CEO LEADERSHIP

4 BEST PRACTICES of CEOs who have succeeded in speeding up decision making and implementation.

S t u d y b y K A M A T E S t r a t e g y , C o n s u l t a n c y F i r m

Best Practice no. 1

Acting fast

CEOs no longer wait for their management team to be made up of the “best elements” before embarking on change process (trying to find the ideal situation has been abandoned), they prefer to consider the time factor and favor action by constructing a team dynamic from a hard core of a few members, allowing newcomers to be integrated at a later date. They prefer acting fast - no more letting things develop according the results obtained - to waiting for an ideal situation to occur. Non-action is the worst possible situation as the time factor is crucial for change.

Best Practice no. 2

Facilitation

Most CEOs have skills and abilities available internally to implement their transformation plan, but the time factor must be considered. They know that change implementation takes time and encounters a great deal of resistance.

| Facilitation effectively Lift barriers/resistance to change |

To accelerate change implementation, more and more CEOs bring in a Facilitator. The Facilitator’s role is to traverse the first vital step, that of the exemplary nature of the management team’s appropriation of change (since change must firstly be initiated in a top-down manner to convince the whole organization of its necessity and its importance - the burning platform). Then, in the second step, lifting the resistance to change found at middle management level (change becomes, in its second phase, bottom-up). There as well, a Facilitator can identify resistance more quickly (and its origin) and gain precious time.

Why is a Facilitator an asset in this race against time?
Coming from outside of the company, the facilitator will find him/herself in a situation unaffected by power issues, ego or ambition, neither within the management team nor within the company. If they are experienced, they will quickly access key information for

identifying actions to be taken to develop appropriation of change as soon as possible, which will never be the case for someone within the organization who will be confronted, directly or indirectly, with power issues.

Best Practice no. 3

Reinforcing the CEO's Leadership

Even CEOs that have built a management team they trust have well understood the importance of not delegating tasks and responsibilities directly related to their role. Indeed, only the CEO knows how they want to move the lines, they inject their team with the commitment necessary to achieve their objectives, but under no circumstances can this function in reverse! The management team has a relay role for deploying and managing the various phases until results are achieved. Nevertheless, being aware of the company's issues is not the same as being capable of taking the lead to make decisions, take risks and drive strategy. The CEO must conserve and even strengthen their leadership role.

Best Practice no. 4

Protect the management team from overload

In response to the massive overload imposed on their management team by the many change or transformation programs required to secure the survival of the business, a number of CEOs have decided to implement an execution steering solution for the management team. Initially, this solution helps to better prioritize the changes needed (so as to stagger them over time) and, subsequently, to anticipate the difficulties of their implementation: this is a means to greater efficiency and better management of the time factor, which in turn impacts on the performance factor and the security of the organization's future.

Steervision-center
New strategic management tool

Managing execution provides a management team with clarity on the order of points on which each member of the team must concentrate, this will bring the team back to the most relevant, highest priority levers. Furthermore, the leadership of the director who "steers the ship" and "stays the course" will be strengthened even more.

RESULTS of the 4 BEST PRACTICES

These 4 Best Practices can be implemented thanks to Steervision-Center.

The results speak for themselves!

| 80 % of CEOs who implemented a change, transformation or strategy execution management solution, recognized that value creation and decision-making "comfort" were such that they would implement this dynamic strategic management solution again if they took over at the head of another company.

| 90 % of companies had seen their results improve by around 30 %, 2 years after implementing a strategic management center.

Can this 30 % be explained by the concept alone? No, there were many other contributing factors.

Is the concept a major contributing factor to this 30 %? Yes, definitely, since it allows adaptation and anticipation of events.

CEOs give themselves the means of accelerating, managing, and performing… sustainably!

All change, transformation, or strategy execution actions require time because the behavior of individuals within the organization must be developed. Starting with the management team.
The more the CEO hesitates in making the decision to give him/herself the means of driving change implementation, the more the time factor will be a major risk for them.

On the other hand, a CEO who has made the decision not to be overtaken by too rapid developments or to go against the status quo, will give him/herself the means, AS EARLY AS POSSIBLE, to drive, with their management team, change implementation; they will therefore guarantee that these changes have a positive impact on the company's performance.

In the end, it is the company's long-term future that is better ensure.

KA MATE STRATEGY

THE DISCIPLINE OF EXECUTING
THE STRATEGY™