

# Governing Family Enterprises

**New insights and skills for all involved in the family business**

## **BLENDED EXPERIENCE**

**Live virtual**  
March 4, 2025

**In-person**  
March 10-14, 2025  
Miami Campus  
\$13,000\*

## **BLENDED EXPERIENCE**

**Live virtual**  
Sept. 30, 2025

**In-person**  
Oct. 6-10, 2025  
Chicago Campus  
\$13,000\*

In a supportive environment alongside members of other enterprising families facing similar issues, you, your siblings, other relatives and board members can tackle the complex issues of continuity and governance. Led by Kellogg's expert faculty, this highly collaborative program explores in-depth the specialized knowledge and skills unique to the effective governance of a complex family enterprise.

You will learn to differentiate between the roles and responsibilities of owners, family members (those in and outside of management), independent directors and executives. Learners will develop new governance and leadership skills while working through real-world cases with peers from other respected families, and leave energized and equipped to define the future of the family enterprise with confidence.

**“This is a very comprehensive and insightful program on what makes great family companies great. You'll learn about the importance of acknowledging independence between owners, management and family and how these dynamics work.”**

CHIEF COMMUNICATION & CORPORATE RESPONSIBILITY OFFICER,  
JERONIMO MARTINS

Learn more and apply: [kell.gg/kxfamgov](https://kell.gg/kxfamgov)

\* Your program fee includes accommodations and meals during the in-person sessions and course materials. Dates and program fees are subject to change.

## Key benefits

- Define the roles and responsibilities of owners, directors, board chairs, the executive team and the family council
- Improve your board's effectiveness
- Understand critical governance policies needed to sustain the relationship between the enterprise and the family
- Learn how a common vision can unite family owners in a long-term commitment to continuity
- Explore how governance can be used to gain trust among family owners, directors and top management
- Leverage governance as a key competitive advantage of family business

## Who should attend

- Family and non-family directors, CEOs, board chairs and trustees of family-controlled firms. The enterprise must be third generation or beyond, with a significant number of family owners and minimum annual revenue of US\$100m with a preference for \$500m or above.
- Family members involved in governing their family councils, family office or family foundations
- Family shareholders

*Please note: This program is limited to individuals with specific business experience. Before enrolling, you must receive approval from the Kellogg School of Management to participate. Please visit the program website for more information.*

*Groups of up to five participants from a family enterprise can be accommodated in each session. Requests for groups of more than five in a single session must be approved by the program's Academic Director. Please direct your inquiry to the John L. Ward Center for Family Enterprises at [c-bath@kellogg.northwestern.edu](mailto:c-bath@kellogg.northwestern.edu).*

## Program content

### Governance challenges facing the family business

- Develop a theory of family business governance
- Explore how shareholder families evolve
- Design an appropriate, optimal governance structure for your enterprise
- Learn how governance structures and policies interact to elicit constructive shareholder engagement and organizational effectiveness
- Acquire skills needed to effectively lead the processes of governance
- Confront the contradictions and paradoxes of governance

### Defining roles and responsibilities

- Understand the roles of owners and the responsibilities of family councils, boards and executive management
- Learn how to unite board, family council and other governance committees to work as a team
- Differentiate ruling from governing
- Manage the extended family
- Enhance shareholder loyalty, voice and commitment

### Board development and evaluation

- Improve board decision-making
- Build high-functioning board and family council teams
- Maximize board and family leadership effectiveness
- Learn how boards can add distinct value

**“The program is very well structured and organized. It offers many new ideas about family governance structures. The quality of the faculty is excellent. It is a great opportunity to share and exchange points of view with other family companies.”**

CHAIRMAN, AGROLIMEN, SPAIN

## The faculty

The faculty for this program knows firsthand the complexities a family faces in governing wisely. Leading experts in family business practice, seasoned advisors and directors of best-in-class family enterprises, they bring a rare depth of understanding and wisdom to your learning experience.

#### Matt Allen

Co-Academic Director; John L. Ward Clinical Professor in Family Enterprise and Executive Director of the John L. Ward Center for Family Enterprises

#### Jennifer Pendergast

Co-Academic Director; Adjunct Professor of the John L. Ward Center for Family Enterprises and Adjunct Professor of Kellogg Executive Education

#### Ivan Lansberg

Adjunct Professor, John L. Ward Center for Family Enterprises Executive Education Programs

#### Loran Nordgren

Professor of Management and Organizations

*Please note:  
Faculty is subject to change.*



### Your learning experience

When you join our dynamic blended programs, you'll be immersed in a rich learning environment that fosters personal growth. You'll be guided through a transformative experience with our world-renowned faculty and active engagement with your peers.

Learn more and apply:  
**[kell.gg/kxfamgov](http://kell.gg/kxfamgov)**

Consult with an Advisor:  
**[execed@kellogg.northwestern.edu](mailto:execed@kellogg.northwestern.edu) 847.467.6018**