



When “Hot Spots” Undermine the Enterprise **(Case Study #3)**

Challenge: Tensions between top leaders of a large cooperative threatened the viability of the entire enterprise. The CEO had hit a dead-end trying to resolve a toxic relationship between the COO and the CFO. This took an inordinate amount of time away from the CEO’s focus on the business, generated a rift between operations and finance, and impaired decision making that affected the entire company.

Process: Morales Associates was called in to present a professional development session for members of the leadership team. Personality profiles and 360-degree feedback reports delivered individual and team data to leaders for discussion. Core issues were put on the table exposing tensions and frayed relationships that undermined trust. Facilitated peer feedback and honest dialogue between the leaders helped address and resolve tensions. Follow-up coaching helped sustain momentum.

Outcome: The result was a recommitment by the leadership team to put aside their differences and mend their approach to leading the enterprise with an agreed-upon plan. The new dynamic between the COO and CFO triggered renewed energy and cohesion on the leadership team. Silos were broken down which had a beneficial ripple effect throughout the enterprise.