

Experienced intercultural management consultants -Unique Sources (Netherlands), global tmc international (Canada), and 2Ci (UK)- have joined forces to develop OD2, a unique new tool for assessing organizational culture.

This distinctive initiative brings together knowledge and vision spanning three decades and five continents, in itself a powerful model of cultural synergy and multicultural collaboration.

UNIQUELY INTERNATIONAL

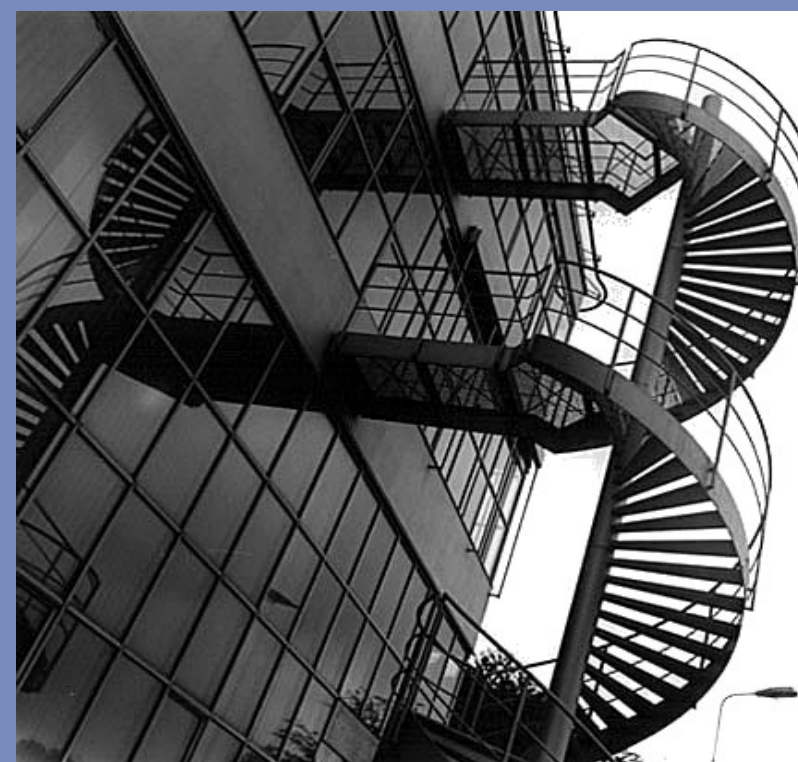


Photography: Hans Hockx (www.hanshockx.nl)



OD2 MAKING CORPORATE PARTNERSHIPS WORK

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OD2, Organizational Due Diligence, is a new approach to assessing corporate values, culture and organizational 'fit'.

The assessment of these important factors should be a routine feature of ongoing corporate planning processes, all the more so in times of organizational change and especially across borders. Why is this so?

Value in mergers, acquisitions, joint ventures and other corporate transformation processes is often viewed as something which issues automatically from the expected benefits of such ventures, such as market development, portfolio enhancement, economies of scale and cost savings.

Experience shows that such benefits themselves remain largely within the realm of expectations until the people responsible for results have been integrated, trained and empowered. This means they must have accepted the new corporate style, structures and their roles within them and be willing to work together, managing and even leveraging cultural differences.

Assessment of these attitudes and abilities is not part of legal or financial due diligence procedures nor is it accessible to these modes of inquiry.

OD2 provides decision-makers with a platform to assess corporate and organizational values, to understand the mix of cultures involved in corporate transformation, to align perceptions and to manage expectations.

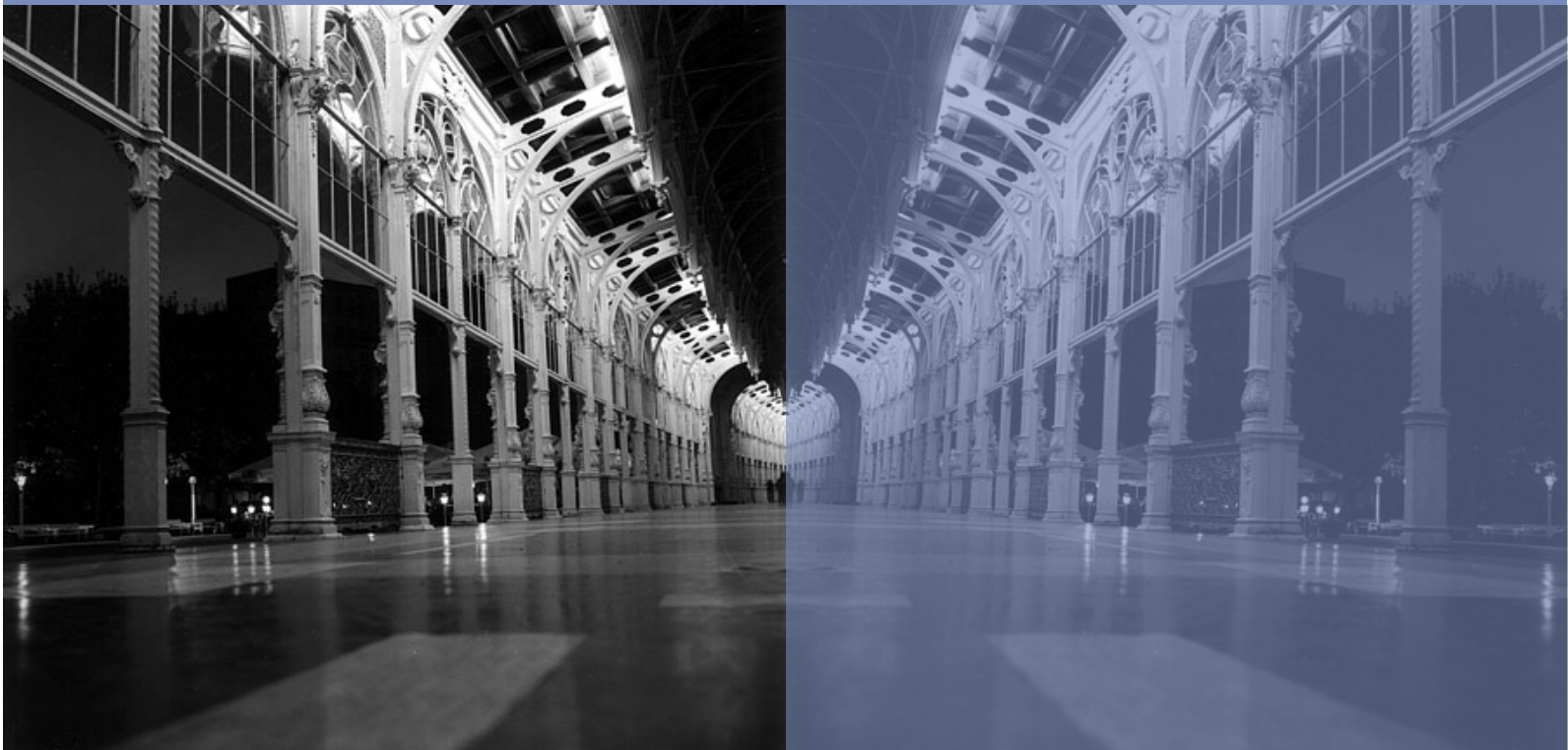
More than 50% of all current worldwide M&A activity takes place across national borders, often between partners of disparate size and from widely varying cultural, traditional, and functional backgrounds.

Not surprisingly, management styles derived from different backgrounds and value orientation can vary dramatically and lead to discord.

According to the ILO, 70% of all mergers fail to meet strategic objectives just as they fall short of stakeholders' and shareholders' expectations. In some cases this failure is spectacular. In all cases the consequences can be far-reaching for all parties concerned.

OD2 provides an in depth comparison of corporate culture, aligned to a critical path analysis of how this affects organizational performance. It identifies synergies and challenges that emerge where organisations go through a change management process in forming (cross border) partnerships.

HOW OD2 WORKS



CONSIDER THE BENEFITS

Organizational Value Indicators™



OD2 addresses six distinct but interconnected organizational value indicators which together encompass the entire spectrum of corporate culture, the "operating system" of a company.

The organizational value indicators identify factors shown above making them available for comparative analysis. These include corporate culture and values; beliefs and attitudes; organizational norms such as hierarchy and decision making processes; ethics, leadership, management and communication styles.

All of these factors profoundly affect behaviours and corresponding results, from the board room to the shop floor.

By identifying and analysing critical factors, supported where necessary by recommendations for personal or organizational development, planning processes can be engineered to anticipate barriers and remove them before they materialise.