

**KEEP THE FAMILY BAGGAGE OUT OF THE FAMILY BUSINESS: AVOIDING THE SEVEN DEADLY SINS THAT DESTROY FAMILY BUSINESSES.** By Quentin J. Fleming. (C. 2000. Fireside: NY.)

## *Contents*

### **PART I**

**What's Causing This Mess?:**

*The Family System, the Business System, and the Accompanying Baggage*

1. Why You Need to Read This Book
2. Systems and Baggage
3. When World Collide: The Family System Meets the Business System

### **PART II**

**We Have Seen the Enemy, and He Is Us:**

*The Seven Deadly Sins That Destroy Family Businesses*

4. "It's the Same Old Song"
5. "We're One Big, Happy Family"
6. "They May Have Become Adults, but They'll Always Be My Children"
7. You're Not Loyal to This Family If You Insist on Being Selfish"
8. Father Knows Best?
9. "Maybe It Will Go Away If We Ignore It"
10. "Tell Me About Your Childhood"

### **PART III**

**Succession:**

*A Battleground unto Itself*

11. Certain Problems Are Inherent to Succession
12. The Baggage Returns in Time for Succession
13. Evolutionary Versus Revolutionary Succession
14. Successful Succession

### **PART IV**

**It Comes with the Territory**

*Other Problems Inherent in Family Businesses*

15. They've Stayed Too Long at the Fair; Long Tenured Manager and Employees
16. Interlopers, Consorts, and Other Undesirable Meddlers
17. Baggage *du Jour*
18. The American Dream Versus the Family Nightmare

**PART V**

**All Is Not Lost:  
Recommendations and Solutions**

- 19. Create a Council of Advisors**
- 20. Create a Strong Team to Run the Company**
- 21. Develop a Strong Team**
- 22. The Right Consultant Is Critical to Your Success**
- 23. Additional Sources of Expertise**
- 24. Put It in Writing**
- 25. Final Thoughts**

**Take the Survey on the Next Page**

## Are You a FAMILY Business or a Family BUSINESS?

### INSTRUCTIONS

- **Take this survey yourself**
- **Administer it to the family members in your business**
- **Have key nonfamily members in your business complete it**
- **Have family members not in the business complete it.**

		Y or N
1	It is imperative that the business be kept intact and handed over to the children.	
2	Family members are careful to avoid discussing family matters at work.	
3	Family members are paid equally.	
4	Children live apart from the family for an extended number of years prior to their entry into the family's business.	
5	The business will hire a better-qualified outsider before it will employ a family member.	
6	The business is a tool that help keep the family together.	
7	Jobs and roles are assigned to family members working in the business without regard to gender.	
8	The activities and happenings of the business are a constant subject of attention and/or conversation throughout the family.	
9	Many of the ideas and solutions that are used to improve the business and/or solve problems come from the children.	
10	Everyone is evaluated and rewarded strictly on their job performance.	
11	Family members engage in behaviors that would not be tolerated in any other company.	
12	The children working in the business are able to (and do) make decisions without hesitation.	
13	The best interest of the business always takes precedence over the family members' desires.	
14	It's important for the business that family members get along and allow problems to resolve themselves over time.	
15	In-laws and spouses (i.e., nonblood family members) are involved in business matters.	
16	"Only family members have the commitment we need to make our business a success."	

		Y or N
17	People in the business have clearly defined roles, accompanied with full and proper authority.	
18	Prospective successors are deliberately involve in development activities outside of the company to help strengthen their skills.	
19	There are multiple generations of family members actively involved in the business and the oldest generation is firmly calling the shots.	
20	The business owner ignores the possible impact upon family members when making decisions.	
21	It's assumed that the children will come work for the business.	
22	Loyalty to the family is considered a critical trait among senior managers.	
23	Children have a history of deep-seated conflict will be/have been brought into the business and/or given ownership.	
24	Business advisors tend to be old friends of the family.	
25	Family members only receive jobs for which they are qualified.	
26	Everyone working in the business is held strictly accountable for their job performance.	
27	Birth order is not a factor in determining job assignments and roles.	
28	The senior managers have been employed for many, many years by the company, and the team has been in place for a long time.	
29	The children are (were) encouraged to pursue careers outside of the business.	
30	Family members are used as administrators/ trustees of the family's estate.	
31	Clear boundaries are not drawn around people marrying into the family regarding their involvement/participation in the family's business.	
32	Family members are careful to avoid relating to each other as family members while at work.	
33	The children working in the family's business spent several years working for other companies.	
34	Everyone working in the business is paid prevailing market wages and perks for the work they perform.	
35	The owners are prepared to sell the business if they don't believe family members can effectively run it in their absence.	

**Score it on the next page.**

## SCORING THE QUESTIONNAIRE

### Step 1

Give yourself one point for each time  
you answered as follows:

\_\_\_\_\_   
Line 1

**Yes** to questions 2, 4, 5, 7, 9, 10, 12, 13, 17,  
18, 20, 25, 26, 27, 29, 32, 33, 34, 35

**No** to questions 1, 3, 6, 8, 11, 14, 15, 16, 19,  
21, 22, 23, 24, 28, 31

### Step 2

Give yourself one point for each time  
You answered as follows:

\_\_\_\_\_   
Line 2

**Yes** to questions 1, 3, 6, 8, 11, 14, 15, 16,  
19, 21, 22, 23, 24, 28, 30, 31

**No** to questions 2, 4, 5, 7, 9, 10, 12, 13, 17,  
18, 20, 25, 26, 27, 29, 32, 33, 34, 35

### Step 3

Subtract Line 2 from Line 1

\_\_\_\_\_   
Total Score

### Results

- Your business happens to be owned by a family if you scored 30 or better.
- Your family happens to own a business if you scored between 20 and 29
- Your family-owned business is headed for trouble if you scored 19 or less.