

## **Companies Are People, Too Merger/Acquisition Profile**

### **Sample Situational Analysis Overview**

#### ***Company One to Merge with Company Two***

Company One is a New York-based marketing firm specializing in mid-size to large business-to-business clients. It has a staff of 40.

Company Two is a Philadelphia-based strategic marketing firm specializing in marketing and creative consulting with Fortune 500 companies. It has a staff of 30.

Company One plans to merge with Company Two, whose current owner/CEO will retire.

### **Organizational Personality Types**

Company One is an ENFP organization with a current ESFJ team, led by an ESTJ CEO.

Company Two is an ENTJ organization with a current ESTJ team. The current CEO, who is leaving, has INTJ preferences.

### **Characteristic Organizational Strengths and Weaknesses**

Company One is likely to exhibit the following characteristics:

- Creativity.
- Enthusiasm.
- Idealism.
- Problems with follow through and structure.
- Innovation.
- Cutting-edge work.
- Friendliness.
- Sensitivity.
- Good problem solving skills.
- Good ability to hire the right people.
- Conflict avoidance.
- Problems setting priorities.
- Easily distracted.
- Problems with routine work.

Company Two is likely to exhibit the following characteristics:

- Can be a visionary, pioneering services.
- Tends to be a leader in the industry.
- Analytical.
- Makes quick decisions.
- Good strategic planning.
- Hard working.
- Direct.
- Ambitious.
- Good problem solving skills.
- Logical.
- Tends to be aggressive.
- Can be overly demanding or critical of others.
- Low level of people skills, with possible high turnover.

## Work Environment

Company One tends to offer this environment:

- High level of brainstorming and creativity.
- Fun atmosphere with lots of laughter.
- Prefers to have a variety of jobs.
- Enjoys a challenge.
- Less structure than usual.
- Minimum of rules.
- Offers freedom.
- Little conflict.
- Rewards enthusiasm and imaginative work.
- Prefers to hire a diverse group of people.

Company Two tends to offer this environment:

- Efficient, well-organized operations.
- Tight scheduling.
- Emphasis on long-term strategic planning.
- Creative problem solving.
- Stimulation of intellectual curiosity.
- Seeks powerful clients.
- Competitive internal atmosphere.
- Prefers to hire intelligent, ambitious and creative people.
- Objective performance standards.

## Values

- Creativity
- Flexibility
- Joy
- Relationships
- Enthusiasm
- Logic
- Leadership
- Competence
- Knowledge
- Justice

## Communications Style

- Prefers face-to-face communication.
- Can be dramatic and animated.
- Talks about concepts.
- Loves to explore ideas.
- Global idea generator.
- Can be idealistic.
- Lots of humor.
- Prefers talking in person or on the telephone.
- Enjoys talking about strategy and systems.
- Tends to analyze out loud.
- Tends to ask many questions.
- Moves quickly to closure on decisions.
- Tends to be gregarious.

## Sources of Energy

- Personal or group causes.
- Affirmation.
- Appreciation.
- Brainstorming.
- Organizing complexities.
- Intellectual conversations.

- Brainstorming.
- Building models.

### **Signs of Stress**

- Mild stress: No action.
- Medium stress: Emotional outbursts.
- High stress: Impulsive and defensive.
- Mild stress; More outspoken and critical.
- Medium stress: Analysis paralysis.
- High stress: Aggressive with emotional outbursts.

### **Behavior During Conflict**

- Tends to avoid conflict.
- Becomes hostile if values are questioned.
- Finds it difficult to forgive conflict.
- Enjoys conflict.
- Defends vigorously.
- Difficult to persuade.
- Can be stubborn.
- Can seem arrogant.

### **Likely Key Merger Issues**

1. Conflict avoidance style vs. style that encourages argument.
2. Lack of structure vs. strong structure.
3. Friendly organization vs. impersonal organization.
4. Different preferences for clients and client treatment.

### **Possible Areas for Improving the Organization**

Company A can work on focusing more on real world issues and improving structure. Company B needs to become more open-minded and less aggressive.

### **Leaders' Types**

The ESTJ leader is staying. The INTJ is leaving, which presents an opportunity for the ESTJ staff. They should feel quite comfortable with the new leader, since the types match.

### **Current Team Types**

The ESTJ and ESFJ types are similar in many ways and should be quite compatible. Both are traditionalists who see traditional values, community and family as important. Both have found it a bit of a struggle to function in their organizations. Company A's team will welcome more structure, and Company B's team more concern about people's feelings.

## **Approaches to Managing Change**

- Explain the importance of the change.
- Take actions with enthusiasm.
- Point out the possibilities.
- Encourage lots of discussion.
- Attach the change to a value.
- Treat workers with respect.
- Explain what will be gained.
- Have a respected person serve as spokesperson for the changes.
- Allow the organization to do as much planning as possible.
- Give logical, clear reasons for actions.
- Appeal to belief that the current situation can be improved.
- Provide constructive feedback.