

from a formal handshake to an informal handshake!

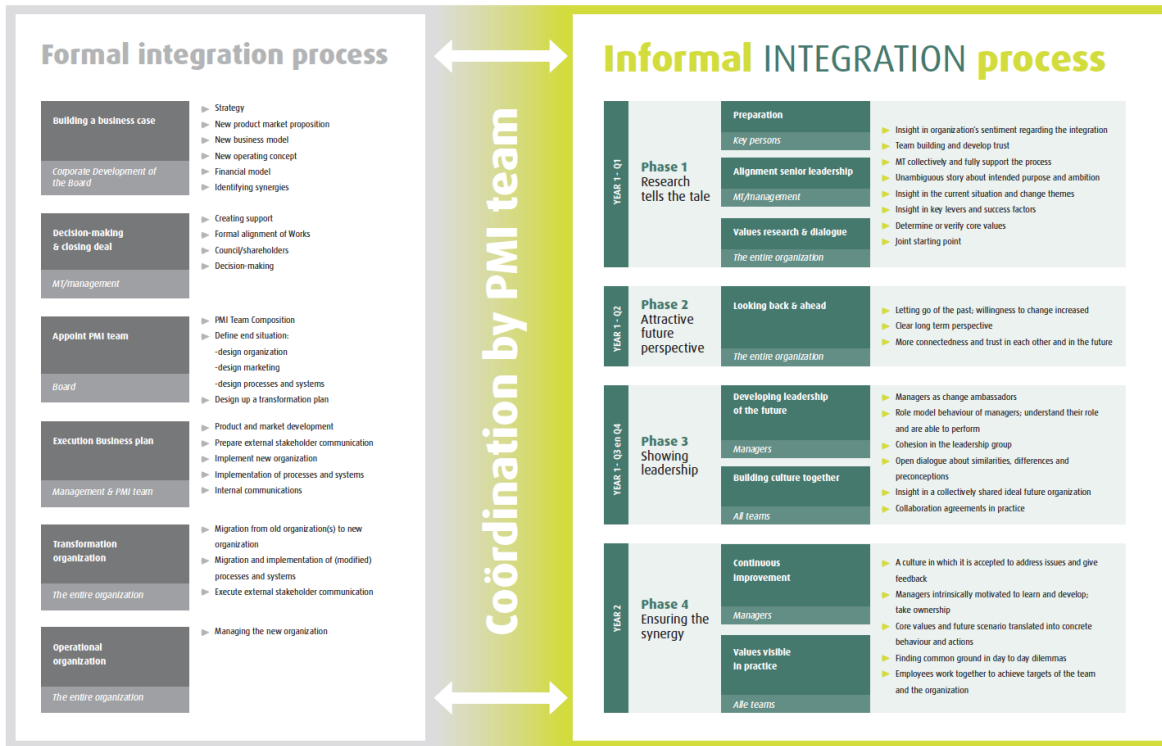
INTRODUCTION

It is now common knowledge that many mergers and acquisitions fail because of cultural differences. This is not a reason not to start, but rather a reason to work structurally on cultural integration from the beginning. The more attention paid at the beginning, the sooner the expected synergy can be achieved.

In the period after the merger or acquisition or joint venture, a lot of attention goes to the formal integration; setting up the business plan and setting up the new organization. In this period, the (informal) cultural integration is just as important. The two types of integration are shown below as two separate processes. In practice, these processes should support and reinforce each other. It is important to make conscious choices about the way in which both processes will be initiated because this will lay the foundation for the new culture and an effective way of working together.



OVERVIEW



LEAD TIME

Research shows time and again that a cultural integration or transformation takes at least four years to complete. The Culture (integration) booster program is structured in such a way that it reduces the lead time by half. This is possible because the various components in the program reinforce each other in such a way that a synergy effect is created. In addition, there is commitment and attention to the program from the management, two very important factors for a successful change process.

Culture INTEGRATION Booster

YEAR 1 - Q1	Phase 1 Research tells the tale	Preparation <i>Key persons</i>	<ul style="list-style-type: none"> ▶ Insight in organization's sentiment regarding the integration ▶ Team building and develop trust ▶ MT collectively and fully support the process ▶ Unambiguous story about intended purpose and ambition ▶ Insight in the current situation and change themes ▶ Insight in key levers and success factors ▶ Determine or verify core values ▶ Joint starting point
		Alignment senior leadership <i>MT/management</i>	
		Values research & dialogue <i>The entire organization</i>	
YEAR 1 - Q2	Phase 2 Attractive future perspective	Looking back & ahead <i>The entire organization</i>	<ul style="list-style-type: none"> ▶ Letting go of the past; willingness to change increased ▶ Clear long term perspective ▶ More connectedness and trust in each other and in the future
YEAR 1 - Q3 en Q4	Phase 3 Showing leadership	Developing leadership of the future <i>Managers</i>	<ul style="list-style-type: none"> ▶ Managers as change ambassadors ▶ Role model behaviour of managers; understand their role and are able to perform ▶ Cohesion in the leadership group ▶ Open dialogue about similarities, differences and preconceptions ▶ Insight in a collectively shared ideal future organization ▶ Collaboration agreements in practice
		Building culture together <i>All teams</i>	
YEAR 2	Phase 4 Ensuring the synergy	Continuous Improvement <i>Managers</i>	<ul style="list-style-type: none"> ▶ A culture in which it is accepted to address issues and give feedback ▶ Managers intrinsically motivated to learn and develop; take ownership ▶ Core values and future scenario translated into concrete behaviour and actions ▶ Finding common ground in day to day dilemmas ▶ Employees work together to achieve targets of the team and the organization
		Values visible in practice <i>Alle teams</i>	

WHY IT WORKS

- ▶ The Culture integration booster program is based on scientific evidence and years of experience and expertise in the social psychological field of organizational and behavioral change.
- ▶ The Culture integration booster program focuses on knowledge, competencies and desire, with specific attention to change in the undercurrents.
- ▶ The Culture integration booster program consists of components that reinforce each other resulting in new ingrained behavior patterns.