

The Winning Formula[®] Profile Drives Merger Integration

Challenge

Integrate leadership chosen from contrasting cultures

A beauty company had the opportunity to purchase several product lines of a major consumer products conglomerate. The acquisition would consolidate its position as a global leader, but the available talent from each side of the transaction represented contradictory cultural values: the acquired company embraced a conservative approach that stressed hierarchy and order; the client encouraged an ownership mentality that favored innovation and speed. RHR International was engaged to help the merged organization establish a foundation of core values, and identify ~150 executives and managers capable of fulfilling them. With a public announcement of the merger pending in a matter of months, the client was under considerable pressure to assemble its executive team fast and with a minimum amount of friction.

Solution

Select hires consistent with the organization's The Winning Formula profile

The client engaged RHR to serve as an objective third party for the assessment of talent, identification of appropriate hires, and the promotion of a corporate culture capable of accelerating an innovative product pipeline.

RHR began by working with the client's CEO to develop The Winning Formula profile, a set of five key values, attitudes, and attributes essential for the merged company's success. The Winning Formula profile, in turn, became the foundation for the personality questionnaire given to potential executives and the interview protocol developed for the hiring process. After the first wave of top executives was selected, RHR facilitated a leadership meeting to refine the corporate vision, establish guidelines for team collaboration,

and prepare the communications strategy for the upcoming launch announcement. Successive waves of hiring, reporting, and team meetings applied lessons learned to improve the hiring process and ensure constructive decision making throughout the leadership pyramid.

Results

On-time fulfillment of roles, reinforcement of a motivated executive team

By launch, RHR had assessed more than 270 personnel and helped identify the top ~150 leaders the client needed to establish its common culture. Feedback from participants confirmed that the process was fair, sensitive to individual needs, and capable of helping the executive team engage positively with the new organization. The client's internal HR team was impressed with the overall accuracy of the assessment, which helped them make important hiring and integration decisions.

ABOUT RHR INTERNATIONAL

RHR International LLP is a global firm of management psychologists and consultants who understand the distinctive challenges and pressures that CEOs and senior executives face. Its singular focus on senior leadership and research-based practice sets it apart from other executive and organizational development consultancies. For more than 70 years, RHR has been helping leaders and their teams transform themselves and, in turn, the performance of their organizations. RHR offers Board & CEO Services, Senior Team Effectiveness, Leading Transformational Change, Executive Development, and Executive Assessment.

RHR (rhrinternational.com) works with companies across numerous industry sectors around the world. RHR offers consulting services as RHR International LLP in the United States and through its wholly owned subsidiaries and affiliates including Europe, North America, South America, Asia, and Australia.