



Your Key to Successful HEALTHCARE MERGERS & ACQUISITIONS

ADKAR Applies Before, During, and After Change



Built on practical research conducted in more than **900 organizations**, ADKAR® is an industry-accepted, proven model used to help in changing stakeholder beliefs and behaviors.

In any change endeavor, there will be resisters—stakeholders who do not want to change. Using ADKAR®, consultants can ensure that resistance is mitigated so that the change can be implemented successfully.

In Healthcare

Companies want to grow shareholder value, so large-scale merger and acquisition (M&A) activity is a common occurrence. If the M&A is a success, two businesses join forces to increase market share and revenue, also reducing expenses by eliminating duplication and redundancy. Often, however, during the process of reconciling processes and staff across both companies, some employees become protective of their turf and begin resisting change. Fears include: loss of control, changing roles, or losing employment altogether.



The ADKAR® model consists of five sequential steps or actions that can be followed to significantly reduce employee resistance to M&A activity:

Awareness *(of the need for change)*

1 Helping employees become aware of the need for change should be done early and often so that the business decision behind the merger or acquisition is understood. C-level communications are critical, and all senior leaders, managers, and supervisors should talk to their staff to answer questions and help explain what is taking place and why.

2 Employees need to desire or want to participate in the change event. This can be a tough decision. Some employees will refuse and become "blockers," and some will even leave the organization. Often, incentives for participating and helping drive change can win blockers over.

Desire *(to participate in and support the change)*

Knowledge *(of how to change)*

3 Employees need the knowledge about how to change and how to perform their jobs once the change is accomplished. In healthcare, training or re-training of staff may be required for revised or completely different roles within the new, combined organization.

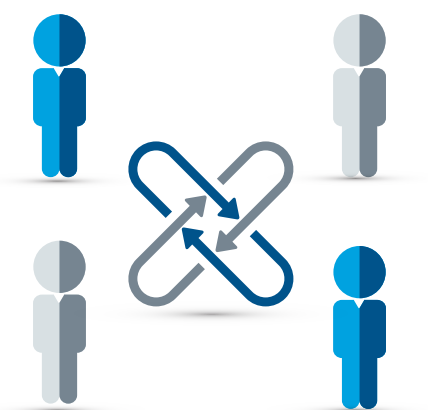
4 An employee needs to feel confident in his or her ability to do a good job. This requires communicating, mentoring, and coaching, and possibly even more training. Staff from each organization will also need to be willing to adapt culturally as a result of the change event.

Ability *(to change, and implement required skills and behaviors)*

Reinforcement *(to sustain the change)*

5 Change doesn't begin and end on Day 1. All of the work from the previous steps needs to be reinforced. Employees should feel that they're heard, engaged, asked to be part of the change, and given the knowledge and tools required to perform their jobs in the newly combined entity. Change must be reinforced until both companies truly work as one.

When the ADKAR® model is followed, employees are given the resources they need so that change can be successfully achieved.



For more information:
healthcareconsulting@icf.com +1.703.934.3603

icf.com

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