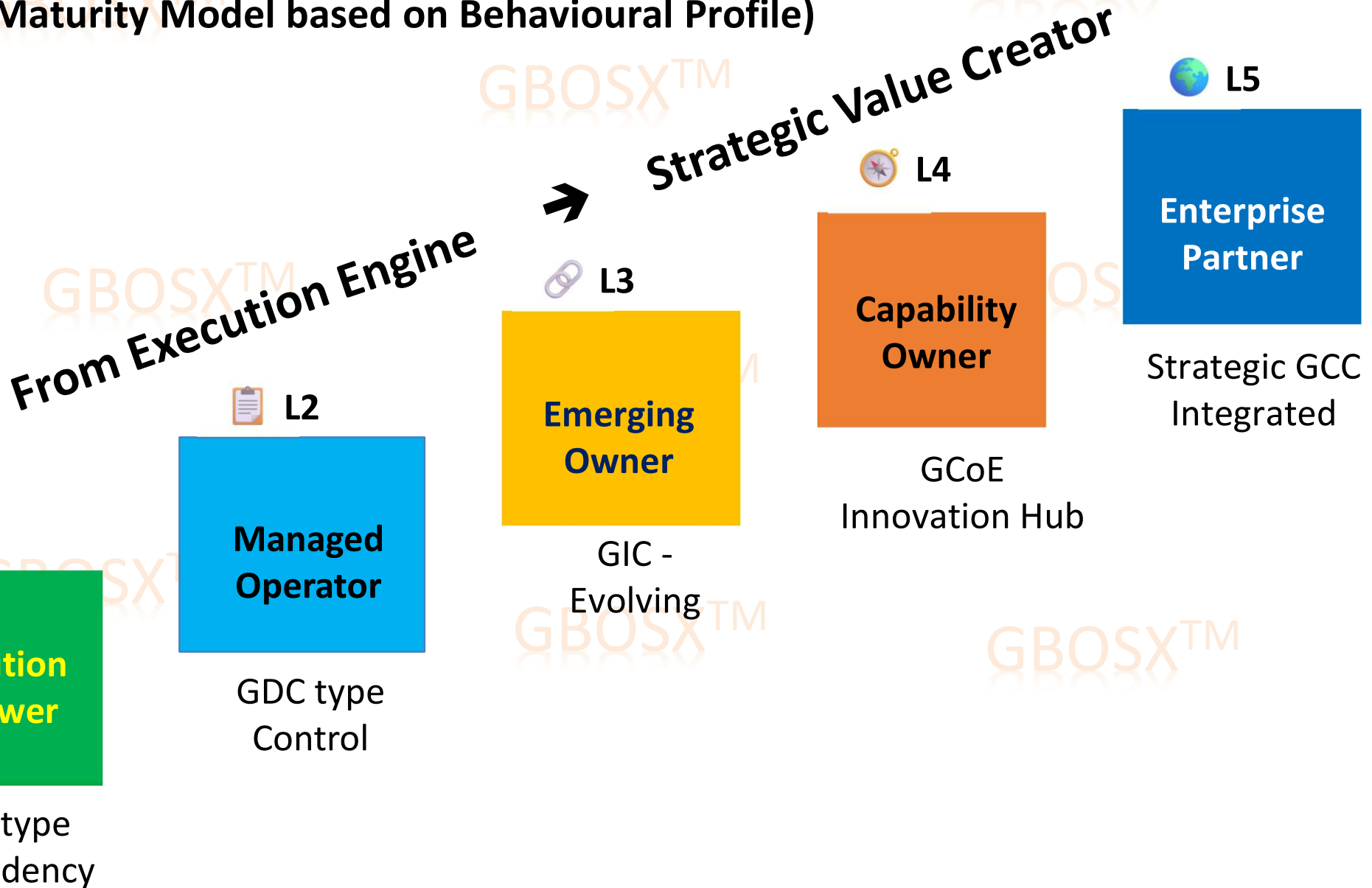


# GCC Behavioural Maturity Model - GBMM

(GCC Maturity Model based on Behavioural Profile)



**GBOSX™ : GCC Behavioural Operating System**

# Organizational Behavioural Dimensions

GCC Behavioural Maturity Model (GBMM) is based on the below critical organizational behavioural dimensions

- Decision Avoidance
- Informal Power Structures
- Cultural Over-Compliance
- Capability Fragmentation
- Activity Based Performance
- Decision Clarity Gap
- Cross Boundary Dependency
- Talent Underutilization
- Leadership Signal Misalignment
- Key Person Dependency
- Execution-only Mindset

# GCCs Behavioural Maturity Stages

GBOSX™

Dimension	L1 Execution-Follower	L2 Managed-Operator	L3 Emerging-Owner	L4 Capability-Owner	L5 Enterprise-Partner
<b>Decision-making</b>	Escalate-by-default	Managed-decisions	Owens-outcomes	Owens-solutions	Co-creates-strategy
<b>Ownership gap</b>	No-ownership	Partial-ownership	Emerging-ownership	Clear-ownership	Full-ownership
<b>HQ relationship</b>	HQ-dependent	HQ-controlled	HQ-partnering	Innovation-partner	Strategic-partner
<b>Culture</b>	Compliance-driven	SLA-driven	Challenge-beginning	Constructive-challenge	Psychological-safety
<b>Innovation</b>	None-expected	Pilot-level	Experimenting	Structured-innovation	Strategic-innovation
<b>HQ View of GCC</b>	<b>Task-arm</b>	<b>Execution-arm</b>	<b>Evolving-arm</b>	<b>CoE-hub</b>	<b>Strategic-partner</b>

**GBOSX™ : GCC Behavioural Operating System**

# Which stage does your GCC Operates – Behaviourally?

- L1 – Execution Follower – Similar to Offshore Delivery Center (ODC) type dependency
- L2 – Managed Operator – Similar to Global Delivery Center(GDC) type control
- L3 – Emerging Owner – Similar to evolving Global In-house Center (GIC)
- L4 – Capability Owner – Similar to GCoE – Global Center of Excellence capability
- L5 – Enterprise Partner – True Integrated Strategic Global Capability Center (GCC)

You will be able to reflect on this using **GCC Mirror**

**A free self-reflection tool based on GBMM**

**<https://www.gbosx.com/gccmirror>**

# Sample Behavioural Profile

GRACY™

GBOS™ OVERALL BEHAVIORAL RISK SCORE

**2.93** / 5.0

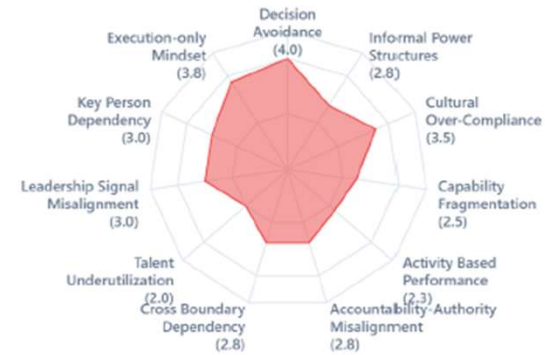
\* LOWER SCORES INDICATE HIGHER MATURITY AND LOWER RISK.

**Calculated Maturity Level: L3**

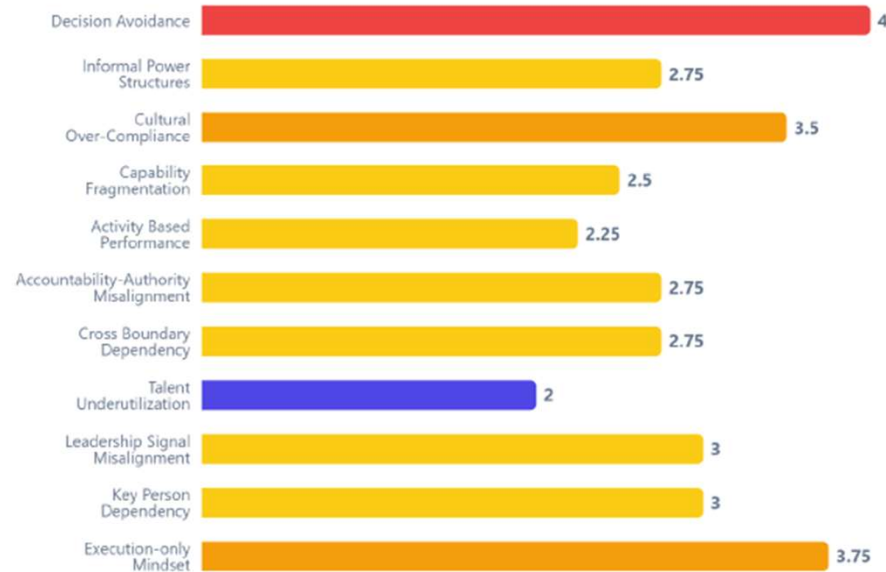
Builds ownership gradually

SELF-INDICATED MATURITY LEVEL: L3

Builds ownership gradually



## Risk Dimension Breakdown



GBOS™

# Sample Insights

## **Behavioural Maturity Level: L3 - Emerging Owner**

Begins to take ownership of outcomes with growing decision capability

### **Key Strengths (Low Risk Areas):**

#### **Talent Underutilization (Score: 2.0)**

Definition: Underuse of available talent and growth potential

Interpretation of Score: Talent fully leveraged

#### **Activity Based Performance (Score: 2.3)**

Definition: Focus on outputs and SLAs over business impact

Interpretation of Score: Impact-driven outcomes

#### **Capability Fragmentation (Score: 2.5)**

Definition: Work split into narrow tasks without end-to-end ownership

Interpretation of Score: End-to-end ownership

### **Key Areas of Improvement (High Risk Areas):**

#### **Decision Avoidance (Score: 4.0)**

Definition: Tendency to escalate decisions instead of owning them

Interpretation of Score: Escalation-driven culture

#### **Execution-only Mindset (Score: 3.8)**

Definition: Focus on delivery without enterprise-level thinking

Interpretation of Score: Delivery mindset without enterprise thinking

#### **Cultural Over-Compliance (Score: 3.5)**

Definition: Lack of challenge due to fear or over-alignment

Interpretation of Score: Lack of psychological Safety