

Culture Masterclass for M&A Executives

Building strategic culture management capability to improve
M&A outcomes



Putting culture at the heart of M&A to improve results

Mergers, acquisitions and other similar business combinations frequently **fail to deliver** anticipated benefits, with cultural issues often topping the list of reasons why. Research and experience confirm that early attention to business leader capability, **deliberate culture management** and effective communication **can make the difference** between delivering on expected M&A outcomes and falling short. The impact of people issues is frequently underestimated or overlooked. But get this right and you can significantly **increase the chances of capturing expected M&A value**.



What to expect

The day will be a **fully interactive** and **immersive** experience designed for **two (or more) colleagues** from each participating organisation. Awareness, understanding and capability will be built through **expert** input, **robust** discussion and **practical** exercises.

We appreciate that taking two senior people out for a full day is a significant commitment. Accordingly exercises have been designed so that participants, should they choose, can **work confidentially** on **live scenarios** from their own organisations, resulting in **tangible output** that can be applied immediately.

Participant numbers in each session will be limited to 20 to enable thorough discussion and optimal learning.

Business benefits

- Planned time-out for senior executives to consider critical business issues
- Awareness and shared understanding of culture, leadership and communication impacts on M&A outcomes
- A culture roadmap and guidelines by deal stage; clarity about risks and next practical steps
- Confidential self-assessment of M&A preparation
- Colleagues learning together sets the stage for further improving deal team capabilities
- Opportunity to gain insight from a diverse senior executive peer network

Who will be there?

This Masterclass is designed for business decision makers and key influencers driving growth by acquisitions, mergers, joint ventures or strategic alliances. Content will be relevant for both “buy-side” and “sell-side” participants.

You can expect to be joined by:

- Executive Team Members
- Heads of: Strategy, Organisation Development, Communication and People Function
- Business Development Team Members
- Integration Team Leads

All care will be taken when assembling the groups to avoid having direct competitors in the room.

5 global locations

Melbourne	22 Feb 2017	A\$3,400 +GST
London	28 Feb 2017	£1,950 +VAT
Amsterdam	2 Mar 2017	€2,350 +VAT
Sydney	26 July 2017	A\$3,400 +GST
Singapore	19 Sept 2017	SG\$3,400 +GST

Fees cover one-day Masterclass participation and materials for **two business leaders** from the same organisation.

Registration

Preregister [here](#) for the Masterclass.

Alternatively contact Eleanor Formaggio directly at eleanor@walkingthetalk.com to register or request additional information.

We will be in touch to confirm acceptance and finalise fee arrangements.

Any cancellations must be submitted in writing at least 30 days before the scheduled date to receive a full refund, less a 10% processing fee. Cancellations received less than 30 days before the scheduled date will be charged in full.

Masterclass overview

Foundation

- Making the intangible tangible: What is culture? How can culture be managed and measured?
- The M&A deal cycle and culture roadmap: Culture considerations for every stage
- The impact of decisions by deal stage on individual behaviour, merger outcomes and future culture

Priorities by deal stage

- Pre-deal: Clarify business strategy; identify aspirational culture; understand own current culture
- Strategy: Understand deal rationale; align culture strategy with implementation strategy
- Deal: Determine cultural impact and cultural fit of potential partner; understand cultural consequences of implementation planning decisions
- Implementation: Establish culture for combined organisation

Five merger mindsets

- What drives behaviour during disruption
- How to keep people engaged and help them manage emotions

Business leader impact

- Role model and communicator
- Business performance management

Practicalities

- What happens when 'real world' meets 'deal world'?
- How do we catch up if we are already behind?
- What do we do next?

Global faculty



Karen Isely

Isely Associates International
Founder

Karen is an M&A specialist, anticipating and managing the risks associated with leadership capability, incompatible cultures and communication challenges.

She has particular expertise in cross-border transactions and a knack for preparing business leaders and HR teams to operate at deal pace. As a trusted advisor, project leader and coach Karen has been assisting organisations to realise the value M&A's promise for more than 25 years.



Jerome Parisse

Walking the Talk
Regional Director Asia Pacific

Jerome has over 25 years' experience in culture and change management, business improvement and strategy development in Australia, Asia and Europe.

Expert in delivering large-scale, complex culture and change initiatives, he has an implicit understanding of how to align corporate culture with strategic intent, a vital factor to M&A success.

Jerome has a passion for languages and cross-cultural communication.



Amanda Fajak

Walking the Talk
Regional Director Europe

Amanda is a culture transformation specialist with nearly 20 years' experience in advising and coaching organisations to create a culture that underpins their business performance.

She is an expert in creating cultural alignment across complex and diverse businesses, leveraging mindset and behavioural shift to catalyse business change.



Isely Associates International is a specialist consulting business focused on mergers, acquisitions, joint ventures, corporate restructures and other disruptive business combinations. We focus on **Leadership**, **Culture** and **Communication** to harness the best efforts of employees when navigating the complexity of M&A. Our work positions organisations to quickly capture expected value, while avoiding costly collateral damage.

We extend your team; building organisation internal capability is our modus operandi.

www.iselyassociates.com.au

Walking the Talk is a world leader in **aligning culture with strategy** to deliver business results.

Our proven methodology creates powerful culture transformations that leave organisations with lasting culture leadership and culture management capability. Simply put, **we make culture do-able**. And do-able by you.

We operate at executive, leadership and employee levels to **build culture capability** and unleash effective cultures that **deliver** business imperatives.

www.walkingthetalk.com