

Creating Coordinated Action in

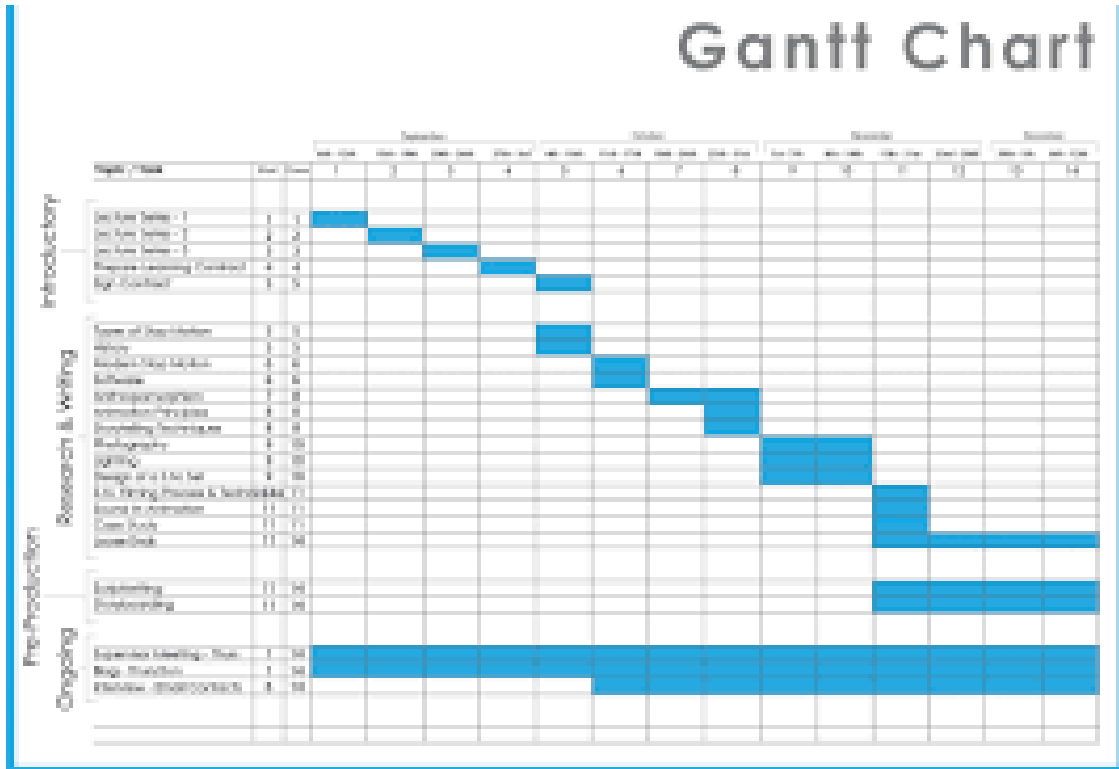
Mergers & Acquisitions



SchellingPoint

Synchronize Your Destination

Gantt Chart



PMI Focus is mostly on actions, not outcomes

PMI projects are declared 'Done' based on task completion

Acquisitions are often inaccurately declared complete

Quality coordinated action is rarely attained

Alignment is not Yes/No

Alignment is a dynamic characteristic of a group

No group is ever fully aligned



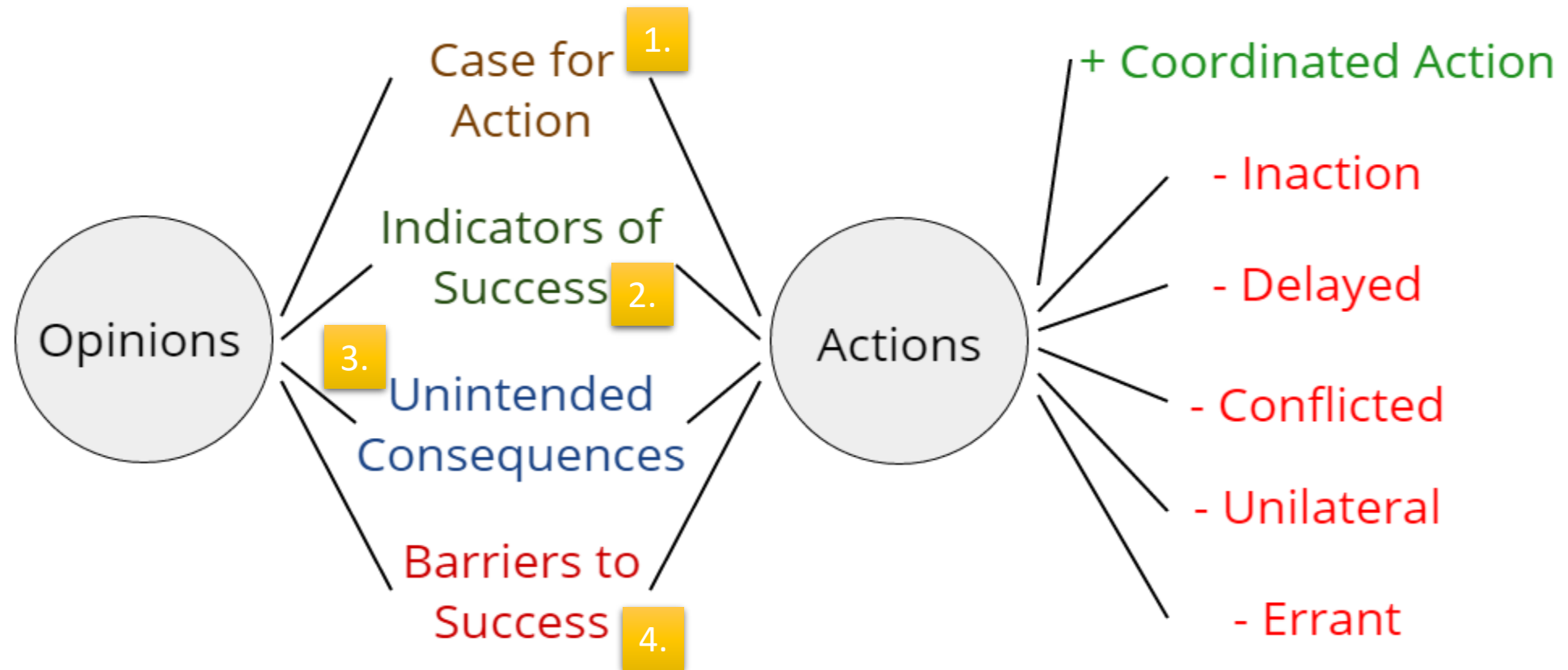
Three reasons for misalignment

They are unexpected

Reconciling misalignment is mostly straightforward

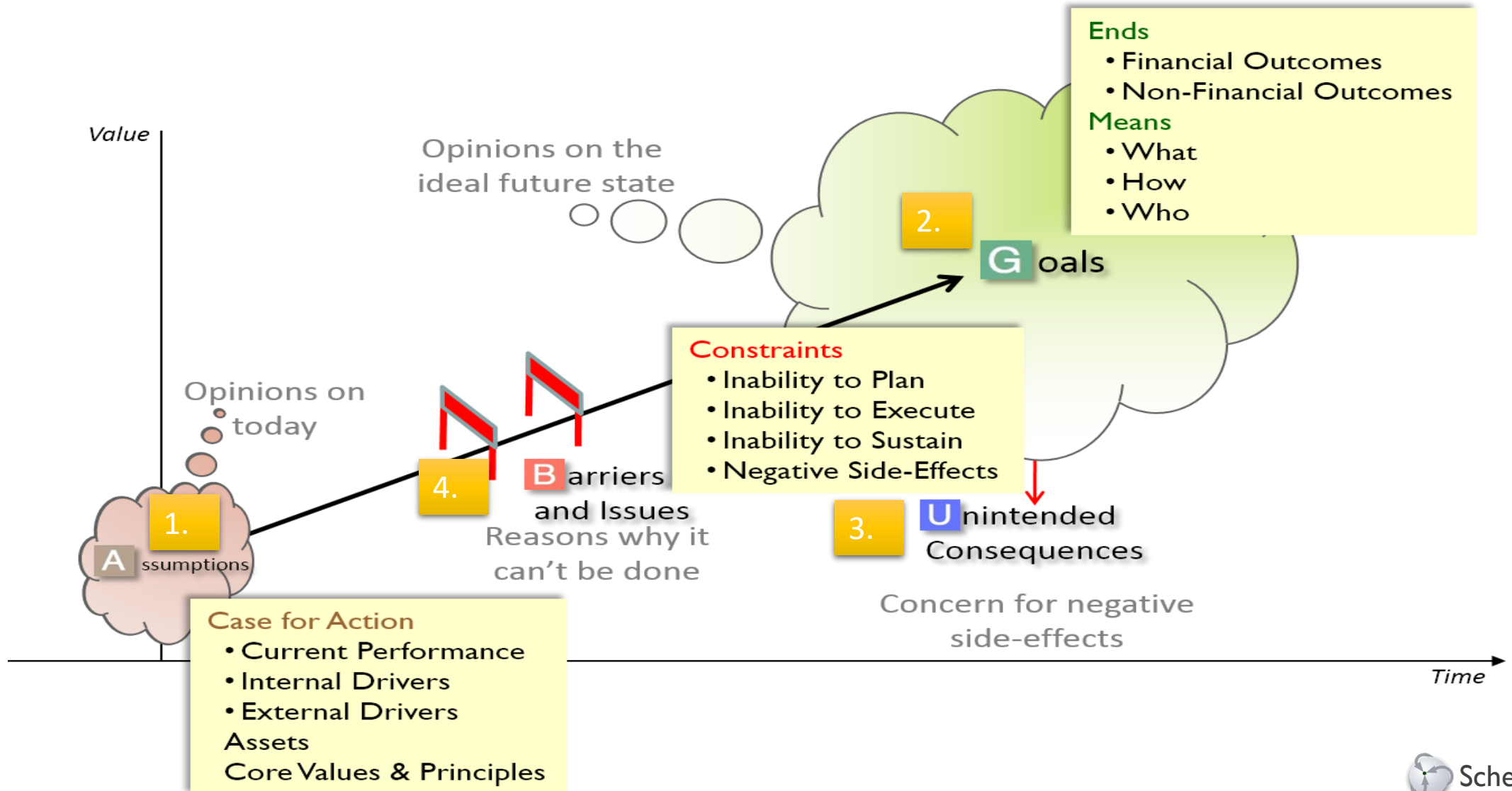
Reason	Perceived	Actual
Different Data	5%	35%
Different Dictionary	0%	60%
Different Drivers	95%	5%

Action Drivers

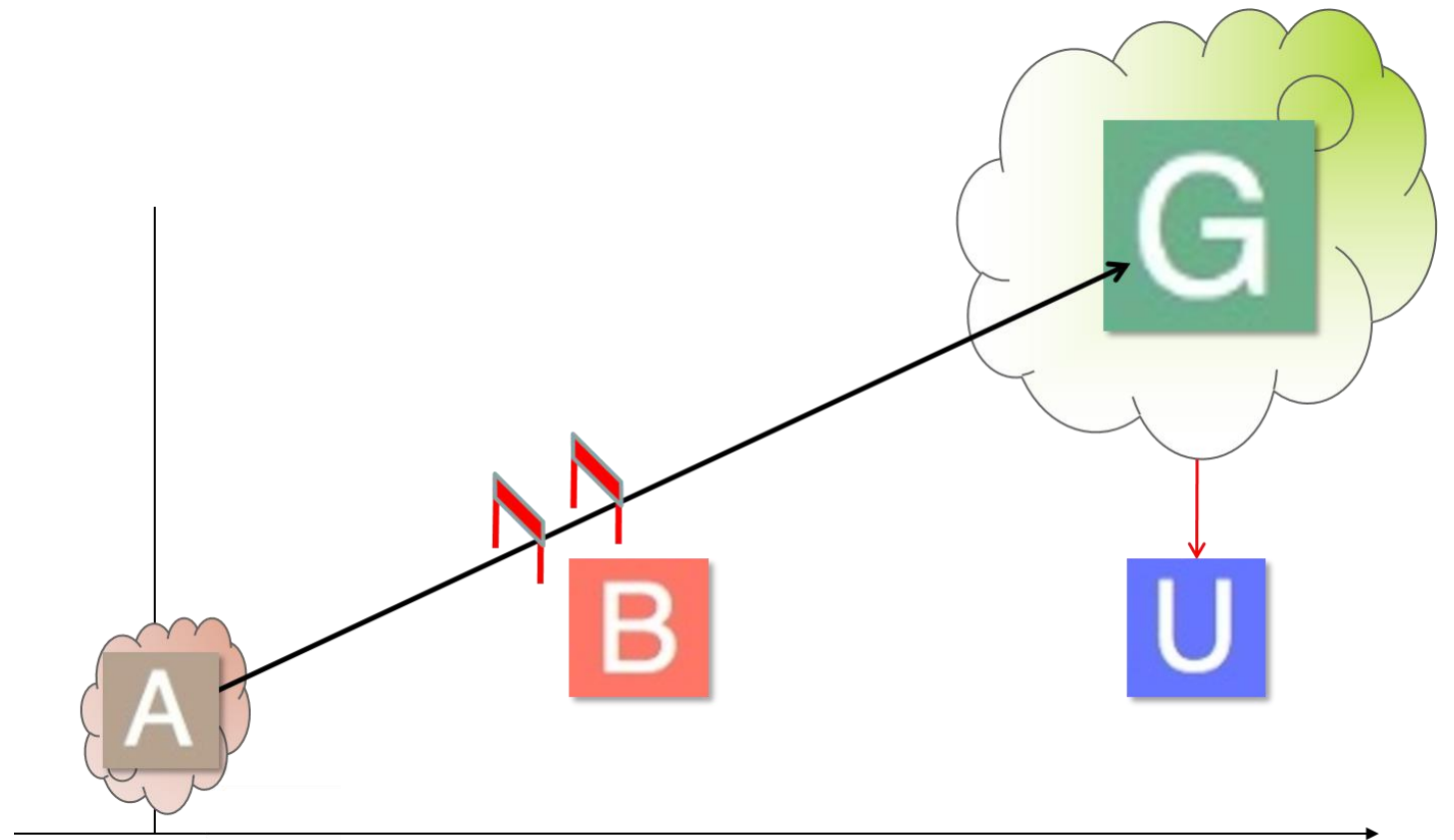


(c) SchellingPoint

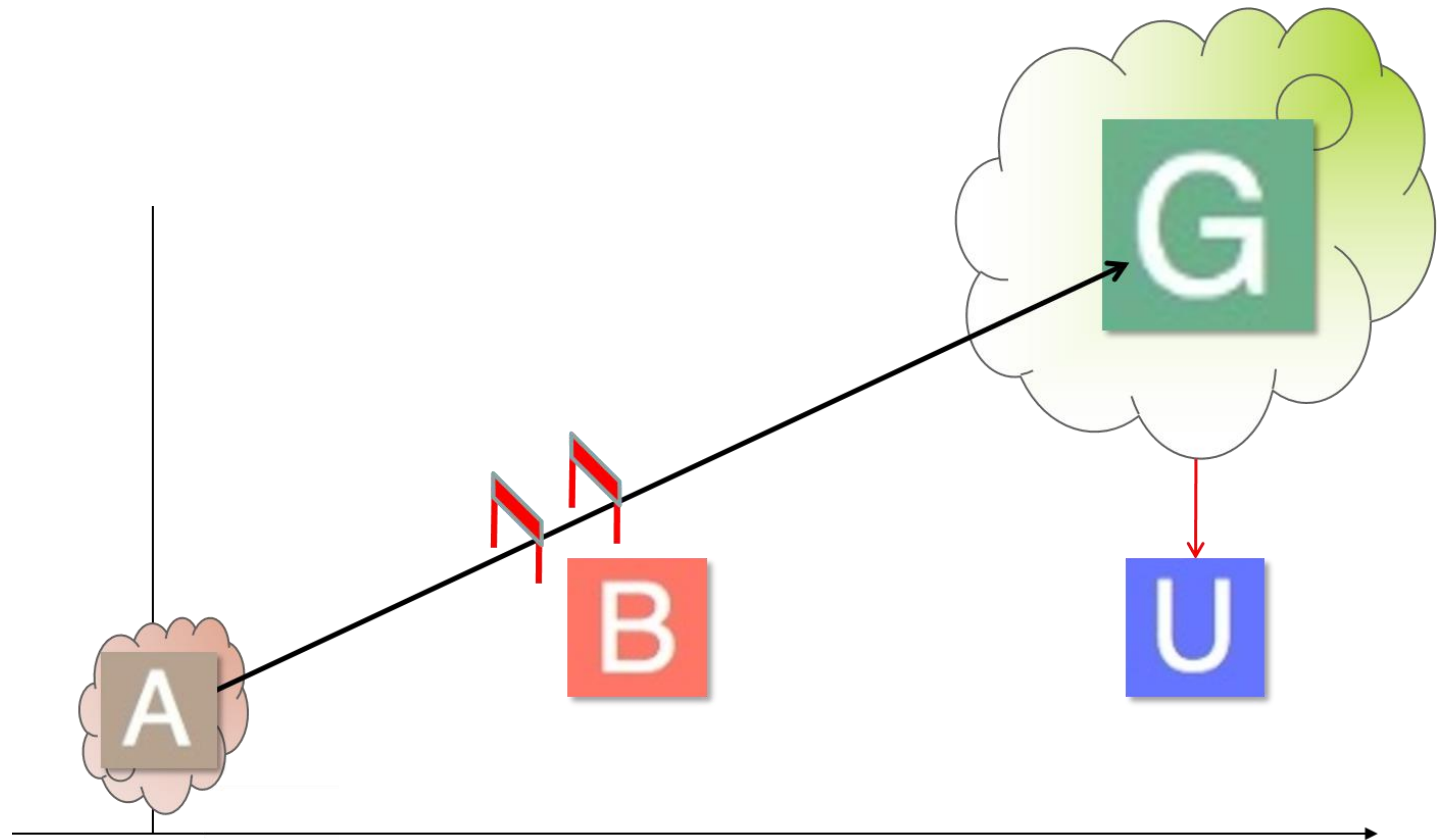
3 Sets of Action/Inaction Drivers



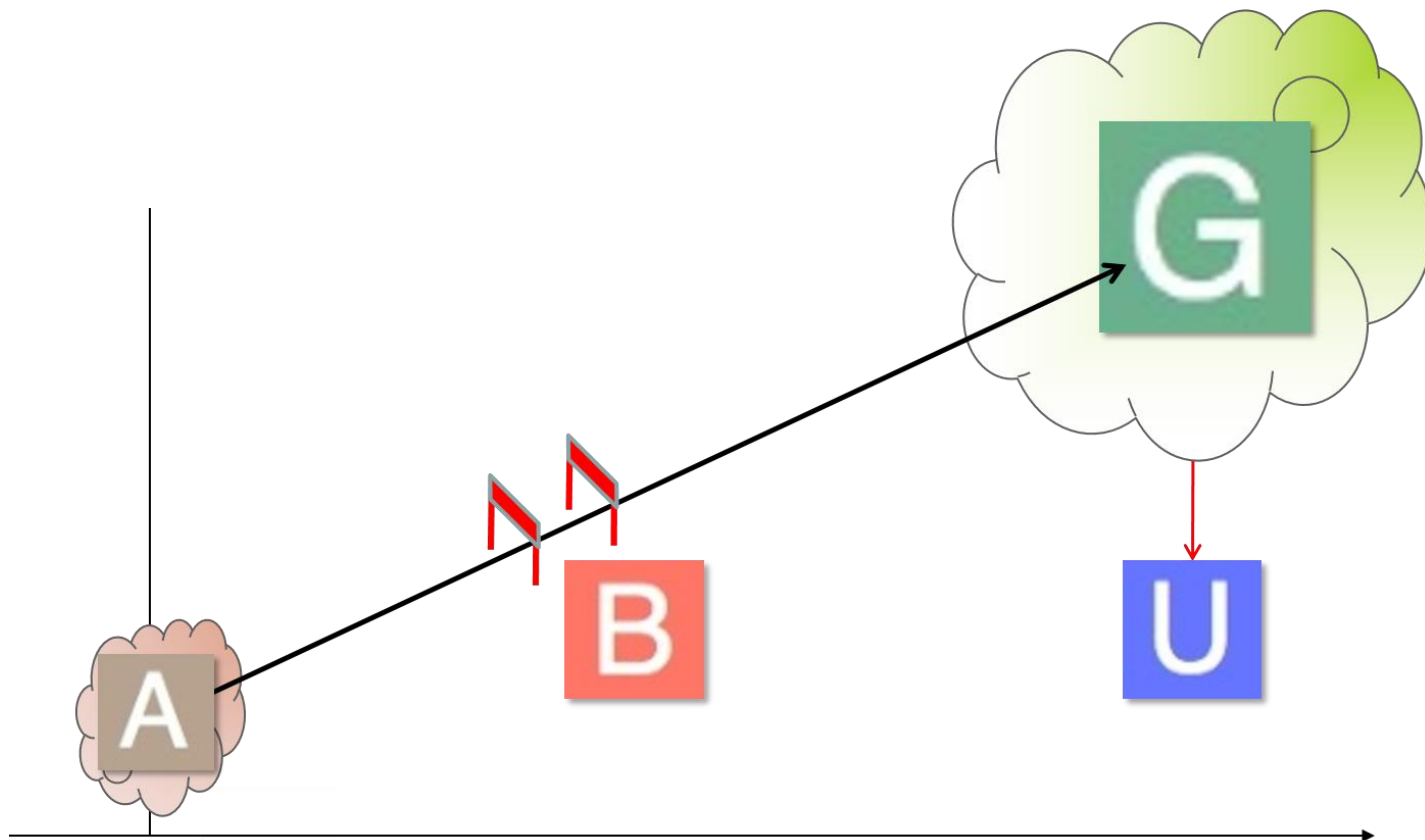
Two banks
Five months in



Two software
companies
First month



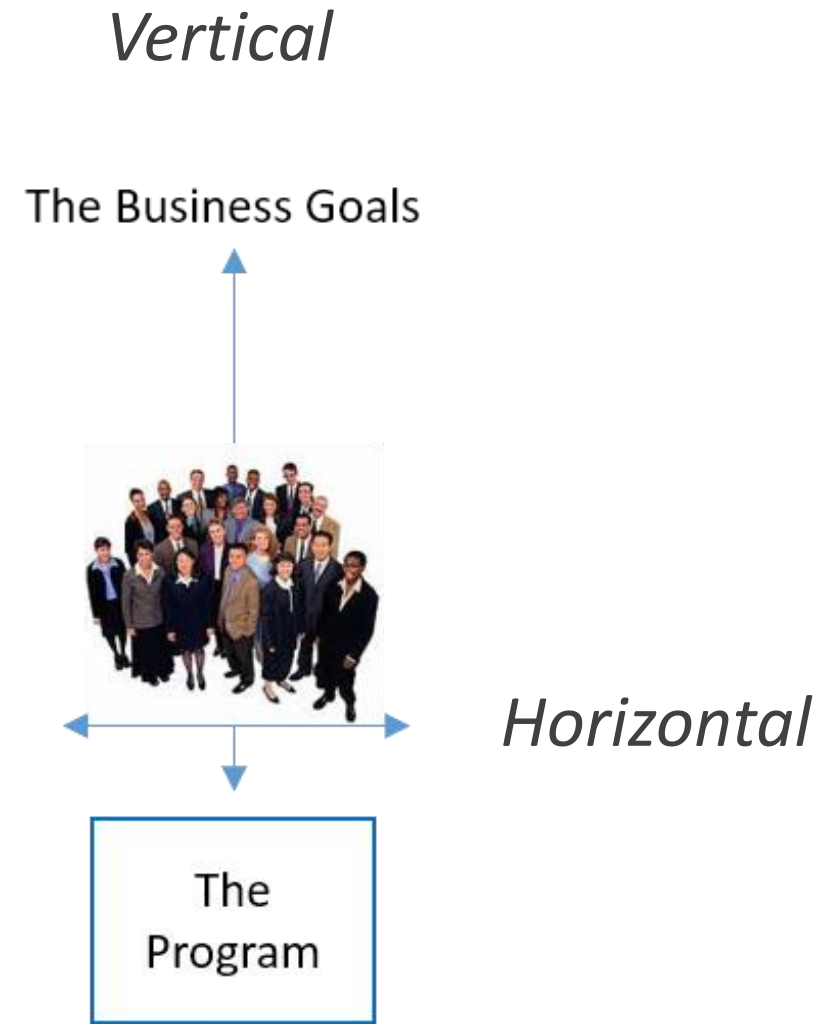
Two pharma
companies
9 months in

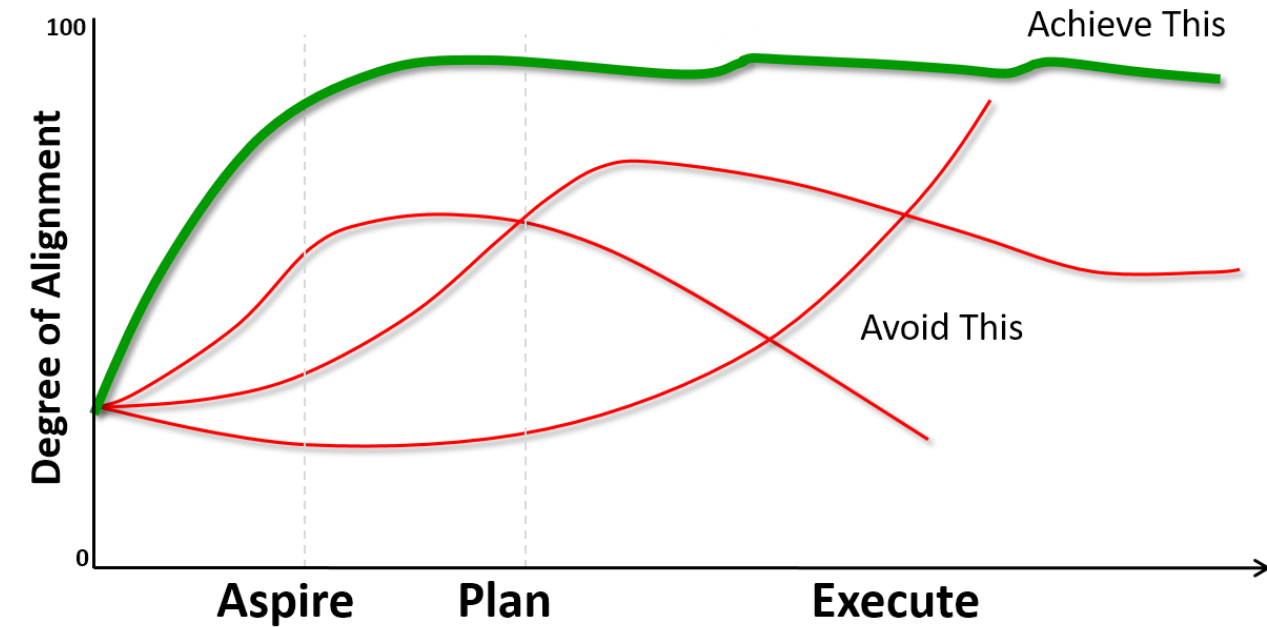




Leaders only have so much real power

Two categories of alignment





**Integration is not a point
in time, but a lifecycle
over time**

The Shift

Traditional	Advanced
Are we aligned?	How aligned are we?
Are we done?	Did we attain the outcomes?
Actions	Coordinated Action
Advocating	Asking for Barriers and Unintendeds
Us/You	We/Our

