



MERGERS AND ACQUISITIONS INTEGRATION STRATEGY

A key element in successful M & A integration is to strike the right balance between the alignment of tangible assets, and the integration of the intangible assets relating to people, communication, engagement and induction into a new culture and new ways of doing things. Business leaders in general need to focus on three core issues during the first 100 days post-deal period to maximise the chances of M & A success.

1. MANAGEMENT TALENT AUDIT

Undertaking a people due diligence by auditing or assessing the management team early on in the integration process will help companies manage the business risk involved in integration. Our audit will provide individual management assessment capability profiles to summarise each individual's 'pros' and 'cons' in relation to the organisation and its needs, and help the business identify the degree of fit between managers and specific roles.

2. MANAGEMENT ENGAGEMENT

It is also important to promote employee commitment by measuring levels of engagement, promoting open and clear communication, and taking steps to secure the right levels of clarity around compensation, career development, business values and company culture. A management or staff survey can quickly provide the necessary data to ensure that risks are minimised, and that potential pitfalls and problems are identified.

3. FAST-START COACHING SUPPORT FOR FIRST 100 DAYS

It is important to engage all senior leadership teams around the new corporate strategy. It will help to drive a rapid and smooth integration if there is clarity around management processes, growth objectives, team leadership performance objectives and organisational stakeholder expectations. This process can be accelerated by providing 100-day targeted coaching programmes for key executives to ensure that an appropriate level of focus is maintained on what the organisation needs to do to make the integration a success in terms of delivery processes, team messages, stakeholder communication, and the implementation of the corporate strategy.