

Vision Search following Corporate Acquisition in Health Care Sector



A US Health Care Corporation had acquired the Vienna-based European operations of a stagnating competitor. The business culture of the two organisations was worlds apart. Employees were highly qualified and highly skilled. While the US-American CEO was keen to develop a common vision which would drive the new organisation, suspicions and uncertainty were prevalent among many members of the new management team.

The task: Create an engaging vision (not simply a vision statement) aligned with the organisational goals, employee and customer needs.

People: US corporate headquarters, US-American new CEO, heads of all European divisions: in total approximately 25 people. Culturally mixed group of managers from countries including USA, Austria, Germany, France, UK, Ireland.

How we succeeded

1. Co-facilitation with an internal internationally experienced OD Consultant.
2. A genuine invitation to engage from the CEO.
3. Open adaptable agenda with clear focus.
4. Business and personal related trust development based on extensive focused personal contact, open communication, informality, co-creating an integrated new organisation.
5. Respect for history. We integrated and honoured the organisation's past as a foundation for developing the future.
6. Space: No limits were placed on management team members inputs or activities.
7. Individual and Group Values, were at the core of the work.
8. Designing a process for cascading the ideas through the rest of the organisation, in which inputs from all were invited and integrated.

Result

The stagnating European business units gained new impetus and regained their reputation for scientific innovation.