



Post acquisition integration and alignment

Square Peg support

As a result of a significant acquisition Square Peg consultants developed a plan to integrate and align the HR organisation and people practices by creatively pulling together key stakeholders in Germany, Italy, the USA and the UK to first of all agree on the emerging issues that were critical and secondly to collectively agree a way forward. We developed a “straw man” overview based on our Success Formula process and input from senior leaders and key informants. This process allowed us to produce a draft outline of what the organisation could look like in terms of its mission, vision, values, strategic priorities, employer brand, desired culture and priorities for implementation - in short, an overview of the entire organisation.

The result

By guiding key leaders through a series of meetings and workshops designed to challenge and adjust our draft work we were able provide a road map for the manager to align their organisation to its desired strategy. Our ongoing follow-up support has allowed a disciplined approach to identify emerging people issues and review current priorities.

The challenge

As a result of a significant acquisition our client's organisation immediately became one of the world's largest suppliers of vaccine product. The challenge the client faced was to effectively integrate and align the HR function and related people management practices to meet the synergy and productivity targets expected as a result of this deal. With the exit of the old CEO and ongoing changes to the senior leadership team employees found themselves working in an environment of uncertainty and required clear direction and mandate to get on with building the new business.