

**THE FAMILY
BUSINESS
PARTNERSHIP**



**An Introduction to The
Family Business Partnership**

About Us

At The Family Business Partnership, we specialise in supporting family-owned businesses to navigate the complexity that comes with being in business together.

These are not ordinary businesses. They carry legacy, identity, relationships and responsibility. And when those things are in tension, it can feel hard to see the way forward.

We create clarity, restore trust, and help families work well together across generations. Our role is not to impose solutions, but to act as a calm and strategic partner.

We bring structure to emotionally complex situations, helping families develop the tools and behaviours they need to make good decisions together.

We work with families facing challenges, but also with those who are proactive. Many of our clients want to address ownership clarity, decision-making structures, governance, or succession long before it becomes urgent.

These families understand the value of planning ahead, and we support them in building a strong foundation for future success.

Why Families Work with Us

Families come to us when something isn't working, even if they can't quite say what. Sometimes it's the result of a specific event, like a share transfer or succession discussion. Other times it's a gradual build-up of discomfort, conflict avoidance or unmet expectations.

We also work with families who are preparing for the future. They may not be in crisis, but they recognise the need to plan and evolve. These families are seeking guidance on how to structure ownership, prepare the next generation, improve decision-making or set clearer boundaries before challenges arise.

Common reasons we're brought in:

- A transition in ownership has created confusion or tension
- The next generation is expected to step up, but doesn't feel ready, or isn't trusted
- Decision-making is unclear or stuck
- Family relationships are under strain
- There is no shared view of the future
- A desire to proactively prepare for succession, governance, or generational planning

These challenges are real, but they are also resolvable. With the right support, families can strengthen relationships, clarify expectations, and move forward with renewed confidence.

Our Principles-Based Approach

At the heart of our work is our Ten Principles framework. These are the foundations we believe every family business needs to thrive, from clear ownership and governance to harmonious relationships and effective transitions.

Rather than working only on one issue (like governance or succession), we take a holistic view. These ten principles give us, and the family, a shared language to explore what's working, what's missing, and what's possible.

Our work helps families achieve:

- Clarity and confidence in ownership and leadership roles
- Healthier, more open communication between generations
- Reduced conflict and improved decision-making processes
- Better alignment between family values and business strategy
- Personal growth and fulfilment for individual family members
- Clearer governance structures and boundaries
- Sustainable plans for leadership and ownership transitions
- Stronger preparation for the rising generation

We help families design solutions that work for them, grounded in their values, aligned to their goals, and embedded in their culture.

The Ten Principles Framework

Our unique, Ten Principles Framework ensures that the families we work with are cultivating the areas that help to create and sustain a thriving family business. They are:

1. **Empowered Ownership** – Clarity, alignment and responsibility in ownership roles
2. **Positive Board Governance** – Structure and accountability rooted in long-term purpose
3. **Energetic Management Teams** – Clear leadership roles and values-aligned operations
4. **Visionary Strategic Planning** – Shared vision and adaptable planning rooted in family purpose
5. **Effective Decision-Making** – Transparent, inclusive and well-understood decision processes
6. **Human Flourishing** – Personal growth, wellbeing and fulfilment for all involved
7. **Harmonious Family Relations** – Trust, respect and meaningful connection
8. **Nurturing the Rising Generation** – Confidence, identity and preparation for future roles
9. **Proactive Transition Planning** – Clear, courageous and respectful generational change
10. **Constructive Conflict Resolution** – Open, fair and forward-looking approaches to disagreement

These principles don't exist in isolation, they reinforce one another. When cultivated together, they create a resilient, aligned and flourishing family enterprise.

A Depth of Support for Families

Every family business is different. Some need a safe space to talk, others a clear structure to guide decisions, and many seek long-term support to prepare for the future. At The Family Business Partnership, we meet families and individuals where they are, offering a suite of services that can be tailored to fit their unique needs.

All of our work is underpinned by The Path, which helps individuals and families cultivate the mindset, behaviours, and knowledge required to flourish, and by our Ten Principles framework, which provide a consistent lens for building clarity, confidence, and stronger decision-making.

Our Services

The Path (Self-Guided)

A flexible programme for individuals and families to explore how thoughts, behaviours, and values shape life in and around the business.

The Path (Guided Cohorts)

A facilitated learning journey with peers, combining personal reflection with shared insight and practical application.

Individual Coaching & Mentoring

One-to-one support for family members, owners, and next-generation leaders, providing space for growth, reflection, and resilience.

A Depth of Support for Families

Family Business Audit

A structured review across the Ten Principles, giving families clarity on their strengths and the areas most in need of attention.

Family Meeting Facilitation

Impartial facilitation that supports constructive conversations, helps resolve tensions, and enables families to make well-informed decisions together.

Bespoke Consultancy

Comprehensive and bespoke support for families seeking deeper change, covering governance, transition, succession, conflict, and long-term alignment.

More Than Solutions

What makes our approach distinctive is that each service is not an isolated product but part of a connected framework.

Whether working with an individual through coaching or with the whole family in a full consultancy, the aim is the same: to help people flourish, strengthen relationships, and equip families with the clarity and confidence to thrive for generations

Case Study: Understanding Ownership

A tax-driven share transfer placed five siblings into joint ownership of an agricultural business. While financially effective, the transition created confusion and mistrust.

The siblings had never discussed what ownership meant, who could make which decisions, or what the future direction of the business should be.

We helped the family understand the root cause of the tension and create clarity about roles, rights and responsibilities.

We guided them through a values, vision and mission exercise, and helped them separate ownership decisions from management ones.

A Family Charter and regular communication forums were introduced.

The result was clearer roles, a significant improvement in trust, and a sense that they now had the tools to stay in business together.

Case Study - Proactive Transition Planning

In a successful manufacturing business, the founders wanted to step back.

But they lacked trust in the rising generation's readiness, and assumptions about succession were left unspoken. The result was frustration and growing tension.

We helped the family hold the conversations they had been avoiding.

Together, we designed a new management structure that played to each person's strengths, and created a board-level forum for shared strategic decision-making.

Our patient, measured approach gave the family the space to move at their own pace.

The founding generation now feel confident stepping back, and the rising generation are energised, engaged and working well together.

The business has a clearer structure and a renewed sense of momentum.

Who We Work With

We specialise in providing support to the following:

- Business-owning families during times of transition, tension or growth
- Families looking to proactively prepare for the future of their enterprise
- Individuals from family businesses seeking identity, clarity or purpose.
- Family offices who want to align governance, purpose and relationships
- Professional advisers who support family clients and want trusted partners

Whether your client is facing a big decision or quietly planning ahead, we can help.

Families will often turn to their existing professional advisers, accountants, solicitors, or wealth managers, when relational or governance challenges begin to surface.

Many families, and their advisers, are not yet aware that a service like ours exists.

By introducing us, we can bring clarity to situations that may feel emotionally stuck or structurally unclear.

Our involvement not only supports the family, but also strengthens the adviser's ability to serve their client well.

Who are We?



Russ Haworth – Founder of The Family Business Partnership, Russ has spent over 15 years working with family-owned businesses. Originally a Chartered Financial Planner, Russ is known for his calm presence, deep listening, and ability to navigate complexity with clarity. He is also the host of the globally acclaimed **Family Business Podcast**.



Martin Stepek – Martin brings a wealth of lived experience, having spent 20 years as a member of his own family's business. His work combines coaching and mentoring with a deeply mindful approach to leadership. He is one of Scotland's leading teachers of mindfulness and a trusted mentor to family business leaders. He is also the Founder of The Scottish Family Business Association.



Alec Broadhurst – Having been a member of his own family's business, Alec brings insight, patience and structure to emotionally challenging conversations. He is particularly skilled at designing and supporting the implementation of governance structures.

Let's Work Together

If you're supporting a family where the dynamics are difficult, the future feels uncertain, or the decisions are stuck, or if they simply want to prepare with intention, we're here to help.

- We work with the emotional and relational complexity that technical planning alone can't solve
- We are trusted by families and advisers alike to act with discretion, neutrality and care
- We provide a structured, principle-led process that delivers clarity and momentum
- We complement legal, tax and financial professionals by working on the 'human infrastructure' that underpins long-term success

We welcome the opportunity to connect. Whether you'd like to explore how our work fits into your existing client relationships, discuss a particular family scenario, or consider opportunities for collaboration, we'd be delighted to start a conversation



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