TRANSFORMING ANXIETY INTO ACTIVE LEADERSHIP

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Moving Forward: Merger as a Growth Strategy

La Piana Consulting
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Growth can be incremental and organic or it can leap forward through merger.
While some are worried about the future, the bold will act boldly, seizing opportunity.
A merger can be that lever for growth and impact.
The Multiplier Effect

Merger can enhance capacity to achieve a common purpose.
Success Factors
Mission Focus
Flexibility in Pursuing Mission
Support from Board & Executive Leadership
Clarity Regarding Desired Outcomes
Positive Relations with Potential Partners
Cultural Alignment
Roadblocks
Autonomy Concerns
Lack of Trust
Self-interest
Organizational Culture
The Merger Process

- Assessment
- Resolution
- Negotiation
- Agreement
- Implementation
  - Legal Resolution
  - Integration
Self-Assessment and Partner Assessment

- Motivators
- Desired outcomes
- Critical issues
- Organizational “red flags”
- Financial assessment
The Adaptation Equation

Strategic Success = \( \left( \text{the RIGHT solution} \right) + \text{Good Execution} \)
La Piana’s 20-60-20 Rule

For any proposed change, and especially something as large as merger, your people may fall into three categories:

- **20%** are ready to go. *Finally!*
- **60%** are willing but unsure. *Is it safe?*
- **20%** are dug in and resistant. *No way!*

But management spends 80% of its energy on the resistant 20%
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