

*MARK CASELLA*

LIVING  
A LEGACY  
THAT  
LASTS



**Using the Success Mapping Process to Pursue  
What Matters Most to You and Your Family**

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### **Coppertree's Perspective: The Dynamic of Family - The Fourth Dimension**

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A widely cited model has been used by business-owning families and their advisors to better understand and manage the transactions related to change issues. The model depicts the dimensions within a family business in the form of a three-circle Venn diagram that represents the business, its owners, and the

family itself. The overlaps between the circles represent the areas where change in one dimension can produce change in the other dimensions as well.<sup>3</sup>

A new interpretation of this model with the addition of a fourth dimension gives families a new framework to manage the process of change that will enable them to perpetuate their legacy across generations.

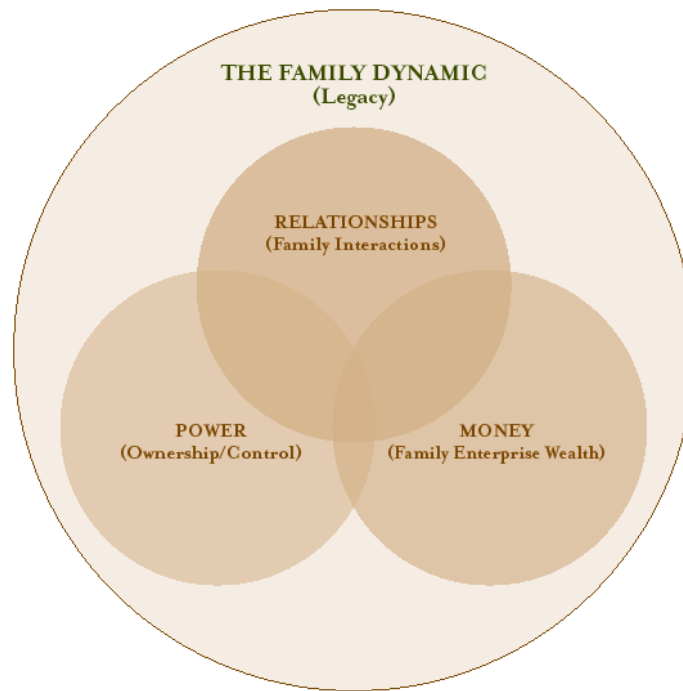
The family business system model can be expanded to consider the dynamics of any family enterprise, be it a business, family foundation, or vacation property. The new vocabulary for the Family Enterprise Four-Dimension Framework is:

- Business is more broadly viewed as Money – the family enterprise legacy asset in whatever form it exists
- Ownership as a component of Power – ownership and control of the enterprise can be separate considerations.
- Family issues are a function of Relationships – the interconnectedness of individuals whether they are family members or not.

The fourth dimension, the Family Dynamic, emerges from the family's multi-generational journey and each family member's own unique story.

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<sup>3</sup> R. Taguri and J. A. Davis, "Bivalent Attributes of the Family Firm," *Family Business Review*, vol. 9, no. 2, 1996, pp. 199–208.



This is the force that manages or mismanages change in the enterprise and in the family unit.

If the stakeholders within the money and power dimensions do not take into consideration the family story, values, and individual goals, those entities will more than likely not succeed. However, if time is taken, using the success mapping process, to decide how the family will proactively meet expected developmental changes or handle unexpected changes, they will be better equipped to call on their articulated shared values to accept change as it occurs.

Change is natural. Families can be better prepared for managing the process of change by knowing how the family dynamic can be used as a positive force to meet challenges head on, empowering the family to make good, shared, purpose-driven decisions.

### **What This Means For You**

Enterprise owning families and their business are two separate but interacting systems. Each serves the other and receives benefits in return. The areas of interaction between the overlapping boundaries of the family system and the business system are fruitful grounds for living a legacy defined by success or failure.

Families who have an appreciation for the need to manage this interaction in a mutually respectful manner between the family's expectations and the enterprise's prerequisite to grow have a greater likelihood that both will thrive well into the future.

Does your family have realistic expectations of what they want and need from the enterprise? Does your enterprise financially reward the family for the risks they take in owning the business?