



KA MATE STRATEGY

THE DISCIPLINE OF EXECUTING
THE STRATEGY™

KA MATE Strategy - Vol 12 US
THE CEO & THE MANAGEMENT TEAM

THE

DISCIPLINE OF

EXECUTING

THE STRATEGY TM



THE CEO ROLE

As with any team leader, the role of the CEO is crucial to the smooth running of the management team.

No sooner do you arrive at this level of responsibility than you find yourself completely **isolated**: the bad news only reaches you once it can no longer be hidden from you.

All the information put before you has been filtered (often unknowingly) by the person presenting it, which means you are constantly “translating” the information you need in order to **make decisions** that are vital to your business.

Inevitably, you are prey to doubt.

CREATING SHAREHOLDER VALUE

Nowadays the CEO and the management team are judged on their creation of short-term shareholder value. No one judges (or rewards) them for creating value for the two other major stakeholders: customers and employees. And yet both are key to creating value.

The link between the three players (shareholders, customers, employees) is clearly reflected in Kaplan and Norton's Balanced Scorecard concept. This tool is not enough in itself, however, since as short-term deadlines draw near (reporting of quarterly or annual results, for example), decisions taken for short-term advantage may penalize the business over the medium term.

And this is where **the point of equilibrium must lie for the CEO.**

STEERING TRANSFORMATION PLANS

Balancing the expectations of these three key players **over time** is no easy matter, especially since businesses must constantly adapt to the ever accelerating pace of change in their environment: advances in technology, new kinds of competition, evolving customer needs/expectations, changing standards and constraints, and so forth.

Our extensive research has shown us that the main problems businesses encounter in adapting to these changes is their ability to **EXECUTE THEIR STRATEGY RAPIDLY**.

What are the obstacles to execution of the strategy and how can they be removed?

STEERING EXECUTION OF THE STRATEGY

The strategy must adapt and evolve according to the obstacles encountered and/or the results achieved.

A decision must be taken on the changes to be made.

Decisions are made on a daily basis at every level of the business, but sometimes they require the management team to be involved, especially when they relate to crosscutting issues. The flexibility essential when implementing the decision will call not just for rapid adaptation on the part of your entire organization but, above all, coordinated adaptation to get the whole business on track at the same time.

The management team must, therefore, have access to a tool that will alert them to potential problems that require them to make decisions.

THE ROLE OF THE MANAGEMENT TEAM

Steering execution of the strategy will only work if there is a real **dynamic** operating within the management team, coupled with unrelenting focus on working as a team to anticipate and adapt to changes in the strategy, but also to unite energies behind this process of constant change.

It is important, therefore, to create cohesion within the management team to supplement the existing silo-based method of working with a truly **collaborative approach**.



SUPPLEMENT SILO WORKING...

Meetings of members
of the management team
are useful for sharing information,
but working in silos makes it hard
to manage transversal issues.

... WITH AN EFFECTIVE COLLABORATIVE APPROACH

Meetings that deal with decision-making and steering execution of the strategy take account of both short and medium-term objectives.

The team dynamic makes it possible to build solutions to crosscutting issues from an analysis of root causes.

This approach will encourage buy-in, which in turn will facilitate action and contribute to the overall performance of the business.





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DATA

70%

0.49



GLOBAL MAP

ADMINISTRATIVE COSTS



A CONCEPT DEDICATED TO THE CEO

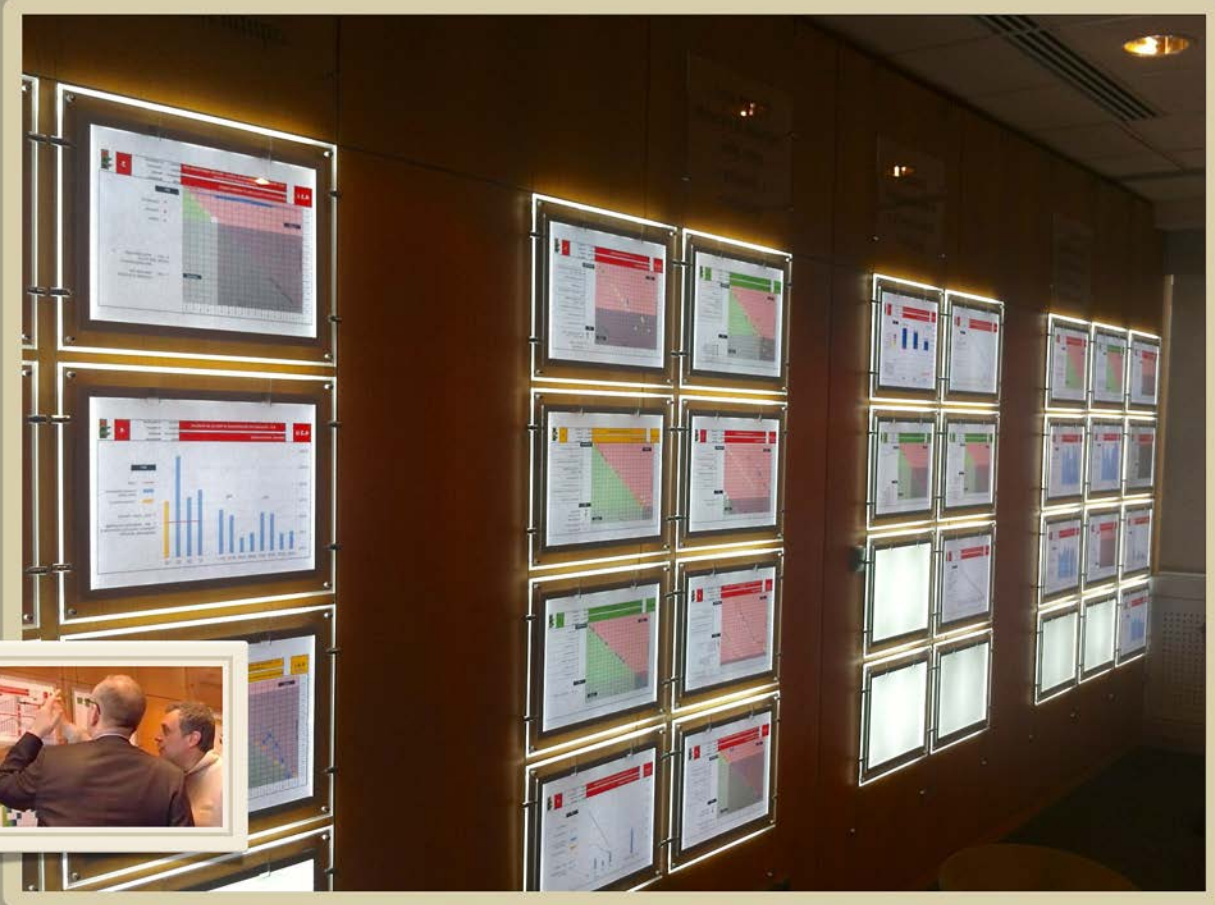
Imagine a concept that takes into account
the issues confronting a CEO and
makes it possible to anticipate dysfunctions,
foster the management team dynamic and
adapt/evolve your strategy
in the face of practical realities.

It exists! We created it, and we named it:

THE
STEERVISION
CENTER™



The SteerVision Center is the special place in which the Management Team can, on the basis of existing information, steer the execution of the chosen strategy in order to guarantee the reaching of medium-term goals.



We created this specific, unique space around Visual Management techniques and the War Room concept.

We also equipped this physical space with the latest support technologies to reinforce the management team dynamic.

The space itself is only one element, however, and needs to be supplemented by the input from experienced **facilitators** who will reinforce your management team's **“WILL TO GO”**.



THE WILL TO GO ...

A sled dog will only run if he wants to, if his motivation is intact: this quality in a dog is known as the 'will to go'.

The dog is part of the team and knows it and, for the musher, when the dogs are at the peak of their mental strength and 'will to go', that's when he knows he has a dream team !

The same is true of the CEO and the Management Team. It is vital to sustain their motivation and commitment, to give them a very real sense of their responsibilities, get them buying into the challenges and vision of their CEO.

How can the CEO ensure that the decisions reached today are those best able to prepare the company for its future, that the emphasis is on looking ahead before the whole team is submerged by a rising tide of problems, and that strategy is refocused in the light of events?

No software in the world can provide an answer to these questions!

... OF MANAGEMENT TEAMS

It is the men and women in your organization that have this ability to reflect and adapt accordingly... but first you have to create unity within this team

It is not enough to convene the management team, because to convene means to bring together for the purpose of passing on information and communicating. It is more about engaging in dialogue whilst creating a coherence (between the actions decided upon) that in itself takes account of the issues of each member of the team, all without losing sight of the strategic priorities. We will need to improve – or even create – a culture of respect and trust, a culture of transparency, a culture of commitment, a culture of action... all ways of creating value with the aim of sustaining the ‘Will To Go’... the momentum of the management team.

It is the facilitator’s role to support you through this change in behaviors!





THE ROLE OF THE FACILITATOR

How does the facilitator develop the “Will to Go”?

That will can be blocked by constraints such as ego, power issues, individual behaviors, things left unsaid, lack of recognition, non-alignment of individual objectives with those of colleagues/peers, career development, personality (including cultural aspects, nationality but also management style).

The facilitator intervenes to build and develop the team dynamic, the feeling of being part of a team. Above all, the facilitator’s task is to adhere to one constant thread: the resolution of a particular problem within the business. This problem must concern everyone involved, so that they will be fired by a real desire to fix it, to work on it concretely and pragmatically.



OUR RESULTS

Our diverse expertise enable us
to work in depth with
each member of your Management Team,
in order to keep adapting
your Business to market changes.

**We have provided support to over
200 CEOs around the world
and achieved an average impact of
+30% on EBIT
by the end of the second year.**



Yves CONNAN - CEO KA MATE Strategy

After working with Jack Welch at General Electric for nearly a decade, Yves founded KA MATE Strategy to help Management Teams improve the overall performance of their company by implementing the concept of **SteerVision Center™**.

For over fifteen years, Yves has been supporting countless chairmen in Europe, the US, Asia and the MEA region with their company's governance.

This experience makes him an exceptional facilitator who is able to work with Management Teams in complex and demanding environments.

Yves graduated from ESCP Europe Business School with an MBA and is a member of Who's Who in France.

THEY
TRUST
US





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