when doing so.**
- #5:** Like Polishers, Implementers tend to be very task and outcome focused. Take time to stand back to think about your life, your career and your relationships.

POLISHERS BEING THE BEST YOU CAN BE

AT THEIR BEST

POLISHERS EMBODY THE PHILOSOPHY AND PRACTICE OF CONTINUOUS IMPROVEMENT.

They seek to set the standard for excellence within their role and organisation. They can take products, processes and procedures and constantly seek to improve them. They will be able to understand and articulate the commercial, competitive advantage derived from continuous improvement. Consistent with this approach, they will value learning from review: ‘what could we do better, differently?’



AS PEOPLE

Within any effective Polisher is a perfectionist nature. They derive energy and satisfaction from taking solutions and developing them to the point of perfection and excellence, maximising their potential. This could be the receptionist constantly striving to have the perfect welcome for their visitors, the branding consultant ensuring that the new product design is the best it can be before it goes to print or the gardener striving for the perfect lawn.

When it matters most to them, they will struggle to accept ‘good enough’. At an extreme, they are obsessive. Their drive for continuous improvement and their striving for excellence will reflect a determined and tenacious nature. It also reflects optimism, the view that something could be better. They will feel most challenged when they have to make a decision that a task is good enough, fit for purpose, when they see possibilities for improvement.

AS LEADERS

They will balance the challenge of ‘we can do better’ with the support of a ‘safe to fail’ culture. They will be demanding, setting high expectations for themselves and others. This focus on stretching others will require a sophisticated skill set to do it well. At best, they will inspire people to perform to their very best, at worst, their demanding nature may inhibit others. Their drive can be relentless.

POLISHERS

BEING THE BEST YOU CAN BE



TOP 5 TIPS

- #1:** Recognise that some people will find your need for perfection inhibiting at times. At an extreme, people around you may feel that they can never be good enough. Be aware when this may be happening, as it can lead to apathy in those around you.
- #2:** **Use your need to perfect things as a strength in setting quality control, ensuring that things are the best they can be for you and those around you.**
- #3:** Work on engaging people around you as to the positive outcomes that will be derived from taking something from 'fit for purpose' to 'best in class'. Demonstrate where the discretionary effort is worth the prize at the end. Motivating teams around this will be a strong leadership trait for you when done well. Work with Play Makers to help develop the combination of task and people focused leadership.
- #4:** **Understand when to 'let go', everything cannot be perfect every time. Work on deciphering which tasks require perfection and which ones will fulfil the commercial objectives by being merely excellent or even still simply just fit for purpose. Implementers will help you rationalise this in your mind and Play Makers will help you delegate.**
- #5:** Like Implementers, Polishers tend to be very task and outcome focused. Take time to stand back to think about your life, your career and your relationships.

FURTHER NOTES

THANK YOU



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