

# BUILDING A WORLDCLASS BOARD

FOR THE FAMILY ENTERPRISE

Samberg Conference Center  
Cambridge, Massachusetts, USA  
September 11-14, 2022



A Program on Strategic and Corporate Governance Tailored to Family Enterprises

## A Forward-Looking Board is a Powerful Tool for Owners to 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.

In addition, 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.

### PROGRAM OVERVIEW

The Building a Worldclass Board Program accelerates the planning and revitalization of a family enterprise's corporate governance system—whether for an operating company, portfolio of companies, holding company, or family office.

The program explores the following themes related to how owners can maximize the value of their board(s):

- 1. Governance Architecture:** What are the different types of boards, and what are the right boards for your family enterprise?
- 2. Role of the Board:** What are the duties of a board at different stages in a family enterprise's evolution?

**3. Board Design and Functionality:** How is a board structured, composed, managed, and led?

**4. Board Performance:** How is a board's effectiveness evaluated and strengthened?

**5. Individual Impact:** How do individuals more effectively contribute to the board, or prepare to serve on or lead the board?

The program strengthens the performance of directors, and expedites the preparation of future board members and board Chairs.

“ 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

### FACULTY



Professor Philippe  
Haspeslagh  
PROGRAM CHAIR



Professor  
John A. Davis



Eduardo  
Gentil



Andrew  
Hier



Dr. Pascale  
Michaud

## TOPICS DISCUSSED

### 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 enterprise's vision for the future
- Training the next generation to be solid board members
- Symbiotic relationship and coordination between the Board and family governance

### DUTIES OF BOARDS

- Main duties of a good board
- 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 composition 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

### BOARD LEADERSHIP AND PROCESS

- Evolving role of the Board Chair or Executive Chair in a disruptive environment, including lessons from a Chairman's first-hand experience
- Effective board agendas, and what good board meetings accomplish
- Evaluation of the board

### INDIVIDUAL ACTION PLANS

- Over the course of the program, 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 tailored guidance from the faculty to address each board's goals and challenges

## VENUE

Samberg Conference Center  
50 Memorial Drive  
Cambridge, MA 02142

The conference center is located in the Kendall Square neighborhood of Cambridge, Massachusetts. Kendall Square has been called "the most innovative square mile on the planet", in reference to the high concentration of entrepreneurial start-ups and quality of innovation.

A room block at a local hotel will be secured closer to the program. Contact us before making your hotel reservations at [ddvinov@cambridge-institute.org](mailto:ddvinov@cambridge-institute.org).

## REGISTRATION | 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 useful for teams of three or more to attend together—with at least one experienced board member—in order to get the most out of the deep discussions and forward-thinking planning that occurs during the program. Each team develops an Action Plan with specific goals and initiatives, with guidance from faculty during private meetings.

Family businesses at any stage are welcome. The course material is advantageous for those seeking to create a new board; revitalize an existing one; reconnect their board(s) to the overall vision for the enterprise; group boards together to achieve economies of scope; or add a board for the family office, investment company, impact investing foundation, or holding company.

## REGISTRATION FEE

### EARLY REGISTRATION DISCOUNT ENDS JUNE 24, 2022

- \$5,500 for the first participant, and
- \$3,500 for each additional person from the same company or family

### REGISTRATION AFTER JUNE 24, 2022

- \$7,500 for the 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.