

# Gabrielle ORTAIS

coaching, consulting, facilitation | organizations, teams, individuals

## Contact details

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## Languages

French (fluent)  
English (fluent)  
Spanish (advanced)  
Japanese (basic)

## Personal

6 June 1979  
French nationality  
Swiss residency (B permit)  
International mobility



## Advising organizations, teams and individuals to develop and transform:

- **Coaching senior leaders and teams** to clarify their direction, unleash inner dynamics, shape their organizations
- **Supporting business transformation and change** in complex environments, across functions and geographies
- **Designing and building internal capabilities:** organization design, strategic planning, motivation at work

**15 years' experience managing growth and transformation in large multinational companies.**

*Specialties:* **business coaching | executive coaching | strategy | organization design | transformation**

## Professional experience

**since 2017** **ZENGO** – [www.zengo-consulting.com](http://www.zengo-consulting.com)

**founder. consultant | coach**

- **Strategy consulting:** purpose, strategic orientation, organization design and development, transformation
- **Systemic coaching:** change management, team dynamics, leadership transitions, self-managed teams
- **Executive coaching:** leadership development (IMD business school), personal development, career transitions

**2013-2016** **SYNGENTA AG** – \$13.4bn sales, 90 countries, 28,000 employees

*A world leader in agribusiness (seeds and agrochemicals)*

**2015-2016** **Global Organization Design Lead** – People & Organization Development Direction

(2 years) Syngenta, headquarters (Switzerland)

- **Established a center of expertise in Organization Design**
  - Defined business case and strategy to build Organization Design capability across the company
  - Conducted change: endorsement of Syngenta Executive Committee, support from business and human resources
- **Developed a corporate Organization Design framework and built internal capabilities**
  - Designed corporate Organization Design model, methodology and toolkit to be used across Syngenta
  - Trained and coached business leaders and HR practitioners on new methodology and tools
- **Led and supported Organization Design projects: consulting and coaching**
  - Successfully piloted new methodology with major global reorganization initiative
  - Provided expertise and coaching to business leaders and HR practitioners for a diversity of projects

**2013-2015** **Senior Strategic Workforce Planning Manager** – Global Center of Expertise in Strategic Workforce Planning (SWP)

(2 years) Syngenta, headquarters (Switzerland)

- **Designed an innovative and high-performance corporate SWP framework, methodology, process and tools**
  - Resulted in 15 projects delivered by the SWP Global Center of Expertise in the first 2 years, modelling 18,000 employees, identifying 30 productivity drivers and 40 workforce initiatives globally resulting in \$13m cost savings
- **Built capability within SWP team and across the company (business and HR, senior leaders and practitioners)**
  - Trained and coached a team of 10 dedicated experts to deliver SWP projects; supported business and HR partners
  - Led operational excellence function: continuous improvement, standardized tools and practices, quality control
- **Led SWP projects in a variety of functions (commercial, prod., R&D) and geographies (LATAM, APAC, EMEA, NA)**
  - Led a team of 5 internal consultants to deliver SWP projects: strategy and business analysis, modelling, roadmap
  - Consulted senior leadership for decision making around human capital challenges

**2012** **MBA, IMD Business School**, one-year intensive MBA program focused on business acumen and leadership

**2005 - 2011** **SODEXO Group** – €16bn revenues, 80 countries, 413 000 employees, 50m consumers served daily

*A world leader in integrated business services (corporate, education, healthcare, remote sites, seniors, defense, public entities)*

**2009-2011** **Strategic Project Manager** – Global Strategy and Marketing Direction

(2 years) Sodexo Benefits & Rewards Services, headquarters (France) – 31 countries, €13.7bn business volume, €717m revenue

- **Shaped a new strategic positioning aimed at fostering growth through differentiation and diversification**
  - Formulated a new positioning for the activity (around motivation at work): value proposition, brand territory, image
  - Translated new positioning into operational guidelines to support product diversification and service development

- **Conducted change in decentralized organization: internal and external communication**
  - Designed and delivered training workshops, corporate events (global conventions, 110 top executives), marketing and communications material to win management buy-in and change mindsets; resulting in successful re-branding
- **Supported management teams across geographies to implement global strategy**
  - Designed strategy framework and facilitated local adaptation; led to adjusted 3-year strategic plans in all countries
  - Formulated first global e-business strategy; led to creation of pilot projects in 5 countries

#### 2005 – 2009 **Business Development Manager – French subsidiary**

Sodexo Benefits & Rewards Services, French subsidiary (France) – €820m business volume, 160 employees

- **Identified new business opportunities and led implementation: new markets creation, portfolio diversification**
  - Identified and prioritized market opportunities; successfully advised board of directors on development strategies; coordinated implementation; led to market expansion in 3 business segments of potential €260m business volume
  - Initiated lobbying actions to influence legislation in France and Europe and represented Sodexo in two trade associations, resulting in creation of new markets and defense of existing business
- **Managed strategic projects: strategy design, planning, implementation, change management**
  - Led cross-functional project teams of 15+ to re-engineer €500k client management tool, rethought key processes, designed and developed new products
  - Worked with CEO to create service voucher program for government; drafted business model, facilitated law-making and organized operations to service 300,000 beneficiaries, generating €70m business volume

#### 2004 - 2005 **THE ZEBRA COMPANY – Product innovation agency (Lyon, France) – €3m revenues, 37 employees** **Business Developer**

- **Launched a new line of business to commercialize innovative consumer goods**
  - Defined the business model and positioning, devised and implemented marketing strategy
  - Sourced and patented innovative concepts, did prospecting and sales development
- **Coordinated the creation and management of product development** for Michelin, Wal-Mart and BIC

#### Other work experiences

2003 – *Danone – Junior Brand Manager: Jean Ducourtieux* (pastry): €35m sales, 150 items, 5 channels

2002 – *Dior, LVMH – Junior Brand Manager: Dior iOd* (skincare): 10 products, 20 countries

2001 – *French Australian Chamber of Commerce* (Sydney, Australia) – *Events Coordinator: annual gala, regatta*

#### Research work

- 2017 Research Associate (IMD): **CEO Learning Centre** and **organization design for the digital era** (IMD)
- 2015 Design and development of an **Organization Design** framework: model, methodology, toolkit (Syngenta)
- 2013 Design and development of a **Strategic Workforce Planning** model, methodology, process, toolkit (Syngenta)
- 2011 Direction and coordination a 9-month study on **Motivation at Work** (Sodexo Institute for Quality of Daily Life - ESSEC)  
Resulted in a book, *Valuing People to Create Value* (World Scientific Publishing, 2011), and global executive trainings

#### Education

- 2012 **Full-time MBA, IMD Business School** (Switzerland)  
In 2012, IMD's MBA ranked 1<sup>st</sup> outside the US (*Forbes*), 2<sup>nd</sup> in Europe and 10<sup>th</sup> worldwide (*The Economist*)
- 2001 – 2004 **MSc Management, EMLYON Business School** (France)  
Major in international marketing and innovation management
- 2000 – 2001 **Japanese Language Institute, Sophia University** (Japan)  
Intensive study of Japanese language and culture, while living with a Japanese family
- 1997 – 2000 **BA Applied Languages, Université de Provence** (France)  
Japanese, English, international business

#### Trainings

- Organization and Relationship Systems Coaching** (ICF ACTP accredited program), ORSC, (December 2018)
- Certificate in Coaching for Leadership and Professional Development**, The Tavistock Institute, 2017
- SCOAP Coaching Certification** (neurosciences for humanistic coaching), by Leading Brains, Switzerland, 2016
- Mindfulness MBSR program*, by The Mindful Brain, Switzerland, 2014
- Facilitation methods and techniques*, by Coactiv, France, 2013
- Personalities and motivations*, by Institute of Neurocognitivism, Belgium, 2010

#### Interests

**Humans** – psychology, cognitive neurosciences, personal development, innovative management practices...

**Sculpture** – clay modelling (*Ateliers Beaux-arts de la ville de Paris*, 2007-2011; *personal practice*)

**Discovering and learning!**