



The Elephants in the Room **(Case Study #2)**

Challenge: A privately-held firm requested help in succession planning. After interviewing its founding partner and Chairman of the Board, it was discovered that the real issues involved a “perfect storm” of unresolved tensions between enterprise partners, and a lack of trust that stymied their decision-making and overall effectiveness. This led to inattention to managing and leading the firm, young professionals losing patience with the founders and leaving; all made worse by the financial collapse of 2008.

Process: Morales Associates conducted a culture audit and facilitated a series of sessions between key stakeholders to generate consensus. Their honest willingness to discuss the “elephants-in-the-room” set the stage for renewed energy and commitment to a more transparent approach for leading their firm.

Outcome: Facilitated discussions resulted in clarification of leadership roles and attention to communication within the partner group. A renewed senior team was now better positioned to rebuild trust, leverage internal strengths and seize new business opportunities collectively.