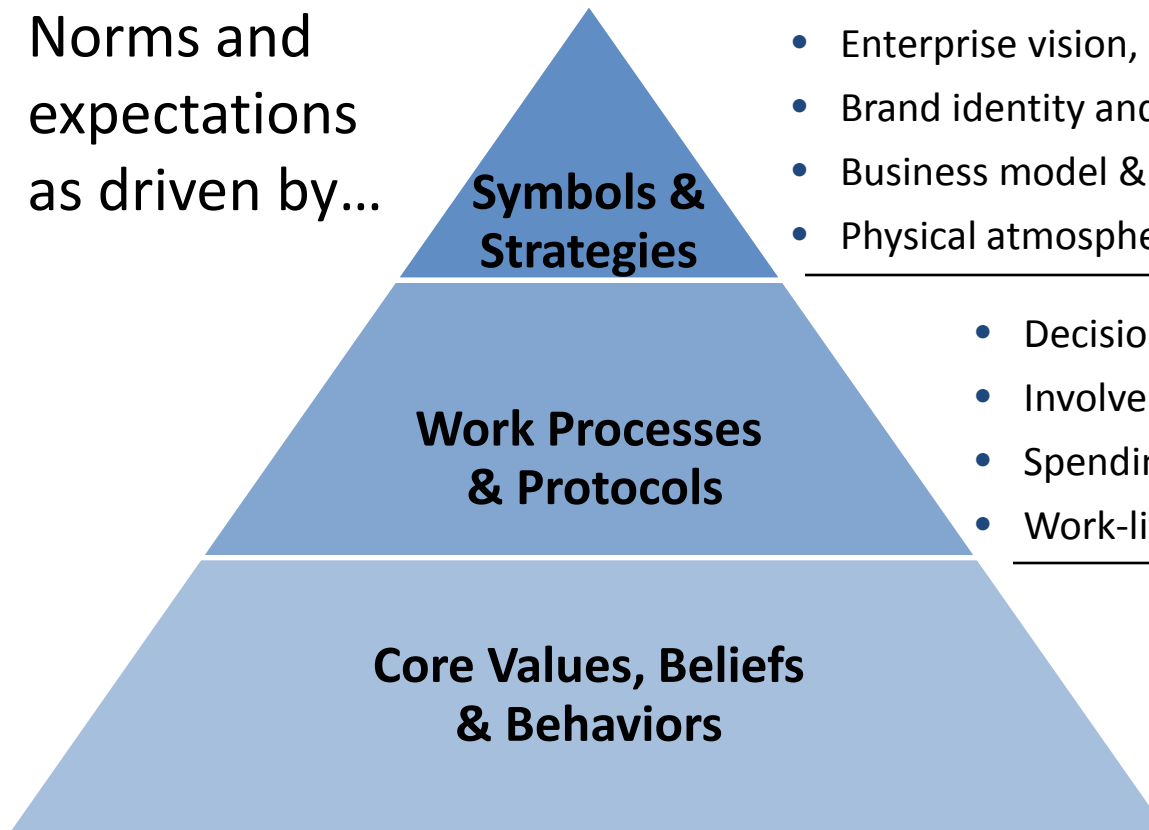


Culture – An Integrator’s Model



Norms and expectations as driven by...



Examples Include:

- Enterprise vision, mission, value statements
 - Brand identity and employment value proposition
 - Business model & operating strategy
 - Physical atmosphere and work environment
-
- Decision styles, power & authority
 - Involvement, access to information
 - Spending authorities
 - Work-life practices, “clock-speed”
-
- What ACTUALLY gets rewarded
 - Leadership behaviors
 - Response to crisis events
 - History -- “Legends & Lore”
 - Desired vs. actual behaviors

Getting to the “True North” of culture:

What is each company’s current predominant approach or viewpoint?

Culture Behavioral Attributes - Sample		
	Which Predominant Approach Drives NewCo Business Results Most Effectively?	
A. Business Model & Strategic Focus		
Cost / margin focus		Revenue / growth focus
Customer focus		Product focus
Process focus		Results focus
B. Operating Styles & Work Practices		
Individual work design		Team-oriented work design
Information protected		Information shared / transparent
Limited social interaction		Extensive social interaction
C. Leadership Behaviors & Decision Making		
Autonomous		Consensus driven
Data-based		Intuitive
Debate discouraged		Debate encouraged

PARTIAL SAMPLE FOR ILLUSTRATION PURPOSES

Which attributes, values & behaviors drive desired results most effectively?