First iteraton

	Phases	Alignment	Growth & education	Selection & Visioning	Mentoring	Transition
Family focused	Alignment	Framing the System and Building Awareness; Visioning preferable futures; Structuring Governance	Cultivating responsibility; Aligning successor with company & family values	Defining successor role; Building shared commitment	Facilitating continuous dialogue; Building mutual trust; Consolidating strategic direction	Facilitation & commitment
Successor focused	Education		Exposing to business context; Transferring knowledge; Experiential learning	Systemic comprehension; Synthesis & translate	Scenario building	
	Selection		Personal maturation of the youth; Narrowing candidate pool	Successor selection; Aligning competencies		
Business & Stewardship focused	Mentoring			Transferring tacit knowledge	Sharing leadership responsibilities; Integrating new perspectives bidirectional learning	Aligning w stakeholders
	Innovation				Problem framing; Future vision (project related); Design - Prototype - Test	Develop; Implement; Monitor; Monitor
	Transition					Inverting power dynamics; Monitoring organisational stability

Second iteraton

	Phases	Alignment	Growth & education	Selection & Visioning	Mentoring	Transition
Family focused	Alignment	Awareness & Motivation; Framing the System; Visioning preferable futures; Defining the rules	Imprinting	Defining successor role & Building mutual trust	Consolidating strategic direction	Facilitation & commitment
Successor focused	Education	Owner & Family education	Maturation Inside The firm ⇄ Maturation Outside of The Firm	Systemic comprehension & Synthesis	Scenario building	
	Selection			Successor selection		
Business & Stewardship focused	Mentoring			Bidirectional learning		Aligning w stakeholders
	Innovation			Innovation 1	Innovation 2	Implement; Monitor
	Transition					Inverting power dynamics; Monitoring organisational stability

Third iteraton

Phases

Alignment

Keywords: Translating - Synthesising - Reframing - Positioning - Exploring - Envisioning - Setting Goals - Planning - Structuring - Building Scenarios

Steps — Family

Awareness & motivation
The first touchpoint of the process. Builds awareness of succession before urgency forces the issue, surfacing each family member's expectations and concerns.

Defining The Rules

Framing the system
Builds a shared picture of the firm as it stands today: structure, market position, products, and relationships.

Visioning preferable future
Explores what the family wants the firm to become, narrowing multiple directions into a shared vision and timeline.

Commitment
Codifies the shared vision into a family pact: entry criteria, decision-making authority, and meritocratic rules.

Growth & education

Keywords: Translating - Synthesising - Reframing - Positioning - Exploring - Envisioning - Setting Goals - Planning - Structuring - Building Scenarios

Imprinting
Cultivates the successor's sense of responsibility and identity within the firm, surfacing the family's values and informally identifying who is emerging as a future leader.

Growth of the youth

Maturation inside the firm
The successor gets hands-on, working alongside the owner and key employees to learn how the firm actually operates, day to day.

Maturation outside the firm
An open phase with no prescribed tools: study, work, or experiences outside the firm, building the external contamination that will later enrich the firm with new perspectives.

Selection & Visioning

Keywords: Translating - Synthesising - Reframing - Positioning - Exploring - Envisioning - Setting Goals - Planning - Structuring - Building Scenarios

Defining successor role & Building mutual trust
The whole family works through defining the successor's role and expectations, building the mutual trust needed for the transition ahead.

Successor selection
Potential successors are evaluated on meritocracy rather than birth order, comparing skills, ambitions, and fit against the firm's current and future needs to identify the most suitable candidate or candidates.

Systemic comprehension & Synthesis
The selected successor builds a deep, structured understanding of the firm, its people, market, and relationships, synthesising it into a clear picture of where the firm stands today.

Mentoring

Transferring tacit knowledge — The owner deliberately transmits the tacit knowledge built over decades, decisions, relationships, and intuition, while the successor observes, questions, and absorbs.

Aligning competencies Integrating new perspectives — The successor transmits the external knowledge and contamination they bring, helping the firm see opportunities the owner could not see alone.

Sharing leadership responsibilities — Responsibility is delegated progressively from the very start, growing in scope as the successor also builds relationships with the firm's external stakeholders.

Innovation cycle 1 (short)

Problem framing
The firm's current challenges are mapped and framed, moving from surface symptoms to underlying causes.

Future vision
Multiple possible directions are explored and narrowed into a concrete, validated project to pursue.

Develop
The chosen project is developed through cycles of prototyping, testing, and refinement until it is ready to be integrated into the firm.

Mentoring

Keywords: Translating - Synthesising - Reframing - Positioning - Exploring - Envisioning - Setting Goals - Planning - Structuring - Building Scenarios

Consolidating strategic direction
The vision defined at the start of the process is revisited in light of the successor's actual skills and contributions, confirming or revising the firm's direction and consolidating it as the shared path forward.

Scenario building
The successor's skills, background, and way of thinking are aligned with the firm's identity, exploring how this combination could shape future scenarios for the firm's evolution.

Innovation cycle 2

Problem framing
Challenges facing the firm are mapped and framed by owner and successor together, now working with greater confidence and depth than in the first cycle.

Future vision
Owner and successor explore possible directions together, narrowing them into concrete, validated projects, building on the experience gained from the first cycle.

Develop
The chosen projects are developed through cycles of prototyping, testing, and refinement, with owner and successor working independently and at greater scale than in the first cycle.

Transition

Keywords: Translating - Synthesising - Reframing - Positioning - Exploring - Envisioning - Setting Goals - Planning - Structuring - Building Scenarios

Facilitation & commitment
As the successor takes on full ownership and the incumbent steps away, the family stays aligned with the agreed direction, supporting both the successor's growing responsibility and the incumbent's transition out of the firm.

Inverting power dynamics
The formal transfer of authority is scheduled and executed, while the incumbent begins building a new identity and direction for life beyond the firm.

Optional Financial Support