



Mergers and acquisitions are increasingly becoming common in today's corporations. Deals in the U.S. are estimated to exceed \$1.3 trillion. Unfortunately, many of these integrations fail to meet expectations.

During a merger or acquisition, the organization is in chaos. Roles and jobs are changed or outright eliminated. New supervisors take over, sometimes from the merging corporation. During this time, it is important to provide support to employees. It is especially important to attempt to retain high potentials and keep everyone performing at a high level – a tall order considering an enormous amount of emotional energy is being spent on “trying to figure out who is doing what now.”

Some issues faced during a merger or acquisition are:

- ◆ How can we retain key employees?
- ◆ How can we minimize disruptions?
- ◆ How can we meet merger objectives?
- ◆ How can we keep our team enthused about the upcoming integration?

A mentor can help. Expressing one's frustrations to an anonymous, objective third-party can ease stress and help keep things in perspective. A mentor can help the manager find his place in the new organization. Management can be matched to a seasoned executive who has been through several mergers and acquisitions and is able to offer priceless advice. Not surprisingly, this is also a prime time for burnout. Connecting with a mentor can help sort out exactly what tasks need to be completed right away, what can be delegated, and some that can be reassigned.

Most importantly, a mentor can facilitate the development of emotional intelligence skills that are sure to be helpful with adapting, dealing with change, and getting acclimated to a new set of co-workers.

Unsuccessful M&A

- 61% fail to earn back equity capital invested within 3 years (McKinsey)
- 50% mergers erode shareholder value; 33% produce marginal returns (Mercer/Business Week)
- 66% are financially unsuccessful (Coopers & Lybrand)
- More than nine out of ten mergers fail to achieve their objectives (Hay)
- Fewer than 50% of mergers and acquisitions achieved their hoped-for cost savings and barely half deliver their expected revenue (Accenture)

"By some estimates, 85 percent of failed acquisitions are attributable to mismanagement of cultural issues."

~Industrial Management

"I was assigned my mentor during a period of tremendous professional uncertainty. My division had come under new leadership, which altered the immediate trajectory of my career. My mentor was not only instrumental in guiding me through a trying time, but EQmentor's other resources provided invaluable tips that I used to ease the pressure my own staff was feeling."

-EQmentor Mentee

Difficulties in Merger Integration

- ◆ "Cultural integration is ignored in the majority of business combinations. This is a major reason why 60 percent to 80 percent of all business combinations undergo a slow, painful demise." ~Journal of Property Management
- ◆ "The expected can be discounted, as they say in the commercial markets. Against the unexpected, there is confusion, denial, turmoil... the sense of being thrown. It is the slow translation of the unexpected into the expected that constitutes much of wisdom." ~ Leston Havens, Harvard University Medical School

Mission: to create the perfect learning experience!

EACH SUBSCRIPTION INCLUDES:	ALL MENTEES HAVE ACCESS TO:
<ul style="list-style-type: none"> ◆ Full up-front EQ and Personality Assessment ◆ Certified, custom-matched mentor with a proven track record ◆ Own private & confidential learning room with a mentor ◆ Average of two communications per week with a mentor ◆ Generation of 3-5 action items addressing a Company Challenge ◆ Post Emotional Intelligence Assessment and Growth Report ◆ Full unlimited access for 12 months 	<ul style="list-style-type: none"> ◆ EQ Room – Private and confidential portal for interacting with mentor. ◆ EQ Wisdom – User-generated content such as stories, quotes, presentations, and reviews. ◆ EQ Experience – Collaborate with a global community of peers and mentors across vocations and industries. ◆ EQ Knowledge – Access company profiles, industry trends, articles, or peer-reviewed publications. ◆ EQtoolkit – Over 300 learning and development exercises to supplement learning. ◆ EQideagora – Post an idea or problem and seek to build solutions through collective community feedback. <p style="text-align: right;">...AND MUCH MORE</p>



Extended Learning Model

- Evaluate experiences at the point-of-need
- Learning is relevant
- Self-awareness of patterns

“Better than my MBA!”

“The relationship with my mentor was extraordinary!”

“One of the best resources offered by my institution.”

“I am grateful for this experience.”



Emotional Safety

- Confidential interactions
- Able to disclose information freely



Outcome-Based Learning

- Experience-based learning
- Impact to business
- Immediate application



Mentoring

- Learn from someone who has walked your path
- Knowledge and wisdom

“Made me a much better leader.”

“The anonymity really fosters a genuine interaction.”

“Single-handedly the best development option I’ve ever participated in.”

“Exceeds every expectation I had.”



Multi-Mode Learning

- Active, self-directed learning
- Self, peers, knowledge sources, and mentor



Company Challenge – Impact to Business

In addition to personal and professional growth, the mentees at EQmentor also directly impact business by working on a Company Challenge. Mentees select a **M&A-specific business issue facing their department or company**, research and discuss it with their mentor, and bring back 3-5 action items to positively address the issue – all implementable within 6 months.