



Merger Comparison Example

Prepared by
Barrett Values Centre

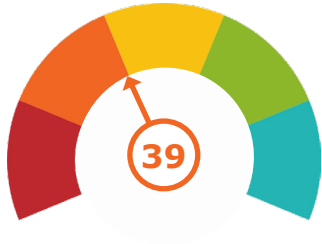
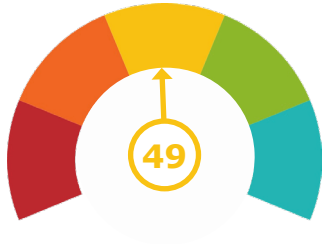
Cultural Comparison Summary

Merger Comparison Example

Company A
165 Participants

Company B
227 Participants

Culture Score



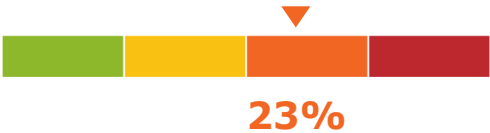
PV/CC Matches



CC/DC Matches

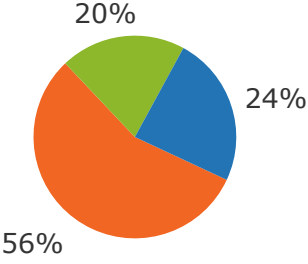
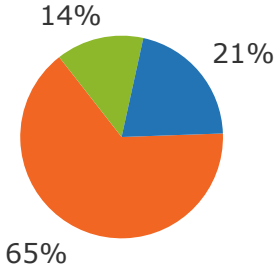


Cultural Entropy®



Balance Index

- Foundation
- Evolution
- Impact



Comparison of Personal Values

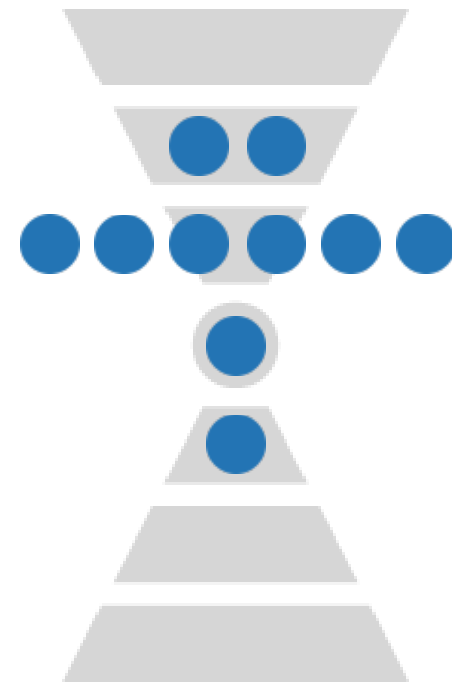
- 7** Contribution
- 6** Collaboration
- 5** Alignment
- 4** Evolution
- 3** Performance
- 2** Relationships
- 1** Viability

Positive/Potentially Limiting

- I** Individual
- R** Relationship
- S** Societal

- Positive Value
- Potentially Limiting

Company A
165 Participants

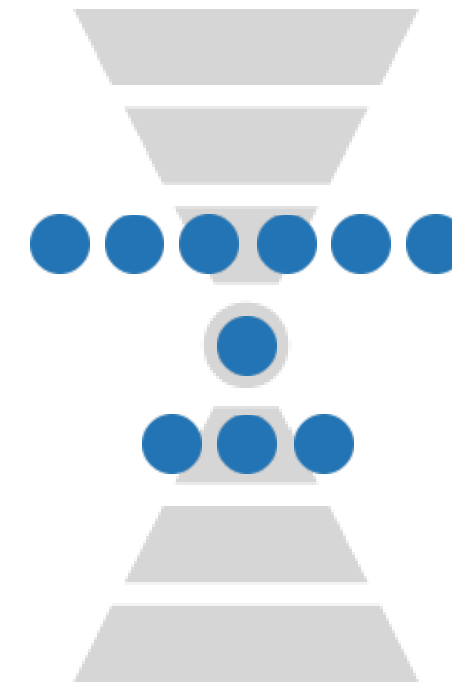


$$\begin{matrix} \text{I} & \text{R} & \text{S} \\ \hline \text{I} & \text{R} & \text{S} \end{matrix} = 6-4-0$$

$$\begin{matrix} \text{I} & \text{R} & \text{S} \\ \hline \text{I} & \text{R} & \text{S} \end{matrix} = 0-0-0$$

Merger Comparison Example

Company B
227 Participants

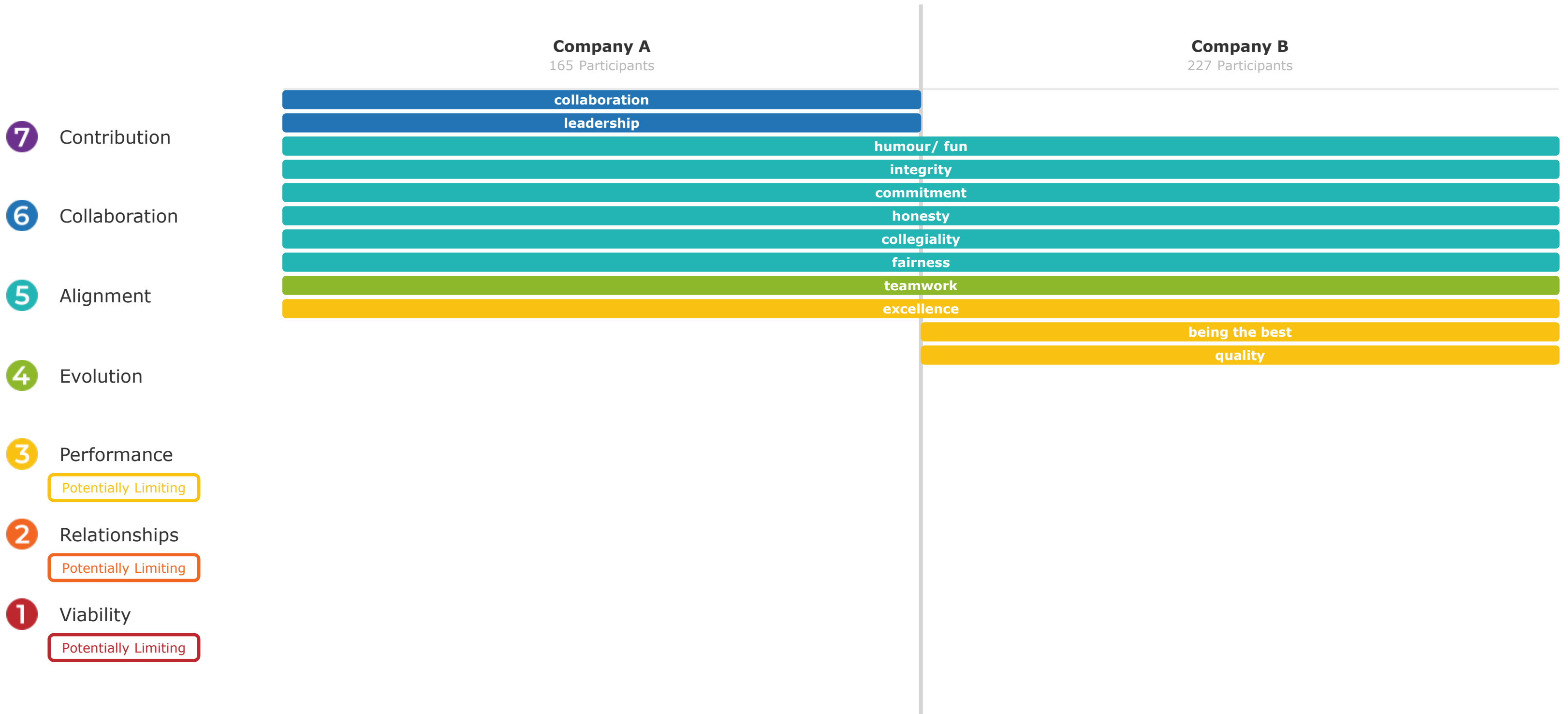


$$\begin{matrix} \text{I} & \text{R} & \text{S} \\ \hline \text{I} & \text{R} & \text{S} \end{matrix} = 7-3-0$$

$$\begin{matrix} \text{I} & \text{R} & \text{S} \\ \hline \text{I} & \text{R} & \text{S} \end{matrix} = 0-0-0$$

Comparison of Personal Values

Merger Comparison Example



Comparison of Current Culture Values

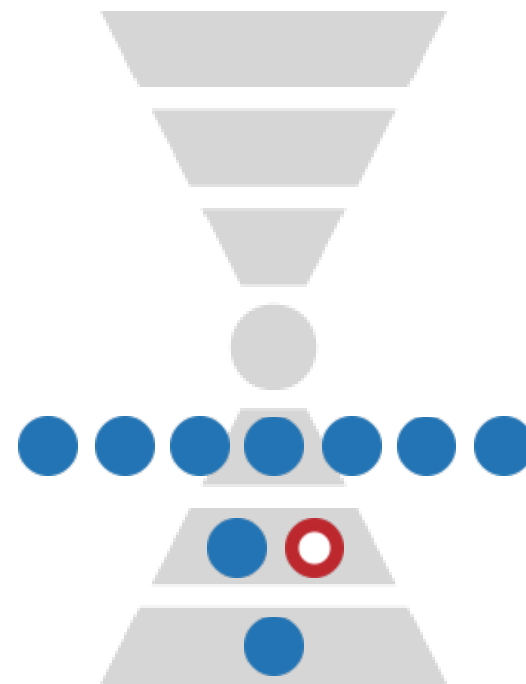
Merger Comparison Example

- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

Positive/Potentially Limiting

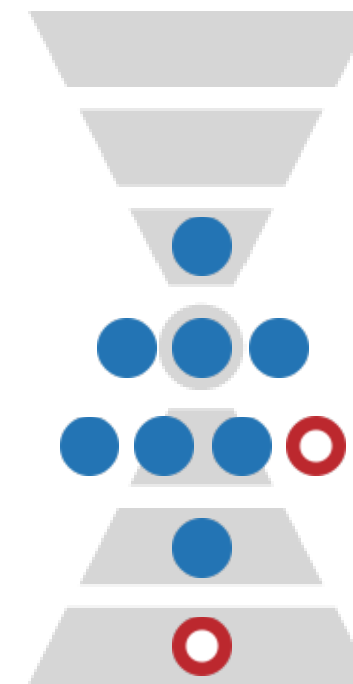
- I Individual
- R Relationship
- O Organisational
- S Societal
- Positive Value
- Potentially Limiting

Company A
165 Participants



I R O S = 2-0-7-0
I R O S = 0-1-0-0

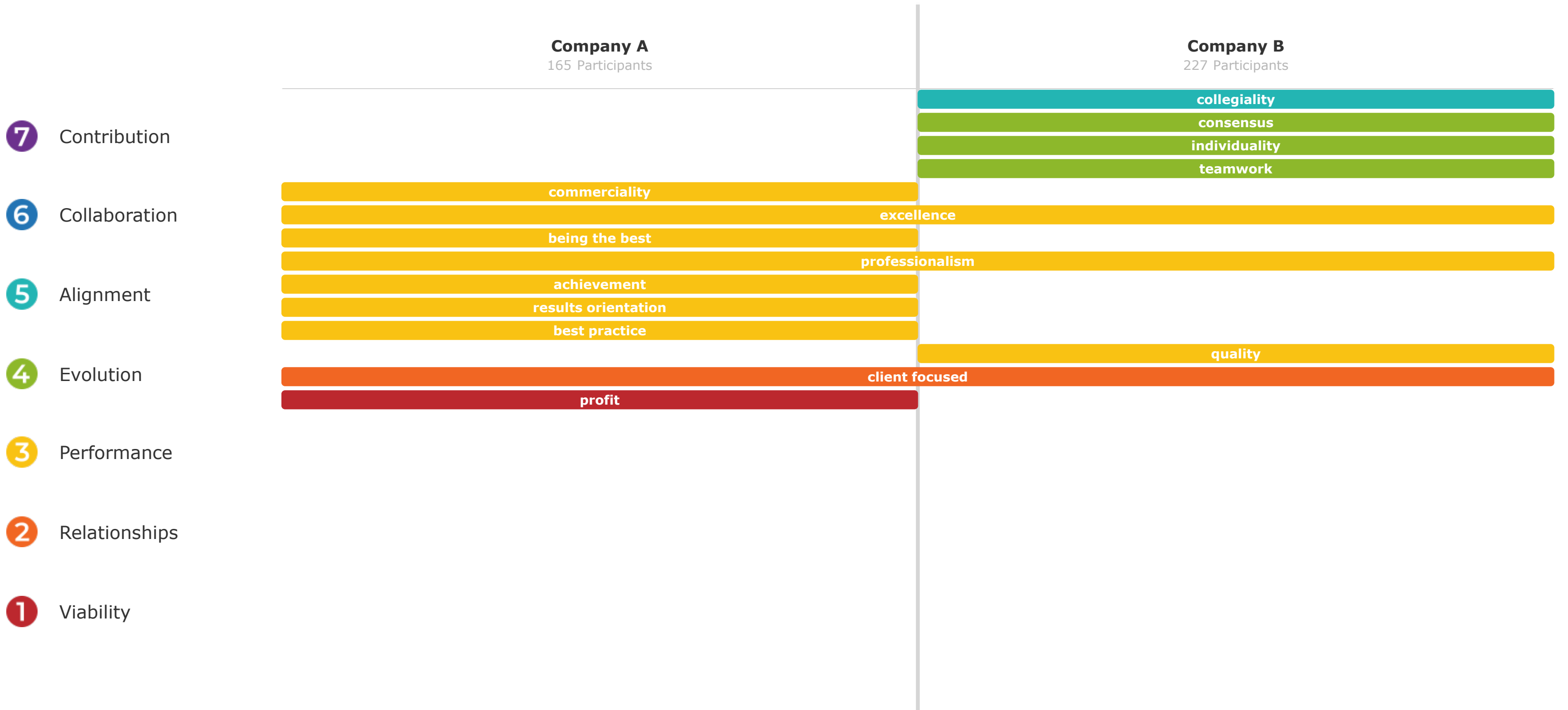
Company B
227 Participants



I R O S = 1-3-4-0
I R O S = 1-0-1-0

Comparison of Current Culture Values

Merger Comparison Example





Top Values: Potentially Limiting

VALUE	VOTES%	LEVEL
internal competition	25%	2

Top Values: Potentially Limiting

VALUE	VOTES%	LEVEL
bureaucracy	27%	3
caution	30%	1



Comparison of Desired Culture Values

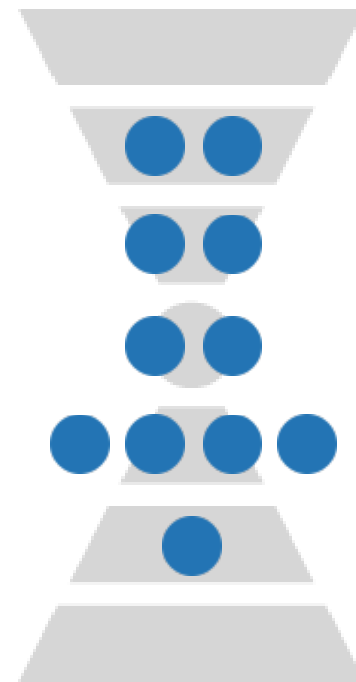
Merger Comparison Example

- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

Positive/Potentially Limiting

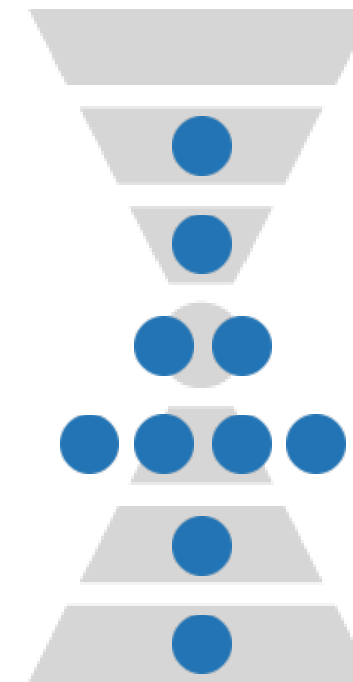
- I Individual
- R Relationship
- O Organisational
- S Societal
- Positive Value
- Potentially Limiting

Company A
165 Participants



IROS = 2-4-5-0
 IROS = 0-0-0-0

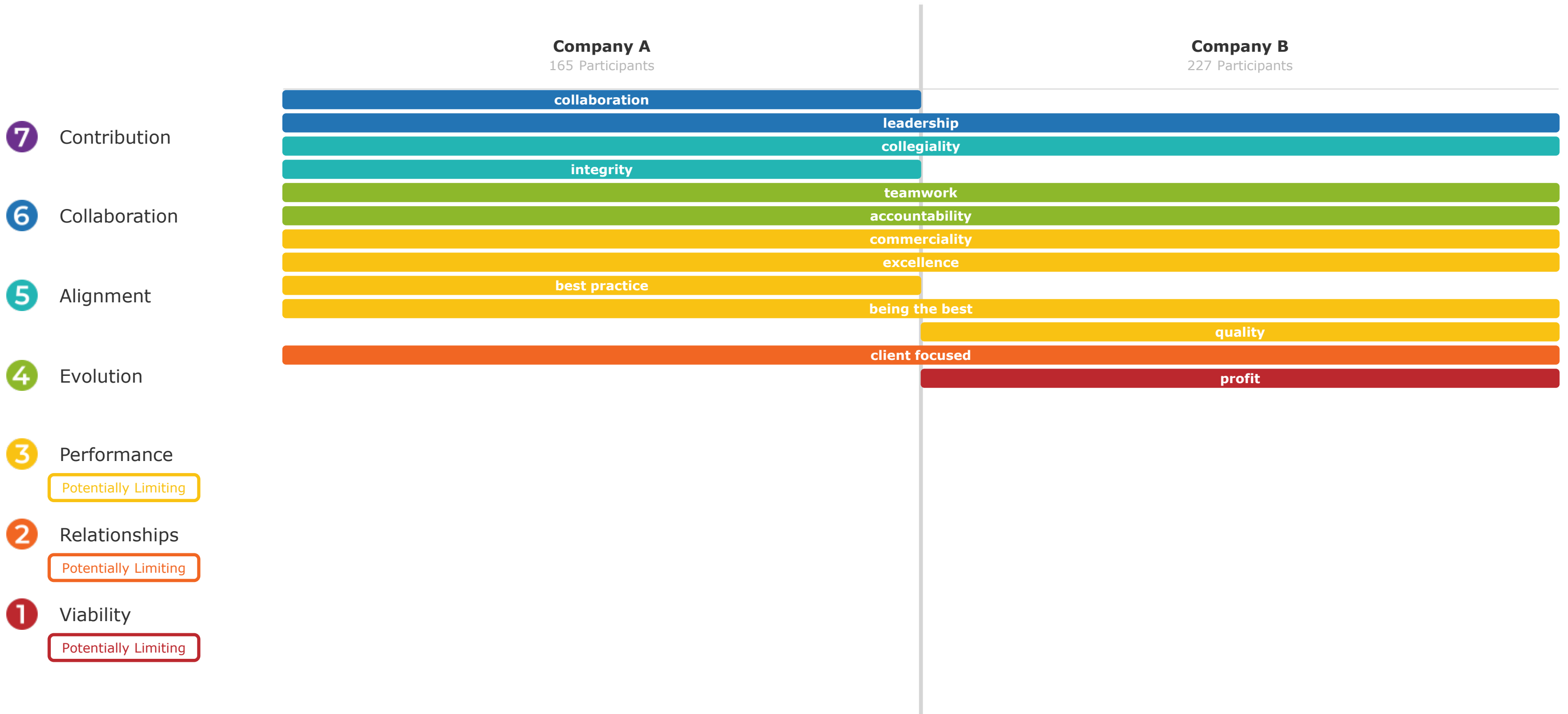
Company B
227 Participants



IROS = 1-3-6-0
 IROS = 0-0-0-0

Comparison of Desired Culture Values

Merger Comparison Example



Potentially Limiting

Potentially Limiting

Potentially Limiting

Values Matches

Merger Comparison Example

Company A
165 Participants

Company B
227 Participants

Personal & Current Culture Matches:

- 4+ Very Good
- 3 Good
- 2 Fair
- 1 Poor
- 0 Very Poor

1

excellence

4

collegiality
excellence
quality
teamwork

Current & Desired Culture Matches:

- 7+ Very Good
- 5-6 Good
- 3-4 Fair
- 1-2 Poor
- 0 Very Poor

5

being the best
best practice
client focused
commerciality
excellence

5

client focused
collegiality
excellence
quality
teamwork

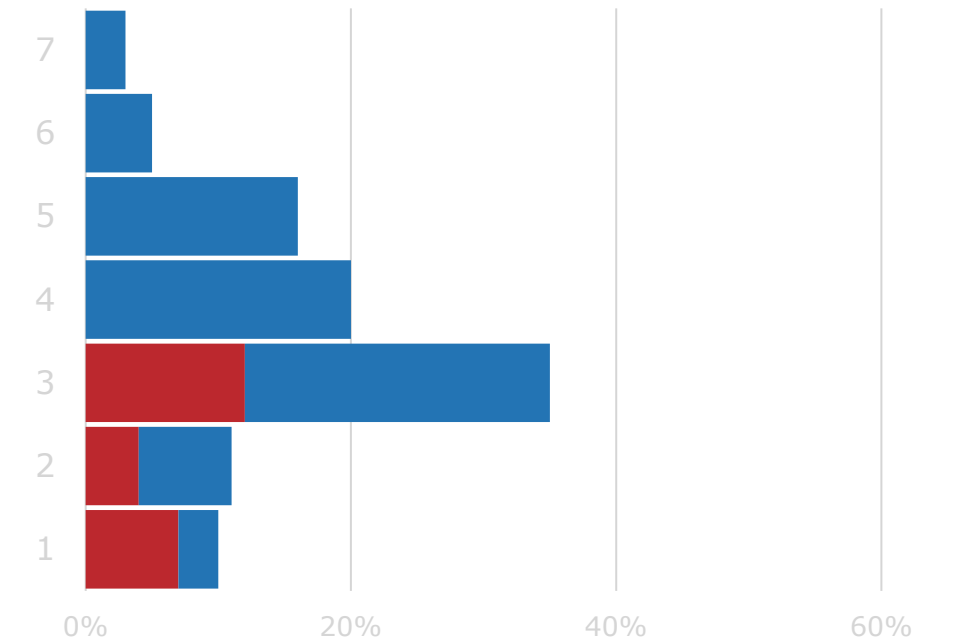
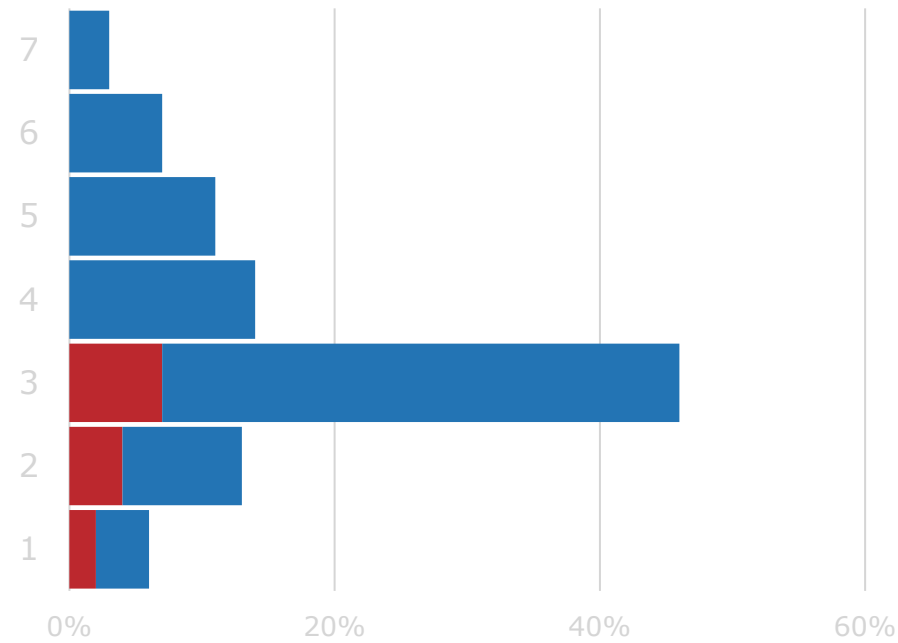
Balance Index

Merger Comparison Example

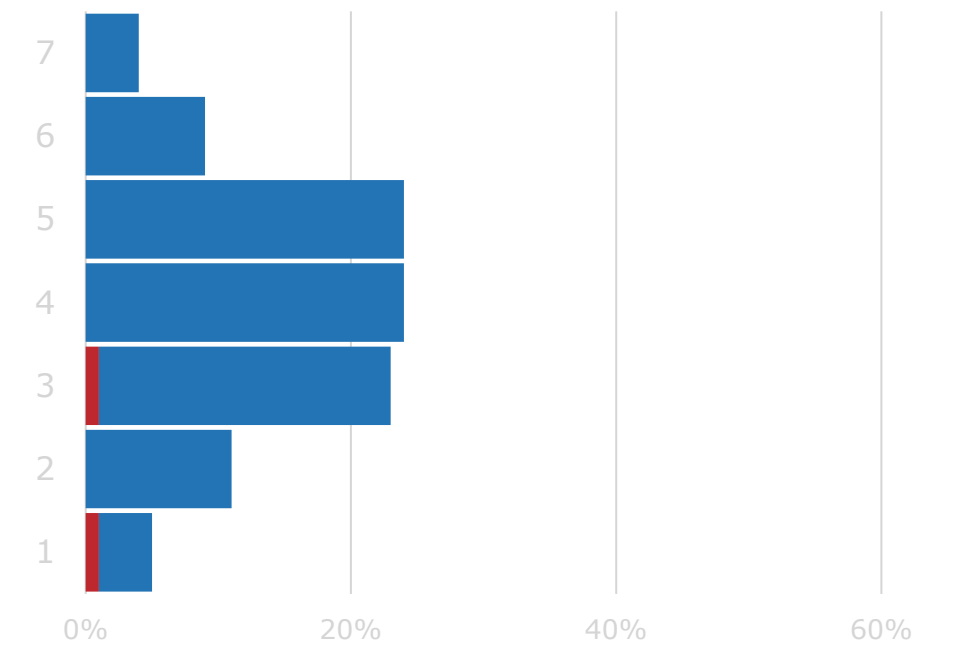
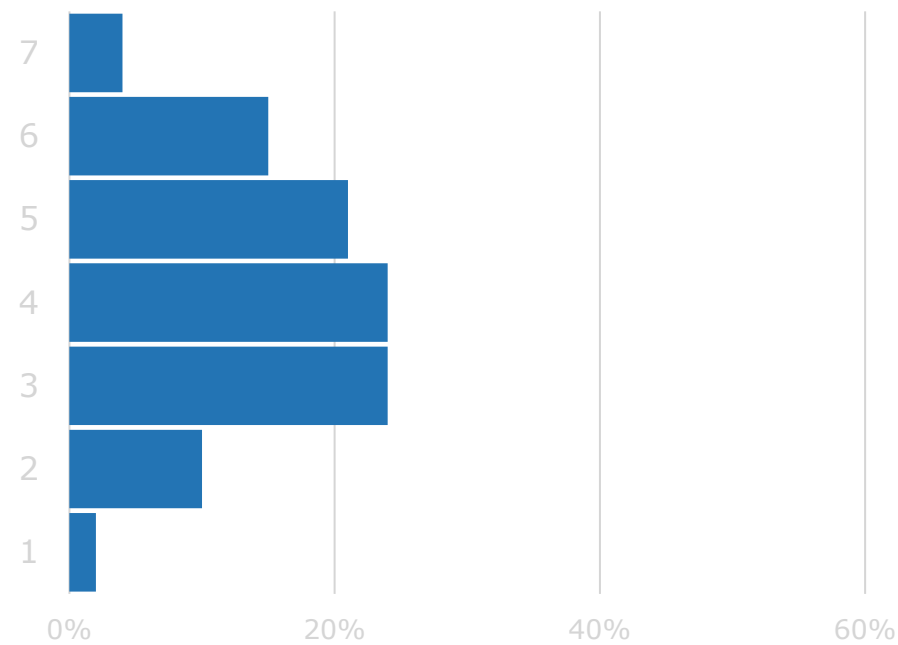
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165 Participants

Company B
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Current Culture

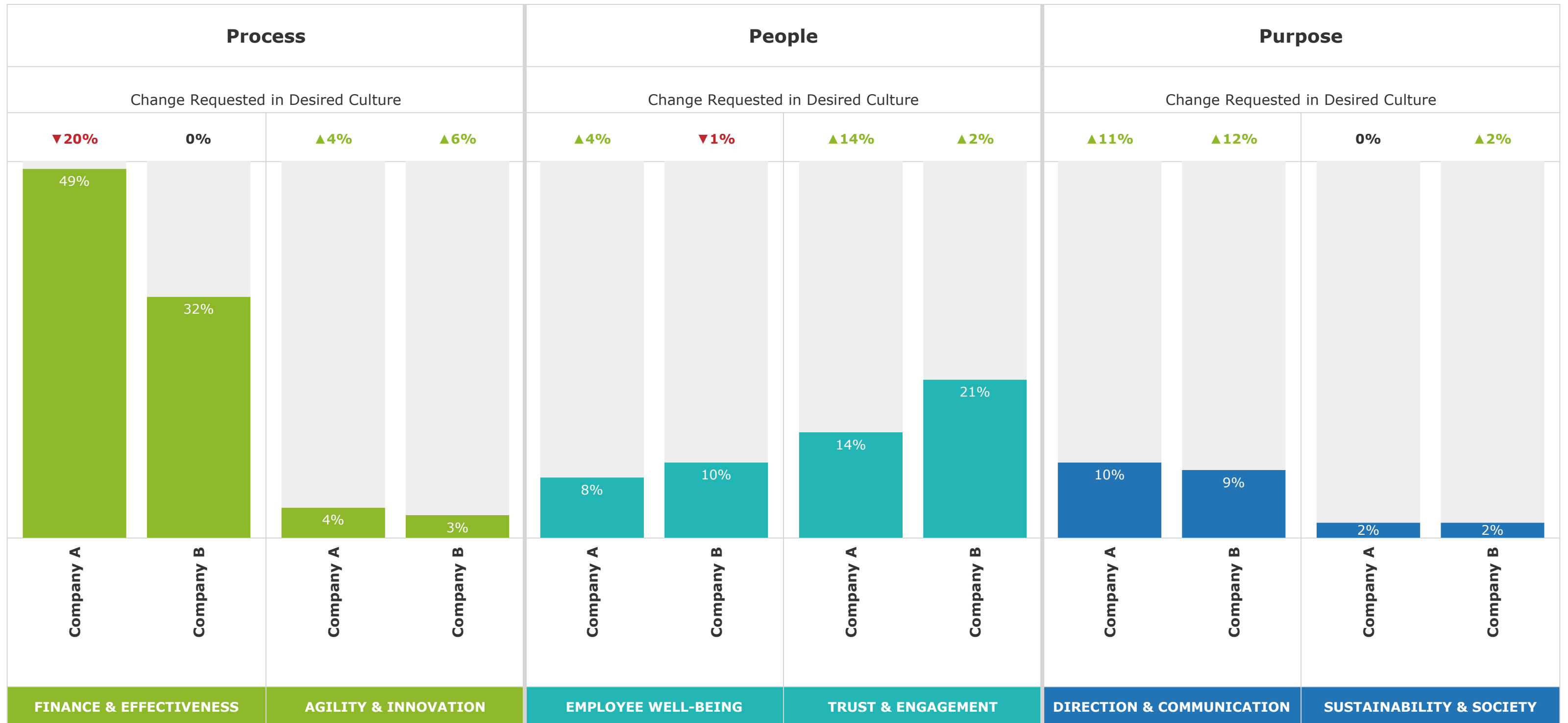


Desired Culture



Organisational Perspectives – Current Culture

Merger Comparison Example



Development Opportunities

Merger Comparison Example

