

9 REASONS MERGERS FAIL

64% of the time mergers fail to produce the desired benefits

1 NO COMMON VISION

Mergers are an opportunity to create a 'new entity' with a new culture and way of doing things. But most mergers don't take advantage of this and fail to move towards a productive, effective organisation for long-term success.

2 NASTY SURPRISES

Poor due diligence can cause delays, uncertainty and untold misery - not to mention wasted time and resources.

3 LACK OF SOUND DECISION MAKING

Lack of clarity as to who decides what and what the process is for resolving issues risks the project coming to a stand-still.

4 POOR COMMUNICATION

Employees want clear information about what matters to them. Why is the organisation merging? How will it affect their job? What support will they get? Messages must be relevant to the audience and not just couched in strategic or vague terms.

5 LACK OF COURAGE

Delaying tough decisions can result in a disappointing outcome. You can't please everybody all of the time but neither can you upset everybody all the time. Be clear and honest.

6 WEAK LEADERSHIP

Often, senior managers forget they must lead the way with energy, enthusiasm and clarity. If their behaviours do not match the vision and values the organisation aspires to, all credibility will be lost and the merger's mission reduced to meaningless words.

7 POOR PROJECT MANAGEMENT

Insufficient planning, lack of detail and failure to identify key interdependencies between work-streams will cause delay and frustration.

8 NOT KNOWING YOUR LIMITATIONS

Organisations are likely to fall short on knowledge and experience in a few key areas - especially in governance, employment legislation (TUPE) and the transformation experience required to successfully achieve change.

9 NO THOUGHT TO THE HUMAN FACTOR

When it comes to pushing stress levels to the limit, taking part in a merger is up there along-side divorce and moving house. Raw emotions come to the fore and attachment issues reign supreme. Those closest to the change can lose all sense of objectivity.

Things will be tougher than you think! Don't be afraid to ask for help.