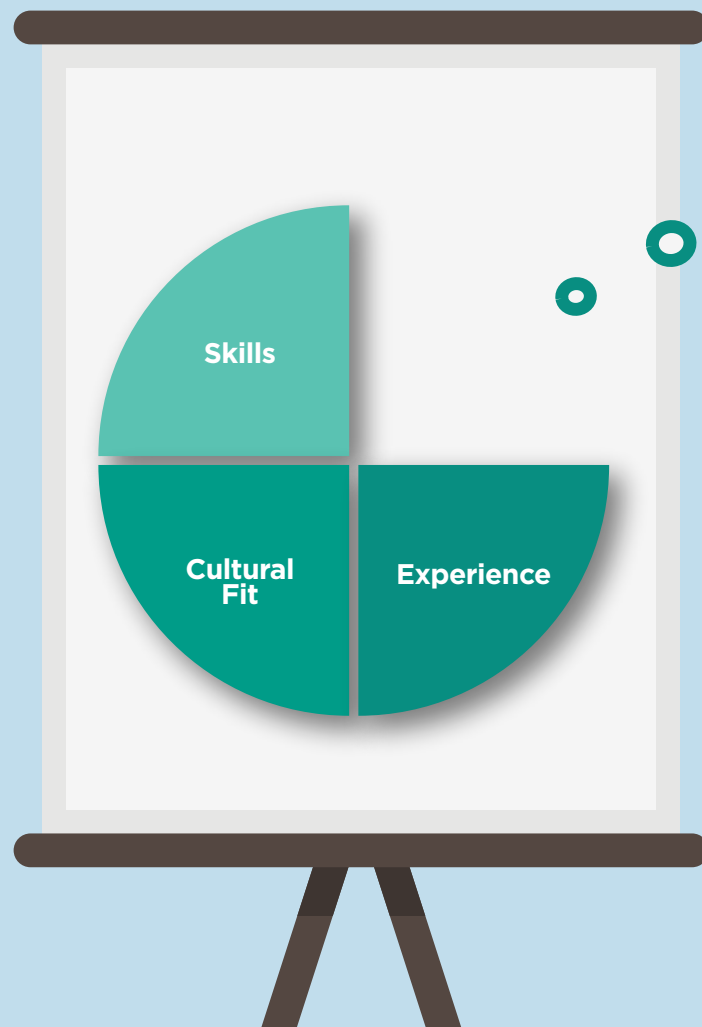


# The revolutionary framework that's transforming candidate selection

Something is missing



# 01. The Challenge

**The recruitment industry today is at an unprecedented crossroads where only the best recruiters will survive into the future.**

**2 in 5**

**of all new hires turn out to be bad hires**

The most significant challenge facing the industry is the issue of placing the wrong candidate into the wrong job. According to new research by REC, 85% of HR decision makers admit to having made a bad hire at some point in the past. REC also identified that 2 in 5 of all new hires turn out to be bad hires within 18 months of the start of their employment.

This equates to an alarming 40% of all new hires. To put this into perspective, a poor hire at mid-manager level with a salary of £42,000 can end up costing a business an enormous £132,015. With 40% of all new hires proving to be bad hires within the first 18 months, it is fair to say that the cost to business is immense. This is not a small problem.

To make matters worse, like it or not, this situation is negatively impacting how clients perceive you. For example, over 50% of HR decision makers are becoming more reluctant to use Recruitment Agencies due to a perception that the cost is lower when hiring in-house. 42% believe that the business itself has a greater understanding of business needs, brand and values than professional recruiters.

And while over 47% of HR decision makers admitting to bad hires believe their recruitment process should include some additional form of candidate vetting, no such panacea appears to be on the horizon.

**This is a challenge for the entire recruitment industry.**

**This equates to an alarming**

**40%**

**of all new hires.**

## 02.

# Differentiation in a Challenging Market

**It is vital that you differentiate yourselves within this challenging environment to rise above the negative perceptions and come out on top with outstanding levels of client satisfaction.**

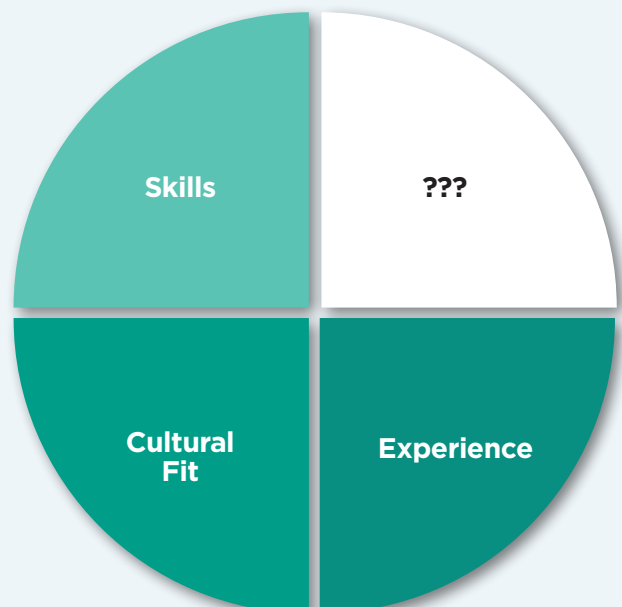
While there is value in the usual steps of improving branding, better marketing techniques, offering a better level of customer service or perhaps making better use of technology, the only action that will address the fundamental problem is producing higher quality hires. If you are going to produce demonstrably better hires you need to change your hiring approach.

The recruiters that can produce the right hire every time will be the ones that come out on top in this challenging market. Clients cannot do this for themselves, they need the right expertise to ensure hiring strategies are robust, allowing the right candidates to emerge each time. They **still** need you.

To differentiate yourselves you need to provide more **true value** to clients. To explain how you might do this we need to look at the means by which you assess candidates.

**Traditionally, you will likely evaluate candidates according to three key measures:**

- **Skills** - Ability to carry out the tasks required to deliver the role
- **Experience** - Demonstrable experience of successfully delivering the role in previous organisations
- **Cultural Fit** - The appropriate attributes to integrate into the existing organizational culture including personality, behaviour and values.



## 02.

# Differentiation in a Challenging Market

**These three elements are comfortable but they're also benign, safe and somewhat limiting. Our understanding of people is evolving considerably in the 21st century and these three elements by themselves are becoming outdated by newer insight into how people make an impact within their organisation. These are analogue measures in a digital age.**

To demonstrate this, consider a simple recruitment scenario – let's say a Project Manager role in a growing Business Analysis team. Imagine you have three candidates who all have the following attributes:

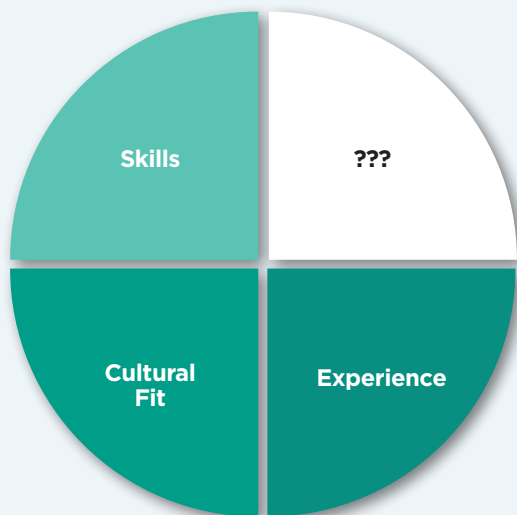
- **PRINCE2 Certification, Degree education and sector knowledge**
- **Over 10 years experience of Project Management**
- **Extroverted personality with congruent values, strong emotional intelligence and a diligent and accommodating approach**

You have little to no information of any value to differentiate these candidates, let alone determine what kind of impact they may make within the Business Analysis team. And herein lies your opportunity. If you were somehow able to harness an additional measure beyond skills, experience and personality, **the odds of making the right hire first time would swing dramatically in your favour.**

# 03.

## The missing element in recruitment frameworks

Let's be frank - something is missing in your recruitment frameworks. There is nothing wrong with using criteria based on skills, personality and experience. But these alone are not sufficient to produce better hires. What you must do is simple:

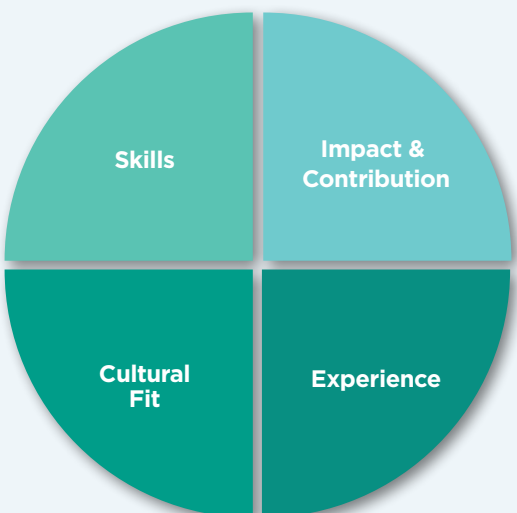


### Produce a stronger “YES”

And to do that you need the missing element. You need to add **Impact and Contribution** to your recruitment frameworks. Impact and Contribution is a way of describing how a candidate will manifest their skills, experience and personality as part of a team. It provides insight into candidate's preferences when it comes to making an impact upon and contribution to an organisation.

Impact and Contribution underpins the three traditional elements by providing extra data into the recruitment process and providing an holistic view of the candidate. It can also be used to steer client organisations towards a considerably more nuanced candidate specification.

So how do you assess candidates for Impact and Contribution and what does this look like in practice?



**Well, let us introduce you to a powerful yet simple and relatable model which allows you to easily and quickly do just that.**

# 04. The GC Index®

**A few years ago, Nathan Ott, Chief Polisher at The GC Index®, was faced with a growing number of clients asking his company to source “game-changers” - individuals who could bring that rare spark of creativity and invention to organisations.**

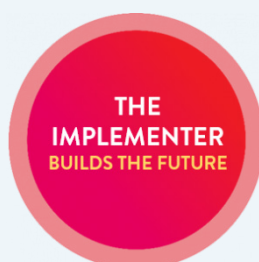
He realised that it was surprisingly difficult to identify game-changing characteristics in such individuals, let alone find and accurately assess them.

The volume of these requests led to an academic research project being commissioned with Dr. John Mervyn-Smith and Professor Adrian Furnham, which aimed to identify, profile and understand game changing individuals.

As well as identifying clear metrics for defining game-changers the research also revealed that game-changers require support from individuals with complimentary skills in order to manifest their impact. A game-changer alone cannot necessarily change the game without the right balance of individuals around them to help implement and refine their vision.

It was discovered that each individual has their own combination of proclivities which define how they make an impact. This in essence, means every individual has a part to play in changing the game within a team. As Nathan Ott says – “not everyone can be a game-changer, but everyone can make a game-changing impact.”

The research identified that there are in fact five key proclivities – the type of impact particular individuals are most inclined to make within the work environment, which can be identified and harnessed in all teams.



# 04. The GC Index®

In essence this model describes the dynamics of a team like this -

Have a great idea (**The Game Changer**)

Make sense of it (**The Strategist**)

Get it done (**The Implementer**)

Make it brilliant (**The Polisher**)

Work together to achieve it (**The Play Maker**)

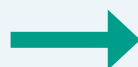
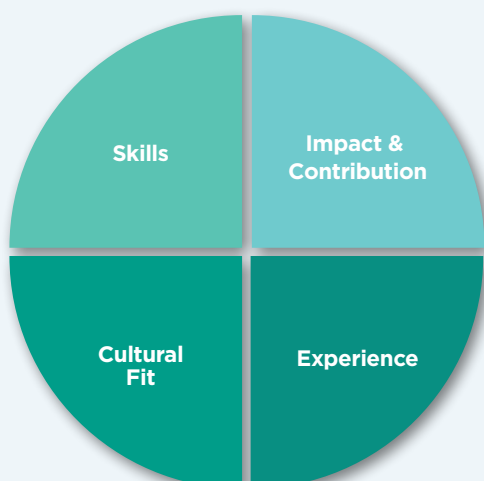


The model draws a distinction between individuals who seek to make an impact through ideas (The Game Changer / The Strategist) and individuals who are focused on making an impact through tasks (The Polisher / The Implementer). There is also an accommodation for individuals who prefer to contribute through bringing people together (The Play Maker).

These complimentary proclivities can manifest themselves in multiple combinations within individuals, giving rise to a multitude of tangible leadership styles.

It is an incredibly powerful and nuanced view of individuals but congruently simple to understand and highly relatable.

When used in recruitment, The GC Index® acts as an underpinning framework to enable the hiring manager to practically articulate the Impact and Contribution they require from the candidate within a specific role or team and provides a means of assessing and benchmarking candidates against these criteria.

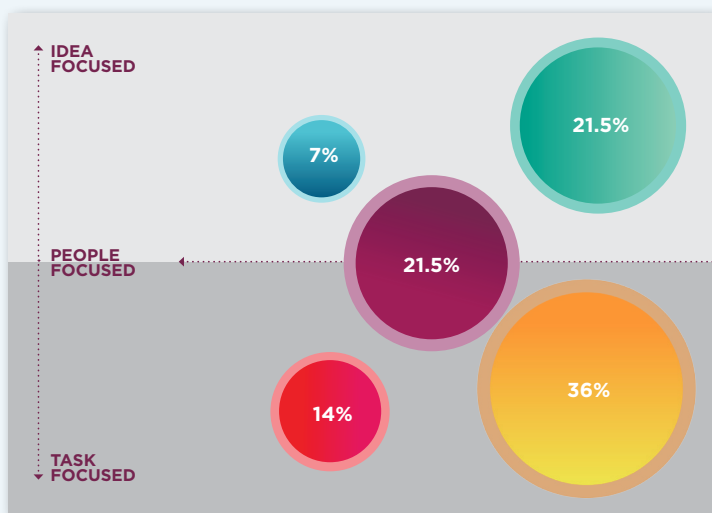


# 05.

## Impact and contribution as recruitment criteria

**So let us demonstrate how you can use The GC Index® to differentiate your recruitment frameworks. We will use a case study from a recruiter who is already successfully using The GC Index®.**

This recruiter was asked to recruit to the role of Creative Director within a leadership team in a technology company. This individual was to be responsible for a team developing new products and bringing them to market. In this case we first set out to understand what kind of Impact and Contribution this individual would need to make to be successful. We started by profiling the leadership team itself:



What you see here is a representation of a “Team Profile”. We constructed this by first assessing each member of the leadership team using The GC Index® framework and obtaining their Personal Profiles. Once we had these, we aggregated the scores together to produce this high level view of the strongest proclivities within the team.

In the case of this leadership team, we can see that working together (Play Maker aggregated score of 21.5%) to create new ideas (Game Changer aggregated score of 21.5%) and make them the best they can be (Polisher aggregated score of 21.5%) are the dominant proclivities. This suggests that this team are highly inventive, collaborative and perfectionist.

We can also see that making sense of ideas (Strategist aggregated score of 7%) and getting them done (Implementer aggregated score of 14%) are poorly expressed. This suggests that this team may struggle to follow-through on their creativity, perhaps becoming bogged down in obsessing over new ideas and making them brilliant, to the detriment of actually implementing them.

**With respect to our candidates for the role of Creative Director, this data highlights a number of important factors:**

- Candidates with low scores for Game Changer, Play Maker and Polisher may struggle to integrate into this team.
- Candidates with high scores for Implementer will help to fill the functional gap which is currently holding the team back.
- However, a successful candidate will need a strong combination of ideas focus and task focus to bridge the gap between invention and execution.



# 05.

## Impact and contribution as recruitment criteria

Having carried out this baseline research, we then moved on to assessing each of the candidates for Impact and Contribution using The GC Index®. This produced this data:

APPLICANT ID	THE GC INDEX PROFILE	EVIDENT STRENGTHS BASED ON THE GC INDEX PROFILE	POINTS TO CONSIDER AT SELECTION STAGE	LEADERSHIP COMBINATION
1		Strong need for creative expression	May need help to see action within a strategic, commercial context  May be seen as 'idealistic' with ideas and possibilities	
2		A drive to deliver tangible outcomes  Able to see action within a strategic context  Openness to new ideas and possibilities	Are they a 'team player' or a seeker of personal glory?	
3		Strong need for creative expression  A drive to deliver tangible outcomes  Able to see action within a strategic context	Potentially a dominant profile, are they a team player?	

It is important to note that each candidate possessed the relevant Skills, Experience and Personality to carry out the role of Creative Director. But by using Impact and Contribution to further inform our recruitment process, we were able to further differentiate our candidates from each other.

### The key take-aways from this data were as follows:

- **Candidate 1** effectively offered “more of the same”. Their profile is remarkably close to that of the team as a whole and as such they would simply reinforce the existing dynamic.

- **Candidate 2** had the creativity required, had strong inclinations to bring people together but also scored highly for making things happen. This candidate offered the strongest fit to the Impact and Contribution requirements identified.
- **Candidate 3** offered a similarly strong blend of impacts around ideas, people and task but their lower score for Polisher and Implementer suggest that they may lack the attention to detail and follow-through required to successfully integrate into the team.

Based on this information, **Candidate 2** was appointed to the role of Creative Director.

# 05.

## Impact and contribution as recruitment criteria

Apart from following a process such as the one detailed in the Case Study, we can even use The GC Index® framework as a basis for additional assessment questions, such as these examples below:



What's more, The GC Index® also provides groundbreaking insight into the likely cultural fit of candidates to a team. Not only are you able to establish the cultural norms of the team in question by assessing the team members using the framework, you can use the candidate's profile to establish the likely synergy between the candidate's impact and the impact of the team. This gives you the power to make an incredibly nuanced assessment of the cultural fit of candidates, far beyond what has been possible up to now.

You should now be able to see how using The GC Index® to identify Impact and Contribution gives you the competitive edge. With this revolutionary framework you are able to provide a considerably stronger "YES" than your competitors using only the traditional factors of Skills, Experience and Personality.

# 06.

# A case study: selecting and retaining transformational talent

## The Background

A Major Utilities Company was looking for a Programme Manager to lead a major capital asset programme. Due to the nature of the programme, the Company was most interested in candidates who were prepared to consider doing things differently - in other words, Game Changers.

## The Solution

Having narrowed the candidates down to a shortlist of three individuals, The GC Index® was used to provide further data on each candidate. The candidates' GC Index profiles helped the organisation to differentiate the type of impact each candidate was most likely to make in the role.

After the final interviews they selected a candidate with a high Game Changer proclivity and obtained a full understanding of the potential positives and negatives of doing so.

## The Results

After a number of months the successful candidate has comprehensively transformed the organisation's approach to Programme Management. The insight gained from The GC Index has allowed leadership to harness the individuals transformational skills and provide appropriate coaching to ensure they play to their strengths as part of a successful team. The individual is engaged, productive and extremely influential.

However, the individual's Game Changer approach did naturally challenge the more traditional structures within the organisation and caused conflicts and discourse with multiple stakeholders.

Through The GC Index framework and language the leadership has been able to positively manage these conflicts by coaching the individual and managing expectations throughout the organisation.

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**Under traditional talent frameworks individuals are often 'hired because they are different and then fired because they are not the same'.**

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The GC Index allowed the Utilities Company to select a truly transformational individual to deliver game-changing results whilst managing the impact on its traditional culture and processes.

In short, The GC Index was not only a means of candidate selection but also the catalyst for this Game-Changing candidate to be appropriately harnessed and retained, instead of misused and lost.

# A case study: The GC Index® - A Candidate Selection

## Client

UK Government Body

## Position

New Chief Executive Officer

## The Background

The Client had a shortlist of Four Candidates for final selection for the role of CEO. At the final shortlist stage, each candidate completed The GC Index® as part of the final assessment process.

Of the four candidates there were two men and two women. The two men had strong **Implementer** profiles on The GC Index and the two women had strong **Play Maker** profiles.

### The Implementers:

The two men were attractive and appealing during the interview process, the Government Body had its strategy in place and both men were experienced, credible, task driven, outcome focussed and had been CEOs previously. They were reassuringly competent and would bring urgency to deliver the strategy to turn the organisation around.

### The Play Makers:

The two women approached the interview in a much more understated manner. They didn't speak the language of task focussed outcomes and preceding most statements with "I". Their vernacular was much more focussed on "we" and "us" with a desire to deliver through collaboration with others. During an interview process this sentiment of delivering through shared endeavour can often be lost, difficult to measure and at an extreme be viewed as "weak and intangible". Their presentation was typical of Play Makers.

## The Process

During the presentation of the shortlist to the selection panel the conversation took the following course: The two Implementers were seen as a "safe bet": the organisation was in a turnaround situation and their focus on executing the set strategy was comforting and appealing. However, the point was raised that the organisation was in its current situation because it hadn't been effective at managing its stakeholders in the past i.e. staff, the community, partner organisations, etc. This then prompted the question:

### 'What, style of leadership do we want/need from our new CEO?'

This question led to a much more focused and robust conversation supported by the data that the panel had. They could make a rigorous and informed decision.

## The Outcome

The conversation enabled the client to have a focussed opinion as to what type of leader was required but more importantly what type of impact the leader needed to make. In the end it was decided to appoint one of the women Play Makers. Not solely based upon The GC Index® but certainly something they wouldn't have done if The GC Index® was not a core part of the assessment process.



For more information please visit:  
[www.thegcindex.com](http://www.thegcindex.com)  @TheGCIndex

STAGE	HOW TO INCORPORATE THE GC INDEX®	BENEFITS TO YOUR CLIENT	BENEFITS TO YOU	VALUE ADDED+	EXAMPLE ROI
Initial Pitch Meeting	<p>Your client or key stakeholders take The GC Index® profile for themselves before the Pitch Meeting.</p> <p>You will provide them with feedback on their profiles and highlight their individual and collective impact and contribution as part of your Pitch/proposal.</p> <p>You will also provide the impact profile of your pitch/assignment team as part of your pitch.</p>	<p>Your client receives unique insight into the impact and contribution of their team, as well as themselves as leaders and/or hiring managers.</p> <p>Your client gains knowledge of the importance of impact and contribution in building successful teams.</p> <p>Your client is able to consider the likely impact and contribution required from the final candidates in order to ensure a more successful/impactful hire.</p>	<p>You are able to offer a unique point of differentiation at this early stage of the commercial relationship.</p> <p>By helping your client to understand their personal impact, as well as that of the team into which the successful candidate will be placed, you are offering more value, earlier in the process than your competitors.</p> <p>Your additional insight, provided by The GC Index® will offer reassurance to your client that you can deliver a more successful hire than your competitors.</p>	<p><b>Awareness of the importance of impact and contribution in building successful teams, based on groundbreaking academic and commercial research.</b></p> <p><b>Understanding of a 21<sup>st</sup> Century language and framework for measuring impact and contribution – The GC Index®.</b></p> <p><b>Unique insight into the impact and contribution of the existing team.</b></p>	<p><i>“The GC Index® increased our pitch win rate by an average of 50%”</i></p>
Briefing Meeting	<p>You will use The GC Index® language and framework to ask your client what impact and contribution they require the successful candidate to make to the team and the organisation.</p> <p>You will be able to make reference to the individual and team profiles you have already provided to illustrate the impact of the existing team and work with your client to identify how the successful candidate’s impact and contribution will integrate into the team.</p>	<p>Your client is able to design the planned role using The GC Index® as a framework, helping them to ensure that they are able to acquire the appropriate impact and contribution to support their team in delivering their required outcomes.</p> <p>Your client is equipped to make more qualified decisions as to the type of candidate they require.</p>	<p>You are able to offer your client additional support into the design of the role and the requirements of a successful candidate, which your competitors will be unable to match.</p> <p>You will demonstrate to your client that you have the up-to-date knowledge and understanding of the mechanics of successful teams that will allow you to deliver a higher quality hire than your competitors.</p> <p>You will continue to provide extra value to your client that will strengthen your working relationship and build trust.</p>	<p><b>Knowledge and understanding which provokes more robust thinking about the design of roles and the integration of candidates into teams.</b></p> <p><b>Getting closer to the business impact you want candidates to actually make.</b></p>	<p><i>“Using The GC Index® allowed us to engage the client’s stakeholders in 50% less time”</i></p> <p><i>“The GC Index® has helped us to agree briefs 25% quicker than previously”</i></p>
Shortlist & Selection	<p>You will use The GC Index® to test all or final candidates and identify their impact.</p> <p>You will leverage the resulting profiles to demonstrate the differences in impact and contribution between candidates</p> <p>You will be able to make reference to the team profiles you have already provided to illustrate the positive and negative implications of each candidate’s impact in relation to that of your client’s team and the leader of that team.</p>	<p>Your client is presented with a more nuanced and in depth breakdown of the candidate’s qualities, which demonstrates the variations in impact and contribution between them.</p> <p>Your client is given clarity about the positive and negative implications of each candidate’s impact within the team.</p> <p>Your client is able to make more robust and informed judgements about the candidates aligned to their desired business outcomes.</p>	<p>You are able to provide a granularity of data aligned to how candidates are aligned to desired business outcomes which your competitors are unable to offer.</p> <p>You will demonstrate to your client that you are able to de-risk the eventual hire through greater insight into both the candidates’ qualities and the profile of the existing team.</p> <p>You will be able to support your client in making more robust decisions, thus building professional respect and strengthening your credibility and business relationship.</p>	<p><b>Greater insight into the qualities of the shortlisted candidates, taking the existing team profiles into account.</b></p> <p><b>More robust and informed selection focused on a candidate’s impact and contribution to the business.</b></p>	<p><i>“Our level of confidence in the quality of the final shortlist was at least 65% higher, thanks to the insight into the candidate’s impact provided by The GC Index®”</i></p> <p><i>“We were able to differentiate candidates at an average of 25% higher granularity using The GC Index®”</i></p>
On-boarding	<p>You will leverage The GC Index® profiles of the successful candidate and the existing team to support your client in understanding how best to manage, develop and retain the new hire.</p> <p>You will use The GC Index® to profile the hiring manager and their team (if not already done), using this to offer your client feedback on how to ensure a positive working relationship between the hiring manager and the successful candidate.</p> <p>You will use The GC Index® to profile the candidate and their team, using this to offer your client feedback on how to ensure a Game Changing performance from the Candidate and their team.</p>	<p>Your client is supported in ensuring that the new hire is able to make the maximum impact within their team.</p> <p>Your client is equipped with the knowledge and insight to ensure the relationship between the hiring manager and the new hire is productive and mutually beneficial.</p>	<p>You are able to demonstrate your additional value over your competitors by providing superb levels of support with the onboarding of the new hire into your client’s team.</p> <p>You will be able to support your client in making sure that the new hire is able to make the required impact.</p> <p>You will be able to equip the hiring manager with the personal insight to manage the new hire successfully.</p>	<p><b>Support with the successful onboarding of the candidate.</b></p> <p><b>Knowledge and understanding to allow the hiring manager to successfully manage the new hire.</b></p> <p><b>Tangibly align the new hire to desired business outcomes.</b></p>	<p><i>“We expect our client’s average retention rates after 12 months to be 35% better than industry standard as a result of using The GC Index® for selection and successful management of the new hire”</i></p>

# 07. Summary

**So your future looks like this - continue to use the same assessment criteria and get the same results - 40% bad hires, increasing client disengagement from professional recruiters and further risk of market decline and fragmentation.**

**Or embrace the alternative - add The GC Index® to your assessment process and beat the competition by creating more value for your clients.**

Successful recruiters differentiate themselves by using Impact and Contribution to produce a considerably stronger “YES”. Successful recruiters use The GC Index®.

To download more information about using The GC Index® within your recruitment framework go to:

**[www.franklinhackett.co.uk/recruiters.html](http://www.franklinhackett.co.uk/recruiters.html)**

Accreditation to use The GC Index® can be obtained by emailing:

**[interested@franklinhackett.co.uk](mailto:interested@franklinhackett.co.uk)**