

## GUIDE 12: CHANGE MANAGEMENT

Changing organisations is a tricky challenge and when that change has been brought about by a business acquisition, the challenge becomes even greater, as there are no existing relationships or goodwill to rely on. The following outline process can help teams prepare for and implement an effective change management project:

### Vision

- Define a compelling vision of what the two businesses might become together.
- Get everyone together and enact this vision as fast as possible after completion.
- Build a presentation that reflects the vision and share it across the firm.
- Refer to the vision constantly and drive the message as much as possible.
- Vision helps provide context and purpose, it's a solid starting point.

### Inclusion

- You will need to build a team and a plan for integration. Make sure that team has representatives from both businesses in it.
- Communicate progress right across both businesses on a regular basis and make sure everyone is included in the process.

### Strategy and plans

- Work with the integration team to build an integration strategy.
- The strategy should include specific goals that relate to the vision, the detail of how you plan to integrate the firms, guiding policies that help participants develop detailed plans to cover the entire firm and responsibilities, decision rights and reporting plans.
- Define performance metrics and establish a system for reporting, communication and feedback.
- Go through the process with the team, even if you already have a templated strategy for this type of work, as the team need empowerment.



## Cascade

- Make sure every individual is helped to convert the goals set by the business, into personal goals.
- Promote self-awareness, personal responsibility and delegation, to help drive home the message of unity and inclusion.

## Find the quick wins

- Execute on the most important integration matters and communicate progress.
- Areas like payroll are obviously vital but find out the little things that are important to making people feel welcome and get some of them done quickly.

## Consolidate

- Regularly review and find out what's working, so you can consolidate progress and re-set goals.
- The process of integration should become easier, as results begin to compound, so look out for an increase in progress and communicate that to the team to help with motivation and morale.

## Tools

- Provide the tools and templates that people will need to get change management done.
- Support your team with personal training and further development to increase the chances of success.

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