

Merge with No Purge

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The Challenge:

The Global Compensation, Benefits and Health Management Department of an International Pharmaceutical Company The parent company had acquired over the past year two, large pharmaceutical companies. One of the acquisitions was larger than the parent company. The head of the Comp. & Benefits organization needed to develop a new mission, vision and business plan for his new organization.

Identified Barriers

- The operating philosophies, values, beliefs and approach to compensation and benefit were very different in all three companies.
- The acquired departments felt they would have less power and influence in the organization since they were new.
- Even before the acquisition, the head of compensation and development had problems with getting compensation, benefits and health management to work as a team in delivering value to the company.
- The challenge was how to bring all this diversity together to develop an effective set of strategies and plans for supporting the success of the new company and obtain commitment from all of his new organization to these new plans.

The Approach:

- Using the Whole Brain Model and profiles, all 35 employees of this new organization discovered their strengths and weaknesses as an overall organization in their ability to add value the performance of the company. They were also able to see how different they were in their thinking styles between and within Compensation, Benefits and Health Management.

The Results:

- Understanding their thinking style differences allowed them to focus on the future and provided them with a common framework from which to determine what they needed to do differently to be recognized as important to the success of the company.
- All of the members of this new organization reported that the mission, vision, strategies and plans they developed in the three days that followed were significantly better than they would have created without this initial analysis of their thinking styles.

Senior management also positively commented on the plans that this group had developed to support the performance of the company.