



endava

CASE STUDY

OVERVIEW

Endava is a successful and rapidly growing IT company with a very intentional growth strategy including acquisitions. They identified that cultural integration of acquired businesses been slower and more costly in terms of time, money, and turnover than they had expected.

They were looking for ways to grow their efficiency in the process of integrating acquisitions - in both the operational aspects and critically within people and culture.

PROBLEM

The key issues were:

- Significant people tensions – frustration, disenfranchised people, confusion, protecting turf.
- High turnover of key staff in the integration (in a highly competitive IT Labor market).
- Adapting to the Endava leadership culture and internal systems

SOLUTION

A team of GiANTs worked for 6 months, with the local leadership team to accelerate the successful integration.

Some of the key interventions GiANT facilitated included:

- Two 2-day offsite designed to draw out & address any preexisting tensions within the acquired leadership team.
- 4 hour leader intensives with all key stakeholders.
- Focused 1-to-1 support of key Endava integration manager.
- Ongoing 1-to-1 support with newly integrated team.
- CORE group support to troubleshoot learning opportunities.
- Work with the new team to create a collaborative team-led culture with each person taking a lead in different areas of team growth and development.

RESULT

This integration as deemed a success. Previous acquisitions are still causing business problems.

- No leaders left during the 6 months when GiANT worked with the team
- Each member of the leadership team is now functioning successfully within the business.
- Under 1% staff turnover in the acquired company in the first 12-month period.