



Berlin, September 11th, 2015

Where Am I Now

2012



2015



Where Am I Now

- ADiValue is a company specializing in performance & intercultural management based on a scientific methodology for intercultural analysis.
- It operates in:
 - Supporting the international mobility of managers and talents
 - Enhancing the organizational effectiveness of internationalization processes for Italian SMEs
 - Facilitating the integration of corporate functions following M&As or restructuring
 - Identifying the levers to align teams, functions, and departments with the business strategy
 - TBL in 2016: a culturally aware career transition service to support international mobility of professionals

How Does That Work?

Associate Partner of itim International Oy

- Founded by Bob Waisfisz with support of Prof. Dr. Geert Hofstede in 1985.
- Sole world licensor for the commercial use and business application of Prof. Hofstede's models.
- 100 people in 37 countries. HQ in Finland.
- Itim International is a cultural transformation expert group. We:
 - Enable managers to go beyond cultural awareness and use culture as tool of management.
 - Enable organisations to become more globally effective and inclusive by implementing practical and culturally sensitized management practices
 - Enable organisations to make the "soft" part of business become a strategic advantage.
- Strong academic foundation & unique tools (web-based analytical tools for organizational and national culture).



Transforming Organizational Culture(s)



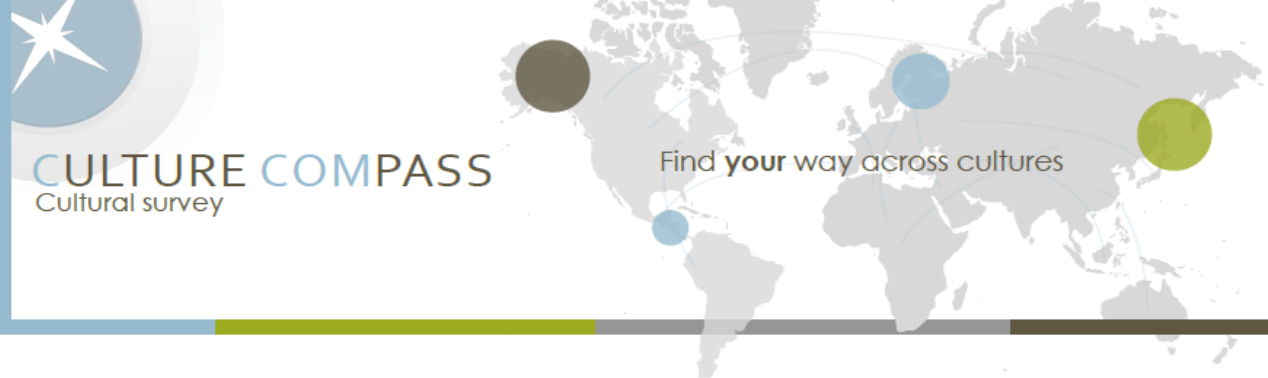
Hofstede's Models

National Culture

- Power Distance Index (PDI)
- Individualism vs. Collectivism (IDV)
- Masculinity vs. Femininity (MAS)
- Uncertainty Avoidance Index (UAI)
- Long Term Orientation vs. Short Term Normative Orientation (LTO)
- Indulgence vs. Restraint (IND)

Organizational Culture

- Means-oriented vs. Goal-oriented
- Internally driven vs. Externally driven
- Easygoing work discipline vs. Strict work discipline
- Local vs. Professional
- Open system vs. Closed system
- Employee-oriented vs. Work oriented
- Degree of acceptance of leadership style
- Degree of identification with your organisation



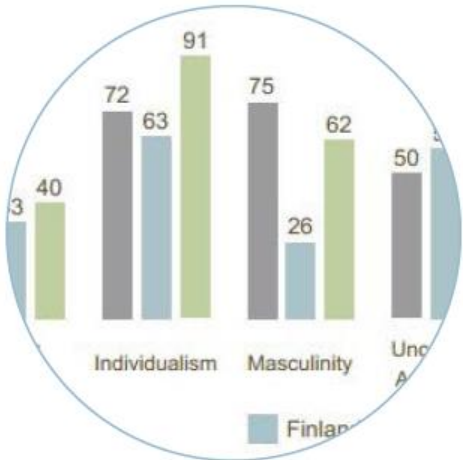
National Culture

CULTURE SHOCK IS A REACTION, CULTURE COMPASS IS THE PREPARATION

Clear visualization of potential cultural pitfalls and selection of best potential cultural fit.

Basis for:

- Training and organizational interventions
- Facilitation of communication and cooperation in global teams
- Developing effective cross-cultural leadership/negotiation skills



Big chance that:
... start looking down on people ... difficult to build up good relationships

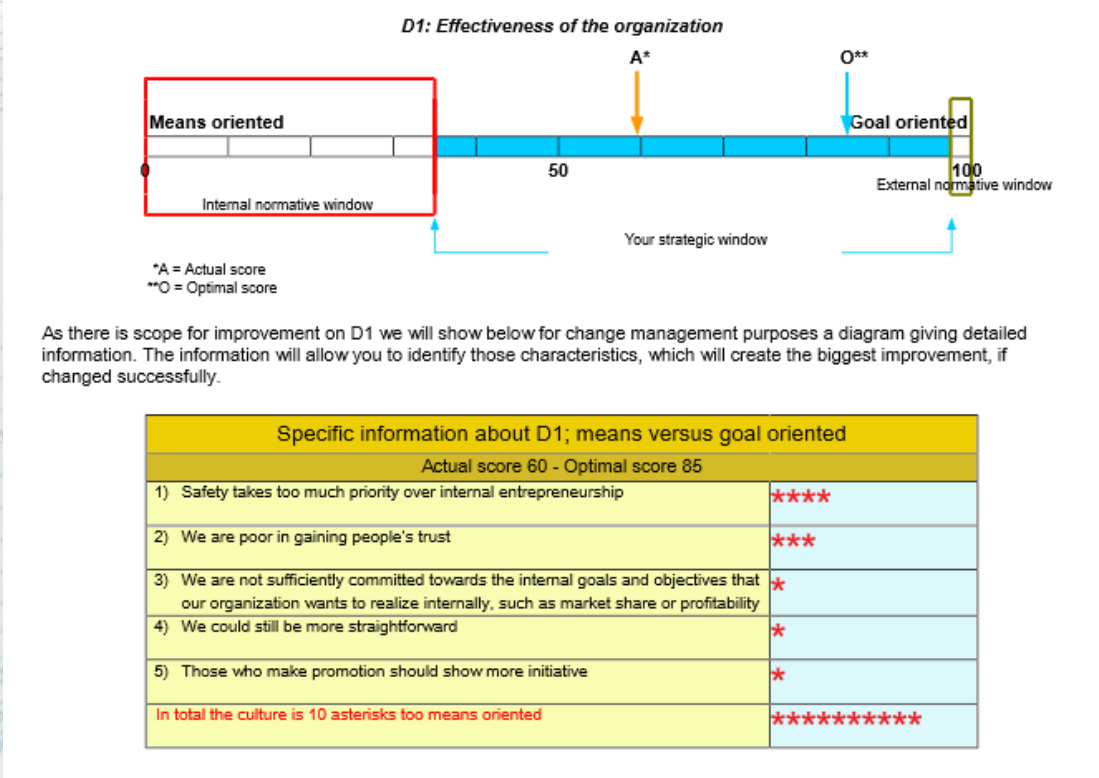
There is a fair chance that:
... you are always surprised by the respect people ... example, will not easily question the wisdom of ... even have difficulty in asking them any question

Small chance that:
... to avoid conflict

Organizational Culture

Organizational Insight:

- **Cultural Audit:** measurement and visualization of future company performance
- **Is the existing culture functional to achieving business objectives?**
- Time and cost efficient
- Detailed input for change (priorities, actions, and KPIs)
- Indications for managing integrations, reorganizations, M&As, JVs...



Insight for managers

- Detailed insight into behaviour mirrored against corporate culture
- Indications for concrete improvement actions

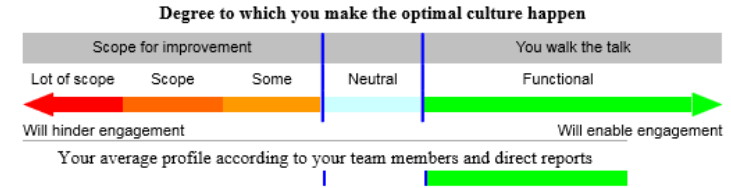
Organizational Culture

Scope for improvement

	You can improve the functionality of your behavior	According		
		Direct reports*	Team members	
1	To give people who fail the benefit of the doubt, unless they commit the same error repeatedly	***	***	
2	To treat your direct reports more as your clients instead of requiring them to accommodate to your personal needs and desires	***	***	
3	To keep all those, to whom it matters, properly informed about your intentions, plans and decisions taken	***	***	***
4	To ensure that newcomers feel immediately at home	***	***	***
5	To remain focused on the total picture instead of getting lost in details	***	***	***
6	To compromise if otherwise progress will be blocked	***	***	***
7	To show more in word and deed that we all need each other inside the organization irrespective of function, gender, age and rank	***	***	***
8	To take people more as they are	***	***	***
9	To stimulate subordinates to tell you what is really on their mind	***	**	**
10	To become more decisive	***	**	**

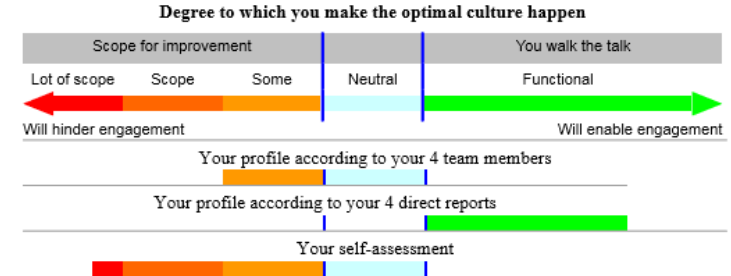
The assessment given by your team members and by your direct reports is shown separately.

Diagram 1



There is a lot of scope for improvement. Please go to par. 3 for precise information.

Diagram 2

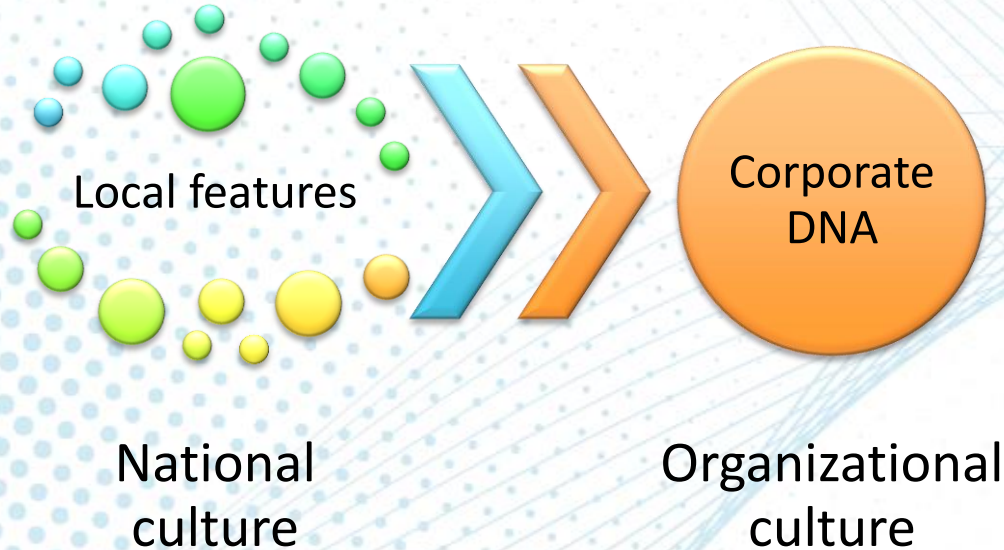


In the diagram below you will find an overview of the results on the six dimensions separately.

Different minds
but
Common problems

- This world is full of confrontations! People, groups and nations, think, feel and act differently exposed to common problems that demand cooperation for their solution.
- Why so many solutions do not work?
- Because differences in thinking among employees have been ignored.
- Understanding the differences in the ways these leaders and their followers think, feel and act, is a condition **to create worldwide solutions that work.**

The Challenge

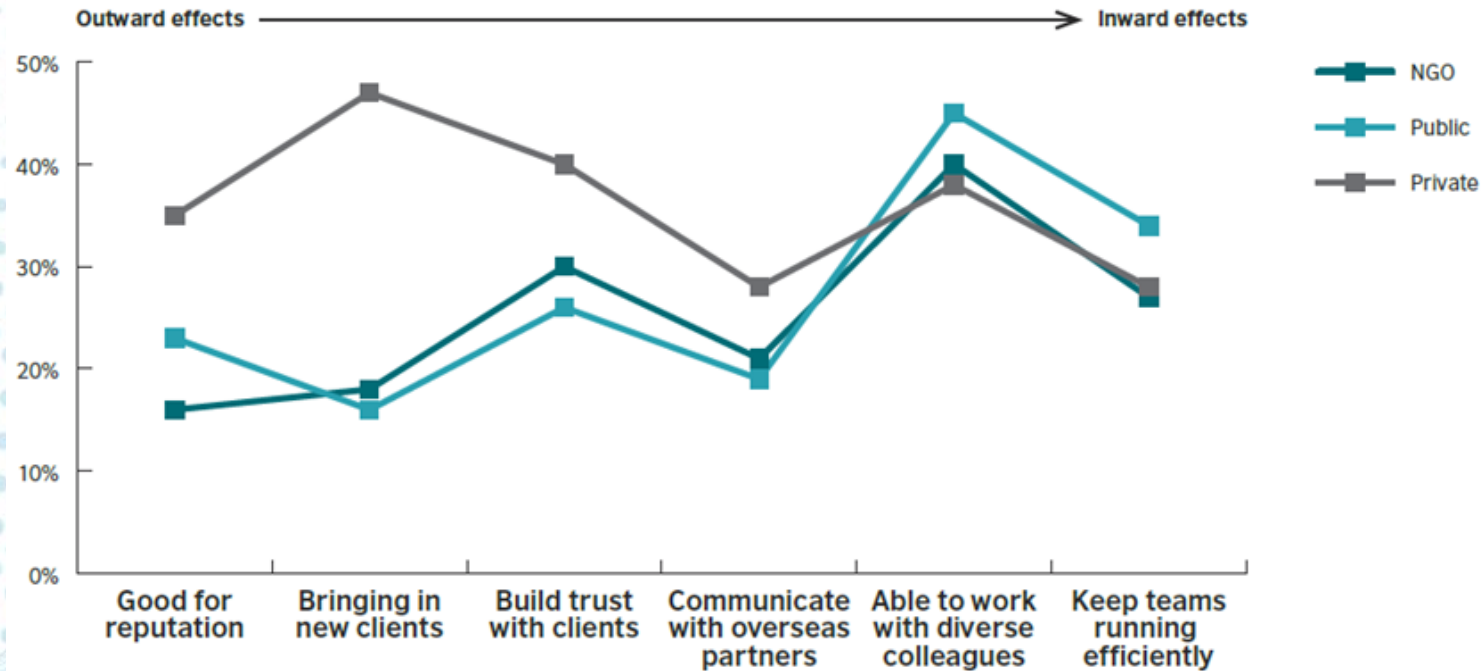


This holds true for every global organization.

The looser the corporate DNA is, the less of a common denominator associates have.

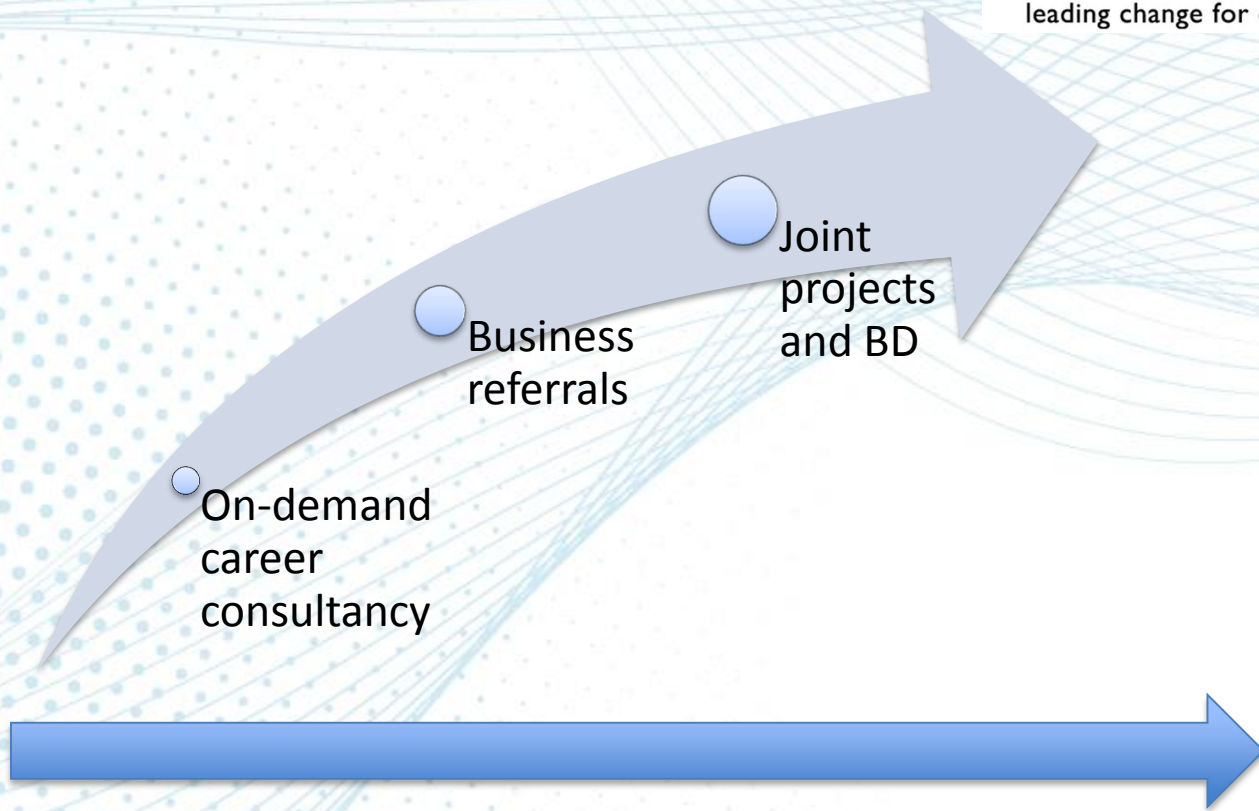
Risk of loose practices and narrow focus and of not leveraging on the good foundations.

Is it Really Beneficial?



(Ipsos/British council 2013)

A 3-layer Proposal



On-demand Career Consultancy

- 2016 – ADiValue launches specific career support service in the way of international mobility:
 - 3 pillars: market benchmark (academic research), cultural match (academic research), and contact preparation (specific expertise).
 - ➔ – On-demand additional services: contact with a local expert for insights on local market and channels

Business Referrals

OIGP contacts companies where the cultural struggle results in redundancies, and can offer an innovative solution that adds value to the traditional OTP services, by intervening also on those remaining in the organization

ADiValue/itim partners can contact companies where the reorganizations/mergers etc. cannot be managed effectively only through internal alignment, but require specialized support for layoffs

Achieve an extended marketplace and unique positioning

Joint Projects and BD

- **Synergies** allow to build on each other's strengths → international mobility and scope of work will only be bound to increase in the future, and shape both labour market and organizational practices
 - Offer a more solid and complete range of “workforce solutions” (eg. culturally aware assessment tools / onboarding practices tailored to corporate culture / culturally aware leadership development);
 - Document and research relationship between labour market and organizational practices in an unprecedented way (build credibility and visibility);
 - **BC2P (Best Culture To Perform)**: organizational culture as leverage for company effectiveness and HR empowerment → ice-breaker and novel element;
 - Make or buy?

Opportunities & Challenges

- **Novel and unique way to innovate business** while maintaining market positioning and core identity;
 - Achieve an **extended marketplace and unique positioning** vs. competition;
 - **Flexible implementation:** at first based on each partner's individual needs and clients; in a second moment, the magnitude can involve both global networks (OIGP and itim);
 - **Access to the tools and expertise to consolidate network identity and culture** → leverage on its strengths beyond the single partners' identities.
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- Time and effort to make two networks **work together in a cohesive manner and create actual synergies.**





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