

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

Governance of Family Businesses

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Family businesses must manage both the business and the family relationships that own it. This course covers family business governance: family constitutions, family councils and assemblies, boards with independent directors, succession planning, ownership and dividend policies, conflict resolution and professionalising management.

Most family businesses do not survive to the third generation, often because of governance gaps. You will learn structures that protect both family and business.

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

Family business case studies, constitution drafting exercises, succession scenarios and group discussion.

Course objectives

By the end of this course, participants will be able to:
• Explain the unique governance needs of family businesses
• Design family governance bodies
• Develop family constitutions and policies
• Build effective boards with independent directors
• Plan leadership and ownership succession
• Manage family conflict constructively

Target audience

This course is suitable for:
• Family business owners and successors
• Board members of family companies
• Family office professionals
• Advisers to family businesses
• Next-generation family members



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Target competencies

Participants will develop competencies in:

- Family governance design
- Succession planning
- Board development
- Conflict resolution
- Policy drafting

Course outline

Day 1: Family Business Dynamics

09:00–10:08	Family, business and ownership
10:08–11:00	Common challenges
11:00–11:30	**Coffee break**
11:30–11:45	Common challenges (continued)
11:45–12:53	Case study
12:53–14:00	Exercise

Day 2: Family Governance

09:00–10:08	Family councils
10:08–11:00	Family constitutions
11:00–11:30	**Coffee break**
11:30–11:45	Family constitutions (continued)
11:45–12:53	Employment and dividend policies
12:53–14:00	Workshop

Day 3: Corporate Governance

09:00–10:08	Boards and independent directors
10:08–11:00	Professional management
11:00–11:30	**Coffee break**



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11:30–11:45	Professional management (continued)
11:45–12:53	Reporting to owners
12:53–14:00	Exercise

Day 4: Succession

09:00–10:08	Leadership succession
10:08–11:00	Ownership transfer
11:00–11:30	**Coffee break**
11:30–11:45	Ownership transfer (continued)
11:45–12:53	Next generation development
12:53–14:00	Scenario

Day 5: Conflict and Continuity

09:00–10:08	Conflict resolution
10:08–11:00	Exit and buy-outs
11:00–11:30	**Coffee break**
11:30–11:45	Exit and buy-outs (continued)
11:45–12:53	Governance roadmap
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

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

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,450.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Kuala Lumpur Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,450.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.–**
Vienna Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,940.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Cape Town Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Barcelona Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,840.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,650.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Barcelona Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,840.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**
Amsterdam Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,540.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	17 May 2027	21 May 2027	**€2,940.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Rome Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,450.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Dubai Confirmed dates	28 Jun 2027	2 Jul 2027	**€3,150.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
Cape Town Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,890.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Dubai Confirmed dates	2 Aug 2027	6 Aug 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
London Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,450.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Paris Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,860.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Rome Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,450.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,890.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,650.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**
London Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,450.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.-**

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 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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