

CFAR's Family Business Practice

CFAR is a private management consulting firm committed to helping business leaders **improve performance while leveraging the best of their cultures**. We help leaders propel innovation, engage people in change efforts that increase organizational agility, and turn strategy into real, lived behavior. Our tried and true methods yield improved organizational speed, focus, alignment, and connectedness across the client's enterprise. CFAR was originally the largest research center inside The Wharton School, University of Pennsylvania, and as a firm continues to apply research-based methods to strategic, organizational dilemmas.

CFAR and Family Business: A Legacy Relationship

CFAR was among the first to systematically seek to understand and help family businesses, beginning in the early 1980s. We offered the first academic workshops of members of family businesses, and were instrumental in the founding of the Family Firm Institute, a global educational association dedicated to improving research and practice. We take our leadership in this field seriously, regularly writing, speaking, and convening groups on topics of interest to the family enterprise. And we practice what we preach: CFAR is currently implementing succession from our founders to the next generation of owners.

CFAR has worked for decades with large owner-led and family businesses in multiple industries, cultures, and across generations. We appreciate and admire the special character of the family business, the attributes that contribute to their longevity, and those that can get in their way.

In all of our work, but especially in organizations where mission and values create a strong culture—typical in family businesses—CFAR is attuned to structures and processes that will actually work. We bring years of experience to questions of strategy, organizational design, decision making, leadership, and collaboration—all applied to the client's unique situation. Our solutions are informed by experience but customized, not just pulled “off the shelf.” We are committed to helping our clients learn how to build organizational resilience—and how to adapt when the future requires it. As a result, when we complete an assignment, our clients have the skills and understanding to lead sustainable improvement. Whether it's succession, governance, the growing family enterprise, how to involve family and non-family members as the business grows, family business executives who work with CFAR go forward equipped with the insights and tools to lead successful long-term performance and adapt to future change.

CFAR serves family businesses worldwide from offices in Philadelphia and Boston. The firm's consulting staff is academically trained in a wide array of disciplines including business strategy, economics, finance, conflict resolution, anthropology, and communications. The firm celebrates 25 years of private practice in 2012.

For more information on this or related materials, contact CFAR at info@cfar.com or 215.320.3200, or visit our website at <http://www.cfar.com>