



THE BORK PROCESS™

Family Business Matters Consulting

Consultation, training, and coaching on the four most important pillars in a thriving family business

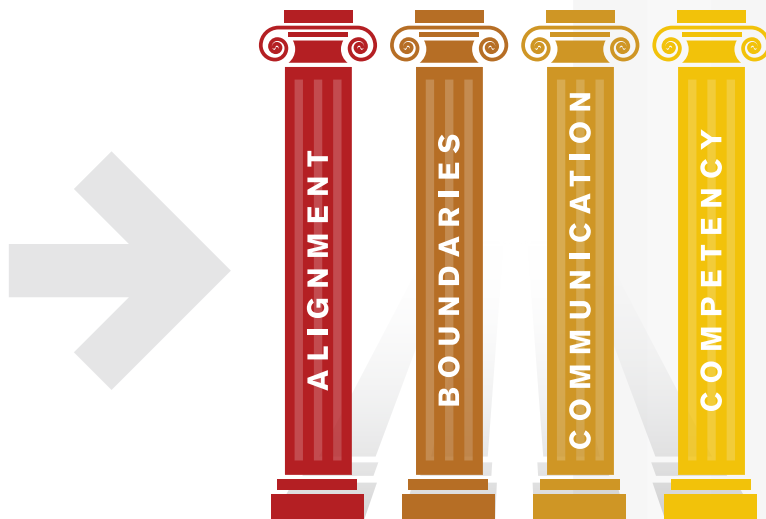
“In family business, one can craft an elegant business solution, but the keys to implementation are always locked up in the family psychology.”

David Bork,
*The Little Red Book
of Family Business*

THE BORK PROCESS™

The Bork Process™ is a consulting and training program that delivers lasting results at every level in a family business. It addresses family, corporate, and managerial processes through group training, individual coaching, and online education.

The program is based on the pioneering theories and techniques developed by David Bork in his consultation with over 450 family businesses in 20 countries. It is tailored to work with your family business system—family members, company owners, executives, managers and employees—to increase unity of vision and organizational effectiveness.



The Bork Process™ is grounded in the Four Pillars of Family Business: Alignment, Boundaries, Communication, and Competency. These pillars are imperative for organizational health in a family business and for addressing wealth and money issues in a legacy family.

ALIGNMENT

The Four Pillars

Alignment in a family business means building coalitions and moving toward the same target. Family businesses are resilient when family members, owners, executives, managers, and employees are united toward the same goals.



Family businesses face unique issues that expose them to internal risks. Without clear strategy and leadership alignment, family businesses are vulnerable. Misalignment creates discord, tension, and conflict. Alignment creates a parallel process that overcomes complacency, increases organizational harmony, and promotes profitability.

“The best companies are the best aligned. Strategy, purpose, and organizational capabilities must be in sync.”

Jonathan Tevor and Barry Varcoe,
Harvard Business Review

BOUNDARIES

The Four Pillars

Unclear boundaries are the root of many problems in family business. Family businesses have three components—the family, ownership, and enterprise—where boundaries must be clear and constantly maintained.



BOUNDARIES

Family business leaders must define roles, responsibilities, accountability, ownership, owner and operator prerogatives, and employee responsibilities, as well as rules for handling personal matters.

When your business is large enough to have non-family professionals and a board, clear boundaries prevent conflicts of interest. Also, clear boundaries will guide the ways family members interface with the business operations and governance.

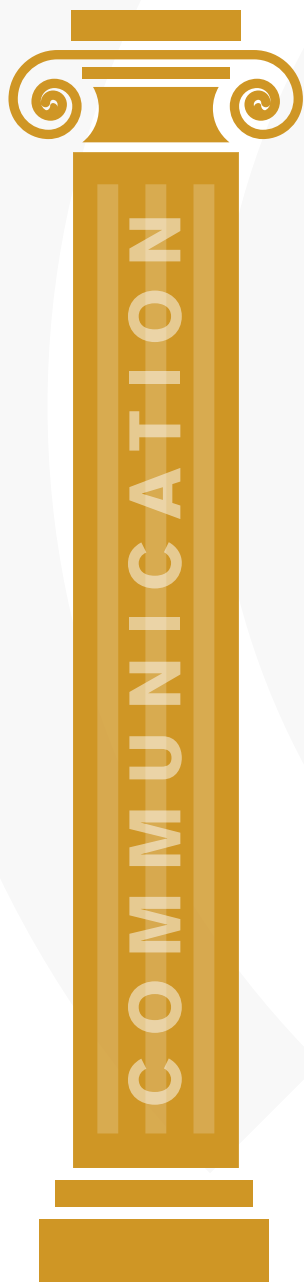
“It is critical that family members not meddle in areas for which they have no responsibility.”

David Bork

COMMUNICATION

The Four Pillars

Communication is a recurring issue that owners and executives identify as a major obstacle to productivity. Clear, constructive communication must always be the goal.



In a business with more than 200 employees, about 14 percent of the workweek is wasted because of poor communication between staff and management.

All communication is grounded in relationships. Unless we've been otherwise educated, most of us unconsciously enact styles of communication we learned in our families and carry them into the workplace. Whether it's resolving relationship issues, confronting challenges, managing conflicts, or planning for long term success, effective communication guarantees that every situation will be addressed and resolved in a thoughtful, deliberate, constructive, and comprehensive way.

"It is a family's ability to manage and resolve conflict that determines its maturity and emotional health."

David Bork

COMPETENCY

The Four Pillars

Competence is the capacity to deliver results that ensure continuity and stability. Families in business must understand how family dynamics affect sound business practice.



From those making decisions in the board room to those carrying out the day-to-day operations, everyone must contribute to the success of the business by knowing how to perform his or her position at the highest level.

Because of unique and subtle connections in a family business, competency standards must be clearly established, applied, reinforced, and rewarded (or not) at every level in the company. Competency leadership principles and procedures must be consistent with the company strategy while encouraging every employee to have a sense of ownership and investment, and to think and act like a leader.

**“You can’t afford people
who are doing just OK.
You need high performers.”**

Carlos Ghosn,
Harvard Business Review

How The Bork Process™ Can Help Your Family Business



The Bork Process™ improves the productivity and profitability of a family-owned business. The program teaches each person in the family and company to understand and use the same core skills for increasing organizational health and performance.

Participating in the process gives businesses a competitive advantage. We teach participants how to build trust, address difficult conversations, manage conflicts, collaborate as a team, and achieve personal and company goals. The end result is an organization-wide skill set that is necessary for stability and agility in a thriving family business.

The Bork Process™ is custom-tailored for each client. First, the Family Business Matters consulting team conducts a comprehensive, qualitative assessment of a company's organizational culture and relationship dynamics. The team then designs a program to address the issues inhibiting the company's optimum relational performance. Geared toward continual reinforcement of skills learned in the training sessions, our proprietary online course materials will ensure participants' knowledge retention and continuous skill application.

Please contact us to discuss how we can help strengthen your family business.

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www.familybusinessmatters.consulting

“When companies manage with an equal eye to performance and health, they more than double the probability of outperforming their competitors.”

Aaron De Smet, Bill Schaninger, and
Matthew Smith, *McKinsey Quarterly*

Family Business Matters Consulting Team



David Bork, Founder

David is a family business consultant with nearly five decades of international experience providing guidance to over 450 family businesses. As a pioneer in the industry, David brings a wealth of knowledge and insight to the many challenges of running a successful family business and has assisted families in charting their way through every imaginable family business issue. He is a lively public speaker at conferences, retreats, and universities and a key resource for YPO (Young President's Organization). David is the author of five books, including *The Little Red Book of Family Business*.



Edgell Franklin Pyles, PhD, Principal

Edgell, founder of Aspen Consulting Team, LLC, holds degrees in economics, theology, and psychology. He consults with family companies on leadership strategies, particularly succession, and with legacy families on the complexities of mixing love and money. He has lectured nationally and internationally, including at YPO Forums and CEO Universities, on the relationship between fathers and sons. With his son, Tom, he authored *MAPS for Men: A Guide for Fathers and Sons and Family Businesses*, praised as “one of the most comprehensive guides to families in business.”



William A. Bledsoe, PhD, Associate

Will is the founder of Restorative Way, LLC. He has been called a “ground-breaking pioneer” with his advancement of the restorative method of communication and conflict resolution. Will consults with families, schools, organizations, and businesses to develop progressive, relationship-centered cultures based on the principles of accountability, respect, responsibility, and repair. He is the author of *Circle in the Sand: Relational Trauma and the Restorative Way*.



Thomas Edward Pyles, MA, Associate

Tom is a Principal at Aspen Consulting Team, LLC and co-author of *MAPS for Men: A Guide for Fathers and Sons and Family Businesses*. Tom has an MA in Performance Psychology, an undergraduate degree in Business, and a 25-year business career. He has logged thousands of hours coaching individuals and organizations on how to create and maintain a competitive edge. Tom is a member of the Institute of Coaching Professional Association and a Level 1 CrossFit™ trainer.