

Contents

<i>List of Figures</i>	viii
<i>List of Tables</i>	ix
<i>Acknowledgments</i>	x
<i>Author's Note</i>	xi
PART I	
Frameworks for Family Businesses that Last	1
1 The Ultimate Management Challenge	3
2 The Five Insights and The Four P's	10
3 A Vision for the Future	31
PART II	
The Lessons	41
4 Stage I: The Owner-Managed Business	43
5 Stage II: The Sibling Partnership	66
6 Stage III: The Cousin Collaboration	102
7 Taking the Longest View	144
<i>Appendix A: The Lessons at a Glance</i>	156
<i>Appendix B: Integrating the Lessons</i>	161
<i>Appendix C: A Family Business Checklist</i>	165
<i>Notes</i>	168
<i>Bibliography</i>	173
<i>Index</i>	175

List of Figures

1.1	There' nobbut three generations atween clog and clog	4
2.1	The three-circle model of family business	14
2.2	Continuity Planning Triangle	18
2.3	Advantages and disadvantages of owning a family business	22
3.1	Three-stage model of family business	31
6.1	The Suarez family mission statement	134
6.2	Johansson family mission	134
6.3	Reinforcing values between family and business	137

List of Tables

3.1	How family assumptions shape ownership plans and business strategy	36
5.1	The 6C's: a family code	86
5.2	Family values statement	94
A.B1	The Five Insights	161
A.B2	The Four P's	163