

Conflicting Value Systems

Family	Management	Ownership
Business as Legacy	Business as Paycheck	Business as Asset
Needs Based	Performance Based	Financially Based
Unconditional Loyalty	Conditional Loyalty	Return on Investment
Equality	Unequal	Risk Management
Cooperation	Competition	Control
Wealth Consumption	Wealth Management	Wealth Creation

- No clear line exists between these different value systems
- Most owners are conflicted in two or all three areas to varying degrees
- Result: they delay planning until the have to sell
- Planning needs to happen where all three systems overlap
 - This is also where stress and conflicts are greatest
- HUGE emotional component