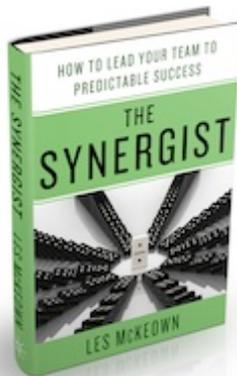
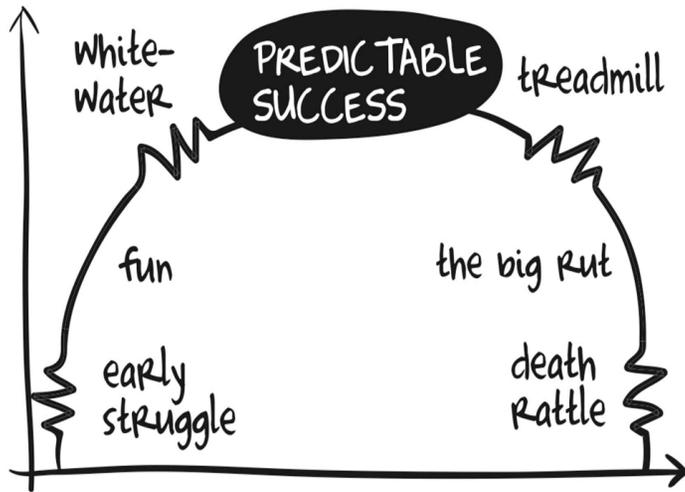


Wall Street Journal and  
USA Today Best-seller



# Achieving Predictable Success in Mergers and Acquisitions





Singular events such as an acquisition or merger provide a unique opportunity to rapidly accelerate an organization's path to Predictable Success.

Because they involve large-scale change in any case, such pivotal transactions provide a rare window within which highly impactful, high-level strategic changes can be made relatively rapidly, and in concert - changes which otherwise could only occur sequentially, over a long period of time.

Unfortunately, the senior management of most organizations entering into an acquisition or merger become so entwined in the granular detail of the transaction that the opportunity to proactively manage the change process - to take the new organization directly into Predictable Success - is lost.

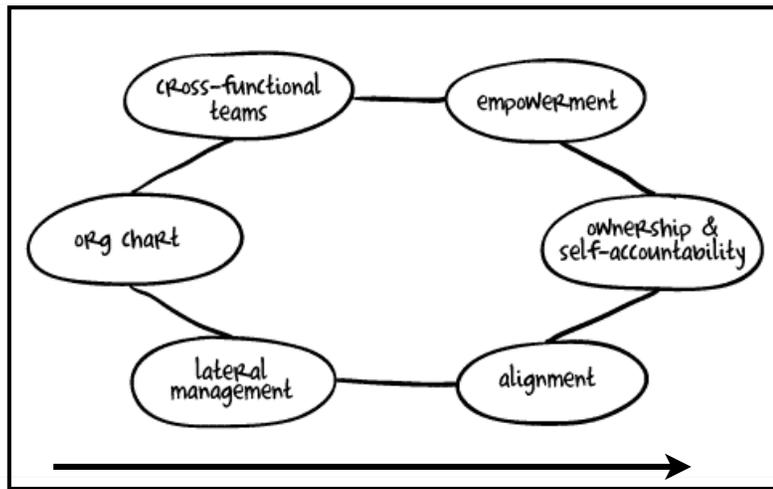
Rather than emerging from the transaction as a single, united, cohesive entity, the new organization instead becomes saddled with the legacy issues, cultural and operational, of both organizations. This often leaves the new organization scattered over the lifecycle, with individual parts of it in Fun, Whitewater, Treadmill and The Big Rut.

The key is to implement a pre- and post-transaction program designed specifically to create a single, unified, high-performance organization.



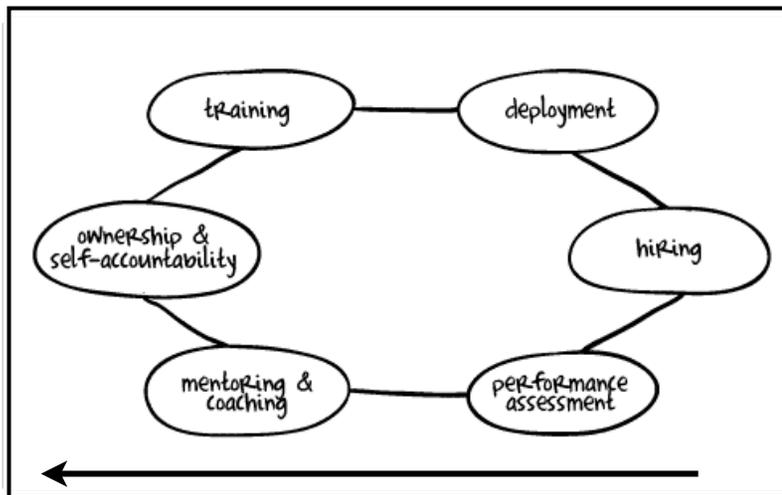
The new organization will as a result be freed from legacy cultural and operational issues, and marked by a high degree of ownership and self-accountability.

## Pre-transaction



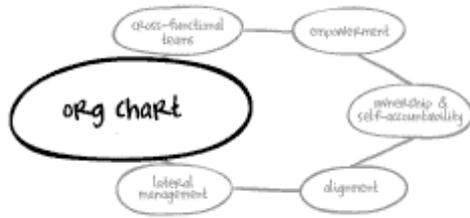
There are **five key areas** which must be addressed sequentially in the run-up to, and immediately after, a merger or acquisition to produce one united entity.

## Post-transaction



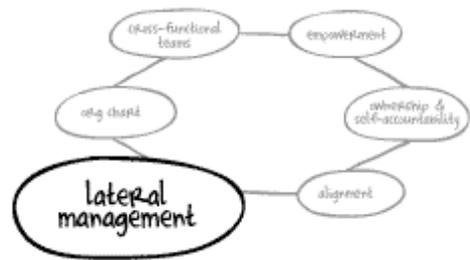
Similarly, there are five key areas which must be put in place - and maintained - immediately after a merger or acquisition to lock the new organization into Predictable Success.

## Pre-transaction (1/2)



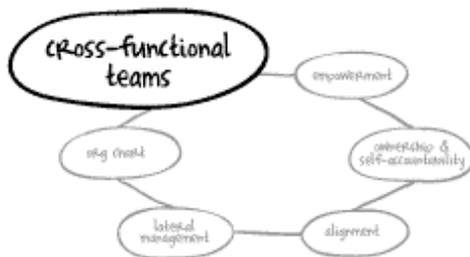
The first step pre-transaction is to design an org chart for the new organization that is *a machine for effective communication and decision-making*, devoid of legacy / status / seniority biases. This is the single most important foundational step for all that follows.

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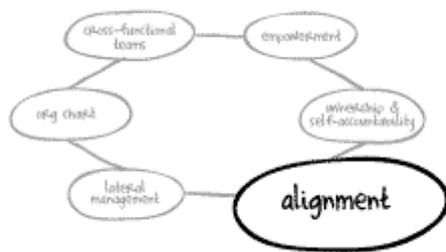
Secondly, the senior management involved in the new org chart need to learn how to relate laterally (i.e. with each other) as key decision-makers for the good of the organization overall. This is a vital first step in removing functional silos, and/or ensuring such silo's don't develop in the new firm.

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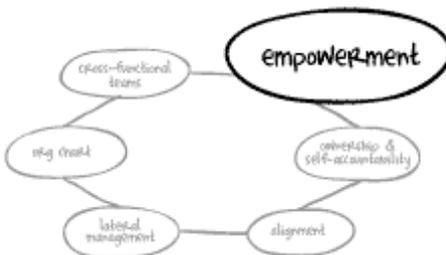


Third, key cross-functional teams (comprising senior executives, managers and front-line employees) must be identified, mandated, and trained in the art of working cross-functionally. This pushes the 'de-siloization' process down through the entire organization and gives all employees a degree of investment in the success of the new enterprise.

## Pre-transaction (2/2)



Only after the org chart, lateral management and cross-functional teams have been addressed can the mission, vision and values of the new enterprise be readdressed and pushed out through the entire organization, and alignment activities (all-company messaging etc) be undertaken.

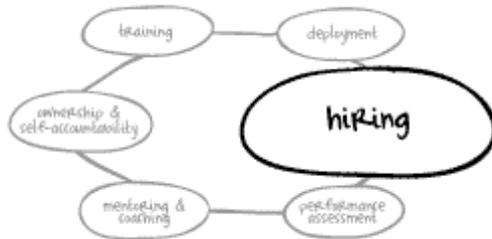


As the newly-aligned cross-functional teams deliver results from their initial activities, they and senior management build trust and confidence, enabling the teams' mandates to be gradually broadened. This pushes 'command and control' down through the new organization and makes it flexible, nimble and responsive.



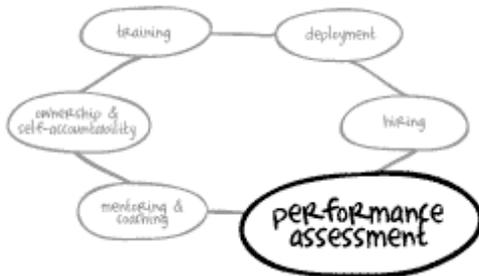
Ownership and self-accountability grows naturally throughout the organization as a cumulative effect of the first five activities. Seeing a demonstrably effective org chart and highly aligned senior managers, and with a growing sense of empowerment, fear and uncertainty is driven out of the broader workforce, replaced with commitment and enthusiasm.

## Post-transaction (1/2)



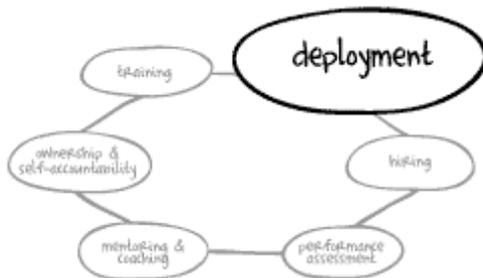
Once the merger or acquisition is completed, the first area to require attention is the new firm's hiring process. Every new hire will either take the organization closer to Predictable Success, or further away from it, and it is imperative that the hiring process and hiring goals (must-have skills and behaviors) are clearly defined, understood and implemented.

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Secondly, the way in which performance is assessed must reflect the new entity's overall goals. Success (and failure) must be defined in line with the mission, vision and values established in the pre-transaction 'alignment' process, and the performance assessment process must reward both the key skills *and* behaviors needed to stay in Predictable Success.

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Third, the deployment of key employees must reinforce the enterprise's ability to work cross-functionally. This prevents the development of new silos and the emergence of 'firms within the firm'. Secondments, job-sharing and embedding within short- and long-term teams must be clearly defined, encouraged and rewarded.

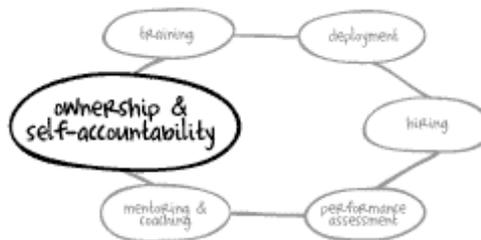
## Post-transaction (2/2)



It is important that the training function (if there is one) in the new firm is involved in not only functional (skills-based) training and development, but also in behaviorally-based training that underpins and reinforces the cultural and attitudinal imperatives of the new enterprise. Senior management involvement is needed.



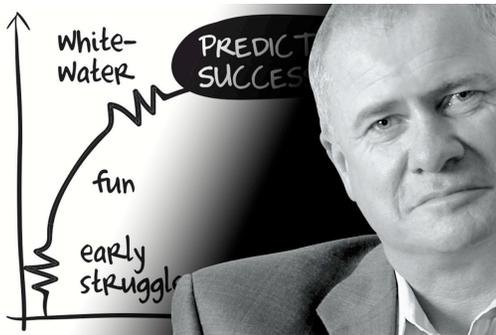
Finally, key members of the senior management team - those that truly 'get it' with regard to the mores, vision, values and mission of the new enterprise must actively engage in mentoring and coaching key employees. A formal 'high-performers' mentoring and coaching program is highly recommended.



As with the pre-transaction period, ownership and self-accountability grows naturally throughout the organization as a cumulative effect of the first five activities. Hiring the right people, training and deploying them effectively, giving them high-quality, on-point performance assessment and mentoring the very best, in turn breeds an atmosphere of commitment and enthusiasm throughout the company.

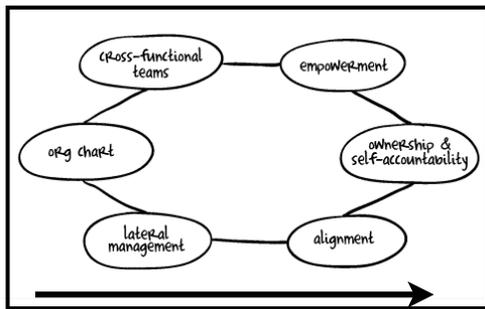


# How I work I use a 3-stage approach:



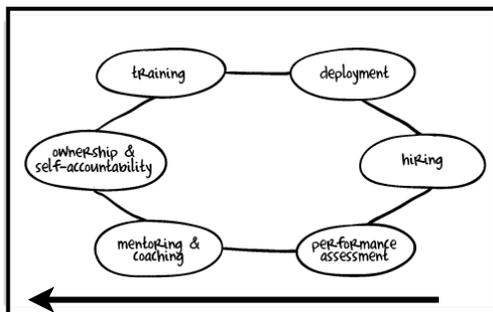
## 1. An introductory workshop/keynote

I deliver a (minimum 90 minute) session to your key team outlining the Predictable Success model and its use in achieving success through mergers and acquisitions. This presentation, together with extensive Q&A achieves buy-in from your key execs to proceed to step 2.



## 2. 5-step pre-transaction program

I design and deliver a customized program to address the 5 pre-transaction key issues addressed in pages 5/6. This involves 1-1 and group meetings with appropriate key individuals, combining appropriate planning, training and coaching sessions.



## 3. 5-step post-transaction program

I design and deliver a program to address the 5 post-transaction key issues addressed in pages 7/8. Again, this involves 1-1 and group meetings with appropriate key individuals, combining appropriate planning, training and coaching sessions during the 12 months after the transaction.