



post-merger blues in a growing market

After a recent acquisition, the organisation was experiencing a number of typical post-merger issues. Team effectiveness was key to orientating in the market.

- ❖ uncertainty about the future
- ❖ lack of clarity about who was going to do what
- ❖ internal focus
- ❖ a new management team, with a new boss, from the company which had been acquired

The organisation was struggling in the market, with 6th place in market share.

Approach: We worked closely with individuals, teams and the organisation for over three years.

Team:

Quickly build the effectiveness of the leadership team. This we did by periodic use of our Team Effectiveness Profiler, which highlighted how the team saw its performance in 5 dimensions and 25 team competencies, and importantly what the team believed were the priority development areas. Each quarter, the team would do a pulse check survey, review progress and recommit to developing in the new priority development areas identified. Development interventions included alternatively 2-day then 1-day workshops with the management team every 3 months.

Organisation:

Build alignment around common Mission Vision and Must Win Battles. We worked with the management team to define a commonly agreed Mission, Vision, and Strategy Map (set of Key Strategic Objectives) for the new organisation. The Objectives were further prioritised into 3 core Must Win Battles which were reviewed every 6 months.

We also conducted a series of workshops to communicate the company direction, develop department – level initiatives, and build team effectiveness and commitment lower down the organisation.

Result: In the 3 years we were working with the team they grew from being 6th in the China market, to 1st.

- ❖ The leadership team’s effectiveness was transformed from below average to very high performing within 9 months, and stayed at that level of performance.
- ❖ Alignment around the strategic direction was achieved early in the process and was maintained.
- ❖ Levels of staff engagement soared in the first year and stayed at high levels throughout the term of our engagement.