LECMA: A Multilevel Leadership Model for Change Management in Technology Company Acquisitions

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Abstract:

This study proposes a model of best leadership practices for change management during technology company acquisitions, aiming to support leaders in facing organizational and human challenges in such contexts. The model was constructed through a rigorous three-phase process: first, a systematic literature review identified foundational practices from ten key academic studies; second, in-depth interviews with six leaders and employees from acquired technology companies allowed for the refinement and contextual alignment of the model; and third, the final version was validated by three human resources specialists through content analysis techniques. The research, qualitative and exploratory in nature, identified 44 practices grouped into six dimensions: diagnosis, planning, communication, trust, training, and performance, at both organizational and individual levels. Named LECMA, the model offers practical guidelines for leaders to act effectively during post-acquisition integration, contributing to reduced resistance, cultural alignment, and performance preservation. Theoretical contributions include an original framework that bridges academic and market-based approaches. From a social perspective, the proposal aligns with the United Nations' Sustainable Development Goal 8 by promoting employee well-being in times of organizational change.

Keywords:

Leadership, Change management, Acquisition, Organizational integration, LECMA model.