



THE FACE OF DIGITAL LEADERSHIP

How would you describe your organization's enterprise-wide digital transformation strategy?

I'm pleased to share that Digital First is being embedded into our organization's DNA at all levels. We have recently appointed a chief digital officer to provide basic frameworks in concert with our reference architecture models.

What targets does your organization have to guide this strategy?

We have three overarching objectives. The first is to ensure all next-generation services are mobile and digital. The second is a single TELUS data lake with the appropriate governance measures and triggers. The third is embedding a business case discipline on what to convert/port to our new systems. The overall target is to be fully digital by 2020 on all our relevant systems, spanning all aspects of our service offerings.

Describe a typical day

I usually wake up around 4 AM, do a bit of work and thinking, followed by some exercise and a big breakfast. Then I head into the office for meetings dealing with budgets, project delivery and governance issues. I try to carve out at least two to four hours a days to work on technical problems and meet with our customers and team members. I feel it's important to prioritize people leadership and ensure it is visible to our team and clients. In addition, I spend a couple of hours a day mentoring. This is followed by a nap towards the end of the day and dinner. On the weekends I keep relatively free from work as that's my time to spend with my 7-year-old son.

What's the biggest 'win' you've achieved so far?

I would say our biggest win is a single systems and application framework that our organization is rallying around.

What are the biggest challenges you face in achieving your digital transformation aims?

The biggest challenge is the balance between target architecture, future mode of operations and legacy processes, and systems.

Leadership is clearly paramount, but what makes a good digital leader?

A good digital leader combines vision, the ability to operationalize that vision through fair process and delivery, energy to see the vision through, and people leadership skills to drive change.

How is your teamwork changing and what's your role as a team leader?

It is all about changing the culture. The legacy notion that the technology team should do everything related to transformation I believe is dead. The shift is to ensure there is a clear strategy and work is repeatable and reusable, thus the importance of central governance and APIs. This is where TM Forum comes into play.

What is the next big idea you are working on?

Artificial intelligence and the promise of learning and predictive automated work is a massive opportunity. As the complexity increases in transforming networks into software-defined networks streamlining operations and support will be paramount to our industry.

Ibrahim Gedeon
CTO, TELUS

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