

# Case Stories

**A global professional services firm had just removed nearly 50% of its partners suddenly. The country managing partner sought to rebuild and reinvigorate the partnership cohort, and the business.**

## ORGANIZATIONAL REBIRTH

### Situation

The partnership cohort of this particular practice had been decreased virtually overnight from over 152 partners to just about 80 in number. This was a drastic measure brought on by negotiating with global head office to save the business from collapse.

Those partners remaining were in various stages of bewilderment, confusion or disconnection. Needless to say business performance was suffering and this particular practice was a long way fourth behind the other three global leaders in the country concerned. Global head office had agreed to fund some of the rebuilding of this particular country practice.

### Challenge

The challenge lay in giving the partner cohort a way to make sense of their recent experience, build functional connections with one another that were better than those before the crisis, and provide them with the necessary interpersonal and leadership skills to take their people with them.

### Our Approach

In partnership with the Managing Partner and other key partners, Dalmau Consulting ....

- > Conducted four retreats with partner sub-groups to process their bewilderment and build functional connections
- > Provided a group of partners and staff in the practice with facilitation skills to conduct more effective meetings and problem-solving activities
- > Participated in the design and execution of a number of partner meetings over several years
- > Trained 36 partners to conduct themselves firm-wide meetings with over 3000 partners, directors and staff to reconcile, forgive and build positive futures for the firm

### Outcomes

This country practice came to be recognized globally as a stand-out business. It created innovations that are used around the world in the firm with clients to this day, went to first in its local market place in terms of profitability and employee satisfaction. Globally in the firm it is recognized as the most successful rebirth of a country practice.