



**Methodology:** *Cultural Mapping*

**Delivering:** *A tool that shows cultural hotspots and opportunities for integration*

**What we know for sure, in today's times, is that organisations are merging and globalisation is a reality. The major growth strategy for multi-nationals has been heavily reliant on Mergers & Acquisitions. These have often been in key markets and geographic locations; for example there has been significant increase in Eastern Europe and South and Central America. This brings access to new and growing markets for companies who have plateaued in their home countries, but it also brings cultural challenges in how best to integrate and align these target companies into the established corporate culture.**

### Why Integration is so difficult

The reason that integration and value creation is so difficult in the post-merger organisation is multi-fold. Many reports and research papers conclude that the reasons for poor results are often down to poorly targeted acquisitions, unclear goals, unrealistic valuation of the target company and more often than not, an incompatible company culture.

However culture is not an indefinable or unchangeable concept. On the contrary, it can be defined, measured and with concerted effort, changed. To do that, requires accurate diagnosis and practical ideas on how to address cultural needs.

### Our understanding of Culture

Over the years, the Agents2change team have been brought in to address many issues around performance, improvement and integration in some of the world's biggest companies. Our combined expertise spans over 90 years of organisational change and understanding the key levers towards integration. Indeed our founder, Mary McGuire has undertaken extensive research in the area of multi-cultural management at Masters level and is linked with a number of business schools.

We apply our knowledge and understanding of the most influential models and theorists on culture (from Hofstede to Schein) and have developed our own unique Cultural mapping model.

*“Agents2Change proved extremely culturally sensitive when working with my team in Angola.” L&OD Manager, BP*

### Our Cultural Map

There are several ways that culture can be interpreted and defined and our model and approach is concerned with behaviours and underlying assumptions that are present. We take the view that there are certain cultural 'flags' that allow us to interpret, measure and intervene in culture to achieve integration.

A central premise of our model, is the view that integration must come from a shared understanding of the direction and goals of the organisation. This is impacted by a number of areas, including how motivated people feel, how equipped they are to do their job (knowledge) and whether they believe this is a company that they want to be associated with (commitment). By testing and measuring these (& other) areas, we can draw up a picture of the cultural challenges and opportunities that exist to support integration.



## Research Methods

**Questionnaires:** We have developed an exclusive internet survey that allows for the collation of data from small or large populations. The survey takes only 15 minutes to complete and has the advantage of being customisable for an organisation's own requirements. You can pick and mix the various aspects of the survey, depending on what it is you wish to measure. Using sophisticated survey design, which allows for a mixture of response types, the questionnaire is intuitive to use and eminently user-friendly, as reflected in the very good completion rates we typically achieve.

10. I feel comfortable raising questions and concerns about **Implementation** at our local roadshows (Townhalls) \*

Strongly disagree    Disagree    Neutral    Agree    Strongly agree

              

Validation: | Min. answers = 3 (if answered) | Max. answers = 3 (if answered)

11. I would feel more prepared for **Implementation** if my local board of management provided \*

Choose 3

Regular and detailed briefing about the changes that will occur

Specific information about how the changes will affect my department

A forum on the intranet to raise questions & answers

Access to more training in my area of expertise

Access to more training across different functions/ disciplines

Access to online training

Policy guidelines to support the new customer segmentation approach

Other (Please specify)

Validation: | Min. answers = 1 (if answered) | Max. answers = 1 (if answered)

12. The following best describes my manager's approach to the implementation

Choose One

My manager provides me with regular information about the changes that are occurring and how they will affect me

My manager seems indifferent to the changes that are occurring and gives me the impression that they will have no effect on me

My manager is very negative about the changes and gives me the impression that it is not a positive change

None of the above

### Intelligent and intuitive questionnaire design © from Agents2Change

The data can be categorised by region, country, manager and non-manager and into key occupational groups (if your data has come with those definitions readily available). This will allow us to drill down into the data and gather perspectives from many different angles, which will be critical when exploring the cultural dimensions that may be at play. **Interviews and focus groups** are also available. They have the added advantage of providing richer context and clarification from survey data. The populations that are used for these additional research methods are not pre-defined, but will follow your own requirements and needs.

### Delivering Tangible and Understandable Reports

The benefits of using a consultancy to undertake your review over a research house, is that we understand your needs from a management and business perspective. We won't bamboozle you with endless tables and statistical jargon (which will be explained and can be found in the back). What we deliver is understandable management reports, split by function or country and giving a thorough analysis and explanation of what the data is saying. We also supply recommendations, based on our experience of what makes change stick and how to make it happen in geographically spread organisations.

*“Agents2change surveyed 650 managers in over 20 countries. The review was completed in a very short timeframe and brought practical insights. The team was professional, culturally sensitive and showed a good understanding of our business context All of the recommendations were accepted by the Board.” Head of Global Talent, Insurance Sector*

### Contact us

Cultural mapping can be done for any size of organisation to suit any budget. We can do a small review for a team of 20 staff, or provide a global review covering several thousand staff in multiple languages. Our approach is completely flexible and designed around your needs. If you feel you could benefit from this service, contact Mary McGuire: [mary@agents2change.com](mailto:mary@agents2change.com), for a confidential, no obligation chat.