

CULTURE MAPPING EXERCISE

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Directions: The below matrices present a number of cultural characteristics presented across a continuum.

Step 1: Review each cultural characteristic and place an **A** in the column that most closely represents your perception of the acquiring company's culture.

Step 2: Place a **B** in the column that most closely represents the acquired company's current culture.

Step 3: Calculate the absolute difference between each rating to determine the largest culture gaps.

STRATEGIC ORIENTATION	1	2	3	4	5	
Customer/market-driven						Technology-driven
Long-term profit-orientated						Short-term profit-orientated
Employees understand and committed to strategy						Employees don't understand and/or are not committed to strategy
Activity-focused						Results-focused
Strategically-focused						Operationally or crisis-focused
Fast follower regarding product instruction						Cutting edge products
Slow to respond to market dynamics						Flexible, highly market responsive
ABSOLUTE DIFFERENCE						

COMMUNICATION	1	2	3	4	5	
Top-down focus						Three-way
Infrequent sensing						Frequent sensing
Filtered						Open / candid
ABSOLUTE DIFFERENCE						

TRAINING AND DEVELOPMENT	1	2	3	4	5	
Considerable opportunity for employee development						Limited opportunity for employee development
Development is based on informal mechanisms with large degrees of latitude						Development is tightly aligned with competency model or career ladder
Development focuses on current job						Development focuses on current and future jobs
ABSOLUTE DIFFERENCE						

REWARDS	1	2	3	4	5	
Focus on rewarding individual performance						Balance of individual and team performance rewards
Employees have minimum involvement in setting performance expectations						Employees have significant involvement in setting performance specifications
Seniority-based						Performance-based
Clear performance standards						Ambiguous performance standards
Compensation at/above market						Compensation below market
Employees receive regular performance feedback						Employees don't receive regular performance feedback
ABSOLUTE DIFFERENCE						

DECISION MAKING	1	2	3	4	5	
Slow						Fast
Centralized decision making/multiple approval levels						Few approval levels and broad spans of control
Analytical/cautious						Intuitive/daring
Authority levels are clearly understood						Confusion exists regarding authority levels
ABSOLUTE DIFFERENCE						

RISK TAKING	1	2	3	4	5	
Risk averse						Calculated risk taking encouraged
Mistakes are punished						Innovation is rewarded
Management does not solicit or act on employee ideas for improvement						Management encourages and quickly acts on employee ideas for improvement
ABSOLUTE DIFFERENCE						

PLANNING	1	2	3	4	5	
Short term						Long term
Reactive						Proactive
Informal						Formal
Intuitive about competition						Constantly monitor competition
ABSOLUTE DIFFERENCE						

TEAMWORK	1	2	3	4	5	
Low cooperation across departments						High cooperation across departments
Low trust						High trust
Siloed perspective						Process/cross functional perspective
Conflict is surfaced and resolved						Culture is polite and conflict is avoided
ABSOLUTE DIFFERENCE						

MANAGEMENT PRACTICES	1	2	3	4	5	
Leaders are hard drivers						Leaders are paternalistic
Policies are applied uniformly						Policies are applied arbitrarily
High levels of feedback and coaching						Infrequent or no feedback and coaching
Few unnecessary procedures, policies, and business rules						Procedures, policies, and business rules used to guide employee behavior
Cost and control-driven						Service and quality-driven
People feel appreciated and valued						People don't feel appreciated and valued
Low stress/burnout environment						High workload/long work hours environment
Workforce embraces change						Workforce strives to maintain status quo
ABSOLUTE DIFFERENCE						

STRUCTURE	1	2	3	4	5	
Roles clearly understood						Considerable role ambiguity
Organization is flat						Organization has many layers
ABSOLUTE DIFFERENCE						

TECHNOLOGY	1	2	3	4	5	
Employees have access to the information they need to be successful						Information is either lacking, untimely, or incorrect
Slow adoption to new technology						Rapid adoption or state of the art technology used
ABSOLUTE DIFFERENCE						

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