

Mergers, acquisitions and partnerships: we provide the keys to the success of your international cooperation



■ **A multicultural team**

Based on its well-established savoir-faire in the Franco-German integration process, Pateau Consultants has created a highly professional team capable of addressing every aspect of international relations.

With a vast network of consultants at our disposal, our range of specialists, representing the full scope of cultural diversity in Europe, North America and Asia, are able to meet your specific needs.



Our facilitators' personal as well as professional backgrounds are permeated with extensive intercultural experience. Whether from the top management of international companies, the social sciences or specialists in training engineering, they have united their skills, their know how and their enthusiasm to create tools for analysis, training and management that provide appropriate solutions to the increasing need for cultural integration.

Pateau Consultants has developed its approach from extensive research into the development of tools to facilitate transnational cooperation (University of Compiègne, Bosch Foundation). Since 1995, while maintaining our roots in cross-cultural training, our multicultural team has extended its approach to all the aspects of multicultural virtual team coaching and development still using the same methodology that consists of a continual exchange between research, the field and training.

■ **Consulting – Connection**

Going international, building and developing multicultural teams, successfully integrating, ...

all presuppose method, coherence, consistence and monitoring. At every stage of your organization's growth, we help you to analyze your needs, establish your priorities and make the best choices. The tools we offer extend from auditing through to training via individual coaching and intercultural mediation.

All of our assignments start off with an in-depth study of the context surrounding the request and a need analysis. Our program design, which is always drawn up in direct consultation with our clients, begins with what we consider to be an absolute priority: a brief introduction of our tool to concerned members of management. In the case of mergers or takeovers, this action is launched well in advance in order to avoid surprises and frustrations during the negotiation period. Later it will guarantee coherence and quality control. This indispensable introduction is often followed by an on-going audit that distinct identification of what is at stake: specific characteristics, corporate (sub)cultures, personal strategies and imperatives.

The resulting program, suggested to our clients, takes into account the varying degrees of their internationalization and cultural integration: sensitization (cultural awareness), adaptation, integration.

■ Sensitization – *The trigger*

In companies where international expansion is recent, team cohesion and motivation depend on an awareness of the impact of the culture factor and the relativity of value systems, behavior and organization. The insights that we provide help you to avoid misunderstandings and identify the potential conflict risks as well as the opportunities for synergy in any intercultural cooperation process.

Intervention forms: Conferences, events, cultural awareness seminars

Example: Sanofi-Aventis, Bridgewater, NJ, USA, November 29-30, 2005 : Culture matters

At this convention, 60 French, German, US and Japanese R&D top managers several were asked to take a step back from their own culture in order to understand key cooperation mechanism and to better grasp both the logic and behavior as well as the perceptions and expectations of their partners.

■ Adaptation – *Acculturation*

Adapting to foreign cultures demands more than simple awareness; it presupposes a great effort in acculturation. An expert's foreign assignment or an expatriation means first giving up the comfort of one's own culture in order to develop the openness, capacity to adapt and autonomy needed to perform in new and uncertain contexts. The training that we offer is based on gaining specific knowledge of the target country and on practical situational exercises directly related to the new environment. Our experts' experience allows you to adapt your communication, negotiation and management style and to acquire the in-depth knowledge of your target countries that will be immediately applicable in your daily interactions.

Intervention forms: Culture specific briefings, integration seminars for expatriates and their partners.

Example: 2006, France Télécom, audience of experts

Two days to better understand Poland

Guided by our expert Margoszata Kapkrowska, participants spent two days discovering the underlying mechanics of Polish corporate culture. Step by step, a different relationship to authority based on a hitherto unknown or little known history, family environment and educational system surfaced from behind these dominant characteristics. After having analyzed concrete cases related to their own recent experiences, the experts then acquired the

tools and an analytical framework that will allow them to optimize their performance in future assignments.

■ **Integration – Bridges**

Building and developing multicultural teams, whether real or virtual, requires an understanding of differences, a mastering of the mechanisms of integration and an awareness of the underlying logic of those concerned. How to overcome ambiguities and “friendly avoidance”, how to properly manage trans-nationally, how to set clear rules and abide by them?

Using its well established expertise and know how in this field, Pateau Consultants has created its leading product, **Bridges**, allowing to overcome fears, to express divergences and thus to develop trust within the team and added value for the company.

The Bridges approach is the following

- a team audit, identifying past and underlying feelings, fears and attractions, sources of motivation and de-motivation, what is at stake, the subcultures in play;
- a detailed needs analysis results in a plan of action for top-down teambuilding;
- overall monitoring and individual or group coaching (team-development)

Example : Alcatel and Alcatel-Lucent (2002-2007)

Many of Alcatel's and Alcatel-Lucent teams have used our intercultural management tool since the first “Bridge” seminars began in 2002. In January 2005, the tenth “Bridge” seminar brought network architects together for 2 ½ days. Nine different countries were represented : Germany, Australia, Brazil, China, Spain, the United States, France, Italy and the Netherlands. A participant : “I have participated in similar workshops before but I have never seen such an integrated team as our group. It was a really good experience seeing people from different cultures working together with cooperation and teamwork as a common goal. Thank you all and count on my team.”



■ Our customers

To become conscious of one's own behavior, to understand the other's logic in order to better cooperate. This is now being put into practice by over 15 000 executives and managers in the companies that we are proud to count among our clients.

« Looking back I am convinced that one of our best decisions was, from the very beginning of the Joint-Venture to strongly invest in our so-called Pateau seminars aiming at a better understanding between French and Germans. Since 1997 and starting from the Executive Committee more than 800 employees have attended. It really helped us to avoid frictions and misunderstandings and above all to build trust and to develop a common culture.»

Jean-Claude Cabre, CEO of the Vallourec Group

"It is so important to understand that (cultural) differences are not mistakes but opportunities that should be seized in order to improve behavior as well as results. Taken at random from among the many enthusiastic comments, this is just one participant's insight at the end of the training. Jacques Pateau's seminars on intercultural awareness combine personal enrichment and pleasure. They are among our best training sessions."

Antoine Filliette, Human Resources Director, 3 Suisses Group