

**Management: Support with mergers  
(Integration, transformation, paradigm change)**

**One plus one is more than two, is that possible?**

You want to merge to consolidate two areas and to generate more added value. Unfortunately, experiences speak against it and with that the prognosis that you will most likely fail is very real. This statement was not directed to you personally, rather based on statistics. In the most recent publish McKinsey study<sup>1</sup>, on average only 20% of employees and managers said that the transformation process was successful. Therefore, 80% were convinced that it did not work

What an outlook! These processes are unfortunately much harder than they appear to be from the outside.

<sup>1</sup> The people power of transformation McKinsey and Company February 2017 survey



*Andreas Halbleib had the privilege, yes you can even say a "once in a life time opportunity" to be involved in the merger of the major corporations Holcim and Lafarge first hand and to learn what works and what doesn't Besides that he successfully implemented the following transformation project:, from consultant to service provider (2012), from a pile of lone wolf specialists to a high performing team (2005), from distribution of purchased products to in-house development (1999, from "me" to "us" his entire career.*

**The following example will illustrate that:**

The child takes glue and glues together two pieces of paper. Then it waits until it dries. All of the sudden the child realizes that it made a mistake and wants to separate the two papers again. But too much time has passed and what happens during the separation everybody knows. Pieces of one paper are stuck on the other paper and pieces of the other paper are stuck on the counterpart.

This example stands for a good merger. You cannot create the original status, when both sides have been "combined". But this is in general rarely the case. Commonly, the culture prevails and "absorbs" the other one.

Back to our example with the child: What is the right "glue" for a merger? How much time do you need until it is "dried"?

Just like there are different "glues" for wood, paper and plastics, you have handled / glued it differently.

We want to help you to rewrite the statistics and prove the opposite.

We would like to give you more information. [Can we reach out to you?](#)

Or do you want to contact us? Then Mr. Andreas Halbleib is available to you:



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## Management: Integration, transformation, paradigm change

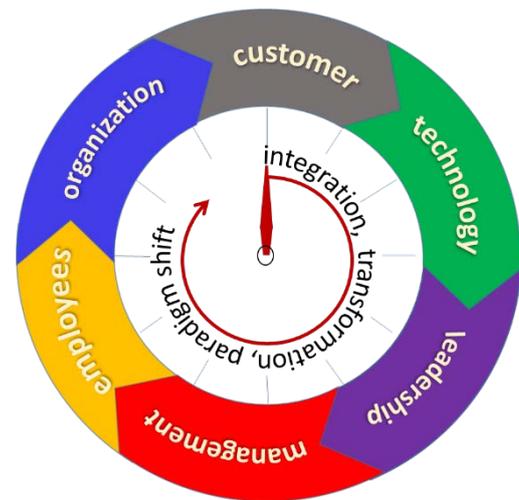
You want to – in most cases you have to – change something in your organization. The often talked about and described pressure to change does not stop for organizations either: Markets, respective customers change. The products need change. Laws and regulations change and sometimes the organization has to adjust because of social and civic changes.

It is secondary in which area of the change circle you are in, it always impacts the entire organization.

It is interesting that most organizations draft these change processes technically accurate and implicitly count on the project leader of the integration and transformation processes to automatically take care of it. Unfortunately, that is almost never the case because integration and transformation are not projects but rather processes, especially if it involves a paradigm change.

Imagine a person that has a heart problem and is waiting for a donor heart. He now gets one and the medical project manager organizes everything so that the new heart can be transplanted into the person. For that he has his project team and the “integration of the new heart” works perfectly. After that, the work of the project manager is done and the person now needs to learn how to live with the new heart. For that, the change process starts and a specialist is needed. In the industry, such specialist is called the change manager. I don’t like the work “manager” in the context, that’s why I prefer the word change leader.

You change and we will help you with that change.



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