

SERAC

A black and white photograph of two mountaineers ascending a steep, snow-covered mountain slope. The climber in the foreground is seen from behind, wearing a dark jacket and a large backpack, with a rope attached to their harness. The second climber is further up the slope, also in silhouette. The background shows rugged, snow-dusted mountain peaks under a clear sky. A teal horizontal bar is overlaid at the bottom of the image, containing the text 'Pocket guide to Integrations'.

Pocket guide to Integrations

# Pocket guide to Integrations

## Strategy & Structure

### 1. The “why” is really important -

Once the reason for the merger is clearly articulated, the sooner you can get those responsible for running the organisation together to shape the strategy the better.



This builds ownership for the future and is the starting point of leaders letting go of the past.

**2. Structure follows strategy** - not the other way around. If this is not the case you are destined for a re-engineering of the organisation at a later date with all the cost and lost time associated with it.

**3. How you treat your people will determine the outcome** - Too many organisations think they can't provide answers so they say nothing. So, get people involved helping to work it out - it focuses people on possibility rather than worrying about the future.

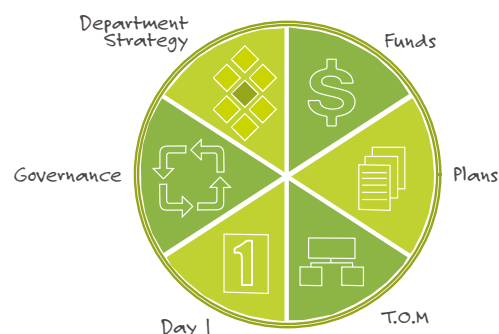
## Planning & Control

**1. Being clear is everything** - In integrations, clarity of what is happening and when is what everyone craves, as it removes uncertainty. What's really needed, however, is clarity of governance and process so people feel held - the detail can come later.

**2. Minimise interim structures** - Get those destined to run the new organization involved as quickly as possible - the sooner people are living and breathing the challenges of integration and defining the new, the sooner they will leave the past behind.

**3. Funding is Key** - Transparency of decision-making process and controlling the funds are key and making specific funds available for integration speeds the process. Control the funds and you'll control the outcome.

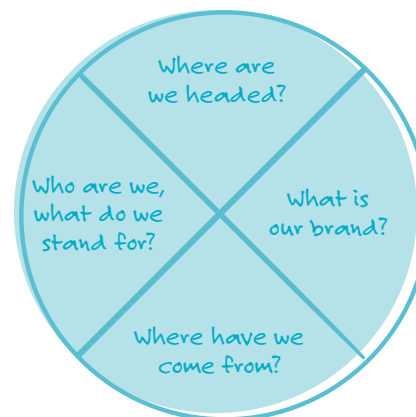
**4. Silence spreads rumour** - Be as clear and open as you can about what happens when, for both the customers and internal staff.



## Identity & Culture

**1. The intangibles are as important as the tangibles** - Spending time clarifying identity and the expectations of leaders is time well invested as it speeds up the integration process. Done the right way, through internal leaders, this can really generate a buzz and build excitement for the future.

**2. Focus on building an integrated story** Make sure leaders are involved in developing a story of who we are and where we are going. It is important to integrate such elements so that people can see how it all joins up.



**3. Honour and respect the past** - By honouring both sides of history we are able to accept and let go and envision a stronger future.

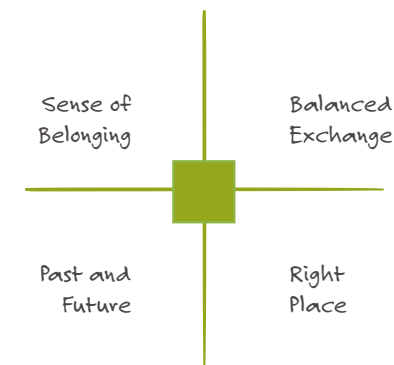
**4. Set leadership expectations.** Building a common leadership practice based on key principles enables the organisation to see what is important. Critically it sets the tone and rhythm for the integration.

**5. Don't treat culture as a separate stream - it's what makes the difference!**

## Individual Leadership

**1. It's all about your leadership** - deciding whether you are in or out is a critical first step. It helps you to be in control and shape your own destiny

**2. Self awareness is vital** - Change starts with the self. How you are as an individual will affect the outcome ... possibly more than you realise!



**3. Genuinely focus on the future not the past** - Acknowledge what was good and bad about the past; but just defending what you have always done as the recipe for the future is not clear thinking. Make sure your thinking fits the world of tomorrow in the integrated company. Otherwise people will see through your approach and you will be seen to be close minded.

**4. Moving forward** - Now is the time to step forward, or at least prepare. Clarify in your own mind how your area of the business should go about meeting the challenges that this integration presents so that you can be part of the debate