

SCORE	LEGACY, VALUES & ASPIRATIONS	VISION, STRATEGY INTO ACTION	SELECTING & DEVELOPING SUCCESSORS	GOVERNANCE	SUCCESSION TRANSITION LADDERS
<b>16-20</b>	<p>You and your family's aspirations about the future of the business are clear, shareholding is resolved, succession is in place and values are the basis of behaviours.</p> <ul style="list-style-type: none"> <li>Succession plan is in place, so the business is structured to cope with sudden dramatic events and crises involving top management &amp; external events</li> <li>Future share allocations have been discussed, planned and resolved within the family to protect the business</li> <li>Family legacy of values is secured and there is confidence in the future</li> </ul>	<p>The family, board and management have a shared vision and strategy to assure the future of your family business</p> <ul style="list-style-type: none"> <li>The board, you as leader / manager and the senior team have designed a written strategy to secure the future of the business</li> <li>Succession management is fully integrated within the strategic plan, since successors have personal responsibility to deliver their part of the strategy</li> <li>The company has promoted successors on merit, those who have demonstrated leadership and made good operational and strategic decisions</li> <li>Resources have been committed to deliver succession, whilst securing the future</li> </ul>	<p>The selection of successors on merit with mentoring and strategic context for succession has produced self-confident future leaders</p> <ul style="list-style-type: none"> <li>The business strategy has been used to identify current and future skills' needs.</li> <li>Potential successors from inside and outside the family have been identified on merit</li> <li>Successors have each been given a key business objective that they will be trained for and supported to deliver prior to evaluation</li> <li>Successors are undertaking applied learning and are proving themselves in practice, subject to rigorous assessment of both performance and potential</li> </ul>	<p>A sound governance structure is in place with forums for owners, board, management and families.</p> <ul style="list-style-type: none"> <li>Governance structure is effective. Ownership, family &amp; and business discussions are segregated</li> <li>Family council meetings encourage open discussion and resolution of family issues</li> <li>The board, business owners and senior managers have clear and distinct roles in guiding the business strategy and operational matters.</li> <li>The family and business governance processes work smoothly in tandem</li> <li>Effective leadership and active support of the next generation is ensured.</li> </ul>	<p>The succession transition ladders have been designed across all the domains of a sound succession plan.</p> <ul style="list-style-type: none"> <li>As current owner / manager you have accepted that succession is the third leadership challenge and have created all the necessary structures for succession</li> <li>The family has resolved issues of future ownership and roles</li> <li>A strong business strategy is in place</li> <li>Successors have been selected based on merit and fully supported to reach their potential</li> <li>Governance structures balance family and business needs and support successors</li> <li>The succession process is progressing with transparency and the broad support from everyone</li> </ul>
<b>11-15</b>	<p>Yours and your family's aspirations about the future of the family business still need some clarification and refinement.</p> <ul style="list-style-type: none"> <li>Not everyone in the family and senior team follow the company values and behaviours</li> <li>Succession is seen as key. Critical functional roles and potential successors have been identified.</li> <li>Final share allocation still needs to be resolved and the business is still vulnerable to potential crises</li> <li>Inspiring confidence in the future is not evident in some of the</li> </ul>	<p>The family, board and management have a shared vision and strategy to ensure the future of your family business, yet some key issues need to be resolved</p> <ul style="list-style-type: none"> <li>The business has a written strategy but the required decisions to take actions have not yet been taken</li> <li>Some future strategic roles need to be specified and filled</li> <li>Specific potential successors have been given the opportunity to demonstrate their capabilities and support is given to help them succeed</li> </ul>	<p>The selection and development process of successors on merit has been properly planned, some aspects need refinement and/or implemented</p> <ul style="list-style-type: none"> <li>The family, board and senior management have selected worthy successors to secure the future of the company</li> <li>All potential successors understand that they must prove themselves and they will be fully supported to reach their potential</li> <li>Successors need mentoring and support to help them realise their potential</li> </ul>	<p>A governance structure is in place for both the family and the business but role confusion still causes some conflict</p> <ul style="list-style-type: none"> <li>The company has established family and business governance forums but conflict still persists and several major family issues remain unresolved</li> <li>There is still some confusion with the role separation between family and business governance, resulting in some kind of conflict</li> <li>Poor communication results in factions that cause divisions and take time and focus away from</li> </ul>	<p>The succession transition ladders have been properly planned, but still some implementation is needed.</p> <ul style="list-style-type: none"> <li>Succession is now seen as a priority and I will personally ensure that the spring handbook and process will be followed by the family and managers.</li> <li>The board and management need to create a practical succession strategy in collaboration</li> <li>Management needs to continue putting resources into the process.</li> <li>The owner/leader needs to personally drive change and</li> </ul>



	senior shareholders and managers and this affects the confidence of others to make commitment and progress.	<ul style="list-style-type: none"> <li>The business is not yet using all the potential talent in family and workforce to achieve its strategic goals because the strategy is not deployed to successors for their actions</li> </ul>		effective teamwork to resolve pressing business issues	<p>monitor progress, support successors and praise a job well done</p> <ul style="list-style-type: none"> <li>As senior manager/owner, I will let go and delegate some of my responsibilities!</li> </ul>
<b>6-10</b>	<p>Your personal and your family's aspirations about the future of the family business are not clear and there are major weaknesses of culture</p> <ul style="list-style-type: none"> <li>Values are remembered but are often not applied</li> <li>The family and board recognise the need for succession, but action has not been taken yet</li> <li>Potential successors still need to be identified</li> <li>Future share allocation needs to be resolved</li> <li>Business is vulnerable to potential crises</li> </ul>	<p>The family, board and management have discussed strategy, but have not yet developed a shared vision and strategy to ensure the future of your family business most key issues need to be resolved:</p> <ul style="list-style-type: none"> <li>The strategy has yet to be written down into a plan for action</li> <li>Personal accountability has yet to be allocated</li> <li>Potential successors lack the opportunity to demonstrate their capabilities</li> </ul>	<p>The selection and development process of successors has been poorly addressed and there is a major need for action</p> <ul style="list-style-type: none"> <li>The business has identified future key roles but has not identified or evaluated potential successors from within or outside the family yet</li> <li>This situation may be causing tensions within the family and there is the threat that key staff may leave because of uncertainty</li> </ul>	<p>The governance system needs a major overhaul especially on the family communication side</p> <ul style="list-style-type: none"> <li>Communication between the family and management is weak.</li> <li>There is often conflict between family members, when personal roles in the business are confused</li> <li>Many meetings with family members can be dysfunctional and some key decisions remain unresolved</li> </ul>	<p>The need for succession transition ladders have been identified, but major action for implementation is still necessary</p> <ul style="list-style-type: none"> <li>From the self-assessment I can see that I have resolved several succession issues</li> <li>I now know what remains to be done to secure the future of my family business and I will commit resources to deliver these results</li> <li>I will lead and drive all the change that needs to be implemented</li> </ul>
<b>0-5</b>	<p>Yours and your family's aspirations about the future of the family business are seriously at risk</p> <ul style="list-style-type: none"> <li>Values do not influence behaviours</li> <li>The business is not structured to cope with sudden dramatic events involving succession</li> <li>Succession plan has not been created yet</li> <li>future ownership issues have not been resolved</li> </ul>	<p>You as the business owner and leader have a vision and strategy but this has not yet been shared with others</p> <ul style="list-style-type: none"> <li>There is no formal business strategy and successors have not been given personal responsibility and the opportunity to demonstrate leadership</li> <li>Most succession strategy issues need to be addressed and action needs to be taken urgently</li> </ul>	<p>The selection and development process for successors has not yet been addressed</p> <ul style="list-style-type: none"> <li>The business has not yet identified critical roles and skills needed within the family business</li> <li>The average age of the workforce is seen as a problem, many key people are due to retire and the company urgently needs successors</li> </ul>	<p>A governance structure is absent or not working effectively.</p> <ul style="list-style-type: none"> <li>The business has had to concentrate on other priority issues and the focus has been on responding to crises</li> <li>Progress regarding family governance, future succession and roles has had to be postponed.</li> <li>There is uncertainty and concern within the family for the future</li> </ul>	<p>The succession transition ladders are needed, and urgent action is required</p> <ul style="list-style-type: none"> <li>Having read this handbook and completed the self-assessment, I understand all the issues</li> <li>I am now committed to creating succession ladders for all areas of the succession programme</li> </ul>

