## **Contents**

	Preface	vii
	The Authors	XV
I	Creating Value in Mergers, Acquisitions, and Alliances	1
1	The Elusive Equation	3
2	What Goes Wrong and How to Make it Right	29
II	The Precombination Phase	53
3	Strategic and Operational Preparation	57
4	Psychological Preparation	83
	Precombination Checklist	104
III	The Combination Phase	107
5	Leading the Combination	109
6	Putting Companies Together: The Transition	
	Structure	137
7	Managing People Through the Transition	164
8	Easing the Clash of Cultures	189
	Combination Checklist	215
IV	The Postcombination Phase	219
9	Building the New Organization and Culture	223
10	Joining People and Teams Together	242
11	Damage Control and Recovery	265
	Postcombination Checklist	981

## Vi Contents

V	Building M&A Competence	285
12	Tracking and Learning from the Combination	287
13	Joining Forces—Building M&A Competency	312
	Endnotes	329
	Index	341

Attp://www.pbookshop.com