

# the statistics are alarming

## **Many Family Businesses Do Not Survive**

Family-owned businesses account for around 60% of our country's Gross Domestic Product and are responsible for close to 70% of all the jobs in North America. Yet two-thirds of family businesses do not survive into the second generation. Three quarters will not make it into the third. How can you beat the odds?

## **Plan Now For the Future**

Lack of planning and inattention to family dynamics are the primary reasons inter-generational family business transfers are so difficult. Address the unique issues that challenge your family business and plan for those you'll confront in the future. Your company will not only take root – it will flourish.

## **We Can Help**

We respect and admire our family business clients and understand their unique needs. At Family Enterprise Solutions our role is to participate and partner with you in conquering the challenges you face running your family business. We have solutions to the questions that can keep you awake at night.

To find out more about how we can help you find the best balance of family and business, please contact us at:

## family enterprise solutions

266 Stanley Dr.  
Waterloo, ON N2L 1J1

519 590 8131

[jgfast@rogers.com](mailto:jgfast@rogers.com)

[www.familyenterprisesolutions.com](http://www.familyenterprisesolutions.com)



**John Fast, B.A., MDiv., PhD.**

Dr. John Fast is recognized as one of Canada's leading authorities on family business. He was the founding director of the Centre for Family Business affiliated with University of Waterloo. His 'Family Business Advisor Certificate Program' has trained professionals

across Canada to better serve their family business clients. John's own experience as owner/manager of numerous business partnerships combined with formal training in counselling, business, and ethics, have made him an effective consultant to family firms internationally. As an active researcher and speaker, he addresses numerous trade, professional and academic audiences each year. John is a sought after inspirational speaker on topics related to 'managing the succession process'; 'father-son relationships'; 'work-life balance'; and 'next generation leadership development.' Dr. Fast has written many articles related to family business issues and recently co-authored an Agri-Succession Case Study Commentary published by the Canadian Farm Business Management Council. He is also author of the forthcoming "Key Habits of Highly Successful Family Businesses."



**Esther Falk Fast, B.A., M.S.W.**

Esther Fast brings 20 years of training and experience in counselling individuals and families to her current practice. Esther has worked as a counselor in public and private sectors in both the US and Canada. Her research and counselling encompasses

the entire life-stage spectrum, from young children to seniors. Esther's commitment to individual and family health is reflected in her church and community board and volunteer involvements. She has also partnered with her husband in several businesses. The combination of these business and professional experiences, together with her clinical training, contribute to her making a difference in strengthening business families.

# family enterprise

## solutions



**JOHN FAST  
AND ASSOCIATES**

# strengthening your family business

# unique programs

At Family Enterprise Solutions, our services help family-owned businesses successfully meet their unique challenges. Our experience has demonstrated that these challenges can be broken down into four key areas:

## **Leading a Family Business**

*Why is leading a family business different?*

It's a balancing act. You have to balance family issues along with the management and ownership issues.

## **Family Harmony**

*Why should family dynamics have anything to do with running a business?*

Fostering a positive and harmonious environment is critical for long-term success and growth. It can be difficult in any company, but the personal relationships in a family business increase the challenge.

## **Business Management**

*Why are strategic planning, succession planning, and estate planning issues important?*

To survive, family business owners must recognize that business growth and successful leadership transition ultimately require change from an entrepreneurial environment to a professionally managed organization that plans for the future.

## **Ownership Transition**

*How can you structure ownership to facilitate growth and succession?*

There is no one best ownership structure – every company is different. Finding the optimum structure for your business and planning intentionally for changes in ownership can ensure more than just survival. It will provide the competitive edge for the next generation.

To perpetuate the growth and prosperity of your family business, the challenges of leadership, family harmony, management, and ownership transition must first be understood, and then effectively coordinated. We provide the following:

## **Strategic Solutions**

- Discover and articulate your family's vision, mission and values
- Facilitate family meetings to establish goals and priorities
- Develop family business succession strategies
- Build effective boards of directors and/or advisors
- Construct and guide executive teams of both family and non-family key managers
- Facilitate ownership and leadership transitions
- Select and develop successors
- Find meaningful roles for senior generations after transfers of ownership and leadership
- Establish and coach sibling and cousin ownership teams
- Reinforce the importance of and improve family relationships and communications
- Work with your team of advisors to integrate family and business goals into sound legal and financial plans
- Teach parents and children to deal with the challenges of inherited wealth and career paths

## **Family Business Retreats**

Our creatively planned retreats can be a half day to an entire weekend of structured interaction and humour-filled learning. Whether celebrating a successful year end with extended family shareholders; engaging your management team in strategic planning; or jump starting your succession planning process – our facilitated retreats will inject your memorable occasion with positive energy.

## **Performance Reviews**

Family firms are notorious for not formally evaluating next generation members working in the business. Well executed reviews are one of the most important development tools for next generation growth and success. Using a wide array of professional tools, we assist family firms to benchmark not only work output and performance quality but more importantly help assess, train and monitor their leadership skills.

## **Personality Profiling**

Using a spectrum of diagnostic instruments, we help individual family business members assess their unique strengths and personality differences. We have found personality profiling to be an essential foundation for non-judgmental communication; for developing next generation leadership; and for enhancing management team effectiveness.

## **Formal Facilitation**

Emotionally laden agenda can benefit from professional facilitation in order to achieve closure on decisions, or to maintain momentum, or to resolve conflict. At times a neutral professional intervention is needed to guide the complex transition process and also assist in fostering family harmony.