VISIBLE AUTHORITY · FRAMEWORK SERIES

FRAMEWORK NO. 02 · FAMILY ENTERPRISE CONTINUITY

LEADING A STRONG FAMILY IN A STRONG BUSINESS

Generational Family Business: *Leading a Strong Family in a Strong Business*

Navigating the war of attention through the Family Business Health Index and four institutional transitions. A framework for family business leaders who choose to build a strong generational institution instead of a fragile surviving firm.

ADVISORY TEAM (ORIGINAL REPORT)

Hassan Adnan with the original advisory team

CORE ARCHITECTURE

Family Business Health Index · Four Transitions · Twelve Root Factors · Three Circles & Seven Perspectives · Vision–Strategy–Governance–Culture

SCOPE & EVIDENCE

Generational survival series · Transformational Impact Matrix · Two client case studies (Middle East, Pakistan, Saudi Arabia)

EDITION

Visible Authority Framework Series · first issued as *Visionary Family Businesses Report* (undated original); redesigned 2026

CONTENTS

01 Opportunity for Generational Impact

02 The Survivability Cliff & the Missing Index

03 The Diagnosis: Four Transitions, Twelve Root Factors

04 Leading Several Interests & the War for Attention

05 The Generational Business Framework & Impact Matrix

06 Case Studies

01 / OPPORTUNITY

Opportunity for *generational impact*

Family businesses already carry much of the world economy, and the next decade offers them more room to grow than at any time before.

85% of world **GDP** contributed by family businesses, along with a fair share of global employment.

75% more stakeholder **trust** Consumers and customers worldwide trust family businesses 75% more than non-family businesses.

15,000 additional **$1B+ family firms** McKinsey forecast more family businesses worldwide reaching $1 billion in annual revenue by 2025, 37% of them from emerging markets.

Many of the big brands around us, including Ford, Merck, Sony, Hyundai and Walmart, have their roots in family business. Family businesses succeed worldwide because of inherent qualities that make them stronger than non-family businesses. Those qualities attract workers and employees, as well as the consumers and customers who place 75% more trust in family businesses globally.

Strength 01

Rich Cultural Values

Strength 02

Financial Leverage

Strength 03

Entrepreneurial Core

A positive economic outlook

Asia's emerging markets look promising: as reported in the original report, their growth was running about two percentage points ahead of developed economies (IMF). Pakistan is also expected to play a pivotal role in the years ahead, as financial analysts, think tanks and investment groups see it as a favourable country for growth.

In this growth landscape, family business leaders can play a major role in steering their firms towards steady growth and building family wealth and legacy by drawing on their inherent strengths.

Statistics as stated in the original report; primary sources not reproduced.

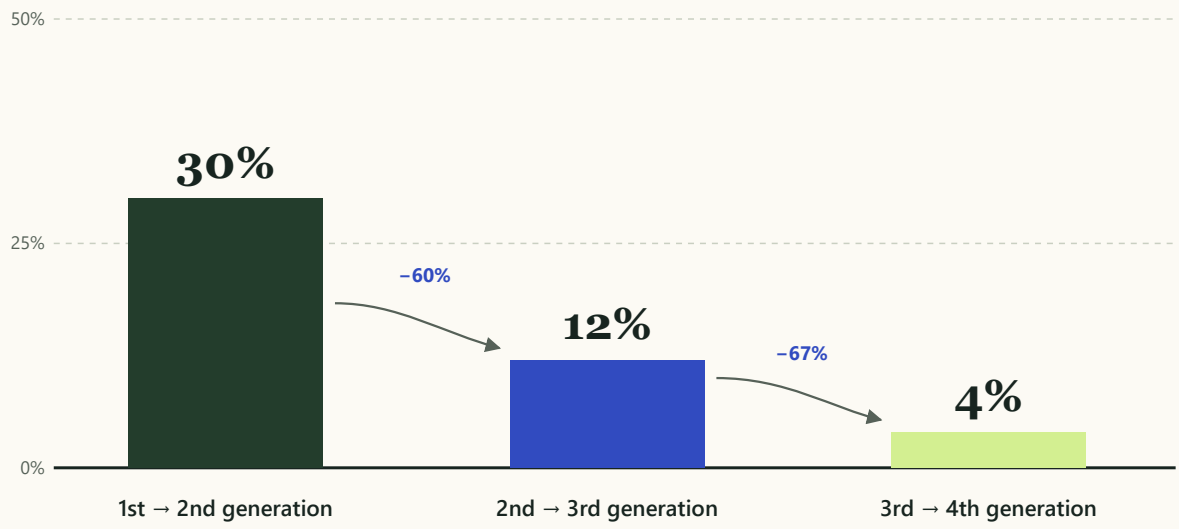
02 / SURVIVABILITY

The survivability cliff & *the missing index*

Family business survival rates are strikingly low. According to the original report, only 4% survive past the third generation into the fourth.

FIGURE 2.1

Generational survivability



Share of family businesses surviving each generational transition. Half never reach the first transition at all. Relative attrition: 30% → 12% is a 60% loss; 12% → 4% is a further two-thirds loss.

Half of all family businesses never reach the first generational transition.

If your business is currently in its second generation, its chance of surviving the next transition is only about 40% (12% of the 30% that survived the first transition). Survival then falls again: from 12% to 4%, a further loss of two-thirds before the fourth generation.

30% → 12% is a 60% relative drop at the second-to-third transition. 12% → 4% is a further 67% relative drop into the fourth generation. On the original report's figures, only 4 in every 100 family businesses become fourth-generation businesses.

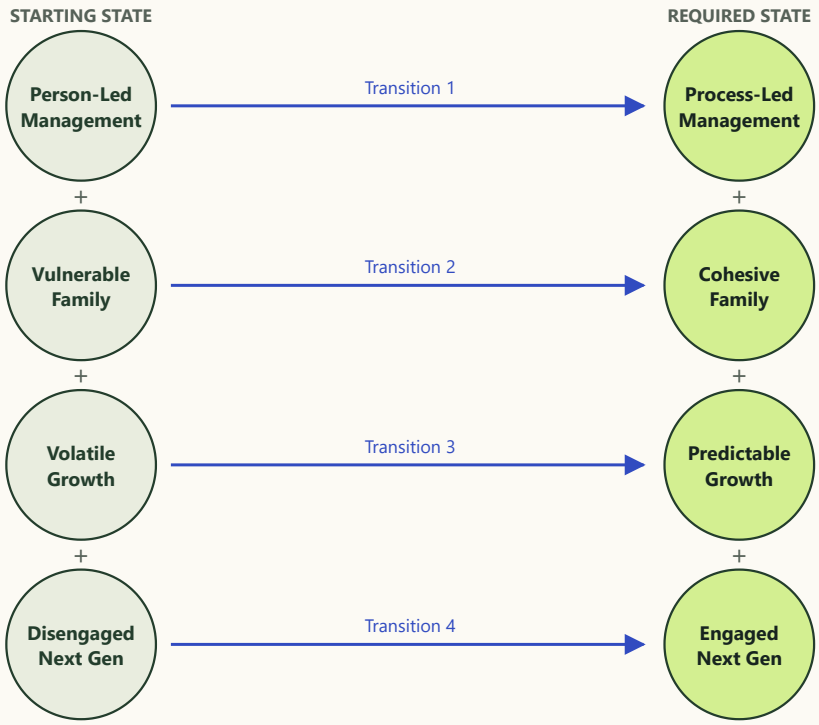
Four key failures causing early decline

Studying survivability in their work, the authors identified the reasons behind the rapid, early decline and dissolution of family businesses. They concluded that family businesses

that do not survive failed to make four key transitions in four different areas of the business. These failures leave the business highly vulnerable.

FIGURE 2.2

The four key transitions



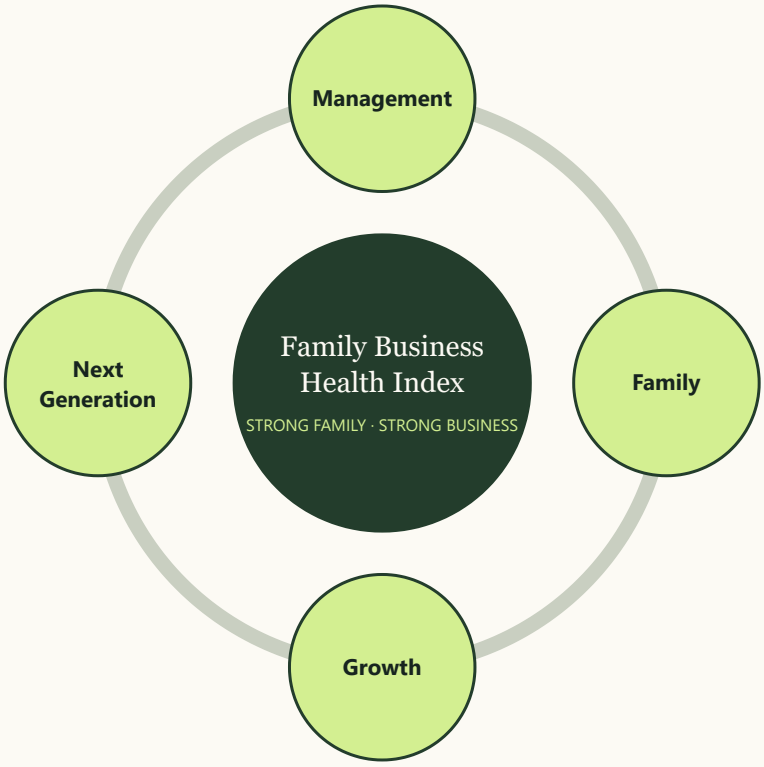
Each failed transition leaves one area of the business stuck in its starting state.

The missing index

Family Business Leaders are usually strong business leaders, but their attention tends to go to keeping the business going. The authors conclude that the leader should focus on raising the overall health of the family business, not on just one part of it. Focusing on the overall Family Business Health Index helps them lead a strong family in a strong business.

FIGURE 2.3

Family Business Health Index



Four pillars together make up the health of a family enterprise: Management, Family, Growth and Next Generation.

03 / THE DIAGNOSIS

Four transition failures & *twelve root factors*

Before working on how to improve the health of a family business, it helps to understand what blocks each transition and weakens that health.

Transition 1 · Management Mayhem

FROM PERSON-LED TO PROCESS-LED

Most family businesses start with an entrepreneur who has a dream and creates something valuable, often bringing siblings and cousins into the venture. As the business grows more complex, management styles and capabilities do not evolve fast enough to meet the challenges of a larger, more complicated enterprise. Held in old habits, management never truly moves from an entrepreneurial style to an institutional one.

FIGURE 3.1

Person-led → process-led management



Three structural factors must be bridged to complete the transition

The three root factors that hold the business in its starting state.

1.1

Micro-Management

At the root of this mayhem is micro-management, the bottleneck between the two states. The Family Business Leader often spends too much time in the wrong places doing the wrong things. These activities can look like value added, but they cause deeper problems across the organisation.

CONSEQUENCES

- Lack of trust among team members
- Misalignment of actual job functions
- Resource wastage due to rework
- High-priority, high-value areas are not attended to

Micro-management limits organisational efficiency, widens gaps in the management function and creates a culture of distrust.

1.2

Decision Dependency

Leadership in a family business is often held by the eldest, which also carries the absolute right to make decisions. As a result, every decision, even in areas outside the leader's expertise or role, depends entirely on the Family Business Leader.

CONSEQUENCES

- Reduced execution efficiency of decisions
- Non-expert decisions lead to wrong moves and lost resources
- A culture of inaction and little proactive initiative
- Important strategic decision-making is undermined

Decentralisation of power is often seen as a weakness in a family business. In fact, it is a prerequisite for an efficient organisation.

1.3

Management on Whims

With power concentrated and no accountability, management follows personal whims instead of high standards and best practice. This can devastate an organisation.

CONSEQUENCES

- Low transparency in financial matters
- Favouritism and nepotism among family members
- Unequal distribution of benefits, privileges and perks
- Key initiatives and targets are never completed or achieved

Management by personal whim is one of the biggest causes of dysfunction in a family business and can seriously damage both the business and the family.

Transition 2 · Family Fiasco

FROM VULNERABLE FAMILY TO COHESIVE FAMILY

According to family business researcher Ernesto J. Poza, the biggest threat to a family business comes from the family itself, and it is one of the main causes of early decline. Families often enter the business in a vulnerable state because it creates a new form of social interaction among them. If they cannot settle into appropriate, healthy and structured social contracts, becoming a cohesive family is difficult. Vulnerability rises, and even a small event can become a major issue.

FIGURE 3.2

Vulnerable family → cohesive family



Three structural factors must be bridged to complete the transition

The three root factors that hold the business in its starting state.

2.1

Conflicting Interests

Family members involved in the firm often have different, sometimes conflicting interests in policy, ownership, roles and rewards. When disagreements arising from these interests are not raised, voiced and addressed, the following follows.

CONSEQUENCES

- Half-hearted commitment from key family members
- Lack of trust in the leadership
- Rising rivalry among family members
- Declining value of family financial and non-financial assets

In a family business these conflicts can have severe consequences, yet more than 70% of family businesses have no formal or informal way of dealing with them.

2.2

Sweeping Influence

A family business is made up of several units of influence. One of them sits outside the business but carries great weight in the family: informal, non-operating influencers such as grandparents, wives, mothers or other elders who dominate opinion within the smaller family units and shape positions on important matters.

CONSEQUENCES

- Business interests diverge into personal or group realms
- A rival platform for opinion and decision-making on business matters emerges
- Business issues and family affairs are emotionally hijacked beyond rational choice
- Healthy relationships within the family are blocked

Such influence can be healthy when it has the right platform and the right agenda; without them it holds the business back. No wonder Family Business Leaders struggle to grow their companies when more than 50% of their time goes to family issues.

2.3

Disorientation

As the business expands and more family units join, a period of stagnation sets in. The family forgets the core purpose of the business, the ideals that made it successful and the values that held the family together in good times and bad.

CONSEQUENCES

- The future of family unity is exposed to high risk
- The business fails to meet the family's needs because growth is limited
- Family conflicts become unmanageable
- Confusion about the future of the family and the business spreads

Disorientation is often a make-or-break stage. It is rarely grounded in reality; more often it is a leadership failure to paint a compelling picture of a future worth staying together for.

Transition 3 · Growth Games

FROM VOLATILE GROWTH TO PREDICTABLE GROWTH

In Marshall Goldsmith's words, "What got you here won't get you there", and the same holds for family firms. Most begin in an entrepreneurial phase in which growth is relatively easy, cost control sits with a few people and the firm is small and manageable. As the company grows, growth stagnates and plateaus. A strong business is a prerequisite for a family business to exist, yet most that fail cannot move to predictable growth and remain in volatile waters, leaving the future uncertain and often bleak.

FIGURE 3.3

Volatile growth → predictable growth



Three structural factors must be bridged to complete the transition

The three root factors that hold the business in its starting state.

3.1

Wrong Placements

According to the Peter Principle, people rise to their level of incompetence. Nowhere is this truer than in family businesses where jobs are given on the basis of affinity instead of competence. When the wrong people hold strategic positions, the following appears.

CONSEQUENCES

- Performance of the function falls significantly
- Waste from poor execution grows beyond repair
- Development of deserving talent is halted
- The future direction of the business becomes misaligned

Such moves are common where nepotism, not merit, is the rule. They may bring short-term benefits, but growth pays for them.

3.2

Lack of Competitive Advantage

Family businesses must compete in their industries for dominance and financial performance. Yet they often fail to use all the assets at their disposal to build a competitive advantage that lasts for generations. With a weak competitive advantage, the following appears.

CONSEQUENCES

- The business fails to earn a long-term return on its financial investments
- The business cannot reach industry leadership
- A focus on financial gains undermines future continuity
- Long-term thinking is shunned

Competitive advantage is at the heart of a strong business; when it is diluted, many firms' hope of sustainability fades.

3.3

Short-Termism

A 2017 McKinsey Global Institute study with FCLT Global found that, from 2001 to 2014, revenue at companies it classed as long-term grew on average 47% more than at other companies. Family Business Leaders focus too much on short-term performance instead of a long-term strategy.

CONSEQUENCES

- Inability to respond to changing business dynamics
- Limited insight into short-term goals and long-term milestones
- Weaker long-term financial performance
- Management lacks the foresight to anticipate future challenges

Short-termism is a disease that never lets the organisation's true potential emerge and keeps the Family Business Leader in constant firefighting mode.

Transition 4 · Next-Generation Dilemma

FROM DISENGAGED TO ENGAGED NEXT GENERATION

A clear factor in survival is the alignment of the next generation with the family business. Leaders without a proper way to attract the next generation, and to make the firm an attractive place to work with real prospects, end up pushing successors in against their will. The result is often a generation that is not able to lead. The following factors drive the dilemma.

FIGURE 3.4

Disengaged → engaged next generation



Three structural factors must be bridged to complete the transition

The three root factors that hold the business in its starting state.

4.1

Leadership Gap

The next generation is often not aligned with the core family values that have carried the business forward. The family name's legacy lives in values embedded in how business is done, how workers are treated, and in its methods, practices and ethics. Together these form the DNA of the family business, which must be preserved to build a business legacy.

CONSEQUENCES

- Strategic stakeholders are alienated
- Hasty, uninformed decisions cause financial loss
- No capable successor can lead the firm
- Uncertainty grows within management

The future belongs to the next generation, but it is secure only if that generation is aligned with, and well versed in, the heritage, methods and practices of earlier leaders. Otherwise the resulting disorder puts the firm at severe risk.

4.2

Skillset Misalignment

The next generation is a valuable asset, but it is often limited in building the right skills: a fair mix of soft and technical skills matched to what the business needs. In a knowledge economy, skills themselves become the firm's competitive advantage.

CONSEQUENCES

- The firm cannot create progressive breakthroughs
- Successor leadership capabilities never fully mature
- Job performance suffers at evaluation
- The company cannot develop key competitive skills for its industry

With the right attitude and technical and leadership skills, the next generation can make the firm prosper. Too little thought goes into alignment, so firms often head in the wrong direction.

4.3

Entrepreneurial Risk

Entrepreneurial spirit started the family business, but as the firm scales it is often discouraged as risky. Given the younger generation's drive to move things forward, this leads to the following.

CONSEQUENCES

- Tension grows between the newer and older generations over future direction
- The business model becomes less profitable and often obsolete
- Career prospects fail to attract the next generation
- The next generation loses faith in the capabilities of current leaders

Family businesses must stay relevant while becoming a brighter prospect for the next generation. Entrepreneurial spirit should serve strategic goals, not random experimentation.

To make all four transitions, the leader must think strategically, plan and execute with discipline to improve the firm's health, while balancing the interests of every role around the business.

Between now and tomorrow

If transformation were easy, the survival statistics would tell a different story. In reality, only 4% of firms complete it and become generational businesses. It is hard not only because it takes time, but because it requires specialised knowledge of how to improve a family firm's health. While the leader deals with priorities that threaten the business today, there is little time left for the future. That is the tradeoff between keeping the firm alive today and keeping it relevant tomorrow.

The role is critical. A Family Business Leader is responsible not only for one family's livelihood but also for the wellbeing and future of siblings, cousins and their families, and of the hundreds or thousands of people who have built their working lives in the firm. Decisions must account for both the present and the future.

The missing perspective

Family Business Leaders often miss a key point: the insights, strategies and knowledge that improve the health of a family business are not the same as those used in non-family businesses. Most business education, including the standard MBA playbook, is built around non-family businesses. It may strengthen the business, but it can unbalance the family.

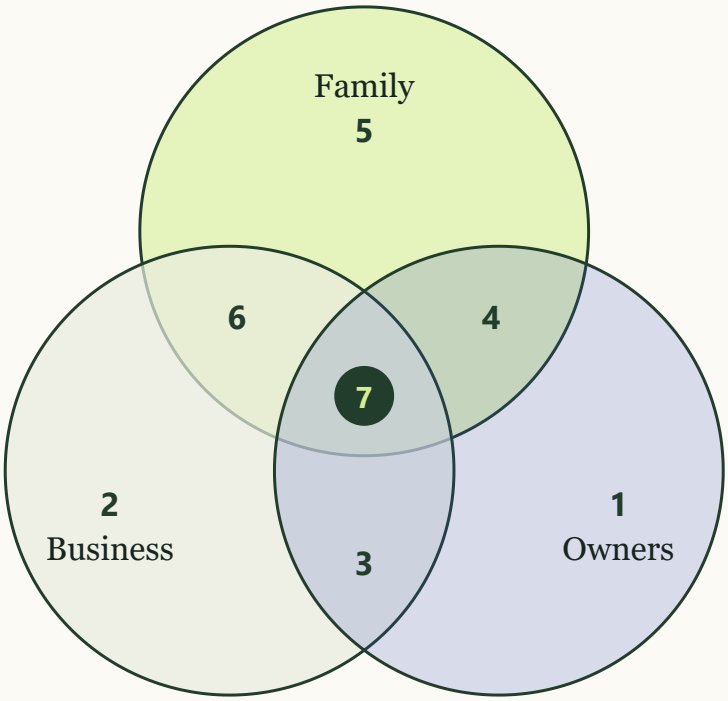
A family business is also closely tied to the society it belongs to, lives in and comes from. A clear understanding of family, social and religious norms and values is essential to keeping a strong family in a strong business. Because most formal education leaves this out, its usefulness is limited and often irrelevant to family matters. That is also why many foreign family business consultants, detached from the local culture, fail to deliver the right results.

Three circles, seven perspectives

The Family Business Leader must work for the business and also represent the interests of every role around it. Otherwise, issues arising from these roles will take up most of the leader's time, and a strong family in a strong business becomes impossible. The right lens for improving the health of a family business covers three circles and seven perspectives.

FIGURE 4.1

Three-circle governance model



Every number is a distinct stakeholder perspective the Family Business Leader must represent.

After Tagiuri & Davis' three-circle model. Family, Business and Owners circles: three single-circle roles (5, 2, 1), three overlaps (6, 4, 3) and one role at the centre (7).

#1 · Owners circle

External investors who do not work in the business.

#2 · Business circle

Non-family employees or managers who own no shares in the business.

#3 · Business & Owners

Owners who work in the business but are not family members.

#4 · Family & Owners

Family members who own shares but are not employees or working in the business.

#5 · Family circle

Family members who neither work in the business as employees nor own it.

#6 · Family & Business

Family members who are employees but own no shares.

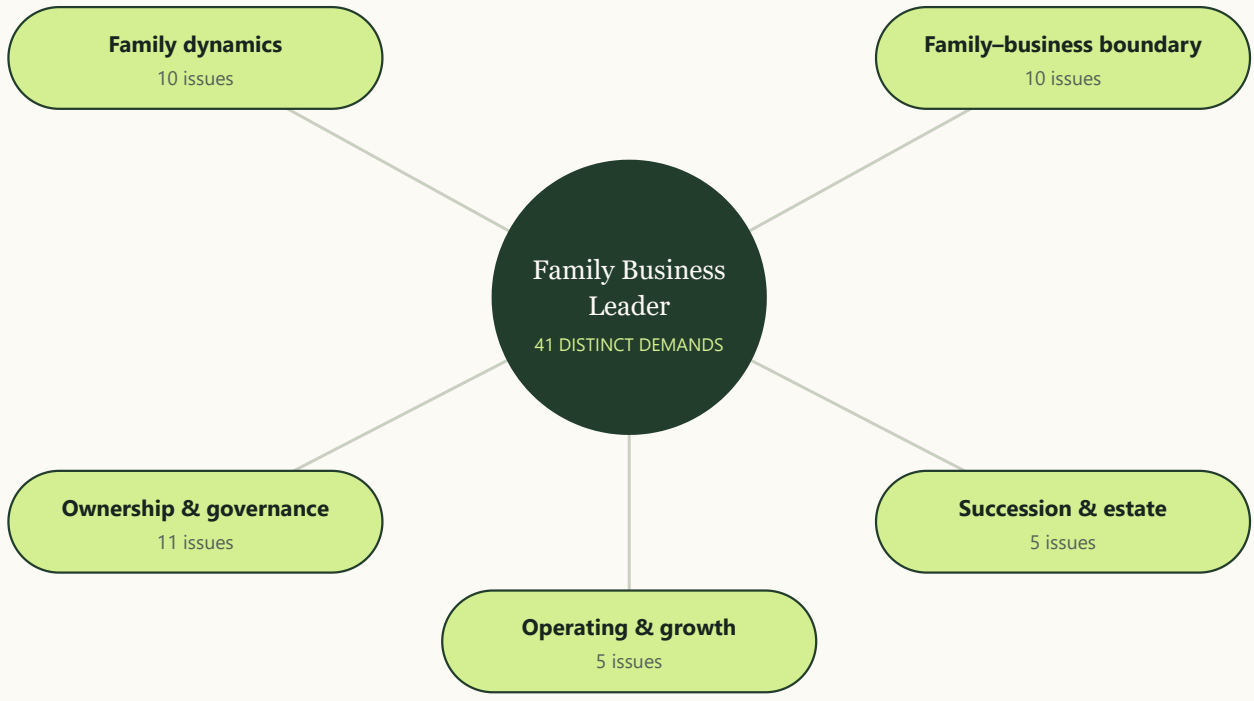
#7 · All three circles

Family owners who also work in the business.

The war for attention: the real challenge of the Family Business Leader

FIGURE 4.2

Competing demands on the leader



41 distinct family, ownership, succession, estate and operating issues compete for the leader's attention.

10 issues

Family dynamics

- Lack of family communication
- Sibling rivalry
- Intergenerational dynamics
- Issues of entitlement
- Divorce
- Blending families
- Marriage agreements, co-habitation and pre-nups
- Exclusion / inclusion
- Trust issues
- No common vision or values

10 issues

Family–business boundary

- Nepotism
- No family participation policies
- Performance feedback to family members
- Inability to separate business and personal matters
- Work/life balance
- Compensation
- Role clarity
- Conflict management
- Family leadership
- Philanthropy

11 issues

Ownership & governance

- Common vision and goals
- No common ownership vision and goals
- Election of ownership steward
- Functioning board of directors
- Electing the board of directors
- Ownership policies (e.g., dividend, redemption, insurance)
- Shareholders' agreement
- Buy-sell agreement
- Transfer of shares (e.g., voting and non-voting shares)
- No education of owners
- Control issues

5 issues

Succession & estate

- Management succession
- Leadership development
- Letting go
- Estate planning
- Personal estate planning

5 issues

Operating & growth

- Business growth
- Business performance
- Risk tolerance
- Risk management
- Growth vs. harvest

Issues from the original report; grouping into five categories is editorial; one repeated item ("intergenerational dynamics") listed once.

Family Business Leaders face so many issues every day that most of these tasks are ignored until they become problems demanding full attention, which then forces compromises elsewhere. In this war for attention, the leader must deal with these draining issues systematically, through structures, processes and mechanisms that recognise the interests of everyone in the family and the needs of the business.

THE ONE CHOICE

At the heart of this is one decision the Family Business Leader must make: **do I want a strong generational institution or a fragile surviving firm?** Choosing the former brings hard choices. The leader must build new thinking and new perspectives, adopt new ways of looking at the business and the family, and bring the whole family into a new way of running the family business.

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05 / THE FRAMEWORK

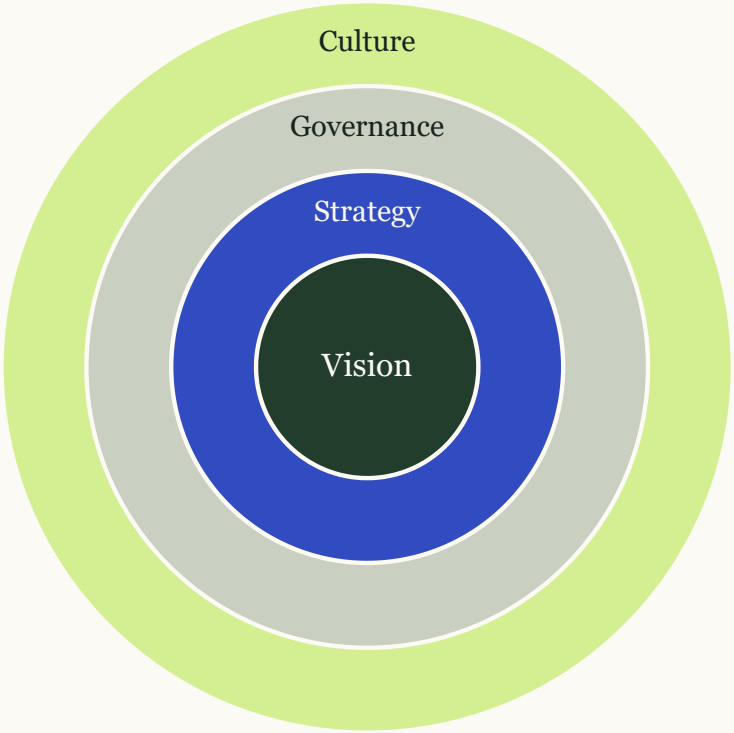
The Generational Business Framework & *Transformational Impact Matrix*

The framework comes from the authors' research and consulting in visioning, organisational development, strategic planning and family business. As it is applied, it steadily improves the health of the family business.

The generational framework offers a clear path to a strong family in a strong business. It works through four essential areas of development, in order: Vision, Strategy, Governance and Culture. Each layer acts on all four areas of the Health Index.

FIGURE 5.1

Four-layer concentric architecture



1. VISION
- Definition of Point of Impact
- Unification of Family Legacy
- Profiting from Core
- Strong Chain of Successors

2. STRATEGY
- Right Person for Right Job
- Win-Win for All Family Units
- Strength-Based Competitive Advantage
- Voicing Fresh Perspective

3. GOVERNANCE
- Transparency in Affairs
- Principle-Based Rules of Engagement
- Impact-Driven Investment Policy
- Methodological Development

4. CULTURE
- Meritocracy
- Service-Based Leadership
- Strategic Entrepreneurialism
- Ambassadors of Values

Vision sits at the core; Strategy, Governance and Culture build outward. Each layer has one mechanism for each of the four areas: Management, Family, Growth and Next Generation.

Layer 1 · Vision

The first step aligns the family, ownership, management and the younger generation with the future of the business and the family. Creating the vision challenges the status quo, lets stakeholders see beyond today and tests beliefs about what is truly possible if everyone puts their energy and effort in one direction. Such a vision affects the four areas as follows.

V1 · Management

Definition of Point of Impact

- Focus on high-value, high-priority areas
- Alignment of stakeholders on the business's point of arrival
- Identification of key initiatives and targets for reaching the established milestones and business and family objectives

V2 · Family

Unification of Family Legacy

- Alignment of the family with family values, ensuring the family legacy continues
- Healthy relationships built on contributing to something significant beyond personal interests, for the greater good of the family
- Protection of family assets through shared goals and policies, ensuring financial strength

V3 · Growth

Profiting from Core

- Placements that ensure high performance and work efficiency
- Identification of growth opportunities based on the core business
- Defining the strengths and leveraging them for growth initiatives

V4 · Next Generation

Strong Chain of Successors

- Identification of the successor best suited to leadership positions
- Alignment of the next generation's skills with the future business, ensuring competitive capabilities
- Structured involvement of the next generation in the entrepreneurial process, creating better business prospects

Layer 2 · Strategy

The second step creates a strategy that charts the path to the new shared vision. It is built around the business objectives, the interests of the owners and the involvement of the next generation, and it helps create a strong competitive advantage. Strategy affects the four areas as follows.

S1 · Management

Right Person for Right Job

- Job functions designed in line with the vision, with set performance criteria
- A refined decision-making process that requires expert advice and scenario planning before initiatives start, to reduce risk
- Set criteria for rewards and benefits

S2 · Family

Win-Win for All Family Units

- Alignment of strategic family members in all major decisions
- Leadership takes family interests into account when setting business objectives and policies
- Leadership ensures unity and stable relationships within the family

S3 · Growth

Strength-Based Competitive Advantage

- Stronger competitive advantage for better leadership positioning within the industry
- Short- and long-term financial targets that ensure better financial health
- Entrepreneurial responsiveness to changing business and industry dynamics

S4 · Next Generation

Voicing Fresh Perspective

- Challenging the status quo to focus on value creation
- Strategic placement of the next generation on key initiatives that build competitiveness and key capabilities
- Re-evaluation of the business model for its effectiveness against customer satisfaction and untapped opportunities

Layer 3 · Governance

Strategy sets the right approach, direction and method based on the firm's strengths and assets. Governance is the key lever that makes sure everything works as it should, with the necessary checks and balances. Governance affects the four areas as follows.

G1 · Management

Transparency in Affairs

- Set performance criteria for management teams and leaders
- Responsibility for key strategic initiatives assigned under a governing body
- Leaders and functional heads accountable for resource use and performance against objectives

G2 · Family

Principle-Based Rules of Engagement

- A formal platform for voicing concerns and addressing family issues
- Family issues kept from affecting business matters
- Family conflicts managed amicably, with win-win outcomes in everyone's interest

G3 · Growth

Impact-Driven Investment Policy

- Investment criteria based on the vision, with periodic review of investment performance to ensure high ROI
- Growth initiatives through entrepreneurial activity to reach strategic milestones
- Success criteria for future initiatives based on short- and long-term wins

G4 · Next Generation

Methodological Development

- Talent development that keeps skills and capabilities current
- Entrepreneurial development of the next generation through an apprenticeship model that builds deep business expertise
- Next-generation voices and concerns represented at the highest level

Layer 4 · Culture

The quality of a culture reflects the real value of a business. Culture is the internal value a business creates by pursuing a powerful vision, a solid strategy and stable governance. If it empowers people, lifts morale, guides their actions, supports their initiatives and builds on the family heritage, everything else follows and a bright future is secured. Culture affects the four areas as follows.

C1 · Management

Meritocracy

- Progress and reward are tied to performance
- A proactive, responsive approach among team members
- Clear criteria for progressing up the management ladder

C2 · Family

Service-Based Leadership

- Full confidence in and support for the Family Business Leader
- Healthy engagement within the family
- Optimism about the future of the family and the business

C3 · Growth

Strategic Entrepreneurialism

- High performance and a go-getter attitude among employees
- Long-term strategic thinking becomes the default over short-sightedness on important matters
- Collaboration across teams for better execution

C4 · Next Generation

Ambassadors of Values

- Entrepreneurialism becomes the norm for the next generation
- Positive engagement with the next generation builds better relationships and serves as a learning experience
- Challenging the status quo is seen as necessary, not as disrespect, by management

Transformational impact

The generational framework lets the Family Business Leader make the four essential transitions and keep a strong family in a strong business. Such a family and business gain more leverage for themselves and their next generation to create major social and business impact while carrying the family's legacy and name forward. The four areas of concern are systematically transformed into a state of better Family Business Health.

LAYER \ AREA	MANAGEMENT	FAMILY	GROWTH	NEXT GENERATION
Transformational Impact Matrix: the four framework layers applied to the				
Resulting state	→ PROCESS-LED	→ COHESIVE	→ PREDICTABLE	→ ENGAGED
Outcome	**Family Business Health**: a strong family in a strong business			

LAYER \ AREA	MANAGEMENT	FAMILY	GROWTH	NEXT GENERATION
four areas, producing Family Business Health.				
Vision	Definition of Point of Impact	Unification of Family Legacy	Profiting from Core	Strong Chain of Successors
Strategy	Right Person for Right Job	Win-Win for All Family Units	Strength-Based Competitive Advantage	Voicing Fresh Perspective
Governance	Transparency in Affairs	Principle-Based Rules of Engagement	Impact-Driven Investment Policy	Methodological Development
Culture	Meritocracy	Service-Based Leadership	Strategic Entrepreneurialism	Ambassadors of Values
Resulting state	→ PROCESS-LED	→ COHESIVE	→ PREDICTABLE	→ ENGAGED
Outcome	**Family Business Health**: a strong family in a strong business			

06 / EVIDENCE

Case *studies*

Two engagements show the framework moving family enterprises across the management and growth transitions.

CASE STUDY 01 · FOOD, CARGO & AGRI-FARMING · MIDDLE EAST & PAKISTAN

From Person-Led to Process-Led

SITUATION

One of the oldest groups in food, cargo and agri-farming in the Middle East and Pakistan. Revenues were reasonable, but profit margins were very low and unsustainable. Family members in the business had only a vague sense of where the situation was taking them. As the work progressed, it emerged that disagreements had developed among family members and the group was gradually moving towards splitting into smaller businesses.

INTERVENTION

Three months of intensive work developing the Generational Visioning Framework with the family.

OBSERVED OUTCOME

Family members resolved their differences and a clear roadmap to higher revenues and profitability emerged. The gap between the second and third generations narrowed, and the business moved from person-led to process-led. The third generation is highly motivated to take charge and carry the business to new heights.

CASE STUDY 02 · CONSTRUCTION → MULTI-BUSINESS HOLDING GROUP · SAUDI ARABIA

From Volatile to Predictable Growth

SITUATION

A once-successful construction company in Saudi Arabia that was gradually shrinking. Revenues were low, and owners and employees were unsure what the coming months would bring.

INTERVENTION

Within the first few meetings, client and advisers agreed that short-termism was killing the business. The only way to survive was to rebuild the business, and the family's approach to it, around a strong long-term perspective. The two sides then worked together to put that long-term strategy in place.

OBSERVED OUTCOME

Over the following few years, a shrinking small company grew into a holding company with multiple businesses under its umbrella, including one in which it became a pioneer in the Middle East.

VISIBLE AUTHORITY · FRAMEWORK SERIES

Turn tacit judgement into a *visible body of work.*

This framework presents the research and advisory practice of Hassan Adnan with the original advisory team credited in the original report, drawn from work with family enterprises in Pakistan and the Middle East. First issued as *Visionary Family Businesses Report* (undated original) and redesigned 2026 for the Visible Authority Framework Series: frameworks and case studies preserved; arithmetic and names corrected. The three-circle model is after Tagiuri & Davis; statistics are as stated in the original report.

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