

STRATEGIC FORUMS

Example in a Technology Enterprise

CONTEXT

Following its acquisition by a foreign group active in France, this corporation is in charge of integrating the two entities in France. The acquisition creates one of the most substantial European agents in the sector. Beyond this acquisition by a group itself constructed from an assembly of businesses originally from different cultures, this corporation set a major reorganization in motion two years earlier. As a result, the mono-cultural managers have been "pushed around" to adjust their practices and points of reference, and are having problems understanding, speaking, and being "convincing" about the assets/interests at the group level; this identity problem is at the root of a dramatic increase in the loss of associates.

THE CLIENT'S REQUEST

On the initiative of its CEO, the corporation is asking SECOR to support it in accelerating the management team integration of the two corporations in France. This approach means articulating a shared vision, developing a new business project together, and appropriating values common to the new group. It must likewise foster the emergence of concrete solutions for improving operational and organizational performance, while insisting on stronger collaboration and cross-communication, and more specifically, talent retention.

SECOR'S SOLUTION

An approach founded on two main elements: an escalating process based on management-team cohesion, networking and communication, and an intervention process based on a holistic vision of the company that addresses energy, commitment, risk-taking, paradigm-shift, and work-execution issues.

Process: a domino-effect program centred around three change vectors:

- "KNOWLEDGE":** Mobilize managers, put them in motion, and give them the means to mobilize their teams to adopt significant change
- "DESIRE":** Moving from desire to the pleasure of change, reducing risks stemming from resistance, lack of commitment, breakdown in the process with negative consequences to the rest of the team
- "POWER":** From individual contribution to collective performance, inducing managers to contribute to building a new business project and a new beginning.