

**LEADERSHIP & MANAGEMENT | COURSE BROCHURE**

# Leadership in Family Businesses

5 days | Classroom training | English

**SMART HORIZON**

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# Course content

## Why attend

Family businesses combine the strengths of long-term vision and shared values with unique challenges around governance, succession and the overlap between family and business. This course helps family and non-family leaders strengthen governance, professionalise management, manage relationships between family members and the business, and plan succession across generations.

Family dynamics can be a source of strength or conflict. This course gives you practical structures and leadership approaches to protect both the business and family relationships over time.

## Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

## Course methodology

The course uses family business case studies, governance design workshops, facilitated discussions, role plays and succession planning exercises.

## Course objectives

By the end of this course, participants will be able to:
• Understand the dynamics of family-owned businesses
• Design family and corporate governance structures
• Professionalise management and integrate non-family executives
• Manage conflict between family and business interests
• Plan leadership and ownership succession
• Develop the next generation of family leaders

## Target audience

This course is suitable for:
• Family business owners and successors
• Non-family executives in family firms
• Family office professionals
• Board members of family companies
• Advisers to family businesses



# Course content

## Target competencies

Participants will develop competencies in:

- Family governance
- Corporate governance
- Succession planning
- Conflict management
- Professionalisation
- Next-generation development

## Course outline

### Day 1: Family Business Dynamics

| | |
|---|---|
| **09:00–09:54** | Family, ownership and business systems |
| **09:54–10:48** | Strengths and risks of family firms |
| **10:48–11:00** | Generational stages |
| **11:00–11:30** | **Coffee break** |
| **11:30–12:12** | Generational stages (continued) |
| **12:12–13:06** | Values and legacy |
| **13:06–14:00** | Exercise: Mapping your family business system |

### Day 2: Governance Structures

| | |
|---|---|
| **09:00–09:54** | Boards and independent directors |
| **09:54–10:48** | Family councils and constitutions |
| **10:48–11:00** | Shareholder agreements |
| **11:00–11:30** | **Coffee break** |
| **11:30–12:12** | Shareholder agreements (continued) |
| **12:12–13:06** | Decision rights |
| **13:06–14:00** | Workshop: Governance design |



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## Day 3: Professional Management

| | |
|---|---|
| 09:00–09:54 | Roles of family and non-family managers |
| 09:54–10:48 | Employment policies for family members |
| 10:48–11:00 | Performance and accountability |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Performance and accountability (continued) |
| 12:12–13:06 | Attracting professional talent |
| 13:06–14:00 | Case study: Professionalising a family company |

## Day 4: Family Relationships and Conflict

| | |
|---|---|
| 09:00–09:54 | Sources of conflict |
| 09:54–10:48 | Communication between generations |
| 10:48–11:00 | Fairness and equality |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Fairness and equality (continued) |
| 12:12–13:06 | Conflict resolution mechanisms |
| 13:06–14:00 | Role play: A family business dispute |

## Day 5: Succession and Continuity

| | |
|---|---|
| 09:00–09:54 | Leadership succession planning |
| 09:54–10:48 | Ownership transfer |
| 10:48–11:00 | Preparing the next generation |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Preparing the next generation (continued) |
| 12:12–13:06 | Transition governance |
| 13:06–14:00 | Capstone: Family business continuity plan |

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



# Course content

sessions. They are indicative only and do not constitute a binding commitment.

## Dates, venues and fees

Current published course plans. Fees are per participant in GBP, excluding unconfirmed taxes.

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Singapore<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **£2,820.–** |
| Online<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **£1,250.–** |
| London<br>Confirmed dates | 23 Nov 2026 | 27 Nov 2026 | **£2,450.–** |
| Online<br>Confirmed dates | 23 Nov 2026 | 27 Nov 2026 | **£1,250.–** |
| Dubai<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **£3,150.–** |
| Online<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **£1,250.–** |
| Frankfurt<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **£2,650.–** |
| Online<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **£1,250.–** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Kuala Lumpur<br>Confirmed dates | 11 Jan 2027 | 15 Jan 2027 | **£1,450.-** |
| Online<br>Confirmed dates | 11 Jan 2027 | 15 Jan 2027 | **£1,250.-** |
| Paris<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **£2,860.-** |
| Online<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **£1,250.-** |
| Barcelona<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **£2,840.-** |
| Online<br>Confirmed dates | 1 Feb 2027 | 5 Feb 2027 | **£1,250.-** |
| Istanbul<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **£1,250.-** |
| Amsterdam<br>Confirmed dates | 22 Feb 2027 | 26 Feb 2027 | **£2,540.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 22 Feb 2027 | 26 Feb 2027 | **£1,250.-** |
| Singapore<br>Confirmed dates | 8 Mar 2027 | 12 Mar 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 8 Mar 2027 | 12 Mar 2027 | **£1,250.-** |
| London<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **£1,250.-** |
| Rome<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **£1,250.-** |
| Dubai<br>Confirmed dates | 12 Apr 2027 | 16 Apr 2027 | **£3,150.-** |
| Online<br>Confirmed dates | 12 Apr 2027 | 16 Apr 2027 | **£1,250.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Frankfurt<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **£1,250.-** |
| Kuala Lumpur<br>Confirmed dates | 10 May 2027 | 14 May 2027 | **£1,450.-** |
| Online<br>Confirmed dates | 10 May 2027 | 14 May 2027 | **£1,250.-** |
| Paris<br>Confirmed dates | 24 May 2027 | 28 May 2027 | **£2,860.-** |
| Online<br>Confirmed dates | 24 May 2027 | 28 May 2027 | **£1,250.-** |
| Cape Town<br>Confirmed dates | 31 May 2027 | 4 Jun 2027 | **£1,890.-** |
| Online<br>Confirmed dates | 31 May 2027 | 4 Jun 2027 | **£1,250.-** |
| Istanbul<br>Confirmed dates | 14 Jun 2027 | 18 Jun 2027 | **£2,650.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 14 Jun 2027 | 18 Jun 2027 | **£1,250.–** |
| Amsterdam<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **£2,540.–** |
| Online<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **£1,250.–** |
| Singapore<br>Confirmed dates | 12 Jul 2027 | 16 Jul 2027 | **£2,820.–** |
| Online<br>Confirmed dates | 12 Jul 2027 | 16 Jul 2027 | **£1,250.–** |
| London<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **£2,450.–** |
| Online<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **£1,250.–** |
| Cape Town<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **£1,890.–** |
| Online<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **£1,250.–** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Dubai<br>Confirmed dates | 9 Aug 2027 | 13 Aug 2027 | **£3,150.-** |
| Online<br>Confirmed dates | 9 Aug 2027 | 13 Aug 2027 | **£1,250.-** |
| Frankfurt<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **£1,250.-** |
| Kuala Lumpur<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **£1,450.-** |
| Online<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **£1,250.-** |
| Paris<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **£2,860.-** |
| Online<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **£1,250.-** |
| Vienna<br>Confirmed dates | 27 Sept 2027 | 1 Oct 2027 | **£2,940.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Online<br>Confirmed dates | 27 Sept 2027 | 1 Oct 2027 | **£1,250.-** |
| Istanbul<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **£2,650.-** |
| Online<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **£1,250.-** |
| Amsterdam<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **£2,540.-** |
| Online<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **£1,250.-** |
| Singapore<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **£2,820.-** |
| Online<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **£1,250.-** |
| London<br>Confirmed dates | 22 Nov 2027 | 26 Nov 2027 | **£2,450.-** |
| Online<br>Confirmed dates | 22 Nov 2027 | 26 Nov 2027 | **£1,250.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (GBP) |
|---|---|---|---|
| Rome<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **£2,450.–** |
| Online<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **£1,250.–** |
| Dubai<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **£3,150.–** |
| Online<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **£1,250.–** |
| Frankfurt<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **£2,650.–** |
| Online<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **£1,250.–** |



# Course content

## Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon UK certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

## Contact Smart Horizon

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View the latest course details online