You’ve Been Acquired.
Resistance is Futile
Who is Rock?

• NOT THIS GUY!

• 20 years in IT and CyberSecurity

• Current: Information Security Manager at MarkWest Energy Partners/MPLX

• Previous: eBay, Honeywell, Wells Fargo, Department of Homeland Security, Agilent Technologies
Key Challenges

• Uncertainty or anxiety about the future may lead to a significant drop in motivation

• Your influence may vary – depends on how “on-board” you decide to be

• Opportunities exist, but you must be able to embrace change and quickly adapt to the new environment
Change Leadership

Change Leadership = Enabling + Activating People for Change

“Enabling change can significantly impact an organization’s preparedness for new Things... I’ve found three particular conditions have more influence on success than any other: **Alignment, Design and Capacity**... I can summarize these three conditions in one sentence: People need to know why a change is coming and why it is needed (alignment), the change needs to be intuitive and easy to understand (design), and the decks need to be cleared so people can focus on the change (capacity).”

-Chris Laping, People Before Things, 2016
Supporting the Integration – The WHAT

• Agree on roles, responsibilities and decision rights
• Look out for opportunities for your employees
• Be an asset. Offer up knowledge. You know your business better than the acquiring company!
• ITSM – Speed of Delivery. Prep your stakeholders!
• IT Governance
Supporting the Integration - The HOW

- Make a commitment to show openly strong cooperation w/ the acquiring executive team
- Be 100% available to your staff
- Become a change champion
- Support difficult decisions
- Resource pool/facilitate collaboration
Example #1 – “The Great SIEM Debate”

• New SIEM evaluation (Pre-Acquisition)
• Original strategy was “best tool for the organization”
• Spent a lot of time and effort justifying our selection
• Strategy shifted to “Enterprise Standardization”
Example #2 – “Hub and Spoke”

• Evaluating various network segmentation strategies (Pre-Acquisition)

• Very similar path of Example #1

• Got all architects and engineers in Denver for a week

• Hashed out a design, that neither company had implemented before, but is robust, scalable and cost-effective
Conclusions

• Put people first!
• Accept that your roles and responsibilities will change
• Make a decision early
• Collaborate, collaborate, collaborate!
Continue the Conversation?

• I AM this guy!

• Twitter: @rocklambros

• LinkedIn: linkedin.com/in/rocklambros