

STRATEGY AND ORGANIZATION Facilitator of Performance

Ka Mate Strategy intervenes within organizations to facilitate the deployment of their strategy. To its credit: the application of proven methodologies aiming at the emergence of a coherent and efficient team work surpassing everyone's cultural identity.

The Executive Committee members are all present. They know that a three day session is awaiting them. Everyone has already met the consultant who will conduct the working sessions put in place to define a strategic action plan. None of this type of session starts, in fact, without a prior individual meeting. The consultant can thus best prepare his intervention and play his role of facilitator knowing the context utterly well.

Working in unison. His role? To question the participants advisedly, in order to bring them to make decision and cause them to advance in a sole direction, which they have chosen themselves. « Our objective is to guide the participants so they agree themselves, and

unanimously, on a strategy best suited to their common problematic, explains Yves Connan, president-founder of Ka Mate Strategy. But, it is not easy to bring strong personalities to work together particularly when there are no stakes of powers or cultural differences to surpass. From the first day the divergences of viewpoint appear. If only to define the problems to be treated. Then behind a word hides as much sense as participants. The term « leader », for example, is not always perceived in the same manner. One only has to refer to the results of the enterprise, to its technological advancement or to its turnover to comprehend its multiple definitions!



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KA MATE: a peculiar name!

« Ka Mate, Ka Mate,... » so begins the famous Haka of the All Blacks. Claimed on the field of the New Zealander rugby players before each international meet, this « chant » requires not only the voice, but the hands, the feet, the legs, the eyes,... All the limbs play their roles to blend together and transmit a passionate expression and identify the Maori culture. The secret of art of the Haka? « Kia korero te katoa o te tinana », « the entire body must speak ». The same goes for the organization and the strategy. All functions of the enterprise must participate, together, for their deployment.

And what about the behaviours and speeches when one comes from a culturally different country.

Finding a compromise. Each meeting always starts by the establishment of simple rules. It is notably requested that the participants adopt a mutual respect, an active participation but also a « team attitude » so that everyone remains open to the others'ideas and be able to evolve in accepting to change their paradigm. « We catalyze the energies after having explained to the participants the difficulties to go in the same direction, specifies Yves Connan. With our questioning and the application of our methodologies, we help them to take over the consensual solutions that they develop. » Ka Mate has been in existence for three years only and already intervenes on behalf of large international groups. It utilizes precise methodologies such as elaborated with General Electric, or issued from the Kaplan and Norton concept baptized Balanced Scorecard to obtain an efficient collaboration of the salaried employees, at all levels of the organization.

THE PROSPECTIVE BALANCED SCORECARD ACCORDING TO KA MATE STRATEGY

Ka Mate was able to put into practice several methodologies. Those of Jack Welch, mystic manager of General Electric, as well as others which became references. Among these, the setting up of prospective balanced scorecards, a technique initiated 12 years ago by Robert Kaplan, Professor at Harvard and David Norton, Consultant. The aim of Ka Mate Strategy is to translate the strategy into measurable objectives as well as in concrete actions within the organization. Playing a true role of facilitator, its consultants intervene, before hand, with the Executive Committee to elaborate a strategic map. Presented as a graph, this map aims at clarifying the strategy, put into evidence the priority levers and translate them at the concerned department levels. Visual balanced scorecards are then placed in a « pilot office », color codes and indicators, allowing, in this privileged environment, to optimize reflections and decisions. The define actions will then be developed within each department to cascade the strategy of the organization in a coherent manner. Different balanced scorecards can thus be put in place: corporate (give life to the global priorities and create synergies between divisions), operational (realize the strategies within the divisions) or dedicated as a support function.

GENERAL ELECTRIC CULTURE

European Responsible of the « culture on management changes » for three years within General Electric, Yves Connan has made his values of the enterprise and of his emblematic manager Jack Welch. Leader of the American giant from 1981 to 2001, Jack Welch has succeeded in multiplying the sales by six and the benefits of the company by 10 in 20 years, where as the worth of the share rose from a factor 50 (against 15 only for the Dow Jones). At the core of his approach: the importance given to the personnel of the enterprise. « In fact, the priority of all priorities, within GE, is to find remarkable men and women, and wherever they come from, to help them realize themselves », wrote in his memories the past president of General Electric. And to the individual to put in place particular methods. Among them, that of uniting the persons impacted by a problematic data, without their direct manager, but with a facilitator to help them formalize the problem that they wish to solve. « I utilize today the tools elaborated by GE because they have proven their efficiency, specifies Yves Connan. I also back up my approach on Jack Welch's rule of the « 3S » - Speed, Simplicity, Self confidence - to arrive in bringing together personalities of different culture.