

**FOR IMMEDIATE RELEASE**

## **HOW NOT TO FAIL: EQUIPPING MANAGERS TO CONSOLIDATE SUCCESSFULLY**

**New York, NY** (December 1, 2009) – Statistics show that 75 percent of consolidations and mergers fail. Why? It often comes down to a conflict of corporate cultures -- these are situations for which most managers are unprepared. As more organizations are looking toward consolidation and streamlining as an effective solution to current economic stressors, it is becoming increasingly important to address these issues with proactive management training.

“These failures can most likely be attributed to the fact that employees and cultures are not effectively managed through these transitions,” said Lori Dernavich, a business advisor who provides C-level executives, HR directors and boards with essential workplace performance solutions. “Managers need to be taught the necessary skills to effectively guide their employees through a tumultuous time.”

For most companies, according to Dernavich, the natural route to a managerial position is via promotion. While promoting from within an organization is laudable, these newly created managers rarely receive management training. Instead, they are left to figure things out on their own. Companies, employees, and the bottom line would all benefit if managers were given the opportunity to learn the skills that will make them effective in their jobs.

Dernavich offers these **recommendations for companies that want to provide their managers with the skills that will ensure success, especially during a consolidation:**

1. **Make effective use of management training programs.** Expensive business school management programs can be helpful, but companies will lose most of their investment unless they determine how managers will implement what they have learned. Companies should organize workshops in which managers and employees from across the organization can share, discuss, and implement what was learned.
2. **Encourage constructive feedback to employees on an ongoing basis.** Managers should not wait for the annual performance review to provide feedback. Specific examples of what employees have done and in what areas they need to improve need to be discussed on a regular basis. Managers should then work with employees on developing specific action plans for improvement. Put all employees through a training on how to give constructive feedback and have difficult conversations.
3. **Encourage managers to find a mentor.** Internal mentors can act as conduits for the transfer of company values, ethics, knowledge, vision, and more. Having an internal mentoring program is best, but encourage managers to find external mentors as well.
4. **Remind managers to manage others the way they would like to be managed.** Some managers can get caught up in their status and forget what it was like to work closer to

the front lines. Because this attitude can breed resentment, managers should be reminded regularly to look at their management style from a different perspective.

5. **Teach managers to delegate effectively.** Micromanaging is a morale killer. Employees are most engaged when they feel that their work matters to the organization and that they are respected. Let them take ownership of their projects.
  
6. **Require familiarity with every job in the organization.** Have employees from different departments present at team meetings to explain their roles. Require managers to attend sales calls with salespeople and relieve the company receptionist during a specified time slot; even let them sit in on an executive team meeting to see what goes on at higher levels of the organization. It is important that managers understand every aspect of the company.
  
7. **Create manager roundtables.** It is vital to provide a place where managers can speak openly about problems and learn from one another, as well as admit mistakes without damaging their reputation.

#### **About Lori Dernavich, LLC**

A highly sought after and trusted business advisor, Lori Dernavich helps businesses and their employees become more successful by equipping them with the skills needed to improve communication and accountability. Her unique expertise and objective voice make companies more profitable by delivering customized solutions and the tools to implement strategies for ongoing employee performance success. Lori Dernavich, LLC was founded in 2002.

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