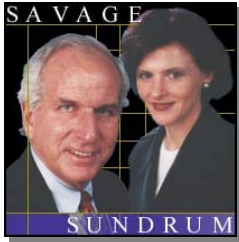




Content experts



Certified Cultural Due Diligence Practitioner

Anytime, Anywhere
 1:1 Online Coaching
 8 Week Program
 Shared Learning with Peers
 Web Conferencing Platform
 Voice over IP
 Real-Time Web Forum
 Prominent Guest Speakers

~ Cultural Due Diligence for Pre-Merger Stage and Post-Merger Transition and Integration ~

~ An action-learning course leading to certification by Elisabeth Sundrum and Dr. Charles Savage ~

Facilitator



Dr. Oliver Schwabe is one of the world's foremost community moderators and facilitators with over 50 theme areas delivered virtually to over 2500 students in 60 countries in the past decade. Key clients include:

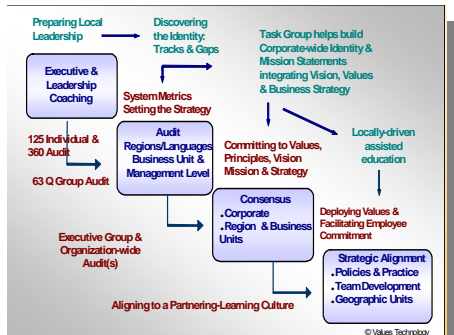
- Jones International University
 - The Open University Business School
 - Know Inc.
 - Entovation
 - Sveiby Knowledge Associates
 - United Nations Virtual Development Academy
- For more information visit www.euro-focus.com

Ms. Elisabeth Sundrum
 President and Mentor, eCultureTeam.com, she helps executives identify organizational capabilities and gaps in M&A situations. The driving question of her consulting work focuses on ways of increasing business value through human values by interrelating "Value – Values – Valuing – Value added – Valuation!" They are all interconnected. She has extensive international experience in negotiating and implementing large international turn-key-contracts, setting up joint-ventures throughout the world and leading (as Managing Director) and turning around an American-German joint-venture in the telecommunication industry.

Dr. Charles M. Savage
 President and Mentor, Knowledge Era Enterprises, Inc., he helps companies discover the tremendous potential of knowledge era enterprising. He consults and speaks widely in the United States, Asia and Europe. His book, *Fifth Generation Management* has been widely acclaimed and translated into Japanese and Korean. Tom Peters named it his business book of 1991. A revised edition, subtitled, *Co-creating through Virtual Enterprising, Dynamic Teaming and Knowledge Networking*, is now available as are German and Portuguese translations.

LEARN HOW TO:
 Analyse the cultures of potential partners before M & A deals
 Understand when to say "no" to a deal, and when to say "yes, but..."
 You will know how much serious cultural work is needed to make the deal pay off.

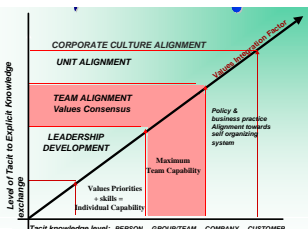
Master the skill of cascading organizational change in an M & A situation



A US survey found that 85 % of top executives believe personnel problems affect acquisition more than financial problems, compounded by the fact that these problems are not anticipated prior to the acquisition. 85 % of underperforming acquisitions cite differing management attitudes and culture as a reason, and 80 % also point to lack of integration planning.

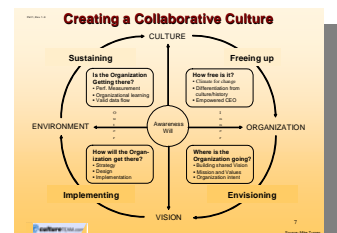
Our online course focuses on a practical yet systematic approach of professionally assessing the organizational cultures of those companies involved in a potential M&A-deal. We show how to identify 125 items that measure the various traits of corporate culture and we provide a way to link organizational culture to tangible bottom-line performance measures and business solutions.

Pre Merger Analysis/ Cultural Fit



We use internationally successful, tested and proven methodologies and tools to identify, align and manage relationships. These are applicable to all levels of the organization, and can be used to redirect and align cultures to improve organizational effectiveness in the high stakes arena of strategic alliances, partnerships, merger and acquisitions. Our work is based on over 30 years of pioneering research and 3,000 independent studies, led and supported by Dr. Brian Hall, a leading authority in the area of values and corporate relationships. Our approach has been successfully employed by leading organizations across the world. We have recently mentored these to conduct multilingual and multicultural validation of our tools and services. The focus of our empirical and methodological studies has been on: Corporate Culture/Ethics/Governance, Cultural Due Diligence, Identity/Integration-Management, and Success Factors of Virtual Organizations.

Post-M&A Strategy/ Post Merger Integration





Module 1: Due Diligence in Perspective

You will work through a brief overview of the traditional due diligence process (legal, market, financial, etc.) for mergers and acquisitions including key questions for the preparation, screening, evaluating and managing the transaction and integration of these M&As. You will then consider why there have been so many failures and the reasons why.

Module 2 – Trends, Tools, These and Empirical Tests

Any integration process between two or more companies is complex and many sided. Therefore we will review key frameworks to help master this complexity, including Systems Thinking, Chaos Theory and related methodologies, meta-systemic approaches, measurement systems and concepts, including the need to integrate systems thinking, quantum world views, decision theory and procedural and practical learnings.

Module 3 – The Genesis Effect & the Skills Connection

The intent of most M&As is to bring together talent, skills and competencies of the various firms. Yet, we often do not know how to see, discover, develop and value these talents. The “genesis effect” describes the relationship between skills and values. We explore that important life skills fall into four categories related to our abilities to do things, to relate to other people, to use our imagination, and to master systems. When we look at these four kinds of skills, we can make a useful connection between these four categories and explore skill development through the four phases of consciousness.

Module 4 – Corporate & International Business Cultures

We all know the power of your corporate culture, and yet, we know how hard it is to change and adapt. Yet this is necessary in an M&A situation. Therefore, you will learn to benchmark other corporate cultures in both higher- and lower-performing organizations and within international business cultures. You will learn how to identify the need for adaptive corporate cultural change and factors that shape managerial behavior and performance improvement. In short, you will begin to learn how to dissect a corporate culture and open it to analysis and assessment on an individual, the group and organizational level.

Module 5 – Paradigm Shifts

Organizations today are in a period of major transition. You will begin to master the dynamics of the shift from the traditional paradigm of the Industrial Era to the emerging model of the Knowledge Era, especially in terms of mental models, beliefs, assumptions, values and leadership skills. Every organization has its own unique corporate culture. Here you will apply measurement techniques to better understand the underlying framework of the organization, thereby seeing through the complexity of the organization in a powerfully simple way.

Module 6 – The Vitality Curve, Institutional Life Cycles

Here you will learn to examine the nature of integrated growth of the individual and the organization including the dynamics of the relationship between persons and their corporate culture and how they are symbiotically linked. You will notice that each individual and each institution goes through a series of predictable stages, changes, and crises: the foundation period, the expansion period, the stabilization period, the critical period, and the reorganization period. Any corporation rests upon the nature, integrative or disintegrative, of its culture.

Module 7 – Deal-Breaker-Analysis/ Integration Success Rate

You will be exposed to an in depth-analysis of the essential components of a cultural due diligence procedure, including ways to develop a culture profile, its aspects and the impact on the leadership team and organizational level. You will perform an evaluation of the cultural profile of the target company, perform a “deal-breaker-analysis”, calculate the “culture correction factor”, the sum of acculturation costs computed on the basis of a realistic cultural gap profile and quantify culture-related synergies or dis-synergies.

Module 8 – Innovating for Future Success in M&A Activities

Here you begin to master the post merger integration process and barriers endangering a successful and sustainable implementation process.

The Benefits

Once having completed the course, you will be able to identify cultural fits or gaps, invoke risk-mitigating factors, find the untapped potential in the organizations, and help build strong and productive relationships with the executives and employees involved on all levels. You will also understand the larger context of the deal in terms of vendors, associates, partners, customers and market trends. You will be able to help develop the leadership needed to get value out of the acquisition or merger. Moreover, you will be able to find the best among the executives, managers and employees. You will be able to inspire people and motivate cohesive teams, while aligning and leveraging the strengths of the organizations involved, for stronger partnerships and alliances.

Historically, “due diligence” has focused on the legal and financial aspects of an organization and its operations. However, the essential components of corporate culture of merger candidates are hardly subject to a systematic analysis and evaluation, but routinely subordinated to legal, finance and strategy matters. Corporate executives, investment houses, scientists, practitioners and consultants are beginning to show growing interest in the cultural dimension of M&As; however, there is still a striking gap between perception and the development of practically applicable procedures.

Learn by doing: you won’t listen to dry lectures on Cultural Due Diligence. You will assume the role of a “Cultural Practitioner” in a context of your choice and learn new concepts, assess how to implement them and practise newly acquired skills in specially designed, integrated simulation exercises.

The seminar itself focuses on providing insights into the fundamental issues of Cultural Due Diligence and finally on the development of a Cultural Integration proposal for the organization of each participant. The parallel learning tracks ensure that participants are able to gain knowledge about Cultural Due Diligence issues which can be directly applied to their own environment and hence to move into a phase of learning by doing.

Methodology

An intensive 8-week program, consisting of a coached e-Learning program based on the work of Elisabeth Sundrum, Dr. Charles Savage and other leading authorities.

Dr. Brian Hall, *Values Shift, A Guide to Personal & Organizational Transformation.*



Dr. Charles M. Savage, *Fifth Generation Management, Co-creating through Virtual Enterprising, Dynamic Teaming and Knowledge Networking*



Offerings

- Eight (8) week facilitated online course
 - One day face-to-face workshop - Optional
 - One (1) hour tele-coaching
 - Four (4) hours online tele-coaching
- ~ Corporate rates available upon request ~



This tree symbol can be seen on www.unic.net - message is the roots for the fruits, i.e turning the tree upside down for addressing the future earnings potential.

A Member of www.entovation.com

Entovation International Ltd.



Registration: Please contact Dr. Oliver Schwabe via oliver.schwabe@eurofocus.com

Dates: Course starts monthly or by agreement. Group size: up to 10 Time commitment: Each week minimum 10 hours Delivery: Asynchronous delivery via www.communityzero.com. Online seminars are conducted using www.centra.com. Payment: Via www.paypal.com. Refunds: Only before receiving course materials