



THE FAMILY BEHIND THE OFFICE:

REIMAGINING WEALTH AND SERVICE FOR THRIVING FAMILIES AND LASTING LEGACIES

Torsten M. Pieper, Ph.D.

Advisor, Generation6

Professor of Management, UNC Charlotte

GROWING FAMILIES GROW APART







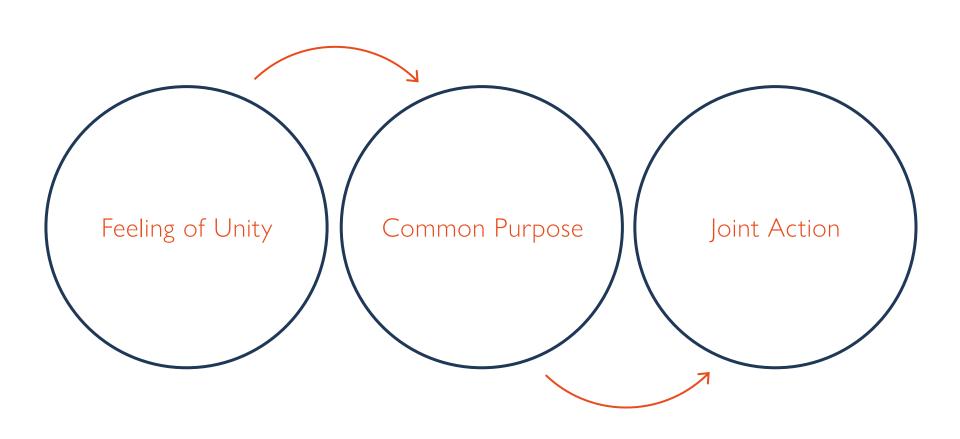
FIGHTING THE FORCES:

BY NURTURING THE CONDITIONS THAT BUILD FAMILY COHESION AND RESILIENCE



WHAT IS COHESION?





DIMENSIONS OF COHESION



Family Emotional

Basic Family Attachment

Business Emotional

Impact, Identity, Social Status

Family Financial

Bonding Connected to the Satisfaction of Financial Needs

Business Financial

Cohesion
Based on
Financial Growth

The problem

Most family offices are built to meet the stated (financial, legal, and accounting) needs of the family, not what sustains enterprising families for the long term.

DIMENSIONS OF COHESION



Family Emotional

Basic Family Attachment

Business Emotional

Impact, Identity, Social Status

Family Financial

Bonding
Connected to the
Satisfaction of
Financial Needs

Business Financial

Cohesion
Based on
Financial Growth

The problem





DIMENSIONS OF COHESION



Family Emotional

Basic Family Attachment

Business Emotional

Impact, Identity, Social Status

Family Financial

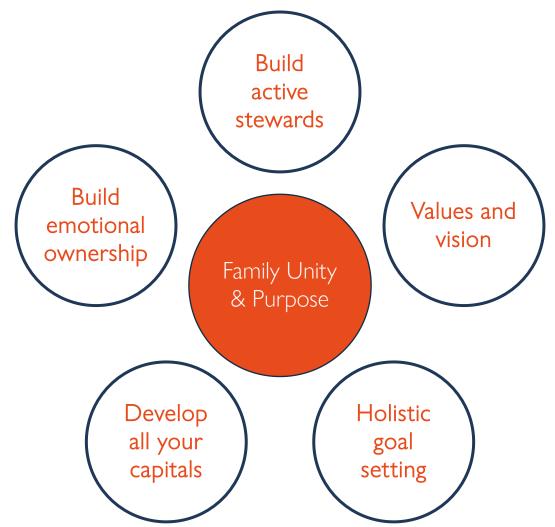
Bonding Connected to the Satisfaction of Financial Needs

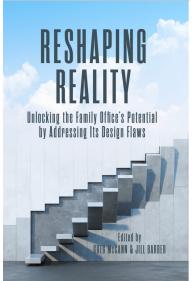
Business Financial

Cohesion
Based on
Financial Growth

THE TRANSFORMATIVE FAMILY OFFICE







DEVELOPING A SHARED SENSE OF PURPOSE



Avoid the one-way conversation

- What impact do we want our wealth to have
 - On us as individuals?
 - On our family?
 - On our community?
- What are the values that we share that should guide this intent?
- It's about more than just money: How will we use our resources to develop our diverse capitals
 - Human Capital
 - Intellectual capital
 - Social Capital
 - Spiritual Capital

LEADERSHIP OF THE FAMILY OFFICE



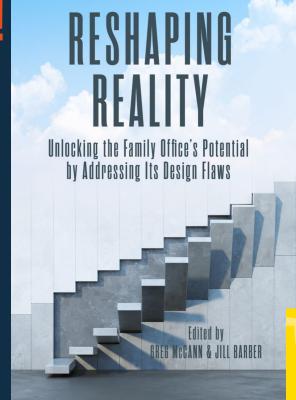
The leadership team sees family health and cohesion as their key mission.

Examples:

- Chief Cohesion Officer
- Chief Learning Officer
- Family dynamics and cohesion training for all staff
- Regular cohesion audits

THANK YOU!

TORSTEN PIEPER



Generation6 Family Enterprise

Advisors

tpieper@generation6.com

www. generation6.com

Mechanisms to Assure
Family Business Cohesion:
Guidelines for
Family Business Leaders
and Their Families

