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# GROWING GENERATIONAL FAMILY BUSINESS PROGRAM

*Prepare Your Family Business for the Future*

**FOSTER**  
SCHOOL OF BUSINESS

UNIVERSITY of WASHINGTON





# GROWING YOUR BUSINESS FOR FUTURE GENERATIONS

According to PwC's Global Next Gen Survey, which surveys members of family businesses, global threats have united the generations around a common goal: driving growth to secure the stability of the business and the family. It shares that "business as usual isn't an option in a world characterized by economic disruption, pervasive uncertainty and climate change." At Foster School of Business, we strive to better humanity through business and this program plays a key role in that mission. In collaboration with the Pacific Family Business Institute, this comprehensive program is designed for succession planning, generational transitions, and growth strategies in response to the changing global economy. This program will help you to:

- Improve generational conversations about the family and its business.
- Examine and clearly state goals and purposes with a unified vision to shape both short-term and long-term strategic plans.
- Identify common pain points and gain tools to address these challenges within the context of family business enterprise.
- Foster a healthy family dynamic by learning to develop and improve your emotional intelligence to effectively address common issues that could derail the vision, alignment, communications, and trust.
- Adopt a perspective on how to better humanity through business.
- Create a roadmap to implement an impactful change within the enterprise and report out on follow through.

# MODULE 1: Comprehensive Business Program

<b>VISIONING</b>	Having and communicating a unified vision of an organization shapes loyalty, buy-in, and the commitment level of family members now and for future generations. Identify your companies' value proposition, place in the market, and potential areas for growth.
<b>FAMILY FIRM STRATEGIES</b>	Examine critical strategic questions for your business: 1) how are we unique? 2) what do we NOT do? and 3) are our activities complementary?
<b>FAMILY DYNAMICS</b>	Address ways for family shareholders to align strategy, promote trust, facilitate constructive communication, and approach difficult conversation topics. Learn to collaborate and lead across households and generations.
<b>ALIGNING BUSINESS TO BETTER HUMANITY</b>	Your business impacts your family, customers, and community. Understanding how changes you make can increase positive impact will allow you to be strategic in the way that you innovate your existing products and services.
<b>TRANSFORMATIONAL LEADERSHIP</b>	Focus on the critical leadership attributes, qualities, skills, and competencies needed to create, sustain, and transform organizational success.
<b>BUSINESS AND FAMILY GOVERNANCE</b>	Explore how can firms optimize the transference of knowledge and power to attain the best outcomes and how an effective board structure and governance play a role.
<b>CHANGING BUSINESS MODELS</b>	As business demands evolve over time, how could your family business adapt to the changing landscape to remain relevant? What are some early signs to look for and tips on how to pivot quickly?
<b>CRISIS MANAGEMENT</b>	Discuss how to plan for crises, review structures in place, and communicate the decisions and implications to stakeholders.
<b>CLIMATE CHANGE AND SUSTAINABILITY</b>	Family business enterprises are positioned well to advance sustainability initiatives. We will explore critical risks for all firms to consider, how to rethink assumptions on success related to sustainability, where to focus resources depending on individual firm values, and key actions to take now to position the firm for the future and forge a positive legacy for generations to come.

# MODULE 2: Custom Change Management Plan

<b>CHANGE MANAGEMENT FRAMEWORK</b>	You will gain tools to (a) determine the key dimensions of organizational performance, (b) diagnose your organization's current operational state, (c) design a future improved operational state, and (d) develop a change plan to achieve it.
<b>DIAGNOSE AND SOLVE OPERATIONAL PROBLEMS</b>	Using the Organizational Performance Model through the frameworks of people, structure, and culture, you will focus on concepts and principals that will help you to shape a successful vision for change as well as how to overcome barriers to successful implementation.
<b>CHANGE PLAN CAPSTONE &amp; ONE-ON-ONE COACHING</b>	A change plan is a powerful enabler of major organizational transformation. You will develop proficiency with and apply the tools covered in the course to address a current and meaningful opportunity or challenge faced by your business. Through one-on-one coaching you will receive additional insight into your plan's implementation.

# WHO WILL BENEFIT FROM THE PROGRAM?

- Ideal for second or later generation family stakeholders with at least three years of transitioning into the family business.
- Family members who are not stakeholders in the company, but who work for the enterprise will benefit as well.
- Non-family members who are stewards of an enterprise will gain training and insight into the unique challenges of a family business.
- Involvement of up to two other founders, board members, siblings/extended family, and/or other key stakeholders to join up to three virtual classes.
- Program content is broadly applicable for all industries.

**FOR MORE INFORMATION VISIT [FOSTER.UW.EDU/FAMILYBUSINESS](https://foster.uw.edu/familybusiness)**

## TWO LEARNING MODULES OFFERED INDEPENDENTLY OR TOGETHER

### **MODULE 1:**

**MAY 14-JUNE 21, 2023: IN-PERSON AT UW SEATTLE CAMPUS + LIVE VIRTUAL**

The first module is an intensive academic course that includes four days of in-person class sessions with faculty-led lectures, presentations from business leaders, group discussions, business simulations, and plenty of time for networking with your classmates. In-person class sessions are followed by five live virtual sessions to continue learning.

### **MODULE 2:**

**MAY 19-NOVEMBER 15, 2023: IN-PERSON AT UW SEATTLE CAMPUS + LIVE VIRTUAL**

This module focuses on creating an individualized change management plan. It starts with a two-day in-person program followed by virtual 1:1 coaching sessions to design, execute, and measure the impact of your plan.

### **ADDITIONAL LEARNING OPPORTUNITIES**

Join up to three additional online classes on topics such as business writing, executive presence, and managing diverse teams. See [foster.uw.edu/executive-edu/online-courses/](https://foster.uw.edu/executive-edu/online-courses/) for class descriptions.



# TAKE THE NEXT STEP

## PROGRAM DATES

The program consists of two modules that can be taken independently or together, depending on your educational needs and the needs of your company.

### **MODULE 1:** May 14 - June 21, 2023

In-person class sessions at UW Seattle Campus and online class sessions

### **MODULE 2:** May 19 - November 15, 2023

In-person class sessions at UW Seattle Campus and online class sessions

Please see our website for the full schedule.

## DEADLINES, TUITION, AND DISCOUNTS:

- Tuition includes instruction, materials, meals, and parking on campus during the in-person sessions.
- Any potential travel expenses are not included.
- Applications are received and reviewed on a rolling basis. You will receive notification of admissions within two weeks of your application.

	<b>MODULE 1</b> (COURSE CONTENT)	<b>MODULE 2</b> (CHANGE MANAGEMENT PLAN)
<b>APPLICATION DEADLINE</b>	May 1, 2023	May 1, 2023
<b>TUITION</b>	\$7,950	\$6,500

**UW ALUM DISCOUNT:** 10% discount for alumni of UW or UW Executive Education.

**GROUP DISCOUNT:** A 15% discount is available for organizations sending three or more participants to the program together. To take advantage of this discount, please contact us at [execed@uw.edu](mailto:execed@uw.edu).

*Discounts are not combinable.*

## APPLICATION REQUIREMENTS

Include an updated copy of your resume with your completed application.

## PARTICIPANT CRITERIA

- **Type and number of years of experience**  
Participants should be owners, shareholders, employees, or board members of a family business with at least three years of experience in the business.
- **Current position and future prospects**  
Participants should have strong potential for both continued professional growth and contribution to the overall mission of their company through knowledge-based development.
- **English language ability**  
All classes and written materials will be presented in English. Participants are expected to engage actively in classroom discussions, study group sessions, and present oral reports in English.



**APPLY ONLINE AT [FOSTER.UW.EDU/FAMILYBUSINESS](https://www.foster.uw.edu/familybusiness)**



The Foster School at the University of Washington, in collaboration with the Pacific Family Business Institute, is launching a comprehensive program focused on succession planning, generational transitions, and growth strategy in response to the changing global economy.

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## **LEARN MORE**

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