



Organizational Alignment and Performance

An organization's culture is like DNA: Changes in small characteristics can cause very big problems.

Organizations considering a merger or acquisition, joint venture, strategic alignment with another organization or combining large business units face significant alignment challenges. Issues relative to people and the culture of your organization can make or break the success of your transformation plan. To transform a new organization involves addressing new leadership needs that will help the organization achieve its business objectives.

A recent Right survey of senior executives involved in transforming organizations found that across the board there is a strong link between people issues and business results. Merger and acquisition success depends on the proper strategic combination of:

- **Competent, aligned leaders**
- **Culture integration**
- **Execution of strategy**
- **Generating positive business results**

SUCCESSFUL INTEGRATION: *People Are the Key*

To create optimum value from mergers, acquisitions and other strategic alignments, leaders must address these critical organizational issues:

- **Aligning and integrating corporate cultures**
- **Clarifying reporting structures**
- **Synthesizing management styles**
- **Establishing timely and targeted communications**
- **Focusing team objectives and strategic direction**
- **Determining an optimum timetable for integration**
- **Retaining key personnel**

THE RIGHT RESPONSE FOR INTEGRATION INITIATIVES

To drive productivity and retain customers, managers and employees, it is essential to develop a pre-emptive strategy to tackle these organizational issues and address the inherent stress and uncertainty during a merger, acquisition or strategic alignment. Right consultants will aid in developing a customized integration plan, using this three-step process:

- **Preparation** – transformation planning; organizational climate and culture assessment; organization design; selection of new team and job design; selection/retention strategies; communication.
- **Integration** – large system change; leadership effectiveness and mastery of organizational change; assessment and repositioning; cross-functional alignment; career transition.
- **Sustaining Momentum** – team effectiveness; executive coaching; leadership development; performance management; succession management.

Transformation failures cause:

- *Key talent to leave*
- *Productivity and performance decline*
- *Inadequate communications*
- *Executive leadership placement errors*
- *Management denial or inattention to key workforce problems*
- *Ignoring the cultural fit*
- *Poor management and motivation of employees*