



# The Ambit Group Leverages Culture-as-a-Service for M&A Integration Success

Since 2004, The Ambit Group has provided program management, business operations optimization, auditing, asset & spend management, IT modernization, and communications services to the Federal Government.

The Ambit Group leverages technology to streamline the government's delivery of essential services and provides actionable information to government leaders in order to better align everyone's efforts to their agency's mission. Efficiency, productivity, and team collaboration are paramount to achieving the goals of The Ambit Group's federal clients.

## Acquisition Activity Spurs Better Team Effectiveness

### KEY CHALLENGES:

*Building High-Performing Teams during Business Transformation*

In early 2021, The Ambit Group expanded its team by acquiring GreenZone Solutions ("GreenZone"), a leading data management and analytics, cybersecurity, and agile software development provider to the Federal Government. While the combination of Ambit and GreenZone created a highly responsive, agile partner – enabling government agencies to accelerate their digital transformation goals and more efficiently deliver mission programs – the merging of companies required team restructuring if they were going to deliver high-quality specialized services across clients.

Further, The Ambit Group expanded its leadership team as part of the acquisition, welcoming Greenzone's Chief Innovation Officer, Chief Information Officer, Chief Growth Officer, and Senior Vice President of Delivery Operations to the executive team. With the addition of highly visible roles critical for the strategic growth and development of the combined organization, it was imperative that the newly blended team collaborate effectively.

## The Impact: Building High-Performing Teams at The Ambit Group

### KEY TECHNOLOGY:

*Team Culture Analytics*

Research shows that the failure rate for mergers & acquisitions sits between 70-90% with post-merger integration issues often cited by leaders as a critical challenge.

Prior to The Ambit Group's M&A activity, leadership took a careful company culture appraisal to identify potential employee relation issues, crucial projects and products, sensitive processes and matters, and impactful bottlenecks — the sum of which accounts for culture — as teams merged. Throughout that work, Ambit focused on the following actions:

- Clearly defining the purpose of the acquisition — keeping the ability to blend cultures top of mind
- Building relationships with middle management and people managers across each organization

- Getting granular on things like performance management systems, KPIs and how employees will be measured, timelines for changes in basic components like benefits or compensation structures — identifying and communicating these early — and setting the standards of what success looks like both behaviorally and financially
- Determining if a culture reset made the most sense, which means arming Human Capital Management with the tools needed to develop the new collective culture to which the organization will strive
- Leveraging technology to measure and compare the organizational cultures and corresponding functional areas of acquirer and acquiree in order to build the best performing teams

With Humantelligence, The Ambit Group was able to take stock of its many onsite micro or team cultures in order to compare its own teams, uncovering both strengths and current gaps. The Group then applied the same assessment to its recently added GreenZone team members, which allowed the company to see where new team members fit best and showed the highest likelihood of success and driving results for the team.

The company then created cohorts of team members that allowed people to both connect and ramp up more quickly. As a result of building teams this way, The Ambit Group is able to rotate its nearly 200 full-time specialists across projects and clients rather than rely on third-party contractors to perform their work.

In addition to building high-performing teams through an acquisition, Ambit used Humantelligence to provide its newly formed executive team with a better understanding of how each member operates and communicates – which allowed the team to blend more smoothly.

*“In using Humantelligence to better understand how oneself and others work during this business transformation, The Ambit Group and Greenzone teams were able to unite under a common language of how to work more effectively with each other. The leadership team was able to understand how and why certain goals couldn't be met. Without the common language of Humantelligence among this newly formed team, it would have been difficult to know which lever to pull to empower team members and hold them accountable”*

– Ben Madden, Vice President of Human Resources at The Ambit Group

Now more than ever, as organizational cultures evolve and businesses continue to transform, Culture-as-a-Service is viewed as a driver for value — measuring culture in order to be able to manage it, assess potential areas of cultural friction, and then ultimately optimize it. For The Ambit Group, the importance of operationalizing culture prior to and throughout its M&A integration activity meant the difference between a successful blending of teams or the undue stress caused by making it an afterthought.

\*Source: Case contains references and descriptions shared in HR Tech Connect Summit's end-user panel session. To view the full session, [click here](#).

## Culture Comparison

Work Motivators

Work Behaviors

Ideal Work

Life Priorities

### Actual Culture

12 Members



### Assumed Culture

12 Members



*Current Team behaviors & motivators mapped to assumed team makeup.*

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THE CULTURE SOFTWARE

## ABOUT HUMANTELLIGENCE

Humantelligence measures team and company culture, so you have the culture and talent intelligence needed to measure, manage, and hire for culture, optimize collaboration, and build engaged high-performing teams across the organization. To learn more, visit [www.humantelligence.com](http://www.humantelligence.com).