

# *Managing Culture in Mergers & Acquisitions*

## **Two objectives:**

1. *Minimize* and avoid flashpoints
2. *Maximize* the attainment of business objectives by defining and building cultural attributes proven to drive high-performance results

**IMPORTANT**

# Caution ahead: “Cultural Flashpoints”

- **Definition:**
  - Emotionally significant historical traditions
  - Carry disproportionate risk to very little gain
- **Differences are:**
  - Typically not discovered until it’s already too late!
  - Magnified and demonized
  - Used as territorial battle lines to hold on to
- **Un-recoverable “culture clash” damage often follows:**
  - We versus they
  - Superior versus inferior
  - Attack versus defend
  - Win versus lose



# *Flashpoints are often caused by....*

- 1. Spending habits and signature authorities**
- 2. Decision-making approach / styles**
- 3. Power and authority – what creates and who bestows**
- 4. Communications and meeting practices**
- 5. Work habits – schedules, location, dress, flex**
- 6. Performance management metrics – what really counts**
- 7. Organization structure – formality, access, bureaucracy**
- 8. Time and level of urgency – “clock speed”**