

Case Studies by Stefan Voswinkel

Striking Examples of what we achieved for Owners of Family and Closely-Held Businesses

by Stefan Voswinkel

The Challenge : Sudden Loss of Leadership - what now ?

The unexpected death of the firms CEO and founder had resulted in a lack of direction over several years that threatened the long term viability of the business. The business family took the courageous step to seek outside help.

- The company lacked the structure and strategy that could carry it into the future. The charismatic founder had total control of the firm and was guided by entrepreneurial drive and intuition.
- Even though they had « grown up » in the business and were qualified in their trades, second generation family members lacked management training and experience.
- Roles, responsibilities and boundaries were not clear, leading to indecisiveness, shifting priorities and a loss of accountability.

Our Intervention

- Creating awareness of family dynamics and conflicts (addressing the issues in interviews and workshops that included spouses and the next generation).
- Collaboratively building a Strategic Action Plan with clear priorities (Roles, responsibilities, budgets, timelines).
- Improvements to structure, in particular regarding the org chart and high level job descriptions.
- Creating awareness of the "Three Circle Model" of family, management and ownership - how they are linked together and where separation between business and family issues is necessary.
- Mentoring the next generation.

Outcome

- Change in company's leadership due to more clarity about roles and responsibilities.
- Less stress, faster decisions, better productivity.
- Positioning the company for the next growth step.
- Kick-starting the career development plan for the next generation.
- Awareness of conflicts and dealing with them – they are no longer hidden, undermining the business and the family.
- Ensuring continued wellness and prosperity of the family.

Impact

- Strategy and structure were implemented, positioning the business for the future.



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- Improved relationships with family, employees, suppliers and customers.
- An improved bottom line.

The long term gain by far outweighed the short term pain.

What does this mean for you? Tell me what you think: stefan@voswinkel.ca

For a discussion about your own business situation and how I may be able to help you, please contact me.

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