

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



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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



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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 EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,820.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
London Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Dubai Confirmed dates	7 Dec 2026	11 Dec 2026	**€3,150.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Frankfurt Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.–**
Online 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 (EUR)
Kuala Lumpur Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,450.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Paris Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,860.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
Barcelona Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,840.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Istanbul Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,650.-**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.-**
Amsterdam 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 (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.-**
Singapore Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,820.-**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.-**
London Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,450.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Rome Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,450.-**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.-**
Dubai Confirmed dates	12 Apr 2027	16 Apr 2027	**€3,150.-**
Online 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 (EUR)
Frankfurt Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,650.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	10 May 2027	14 May 2027	**€1,450.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**
Paris Confirmed dates	24 May 2027	28 May 2027	**€2,860.–**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.–**
Cape Town Confirmed dates	31 May 2027	4 Jun 2027	**€1,890.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
Istanbul 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 (EUR)
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Amsterdam Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,540.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Singapore Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,820.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
London Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,450.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Cape Town Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,890.-**
Online 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 (EUR)
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Frankfurt Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,650.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Paris Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,860.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Vienna 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 (EUR)
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Istanbul Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,650.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Amsterdam Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,540.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**
Singapore Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,820.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**
London Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.-**
Online 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 (EUR)
Rome Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,450.–**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.–**
Dubai Confirmed dates	6 Dec 2027	10 Dec 2027	**€3,150.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Frankfurt Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.–**
Online 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 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