

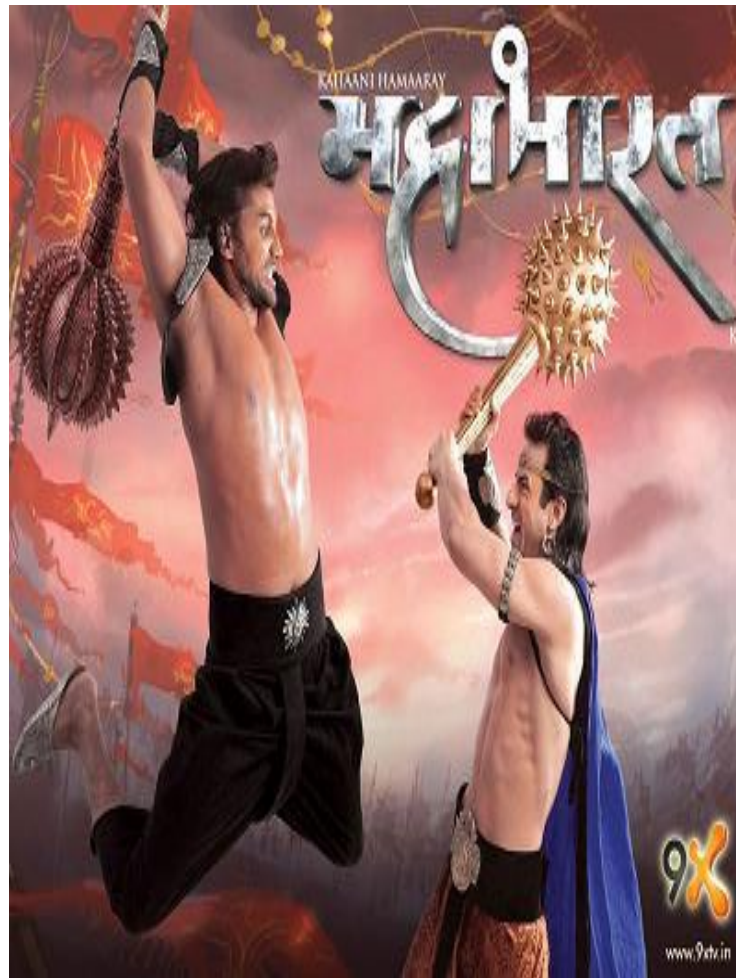


EVERGREEN FAMILY BUSINESS ADVISORS
BUSINESS GROWTH WITH FAMILY HARMONY

“Normal”



Definitely Not Inevitable



Centres of Knowledge in Family Business Continuity



Harvard Business School



BABSON Babson Business School



IMD Business School



INSEAD Business School

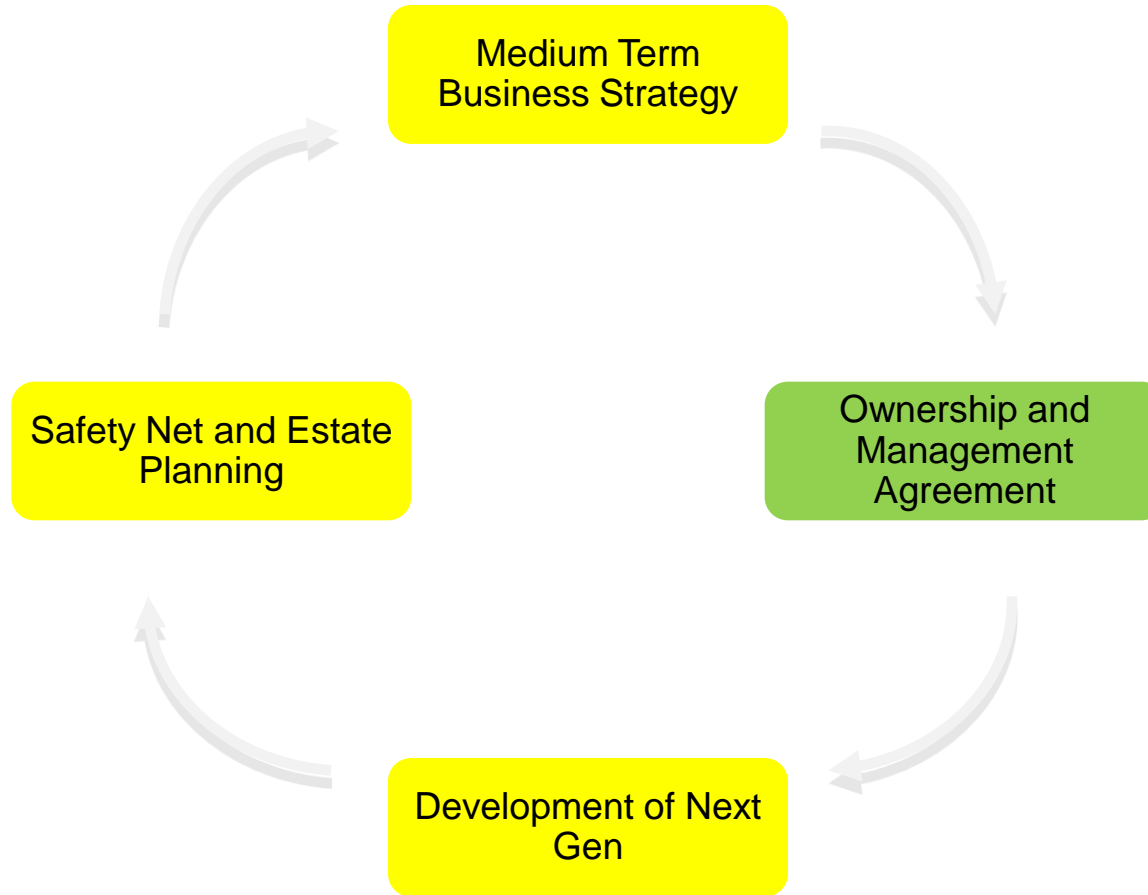


Kellogg School of Management



Stetson University School of Business Administration

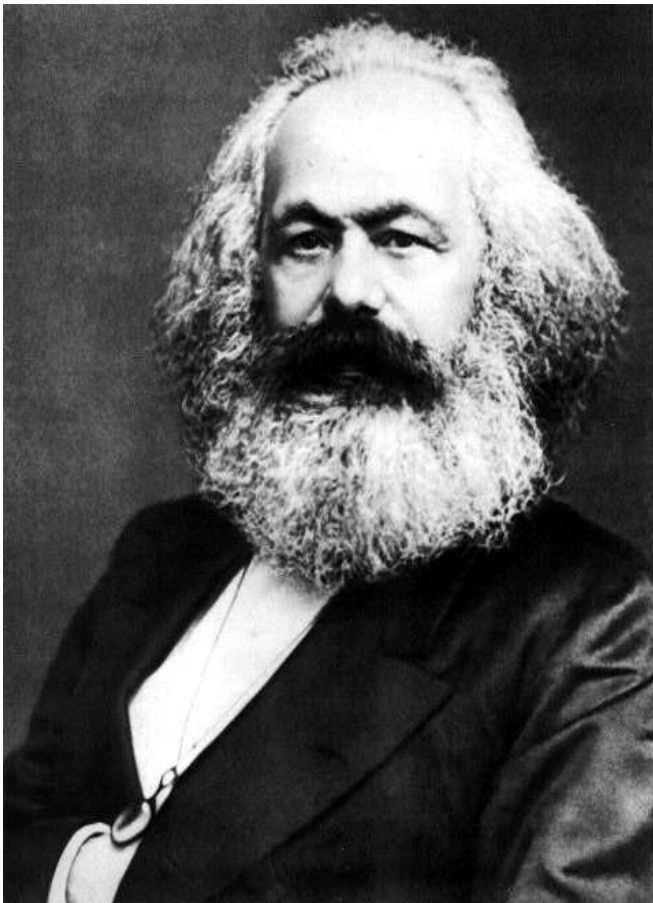
Continuity Planning



Root Causes of Differences

Role Conflict

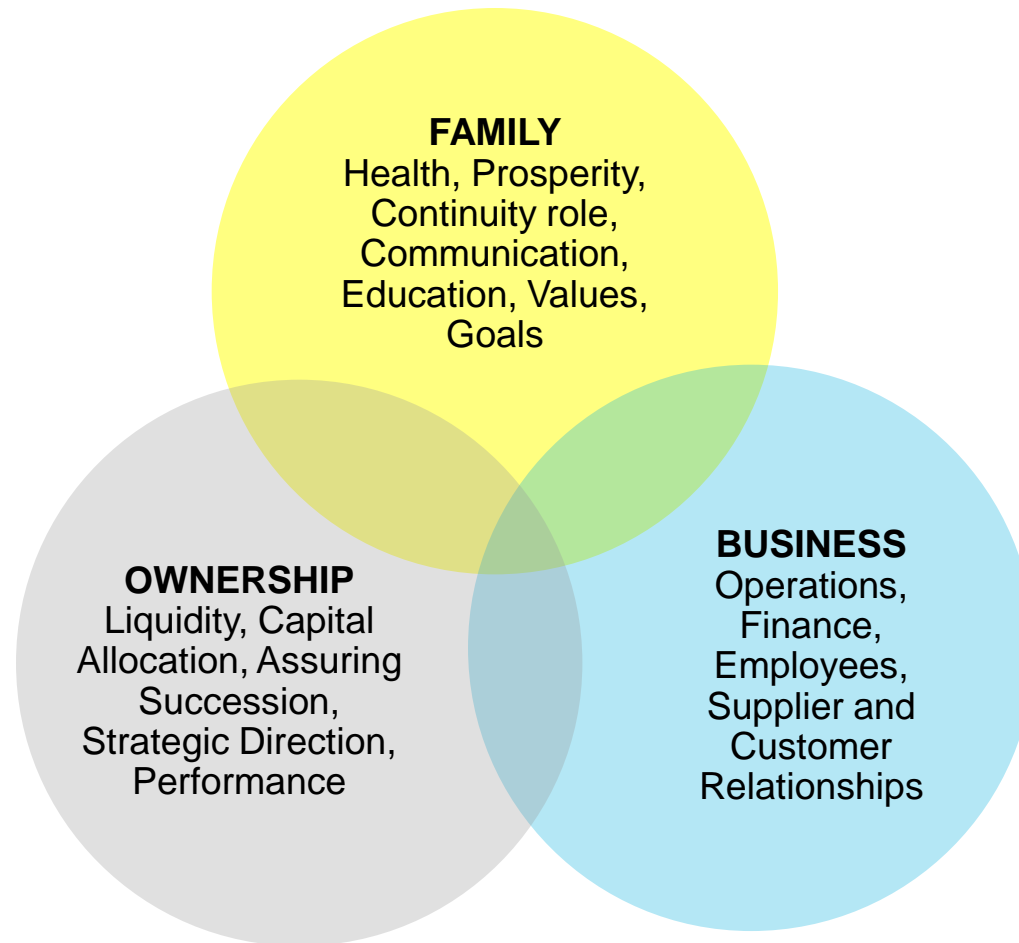
Family First



Business First



Which Hat do you wear?

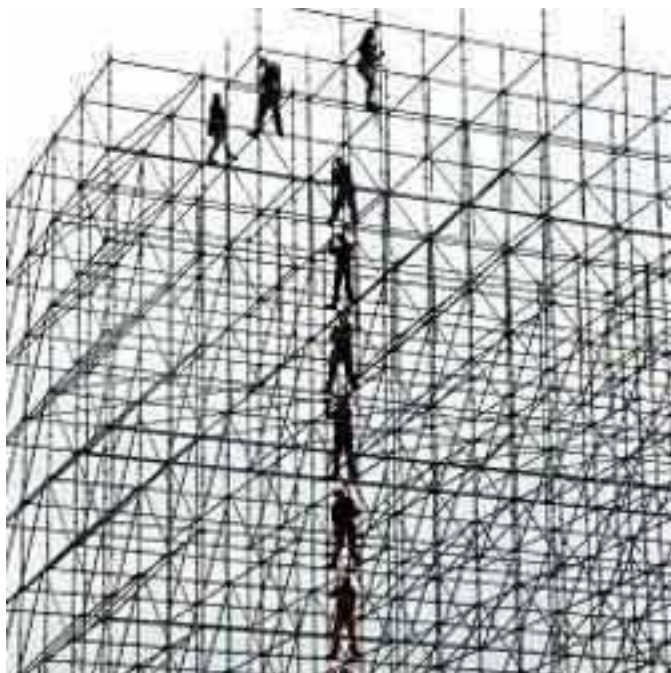


Alignment on Roles



Sample Content

Sample Structures



- Family Council
- Family Safety Fund
- Family Business Board
- Family Meetings

Sample Policies



- Rights and Obligations of Individuals/Women/Non-Employed Owners
- Employment/Compensation/Performance Evaluation Policy
- Family Fun/Bonding
- Safety Net
- Media Policy
- Conflict of Interest
- Family Education and Mentoring Policy
- Philanthropy
- Buy-sell agreement (Shareholder's Agreement)

Sample Processes



- Managing Succession
- Decision-Making
- Managing Differences
- Constitution Review
- Information /Reports

Next Gen Development

- Have the Next Gen gained worthwhile experience outside the family business?
- Has a clear personal development plan been laid out for the Next Gen?
- Is someone other than a parent teaching and mentoring the Next Gen?
- Dose the Next Gen have an opportunity to make an independent and visible contribution to the business?
- Are the Next Gen continuing to learn useful skills and values outside the business, as well as inside?

The Process

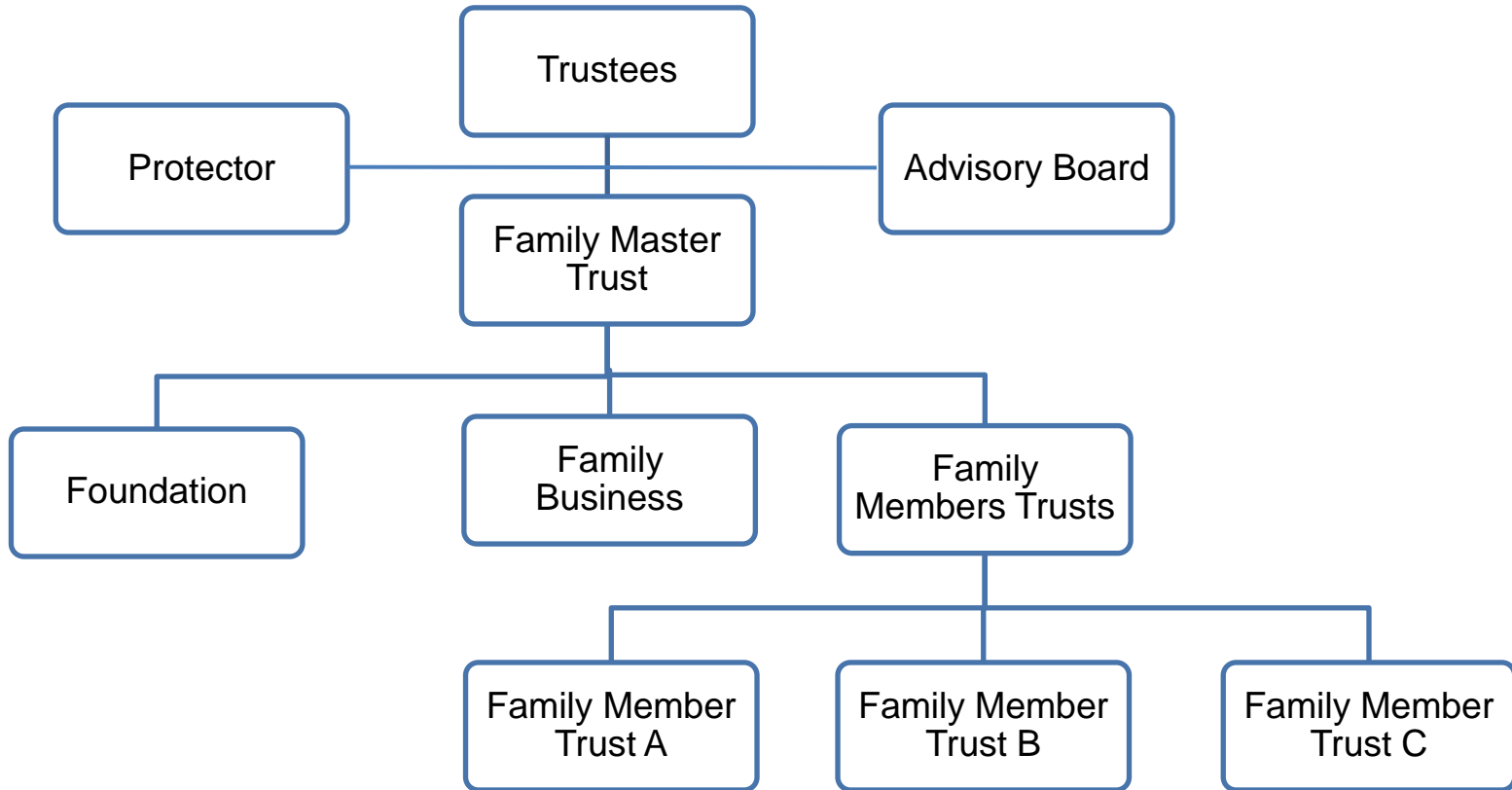
Constitution Making

- One-to-one sessions with individual family members
- Two day Introductory workshop
- One-to-one sessions with individual family members
- Two day off-site workshop
- One-to-one sessions with individual family members
- Three days off-site workshop
- After signing, one day follow up

Stages of Ownership Evolution

	I Dominant Owner-Manager (Controlling Owner)	II Sibling Partnership (Oligopoly of Owners)	III Cousin Collaboration (Fragmented Ownership)
Success Requirements	100% / 33% Attract Competent heirs Let Go of Control	16% / 8% Strategy and Management Revitalization Teamwork Family Leadership	4% / 2% Cultural and Capital Adaptability Freedom, Voice, Loyalty & Exit
Achilles' Heels	Control of Family	Death of "Mom"	Lock-Ins
The Contradictions	<ul style="list-style-type: none"> ➤ Individualism ➤ Personal Control ➤ Secrecy and Privacy 	<ul style="list-style-type: none"> ➤ Collectivism ➤ Mutual Dependence ➤ Open and Equal Sharing 	<ul style="list-style-type: none"> ➤ Professionalism ➤ Voluntary Association ➤ Inequality Accepted

Trust Structures



"There is a tide in the affairs of men.
Which taken at the flood, leads on to fortune;
Omitted, all the voyage of their life is bound
in shallows and in miseries."

William Shakespeare

Thank You