

The screenshot shows a web application interface. At the top, there is a navigation menu with the following items: HOME, FAMILY CASE STUDIES, SUCCESSION PLANNING PROCESS, WHERE DO WE GO FROM HERE, RESOURCES, NAVIGATION, and EXIT. On the left side, there is a logo for 'MANAGEMENT SUCCESSION'. On the right side, there is a logo for 'FAMILY CASE STUDIES' with '134' above it. The main heading is 'Howell Family Background'. Below the heading, there is a text prompt: 'Listen to the background story of the Howell Family.' The background of this section is an illustration of a farm with a red barn, a white fence, and blue mountains under a blue sky. Below the illustration, there are six scene thumbnails, each with a title: Scene 1: The Howell Family Farm; Scene 2: Carl Howell; Scene 3: Bertha Howell; Scene 4: Kenneth Howell; Scene 5: Betty Howell; Scene 6: Jack Howell. In the bottom right corner, there is a small icon of a document with a plus sign.

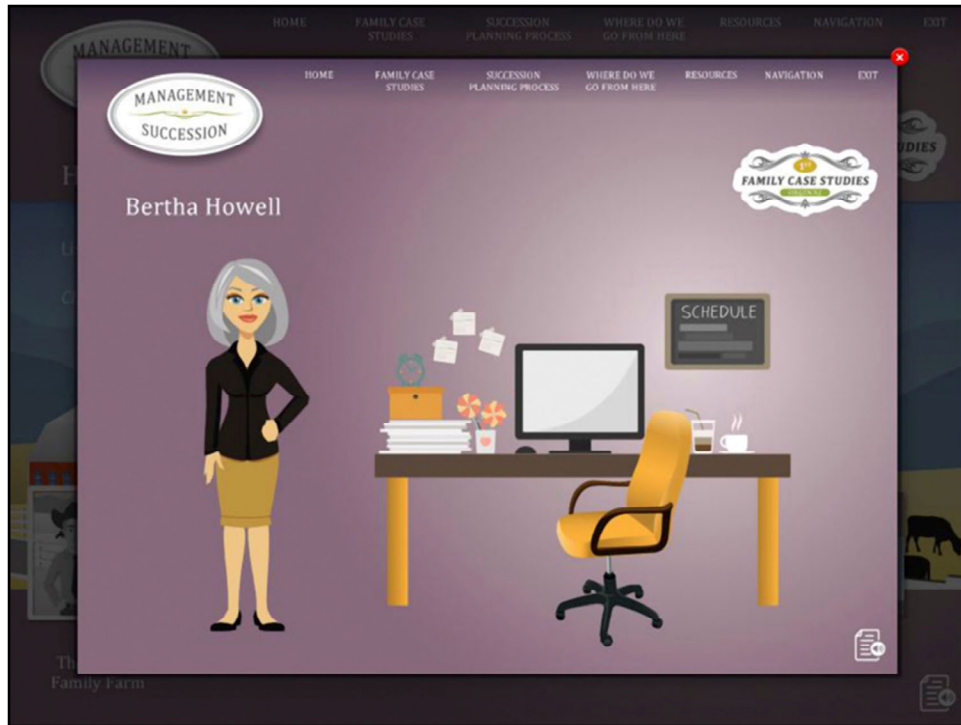
Review the background story of the Howell Family.



The Howell family is a third generation farm family. The farm consists of 300 acres of irrigated cropland and 1,000 acres of rangeland for grazing both cattle and sheep. Carl and his wife are the primary owners/managers of the farm. Two of the Howell's three children currently work on the farm.



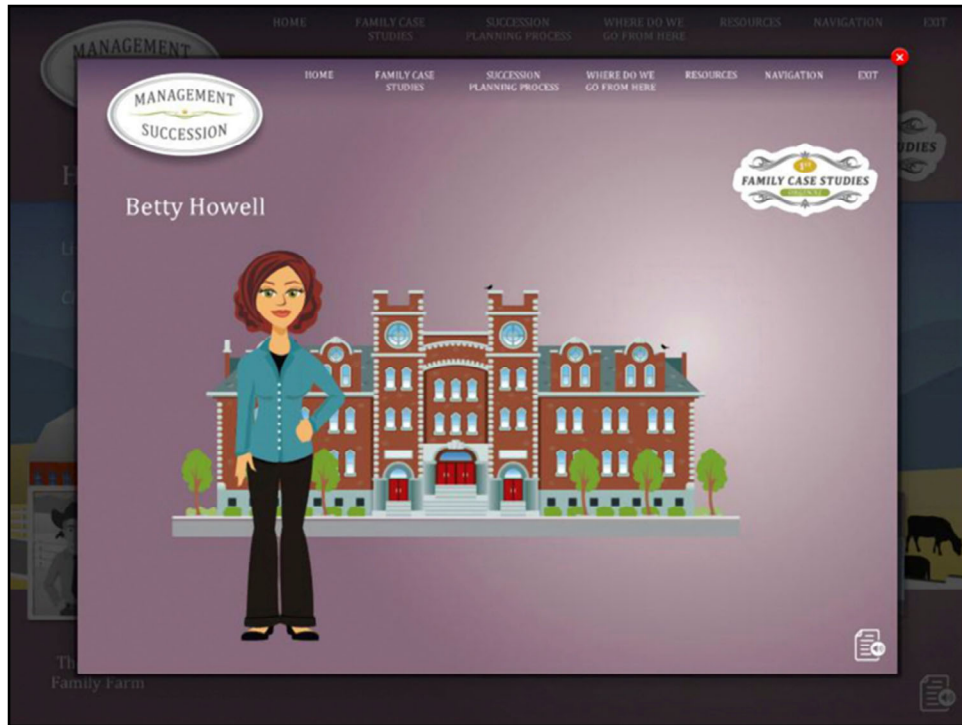
Carl is 63 years old. His health has been good, so he continues to work long days with few signs of slowing down. Carl knows his age will catch up with him at some point, but he expects to manage the farm until he dies.



Carl's wife, Bertha, who is 62 years old, also works on the farm fulltime. Her primary role is to keep the financial and production records for the farm and provide everyone regular updates on financial performance. Bertha's goals for retirement are quite different than Carl's. She would prefer to scale back over time and turn the farm business over to their three children within the next 5 to 10 years. She would like to move off the farm closer to town.



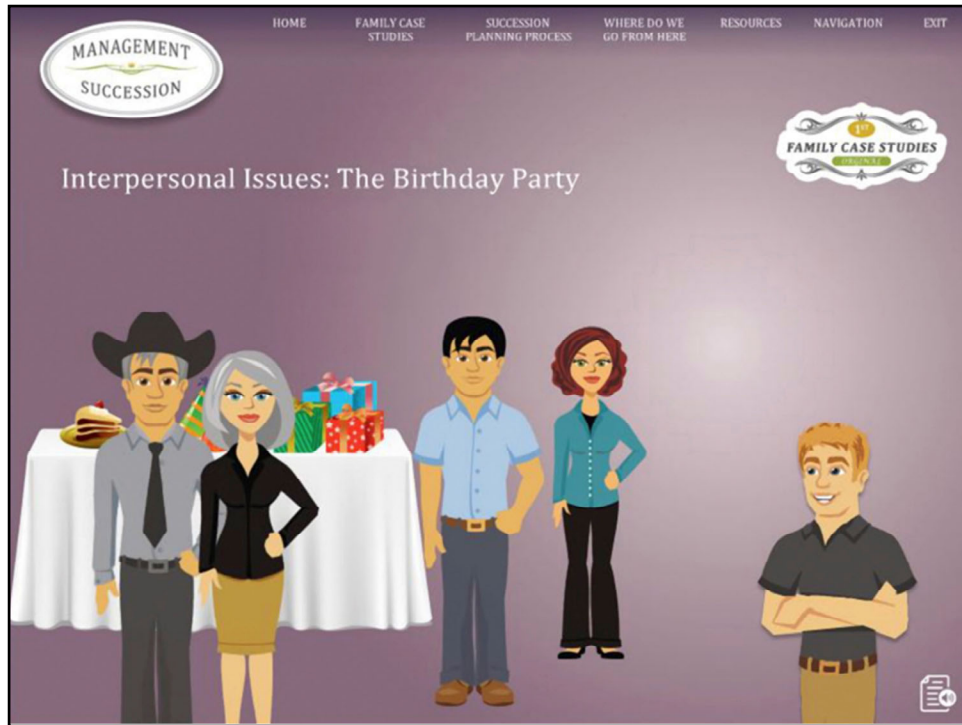
Kenneth, age 38, is the oldest child. He has been working full-time on the farm since he graduated from high school. Being the oldest son and having worked in the business the longest, Kenneth has visions of taking over the farm when his dad retires.



Betty, age 36, is the second oldest child. She attended and graduated from college to prepare herself for taking over ownership and management of the farm. Because of her additional knowledge and training, she assumes her dad will identify her as the best choice to succeed him in the management and ownership of the farm.



Jack, age 31, is the youngest child. Jack is married and lives and works in a large town about 300 miles from the farm. He and his wife, Ann, have four sons. Ann is a stay-at-home mom. Jack has no interest in coming back to the farm, but expects to be treated equally when his dad decides to transfer ownership of the farm to the next generation.



In order to complete a SWOB of the Howell family, we need to examine their interpersonal, business, and succession planning issues. First, we will start with the interpersonal issues of the Howell family.

At a recent family gathering for Bertha's birthday, Betty accidentally started talking about what changes she would like to make on the farm when she assumes ownership. Her comment caused the whole family to start yelling and arguing about the future of the farm. Every family member had a different perspective of succession and retirement and left the birthday party mad. No one talked to each other for several days.

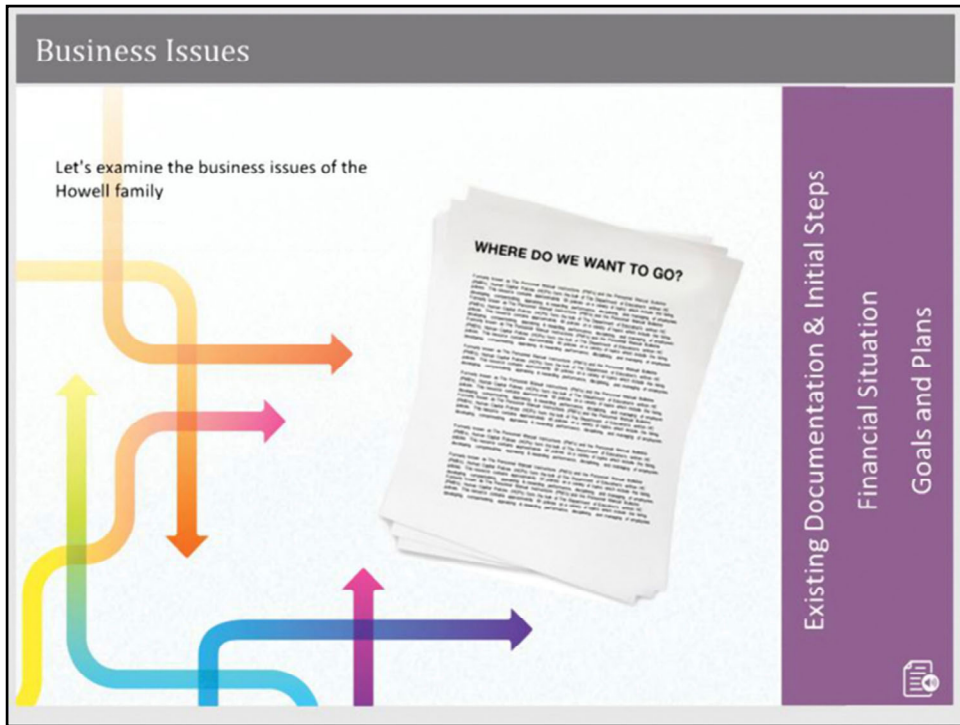


Finally, Bertha couldn't stand it anymore. She demanded that everyone gather at the house. She ordered everyone to sit down together and express their desires and hear what everyone else was thinking about the future of the farm. Everyone was encouraged to be civil and give everyone a chance to talk without being interrupted. Tensions were high and very little happened after this first discussion. Everyone was instructed to think about their discussion and meet again together in a week.



Before the second meeting, Kenneth came across an on-line assessment tool designed to help families assess their readiness for management succession. At the second meeting the family, some reluctantly, agreed to work through the Management Succession Assessment.

They determined the family typically practiced good communication in most all aspects of the business, except for management succession. Because of the threat of conflict between Kenneth and Betty, all family members had intentionally avoided the subject, hoping it would just work itself out. The family experienced little conflict, but that was mainly because they avoided discussing subjects in which conflict could occur.



Next, we'll examine the business issues of the Howell family by looking at their:

- Existing documentation and initial steps,
- Financial situation, and
- Goals and plans.

Business Issues

Existing Documentation & Initial Steps

Existing Documentation & Initial Steps

- Bertha has kept detailed financial and business records for years.
- Financial reports are produced and shared regularly with family members.



Financial Situation
Goals and Plans



Bertha has kept detailed financial and business records for years. It has been her primary responsibility in the business. Financial reports are produced and shared with family members on a regular basis.

Business Issues

Financial Situation

Financial Situation

- Emphasis on running a financially-sound business.
- Uses financial data to help make business decisions.
- Very little else has been documented and shared.



Existing Documentation & Initial Steps

Goals and Plans



The Howell's put a big emphasis on running a financially-sound business and use financial data to help make business decisions. However, very little else in the business has been documented and shared.

Business Issues

Goals and Plans

Goals and Plans

- Carl's plans and goals for the business have not been shared.
- No regular meetings have been scheduled to discuss the farm's future.

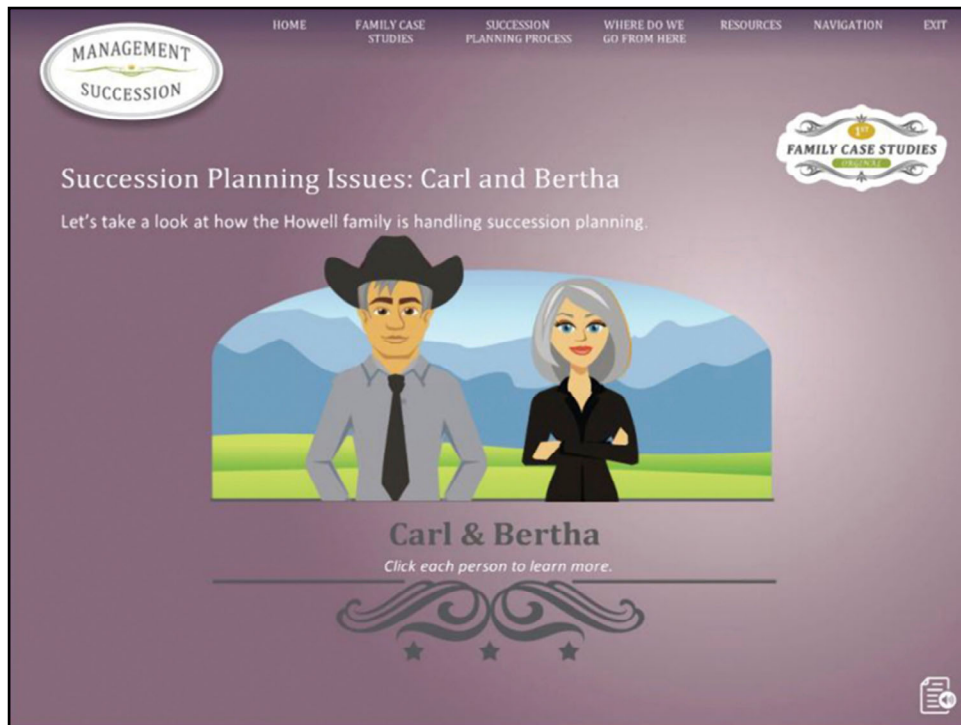


Existing Documentation & Initial Steps

Financial Situation



Carl has always had plans and goals for the business, but they were not shared with others. There are no regular meetings where the future of the business is discussed.



Finally, we'll examine the succession planning issues of the Howell family. Carl is determined to remain in control of the business as long as he can. As a result, there had been no discussion about how the management and ownership of the farm will be transferred to the next generation. In fact, the subject has been intentionally avoided. Carl does not want to have to choose between his children. He sees that each of them have different skills and abilities, all of which are valuable to the business. It has been easier for him to avoid the whole idea of management and ownership transition than to risk making decisions that might offend one or more of his children. It wasn't until recently that he even knew that Bertha wanted to scale back sooner rather than later. He isn't sure what he would do with himself if he wasn't working on the farm.

The screenshot shows a course interface with a navigation menu at the top: HOME, FAMILY CASE STUDIES, SUCCESSION PLANNING PROCESS, WHERE DO WE GO FROM HERE, RESOURCES, NAVIGATION, and EXIT. The main heading is 'Structured Feedback for the Howell Family'. Below it, a text box states: 'To provide structured feedback for the Howell family in the activity, you will need to complete each of the following sections:'. Three callout boxes point to a worksheet image: 'Strengths/Weaknesses - Opportunities/Barriers (SWOB)', 'Best Succession Management Practices (BSMPs)', and 'Goals for Change'. A document icon is in the bottom right corner.

Now that you have some additional insights into the Howell family, their history, business issues, and perspectives on family and business, we would like you to provide them some structured feedback.

The course provides more detail on completing the worksheets in the Succession Planning Process module. However, we believe you already have enough information to provide some suggestions to the Howells.

This activity follows the main sections included in the succession planning worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Structured Feedback for the Howell Family

To provide structured feedback for activity, you will need to complete

SWOB Analysis

The first section of the worksheet provides a space to describe the Howell family's Strengths/Weaknesses - Opportunities/Barriers (SWOB).

Close

Close

At the far left side of the worksheet the experts have provided an assessment score and corresponding color to indicate whether any interpersonal, business, or succession planning issues are of concern for the Howell family.

Keeping this assessment score in mind, you will note strengths you believe the Howells can build on, weaknesses they should shore-up, opportunities they should carefully consider, and barriers they may need to break down in order to move their succession planning forward.

The SWOB analysis completed by the experts for the Howell family may be found in the Resources section for comparison with your suggestions.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Structured Feedback for the Howell Family

To provide structured feedback for activity, you will need to complete

BSMP Analysis

The middle section of the worksheet provides a space to describe Best Succession Management Practices (BSMPs) the Howell family could consider following to address concerns identified in the SWOB analysis.

External resources to assist the Howell family in this process are also noted here.

Close

Worksheet image showing a section highlighted in purple.

Best succession management practices are specific activities or practices the Howell family may need to adopt to move their succession management process to the next stage.

Typically, a family will adopt these strategies for better management in a step-wise fashion, not all at once.

A list of BSMPs has been provided under the Resources section of the course for your reference.

The experts have suggested a number of BSMPs for the Howell family to consider. Those are provided in the activity.

MANAGEMENT
SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Structured Feedback for the Howell Family

To provide structured feedback for activity, you will need to complete

Goals for Change

The third section of the worksheet furnishes a place to describe goals that will move the Howells toward where they want to go with succession planning.

Close

Under this third section write two or three goals for change. These should be written with the intent of helping to improve the Howell family's chance of success with their succession process.

These goals, taken together across all issue areas, become a description of where the Howells want to go as they move forward with their succession transition.

Recommended goals for change completed by the experts are provided for you to consider once you have entered your suggestions for the Howell family.

The screenshot shows a web application interface with a dark purple background. At the top, there is a navigation menu with the following items: HOME, FAMILY CASE STUDIES, SUCCESSION PLANNING PROCESS, WHERE DO WE GO FROM HERE, RESOURCES, NAVIGATION, and EXIT. On the left side, there is a logo for 'MANAGEMENT SUCCESSION'. On the right side, there is a logo for 'FAMILY CASE STUDIES'. The main content area is titled 'Howell Family SWOB and Goal Activity Menu'. Below the title, there is a paragraph of text: 'Now that you have examined the interpersonal, business, and succession planning issues of the Howell family, you are ready to start the SWOB and goal activity. You will need to complete these in order.' In the center, there is a whiteboard with three items listed: 'Interpersonal Issues' (highlighted with an orange border), 'Business Issues', and 'Succession Planning Issues'. To the right of the whiteboard is a cartoon illustration of a woman in a black business suit, pointing towards the whiteboard. In the bottom right corner of the whiteboard area, there is a small icon of a document with a plus sign.

This activity will provide you with the Howell family's assessment scores for all areas of concern for interpersonal, business, and succession planning issues. It will allow you to create the SWOB analysis of each area and help the family develop goals for succession based on your analysis and BSMPs.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues SWOB Activity: Perspectives

Record your SWOB evaluation of the Morgan family on the worksheet. *To print your SWOB, click the print icon located to the left of the worksheet image.*

When you are done, click the Expert character to view the BSMPs suggested by the experts to address the issues identified in the SWOB analysis.

Strengths/Weaknesses - Opportunities/Barriers

type your text here

Perspectives | Score 38

Succession Expert Click Here

Using the interpersonal issues assessment score shown for Perspectives, record your SWOB evaluation of the Howell family on the worksheet.

Remember from the “Management Succession: Where Are We?” course, the scoring for each issue area is arranged using a Red-Yellow-Green approach.

RED indicates an area that should raise an alert.

YELLOW indicates an area that you should be cautious about.

GREEN indicates an area of strength.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues SWOB Activity: Perspectives Expert Evaluation

Review the BSMPs.

Best Succession Management Practices to Adopt External Resources to Access

Score 38

Perspectives

- BSMP: Founders develop a written set of goals for the family business and shared with all family business members. Goals for the family business are reviewed periodically.
- BSMP: Founders and next generation work together to outline how control of the business will be transferred to successors. Process is shared and reviewed periodically.
- BSMP: A formal mission statement is agreed upon which describes the fundamental purpose of the

Howell Family Click Here

When you are done reviewing the BSMPs, move on to the next slide to continue.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT
SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues Goal Activity: Perspectives

Record the goals on the worksheet.

When you are done, click the Expert character to compare your goals with the expert review in the area of succession.

Goal for Change - Description of Where We Want to Go

type your text here

Perspectives | Score 38

Succession Expert Click Here

Based on the assessment score, your SWOB analysis, and the BSMPs, what are your recommendations for the interpersonal goals for the future state of the Howell family business?

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues Goal Activity: Perspectives Expert Evaluation

Review the goals for change.

Goal for Change - Description of Where We Want to Go

Perspectives | Score 34

Goal: Next generation will work to communicate with founders the benefits of developing a succession plan (goals, timelines, planning team, responsibilities, skills, and successors) and the complications and problems of not having a plan.

Goal: The Howell family will involve outside professionals as needed to assist with the founders fear of giving up control and thus avoiding communicating their goals for succession transfer. Outside professionals will also help the next generation support the founders in their decisions.

Howell Family Click Here

When you are done reviewing the goals, move on to the next area of concern.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues SWOB Activity: Communication

Record your SWOB evaluation of the Howell family on the worksheet.

When you are done, click the Expert character to view the BSMPs suggested by the experts to address the issues identified in the SWOB analysis.

Strengths/Weaknesses - Opportunities/Barriers

type your text here

Communication | Score 83

Succession Expert Click Here

Using the interpersonal issues assessment score shown for Communication, record your SWOB evaluation of the Howell family on the worksheet.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues SWOB Activity: Communication Expert Evaluation

Review the BSMPs.

Best Succession Management Practices to Adopt External Resources to Access

Communication | Score 83

- BSMP: Continually evaluate how effective the family is communicating about succession planning.
- BSMP: Emphasize the importance of practicing and improving effective communication skills.
- BSMP: Family business invests in helping family members to improve communication skills.

External Resources:
A Lasting Legacy (Intergenerational Relationships) - www.einbtrick.org

Howell Family Click Here

When you are done reviewing the BSMPs, move on to the next slide to continue.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues Goal Activity: Communication

Record the goals on the worksheet.

When you are done, click the Expert character to compare your goals with the expert review in the area of succession.

Goal for Change - Description of Where We Want to Go

type your text here

Communication | Score 83

Succession Expert Click Here

Based on the assessment score, your SWOB analysis, and the BSMPs, what are your recommendations for the interpersonal goals for the future state of the Howell family business?

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues Goal Activity: Communication Expert Evaluation

Review the goals for change.

Goal for Change - Description of Where We Want to Go

- Goal: Use outside facilitation to assist with improving communication skills.
- Goal: Encourage family members to participate in trainings to improve communication skills.
- Goal: Practice good communication skills in all business activities.

Communication | Score 83

Howell Family Click Here

When you are done reviewing the goals, move on to the next area of concern.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

Using the interpersonal issues assessment score shown for Managing Conflict, record your SWOB evaluation of the Howell family on the worksheet.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues SWOB Activity: Managing Conflict Expert Evaluation

Review the BSMPs.

Best Succession Management Practices to Adopt
External Resources to Access

Managing Conflict | Score 72

BSMP: Family business members acknowledge that conflict can be an opportunity to make changes.

BSMP: Conflicts that cannot be worked out between individuals are recommended for the collaborative conflict resolution process outlined by the business policies.

Howell Family | Click Here

When you are done reviewing the BSMPs, move on to the next slide to continue.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues Goal Activity: Managing Conflict

Record the goals on the worksheet.

When you are done, click the Expert character to compare your goals with the expert review in the area of succession.

Goal for Change - Description of Where We Want to Go

type your text here

Managing Conflict | Score 72

Succession Expert Click Here

Based on the assessment score, your SWOB analysis, and the BSMPs, what are your recommendations for the interpersonal goals for the future state of the Howell family business?

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Interpersonal Issues Goal Activity: Managing Conflict Expert Evaluation

Review the goals for change.

Goal for Change - Description of Where We Want to Go

Goal: The Howell family will work to follow conflict resolution policies when working through the succession planning process.

Managing Conflict | Score 72

Print Document

Document Icon

When you are done reviewing the goals, move on to the next slide to return to the Activity Menu.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

The screenshot shows a web application interface with a dark purple background. At the top left is a logo for 'MANAGEMENT SUCCESSION'. A navigation menu at the top includes 'HOME', 'FAMILY CASE STUDIES', 'SUCCESSION PLANNING PROCESS', 'WHERE DO WE GO FROM HERE', 'RESOURCES', 'NAVIGATION', and 'EXIT'. On the right side, there is a decorative logo for 'FAMILY CASE STUDIES'. The main heading is 'Howell Family SWOB and Goal Activity Menu'. Below the heading is a paragraph: 'Now that you have examined the interpersonal, business, and succession planning issues of the Howell family, you are ready to start the SWOB and goal activity. You will need to complete these in order.' In the center, a whiteboard is displayed with three items: 'Interpersonal Issues' (with a purple checkmark), 'Business Issues' (highlighted with an orange border), and 'Succession Planning Issues'. To the right of the whiteboard is a cartoon illustration of a woman in a black business suit. A small icon of a document with a plus sign is in the bottom right corner of the whiteboard area.

This activity will provide you with the Howell family's assessment scores for all areas of concern for interpersonal, business, and succession planning issues. It will allow you to create the SWOB analysis of each area and help the family develop goals for succession based on your analysis and BSMPs.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues SWOB Activity: Formalized Management

Record your SWOB evaluation of the Howell family on the worksheet. To print your SWOB, click the print icon located to the left of the worksheet image.

When you are done, click the Expert character to view the BSMPs suggested by the experts to address the issues identified in the SWOB analysis.

Strengths/Weaknesses - Opportunities/Barriers

type your text here

Formalized Management | Score 86

Print icon

Worksheet image

Succession Expert | Click Here

Using the business issues assessment score shown for Formalized Management, record your SWOB evaluation of the Howell family on the worksheet.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues SWOB Activity: Formalized Management Expert Evaluation

Best Succession Management Practices to Adopt
External Resources to Access

Review the BSMPs.

Formalized Management | Score 86

BSMP: A management alternative has been identified (appropriate skills and knowledge to assume management responsibilities).
- Legal documents are in place to allow the management alternate to take management, financial, and legal action on behalf of the family business.

Howell Family Click Here

When you are done reviewing the BSMPs, move on to the next slide to continue.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues Goal Activity: Formalized Management

Record the goals on the worksheet.

When you are done, click the Expert character to compare your goals with the expert review in the area of succession.

Goal for Change - Description of Where We Want to Go

type your text here

Formalized Management | Score 86

Succession Expert Click Here

Based on the assessment score, your SWOB analysis, and the BSMPs, what are your recommendations for the business goals for the future state of the Howell family business?

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues Goal Activity: Formalized Management Expert Evaluation

Review the goals for change.

Goal for Change - Description of Where We Want to Go

Formalized Management | Score 86

Goal: The Howell family will discuss and develop common goals and a vision for the future of their farm business.

Howell Family Click Here

When you are done reviewing the goals, move on to the next area of concern.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues SWOB Activity: Business Communication

Record your SWOB evaluation of the Howell family on the worksheet.

When you are done, click the Expert character to view the BSMPs suggested by the experts to address the issues identified in the SWOB analysis.

Business Communication | Score 48

Strengths/Weaknesses - Opportunities/Barriers

type your text here

Succession Expert Click Here

Using the business issues assessment score shown for Business Communication, record your SWOB evaluation of the Howell family on the worksheet.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT
SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues SWOB Activity: Business Communication Expert Evaluation

Review the BSMPs.

Best Succession Management Practices to Adopt
External Resources to Access

Business Communication | Score 48

BSMPs: Family Council Meetings are held annually or as otherwise appropriate.

BSMPs: Family Business Meetings are held monthly or otherwise appropriate.

Howell Family Click Here

When you are done reviewing the BSMPs, move on to the next slide to continue.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues Goal Activity: Business Communication

Record the goals on the worksheet.

When you are done, click the Expert character to compare your goals with the expert review in the area of succession.

Goal for Change - Description of Where We Want to Go

Business Communication | Score 48

type your text here

Succession Expert Click Here

Based on the assessment score, your SWOB analysis, and the BSMPs, what are your recommendations for the business goals for the future state of the Howell family business?

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Business Issues Goal Activity: Business Communication Expert Evaluation

Review the goals for change.

Goal for Change - Description of Where We Want to Go

Business Communication | Score 48

Goal: The Howell family will conduct family council meetings to inform all family members of family business related issues.

Goal: The Howell family will also hold regular family business meetings to provide a forum for open and honest discussions for family members involved in the business.

Personal Issues
Business Issues
Succession Planning Issues

Print Document

Document

When you are done reviewing the goals, move on to the next slide to return to the Activity Menu.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

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This activity will provide you with the Howell family's assessment scores for all areas of concern for interpersonal, business, and succession planning issues. It will allow you to create the SWOB analysis of each area and help the family develop goals for succession based on your analysis and BSMPs.

The screenshot shows a web application interface with a navigation menu at the top: HOME, FAMILY CASE STUDIES, SUCCESSION PLANNING PROCESS, WHERE DO WE GO FROM HERE, RESOURCES, NAVIGATION, and EXIT. The main heading is "Succession Planning Issues SWOB Activity". Below the heading, there is a text box with instructions: "Record your SWOB evaluation of the Howell family on the worksheet. To print your SWOB, click the print icon located to the left of the worksheet image. When you are done, click the Expert character to view the BSMPs suggested by the experts to address the issues identified in the SWOB analysis." To the right of the text is a large text input area with the placeholder "type your text here". Below the text input area is a vertical label "Overall | Score 18". At the bottom of the interface, there is a print icon, a thumbnail of a worksheet, and a character icon labeled "Succession Expert" with a "Click Here" button.

Using the overall succession planning issues assessment score shown, record your SWOB evaluation of the Howell family on the worksheet.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Succession Planning Issues SWOB Activity: Expert Evaluation

Review the BSMPs.

Best Succession Management Practices to Adopt External Resources to Access

Overall | Score 18

BSMP: Establish a timeline for succession which is specific when the process will start and when it is expected to be completed. Start early in the process, it is a process not an event

BSMP: Establish a planning team that will be responsible for developing and implementing the plan. Include family members, business associates, and outside advisors.

BSMP: Select the appropriate successor(s). Clarify the process used for selecting the successor

Howell Family Click Here

When you are done reviewing the BSMPs, move on to the next slide to continue.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.

MANAGEMENT
SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Succession Planning Issues Goal Activity

Record the goals on the worksheet.

When you are done, click the Expert character to compare your goals with the expert review in the area of succession.

Goal for Change - Description of Where We Want to Go

type your text here

Overall | Score 18

Succession Expert Click Here

Based on the assessment score, your SWOB analysis, and the BSMPs, what are your recommendations for the succession planning goals for the future state of the Howell family business?

MANAGEMENT SUCCESSION

HOME FAMILY CASE STUDIES SUCCESSION PLANNING PROCESS WHERE DO WE GO FROM HERE RESOURCES NAVIGATION EXIT

Succession Planning Issues Goal Activity: Expert Evaluation

Review the goals for change.

When you are done reviewing the goals, click the family characters button to return to the Case Study Menu if you would like to assess another family business.

Goal for Change - Description of Where We Want to Go

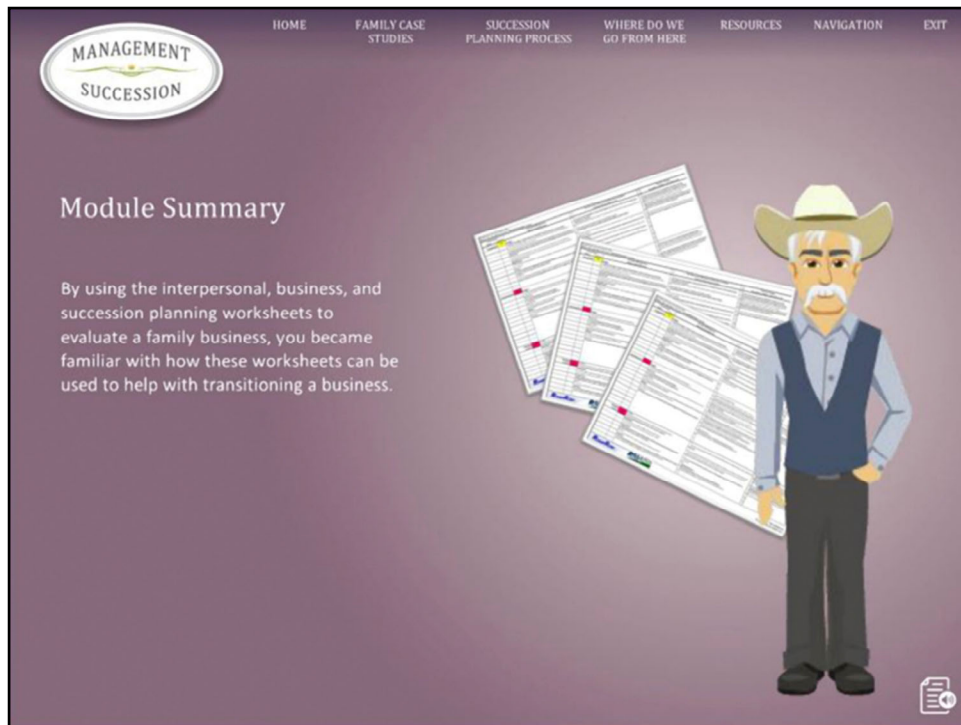
- Goal: The Howell family will agree to work through the succession planning process including establishing timelines, selecting a planning team, identifying a successor and developing a written plan.
- Goal: The Howell family will communicate the plan to all family members.
- Goal: The Howell family will review the succession plan on a regular basis and make adjustments and changes as desired.

Overall | Score 18

Print icon | Worksheet preview icon

When you are done reviewing the goals, select another Family Case Study if you would like to assess another family business.

NOTE: Completed Howell Family worksheets with SWOB, BSMPs, and goals for change may be found under the Resources tab of the course > Worksheets.



This is the end of the Family Case Studies module. The activity in this module provided you the opportunity to analyze a family business. By using the Interpersonal, Business, and Succession Planning Issues Worksheets, you were able to record your analysis and become familiar with how these worksheets can be used to help with transitioning a business.

Next, explore one of the other course modules to learn more about succession planning.