

## Working with Non-Family Executives

### Key Questions and Critical Issues

- Why do family business owners ultimately have to attract, work with, and retain non-family executives?
- What attracts non-family executives (outsiders) to work in family owned businesses?
- What do non-family executives want from the family business?
- Why do non-family executives leave a family business?
- What are the major challenges a family business faces when it first decides to employ non-family executive talent? In which generation do the greatest difficulties occur and why?
- What are the benefits and advantages a family business can obtain by employing talented non-family executives?
- Why is the period of transition from one generation to the next a time of great uncertainty for non-family executives? What are the questions that go through their minds during that period?
- How can family members prepare themselves to deal with the complex issues of managing non-family executives?
- What is required from family members, especially the CEO, in dealing with non-family talent?
- Why is the relationship between family business owners and non-family executives such a delicate one?
- What are the legitimate concerns family business owners and non-family executives have about working with each other?
- How can family business owners increase their chances of 'striking the right match' when employing non-family executives?
- How does the family business owner achieve an appropriate balance between seeking and rewarding employee loyalty and maintaining management vitality?
- How does the family business owner make non-family executives a part of the team and build a foundation of trust?
- When does it become appropriate for family business owners to think in terms of a non-family CEO?
- How does the owner manager go about appointing a non-family CEO and make the appointment work? What are the main requirements for non-family CEO selection?
- How can family business owners structure compensation and incentives for non-family executives so that they are perceived to be 'just rewards'?
- What are the critical success factors for non-family executives in family owned businesses?

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