



## Customized Solutions Facilitating a Merger for an Energy Company

CLG's behavioral approach helped guide employees and management through the process of closing an historic facility with pride and dignity.

### Situation

To become more competitive globally, an energy organization with a heritage dating back to the turn of the 19th century agreed to merge with a major competitor. Recognizing the risk of poor performance during the merger transition, the leadership team sought to be more effective during pre- and post-merger activities.

The leadership team was challenged to keep all managers and employees committed to performance—even when some knew their jobs might be eliminated. Leaders needed to engage the hearts and minds of the employees to transition them positively through the merger, and to transfer their valuable knowledge to the new organization.

### CLG's Solution

CLG coached executive leaders to focus on targeted behavioral and operational performance during the transition. They identified Critical Path Behaviors for each site of the organization's operations, and coached leaders in how to keep their teams engaged in achieving the overall goals, by focusing on targeted behaviors. CLG support included:

- Coaching senior executives to get the desired behaviors at the next two levels of management
- Facilitating a steering committee of senior executives to track the status of plant closures and quickly resolve any issues

Through strategic communications support, CLG helped the client develop and implement a communication strategy designed to maintain productivity, morale, and pride from start to finish. The communication plan included:

- Launching a CLG-created website that helped senior leaders provide up-to-the minute information about merger activities and address rumors about merger outcomes
- Writing and publishing a keepsake yearbook filled with employee photos, a history of the plant, and stories of the team's accomplishments
- Distributing the book to honor the history of the plant and give employees a well-deserved sense of pride



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## Results of Engagement

The client experienced a smoother and faster-than-expected merger transition. CLG's engagement afforded the client several benefits:

- A plant closure project, predicted to run over-budget and past-deadline, closed two months early with 100% payout of target-based incentives
- Employee morale at the closing plant remained high as leaders helped maintain employee dignity and sustain their interest in helping each other and the company until the very end of operations
- Well-informed employees avoided distractions and rumors and helped to decide and implement transitions smoothly
- The legacy of knowledge and experience was captured in video interviews with leaders and in the yearbook

CLG's behavioral approach helped guide employees and management through the difficult and often emotional process of closing a facility. Through this difficult time of change the facility achieved its transition targets, tracked and resolved issues, and allowed employees to retain their sense of pride and dignity throughout the process.

## About CLG

CLG is a worldwide leader of behavior-based strategy execution and performance improvement consulting that enables companies to achieve lasting results consistently, with speed, precision and control.

Whether your goal is increased growth, reduced costs, better asset utilization, higher customer satisfaction, better use of technology, or overall culture change, CLG can customize a solution based on your specific requirements. We'll then transfer our behavior-based tools and methodologies to you, so you can continue using them to improve performance long after our engagement is completed.

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