



ASPEN FAMILY BUSINESS GATHERING
Family Business Succession in Turbulent Times
Handing Off • Taking Hold

SPONSORED BY
THE ASPEN FAMILY BUSINESS GROUP
AUGUST 6-9, 2009

Family business succession is fraught with peril in the best of times, and these *are not* the best of times. Almost forty percent of family businesses will change leadership in the next five years, during the greatest economic crisis to hit the US since the Great Depression. Let us help you navigate these turbulent waters.

Dickens said, “It was the best of times; it was the worst of times,” and those words were never truer for those of you faced with succession during these very turbulent times. They are the worst of times because of the inherent risks of family business succession combined with the climate of fear, distraction and loss of focus threatening many businesses. They are the best of times due to record low cost enterprise valuations, discounts and low interest rates on interfamily loans. We will cover proven “oil on troubled waters” principles to help leaders refocus and re-engage their organization. We will help you take advantage of the best and avoid the worst.

This year’s Gathering is for the “Handing off” generation of leaders, and for the “Taking Hold” Generation of leaders—business successors and owners. It is also for those further back in the succession pipeline, younger members who aren’t yet sure what role they might play. We will cover all of the elements of succession in an interactive format led by our experts so that all in attendance will be positioned for future success.

Each participant will gain a specific roadmap for his or her success, as well as a plan specific to the unique needs of the person. The Gathering provides you not only with the expertise of the Aspen partners, but also rich networking opportunities to learn from others facing the same challenges. The Gathering can be a life changing experience. You’ll work with nationally and internationally recognized professionals, whose life’s work is helping families in business grow and prosper.

Each day of The Gathering includes approximately four hours of seminars and workshops, all designed to encourage participant involvement and maximum exchange of ideas. Some sessions are general for all participants. Others are unique to the needs and interests of particular groups. You will select the sessions you think will be most valuable to you. We provide a range of workshop topics designed to fit the specific interests of the people attending and then offer programs that fit those interests. You and others attending design The Gathering to fit your needs.

Here are some of the titles for which we have prepared seminars and workshops:

- Succession Planning – An Overview
- The Six Challenges of Succession
- Wealth Management During Succession: Worst of Times/Best of Times
- Getting Along with Family Members: Reconnecting When Your Role Has Changed
- The Psychology of Letting Go *or* Helping Your Predecessor Let Go
- Family Boards: How to Work With Them In Your New Role
- The Tangibles and Intangibles of What Needs To Be Handed Off
- How To Establish Authority and Influence In Your New Role
- Unnatural Partners: Sibling Teams, Cousin Teams—Making Them Work
- Embracing and Sharing the Family Vision and Values, The Business Mission and Strategy
- The Yin and Yang of Family Businesses—What Is Stable Over Time; What Changes with the Times
- Getting a Mentor to Help Your Growth
- Managing Your Own Development
- Communications and Conflict
- Alcohol, Drugs, Money, Work, and Other Addictions
- Governance Structures to Assist in Transition
- Helping Younger Successors Find Their Most Fulfilling Path in the Family Business
- Preparing Your Successor OR Becoming Prepared As A Successor

The Gathering has a definite informal tone and is designed so that attendees can take full advantage of the program, as well as enjoy the summertime beauty and wide range of attractions found in Aspen and the Roaring Fork Valley. The activities range from the Aspen Music Festival, hiking, biking, fly fishing, rafting, horseback riding and hot air ballooning, to all the other things that make Aspen a highly-desirable destination resort.

It is our vision that The Gathering will grow with the years and become an important annual event in the lives of those who attend. We are now in our 20th year of offering The Gathering! To maintain a supportive learning community, we keep the group small; however, if you have friends who are in a family business and you think they would benefit from The Gathering, please pass this information on to them. Registration is limited to the first 50 people.

The conference venue is The Stonebridge Inn, offering a family retreat center atmosphere with entertainment and fun for the entire family. Stonebridge offers spacious guest rooms and suites along with resort quality services and amenities.

A block of rooms has been arranged for Gathering participants. When making reservations, please indicate you are with the Aspen Family Business Gathering to receive a special discounted rate. For more details on the Inn, visit their web site at www.stonebridgeinn.com.

Children 14 years of age and older can attend The Gathering. Family members not registered for The Gathering can register as “Social Participants” to attend the Friday dinner and Saturday reception events. The Social Participant registration fee is \$300 per person for adults and \$200 per person for children.

The Gathering is designed to be accessible to everyone in family business. A nominal registration fee is charged to defray the cost of meeting rooms, materials and group social events.

EARLY REGISTRANTION DEADLINE: MAY 1, 2009

\$1,175.00 for the first family member, \$587.50 each for all additional family members

FULL REGISTRATION FEE AFTER MAY 1, 2009

\$1175.00 for each family member

FAMILY ADVISORS: Bring four members of your client family and your registration is free.

In case of cancellation, registration fees will be returned, less the following cancellation fees per person:

- By May 30: \$200 cancellation fee;
- June 1-June 30: \$400 cancellation fee;
- No refund after June 30

There is nothing quite like The Aspen Family Business Gathering. We are proud to offer an interesting and fun learning environment in which you and your family can learn and grow together. If you need more information prior to completing your registration, please feel free to call.

registration form	
Name..... Email..... Company Address City.....State.....Zip..... Phone:..... Register Online: www.aspenfamilybusinessgroup.com/conferences Register by fax: (817) 735-4142 Register by mail: Aspen Family Business Group 5608 Malvey Avenue, Suite 204 Fort Worth, TX 76107 Register by phone: 866-442-7736 (866-44ASPEN)	Indicate number of family members who will attend:..... Early Registration fees are \$1,175 for 1 st family member; \$587.50/ea. for additional members **Early Registration Deadline May 1,2009** <i>After May 1, fees are \$1,175/ea family member</i> <input type="checkbox"/> Check Enclosed for Total Registration Fees <input type="checkbox"/> Please charge Total Registration Fees to my MC/Visa: #..... Expiration Date..... Signature..... <small>A representative will call for names and preferences of additional family members.</small>

The Aspen Family Business Group—David Bork, Leslie Dashew, Sam H. Lane, Ph.D., Darrell Beck, Ph.D., CMC, Bill Roberts CLU, ChFC and Joe Paul—for the last 20 years have served as a resource to help families create an environment in which members are open and willing to learn and grow.

Aspen Family Business Group Gathering, 2009 Schedule and Outline

What can participants expect to gain from attending the Gathering?

Outcomes:

- Increase an understanding of the issues, strategies and components of succession
- Increase Readiness to move forward on planning
- Providing a map that includes structure, process, skills and assets to accomplish a transition in one's role
- Identify specific landmines that need to be addressed along the way by each family
- Understand the challenges and opportunities that exist in the current economic environment.
- Understand the 6 aspects of succession: Ownership, leadership, authority, knowledge, values, relationships
- Work at developing a shared vision for the future of the family and its assets
- Have a safe space to have difficult conversations and develop the capacity to do so in the future
- Time for each family to integrate learning into their own family business system

Schedule:

Thursday Evening:

Introductions of participants via the timelines:

- Time line of family and one for business with transitions especially noted
- Prepare: think about it and make notes (before coming to the Gathering)
- Sam Lane will do an example of his family business to help illustrate the process that evening

Housekeeping

Dinner with affinity groups

Friday Morning

Best of times/Worst of Times: What are the advantageous aspects for succession in these times, and how can you take advantage of them? What are the disadvantageous aspects, and what can you do about them?

6 Components of Succession: Overview (30 minutes)

Small affinity Groups (Handing off group, leadership and ownership, and Taking Hold group, leadership and ownership) to discuss the 6 components and how they relate to themselves

Then family groups discussing their insights and applications from the 6 components discussions

Identify interest in workshops from the cafeteria of possible sessions for Saturday at end of morning.

10 Qualities of Successful Family Businesses

Saturday Morning

Communication about tough subjects and conflict

Workshops

Reconvene with family and begin thinking about planning for our selves as individuals and family

Leave with individual action plan outline

Sunday Morning

Affinity groups to discuss individual plans

Family groups to consolidate and develop family plan

Report out to all

Closing Ceremony

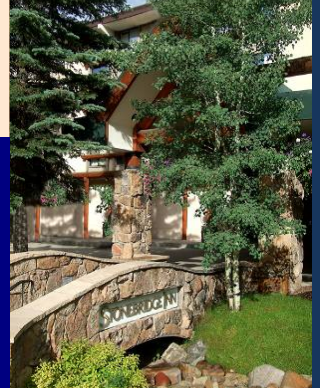


The Stonebridge Inn Welcomes “The Gathering 2009”!

THE STONEBRIDGE INN

Selected for two consecutive years as one of the **50 Top Ski Resort Hotels** in the United States by *Condé Nast Traveler* magazine, the Stonebridge Inn is an intimate alpine lodge in the heart of Snowmass Resort. Offering slopeside convenience, luxurious amenities, fine dining and the warmest Rocky Mountain hospitality, it presents an ideal lodging option for a fantastic Colorado vacation no matter the season.

The Stonebridge Inn recently redecorated all guest rooms, added a new outdoor deck, fitness facility and a beautiful light-filled meeting or event room able to accommodate groups of up to 120 people. Courtesy transportation from Aspen airport, daily maid service, WIFI and a complimentary continental breakfast await you when you choose this charming full service boutique hotel.



TAMARACK TOWNHOMES

This Bavarian-style vacation rental complex has recently added some spectacular features for year-round enjoyment. Beautifully landscaped, spruce-lined grounds surround the outdoor heated pool and an exquisite hot tub with a waterfall cascading between two levels. Each townhome now features a fireplace in the master bedroom, fully equipped kitchen, a private deck and daily maid service.

Excitement is in the air at the new Base Village located right across the street. Everything, ranging from the new Treehouse Family Center, kid’s ski school, gondola and lift access, restaurants, shopping, nightlife and much more, is at your front door. Tamarack Townhomes offers the best of Snowmass at an exceptional value.



To make a reservation for either the Stonebridge Inn or the Tamarack Townhomes, please call 1-800-922-7242 and identify yourself as a part of “The Gathering 2009” meeting group. Please call a minimum of 45 days prior to your arrival.

For more information on the Stonebridge Inn, Tamarack Townhomes or activities in Snowmass, please visit our website: www.destinationssnowmass.com

