

Implementing Family Constitution Harmoniously & Managing Emotional Turbulence

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Emotional Turbulence is the **Reality** of Life

Harmony is the **Need** of All

Focus of The Session

1. What does implementing constitution mean?
2. Ego & Wisdom
3. Case Study - Transition Challenges
4. Three Levels of Knowledge

Implementation vs Creation

Which is the **greater** challenge?

Creation
1x

Implementation
20x

Real Examples of Challenges in Implementation

1

Request for change in share ownership for outstanding performance

2

Successor's frustration, anger & helplessness in the MD's reluctance to confront 2 members of the Senior Leadership Team

3

My father (Chairman) has got yes-men in Board, 2 Board members with independent thinking have resigned

What does implementing Constitution mean?

Disciplined/Quality
Meetings
(Promoters,
Management,
Family)

Creating Safe
Space

Strengthening
Ability to
Communicate

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All Human Being Have ...



They Are Like **Darkness & Light**

At any point of time, one of them
is predominant...



Attributes of Ego & Wisdom



- Judge & Evaluate - Who is right?
- Wants more/greedy
- Fearful, Angry
- Expectations
- Hold the baggage



- Humility - What is right?
- Content
- Faith
- Commitment
- Forgiveness

How do you know which **state** you are in?

EGO (Heart at War)

WISDOM (Heart at Peace)



Is **sure** that I am in Wisdom

Is **not sure** that I am in Wisdom

Ego to Wisdom



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Case Study



Context:

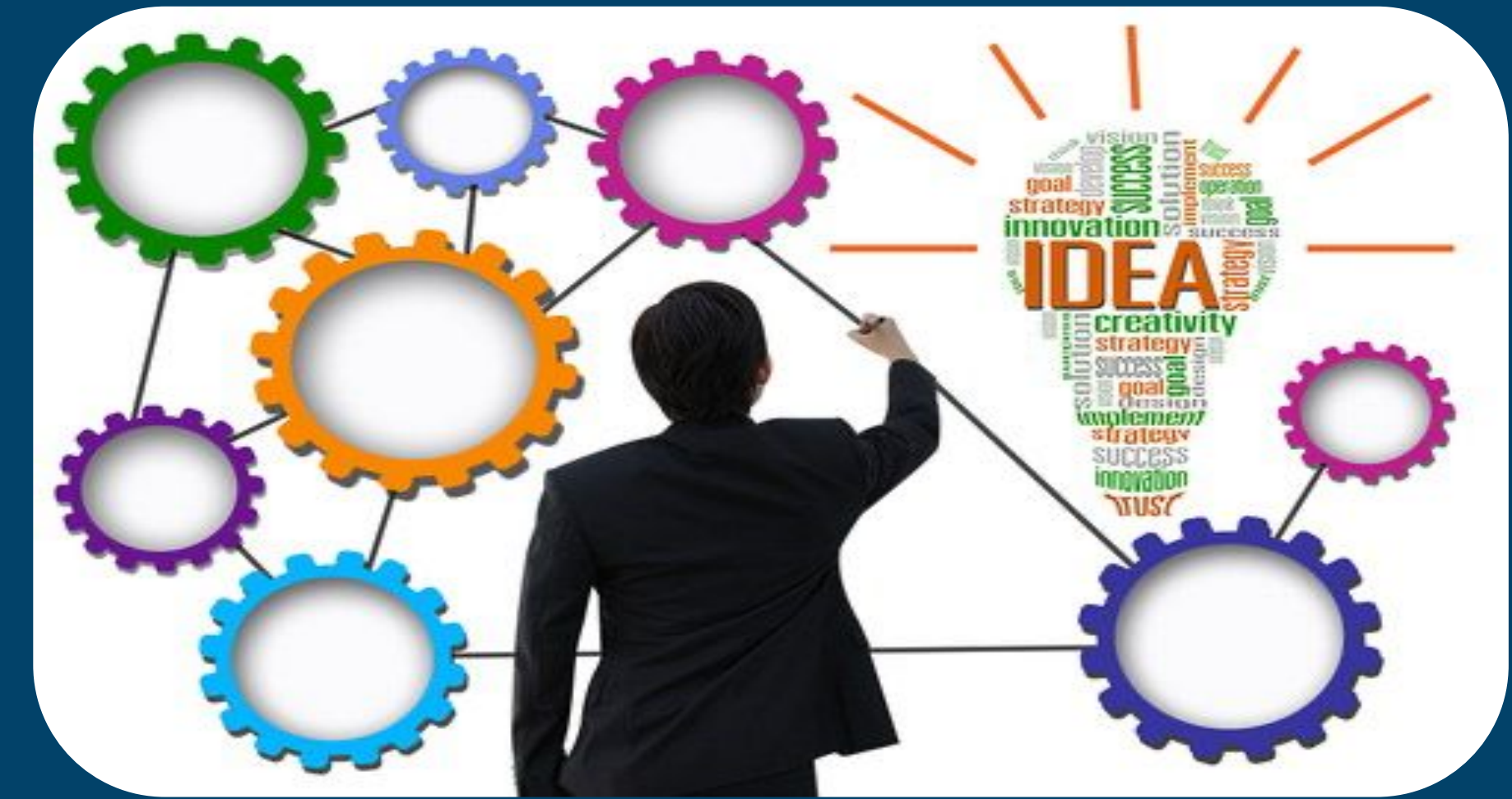
1. Elder Cousin (60 yrs)- Managing Director
2. Younger Cousin (40 yrs)- Deputy Managing Director



Business:

1. Manufacturing Business- Built in last 15 years.
2. Elder Cousin: 40 % stake, Younger Cousin: 60 % stake
3. Elder Cousin has been grooming younger cousin for the last 3 years to take over the role of MD in future.

Style/Philosophical Difference



Elder Cousin

1. People Oriented
2. Believes in nurturing in-house talent.
3. Has had past experiences of external talent brought at senior management level not continuing for long.

Younger Cousin

1. System / Process Oriented & stresses on accountability
2. Believes in bringing fresh talent.

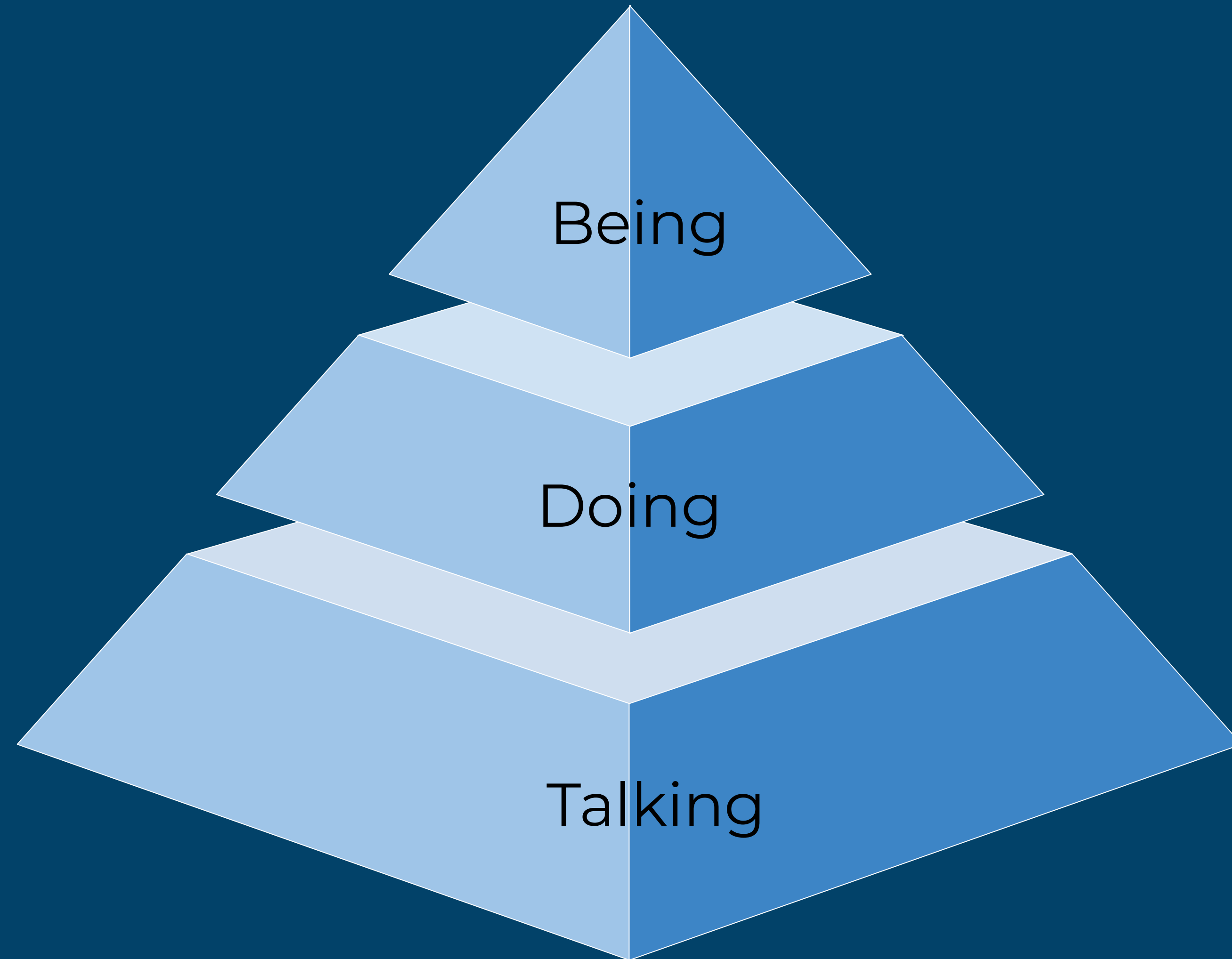
Younger Cousin's Perspective

Thoughts	Feelings	Needs	Facts
<ol style="list-style-type: none">1. Senior Leadership Team is barrier to growth.2. Dealing team with kid gloves, molly coddling them.3. Not following value of empowerment & learning.4. How long will we tolerate defiance?	<p>Anger, Frustration Helplessness</p>	<p>Growth Success Recognition</p>	<ol style="list-style-type: none">1. One senior leader has not worked towards team's development in 4 years.2. Lack of empowerment of specific L2's to take decisions and lead initiatives.3. Profit has multiplied 5 times in last 5 years where MD and DMD have been working together, marrying their styles.

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Three Levels of Constitution Implementation



A close-up photograph of a fountain pen with a gold nib and a dark purple barrel, positioned as if it has just finished writing the words "Thank you" in a cursive script on a piece of light-colored, textured paper. The pen is angled from the top right towards the bottom left, with its tip resting on the end of the word "you".

Thank you

BAF 
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Growth Through Togetherness