

A white target icon with three concentric circles and a central bullseye, with an arrow pointing towards the center. The target is superimposed on a hand pointing upwards, which is set against a dark background with colorful bokeh lights.

Integrating Company Values in a Post-Merger Environment

Thought Leadership

mq-learning.com

Aligning Core Values in Post-Merger Culture: Context



Values give meaning to our decisions and actions, both individually and collectively, as an organization. Company values serve as our *'North Star,'* guiding us when making critical life or organizational decisions.

Each company is built upon a unique set of values and ethos. Sometimes, these are clearly reflected in actions and decisions, while other times, they are more subtly felt. When two companies merge, the integration of these underlying values forms the foundation from which cultural, strategic, and operational synergies evolve.

As part of the post-merger integration, we propose focusing on "**Values Integration**", to ensure values-driven cultural alignment as the companies merge.

Why integrating Values in post-M&A is important? (1 / 2)

Delivering Intended Synergies

- By aligning leadership and operational values, companies are 50% more likely to meet (or exceed) synergy targets¹

Reducing Risks & Deviations

- Each company has its own risk and operational appetites. Values alignment is essential for open communication and fostering trust.

Increasing Employee Retention & Engagement

- Strong correlation between Values Alignment and Employee Engagement²
- Transparency and trust generated by shared values alignment reduce fear and anxiety

Shifting Focus towards Customers

- When the newly merged entity emphasizes (& communicates) shared values such as customer-centricity, it helps rebuild and maintain trust with customers

Shared Values to Deliver Results, Reduce Risks, and Foster Trust

1. McKinsey, February 2024; *The Importance of Cultural Integration in M&A: The Path to Success*

2. Deloitte, 2022; *M&A Employee Retention Survey*

3. PwC, April 2019; *CX in M&A: What consumers think when companies combine*

Why integrating Values in post-M&A is important? (2/2) – Risks & Mitigations

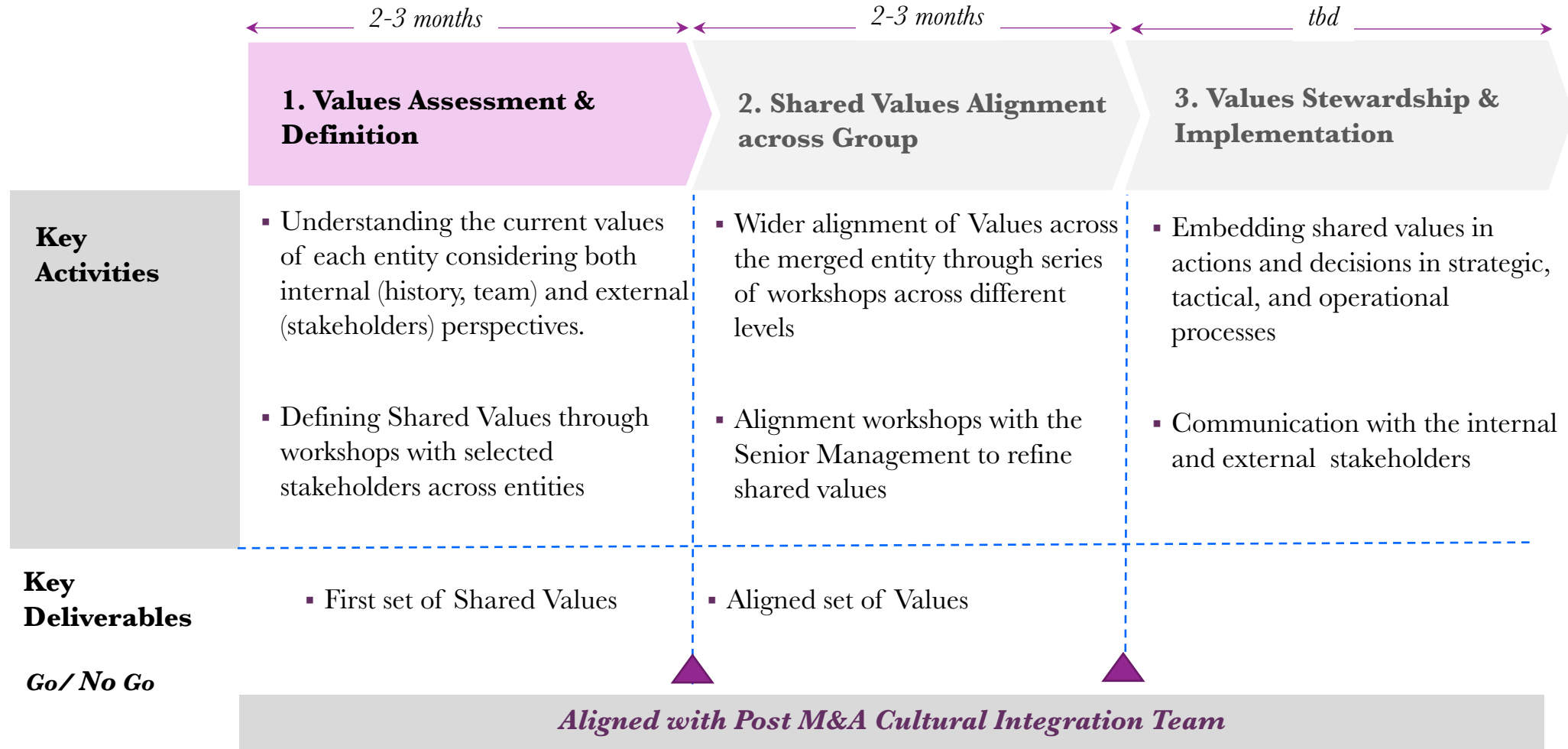


<i>Area</i>	Risks	Mitigations
Breaking Silos	<ul style="list-style-type: none"> • Silos within organizations can deepen during a merger if common values are lacking, heightening the risk of fragmentation. 	<ul style="list-style-type: none"> • Shared values-based integration provides a strong foundation for merging companies to break down silos and align on common values.
Aligning Expectations	<ul style="list-style-type: none"> • Previously established expectations are no longer applicable when companies merge, leading to misalignment & deviations. 	<ul style="list-style-type: none"> • Values alignment establishes clear expectations across companies, ensuring consistency within internal structures.
Promoting Collaboration	<ul style="list-style-type: none"> • A lack of open discussions and communication around guiding principles can create anxiety among employees, ultimately reducing collaboration. 	<ul style="list-style-type: none"> • Opportunities for discussion around shared values allow employees to communicate challenges and collaboratively establish new principles that work for everyone.



Focus Phase

Our 3-phase methodology for Values integration





MQ can start with supporting Phase 1 of “Values Assessment & Definition”

Tasks

Activities

Determining Scope

- Map the divisions, geographic areas, stakeholders, and key individuals involved in the process.
- Define the target documents and key deliverables for the final outputs.
- Ensure alignment and coordination with other post-M&A integration committees for a cohesive approach.

Understanding Current Values of Each Entity

- Research the values of each entity by reviewing historical documents and currently available resources.
- Conduct targeted interviews (internal and external) to gain insights into the values and cultures of each entity.

Defining Shared Values

- Schedule and lead 2-3 workshops with leadership team members from both entities.
- Draft the workshop results and refine them based on feedback received.

This phase helps clarify the current situation and provides the initial set of shared values for organizations to build upon.

What is Meaning Quotient – MQ Learning?

Who are We?

- **Swiss-based EduQua certified** academy focusing on cultivating humanistic skills in individuals & organizations
- We specialize in **Values based Leadership and Cultures**; bridging business research with human skills
- *Details: mq-learning.com*

Our (Selected) Team

Deepak Bansal:

Education: MBA (HSG), MA (Philosophy, USA), M.Tech (India)

Experience: 15+ years corporate with leadership position (COO, Director);
Founder - MQ Learning Academy

Dr. Stefan Bodenstab

Education: Ph.D. (Germany), MBA (RoBe), MNutr. (Spain)

Experience: 30+ years corporate with leadership position (VP, R&D);
Focus on Business Ethics and Values

Dr. Sarita Sehgal

Education: Ph.D. (South Africa), MBA (INSEAD), MA (Geneva)

Experience: 15+ years in international partnerships & planning (UNAIDS);
Focus on Collaboration & Partnerships

Our clients include:



SWISS 
DIGITAL
INITIATIVE ...

Case Study: Values Driven Integration Major Insurance Company



Situation

- A leading insurance company is **undergoing a merger** of its two divisions – General Insurance and Life.
- Both divisions have **distinct values, cultures, & competitive spirit.**
- The challenge is to **unify them under one company with aligned values & cohesive culture.**

Our Work

We collaborated with the Global COO and leadership team to:

- **Understand the values** of each division.
- **Clarify the purpose and direction** of the merged entity.
- Conduct a series of workshops with senior leaders to:
 - **Reflect on individual values** within the new leadership team.
 - **Establish shared values** for the merged organization moving forward.
- Develop a **communication & implementation strategy**

Benefits

- The merged team embraced the new values with enthusiasm & energy, **becoming stewards** for the broader organization.
- These values were **integrated into the internal structures and decision-making processes** of the merged entity
- Overall **employee engagement increased by around 40%**, reflecting a stronger connection to the company's shared vision.

What do our Clients Say?



“The way MQ Learning designs and facilitates their workshops is shaped by the creativity that was deeply rooted in rich and versatile life experience. The depth of conversations is truly what we need in the business world.”

Chunfeng D., Leadership Learning Digital, ABB



“The program helped me to self-reflect on my current situation and supported me to consciously set direction forward. Interesting anecdotes, personal experiences, and frameworks to uncover my inner values helped me set meaningful action commitments to achieve my goals and make the best of my future.”

- Marcus K., Business Director, UBS



"Credit to MQ Learning for so effortlessly creating an environment where we all felt comfortable to put work, organization, and status to one side and share our humanity with each other. I left the workshop feeling energized and inspired. Highly Recommended!"

- Steven S., Portfolio Manager, Zurich Insurance



“We are in the middle of a major transformation. It will have major impact on hundreds of employees. MQ Learning was able to embed the seed of “meaning” and triggered a strong ownership for the change in the entire team. I am super grateful for the support and can highly recommend them to make your team even stronger.”

- Christof T., Transformation Director, Generali



"Truly enjoyed the strategic project-management workshop with MQ Learning: It helped me to become more efficient in my everyday life and shed light on some of my blind spots. It was a pleasure and a privilege.”

- Niniane P., Managing Director SDI



“The training was pragmatic and engaging - a good mix of theory, examples, and practice. The team could get concrete tips that they immediately start applying in their day-to-day work. MQ Learning's greatest asset was the experience that they brought in the training, from the doer of storyboards and be the recipient of storyboards (as an executive).”

- Laetitia J., Senior Director, Adidas



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THANKS & LETS CONNECT!



DEEPAK BANSAL

DEEPAK@MQ-LEARNING.COM

LINKEDIN: @DEEPAK-MQ

LINKEDIN QR



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