



**08** February 2022

**14** April 2022

**07** June 2022

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# SUCCEEDING AT SUCCESSION





## FAMILY BUSINESS ALLIANCE

It's more than business. It's family. Family Business Alliance seeks to advance family businesses in West Michigan for multi-generational success. Together, we can create connections, elevate leadership, and navigate governance. The Family Business Alliance seeks to preserve our unique culture of family-driven organizations and advance the succession rate of family business organizations in West Michigan.

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THE  
FAMILY BUSINESS  
CONSULTING GROUP



Serving more than 2,500 business-owning families in 70 nations, the Family Business Consulting Group helps enterprising families and their businesses prosper across generations. FBCGers facilitate enterprise-owning family vision, values and business expectations, develop and maintain high-performing Boards, facilitate strategic planning, coach leaders, resolve conflicts, build healthy cultures and develop NextGens.

# Program

## ADVANCE PREPARATION

Read Family Business Succession: Your Roadmap to Continuity: Chapters 1 & 2

Bring to session your existing Owners Vision, Values, and Expectations for Business Performance. Or, create a draft prior to the session.

Based on your readings and documents or drafts, discuss with your family and prepare draft answers to the following questions:

- What is the purpose of our proactively engaging as an extended family? Of staying together as family enterprise owners? (It may be that extended family owners share beliefs about human nature, family enterprise culture and legacy, and directions for the fruitful investment of time and money. They may see themselves as stronger together, culturally, competitively, and financially than if they went their separate ways to pursue different dreams. Those are the kinds of things that can represent a strong purpose for proactively engaging extended family or staying together as family enterprise owners.)
- What is the growth, risk, profit, and liquidity we expect from the operating business?
- What is our anticipated or ideal timeline for the transition of leadership? Of ownership?
- What are some issues or concerns that we're bringing to this process? (You may answer something like, How do we start a governance structure? Or, How do we prepare the next generation for leadership? Or ownership? Etc.)

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## FEB 8

## SESSION ONE – WHERE WE ARE

### Agenda

- Introduction and Workshop Overview
- Sharing your Family Business Story and Vision
- Vision, Values, and Expectations for the Business

### Homework

Read Chapters 3-6

- Who will own this business in the future?
- How and when will ownership be transferred?
- What skills, experiences, and attributes define an optimal future top leader for our organization? To what extent, will family or non-family members currently inside or outside the organization likely fill top leadership needs in the future and likely when? What are or should be the requirements for family members aspiring to be board members or leaders in the organization?
- What is or could be the roles of a Board with independent directors in our business? What is or could be the role of family governance in our family and family enterprise?)

# Program

**APR 14**

## **SESSION TWO – TRANSITION OPTIONS**

### Agenda

- Ownership
- Skills, Experience, and Attributes of Future Leaders
- Roles and Requirements for Family Members
- Board of Directors
- Family Governance

### Homework

#### Read Chapters 7 -8

- Build upon the answers developed before and during sessions one and two, taking into account the feedback and experiences shared to create a transition plan or draft plan for your business to be discussed with family enterprise stakeholders before session three.
- Include in the plan who will do what by when and an envisioned accountability forum to help the process stay on track.)

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**JUN 7**

## **SESSION THREE – TRANSITION PLANS AND ACCOUNTABILITY**

### Agenda

- Transition Plan Review
- Developing Accountability
- Program Conclusion

# Program Leaders



ROB SLIGH  
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Rob is a senior consultant for The Family Business Consulting Group, helping enterprising families with business ownership and leadership succession, creating and improving family business fiduciary and advisory boards, planning and facilitating family and family council meetings, and guiding strategic planning processes.

Prior to joining FBCG, Rob spent 33 years in multi-generational family business leadership. Initially in brand management at SC Johnson Wax for several years, he went on to become Chairman and CEO and of Sligh Furniture and Clocks, a 4th generation manufacturing and marketing company with a majority-outside board of directors.

He served on more than 20 family business fiduciary or advisory boards and non-profit boards. On many of those, he served as Chairman of the Board and / or Chairman of the Compensation, Finance or Nominating Committee.



TOM EMIGH  
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Tom Emigh is a consultant with The Family Business Consulting Group motivated by Mission, Values, and Leadership.

Tom believes that excellent organizations, full of empowered leaders, can have a positive impact in our society to help all people grow and learn. Tom's ability to quickly establish rapport and trust with all members of the business-owning family makes him a thoughtful mentor, coach, and facilitator as he encourages others to understand and reach their full potential.

Tom has extensive experience in working with family businesses, growing and developing multiple generations, guiding succession implementation, developing curricula, and teaching in a variety of contexts. He brings real-world leadership experience, systems thinking, and operational expertise to coaching and consulting relationships in large and small organizations.