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I recently sat down with Daniel Speckhard, Chief Executive Officer of the prestigious Lutheran World Relief (LWR). Earlier this year he led the merger between LWR and IMA World Health to create a combined organization of 550 dedicated staff, working in 21 countries to break the cycle of poverty and promote healthier families and communities.

There are several reasons for organizations within the civic sector to merge. We identify these reasons, ranging from improving efficiency to catalyzing a greater impact, in our research paper, [Cultural Implications of INGO Mergers and Acquisitions](#). We also explore the impact of combining two cultures on the success of mergers in civil society sectors and how leaders can influence a potentially new culture in all stages of consolidation.

Ed and I have partnered with many organizations in the civil sector as they examine the benefits and downfalls of mergers. Over and over we see that culture is the key to transformative success.

It's why I wanted to [share this candid conversation](#) I had with Daniel. During our exchange, he shared insights about what has gone well and what hasn't as he and his colleagues seek to transform two cultures into one highly effective team. Among several bits of wisdom he passed on, he reminded me that "this stuff is hard."



Thank you Daniel,



Daryl Conner
Chairman, Conner Advisory

Cultural Implications of INGO Mergers and Acquisitions

If your organization is considering merging with another INGO, this original research should be the top of your reading list. Packed with real-world examples, it lays out the strategic importance of culture in each stage of a merger. [Find it here.](#)



30 minutes with LWR's Daniel Speckhard

Daniel spent 30 minutes with Daryl for a candid conversation about the challenges his team faced when merging LWR and IMA World Health. Listen to the recording to hear what surprised him, the biggest challenges they faced and tips for organizations considering it. [Listen here.](#)





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