## Contents

	Preface	xi
	The Authors	xix
Part	One: Synergy in Mergers, Acquisitions, and Allian	ces
1.	The Elusive Equation	3
2.	Why Deals Go Sour	24
Part	Two: The Precombination Phase	
3.	Strategic and Operational Preparation	55
4.	Psychological Preparation	82
Part	Three: The Combination Phase	
5.	Leading the Combination	111
6.	The Transition Structure	137
7.	Managing Uncertainty and Stress	166
8.	The Clash of Cultures	187
/Part	Four: The Postcombination Phase	
9.	Building the New Organization and Culture	213
10.	Building Postcombination Teams	233
	Five: Reaping the Rewards of Productive bination	
		257
11.	Tracking and Learning from the Combination	277
12.	Joining Forces—Best Practices	285
	Endnotes	291
	Index	491

To Marla Hamblin and Paula Richman, for their love and support

(M.L.M.)

To Sy Stemp, for his mastery of the combination game

(P.H.M.)