

THE FAMILY BUSINESS SURVIVAL KIT

Push, Practice, Profit!



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Family Business Survival Kit

Welcome & How to Utilize Our Proven 5-Step Process!



Congratulations on taking the first step! The Family Business Survival Kit is designed to give you a simple step-by-step process for moving your family business forward! If you have any questions or challenges along the way please don't hesitate to email me at pete@peakcoach.com. I want to make sure you get the most out of The Family Business Survival Kit.

Your Proven Step-By-Step Approach

You'll be using the same formula we've used with family business clients for the past 10 years. Commit yourself to sticking to the process and I promise you we will move your family business forward. Here's a step-by-step approach to success in winning in the family business.

1. Have everyone involved read the first three fundamental chapters before the first meeting:
 - a. Communications Fundamentals "Vital 7" Skills
 - b. Quick Personality Profiler
 - c. Conflict Skills 101
2. Have a meeting with the family and answer the questions in both the Communications Fundamentals Exercise and Quick Personality Profiler.
3. Review the Communications for Success Playbook and pick a topic to begin your family business conversations.
4. Commit to a series of meetings with your family and continue the conversations topic-by-topic focusing on making commitments to new actions and new behaviors in the family.
5. Continually review your progress and decide upon new topics to handle as your family is ready.

Four important things to remember:

- Reach out to us via e-mail or by phone for "quick sounding board" support as needed to either revise your plan or get input with a thorny issue.
- Commit to staying with the process over the next 12 months.
- Expect your family to take two steps forward and one step back -- it's the natural process for developing and learning.
- Don't ever give up!



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A Quick Message About the Survival Kit from Family Business Coach – Pete Walsh:

If you are reading this message and someone in the family business has asked you to read the first three chapters about communication, personality styles and conflict, I would like to have a quick word with you.

*I invented the **Family Business Survival Kit** because I am a family business survivor. I was a member of my family's 90-year-old, third generation family business. To tell you the truth, I left the family business after 16 years after becoming Vice President of the company. It was one of the hardest decisions of my life.*

I was extremely frustrated with certain aspects of our family business. I realized my life was too short to continue to be unhappy in the family business. As you can imagine, my continued unhappiness was bleeding over into my life with my wife and my children and having an impact on my ability to be a happy family member during the holiday gatherings.

When you're unhappy in the family business it impacts every aspect of your life.

*In 2012, I founded the **Family Business Performance Center** and the **Family Business Survival Kit** with a set of free tools any family business could use to help improve their communication, business results and happiness.*

I'm not sure where you are in your family business journey, but I want to encourage you to commit yourself to reading the information about communication and personality styles because those issues often times create significant frustration in so many family businesses.

Someone in your family business may have asked you to read this information. I want you to take it as an invitation to improve your business and communication skills and learn how to become an even more effective and successful family business. More than anything I want to help others by giving them some proven tools I wish I had back when I was struggling at Walsh Bros. in 1999.

Family businesses can be extremely rewarding both personally and financially if the family commits to building skills and learning to work together as a team. All great teams practice and build skills to win the championship. I hope you'll commit yourself to the process and lean on me if I can help any way along your journey.

Play to your Potential!

Coach Pete



Family Business Survival Kit

Communications Fundamentals - The “Vital 7” Skills Every Family Should Master

Talk-to-Listen Ratio

A very simple way to monitor your communication effectiveness - shut up. Spend more time listening and less time talking.

Generous Listening

Generous listening is about learning to really listen to people. Try to listen as if what they have to say could make a big difference. Listen for what's not being said -- observing emotions and body language. Spend time listening to people - not trying to convince them of your way. See value in just listening to people.

Practicing Humility and an Open Mind – Beginner’s Mindset

One of the biggest challenges in team dynamics and in the family business is that everybody thinks they have the best answer. Families spend too much time and energy trying to convince each other why their way is the right way. People get caught up in their egos and trying to prove to everyone else that they're the smartest person in the room.

Families need to learn how to be humble and realize other people have good ideas. When people bring a beginner’s mindset to conversations they can be much more willing to learn from each other and appreciate each other.

Resilience, Flexibility and Emotional Self-Control

To be successful, a family business team needs to learn how to go with the flow, manage their own emotions and be flexible about possible outcomes. Nothing can kill team dynamics faster than stubborn people who aren't willing to be flexible and open to new ways of looking at things.

Family members need to learn how to manage their emotions and stay open to the dialogue. They need to learn how to be resilient and bounce back from difficult conversations. They can't simply shut up, take their ball and go home.

Being Collaborative Building Consensus

Family members need to learn how to build upon the ideas of each other. Too often families spend their time trying to tear each other's ideas apart. They need to learn how to take a little bit of everyone's idea and mix it together to come up with a solution that everyone can buy into. They need to find a win-win. Having a successful family business means having a team and learning to work together as a team.

Being Thoughtful, Choosing Right Words, Speaking With Respect for Others

Words have power and meaning. Business professionals need to learn how to choose the right words to speak with respect to each other.

Family members need to learn how to think before they speak and say things in a way other people can understand and appreciate. People need to learn to throw the ball to their team members in a way they can catch it.



You want to be able to speak your truth to people but you want to do it in a way that doesn't cause unneeded harm and damage and ruin the relationship.

Being Responsible and Accountable for What You've Said

Successful business professionals remember what they say and follow through on what they say. A family business team cannot reach its potential if people conveniently forget the details of the conversations or aren't accountable for the words they say and the impact they have on others.

Highly effective business families learn how to take responsibility for what they said, remember the details of the conversations, and are willing to say they were wrong and even apologize to others. Too many people take great pride in being right and then have no one else around them that wants to work with them!

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Questions to Discuss as a Family

What are one or two of these communications best practices that the family needs to improve upon?

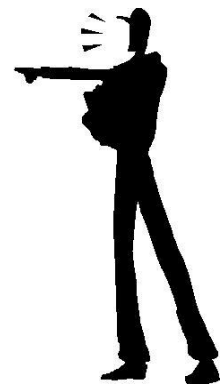
Ask each individual and the family to identify one-to-two areas of communication best practices that they need to improve upon personally? Ask them what that will look like.

In what ways have the family violated communications best practices and what apologies need to be made to restore family harmony and effectiveness?

Quick Personality Profiler

One of the most common sources of frustration in any family business is learning how to work with different personality types. We encourage all of our clients to have us run our Path Elements Profile personality report. Email me at pete@peakcoach.com if you would like us to run the report for you.

For families who don't want to run the personality report, here's a quick do-it-yourself overview to help you determine the types of personalities you have on your team.



Quick Overview of Path Elements Profile Personality Types:

Earth

- Methodical
- Slow-moving
- Detail oriented
- Wants to make sure everything is perfect before making decisions
- Stable
- Conservative
- Wants to know the facts -- values planning
- Usually makes a good finance or office type of position
- Appreciates people who give them the facts and time to analyze the decision
- Gets very frustrated with people who move too quickly without studying all the data

Wind

- The big talkers and storytellers
- Stirs a lot of things up -- has trouble finishing them
- Lacks attention to detail
- Works as a bit of a whirlwind leaving a mess of details in their trail
- People person
- Can be a bit unpredictable and inconsistent, not methodical
- Likes a lot of different activities has trouble staying on task
- Makes decisions quickly -- doesn't worry about analysis
- Usually makes a good salesperson or leader (but needs an earth to keep them on track)

Water

- The peacemaker — works hard to avoid conflict
- Goes with the flow — adaptable sometimes to their own detriment
- Doesn't want to rock the boat or have too much pressure for results
- Disappears when the pressure gets applied by others
- Makes a good customer service person, facilitator, family peacemaker
- Avoids decision-making — figures everything will turn out okay
- Focuses on people, relationships and culture
- Very accepting of others



Fire

- Driven and ambitious
- Impatient
- Demanding and expects a lot out of others
- Passionate for results, often times leading to resentment of other types
- Not accepting the status quo
- Less worried about other people's feelings or impact on others
- Pushes hard for results causing waters to disappear and evaporate



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Other Personality Types

Introverts

- Quiet, needs time to think before speaking
- Needs others to help bring out their ideas to the team
- Has a tendency to give in to others
- Tends to avoid social settings

Extroverts

- Outspoken, gregarious, loves being around people
- Loves speaking and doesn't worry about taking time to think about what they're saying
- Wear their emotions on their sleeves
- Shares their ideas readily
- Can have trouble listening to others giving the introverts time to process and think

Questions to Discuss as a Family

What are all the different personality types we have on this team?

What can we do to provide a more productive environment for all of the personality types?

Can we list everyone's name and began to categorize their personality types?

Is everyone in the right seat on the bus based upon their personality types?

In what ways are our personality types causing us to be ineffective?

Conflict Skills 101 Lesson

Realizing conflict is inevitable and healthy!

All great teams have conflict. Conflict is a way that great teams challenge each other to bring out the best ideas and push each other to be the best possible business people. When we're having conflict it means people care about things. Successful family businesses learn how to deal with conflict and embrace it. Families must learn how to separate business conflict from family conflict.

Families need to identify the different conflict styles in the family.

Sharks

- don't avoid conflict
- take it head on
- take it on aggressively
- tend to run over other types
- fearless -- almost seem to enjoy conflict



Turtles

- avoid conflict
- stick your head back in their shell and hope it goes away
- slow methodical avoiding conflict



Foxes

- deal with conflict with more subtlety
- take time to understand other people's issues
- can be creative and sly in their approach to dealing with conflict



Owls

- wise and patient when dealing with conflict
- tries to understand the big picture
- sits back and watches the conflict unfold
- can provide wisdom and guidance to the other members of the team



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Teddy Bear

- someone who could just cuddle with everyone
- is a sweetheart and wants everyone just to feel good
- tends to be overly flexible for the sake of avoiding conflict
- doesn't realize not dealing with conflict could make it get worse



Questions to Discuss as a Family

Can we identify the different conflict styles of our family members?

What can we do to encourage the sharks to be friendlier and the turtles to be braver?

Who can be the facilitator to make sure everyone is heard in the process?

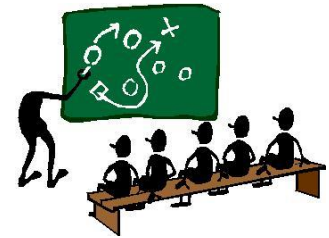
What do we need to do to embrace conflict and deal with it more effectively?

What we need to do to separate conflict in the business from conflict in the family?

“Conversations for Success” Playbook

Quick Introduction & Overview

After 15 years of coaching family businesses we have compiled the following list of questions that will guide your family toward having the important conversations that will enable your success.



Look over all of the following subject headings and pick one or two topic areas to begin discussing with your family. You might consider starting with some of the less difficult conversations. Families need to learn how to “*walk before they run*” in the area of difficult conversations.

Require every family member to read the first three chapters in the survival kit before engaging in the conversations.

What we need to do to be more effective:

- Do we all agree on where we could be more effective?
- Do we have any ideas about what's causing the ineffectiveness?
- What is the ineffectiveness costing us as a family and as a business?
- What will happen if we don't learn to work more effectively together?
- What are one or two steps we need to take to become more effective as a family and as a family business team?

What we need to do to communicate better:

- What's getting in the way of our communication effectiveness?
- What are the patterns of communication in our family that are not working?
- What are the one or two things we need to do to communicate better?
- Would we benefit from communications training?
- Do we understand all of our different communication styles?
- What do we need to do to work better with our different communication styles?

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What we need to do to get along better:

- Why are we not getting along better?
- What are one or two things we need to do to get along better?
- What are the things we need to forgive each other for?
- Can we ever get along well enough to work together as a team in this business?
- What will happen to the business and we don't learn to get along better?

What we need to do to produce better results:

- What are some examples of better results we could be producing?
- What are the things that are getting in the way of us producing better results?
- What is it costing us as a family and as a business to not produce better results?
- What are the long-term implications to our family and our business if we don't produce better results?



What we need to figure out about where we are headed as a business and as a family:

- Where does everyone want to see this business and family going?
- What are the one or two things we need to figure out?
- What are we going to do if we all don't share the same vision?
- What we need to do to create a vision that everyone can buy into?

What we need to do to appreciate and work with our different personality styles:

- Do we understand all of our personality types?
- Has everyone read the quick personality type profiler?
- What do we need to do to work better with all the personality types?
- Is everyone in their proper role based upon their personality types?

What we need to do to have clearer roles, responsibilities and results.

- Do we have clear roles and responsibilities?
- What we need to do to get clear roles and responsibilities?
- What is it costing us as a family to not have clear roles and responsibilities?
- What are we going to do if people are not skilled or equipped to perform the role that they are in?
- What are we going to do if people don't produce results how are we going to handle that?
- What is going to be the impact on the business or the family if we don't have clear roles and responsibilities?

What we need to do to figure out who's going to be the successor and when:

- What are we going to do if we don't find a successor?
- What can happen if we don't come up with a logical process and timeframe for finding a successor?
- What's holding us back from naming a successor?
- Should we get someone to help us with this process?
- What's going to happen if someone finds out they're not the successor?
- What do we need to do to get the current leader to hand over the reins?
- What do we need to do to develop our potential successors?



What we need to do to mend our fences and resolve our conflicts:

- What are the issues that seem to have stopped the family from working together?
- Who and what needs to be forgiven to move on?
- What we need to do to bring forth that forgiveness?
- What is it going to cost the family or the business if we don't move past these issues?

What are the desired behaviors we want in this family:

- What are the behaviors we most want?
- What are the behaviors we don't want?
- What are the behaviors we simply can't tolerate?
- What are we going to do if people continue to exhibit those behaviors?
- What can we do to help people stop those behaviors?



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What are the behaviors we want from the next generation:

- What are the skill mindsets in behaviors we want out of the next generation?
- What are we going to do to help them get there?
- What are we going to do if they don't get there?
- What can we do to help develop the next generation?
- What do we need to do to help the next generation be prepared to participate in the family business?
- What are we going to do to help the next generation be okay with not participating in the family business?
- How do we help the next generation contribute in some way to the family and the family business?

Vision Conversation Exercise

One of the most important things for a family business to discuss is where the family business wants to be in the next several years. When the family can create a vision based upon everyone's buy-in it creates a much stronger foundation to work from.



There is no right or wrong way to approach this conversation. One of the best practices is to create a forum where all stakeholders get to have input. Families should first start with the founders or current participants and then work out from there to involve other stakeholders such as non-active family business participants.

Here are several questions to begin the dialogue:

- Where do we see the business headed right now?
- Where would we like to see the business progress to in the next 2 to 10 years?
- What would we like to see in terms of the ideal size of the business in regard to either revenues, profits, number of employees?
- Are there any new markets or business units we would like to see the business create?
- How does the business vision lineup with the talents and passions of the family members?
- What do we need in terms of size or shape of the business to support the family members involved and the family members not involved?
- Do we ever see a scenario in which we want to have less family member involvement or family member ownership?
- What do we need to do to make the vision become a reality?
- Who else do we need to involve in the vision conversation? How do we plan on involving them?
- What are the key business results or measurements we need to make sure we are on track to achieve the vision?
- Do we have a business plan that supports achieving the vision?
- What is getting in the way of us creating a cohesive family vision?

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Family Values Checklist

Uncovering and articulating the family values is an important process in determining how the family will work together and how the business will operate.



Values are like the guideposts on the journey to family business success. Values are the things that matter most to the family and should ultimately guide decision-making and interaction. When the family can articulate its values it has a better framework to make decisions and work together.

Below is a list of common values families articulated. The family could start by having a conversation to fine-tune the list of values. The family could also add values that are not currently on this list.

Family Values Examples:

- Integrity
- Honesty
- Fairness
- Innovation
- Hard work/strong work ethic
- Collaboration
- Financial strength and stability
- Consistency
- Appreciating diversity (involving differing types of people and personalities)
- Local community support and involvement
- Philanthropy (giving back)
- Technology
- Market leadership
- Communication
- Harmony
- Loyalty
- Growth (personal or business)
- Education and training
- Skill building
- Fair financial reward

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- Financial stewardship and skill building
- Being open-minded
- Proactive
- Adaptable
- Flexible
- Courageous
- Resilient
- Focused and determined
- Honoring and building upon a legacy
- Open to new ideas and directions
- Enabling next generation to add their unique fingerprints to the business

Questions to Discuss as a Family

- What values do we see expressed in the family business right now?
- What are some of the most important values that have contributed to our current success?
- What values would we like to add to the family values?
- What values should we include to express where we are headed as a family and family business?
- What values are we most concerned about keeping in the family business?
- What values do we need to focus on for training and developing a next-generation?
- What values do we need to strengthen to ensure our long-term success?
- How do we handle situations that go against our family values?

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Sample Employment Policy

Our family has recently created a family business employment policy as a strategy to try to do the best thing for the family and the business for our long-term success. Our intention is that the family employment policy be used as a guide to help the family succeed. It is not our intention to use the family employment policy as a way to be unfair or unreasonable to family members.



Our family business lives in a very competitive business world. It is in the business's best interest and the family's best interest to try to create an environment where the business has the most effective and well prepared family members involved in the business. We understand that special circumstances will always exist in every family and we will work hard to work with everyone in our family to ensure their happiness and success.

A few terms we would like to define in the family employment policy:

Full-time professional employment is the term we use for family members who have finished their education and are ready to come to work in the business and make it their career.

Part-time employment is a term we use for family members who might work in the business during their adolescence or family members who want to work in the business as a part-time job but not as a long-term professional career.

Leadership and management employment are terms we use for family members who would like to not only work in the family business but have aspirations to being involved in the day-to-day management and running of the business.

Non-management workers is a term we use for family members who want to work in the business but don't have the aspiration or inherent skill set to be involved in the day-to-day management of the business.

Actives is the term we use for family members that are actively working in the business as either management or non-management workers.

Inactives is the term we use for family members that are not actively working in the business.



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Owners are people who have an ownership interest in the business and could be active or inactive, management or non-management.

Governance is the term we use for the structure we have in place to make decisions about the business at the ownership level. Most successful family businesses have a Board of Directors that act as the governing body for the family business.

Gaining Experience Outside the Family Business

Family business experts strongly recommend the value of having family members gain experience outside the family business as a part of their overall personal development. We agree with this concept. It is our intention that family members seek outside professional employment for a minimum of two years before seeking full-time professional employment in the family business.

We encourage family members to seek out employment opportunities in businesses that they have genuine interest or passion for. It is not critical that the employment opportunity be similar or related to our family business. In fact we think there's great value in family members gaining experience in other industries. The experience gained in other industries may later bring some new thinking and ideas that are critical to our family business's long-term success.

We also think it's additionally valuable for family members gaining a promotion or advancement in their full-time employment outside of the family business. Achieving a promotion or advancement in another business will be a great personal accomplishment in terms of building one's personal confidence and identity as a business professional. Gaining promotion or advancement is not a prerequisite for coming back into the family business but simply an additional enhancement to your professional identity.

Education and Skill Building Before Entering the Family Business

As we indicated before we believe the business world continues to be highly competitive. Businesses that will succeed will have the most talented and knowledgeable people on their teams. To that end we encourage our family members to not only finish high school but seek education past high school level. A college degree doesn't always mean that you'll be a better or smarter businessperson, but we do view it as an indication of someone's ability to apply themselves and their personal learning and development.



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Every person's situation is different and we realize that. As a family we want to work with every next-generation family business person to help them evaluate and determine the best choices for their personal development.

Leadership and Management Positions in the Family Business

Leadership and management positions in the family business will be determined based upon a number of factors including:

- current position held in the business
- previous work experience
- demonstrated work ethic and business results produced
- demonstration of inherent leadership skills
- perceived value by employees and other stakeholders

Generally speaking, leadership and management positions in the family business will require a minimum of five years' experience working in the family business.

Non-management professional employment in the family business

We believe every successful family business provides the opportunity for family members to be in leadership and management positions and non-management positions. It is not our intention to push family members onto either professional track. We want family members to be in roles that meet their natural talents and interests. We don't believe management or non-management family members are better than other family members. Every successful team needs leaders and role players.

Compensation policy

It is our intention as a family business to pay family members based upon the following criteria:

- current position and contribution to the business
- market rate based upon comparable positions in our industry or market
- past earnings history from previous employment



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Our family business intends to pay family members in a fair and equitable manner similar to how it pays its non-family members. We believe fair compensation systems are the cornerstone of a long-term successful family business. Active family members working in the business will be compensated in a similar manner to non-family employees.

Owners of the family business will gain compensation through increased valuation of the business and/or distribution of earnings should the family leaders deem it appropriate.

We realize compensation is a very emotional and important part of our family member's lives. We encourage family members to share any concerns or aspirations they have with the current leaders of the family business so as to not set themselves or the family up for disappointment or mismatched expectations.

Disputes and Disappointments

We encourage every family member to review the family employment policy and see it with the intention in which it was created. Our family employment policy is designed to help us communicate with each other and set our business and our family up for success.

If there is any part of the family employment policy that is disappointing or in any way viewed as unfair, we want to hear from the family member and have a discussion to understand their perceptions. Thank you for reviewing and understanding the family employment policy!

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Annual Communication Planner

One of the most critical pieces of your family business success will be the family's ability to consistently and coherently communicate to the family. We encourage every family business to proactively plan for communication to the family.

Use this guide as a tool for determining the best communication venues for your family. We encourage every family to commit to an annual communication plan.

Communication skills are like every other skill—they need practice and proper technique. We encourage every family business to require the communication skills exercise and personality profiler exercise as a prerequisite for attending family communication meetings.

Here are the most common examples of communication forums:

- A family annual meeting or retreat is a great venue to get the family together to begin to discuss the numerous topics required for creating a sustainable family business. We offer a playbook for family business retreats at our website.
- A monthly dinner meeting can be a more casual and informal way to get the family together to start discussing some of the family business issues. This can be more or less formal depending on your family's culture. If dinner doesn't suit you, this meeting can also be in a lunch format.
- A family newsletter can be a great tool for communicating what's going on in the family business. The newsletter could be an informal e-mail from the family business leaders communicating important information about the family business to the broader family members.
- Daily, weekly or monthly huddle for family businesses that have many active family members in the business. They could set aside a meeting on a regular basis to talk about some of the family business issues.
- Quarterly or Annual board meeting for family businesses that have a formal board. They could use the board meeting to begin to discuss some of the family business challenges.

Individual Communication Meetings

The family business leaders could schedule individual meetings with certain family members to discuss family business issues. Individual meetings should be on an as-needed basis. Individual meetings as the most common communication venue could lead to family disharmony.



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Family Business Training Session

Successful family businesses realize the need for skill building and training. When the family makes a commitment to training the family— that indicates the family's success will be predicated upon having informed and skilled family members in a number of areas including communication, business skills, conflict resolution to name just a few.

Family business trainings can be woven into the agenda of other family business meetings.

Creating an Annual Communication Plan

The family leader should sit down and decide what combination of meeting types would best serve the family.

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Exit Planner

In many family businesses, as much as the family would want otherwise, there are certain situations that arise that might make better sense for the family business and a family member to part ways. A family would be smart to think about some of these issues before they arise and discuss how the family might handle that kind of situation.

In the family business world it is sometimes referred to as “pruning the family tree.” Ultimately what you would want for the family is to create an exit that doesn’t permanently ruin the family relationships.

Here are some questions that the family should discuss:

- What are the scenarios that could arise that would cause us to think about exiting someone out of the business?
- How would we approach exiting someone out of the business? What are the financial ramifications of that?
- What things should we discuss as a family to either prepare ourselves for that possibility or strategize so that we don't have to face that situation?
- If we do face an exit situation how can we do it in a way that doesn't ruin the family?
- Are there any agreements or guidelines we could make ahead of time to prepare ourselves for that situation?
- Should we discuss exiting the business with the family?
- Do we have any plans for how the existing owners could exit the business? What do we need to do to prepare for that?
- What kinds of financial planning and legal planning should we put in place to be prepared if that scenario arises? Who could help us with that?

About the Family Business Performance Center

The Family Business Performance Center was launched in 2012 as an online learning and resource center to help family businesses have access to proven exercises to improve family business performance and family harmony.

The Performance Center was launched in support of its founder Coach Pete Walsh's vision to end family business suffering one family at a time!



Landmine Detection Checklist

What areas do you think you could have a problem with and how urgent is it?

Put a letter next to anything you believe to be an issue in the family as follows:

U = urgent and should be dealt with immediately

M = should be dealt with in the next 6 to 12 months

L = long-term – will need to be dealt with in the next 2 to 5 years



Successor

___ We need to determine a successor

___ We need to develop our successors

___ We need to come up with a succession process and timeline

Siblings

___ We have some obvious sibling issues

___ We have underlying sibling issues

___ We have roles and responsibilities issues (lack of clarity)

Cousins, Next-Generation

___ We have some issues to deal with the cousins and next generation

___ We need to clearly discuss employment guidelines with next-generation

Mental Health/Well being

___ We have someone in the family with mental health issues (depression, etc.)

___ We have someone (one or more people) who have a difficult personality

___ We have family members with addiction issues

Conflict

___ We have conflict in the family

___ We need conflict resolution skills

Communication & Role Clarity

___ We could improve our communication

___ We need to more clearly define our roles in the company

Accountability and Results

___ We can do a better job of holding each other accountable to our results

___ We could do a better job of finding the results everyone is producing

In-laws and Outlaws

___ We have some challenges with the in-laws and the family

___ We have some challenges with the outlaws (former in-laws) in the family

Family Behavior

___ We have some issues with bad behavior in the family

___ We could do a better job of clearly defining acceptable behaviors and family

Family Business Survival Kit

About Pete Walsh

Pete Walsh is a family business survivor having spent 16 years in his ninety-year-old family business in Phoenix, Arizona. Pete is a Master Certified Coach and works with family businesses and leaders all over the world.

Working with Coach Pete



The family Business Performance Center offers three levels of support to families:

The “do-it-yourselfers” can work with the family Business Performance Center's exercises entirely on their own. The exercises are designed to be self-explanatory and simple to use.

The “do it with a little help” families can utilize the support of Coach Pete via free online e-mail questions as well as telephone support at an hourly rate for confidential brainstorming and problem solving on thorny family business issues. Families can also utilize Coach Pete to help them design their plan for family business improvement.

The “we value a facilitator” families can utilize the support of Coach Pete and his team to provide objective outside perspective and accountability to help the family design and implement their performance improvement plan. We offer a wide variety of ways that we can be the project manager for your family's improvement project.



Family Business Survival Kit

Final Thoughts from Coach Pete

Congratulations on taking the very important first step --- being open to new ideas! Family businesses are such a unique opportunity for personal growth and financial success, yet at the same time are fraught with challenges and inherent conflicts.

Statistically we know that less than 20% of the family businesses will survive through the third generation.

Families that make a commitment to communication, skill building and leadership development will greatly increase their chances of beating the odds.

Helping family businesses succeed is my life's work. Please don't hesitate to pick up the phone and call me at 602-952-9015 or e-mail me at pete@peakcoach.com if I can answer any questions for you and your family.

Please keep us posted on your progress and your challenges. Your updates help us as we continue to refine and develop the tools that will help families succeed!

Play to your family's potential!

Coach Pete