

# BUILDING A WORLDCLASS BOARD

FOR THE FAMILY ENTERPRISE

SEPTEMBER 11-13, 2019  
CAMBRIDGE, USA

CFEG.COM



A FORWARD-LOOKING BOARD IS A POWERFUL TOOL FOR OWNERS AS THEY STEER THEIR FAMILY ENTERPRISE IN THE NEXT ECONOMY.

Industries today face an accelerating rate of disruptive change, globalization, and competition.

More than ever, family businesses need value-creating Boards that partner with family owners and senior executives to set proper ambitious goals, adapt business models, and rethink resource allocation. A partnering Board guides owners with scaling their business(es) through organic growth or acquisitions, divestitures, liquidity events, new investments, setting up a family office, or other important activities.

A strategic Board at the highest level of the enterprise helps owners set direction for the family's entire portfolio of businesses, investments, and entities. It helps define how the family can make its most important contributions to the enterprise. It helps ensure that the family enterprise makes the bold decisions needed to endure through the next generation.

A well-constructed Board is invaluable to growing family wealth and shaping the future of a multigenerational family enterprise.

“ I found the Worldclass Boards Program truly inspiring, and loved every minute of it. It answered all of the questions that I had about good family business governance. ”

- 5TH GENERATION CHAIRWOMAN OF A GLOBAL FAMILY BUSINESS

“ A highly valuable program full of great content and amazing faculty who are able to provide incredible insight into how family businesses should structure their boards and governance. We thoroughly recommend the program as a must for all family businesses. ”

- 1ST GENERATION FAMILY CEO OF A GLOBAL FAMILY BUSINESS

## FACULTY



Professor Philippe  
Haspeslagh  
PROGRAM CHAIR



Professor  
John A. Davis



Eduardo  
Gentil



Dr. Pascale  
Michaud



Andrew  
Hier

## WHO SHOULD ATTEND?

This program is tailored for operating companies, or portfolios of companies, controlled by family ownership groups. It is beneficial for current and future owners and board members—both family and independent—of privately-held or publicly-traded family businesses worldwide.

It is worthwhile for teams of three or more to attend together in order to get the most out of the deep discussions and forward-thinking planning that occurs during the program.

## WHY ATTEND?

- Create a new board
- Revitalize or reposition an existing board
- Engage the board in driving innovation strategy
- Reconnect the board to the owners' vision
- Consolidate boards to achieve economies of scope
- Add a board for the family office, investment company, holding company or impact investing foundation
- Expedite the preparation of next generation directors
- Strengthen the performance of directors and board chairs

 [READ ABOUT THE EXPERIENCES OF PAST PARTICIPANTS AT CFEG.COM](https://www.cfeg.com)

## LOGISTICS AND REGISTRATION

**September 11-13, 2019**  
**Cambridge, Massachusetts, USA**  
**Samberg Conference Center in Kendall Square**  
 \*Welcome Reception on the evening of September 10

Teams are strongly encouraged.

- \$7,500 for first participant, and
- \$6,500 for each additional person from the same family or company

Registration fee includes tuition, a private advisory meeting with a faculty member, materials, and most meals.

## REGISTER AT CFEG.COM OR

+1 617 871 1498  
 or contact Dina Dvinov at  
 ddvinov@cambridge-institute.org

## TOPICS DISCUSSED

### Governance Architecture & Types of Boards

- What a board provides to the owners, and what the owners need from the board to navigate the challenges of the next economy
- Different types of boards and different roles for boards in this disruptive environment
- How to architect the right board(s) for your family enterprise: operating companies, investment companies, impact investing entities, family office, and holding company

### Connection to the Family

- How the board reconnects with, and advances, the family owners' vision for the future
- Training the next generation to be solid board members
- Symbiotic relationship and coordination between the board and family governance

### Main Duties of a Good Board

- Duties of a board at different stages of a family enterprise's evolution
- Board's responsibilities to gain economies of scope and reinforce the innovation agenda
- Board's role in integrating corporate strategy and talent strategy

### Composition of Boards

- How to compose an effective board, and the different talent needs of different boards
- Independent directors: recruiting, compensation, and getting the most value from them
- Family directors: preparation, development, and getting the most value from them

### Functionality and Board Leadership

- How a board is structured, managed, led and evaluated
- Effective board agendas, and what good board meetings accomplish
- Evolving role of the Board Chair or Executive Chair in a disruptive environment

### Individual Action Plans

- Each team develops an action plan for their family enterprise's board(s)
- Each individual develops an action plan for his/her own professional development as a board member
- Action plans are designed with a private advisory meeting and tailored guidance from the faculty to address each board's goals and challenges