THE **GC** INDEX®

A Transformation Case Study:
Orange Drives Digital Transformation

DRIVING DIGITAL TRANSFORMATION

Background

International Telecoms operator, Orange, set about improving its customer experience by designing digital services that allows customers to enjoy what is important to them as individuals.

This required the Global CIO team to undergo a digital transformation project, which supported the wider business in delivering across five key areas:

- Offering enriched connectivity
- Reinventing the customer relationship
- Building an employer model that combines the digital with the human
- Supporting the transformation of corporate customers
- Diversifying by capitalizing on all assets
- The dynamic approach of an efficient and responsible digital company

Solution

- As part of the digital transformation process the Global CIO team set about removing silos to ensure different functions across the business work much more closely.

- Orange applied The GC Index® to its Global CIO leadership team to ensure it had the right mix of people in the team to drive this transformation. They started by getting everyone within the team to complete The GC Index® – they then received individual feedback, based on their individual profile.

- They also took part in a team workshop, which brought everyone in the team together so that they could explore their natural proclivities as a group. This gave them the opportunity to explore the diversity of skills they have in their team and enabled them to start to understand the value that each person brings.

The GC Index® framework highlighted three prominent distinct management styles – contemporary, charismatic and visionary leadership. This opened up conversation around diversity and how best to utilise the variety of potential impact and different leadership skills

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This then enabled the following process.

1. Launch a Digital Maturity Model assessment to anchor objectives.
2. Assess future CIO teams with a mix of Company Leadership Model and The GC index®.
3. Choose relevant CIO teams to the Digital transformation challenges.
4. Extend and cascade The GC Index® profiing to Business Partner teams and all CIO teams.

The Results

- Revealed Game Changers & value profile diversity
- Increased self-confidence in fast moving environments
- Increased diversity acceptance
- Delivered superior performance

The GC Index®, in conjunction with the TM Forum's Digital Maturity Model, Orange has accelerated the digital transformation process.

The GC Index® framework and language has given team members more self-confidence and improved the acceptance of diversity and the contribution other people bring.

> "The GC Index® has provided a framework to ensure we have the right mix of people on our team and we are starting to see superior performance as a result. If I have to lead a digital transformation project again it will be with the TM Forum's Digital Maturity Model (DMM) and The GC Index® by my side from the get-go."

Pascal Viginier, Inspector General, Orange and former Group CIO, Orange

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