Family Enterprises – Engaging Generations for the Long Term
FAMILY ENTERPRISES – ENGAGING GENERATIONS FOR THE LONG TERM

Addressing family firms’ unique challenges

Family-owned enterprises face special challenges. Who will lead the family and/or the firm into the next generation? How do you disentangle personal and business relationships? Should long-term investment take precedence over short-term dividends?

Get the answers wrong and the results can be disastrous – for family and firm alike. Get them right and you will have a high-performing business and a happy, wealthy family.

Family Enterprises – Engaging Generations for the Long Term has been developed to help you understand the specificities of Family Enterprises and to review useful practices and tools in order to foster their sustainability and their economic and societal contribution.

Designed for a small group of a few business families, the programme is highly interactive and provides a confidential environment and a safe place for exchanges. It includes case studies, presentations, exchanges between families and within each family.

A private optional coaching session can take place after the programme for families who wish to continue their reflection.

Key benefits

- Develop a concrete action plan for career planning, talent development, family meetings, family agreements and governance
- Gain insights into the psychological dynamics of family leadership, business management, and family and business governance
- Learn to manage conflict, complex family structures, diverse personalities and difficult relationships
- Master a range of powerful family business tools, such as the parallel planning process and fair process (both unique to INSEAD)

Programme content

All sessions take a distinctively international and interactive approach, reflecting the cosmopolitan make-up of the participants and leveraging their rich experience. Over four and a half days, you will cover the following topics using a wide variety of stimulating learning materials developed at INSEAD specifically for the programme. Most sessions are anchored in a real-life case study from a family business.

Introduction to Family Enterprises
- Typical strengths and challenges of Family Businesses

Transmission dynamics
- The importance of founders: creation and legacy
- Multi-generational enterprises and their specific issues

Family Goals and sustainability
- Family history and values
- Family assets, vision and mission
- Social and environmental impact

The “Hardware”: Governance
- Roles in the Family Enterprise
- Board of Directors, Owners’ Council, Family Council
- Family Charter, Ownership Agreements

The “Software” and “Human-ware”
- Communication and Fair Process
- Family Human Resources and personal development

In-Programme Family meetings
- Takeaways from cases and discussions.
- Our strengths, challenges and questions
- Building our family action-plan

Optional after the programme
- One hour coaching session with a Faculty member.

Participant profile

We recommend that participants attend the programme in teams of at least two to eight members from the same family enterprise. This may include non-family managers or directors. The more team members you bring, the more perspectives and issues you will address – and the more you will all learn. You will also be able to implement changes more effectively and efficiently when you return to work and home.

Programme faculty

Christine Blondel
Adjunct Professor of Family Enterprise

Marc Le Menestrel
Affiliate Professor of Decision Sciences

Simon Lau
Executive Coach at INSEAD and Founder of Still Point

Members of family enterprises, preferably coming as a group.

Some feedback from former participants:

“Very important to understand the specific issues of family businesses.”

“Programme Faculty, their experience and care. The quality of participants and their ability to ‘play the game’, INSEAD setting.”

“Allow to take time for reflection – allow to speak more freely, in a listening environment.”

“Multiple training, fascinating encounters.”
Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.

Fontainebleau Campus

Our original campus is based in Europe. There, we are nestled in the tranquil forest of Fontainebleau, which offers a pleasant contrast to the sleek, modernist architecture of the campus. The proximity to local French culture keeps us close to our roots.

Singapore Campus

Our Asia Campus, based in Singapore, was established as an extension of our longstanding presence in Asia. It is situated close to Singapore’s bustling city centre and financial district, and benefits from the area’s warm climate and culturally rich environment.

Abu Dhabi Campus

Our Middle East Campus, based in Abu Dhabi, is INSEAD’s latest evolution. The campus is located in Al Khatem Tower on Al Maryah Island, right on the midpoint between the city’s downtown district, fast-growing Al Reem Island and thriving cultural district on Saadiyat Island.

San Francisco Hub

Our first official center in North America, the San Francisco Hub for Business Innovation is a state-of-the-art facility which translates our unique global insights and perspective to organisations and business leaders from the US and around the world. Located in downtown San Francisco, just two blocks from the Giants’ Oracle Park, the Hub is set to capitalise fully on the Bay Area culture of innovation and the digital transformation of business.
**Practical Information**

**APPLICATION PROCEDURE**

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants’ levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably six weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

**TUITION FEES**

The programme fee covers tuition, course materials and lunches on working days, as well as the closing dinner. It does not include travel, accommodation or incidentals. Participants will have to settle accommodation expenses and incidentals before the end of the programme.

*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

INSEAD does not discriminate on the basis of race, gender, sexual orientation, religion, national or ethnic origin, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programmes, or employment or other INSEAD-administered programmes.

**CONTACT US**

For further information on Family Enterprises – Engaging Generations for the Long Term programme, contact:

INSEAD Europe Campus  
Carole Lorusso  
Tel: +33 (0) 1 60 72 42 24  
E-mail: FEEL_Contact@insead.edu


*Family Enterprises – Engaging Generations for the Long Term is also delivered in French. Please visit our website or contact us for further details.

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**Calendar 2024**

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<tr>
<th>Programme</th>
<th>Date</th>
<th>Location</th>
<th>Length</th>
<th>Fee*</th>
<th>Level - Applicable to All Sessions</th>
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| Family Enterprises – Engaging Generations for the Long Term | 8–11 July 2024 | F        | 4.5 days | €5,900 | - Board-Level  
- C-Level  
- Experienced General Manager  
- New General Manager  
- Senior Functional Manager  
- Functional Manager  
- New Manager  
- Specialist |

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INSEAD Europe Campus
Boulevard de Constance
77305 Fontainebleau Cedex, France
Tel: +33 1 60 72 42 90
Email: execed.europe@insead.edu

INSEAD Asia Campus
1 Ayer Rajah Avenue
Singapore 138676
Tel: +65 6799 5288
Email: execed.asia@insead.edu

INSEAD Middle East Campus
Al Khatem Tower, ADGM Square, Al Maryah Island
P.O. Box 48049, Abu Dhabi, United Arab Emirates
Tel: +971 2 651 52 00
Email: execed.mena@insead.edu

INSEAD San Francisco Hub for Business Innovation
224 Townsend St., San Francisco,
CA, 94107 United States of America
Email: execed.usa@insead.edu

www.insead.edu/executive-education