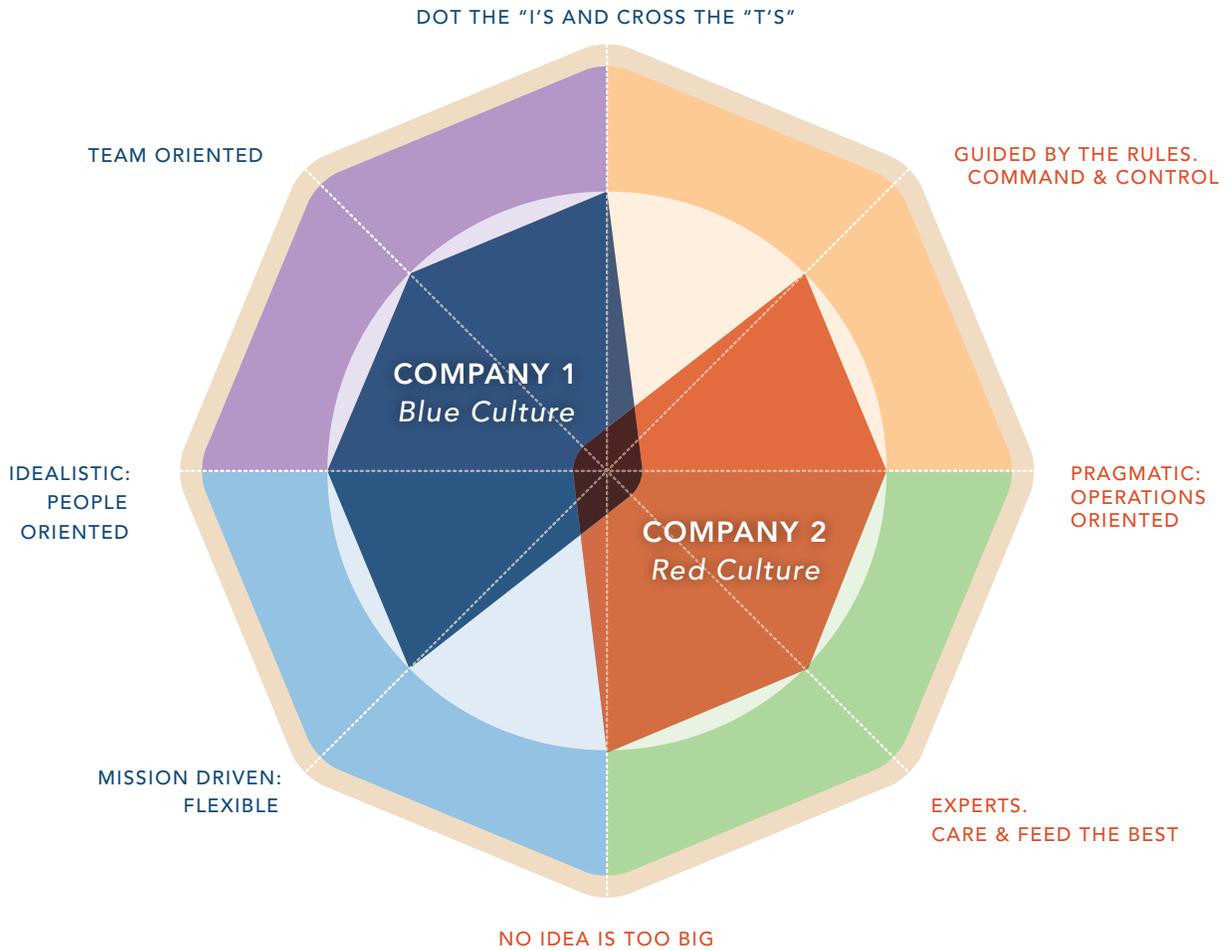




CULTURE FIT: CONTRAST IN MANAGEMENT STYLE



It would be next to impossible to integrate 1-Blue Company and 2-Red Company after an acquisition. Their cultures are too different. Consequently, their management practices are poles apart. It is inevitable that top talent from the subordinate company will eventually leave in frustration.

The reality is, what made a person a superstar in the Blue culture is not valued in the Red culture. The Blue and Red cultures think differently and go to market in dissimilar ways. More importantly, their best customers think like they do. The Blue culture star would not be respected in the Red culture, or embraced by the Red culture's customers. The former star is set up for failure.

It is not easy to understand how someone can be a superstar in one company and a failure after moving to another. After all, isn't past history the best predictor of future performance? The answer is: sometimes—if that person moves to a similar culture. At all other times, such a move is a costly, both for the individual and the company.

The two companies cultivate their talent differently. Please review the following table to see how Talent Management practices differ by culture. These methods grate against the individual and the individual grates against these systems.



CULTURE DIFFERENCES: WHY FIT IS IMPORTANT

PRACTICE:	BLUE PRIORITY:	RED PRIORITY:
SELECTION	We look for people who fit with our values—who are team players.	Find us the super-stars first; we'll worry about values later.
TRAINING	What does the company need? Let's train them in our way—we do in-house training.	We're the best; who needs training.—we pay for individual, outside training if at all.
MEASUREMENT	We track our talent & build up our bench strength. All have goals & measures.	We give our stars some big goals & let them run with them.
STAFFING/ 9 BLOCK	We need one system so we place & match talent for the good of the company.	Let me pick my own team. I know what I need.
REWARDS	We need a balance of corporate, team & individual incentives.	We want individual incentives; why should I share my bonus for something I did.
SUCCESSION PLANNING	We cultivate leaders for tomorrow. Who wants to be part of us?	We don't worry about career planning. We're hired guns. We go where we want.
STRATEGY	What are the market opportunities that we know we can sell to our clients?	What is the coolest most cutting edge opportunity out there? Where can we be 1st.
STRUCTURE	What's our way to do things? What can we leverage? What's scalable? How do we structure to execute?	Don't structure—let your stallions run. Don't fence us in. Let us run our own operations.
PROCESSES	We need processes so we're efficient and present a consistent face to our customers.	I'll do my own processes for my own operation. Don't let me get tangled in someone else's.
PRACTICES	People walk over and talk others to solve problems. They use the phone.	People send emails to the necessary parties to solve problems.
ENGAGEMENT	The more engaged the better.	If they're not engaged they're out of here.