



CLIENT SCENARIO

Three separate NHS trusts were being consolidated into one overall structure to provide consistency of service delivery and efficiencies of scale.

The client sponsor requested a means of evaluating cultural and operating differences across the three trusts, with recommendations for how to transform delivery and support the effectiveness of the merger.

CONTACT

PHONE:
Office: 0115 671 7231
Direct: 07811 404713

WEBSITE:
www.valuentis.com
www.valbs.com

EMAIL:
info@valuentis.com

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FACILITATING A TRI-BUSINESS MERGER

Sector: Healthcare
Type: Consulting

OUR APPROACH:

The Management Pathfinder™ evolved from a proprietary model developed by VaLUENTiS in 2005 and has subsequently been applied in hundreds of project assignments.

This sophisticated model aggregates stakeholder perspectives across key cultural attributes, including people management outcomes and related processes. It relies on a blended approach towards data-gathering from multiple client stakeholders, with data synthesised across key, defined drivers.

With online quantitative data collation, the methodology was ideal as a means of creating a shared language about cultural attributes; quantifying differences and identifying specific areas of divergence and overlap across the three merging organisations as an input to integration.

VALUE OF PROJECT:

Each individual client director had an articulation of their legacy culture and, more importantly, a shared view of what elements to retain and enhance under the shared organisation. This was of great value in aligning cultures in the subsequent integration, and the repeat of the exercise evaluated how far the respective organisations had moved down the integration journey.

PROJECT PLAYBOOK COMPONENTS:

- MANAGEMENT PATHFINDER
- STRUCTURED INTERVIEWING
- DATA VISUALISATION
- ONLINE DIAGNOSTICS
- LEARNING WORKSHOPS
- CHANGE MANAGEMENT

SIMILAR PROJECTS DELIVERED IN:

- Business services
- Extraction industries
- Retail