



**TRANSITION CONSULTING GROUP**  
CATALYSTS FOR CHANGE IN FAMILY BUSINESS

# WE'RE A FAMILY BUSINESS

## CONSULTING TO FAMILY BUSINESSES

*As one family consulting to another, our unique dual-generational approach helps family businesses successfully navigate their unique challenges.*

### **We personally live the breadth and depth of issues family businesses face every day**

In working with hundreds of families and their business interests, there's very little we haven't seen. The range of concerns is broad – from entry to exit, through leadership development and strategies from succession to acquisitions and divestitures. Your family enterprise will benefit from the solutions we've implemented working with family businesses over the past 25 years.

We couple our academic, professional and personal experiences as a father-son team running a business together to serve as an objective and neutral party providing customized and effective solutions to drive positive and lasting change. With the goal of building better alignment, communication and relationships among all stakeholders, our flexible consulting process enables us to address the specific, unique challenges and opportunities of each family business.

*"I immediately enlisted Transition Consulting Group's services when I was contemplating the purchase of another family owned business. I knew that their sensitivity and experience with families in business would be invaluable in managing the angst and emotion in any potential transaction. I wouldn't hesitate to call upon them again."*

**Roger Berkowitz**, CEO, Legal Seafoods

### **OUR PROCESS**

Our father-son team approach is unique as we model the relationship that we encourage our clients to develop. Drawing on the perspectives and personal experiences of two generations plus our professional training, research, teaching, and consulting, we leverage a wide range of ideas and present real-life, practical and proven solutions. We will help you:

- Build effective communication
- Guide leadership development
- Develop a plan for succession of leadership and ownership
- Manage conflict resolution
- Create governance structures
- Execute strategic planning

### **WHAT YOU RECEIVE**

We understand the complexity of family business – that there are no quick solutions as each situation is different. We resist drawing immediate conclusions and the urge to rush to solutions and look to first understand the underlying challenges through one-on-one confidential interviews and a group feedback session. In ongoing work with us, you will receive:

- A deep understanding of differing perspectives
- A process to communicate effectively
- A guide to the resolution of challenging issues
- A plan for professional and career development
- A clear definition of roles, responsibilities and decision making authority



### **FROM ONE FAMILY TO ANOTHER**

As one family business consulting to another, our unique dual-generational approach helps ensure competitive sustainability of the family enterprise.

### **LED BY A FATHER-SON TEAM**

Paul Karofsky is founder of Transition Consulting Group, Ltd. He has been in the world of family enterprise his entire career as third generation CEO plus running a University Center for Family Business and consulting internationally to families, businesses and educational institutions.

David Karofsky is president of Transition Consulting Group, Ltd. With advanced degrees in counseling psychology and business, he has more than 25 years' experience coaching, mentoring and working with executives internationally on goal alignment, strategic planning, effective communication, and conflict resolution.



*We recognize that the challenges facing enterprising families are more daunting today than ever before.*

**Seniors are aging, and a new generation is emerging with a different range of experiences, values and a greater need for work-life balance.**

These cross-generational disparities can impact both the family dynamic and the bottom line for a business. It is how the generations manage these differences that will define the next generation's success. Our keen understanding of the dynamics inherent in family businesses enables us to serve you as catalysts for change. We implement creative and effective solutions that produce lasting results.

*"Once we realized that all the shareholders were not quite 'on the same page,' we felt we needed help in conducting family meetings to reach consensus. Transition Consulting Group was able to assist us with some of the more sensitive issues on a very discrete basis. They helped us to move forward in a positive way with a clearer sense of direction."*

**Craigie Zildjian**, President and CEO  
Zildjian Company

## **COMMUNICATION**

Your listening and message delivery skills can rise to a new level. Together, we:

- Lead communication workshops and family meetings
- Sort and clarify complex issues
- Create family and business Codes of Conduct

## **CONFLICT RESOLUTION**

The goal in family enterprise is not to eliminate conflict but, rather, to learn to manage it. We help you:

- Gain deeper insight into underlying issues
- Establish processes for conflict resolution
- Reconcile differing perspectives

## **LEADERSHIP DEVELOPMENT**

While some leadership qualities are innate, others are learned. We help clients by:

- Assessing the attributes and competencies of leadership
- Developing professional and career development plans
- Coaching, guiding and mentoring

## **LEADERSHIP AND OWNERSHIP SUCCESSION**

In past generations, owning a business meant running the business. Today, the younger generation may be more focused on "quality of life." In working with us, you will:

- Define, create and implement succession plans
- Find your passion and clarify roles and responsibilities
- Learn the art for seniors of "letting go"

## **STRATEGIC PLANNING**

Given today's extraordinary pace of change, it's all about positioning the business for strategic intent. By engaging in Strategic Planning, you will:

- Align differing perspectives
- Craft and implement a direction for the family and the business
- Understand the competences needed by the next generation of leaders

## **GOVERNANCE**

With multiple stakeholders, and often multiple generations, the decision-making process can be complex. As we work together, you will:

- Define the differing roles of family members, owners, managers, and directors
- Understand the difference between boards of directors and advisory boards
- Create, recruit, orient and evaluate boards

## **MERGERS AND ACQUISITIONS**

Growth may come in the form of acquisitions, and liquidity can come from divestitures. Together, we work to:

- Evaluate acquisition opportunities
- Guide the sale of a family business
- Help manage the transition of ownership

To learn more, call 508-875-7751 or visit [www.FamBizConsulting.com](http://www.FamBizConsulting.com)



## TRANSITION CONSULTING GROUP

CATALYSTS FOR CHANGE IN FAMILY BUSINESS

### THE POWER OF FORUM

The Peer Alliance is the leading peer forum group focused specifically on members of family enterprises who want to learn from the experiences of their peers to apply best practices and strategies for success in their own family enterprise.

Forum groups consist of non-competing family enterprise stakeholders who meet quarterly for a full-day of education and professionally facilitated confidential discussions. It's all about peer- to-peer learning and idea exchange. The Peer Alliance forums are designed for:

- Current & Emerging Leaders
- Intergenerational Teams
- Women's Groups
- Siblings
- Non-Family Executives

### KEY BENEFITS OF FORUM

- Build enduring peer relationships
- Address challenges at an in-depth level
- Explore, evaluate and test ideas with your peers
- Confidentially share knowledge, skill and experience
- Develop personally and professionally
- Connect with a supportive network
- Drive better business results

### THE PEER ALLIANCE FORMAT

- Quarterly full-day meetings
- Interim monthly peer group video conferences
- Professionally facilitated meetings
- Bond of confidentiality
- Groups of non-competing peers
- Consistent group of participants



### BACKED BY EXPERIENCE

Founded by Paul and David Karofsky, The Peer Alliance focuses on creating a lasting and powerful peer experience for family enterprises where members connect and relate to one another at an unprecedented level of openness and sharing.

With over 65 years of experience focused on serving the needs of family business, the Karofskys have seen the immeasurable value of forum first hand.

Recognizing the need for knowledge sharing in the world of family enterprise, Paul developed and facilitated one of the first peer groups created exclusively for members of family businesses.

Today, the Karofskys lead The Peer Alliance to go beyond simply bringing family business owners together.

Participation in forum groups allows members to develop enduring relationships enabling them to dive deep into the challenges of the world of family enterprise and learn from the experiences and knowledge of their peers.

The bottom line: we know family business, and one tool consistently and repeatedly produces measurable results -- the practice of professionally facilitated forum groups.

Join **The Peer Alliance** today, and find out how enlightened leaders can achieve exceptional results!



## HOW DOES FORUM HELP

Forum is the most powerful solution to problems commonly affecting enterprising families - why? Because forum members have been there before. They've lived many of the issues you are facing and can share knowledge, skill and experience allowing you to drive better results in your family business.

## WHEN YOU NEED FORUMS

- When family members aren't heading in the same direction
- When there isn't clarity on who's doing what
- When you're ready for some candid feedback
- When you're feeling uneasy about impending change
- When there isn't consensus on who should be the next leader
- When the next generation is having a tough time "taking hold"
- When the senior generation is having a hard time "letting go"
- When you're talking to yourself more than with others
- When you're losing sleep over family business issues
- When you're not sure what to do next

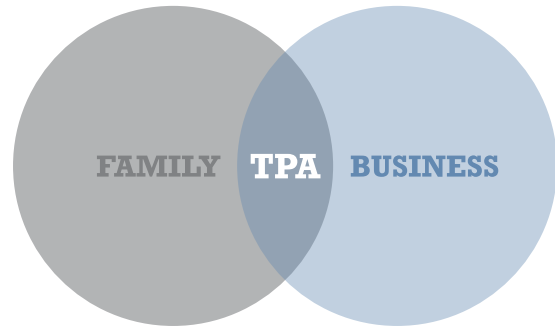
These common issues represent the tip of the iceberg. The Peer Alliance Forum Meetings dive deep into issues affecting Current and Emerging Leaders, Intergenerational Teams, Siblings and Key Non- Family Executives.



*"I have been involved in several 'forums' and found them to be an invaluable resource for my personal and professional growth. Not only do forums perform the function of being my very own Board of Advisors, but they also allow me to hear and accept constructive criticism in a non-judgmental way and in a "safe" environment. The level of trust, honesty and openness developed among the members is unmatched in any other venue! I can honestly say that I have become a better businessman, spouse/father, and friend as a result of the various 'forum' experiences I have had."*

**Louis Grossman** • The Grossman Companies

## WE ARE FAMILY BUSINESS



The intersection of Business and Family is the core of The Peer Alliance. The dynamics inherent in enterprising families are truly unique and the challenges facing family enterprises go beyond those in a traditional business environment. By leveraging the power of peer-to-peer interactions, The Peer Alliance members implement effective, creative solutions that produce a lasting impact.

Align your Business and Family lives by joining The Peer Alliance, and discover how a passion for people delivers unparalleled results!

Transition Consulting Group is a leading provider of family business consulting services. We help family business owners and leaders navigate complex challenges and drive better results in their family businesses. Our experienced consultants provide personalized advice and support, ensuring that your family business is positioned for long-term success. Contact us today to learn more about our services and how we can help you achieve your goals.