CASE STUDY

Tangible Impact:
Using people data to drive meaningful transformation

Abstract

Using data from **the GC Index®** and **the Explorer Index®** barriers and opportunities facing the team were identified, then insights were translated into concrete actions designed to drive team performance and innovation.

Related Topics/Challenges

Exploratory Climate for innovation
Actionable insights
Driving change in behaviour
Maximise impact
Collaboration

Background

The SPA team **collaborates** with SPI (Strategic Pipeline Integration) to integrate the Strategic Pipeline into Anglian Water's operations, driving value and positive outcomes.

Using the GC Index® and Explorer Index®, the initiative aimed to assess **team strengths**, **energy for impact**, and **innovation readiness**, identifying areas for improvement and ensuring cohesive, measurable results.

The Challenge

- As the team grew over 18 months, **new members joined** at different stages, requiring repeated onboarding and revisiting of foundational work to align everyone with the programme's complexity.
- Early on, **limited resources** made it difficult to define clear task ownership and deliverables. As capacity increased, a structured RACI could be established to ensure clarity.
- The programme's complexity led to overlapping stakeholder relationships, making engagement and decision-making challenging. Without a clear framework, this sometimes resulted in **delays and uncertainty**

The Solution

The team was profiled using the GC Index® to assess individual and team energy for impact, and the Explorer Index® to gauge team members' perceptions of their work environment.

Key areas for impact were identified, and an online workshop transformed insights into actionable steps. **A follow-up session** ensured actions were realistic, measurable, and achievable, with a clear execution plan. **Responsibilities** were aligned with individual strengths based on GC Index® profiles. The Explorer Index® allowed the team to discuss focus areas, identify controllable factors, and recognise elements they could influence through strategic engagement.

Client Testimonial

Implementing the GC Index® and Explorer Index™ has unlocked our team's potential by enhancing self-awareness, aligning roles, and fostering meaningful collaboration. Through tailored exercises and actionable insights, we clarified our objectives, improved accountability, and built trust. These tools transformed our work culture, empowered proactive problem-solving, and ignited innovative thinking—fuelling sustained success and creating a level playing field where everyone contributes to driving impactful change for future growth.

Anna Durdle
Change Programme Manager
Anglian Water Service

The Results

- **Enhanced Clarity:** The structured storyboard approach has led to more compelling internal communications, providing clarity on objectives and ensuring the change narrative is aligned with BU strategies—highlighting the "why" behind initiatives.
- **Improved Accountability:** With clear task ownership and progress tracking, the team improved its ability to meet deadlines and deliver on objectives.
- **Stronger Collaboration:** Realigning sponsor roles and reinforcing stakeholder engagement have strengthened external partnerships and internal teamwork. Understanding each other's strengths and energy for impact has fostered greater appreciation and trust within the team, by mapping out where natural synergies exist and where friction points were likely to emerge, allowed the team to proactively design a way of working that leveraged complementary strengths.
- **Better alignment:** The insights from the GC Index® were used to redefine responsibilities, creating stronger task alignment with individual proclivities to maximise impact.
- **Cultural Shift:** Incorporating regular reflection sessions and safe brainstorming environments has fostered an open, innovative culture. Additionally, by injecting creativity into workshops—using fun icebreakers and themed sessions such as the upcoming July "War Games" style event has not only brought more fun to the team but also built credibility and engagement. This creative approach connects change initiatives to the broader business direction, helping stakeholders see the full narrative behind change, not just the "what" and "how."
- **Stronger Leadership & Change Capability:** The framework has reinforced the idea that leadership is multi-dimensional. By analysing the GC Index® role scores, it was possible to identify emerging leaders and provide targeted development opportunities based on individual energy for impact. The GC Index® enabled a leadership framework that acknowledges different styles—strategists, implementers, and change agents—so that leadership is no longer limited to traditional hierarchies

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