

Telecia Stanton

LEAD 802 Week 2 Case Study

P&G's Latin American Merger with Gillette: Driving Strategy through Structure and Process

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Abstract

Jose Ignacio Sordo was task to lead and merge P&G and Gillette. He was responsible for organizing meetings, coordinating, and executing. The leadership wanted a cultural experience similar to the Latin America in hopes of building a more reliable market and profiting billions over three years. Each organization was in agreement to merge and realize there could be some challenges if they do not communicate effectively with Jose and its employees. Jose was very informative during the whole process and did not fail when the employees appeared resistant during the transition phase. He had a contingency plan the entire time which help succession of the merge.

Jose Ignacio Sordo, a Latin American CIO for P&G, was selected to lead an IT organization composed of 2,200 employees. His employees provided IT services across various provinces. Jose was asked to lead the P&G and Gillette integration, coordination, and execute the new organization's business competencies. P&G's leadership desired the Latin American culture by integrating more into the markets with the help of Jose within two years of the acquisition, Proctor & Gamble (P&G) agreed to join Gillette in attempt to combine some of the world's top brands and expand, P&G's portfolio of consumer products. P&G's desired goals of producing over billion annually in combined revenue savings within three years of merging whole with Gillette. As a result, with the help of Strategic Thinking, P&G realized that integration and transforming IT will be a critical attribute to their success. (Olson & Simerson, 2015). A good idea for them was that Jose geographically was responsible for the Andean Cluster, and the South Cone, Latin American North, Puerto Rico, and the Dominican Republic. Jose was held accountable for shipping & receiving, accounts payable, P&G's physical distribution networks, manufacturing control systems, P&G's physical distribution, network, manufacturing control systems, integrated trade terms and agreements, accounting and financial reporting systems, P&G's Human Resource benefit and HR system, infrastructure standardization, facilities consolidation, and plan system optimization (Olson & Simerson, 2015). Jose regularly evaluated the progress and realized if any incidents occurred during this integration of these large companies, it could threaten the merger.

From Jose's assessment, the three factors would contribute to the assimilation of P&G and Gillette. The new P&G ensured progression by steps not to lose sight of the goals of core values and primary mission and vision. The second factor unified P&G and Gillette by adding additional value to stakeholders and customers while the remaining number by leveraging existing structures, systems, and processes. The third factor is P&G identified and addressed potential obstacles to successfully take steps to reduce, mitigate, or avoid the threats and monitor progress.

Employees should always feel respected and appreciated and should be allowed to be a part of the decision-making process. Offering conflict training help the organization acknowledges and tackling

the issues to find out the root of the problem. Leaders encourage followers to build trust by making openings to express trustworthiness and by rewarding such behaviors with their attention and their confidence. According to Rosenbach, Taylor, & Youndt (2012) notes that mutual trust is the glue that holds the relationships between leaders and followers together. As a good leader, they will try to make their views, objectives, and doubts understood by their followers make it easier for their followers to adopt and identify with their perspectives. Throughout my career, I learned to listen and hear more while individuals are speaking about their concerns or ideas. I learned to pay attention to dialogue and ponder after I learned something new.

The most important characteristics of a leader are leading with integrity, courage, and patience and be able to forgive others. As a leader, I enjoy serving patients, being a servant leader, and families. Developing a healthy learning climate depends on the attitudes and values about development. Managers and leaders can develop coaching and mentoring sessions that were rewarding and encouraging. As a leader, you must be prepared to meet future challenges. There is no leader without one follower! Leaders make good leaders by motivating each person to do what they asked, good leaders, lead followers by building or establishing a culture of leadership throughout the organization, and creating an organization is so essential to an organization.

Organizational development interventions help to focus on individuals, teams, groups, or an organization as a whole. Sometimes redesigning the structure of team-building includes mentoring and coaching. The system process will be ongoing, and intervention will continuously affect the organization, which influences all complexities inherent in organizations, goals, and politics. The intervention comes between or interrupts exist process thinking people and relationships change is always uncomfortable. Interventions help improve or change the effectiveness of organizations, groups, and teams that could be affected if the change if not appropriately implemented. While creating this merger, Jose focused on ensuring the merger increase profit but wanted to ensure that he stresses how outstanding a strong leadership was for this to be successful. A leader is someone willing to make a decision and willing to do

the right thing for the right reasons. Jose felt it was essential to provide policies and procedures. Leaders can implement ideas and be open-minded to receiving the ideas from others, and create an environment individuals are comfortable. When combining companies, it was essential for them not to feel excluded. Jose connected the two company networks by enabling email and other productivity systems within a P&G firewall. Jose was focus on making this transition as easy as possible. Helping employees from companies adapt to change is not easy. They implanted an email to explain how change can be difficult, which demonstrates empathy.

As incentives to ease change, P&G provided P&G legacy employees, grant opportunities for Gillette legacy employees, and stock option opportunities for business leaders. The incentives were tied to leaders not recommending substantial changes to corporate, systems, or processes during the first year. Everyone is expected to three clear goals to help make the P&G and Gillette integration happen, do not roadblock during the first year, and assist with or contribute to the P&G and Gillette integration. Jose team held a meeting that allow P&G leadership team to make decisions on what they want to begin doing or stop doing differently, identify obstacles, identify step to reduce, avoid any potential threats, establish a process and timeline for monitoring progress unexpected challenges and how they could be resolved.

The point of the meeting was to reinforce its vision and mission, ensuring P&G will succeed under new leadership by acting and thinking following the policies and providing everyone to work together as ta team and address any issues or concerns with stakeholders or suppliers. During this meeting, everyone's opinions mattered, and he acknowledged recommendations and planned on follow-up with them. Jose established an integrated control center that leadership team focus on essential priorities, monitor progress, and identify and address unexpected and unanticipated obstacles.. Jose designated one person to serve a P&G official voice to disseminate communication to employees in hopes of representing the leadership. Jose dealt with issues, challenges, and proposed a contingency plan that identified processes and culture concerns. He expresses that communication was the key to success.. He explains that feedback was crucial to make adjustments. Incorporating Gillette's best practices and P&G's best

practices, but it required some disciplines from both companies. The control center will show strategic goals, metrics, timelines to build trust between the IT and business sectors. Everyone was held accountable for retaining and results of the merge successful.

References:

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