

# Family Foundation CEOs: Leadership through Challenging Times



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# A Little Context

- ❑ CEOs report great satisfaction with their jobs
- ❑ 75% intend to retire from full-time work with this position (regardless of age)
- ❑ Affection/respect/loyalty for the family
- ❑ Work with the grantees is very rewarding
- ❑ Good employment benefits



# Challenges

## A Successful Search/Hire/Orientation

- ❑ Search: Was family participation explicitly and candidly discussed?
- ❑ Search: The Role of the Incumbent and In-House Candidates
- ❑ Hire: Was there shared/written agreement on immediate and long-term priorities



# Challenges

## A Successful Search/Hire/Orientation

- ❑ Orientation: 80% had no formal orientation; almost all were self-initiated and guided
- ❑ Orientation: Making Time to Get Out and Meet the Board and Key Family Members
- ❑ Orientation: Developing a Supportive Colleague Network





# Challenges

## Helpful Qualities (and What Tests Them)

- ❑ More than Intelligent
- ❑ Candor and Trust
- ❑ Calm in the Middle of the Storm
- ❑ Clarity amid the Ambiguity
- ❑ A Healthy Ego



# Challenges

## Critical Processes and Questions

- ❑ Performance Planning
- ❑ Performance Assessment
- ❑ Related Questions of Salary and Benefits
- ❑ Professional Development
- ❑ Personal Renewal
- ❑ When to Go?
- ❑ Planning for Transition



# Challenges

## Special Challenges

- ❑ CEO of Spend Down Foundation
- ❑ The Family Member as CEO
- ❑ The Increasingly Non-Wealthy Family
- ❑ The Geographically-Focused Foundation/the Geographically Dispersed Family



“Our work is both art and science. There is no rule book... It is work that constantly requires and exercises creative thinking. Intuitive responses are required as often as analytical decisions. It is this level of variety that has allowed me to stay energetic and enthused by the work going into a second decade.”

Open Survey Response cited in  
*The Family Foundation CEO:  
Crafting Consensus Out of Complexity*





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