



A NEW LENS FOR SEEING FAMILY BUSINESS

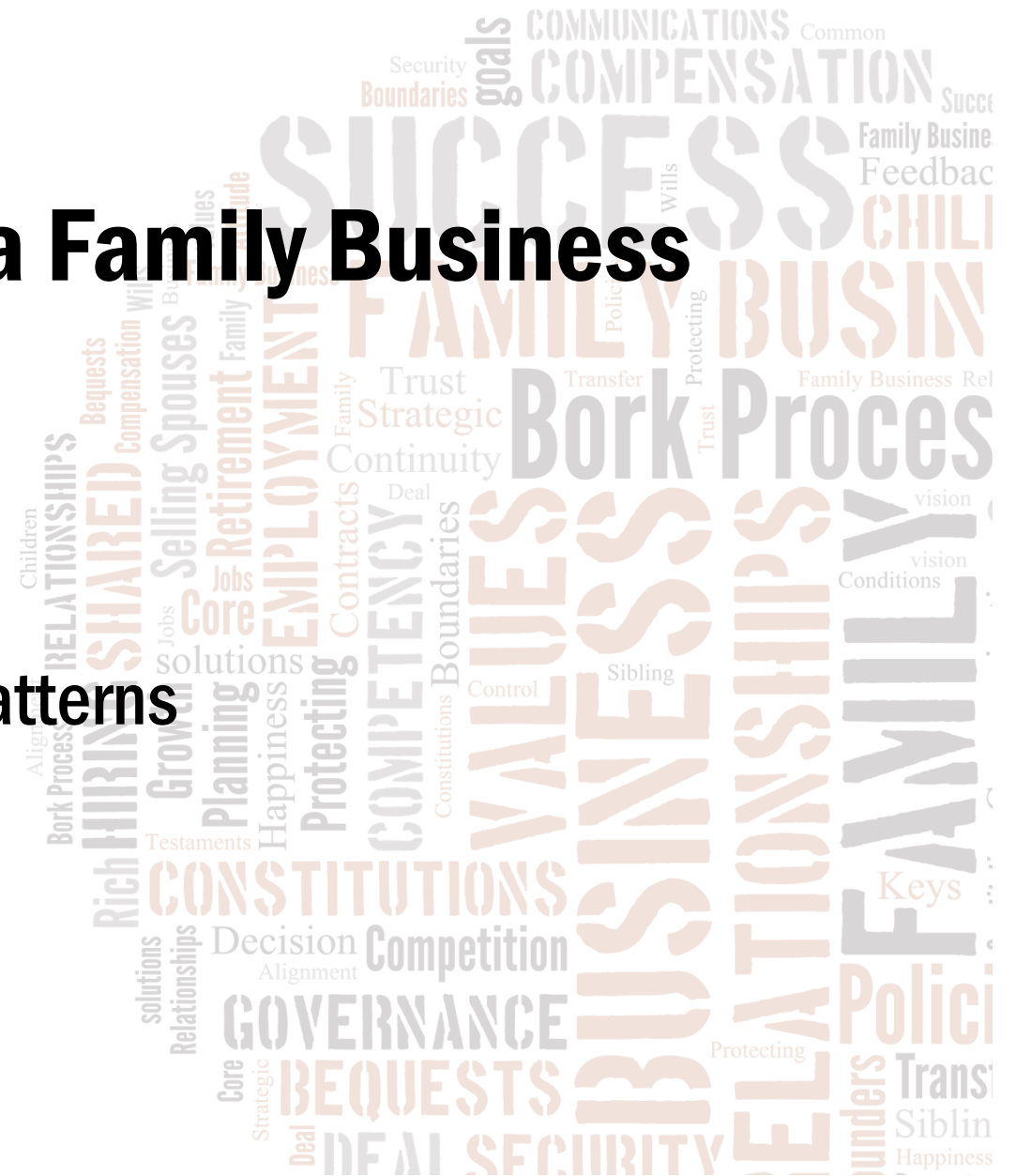
“In a family business, one can craft an elegant business solution, but the keys to implementation are always tied up in the family psychology.”

DAVID BORK family business consultant | author | speaker



Destabilizing Issues in a Family Business

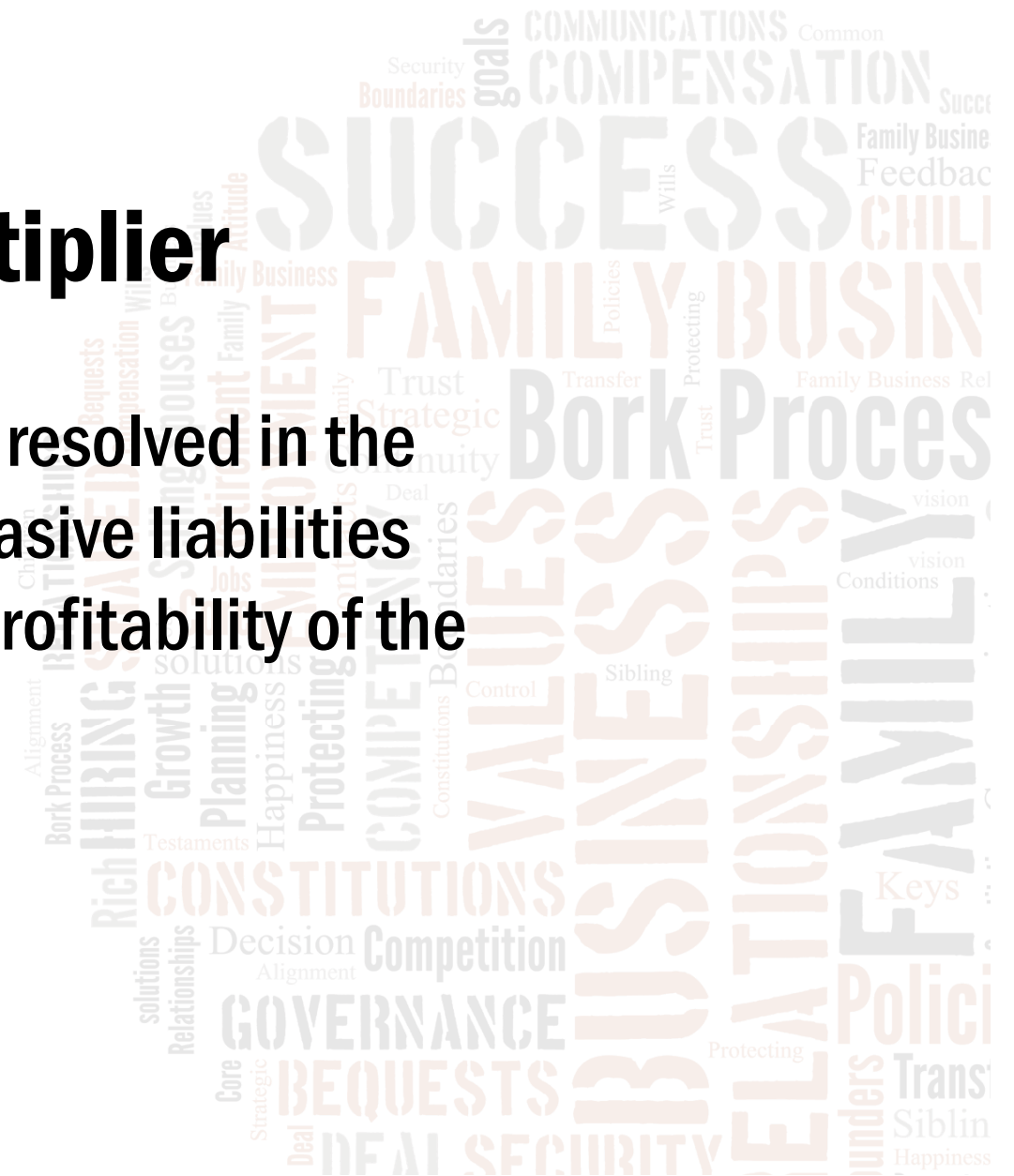
- Misalignment
- Lack of boundaries
- Destructive communication patterns
- Incompetence



Misalignment leads to ...

The Negative Force Multiplier

If not recognized, confronted and resolved in the family, these issues become pervasive liabilities which threaten the conduct and profitability of the business enterprise.





Family dysfunction manifests itself in business dysfunction!

Unresolved family issues can leave a legacy in ruins.

**Training and consultation that
resolves conflict
and builds
collaboration, trust and resiliency.**

[illegible]

Transforms relational liabilities into foundations for successful family and business relationships.

[illegible]

- Honors the importance of both family harmony and business success
- Respects every level in the business
- Addresses the issues that expose family businesses to internal risks
- Develops clear strategies to decrease vulnerability in the business



The End Result

- Increases unity of vision
- Improves organizational effectiveness
- Builds vital relationships





“The best companies are the best aligned. Strategy, purpose, and organizational capabilities must be in sync.”

JONATHAN TEVOR
+ BARRY VARCOE
Harvard Business Review



ALIGNMENT





Everyone moves toward the same target

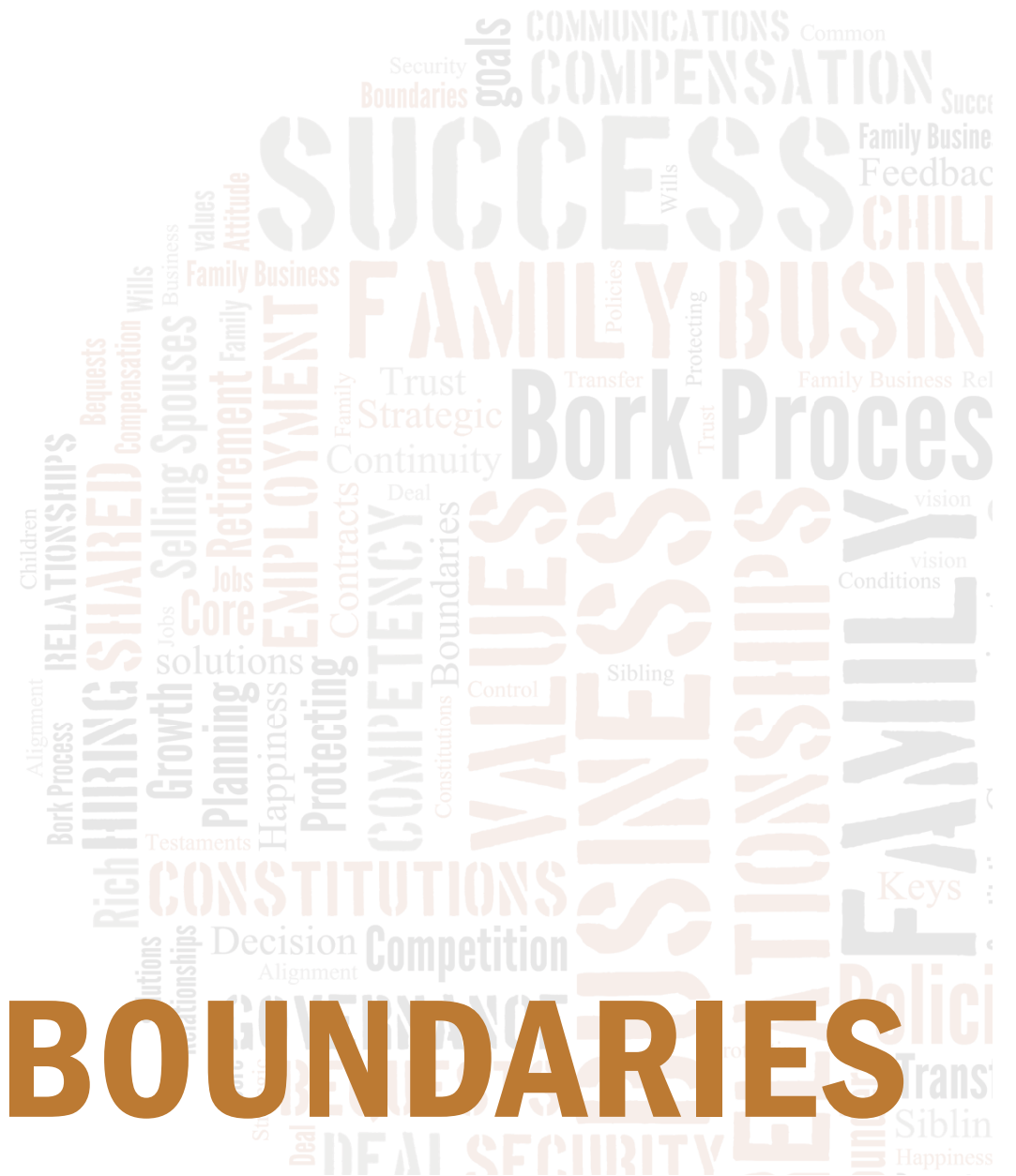
- Building coalitions
- Improving resiliency
- Uniting all players toward the same goals
- Overcoming complacency
- Increasing organizational harmony
- Promoting profitability



ALIGNMENT



y. 99





Unclear boundaries = the root of many problems

- Boundaries must be clear between the family, ownership and enterprise
- Clear boundaries prevent conflicts of interest between family members, non-family professionals and the board
- Leaders must LEAD!



BOUNDARIES



“It is a family’s ability to manage and resolve conflict that determines its maturity and emotional health.”

DAVID BORK



COMMUNICATION





Communication Issues

major obstacles to productivity

- In large businesses, about 14% of the workweek is wasted due to poor communication

(T. Harris & M. Nelson, *Applied Organizational Communication: Theory and Practice in a Global Environment*)

- Most of us bring communication styles learned in our families into the workplace
- Clear, constructive communication must always be the goal



COMMUNICATION



Effective communication helps to

- resolve relationship issues
- confront challenges
- manage conflicts
- plan for long term success



COMMUNICATION





The Restorative Way™

**A cutting edge communication process developed by
Family Business Matters Associate Dr. William Bledsoe.**

**Participants learn and apply the restorative process as a
method of not only creating alignment and establishing
healthy boundaries, but resolving conflict and collaborating
on important decisions.**



COMMUNICATION



“You can’t afford people who are doing just OK. You need high performers.”

CARLOS GHOSN *Harvard Business Review*



COMPETENCY





Everyone must contribute to the success of the business by performing at his or her highest level

- Family dynamics affect sound business practice
- Standards must be clearly established, applied, reinforced and rewarded (or not) at every level
- Leadership principles must be consistent with strategy
- Every employee should have a sense of ownership and think and act like a leader

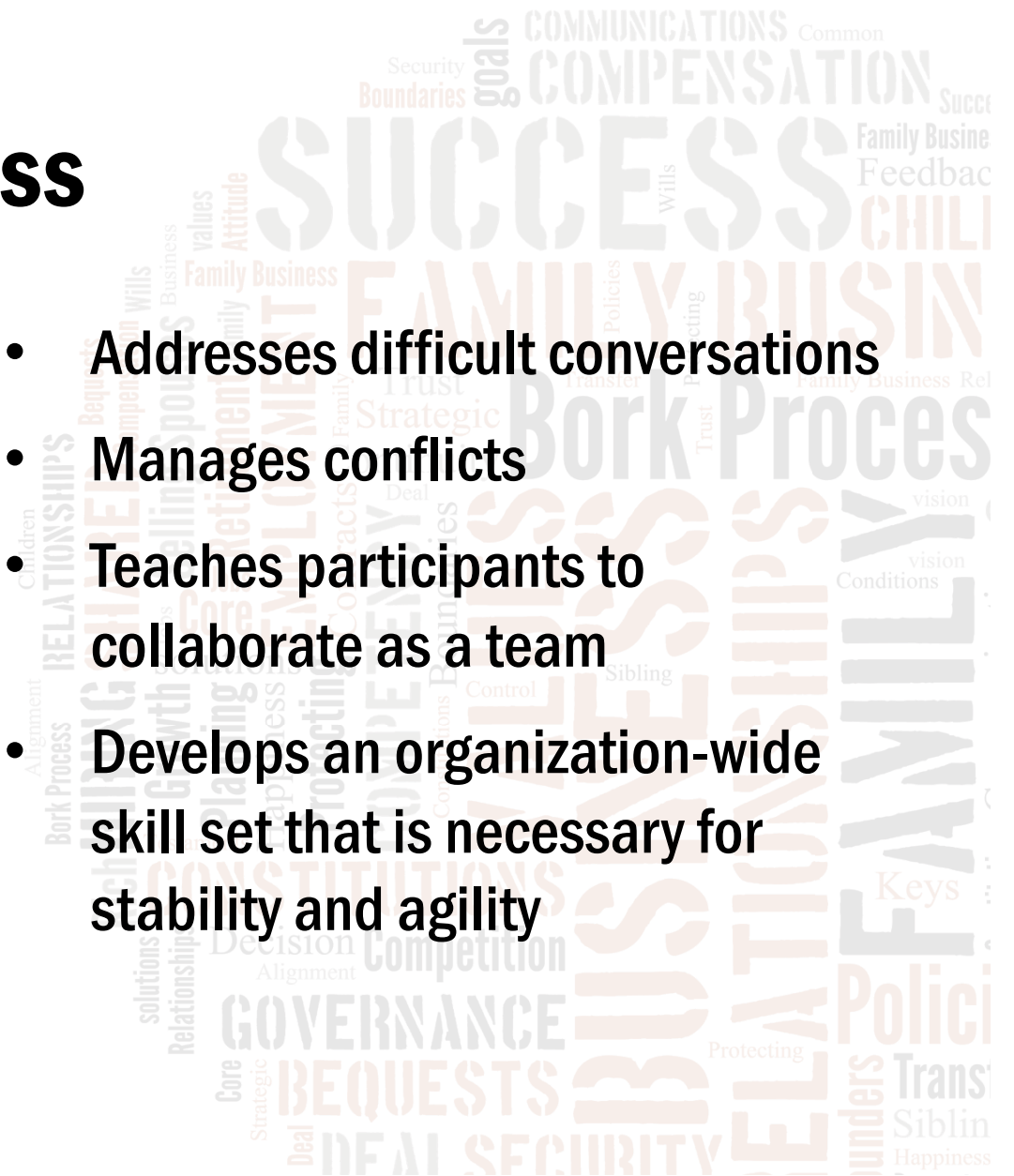


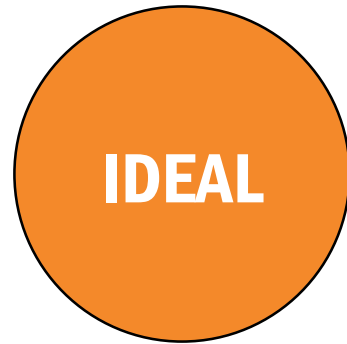
COMPETENCY



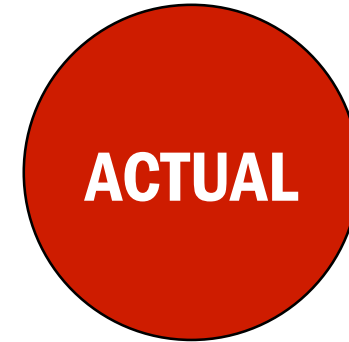
Value of The Bork Process

- Improves productivity and profitability
- Teaches each person in the family to understand and use the same core skills for increasing organizational health and performance
- Builds trust
- Addresses difficult conversations
- Manages conflicts
- Teaches participants to collaborate as a team
- Develops an organization-wide skill set that is necessary for stability and agility





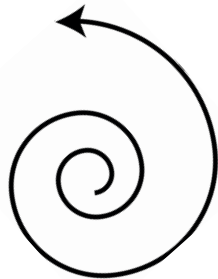
**Separation of the ideal and actual
self images leads to**



PSYCHIC PAIN

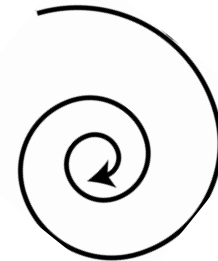
Discomfort
Frustration
Anger

AGGRESSION



Active
Outwardly directed
comes off as an angry person

Passive
Inwardly directed
results in depression





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