



2025 HR Leadership Conference

Session 9: Post-Merger Integration Done Right: How to Successfully Bring Two Workforces Together

Vishal Menon
EFCG Vice President, Strategy &
Corporate Finance

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Network:EFCGHRWIFI

Access Code: efcghr2025

Today's Moderator: Vishal Menon



Vishal Menon
Vice President
Strategy & Corporate Finance



Experience

2019-Present

Vice President

Strategy & Corporate Finance

Environmental Financial Consulting Group (EFCG)

Education

B.S., Global Business and Finance, with Honors

Georgetown University

Systems

- Finance
- IT
- HR
- BD/Marketing
- Knowledge Management

Processes

- Project Accounting
- Business Development
- Performance / Promotions
- Internal / External Communication
- Learning & Development

Org Design

- Org structure
- Roles / Titles
- Compensation strategy
- Benefits and incentives
- Ownership

Strategy

- Long-term vision for combined organization
- Objectives / goals of integration
- Guiding principles (non-negotiables and areas of flex)
- Brand

Culture

- Value drivers
- Ways of working (e.g. Organizational Network Analysis)
- Alignment to values and mission
- Decision-making
- Governance

Change

- Integration timeline
- Change management plan (identifying the sponsorship spine)
- Communications plan and cascade
- Client transition plan



**Which of the PMI
components do you spend
most of your time on as an
HR leader?**



**Which of the PMI
components would you like
to spend more time on?**

Today's Panelist: Heather Eickhoff



Heather Eickhoff

Experience

CHRO
GFT, 2025-Present

CHRO
Gannett Fleming, 2024-2025

VP, HR
Gannett Fleming, 2021-2024

Assistant Director of HR
Gannett Fleming, 2018-2021

Manager of Compensation, Retirement & International HR
Gannett Fleming, 2015-2028

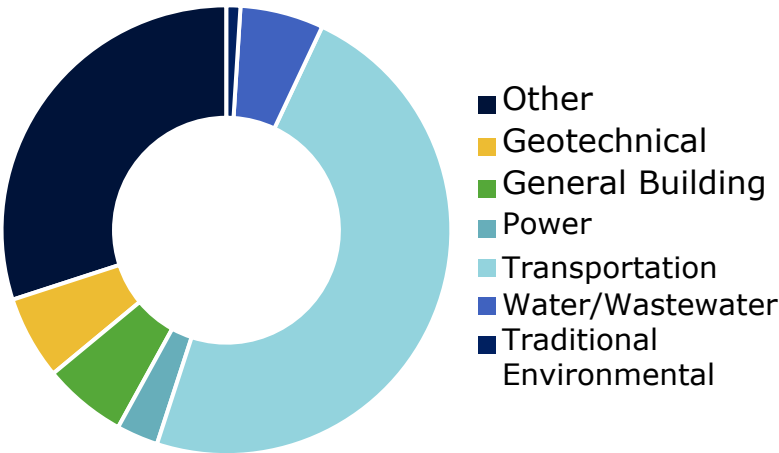
Education

Shippensburg University of Pennsylvania
BA, Speech Communications



Ownership Type	Gross Revenues	Total Employees
PE-Backed, Employee-Owned	\$1.4B	5,200

Services % Revenues



Today's Panelist: Marlene Humbert



Marlene Humbert

Experience

SVP of HR
Accenture, 2024-Present

SVP of HR
Anser Advisory, 2019-2024

CHRO
Fennemore Craig, 2007-2019

Education

Michigan State University
Masters, Labor & Industrial Relations



Ownership Type	Gross Revenues	Total Employees
Public	\$65B	774,000
Services % Revenues		

Today's Panelists



**Heather
Eickhoff**
GFT
CHRO

Ownership Type

PE-Backed, Employee-Owned

Gross Revenues

\$1.4B

Total Employees

5,200

Primary End Markets

Transportation, W/WW,
Gen Build, Geotechnical



**Marlene
Humbert**
Accenture
SVP, HR

Ownership Type

Public

Gross Revenues

\$65B

Total Employees

774,000

Primary End Markets

Products, Health & Public
Service, Financial Svcs.



Ask Us Questions

Vishal Menon

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<https://calendly.com/vishalmenon>

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