

# Project example: Post Merger Integration

## Initial situation:

04/year 1: merger of a mid-size power generation company with a multinational group; 09/year 1: conclusion of formal integration phase and start of operational business; no important personnel adjustments; some modifications at middle management level

## Customer:

Managing director

## Goals:

- The new organization is integrated in corporate structures, processes and procedures.
- Managers and employees actively shape the integration process and take on responsibility.
- The leadership culture fosters transparency, communication, and empowerment.
- Harmonized interfaces between line and project level (practiced matrix organization).

## Approach:

1. Organizational diagnosis and cultural due diligence (Analysis of cultural match and potential complements): 1h interviews with employees and managers (ca. 30 people) and electronic “integration barometer” (employee survey)
2. Integration strategy: senior management workshop on strategy + cooperation within management team
3. People Integration: - all-employee workshop + start of cooperation projects
  - coaching of cooperation projects on key aspects of integration
  - facilitation of sounding boards with cooperation teams and managing directors: presentation of measures + agreement on roadmap for organizational development
  - implementation of corporate leadership processes
  - implementation of feedback processes on line and project level
  - communication support and personal coaching of managing director

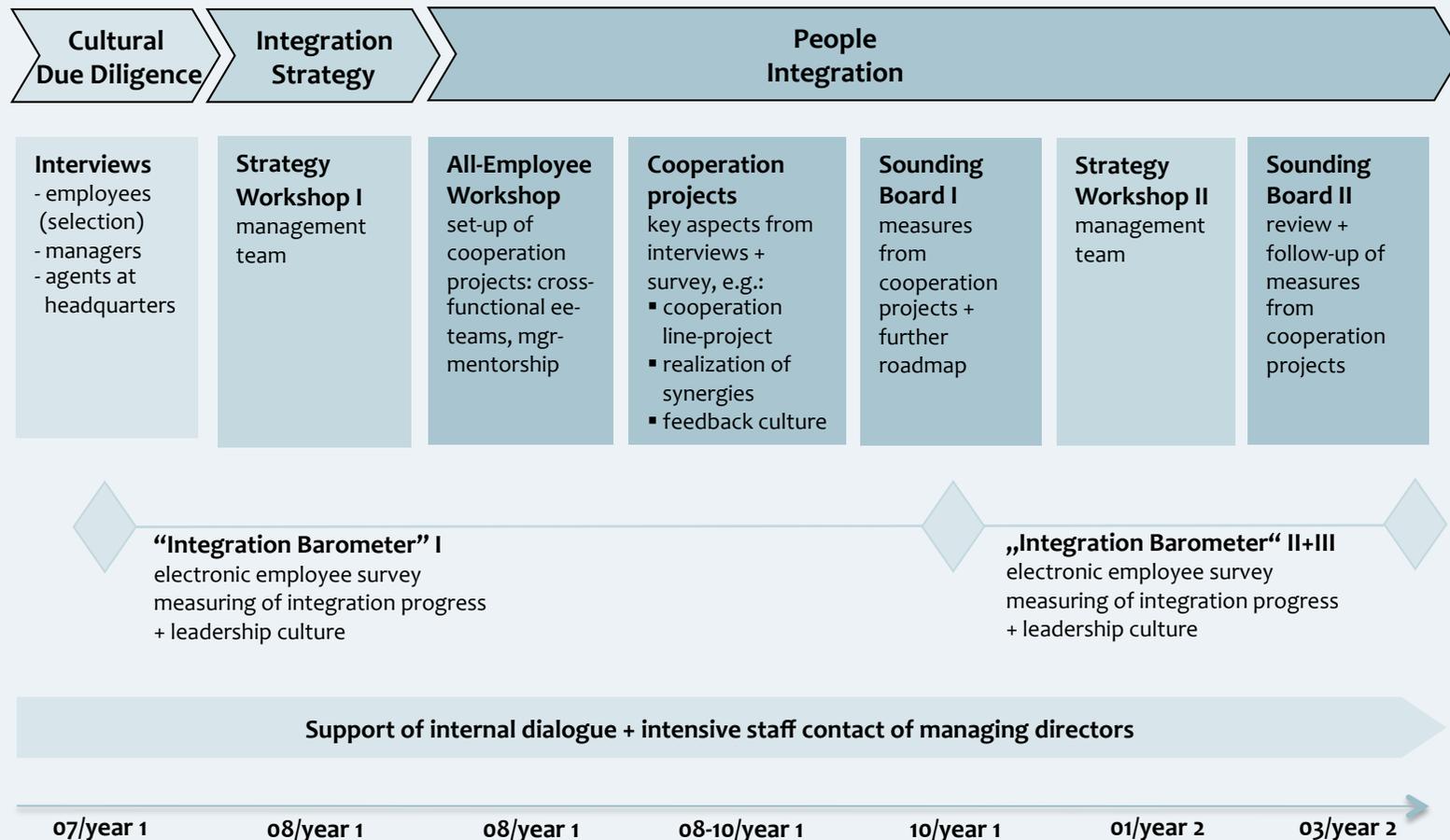
## Volume:

107 man days

## Time frame:

07/year 1– 03/year 2

# Procedure of project



ee: employees  
mgr: managers  
md: managing directors

# Insights

## Success factors

- Relationship of trust with senior management allows for open dialogue and critical feedback
- Top management takes responsibility for success of people integration
- Sustained dialogue + transparency on all hierarchical levels
- Active resolution of conflicts and reconciliation
- High level of employee involvement + participation
- Learning process at senior management level fosters learning process at all levels

## Highlights

- Unabbreviated publication of interview + survey results creates transparency and trust
- “Turnaround” of atmosphere in management team during initial strategy workshop by means of mutual feedback and full agreement on common goals, creates new energy, also for managing directors
- Start of a common company culture during all-employee workshop (1,5 days): transparency, dialogue, participation
- Continuous presence of managing directors also after conclusion of formal integration phase

## Pitfalls

- External support beginning with execution of merger could have reduced initial frustrations
- Missing consistency in staffing of key positions
- Insufficient vertical information flow

## Transfer

The insights can be transferred to any kind of change processes in organizations.

ee: employees  
mgr: managers  
md: managing directors

## Customer voices

### Testimonials:

- “Without your support, we would never be where we are today.” (Managing Director)
- “In the end, this has also been a huge personal development process for us.”  
(Managing Director)
- “I am enthusiastic about the professionalism of your support.”  
(Head of Central Functions)
- “I wish we would constantly have you here on-site.” (Head of Project Management)
- “This was the first time we cooperated within the management team without constant bickering.”  
(Head of Central Functions)
- „I was almost out and gone, now I am enthusiastic about the new organization.“  
(Head of Sales and Proposals)