

## **Post Acquisition integration**

Two thirds of all acquisitions and mergers fail to deliver on their promises. Results, profits and other benefits are frequently disappointing and seriously challenging questions are asked by the investors and the board...

Three main reasons for failure to deliver:

- A lack of rigorous due diligence leading to frightening financial discoveries later on
- A lack of clarity and synergy on post acquisition vision and strategy which can seriously slow down the integration and even cause chaos, rifts, disharmony and less 'pulling together'
- A lack of post acquisition integration – the workforce not working as one team in the new reality, instead finding factions, rivalries or simply not moving on from the old ways of working nor embracing new people, ideas, customs, cultures, values, processes, expectations and accountabilities.

There is always a huge amount of work to do at this time so how can you best ensure a successful integration and avoid common pitfalls?

The best way forward lies in a preventative approach, thinking through early on how to put yourselves in a position to win. Failing that - and even with good planning - challenges and concerns are likely to arise. The sooner these can be intelligently addressed the better.

### **Post Acquisition Vision and Strategy**

You should wish to engage the workforce in understanding, believing in and co-creating a vision for future success, and in turn different functions and teams should be encouraged to create their own vision that will help them best play their part – rather like building departmental Russian dolls that fit inside the corporate 'Matryoshka'. Many senior managers are less comfortable with this 'right brain' approach designed to win hearts and minds and we can help you with this.

The strategy is often created by senior managers and led by the 'acquiring' team. How others are engaged with this process and buy in to it becomes crucial. For the strategy to be successful it will require a determined and committed workforce who understand it, take ownership of it and can interpret it into their meaningful world.

The various teams then must develop and own a robust results-focused implementation plan, and a management control reporting system must be put in place that ensures regular monitoring of progress and enables early intervention to maintain impetus and keep the delivery on track.

### **Post Acquisition Integration**

You should have carried out an HR due diligence covering elements such as the assessment of organisational cultural differences, workforce capability, management competence and potential and other 'soft' people factors. Using this information we can help you determine what else you may need to address.

### **What we offer**

- We can help you develop a Whole System approach to integration that gets everyone involved, takes pressure off the few and accelerates the integration process thus driving rapid delivery of the desired results.
- Increasing employee involvement and ownership
- Enhancing employee understanding of the changes and the part they can play
- Producing high levels of energy and drive throughout the organisation
- Focussing everyone on the results driven implementation plan of the vision and strategy
- Delivering even beyond the promises made and what people thought possible

Opt leadership: Post Acquisition Integration

Through facilitated large and small group meetings, building new teams, developing change managers, our accelerated change tools and frameworks and our ability to navigate people through conflict and differences towards consensus and agreement, we support organisations in getting the workforce integrated speedily and effectively. It is often after the first honeymoon period that it becomes clear that you need some support in bringing the organisation and people together in order to ensure that you deliver the required results. We can help you with this challenge. Don't leave it to chance!