

Merger Failure - NOT an Option

Research shows that more than 57% of acquiring companies produce poor returns in the three years following a merger, compared with others in their industry. The most significant and most overlooked factors contributing to this startling statistic are the failure to win the support of customers and to integrate senior leadership.

When two large divisions of a well-known non-profit organization were planning to merge, the CEO turned to Turknett to help him not become a part of that statistic. He and his senior team knew Turknett from work they had done together, and Turknett believed this merger could be a success. While the cultures of the two divisions were similar, the chain of command and responsibilities would change, and things wouldn't be done "the way they had always been done."

Turknett identified the critical factors that would impact the merger: weaving the two cultures together quickly, leading with one voice, setting a new vision, defining roles and ensuring that productivity and fund-raising continued uninterrupted. To set the tone for the new organization, each senior leader participated in Turknett's Leadership to the Fifth Level process. This process involving individual interviews, in-depth feedback, and follow-up coaching sessions is designed to examine how leaders think and accelerate their ability to focus on the good of the whole organization. The team learned what it means to perform at each level and as a group set a goal to move towards Level 5.

The Result:

The merger exceeded expectations smooth and quick. At a time when fund-raising was down nationwide, the merged divisions surpassed their goals, the true proof of success. The new unit continues to work effectively with high hopes for the future.



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"Turknett has brought much insight to our executive selection process, helping us to proactively identify strategies for ensuring that a new executive's assimilation into our organization will go smoothly and effectively. Additionally, the coaching and counseling with our executive team on a range of strategic issues have resulted in improved overall collaboration and collective decision making."

~ Turknett Client