

STEP ADVANCED CERTIFICATE IN FAMILY BUSINESS ADVISING

Syllabus

INTRODUCTION

This document contains the detailed syllabus for the STEP Advanced Certificate in Family Business Advising.

This syllabus should be read in conjunction with the course brochure, which explains the method of delivery and assessment, entry requirements and personal and business benefits of completing the programme.

The brochure, course dates and enrolment application form can also be found on the programme website www.clint.com/stepcertfamilybusiness

MODULE 1: UNDERSTANDING THE FAMILY ENTERPRISE

This module covers:

- Develop a practical understanding of what differentiates family enterprises, including family businesses and family offices, from other types of client
- Review the key theories and frameworks that are needed to understand family enterprise clients
- Understand the spectrum of styles and approaches of advising that practitioners may use when working with family enterprise clients, and the characteristics and attributes of an effective family enterprise advisor
- Understand genograms and learn to create a genogram of a client family
- Learn about family business systems; understand how the 3 Circle Model helps the advisor to identify the range of self-interests inherent in a family enterprise system
- Understand how time changes everything in a family business system, and how the 3 Circle Model can help the advisor to map out and assist a client in planning for the changes that may occur over the next 10-15 years
- Consider who your client is – the head of the business? The enterprise itself? The family? The family enterprise system?

By the end of this module you should be able to:

- Understand how your family enterprise clients differ from other clients
- Describe the style and approach to advising that you and your colleagues employ when working with family enterprise clients, and evaluate whether your style and approach makes you an effective family enterprise advisor
- Understand genograms and be able to draw a 3-generation genogram of a client family, showing family members, age, gender, status of relationship, ownership interests and status of each individual within the enterprise
- Understand family enterprises as unique systems.
- Understand the 3 Circle Model and be able to place each member of the family enterprise within one of the 7 segments of the model
- Recognise that conflict within the system naturally arises because different interests are competing for the same resources and be able to describe the perspective of each member of the system given his or her position within it
- Understand how an individual may move from segment to segment over time and be able to describe the possible consequences of those moves
- Consider the rules regarding single representation of multiple parties in your industry and whether those rules may permit you to represent the system rather than one member within it

MODULE 2: FAMILY ENTERPRISE GOVERNANCE

This module covers:

- Learn about family enterprise governance and the value of more effective governance
- Understand “natural” or “organic” governance, why it can be an effective system, and when it may be put at risk by changing circumstances or growing complexity
- Learn about mission, vision and values, and why it is critical for the advisor to take them into account in advising the family and designing structures and policies for the enterprise
- Learn about the Family Enterprise Developmental Model as a framework for understanding how family enterprises grow more complex over time
- Learn about 3 common attitudes towards ownership and their implications for long-term family enterprise governance
- Consider the implications of trustees as owners
- Learn about the decision making powers of owners
- Review the purposes and uses of various model structures in family enterprise governance

MODULE 2: FAMILY ENTERPRISE GOVERNANCE CONTINUED

By the end of this module you should be able to:

- Recognise organic governance and be able to explain its implications for a family enterprise
- Understand the importance of mission, vision and values to the long term success of a family enterprise, and the importance of understanding the unique mission, vision and values of a given family enterprise when advising on governance issues, structures and policies
- Understand the Family Enterprise Developmental Model and be able to place a given client on each of the three axes
- Understand 3 common attitudes towards ownership – value-out versus custodian, bloodline versus spouses, and working versus non-working owners – and describe their implications for governance of a family enterprise
- Understand the potential uses of trusts and branch governance structures and policies, and be able to make a preliminary recommendation as to structures and policies that might be of value to a given family enterprise given its unique mission, vision, values and attitudes
- Recognise that power must be balanced between owners and executives, understand the choices that families can make in allocating power within structures and recognise how power is balanced within a given family enterprise system currently
- Explain the structure, purpose and roles of shareholder and family councils and assemblies
- Explain the policies that a family may choose to put in place to reflect their unique mission, vision and values
- Understand the purpose and potential scope of a family constitution

MODULE 3: REALITY CHECK; THE 'DO IT YOURSELF' APPROACH

This module covers:

- Understand that conflict within family enterprises is systemic
- Learn ways that the advisor can explain systemic conflict to the client and thereby moderate client anxiety
- Recognise that advisors bring their own attitudes and experiences to their work with clients and learn to assist clients without becoming involved in their clients' emotional issues, triggering emotional reactions in clients, or taking sides
- Learn more about the Family Enterprise Developmental Model, including the concepts of controlling owners, sibling partnerships and cousin consortiums, evolution, devolution and recycling
- Learn about the stages of developmental transitions – including the stages of preparation, triggers, exploration, choice, and implementation, and the issues of resistance and denial, and how advisors can assist clients through transitions
- Learn how to structure your practice so that you are in a position to recognise triggers and assist clients in making developmental transitions effectively
- Consider how to implement a family enterprise specialism within your own firm

By the end of this module you should be able to:

- Recognise and explain possible sources of conflict within a family enterprise system arising from individuals' positions within each of the 7 segments of the 3 Circle Model
- Assist clients in conflict without fleeing, favouring one member of the system over another, having your own anxieties triggered, or triggering anxieties in others
- Understand the Family Enterprise Developmental Model, and use the concepts of controlling owner, sibling partnership, cousin consortium, evolution, devolution and recycling to help clients understand the choices and options they face in making a transition
- Understand and be able to explain the stages of any transition, and the risks and opportunities faced by the family enterprise in making a transition
- Recognise the challenges of bringing all members of the enterprise system through the transition phase, and learn the skills that you will need to help manage the transition process for clients
- Outline a plan for implementing a family enterprise specialism within your own firm

CONTACT US

For full details of the programme visit:

www.cltint.com/stepcertfamilybusiness

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