



The Management of People in Mergers and Acquisitions

Theresa A. Daniel, Gary Metcalf

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Financials alone don't make an M&A deal work. Equally important is what's behind them--an organization's people. How to understand this reality and benefit from it is the thrust of this unusually comprehensive, practical, readable, but conceptually rigorous book. Daniel and Metcalf see HR executives as change agents during the delicate maneuverings before a deal is done, and then after, when it's time to tackle the fine-grained problems of integrating disparate corporate cultures and the people who vitalize them. They examine the recent and ongoing waves of mergers and acquisitions across industries, setting them in the broader context of organizational change. With concepts, theory, and real-life examples drawn from their long, impressive experience as consultants and executives, Daniel and Metcalf provide step-by-step guidance through the stages common to all corporate combinations. They define and explain the roles to be played in the process by HR professionals and executives elsewhere in the organization, and show how, by interacting productively with each other, they will thus maximize the total contribution to the success of any corporate transaction.

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