

Spring 2022 Newsletter

Resources for Leading, Learning, and Connecting as a Family Enterprise



Expand Your Thinking and Connect With Peers: Educational Opportunity for Women

[Transformational Women in Family Business 2022](#)

April 28 - 29, 2022 - Virtual

Family enterprises benefit when all family members have the opportunity to contribute their skills.

Whether you work for the business, the family, or both, Family Business Magazine's upcoming forum "Transformational Women in Family Business" offers a unique opportunity to collaborate with other women to develop leadership, build relationships, and learn more about governance and wealth management. This year, **Relative Solutions** Consultant Bryn Monahan will be moderating a session titled "Positioning Yourself For Board Leadership" on April 29th from 12:30pm-1:10pm EST. **Relative Solutions** is delighted to once again sponsor this event which is designed exclusively for women in family businesses.

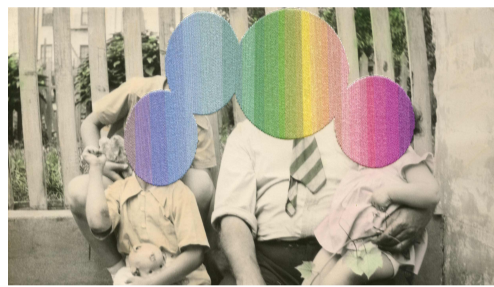
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Spotlight on FQ

["Family Ghosts in the Executive Suite"](#)

Harvard Business Review

By Deborah Ancona and Dennis N.T. Perkins



You've heard of EQ - or Emotional Intelligence Quotient. For families who share assets it is helpful to boost your FQ, or Family Intelligence Quotient.

FQ encompasses the work that each individual can undertake to improve their ability to collaborate with other family members. Being part of a family enterprise means being tied together by the money and the oversight of the enterprise. This makes it harder to be your own person and heightens the impact of disagreeing. Managing disagreements is a key task for all families. For family enterprises, there may be an emotional component ascribed to the assets which can heighten the intensity of discussions.

FQ starts with an understanding of the family system and where you as an individual fit. This is an important component of **Relative Solutions'** work with family enterprises. FQ helps answer the question: What is my role and responsibility in the family and what is my contribution to the way the family functions?

A recent article in the *Harvard Business Review*, "Family Ghosts in the Executive Suite," describes how the dynamics of a family system surface at work, whether in a family business or not. Guided by the tenets of family-systems theory and their own research, the authors have identified six elements of family dynamics that commonly play out in the workplace. To achieve your greatest potential as a leader or a member of a family enterprise, it is helpful to recognize your own "family ghosts" and understand how they influence your behavior so you can choose which ones to celebrate and which ones to leave behind.

[Read](#)



New Research on Fostering Sustainability and Resilience

[The Governance Marathon: Dynamic Durability in Entrepreneurial Families Amid Disruptions](#)

2086 Society & The Family Firm Institute

"To us and to many of those who shared their wisdom in this research, the ultimate advisory goal is to set the client families on their own feet, enabling them to overcome different disruptions they may face, working ourselves out of a job. This is, perhaps, the true meaning of Dynamic Durability in our advisory work."

Relative Solutions was a sponsor of this important research conducted by the 2086 Society and the Family Firm Institute. It explores how entrepreneurial families can nurture a durable governance system within ongoing waves of external and internal disruptions. Examining the concept of "Dynamic Durability," the authors create practical tools in the form of a model of the five fundamental building blocks to achieving Dynamic Durability and identifying three processes to nurture it. As our clients know, this is a topic close to our hearts - cultivating the sustainability of our clients' family enterprises and fostering their resilience through disruptions are at the core of our work with them.

[Read](#)



Relative Solutions guides families who share assets through the difficult questions that emerge from the shared risks and opportunities that impact their lives together. We provide a structured space that is neutral, objective, and conflict-free, so a family's best thinking can emerge to solve their most pressing challenges. Leveraging our proven process, families get the sense that change is possible, and are able to embrace tailored, practical solutions that have a substantive and lasting impact.



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