

# The Ka Mate Strategy revolution

Many major companies now have first-hand experience, at senior management level, of the effectiveness of the Ka Mate Strategy approach to the deployment, execution, management and appropriation of strategy within their organization.

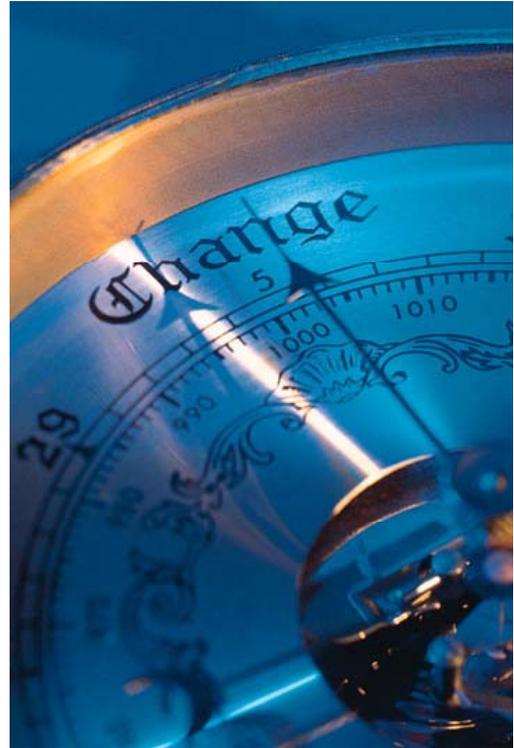


## Developing real teamwork

Firstly, formalize, deploy and control the company's strategy so that it becomes a reality at every level of the organization. Next, optimize Steering/ Executive Committee working methods to develop real teamwork around execution and, most importantly, appropriation of the strategy. thirdly,; in order to federate energies and foster rapidity, flexibility, integration and innovation, Ka Mate Strategy works to break down conventional barriers, whether vertical (line management levels), horizontal (between positions), external (between customers, suppliers), or geographic.

« One of our roles, among others» explains Yves Connan, « is coaching a network of people, equipping them with the resources to implement change in the company by creating a group dynamic. The key to success lies in ensuring that these people are chosen from among the ranks of operational or high-potential managers ». Finally, « and this is one of the major sources of our value added, » Yves Connan continues, « we bring people from different cultures to work together ».

« Certain approaches only have meaning if validated by senior management. Yet some managers, it has to be said, are often reluctant to call in external consultants. » Bearing this in mind, Yves Connan, founder and CEO of Ka Mate Strategy and former Culture Change Program Leader at General Electric, aims to convince senior management of the effectiveness of discipline in executing the strategy. His approach is based on four key elements.



## One ground rule: only work on concrete issues

The one ground rule followed by Ka Mate Strategy is always to work on concrete issues. « We have proven skills in encouraging people to clarify their common objective, ensuring that all individual constraints are taken into consideration, and that real dialog is established. Our role as facilitators means that we work on the principle that knowledge and expertise are always to be found within the company. This allows us to engage in direct dialogue with each member of the Steering/ Executive Committee and to provide the manager with a summary report designed to spark discussion. Once the strategy is formalized and performance indicators are identified, we set up

a pilot room to ensure that a solution is found for every problem identified. « All such decisions, and this is one of the key strengths of the methodology, are reached by consensus.

This discipline in execution of the strategy, which represents a real revolution in ways of thinking and acting for many senior managers, is also proving increasingly convincing on the grounds of its pragmatism and effectiveness.

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