

# The Family Council: Organization and Function

Conclusion

Fin



Interests

Education

Experience

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 The Professional Life of  
**MEMBERS**

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| • SORAYA NOR BINTI YAZID            | 1411962 |
| • WAN EMANINA BT WAN ABDULLAH       | 1410848 |
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## The Professional Life of **MEMBERS**

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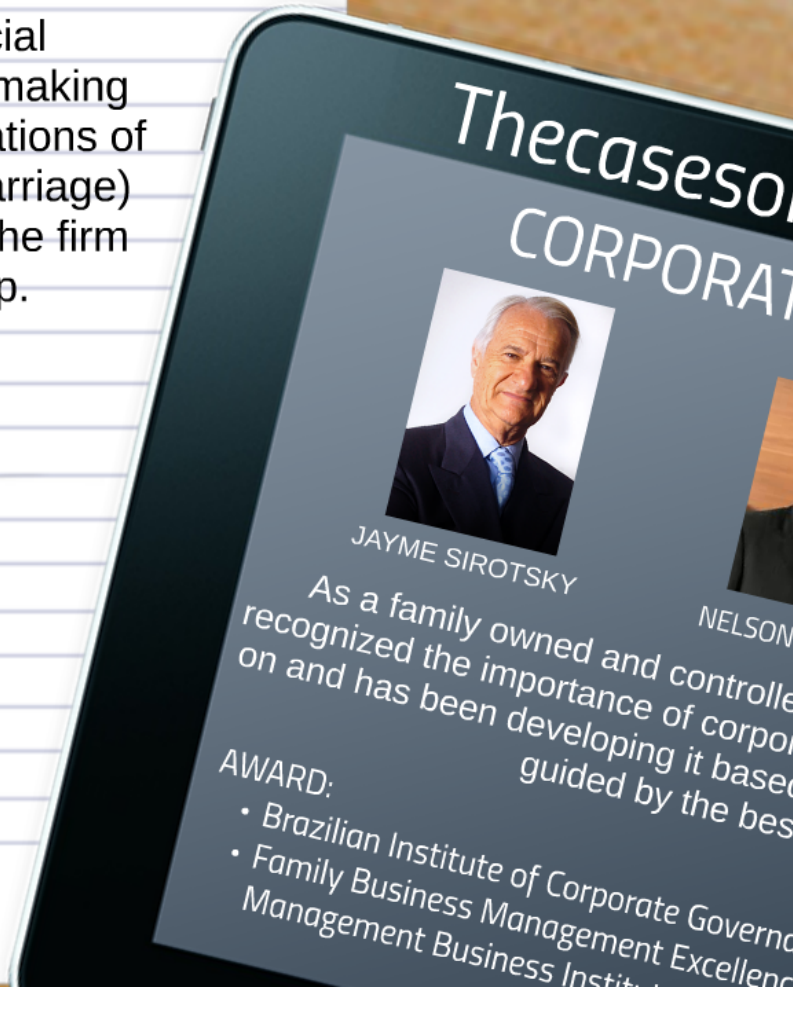
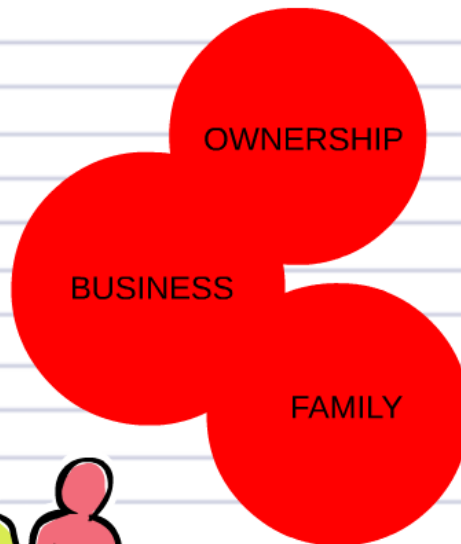
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## WHAT IS FAMILY BUSINESS?

A family business is a commercial organization in which decision-making is influenced by multiple generations of a family (related by blood or marriage) who are closely identified with the firm through leadership or ownership.



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## CORPORATIVE LEADERSHIP



JAYME SIROTSKY



NELSON SIROTSKY



EDUARDO SIROTSKY MELZER

As a family owned and controlled company, Grupo RBS has recognized the importance of corporate governance from very early on and has been developing it based on transparent principles and guided by the best practices.

### AWARD:

- Brazilian Institute of Corporate Governance in 2006
- Family Business Management Excellence Award from the Owner Management Business Institute in 2007

# DESIGNING LEADERSHIP ROLES

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### 1 LEADING

- Leading can identifying where the group needs to go in future, strategizing how to get in future and getting people to change in order to get in future.
- the leader must connects with people and convinces them, making use of compelling ideas and character appeal.
- family business leader or leaders must be personally compelling, not just good at making plans and managing activities
- effective leaders should have a charismatic style in management.
- The leader should be the servant leaders or servant partners in the business.



### 2 MANAGING

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- Opposed to leading
- Managing is about getting a group to operate efficiently and effectively
- Managing is done by :
  - Planning, budgeting and prudently allocating resources.
  - Organizing, analyzing problems, building and using management system.
  - Providing performance feedback.



### 3 GOVERNING

Objective of governance

- provides a broad sense of purpose or mission for the group
  - gives the group a sense of stability
- Family business systems have an enduring advantage over all other kinds of enterprise in large part because of their long-term goals, plans, and commitments.

The family business system absolutely must be governed, and governed well, for success.

Characteristics of the good governance

- plans can be made
- problems solved
- leaders developed and chosen
- disputes settled in a way that preserves the purpose and unity of the group
- Discipline and trust grow

Good governance is the product of having useful rules, policies, agreements, and plans, as well as forums (like boards, family councils, and annual meetings of the owners) to develop the plans, agreements, rules, and policies, to address important issues and to work out differences.

One very wise person with legitimacy, a lot of authority, and good intentions can provide good governance for a business, family, and ownership group.

But unitary leaders only have so many hours in a day and they can only focus on so many individual concerns before losing effectiveness.

- In one-leader systems, governing well almost always requires that key stakeholders join together into one or more groups:
- A shareholders' council and an annual meeting of the owners to serve the governance needs of the owners.
  - A board of directors to serve the governance needs of the business and owners.
  - A family council to help provide governance for the family. These groups all need their own good leaders to function well.





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## ②

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1. The leader needs to be smart in handling family business.



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2. Role of leadership must be structured perfectly to make sure the business can achieve the targets.

