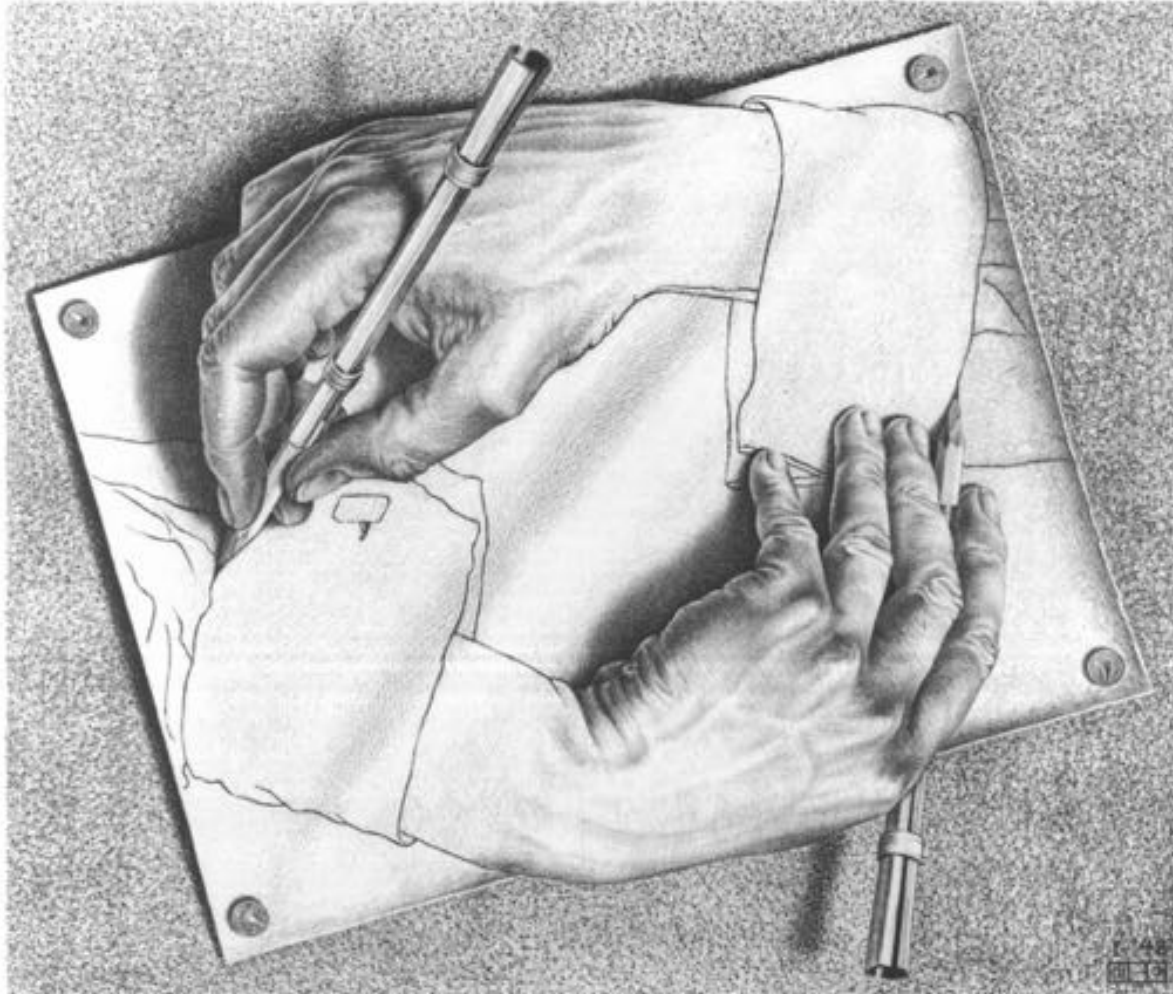
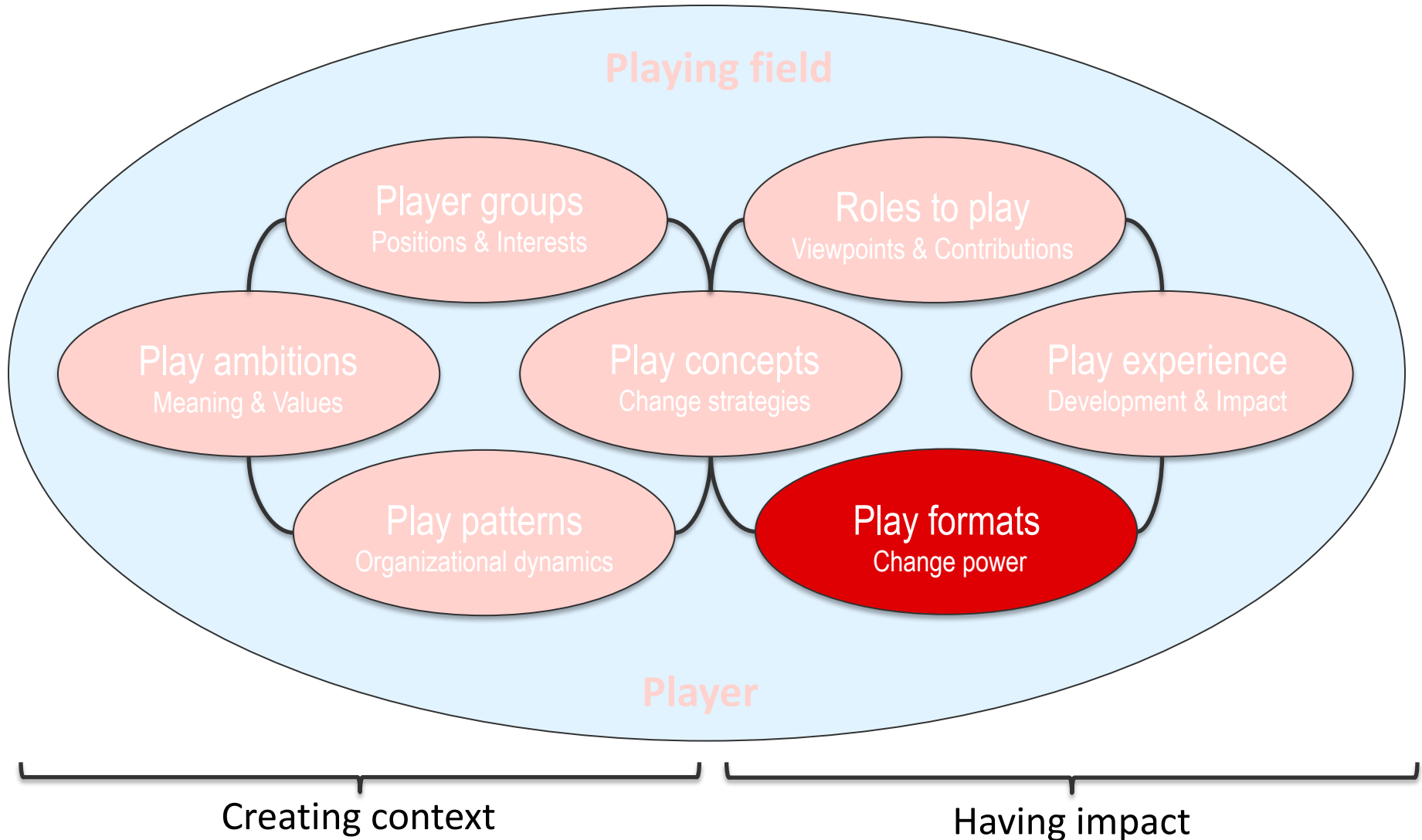


Introducing play formats



Introducing play formats



Content

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Play formats

Crisis
management

Improvement
of systems

Constructive
negotiation

Motivating
and inspiring

Learning and
development

Open
dialogue

Play formats

Power strategy

- Articulating urgency
- Distributing power
- Setting restrictions
- Distributing resources
- Forcing loyalty and support
- Changing players and rules
- Excluding people
- Sanctioning behavior

Planned strategy

- Restructuring and downsizing
- Business process redesign
- Outsourcing activities
- Lean organizing
- Employing new human resources
- Renewal of technological systems
- Changing reward systems
- Setting rules of conduct
- Behavioral change programmes

Negotiation strategy

- Identifying interest groups
- Investigating power positions
- Valuing differences
- Articulating mutual interests
- Mirroring contradictions
- Conflict regulation
- Mediation between parties
- Using caustic humor

Motivation strategy

- Articulating ambitions
- Visualizing attractive future
- Expressing core values
- Explicating mission and vision
- Clarifying tasks and roles
- Walk your talk communication
- Rewarding positive behavior
- Case adoption and story telling
- Appraisal and assessment
- Career development
- Team development

Learning strategy

- Creating learning spaces
- Leadership development
- Action learning
- Experiential learning
- Appreciative inquiry
- Appreciating craftsmanship
- Sharing experiences
- Communities of practice
- Learning circles
- Twinning with partners
- Sharing experiences

Dialogue strategy

- Naturalistic inquiry
- Mobilizing networks
- Exchanging perspectives
- Search conferences
- Future conferences
- Experimenting with renewal
- Sharing ideas
- Disclosing practices
- Celebrating successes
- Reflective learning
- Storytelling



Depth of play formats



Choosing and combining play formats

- Fitting the situation in the organization
 - Crisis: quick and directive improvement
 - Improvement: development and planned change
 - Transition: planned change and development
 - Transformation: interaction and innovation through learning
- Fitting one's own skills and convictions
- Efficient and suited to problem situation
- No 'best' way, determine correct mix oneself

Play formats to establish cultures

Embedding culture

What things are paid attention by leaders.

What they monitor, measure, control, praise and criticize.

Ways in which leaders react to crisis.

The reactions send strong messages about values and assumptions.

Role modeling and communicating values and expectations by leaders through their own actions.

Allocation of rewards and the criteria for rewards, status, recognition in ceremonies and informal praise.

Articulation of criteria for recruiting, selecting, promoting and dismissing people.

Reinforcing culture

Design of organizational structures, hierarchy and the formal relationships reflecting organizational values.

Design of systems and procedures like budgets and control, planning sessions, performance reviews, development programs.

Design of facilities, office layout, dining facilities which are consistent with the espoused values.

Exchanging stories, legends and myths about important events and people in the organization to transmit values.

Public and formal statements of values by leaders and written value statements, charters and philosophies

Play formats for post-merger integration

Degree of change in acquired company	Absorption Acquired company conforms to acquirer <i>Cultural assimilation</i>		Transformation Both companies find New ways of operating <i>Cultural transformation</i>
		Best of both Additives from both sides <i>Cultural integration</i>	
	Preservation Acquired company retains independence <i>Cultural autonomy</i>		Reverse merger Acquired company dictating terms <i>Cultural assimilation</i>
Degree of change in acquiring company			

Play formats for post-merger integration

Absorption Fast consolidation Systems integration Customer attendance Power & Planned Power & instrumental		Transformation Start with preservation Focus on collaboration Cultural integration Dialogue & Learning Interaction & Learning
	Best of both Joint business ideas Focus customer value Common view Step-by-step Meaning & learning	
Preservation Protect the unit Business development Knowledge sharing Dialogue & Learning Meaning & Interaction		Reverse merger Focus on assets Informal coalition Strategy formulation Negotiating & Stepwise Meaning & Negotiating

Principles for post-merger collaboration

- Fairness: protect the boundary of the new subsidiary from unwarranted and disruptive intrusions
- Balanced background on executive level and when building new management teams
- Integration of functions from a market and customer perspective
- Integrating financial and performance systems and clear reporting relationships
- Respecting cultural differences: organizational and national level – cultural due diligence
- Attentive to strengths of both and possibilities of learning from each other

Post-merger integration skills

- Organizational cultures and national cultures
- Vulnerable to socio-cultural values
- Appreciative to cultural differences
- Ability to manage integration processes
- Sensitive to language issues
- Clear communication of shared values
- Development of a shared identity
- Transfer of capabilities and resource sharing
- Learning from different perspectives
- Cultural diversity as source of creativity
- Accounting based performance