



Leading M&A Activity

Strategic HR Focus



Strategy to Implementation in M&A

- M&A is complicated and scary
- HR sometimes feels left out while also having to answer everyone's questions
- Preparing an HR Roadmap helps clear the way for a smoother integration
 - You have the people to successfully complete the integration

Pieces of an Integration which HR should own and develop a Roadmap



Org Structure and
Operating Model



Culture and Change
Management




Communications



HR Operations

Remember to consider who can own these various pieces within the company?


Given the sensitivity of M&A, the initial group of people you can involve will be smaller



Map out who is needed right away and why

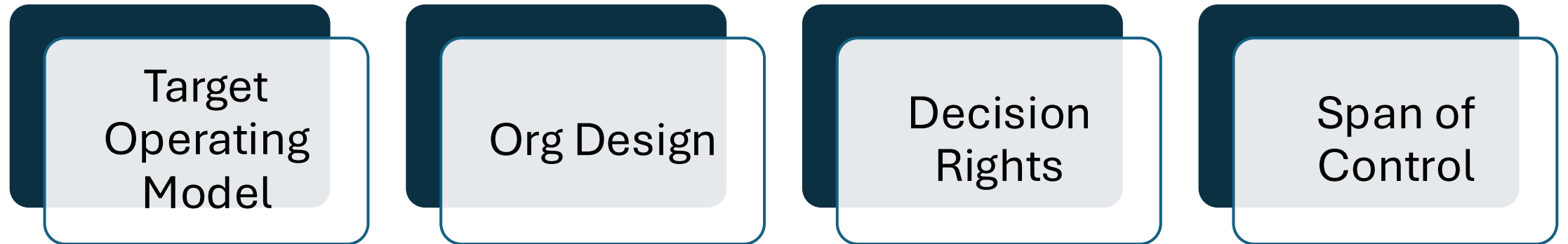


Determine who will need to become involved and when



Prepare to communicate with them when it is their turn to become involved in the integration

Integration - Operating Model and Org Structure



Integration - Operating Model and Org Structure

Target
Operating
Model

- Link strategy to execution
- Design a blueprint and principles
- Strategic to tactical to operational

Org Design

- Translate the strategy and Target Operating Model
- Define the structure, leadership, and talent

Decision
Rights

- Accountability
- Level/Grade
- Transparency
- Adaptiveness

Span of
Control

- Hidden tool of speed and governance
- Balance layers
- Manage oversight

Integration - Culture and Change Management

Culture
Diagnostic

Culture
Alignment

Change
Readiness

Culture
Integration
Roadmap

Integration - Culture and Change Management

Culture Diagnostic

- Understand company norms
- Identify gaps & synergies
- Target interventions

Culture Alignment

- Operational program to avoid:
 - Disengagement
 - Turnover
 - Missed synergies

Change Readiness

- Absorb the disruption
- Continue to serve customers
- Achieve targets

Culture Integration Roadmap

- Diagnostic & Design
- Alignment
- Activation
- Adoption
- Reinforce & Sustain

Integration - Communications

Stakeholder
Mapping

Developing a
Communication
Plan

Day 1
Announcement

Two-way
Feedback Loop

Integration - Communications

Stakeholder Mapping

- Who matters
- Why they matter
- How to reach them first

Developing a Communication Plan

- Programmatic Workstream
- Creativity + Discipline
- Stakeholder trust + Compliance

Day 1 Announcement

- Disciplined announcement checklist
- No second-hand news
- No forgotten channel
- No regulator surprises

Two-way Feedback Loop

- Diverse channels
- Feedback layer
- Triage workflow
- Closure protocol

Integration – HR Operations

Workforce
Mapping

Comp &
Benefits

Talent
Retention

EE
Experience

Integration – HR Operations

Workforce Mapping

- Skill overlaps
- Leadership gaps
- Redundancy risks
- Cultural hotspots

Comp & Benefits

- Alignment of:
- Base pay
- Incentives
- Equity
- Benefits

Talent Retention

- Behavioral analytics
- Compensation hygiene
- Leadership accountability

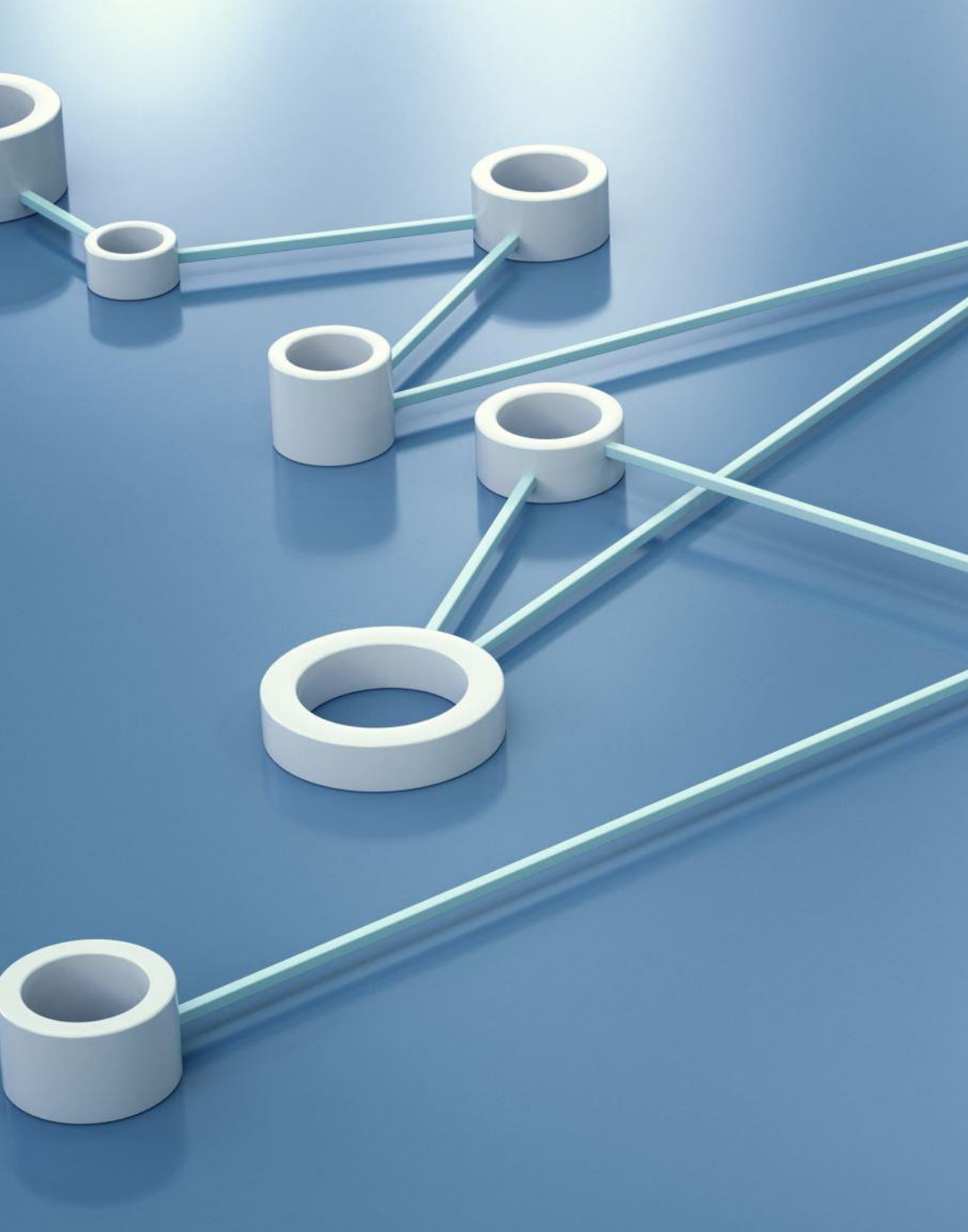
EE Experience

- Onboarding
- First team meeting
- Payroll cutover
- Performance reviews

Pre-Deal

- Get a seat at the table
- Begin to develop your HR roadmap
- Balance what can be done pre-close vs. post-close
 - Even establishing what needs to be done Post Close can be helpful





Deal Closing/Day 1

- Identify what is completed, in process, and not started from the HR Roadmap
- Have a Communications Control Tower to manage the Day 1+ EE experiences
- Monitor how the Integration is unfolding and prepare communication cadence to the Executive team

Post-close Integration

- Implementation Rollout
- Monitor – what is going as expected and what is not
- Report – share with the executive team as well as communicate to impacted EEs so they feel heard
- Revise – adjust plans/cadences as needed





Questions

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