

Family Enterprise Decision Making

D = Decide; I = Input

One size does not fit all. Any given family or ownership group may jointly determine that they will shift the responsibility for decisions to another group or to seek input from other bodies.

Decision	Family or Family Council	Owner	Board	Management Team
Family values, vision & mission	D	I		
Family communication	D			
Family education	D	I		I
Family relations	D			
Resolving family conflicts	D			
Usage of shared personal assets	D			
Supporting family members in need	I	D		
Philanthropy	I	D	I	I
Determining criteria for ownership	I	D	I	
Board composition & Director election	I	D	I	
Family-business interaction	I	D	I	I
Ownership succession planning	I	D	I	
Business values, vision & mission		D	I	I
Move substantial operations		D	I	I
Sale of business		D	I	I
Expected rate of growth, risk, profitability & liquidity		D	I	I
Family employment policy		I	D	I
Distributions and Dividends		I	D	
Borrow money		I	D	I
Leadership succession planning			D	I
Leadership compensation			D	I
Business strategy approval/oversight			D	I
Hiring/firing business leaders			D	I
Mergers and acquisitions			D	
New business investments			D	
Sale or acquisition of core business unit			D	
Risk management policy			D	
Business strategy development			I	D
Community relations				D
Day-to-day operations: inter-dependent				D
Day-to-day operations: role specific				I

Adapted from: *Family Governance: Maximizing Family and Business Potential*. Craig Aronoff and John Ward. 2011.
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