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## *LEADING YOUR PEOPLE THROUGH MERGERS & ACQUISITIONS (M&A)*



# MERGERS & ACQUISITIONS

**More than any other type of organisational change a merger or acquisition can seriously undermine people's sense of purpose and commitment to their organisation. It often falls to the HR Director to alert his or her fellow directors to the potential commercial hazards this may entail, to spell out the options and to guide them safely through the tricky process of unifying two disparate organisations.**

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When two organisations, employing hundreds or thousands of people, merge, a great deal of effort is given over to due diligence. Much time is devoted to poring over finances, integrating IT systems, telling the stock market about synergies and drawing up new structure charts.

Too often, it is only when people inside the organisation start to display all kind of dysfunctional behaviour such as opposition to change, constant grumbling or simple apathy that it dawns on leaders that something was missing from their plans. By then it may be too late to prevent deterioration in performance, poor customer service or people jumping ship.

Unlike most major changes, mergers and acquisitions have an enormous effect on culture and people's sense of identity.

If one organisation effectively takes over another and imposes its culture on the new combined organisation, like an invading army, then people in the organisation that has been taken over can have a very hard time adjusting. If the cultures of the two organisations differ greatly some will find it impossible to adjust and may simply leave. Worse than that, they may stay but mentally opt out of the new arrangement and do the bare minimum to get by.

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Some acquirers rely on their internal human resource (HR) staff to handle people-related merger & acquisition (M&A) activities on top of their day jobs. But without specific M&A experience, their approach may be less effective than the moment demands, increasing overall transaction risk. Organisations whose M&A deals have reached their key performance targets often attribute those outcomes to how well they anticipated the challenges that come with integrating different sets of people, process and systems.

## HOW WE HELP

Our professional organisational change consultants emphasise the importance of utilising direction setting, employee motivation, change and behavioural methodologies to accelerate effective workforce integration.

We draw upon extensive experience of supporting leaders and workforces during periods of merger & acquisitions, internal change, restructuring and downsizing.

## KEY PEOPLE FACTORS FOR DEAL SUCCESS

We help with:

**1. Human Capital Due Diligence.** Have you considered the capabilities you could be acquiring from the target company's talent pool? How well do you think the cultures would align? **We'll help you determine and quantify the talent, specialist capability value, and workforce motivation you'll be acquiring through our human capital diagnostic. We'll also advise on cultural change factors and support on cultural integration.**

**2. Leadership.** During periods of organisational transition and disruption, employees look first to leaders for guidance, motivation and focus. Leadership becomes the most important driver of employee engagement at such times.

**We'll help you determine the skills required of leadership, align views and styles of the leadership teams involved in the deal, and support consistent messaging and communication.**

**3. Culture.** Whatever the nature of your transaction, it's essential to align cultures and values and ensure company leaders rally around a common mission and vision. We'll work with you first to identify the requisite culture based on your strategic imperatives.

Then, together, we'll build and sustain a corporate culture that reinforces your new strategy and rewards desired behaviours across the workforce.

**We'll also help develop change management and communication strategies for the transition and align those activities with other integration work streams for as seamless a transformation as possible.**

**4. Communication.** Clear and compelling communication is critical during any corporate transition. **We'll help you create a communication and messaging framework that supports employee engagement and maintains a focus on driving business performance. And we'll help you prepare the right communication strategy, materials and processes — from pre-deal through integration — to address all organisational stakeholders.**

**5. Talent.** Creating a talent management plan that projects the number, mix, skills and cost of employees needed to meet business objectives is a key component of any M&A. Rationalizing the merged workforce to achieve required cost savings while retaining and engaging the right mix of leaders, managers and employees is something of a balancing act. **We'll help you get the right people, with the right skills, into the right roles for both the short and long term.**



**6. Career Management.** Large, medium, small-scale outplacement programmes: group and individual – facilitating and supporting transition for staff at all levels into new roles, portfolio careers, self-employment and into re-skilling for new careers via one-to-one career coaching, a range of career transition seminars, access to vocational training, and access to a comprehensive range of personal assessment tools and online resources.

**BENEFITS OF WORKING WITH HDA**

- **Client Relationship Management** - we focus on developing our client relationships to add maximum value both to individuals within the organisation and to the business itself.
- **High Calibre & High Achieving Consultants** - we carefully select our consultants to represent a wide variety of backgrounds, covering a cross section of disciplines and industry sectors - with years of combined experience. Regular ongoing professional development ensures that knowledge and performance standards are regularly enhanced.

**CareerNet International™ (CNI) & OI Global Partners**



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[www.oiglobalpartners.com](http://www.oiglobalpartners.com)

**Access to international careers** – via HDA's founder membership of CareerNet International, candidates are regularly settled into global roles.

Providing professional local solutions with an international perspective, CareerNet International™ (CNI) & OI Global Partners specialise in complex international Career Transition Projects requiring both international coordination and detailed knowledge of specific national markets.

CNI partners with its clients to offer the opportunity to enter into international contracts, including group contracts.

**Our global coverage reaches 26 countries.**

Clients who chose us:



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