

Advising Family Business Owners: Ralph Daniel assists business owners identify and reduce conflict among family owners and managers, improve communication, and create effective boundaries between family life and business governance.

Benefits for Business Owners:

- Create effective succession strategies
- Increase profitability and the firm's value
- Reduce workplace conflict between family members
- Improve morale and productivity
- Position firm and family for growth or sale (exit strategies)
- Avoid crippling litigation between family members

Methods Used: Ralph Daniel achieves these outcomes utilizing techniques and tools from business management, organizational consulting and family psychology. Tools include creating and utilizing:

- Advisory boards and family forums
- Conflict resolution techniques
- Promotion and compensation committees
- Management teams and delegation planning
- Liquidity and dividend committees
- Rules of entry for family members

Mediation for Estate Conflicts: Dr. Daniel assists families to mediate conflicts arising over trust and estate planning. He utilizes a brief conflict resolution approach; family management councils and foundations; and investment funds for training future inheritors.

Client Profile: Client firms are typically closely-held---many are family owned---with annual revenues between \$2M and \$200M. Client firms cover a broad range of industries including:

- Construction, mining & transportation
- High-tech manufacturing
- Growers and ranching
- Heavy Equipment leasing, sales, maintenance
- Hotel, food service & retail
- Real estate development and management

Advisor to Closely-Held Businesses:

Dr. Ralph Daniel has been advising family business owners and families with estate conflicts since 1990. He has the unique experience as a business entrepreneur (co-founder of pain treatment center), a second-generation member of a successful family-owned business (industrial manufacturing & import) and twenty-plus years providing mediation, conflict resolution and family counseling. Dr. Daniel is a licensed psychologist in California and Massachusetts, and has served on the faculty of Antioch Graduate School. He has presented numerous seminars for family business owners and their financial and legal advisors at UC-Santa Barbara, the CPA Education Foundation of California, and bar associations.



Family Business--Client Examples:

High-Tech Tool Manufacturer

Problem: Nephew installed as CEO of \$30M engineering-manufacturing firm without management training nor authority.

Solution: Instituted monthly advisory board of first-generation owner-siblings to give them a unified voice; reorganized membership and focus of weekly management team to empower CEO; and coached CEO to utilize his unique democratic leadership/forecasting style.

Outcome: Increase in profitability by 25% over 6 months.

Real Estate Management Firm

Problem: Adult siblings constantly bickered instead of operating their \$15 M+ Limited Family Partnership.

Solution: Instituted and trained members to use new communication rules to create boundary between family and business issues while conducting businesslike LFP meetings. Advised attorney on revising trusts.

Outcome: Managing partner spared from litigation by adult offspring. Overly restrictive trusts were revised, family communication became less emotional and more productive, and LFP more business-like.

Construction Firm

Problem: Significant conflict between sibling partners; non-family managers on verge of quitting.

Solution: Instituted weekly sibling-partner meetings & management team meeting; coached siblings on conflict resolution techniques (and excluding disruptive other family members); created advisory board with true outsiders (removed non-functioning family members); advised combining *Estimator-Project Managers* positions.

Outcome: Increase in revenues from \$9 M to \$18 over 3 years; considered today a 'best practice firm' in their industry; management positions sought after by top contenders.