



RE: On Culture and Partnership

Talent is overstated. As professionals, too often we find ourselves dwelling on achievement and accolades as the primary indicators of a candidate for a successful partnership. While credentials are important, a narrow focus on these attributes often excludes more important considerations.

Culture is critical. It is in a shared set of core principles that strong partnerships are formed and maintained. While we advise our clients to vet the qualifications of a potential partner; we *require* a deep investigation into that person's mindset, ambitions and financial needs to maximize the partnership's chances for success.

It is surprising how often culture is overlooked. Often the simple, sometimes uncomfortable topics that fall within culture are not covered:

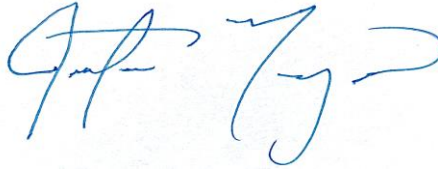
- Money
- Politics
- Ambition
- Flexibility
- Work Ethic
- Family life
- Age
- Conflict Resolution
- Past Partnerships
- Personal Finances
- Work Ethic
- Risk Tolerance

Don't disregard diversity. The benefits of having several viewpoints on an issue cannot be overstated. At the firm, we have seen some of the strongest partnerships forged by individuals with differing strengths and backgrounds.

Partnerships are not simple. Discard the notion that entering into a partnership with a friend can be done with an internet form and an optimistic attitude. Or even worse, entering into a partnership with a family member on a handshake! Spend the time to understand your partner and maximize your chances for success. Work through the details regarding your needs and expectations. Establish back-up plans and contingencies. The costs of being wrong are too high.

Wood and Delgado routinely advises our dental and private practice healthcare clients on partnership formations, buy-ins, buy-outs, and partnership dispute resolution. We genuinely love our role as advisors and would be honored to share our knowledge with you.

Warm Regards,

A handwritten signature in blue ink, appearing to read "Justin Morgan". The signature is fluid and cursive, with a large initial "J" and "M".

/s/ Justin Morgan, Esq.

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