

# INSEAD

The Business School  
for the World®

Entrepreneurship and Family  
Business Programmes

## The Family Enterprise Challenge

2016 – 2017



Expand your horizon. Make an impact.



# The Family Enterprise Challenge

## Addressing family firms' unique challenges

Family-owned enterprises face special challenges. Who will lead the family and/or the firm into the next generation? How to disentangle personal and business relationships? Should long-term investment take precedence over short-term dividends?

Get the answers wrong and the results can be disastrous – for family and firm alike. Get them right and you will have a high-performance business and a happy, wealthy family.

**The Family Enterprise Challenge** is designed to help you address the universal issues as they apply to your own business and family. It combines rigorous learning – based on the latest research – with practical workshops. Over four and a half intensive days, teams of two to eight representatives from each participating firm learn from each other and INSEAD's expert professors by sharing, reflecting and above all applying new behaviours.

By working together as a family team – but outside your normal environment – you will reach a new level of personal trust. And by undertaking selected assignments with people from other family firms, you will gain a fresh perspective on your challenges.

The programme has two main goals:

- First to strengthen the communication skills of the family team so that you work together more effectively as a group of adults
- Second to develop new planning skills for aligning the actions and decisions of the family and business around values, vision, strategy, investment and governance.

**The Family Enterprise Challenge** integrates learning from entrepreneurship, strategy, finance, governance, leadership and psychology. Using case studies, lectures, simulations, individual and family assignments, team exercises, class discussions and film clips

– all developed at INSEAD, the programme will raise your collective performance both as a business and as a family.

This is an opportunity not only to learn together at a leading business school but also to spend valuable time relating to each other as family and colleagues. **The Family Enterprise Challenge** is an experience as well as an education.

## Key benefits

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- Develop a concrete action plan for career planning, talent development, family meetings, family agreements and governance
- Gain insights into the psychological dynamics of family leadership, business management, and family and business governance
- Learn to manage conflict, complex family structures, diverse personalities and difficult relationships
- Master a range of powerful family business tools, such as the Parallel Planning Process and Fair Process (both unique to INSEAD)

## Faculty

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### Programme Co-directors

#### Christine Blondel

Adjunct Professor of Family Business; former Executive Director of the Wendel International Centre for Family Enterprise; former P&G executive; board member; family business advisor; co-author of *L'entreprise familiale sauvera-t-elle le capitalisme ?*

#### Dr Randel S. Carlock

Berghmans Lhoist Chaired Professor of Entrepreneurial Leadership; first Director of the Wendel International Centre for Family Enterprise; co-author of *When Family Businesses are Best* and *Family Business on the Couch*; trained in family therapy; former CEO of a NASDAQ-listed company.

## Programme content

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All sessions take a distinctively international and interactive approach, reflecting the cosmopolitan make-up of the participants and leveraging their rich experience. Over four and a half days, you will cover the following topics using a wide variety of stimulating learning materials developed specifically for the programme at INSEAD. Most sessions are anchored in a real-life case study from a family business.

### Addressing the family business system and challenges

- A shared vocabulary to understand the challenges facing business families
- Preparing for transitions in the family, ownership and leadership
- Clarifying and practising family values

### Understanding and strengthening family relationships

- Clarifying family aspirations based on values, vision and mission to create options for individual and family contributions
- Learning to address conflict
- Understanding and leveraging family dynamics

### Aligning family ownership, business strategy and governance

- Using the Parallel Planning Process to integrate family and business goals
- Making key strategic decisions about growth, investment, financial structure and future ownership
- Understanding and developing family and business governance (boards, family councils, charters etc)
- Exploring succession and careers as an ongoing process involving family, business, governance and ownership roles
- Balancing the owners' expectations with the business' realities

### Developing new skills to improve family harmony and business performance

- Using the concept of Fair Process in family and business governance to build trust and commitment
- Strengthening interpersonal and family communication skills to improve relationships

### Action planning, execution and follow-up

- Practising effective family meetings – with support and coaching from faculty members
- Identifying specific next steps for action so that the family can meet individual and collective goals.
- Creating a business family that is professionally emotional and a source of happiness and satisfaction

## Participant profile

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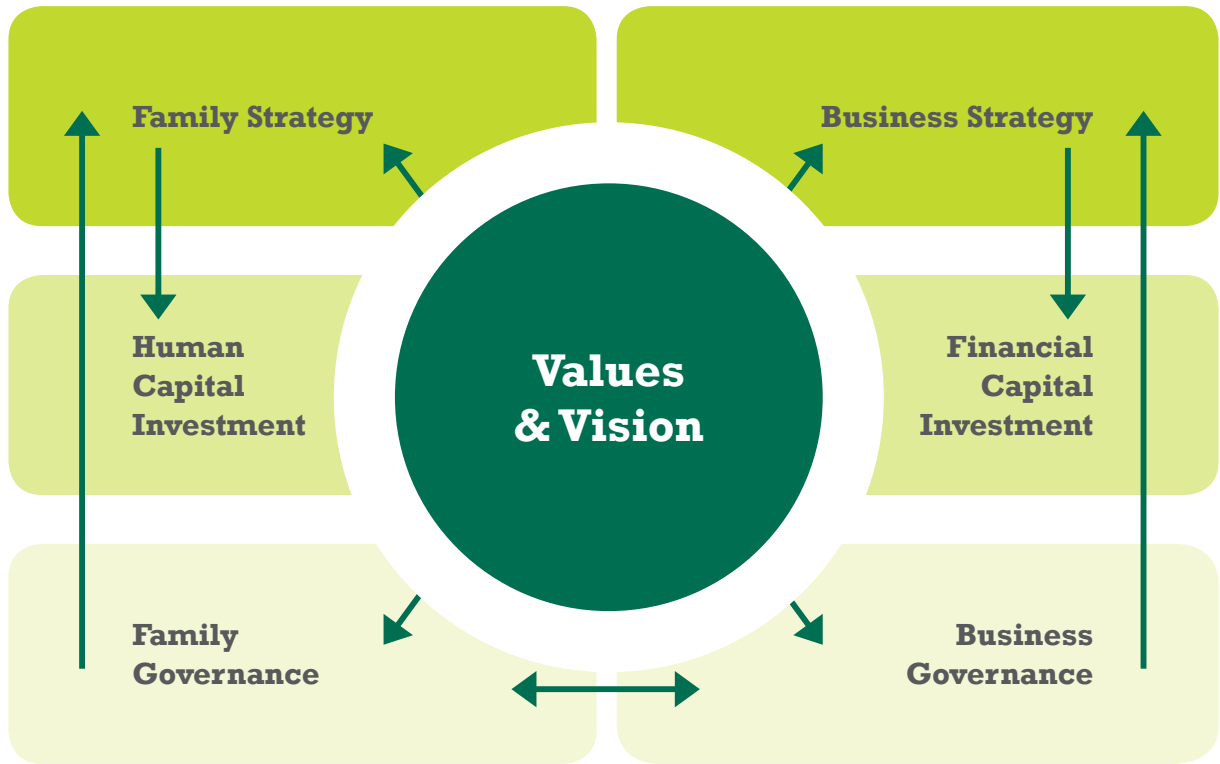
We recommend that participants attend the programme in teams of at least two to eight members from the same family enterprise. This may include non-family managers or directors. The more team members you bring, the more perspectives and issues you will address – and the more you will all learn. You will also be able to implement changes more effectively and efficiently, when you return to work and home.

Typically past teams have included:

- Family members, those working and not working in the business
- Founders, successors and non-family CEOs
- Family and non-family board members of the family holding company
- Members of the family council
- Family and non-family directors from the business board
- Family shareholders and their children.

Some family firms have been so delighted with the results that they have returned to the programme – bringing new team members with them.

## Parallel Planning Process Map



The Parallel Planning Process (PPP) outlined in the diagram above was developed at INSEAD to help business families plan for both the business and the family – two very different but interlocking systems.

The strength of the Parallel Planning Process is not just that it works. It is that the Parallel Planning Process is applicable the world over. It is rooted in the shared values of the individual family rather than inappropriate notions of ‘universal’ best practice.

The programme does not simply *teach* the Parallel Planning Process. An intensive workshop uses visual and listening techniques to give all those present a voice about values and vision – and thus acts as a springboard for the process of real-life planning.





### **Some words from recent participants**

*"Thank you for a head start in transition questions and solutions – through your warmth and understanding."*

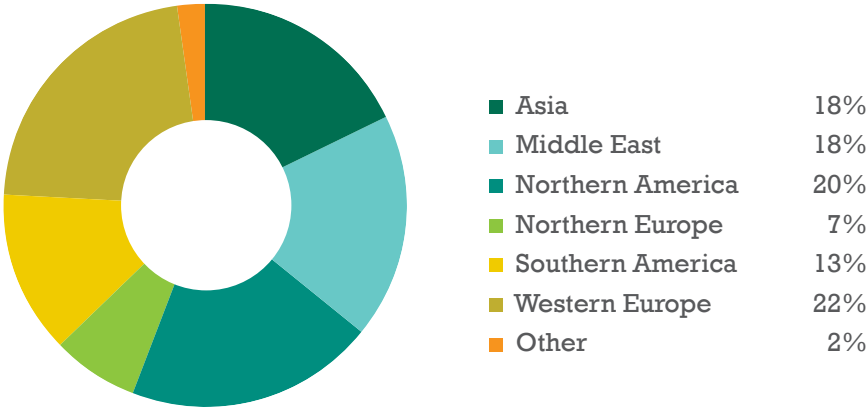
*"It's so helpful to have the other families. You think you're unique and bizarre. But there are so many like you... and the challenges you have are all normal!"*

*"A family-mind-blowing experience! Thanks!"*

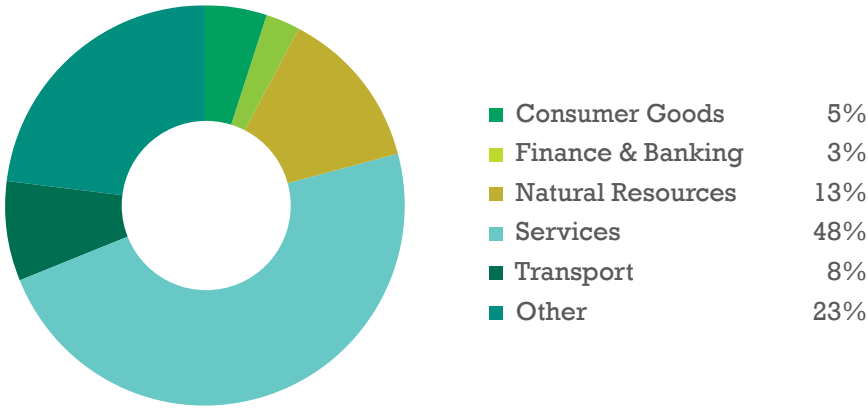
*"Our sincere and deep gratitude for an incredible few days, and for the enormous revelation you made possible for us as a family."*

*"Thank you for the hard lessons and for forcing us to work through our values, vision and active listening. We are now in the process of creating a family council with an annual family assembly. And we're working on our family charter."*

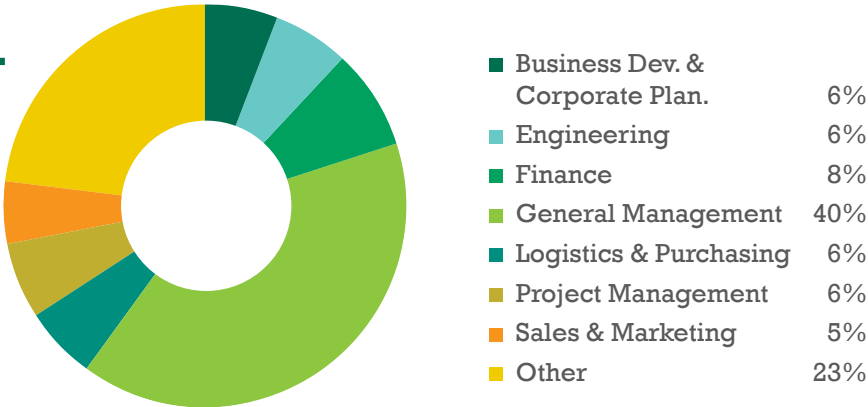
# Region



# Industry



# Function





# Campus Information

INSEAD is unique among leading business schools in having a 3-campus structure – spanning Europe, Asia and Abu Dhabi. Each campus is highly cosmopolitan and has its own world-class faculty in residence. Executive Education programmes run at 1, 2 or even all 3 locations, while Customised Programmes can be held anywhere in the world.

## Asia Campus

The Asia Campus in Singapore occupies a 1.94-hectare site in the heart of the city's Buona Vista 'knowledge hub' – just 30 minutes from the airport and 15 minutes from the financial district. Its state-of-the-art facilities include: 12 amphitheatres, 6 flatrooms, classrooms, study areas, 2 dining areas, 2 bars, a 24-hour library, a fitness centre and 133 hotel rooms for participants.

## Europe Campus

INSEAD's 8-hectare Europe Campus is situated on the edge of the beautiful, historic town of Fontainebleau, France. It nestles in the vast Forest of Fontainebleau yet is less than 1 hour from the centre of Paris and international airports. Facilities are of the highest standard and include: 29 lecture theatres, many classrooms, study areas, 2 restaurants, a bar, a bookshop, extensive library resources, a fully equipped gym and 2 on-campus hotels with a total of 158 rooms.

## Abu Dhabi Campus

Abu Dhabi's city centre is home to INSEAD's third campus, just 40 minutes from the airport and 10 minutes from the 'Corniche'. This new, 14-storey, 6,000 square-metre building, purposely designed for Executive Education, has 3 lecture theatres, 2 conference rooms, classrooms, study areas, a library, a restaurant and prayer rooms.





Europe Campus



Abu Dhabi Campus



# The INSEAD LiVE Series

## Today's insights for tomorrow's business

The **INSEAD LiVE Series** is a unique opportunity for you and your organisation's executives to listen to and interact in real time with INSEAD thought leaders. Through a series of webinars, you will hear expert views on today's hot topics and their impact on tomorrow's business. You will also have the chance to ask questions that are important for your business – and get immediate answers from world experts.

The **INSEAD LiVE Series** is the convenient platform to gain access to INSEAD professors without leaving the workplace. This means your learning is incorporated into your day-to-day activities with immediate effect.

Through our online virtual seminars, you will gain a fresh and up-to-date perspective on current world and business issues from leading INSEAD faculty members.

INSEAD faculty are known for exploring new domains beyond their individual fields of research, driven by a determination to share their knowledge and their vision as they uncover multicultural management challenges. More than this, they are acutely aware of the impact of a constantly evolving global economy on your business.

## Examples of past INSEAD LiVE Series webinars:



Speaker: **Randel Carlock** - Senior Affiliate Professor of Entrepreneurship and Family Enterprise  
The Berghmans Lhoist Chaired Professor of Entrepreneurial Leadership  
Session: **Becoming a Professionally Emotional Family Business**

Speaker: **Ludo Van der Heyden** - Professor of Technology and Operations Management  
The INSEAD Chaired Professor of Corporate Governance  
Academic Director, INSEAD Corporate Governance Initiative  
Session: **Team Play vs. Solo Play at the Top : The Case of Napoleon Bonaparte**  
Professor Van der Heyden is director of the International Directors Programme and Value Creation for Owners and Directors.



Speaker: **Stanislav Shekshnia** - Affiliate Professor of Entrepreneurship and Family Enterprise  
Session: **Succession – the key governance challenge**  
Professor Shekshnia is Co-Programme Director of the Leading from the Chair programme.

To find out more and register for the **INSEAD LiVE Series**, visit:

<http://executive-education.insead.edu/virtual-learning/liveseries.php>



# INSEAD Executive Education Certificate in Global Management

**Deepen your global management and leadership skills at one of the world's leading business schools.**

The **INSEAD Executive Education Certificate in Global Management** is a formal recognition of your commitment to continuous learning and professional development and can be completed over a four-year period. You will be taught by world-class thought leaders in their fields and will be exposed to cutting-edge research and the latest trends.

## Key benefits include:

- A formal recognition from INSEAD of your commitment to continuous learning and professional development in the area of global management and leadership
- Ability to tailor the set of programmes according to your needs and build specific skills that are important to the success of your organisation
- Incorporate all the latest learning, tools and research into the organisation to give you a competitive edge and develop fresh perspectives in developing ideas and solutions.

## Who is eligible?

There are two options available to candidates in order for them to be eligible for the Certificate:

- Complete one core leadership or general management programme, as well as a minimum of any two Open Programmes
- Complete one Customised Programme with a duration of three days or longer, as well as a minimum of any two Open Programmes.

Regardless of option chosen, the programmes selected must amount to at least 15 days and all three must be completed in four years.

## Core programmes:

These have been selected for their focus on international management or leadership and will provide you with wide-ranging skills:

### Core Leadership Programmes:

- AVIRA: Awareness, Vision, Imagination, Role, Action
- High Impact Leadership Programme
- Leading for Results
- LEAP: Leadership Excellence through Awareness and Practice
- Learning to Lead
- Management Skills for International Business
- Managing Global Virtual Teams
- The Challenge of Leadership
- The Leadership Transition
- Strategy Execution Programme.

### General Management Programmes:

Our general management programmes are also eligible and take part of the core programmes for the certificate. These include:

- Advanced Management Programme
- Transition to General Management
- Management Acceleration Programme
- Asian International Executive Programme.

## Open Programmes:

The Open Programmes include any two or more of our 45+ programmes that have a duration of three days or longer. To view more about the Certificate and the list of Open Programmes please visit our website at:

[http://executive-education.insead.edu/executive\\_certificate\\_global\\_management/](http://executive-education.insead.edu/executive_certificate_global_management/)





## Caroline Wouters

Vice President

Wolters Kluwer, The Netherlands

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INSEAD is a wonderful experience. It required a significant investment in time and energy, but it was worthwhile... Even if my company had not been in a position to sponsor me, I would certainly have done it.”

**Recipient of the INSEAD Executive Education Certificate in Global Management.**

My role is global head of communications and the global brand lead for Wolters Kluwer. My main objective is to build and strengthen the organisation's reputation, so to do this I need to work with many different teams and brand specialists within the company.

I was looking for something that would demonstrate my commitment to professional training and something that would reflect where I am in my career. I looked at different schools and different opportunities in the US, UK and Switzerland, but the reputation of INSEAD, coupled with the fact that I could obtain the Certificate, really convinced me.

I wanted to break through barriers and take on greater leadership roles. I felt that if I did just one programme, it would not have been enough to give me the skills and knowledge I was looking for. I believed that if I combined programmes I would learn a lot more. The Certificate seemed to offer me the opportunity to do just that, from both a professional and personal standpoint.


I started with the **Leading for Results** programme in Singapore. I took this one first because I believed it would give me the foundations to be a better leader and a high-level view of leadership. I then chose **Managing Global Virtual Teams**, followed by the **International Marketing Programme**. The latter was more of a practical programme that is closely related to my day-to-day work.

The benefit of having completed all three programmes was that I felt I really had changed. I gained great insight into how I can change, contribute and influence people. The programmes really forced me to rethink how I approached my work and have helped give me the tools to change and improve.

When you have arrived at a very senior level in your career, it is good to refresh your knowledge. That is what INSEAD and the Certificate did for me. INSEAD gave me confidence to believe that I am not only a leader in my function, but that I also have the capability to be a leader in many other areas. INSEAD is a wonderful experience. Even if my company had not been in a position to sponsor me, I would certainly have done it.

# Practical information

## Calendar 2016 – 2017

Programme	Date	Location	Length	Fee*	Level	Cert.**
<b>The Family Enterprise Challenge</b>	10–14 October 2016	Fontainebleau	4.5 days	€15,000 <sup>(1)</sup> €6,000 <sup>(2)</sup>	Board C-level Experienced General Manager New General Manager Senior Functional Manager Functional Manager New Manager Specialist	

<sup>(1)</sup> Tuition fee for a team of two participants.

<sup>(2)</sup> The tuition fee for each additional participant is €6,000 for a session located in Fontainebleau.

\*\*This programme is eligible for the INSEAD Executive Certificate in Global Management.

## Application procedure

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration the applicant's level, objectives and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably 6 weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

**Note:** all our Open Programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

## Tuition fees\*

The programme fee covers tuition, course materials and lunches on working days as well as the closing dinners. It does not include travel, accommodation and other incidentals. Participants will have to settle accommodation expenses and other incidentals before the end of the programme.

Participants are required to come in teams of at least two members of the same family enterprise. Please note that tuition fee<sup>(1)</sup> is based on the first two members of the family team, whilst tuition fee<sup>(2)</sup> is for each additional participant.

**\*Fee subject to change. For programmes delivered in France, VAT (20%) to be added for companies based in France, or for European companies where no VAT number is supplied. For programmes delivered in Singapore, GST (7%) to be added for Singapore-registered companies.**

## Contact us

For further information on **The Family Enterprise Challenge** programme, contact:

### INSEAD Europe Campus

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Visit our website: [http://executive-education.insead.edu/family\\_enterprise/](http://executive-education.insead.edu/family_enterprise/)

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