

BUILD AN ENTERPRISE FAMILY TO LAST

PROVEN STRATEGIES TO THRIVE ACROSS GENERATIONS



SARA S. HAMILTON
MARGARET VAUGHAN COX

Enterprise Families share the ownership and stewardship of collective family assets, and they face challenges sustaining the family and keeping the Enterprise aligned in the face of growing complexity and diversity. Co-authors Hamilton and Cox have assembled this practical guide that offers 48 actionable steps to ensure that family members and the Enterprise flourish into future generations.

The guidebook is organized into three parts: the Family Journey, the Enterprise Journey and the Personal Journey. Each section is framed around where we've been and where we are now, where we want to go, and how we plan to get there, and offers time-tested strategies and tools.

Hamilton and Cox have consulted with hundreds of sophisticated families around the world who have contributed to this seminal guide to building an enduring Enterprise Family.

The guidebook addresses consequential questions, including:

The Family Journey

- Does the family want to continue to invest in their future together?
- What identity and impact does the family want to have?
- How will the family train and select future leaders?

The Enterprise Journey

- What are the shared long-term Enterprise vision and goals to achieve it?
- How will the governance process ensure equitable decision-making?
- How will performance goals for the Enterprise be measured?

The Personal Journey

- How has my personal history shaped the belief systems that inform my actions?
- What roles do I want to pursue in the family and the Enterprise?
- What experience, training and support do I need to prepare for those roles?

View more information about this book and its related workshops at enterprisefamilies.com.





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Endorsements

It is the great privilege and honor for the James E .Hughes, Jr. Foundation to publish this wonderful book by Sara and Margaret, *Build an Enterprise Family to Last*. I applaud their purpose which is to create a book which, in their words “is designed for use by family members and their advisors wanting a structured roadmap with clear milestones that allow the Family and the Enterprise to sustain, adapt and thrive across multiple generations as diversity and complexity grow.” Their book achieves brilliantly this very high purpose.

James (Jay) E . Hughes, Jr; author of *Family Wealth Keeping it in the Family, Family: The Compact Among Generations* and co -author of *The Cycle of the Gift* and *Family Trusts*, Aspen

This book is a welcomed – and particularly valuable – addition to the very best sources of information available to families of wealth who seek to create an enduring family enterprise across generations, and for their advisors who aspire to be a part of that successful journey. From cover to cover it is a depth of wisdom and practical guides to understanding, assessment and action. Each chapter and topic is presented in a fresh, creative and useable format that can lead from insight to action on a seamless basis. Both authors are highly respected experts in the topics they address, and their accumulated experience and insights are fully reflected in these pages. This is not only a ‘must read’, but also a ‘must learn and apply’ for those seeking to create the best future possible for their own families.

Mark Daniell, Founder of Raffles Learning and Co-author of Second Edition of *Family Legacy and Leadership*, ©2025, Singapore

Build an Enterprise Family has a wealth of information displayed in a highly engaging, digestible manner. Its wisdom, distilled from decades of experience and expertise, helps families understand the many journeys they have to navigate successfully. Combining clearly written text with excellent graphics, the book makes the complex process of evolving a family enterprise a remarkably approachable topic. I am truly impressed with what Sara Hamilton and Margaret Vaughan Cox have accomplished.

Jim Grubman, PhD, founder of Family Wealth Consulting, Boston

Build an Enterprise Family to Last offers a deep dive into the complexities of managing and sustaining family enterprises across generations. With profound insights and practical strategies, Sara and Margaret guide readers through the intricate journey of sustaining family values and vision across generations. This book is an indispensable resource for anyone seeking to navigate the challenges and opportunities that come with leading an enterprise family. Sara and Margaret combine wisdom with actionable advice, making this a must-read for both current and future enterprise family leaders committed to the long-term success of their family legacy.

Prof. Dr. Maarten de Groot, Endowed Chair of Resilient Family Business and Enterprise Families at VU Amsterdam School of Business and Economics, Amsterdam

Family enterprises are among the most complex forms of organization, requiring the navigation of interdependent dynamics across family, assets, and personal realms. Capturing and articulating this complexity with such clarity is a gift, and Sara and Margaret have done that remarkably. The book provides valuable insights through both conceptual framing and practical examples, making it a resource to treasure. I especially appreciate how managing a family enterprise is framed as a continuous journey. By setting realistic expectations, the book underscores that multigenerational families are 'never done' managing this complexity. Yet, far from daunting, it offers a hopeful and helpful framework built on the integration of family, enterprise, and personal elements. This holistic approach captures the mutual dependencies of these dimensions, ensuring that the individual and family journeys are given as much attention as the enterprise itself. In particular, the emphasis on personal growth, often the most overlooked yet critical component, makes this framework especially powerful and practical for sustaining long-term success.

Gaia Marchisio, Faculty Director of Columbia Business School Global Family Enterprise Program, and Sr Lecturer in Management Division, New York

Build an Enterprise Family to Last is a major contribution to families wanting to thrive on their multigenerational journey together. This accessible guidebook provides a clear roadmap for successfully navigating this complex journey, complete with definitions, helpful examples and case studies. It distinguishes the Family Journey from the Enterprise Journey, and helps an individual define their Personal Journey and future role in the enterprise. Everyone leading a complex enterprise should spend time with this book and apply the wisdom and principles compiled over Hamilton's and Cox's decades partnering with client families around the world.

Peter Vogel, Professor and Director of the Global Family Business Center at IMD and author of the *Family Philanthropy Navigator* and the *Family Office Navigator*, Lausanne

Acknowledgments

Our own journey as colleagues and collaborators began over twenty years ago and has given us the privilege of working together on multiple continents with remarkable families, thought leaders and communities. We are immensely grateful for this journey and to all who have shared in it with us.

Particular gratitude goes to the members of **Family Office Exchange (FOX)** and clients of **MCV Consulting, LLC (MCV)** for the opportunity to learn with and from you over the past few decades and for your significant contributions to the body of work in this book. We never take for granted the trust you demonstrate in allowing us to enter the sacred territory that is family.

Throughout the book are examples and case studies from FOX and MCV families. Named attributions are given where we have been granted permission to do so; in some cases, names and other identifiers have been changed to preserve anonymity. We offer immense thanks to those Enterprise Families who have so generously allowed us to directly cite material from their journeys: the Bemberg Family, the Campos Bertran Family, the Gallardo Family, the Hinkle Family, the Hojel Family, the Lammers/Otzen Family, the Pitcairn Family, the Putnam Family, the Stillwell Family, the Salgar Family, the Seragnoli Family, the Byron Smith Family and the Todd Family.

We are grateful to the community of professional colleagues that has uplifted, inspired and supported us both throughout our careers.

Special appreciation goes to the family advisors and practitioners who have directly contributed to the creation of this guidebook, without whose advice, insight and guidance this book would not exist. These include Doug Baumoel, Mark Daniell, Ann Dugan, Mary Duke, Katherine Dunlevie, Joline Godfrey, Prof. Dr. Maarten de Groot, Dr. James Grubman, James E. Hughes, Jr., Dr. Dennis Jaffe, Jessica Jarvis, Michelle Jezycki, Dr. Ken Kaye, Annmarie Logue, Scott Peppet, Dr. Carl Robinson, Kim Schneider Malek, Miguel López de Silanes Gómez, Lynne Twist, Prof. Dr. Peter Vogel, Matthew Wesley and Alan Witt.

We offer great appreciation to our partners and colleagues at FOX, MCV, Responsible Ownership for Enterprise Families (ROEF) and Collaboration for Family Flourishing for providing invaluable learning and practice fields that have enriched our work and elevated us professionally.

A most heartfelt thanks goes to our publisher, the James E. Hughes, Jr. Foundation and, in particular, to Jay Hughes and Foundation Director, Catherine Rollhaus. Your stalwart commitment to and generous support of this project have been a gift beyond measure. Warm gratitude goes to our excellent design teams at Housatonic and FerebeeLane. And finally, we want to deeply thank our families and friends who have provided incredible encouragement, patience and ballast throughout this process.

With gratitude to all,
Sara and Margaret

How to Use this Guidebook

Build an Enterprise Family to Last is divided into three sections: **the Family Journey, the Enterprise Journey and the Personal Journey**. Parts 1 and 2 (the Family Journey and Enterprise Journey) are designed for use by family members and their advisors wanting a structured roadmap with clear milestones that allow the Family and the Enterprise to sustain, adapt and thrive across multiple generations as diversity and complexity grow. The greatest benefit will be yielded from working through these sections with the entire family group and, where appropriate, trusted family advisors.

Part 3 is for individual family members who are interested in considering their roles and engagement level with the Enterprise within the context of their personal Life Calling, developmental life stages and long-term vision. This section may be completed independently or in partnership with a mentor or coach. In some cases, rising gen members may opt to work through this section in small groups.

In all three sections, tested models, methodologies, tools, templates and actionable steps are offered as discussion and exercise aids. Each section begins with a checklist of that journey's "milestones" with boxes where one can indicate the milestone's status: "Not Started," "In Progress," "Completed." We recommend first reading through the checklists of the journeys which interest you to identify the milestones that may be checked off and those that need attention. While the milestones in each section build on one another and are designed to be followed sequentially, the three journeys may be embarked upon concurrently or in any

order. At the end of each journey, a set of discussion questions is provided to help the reader coalesce key takeaways and insights from that section. These questions may be completed individually or serve as excellent prompts for group discussions.

Resources for Enterprise Families Cited in the Book

Enterprise Family Advisors is a consulting firm co-founded by Sara Hamilton and Margaret Vaughan Cox to offer workshops, customized programming, educational resources and facilitation to families wanting to embark on their Enterprise Family Journey or strengthen their existing Enterprise Family. More information can be found at <http://enterprisefamilies.com>.

MCV Consulting, LLC (MCV) is a consultancy founded by Margaret Vaughan Cox in 2002 dedicated to helping multigenerational families and their Enterprises plan for and navigate complex generational transitions. More information can be found at <https://www.mcvconsulting.com>

Family Office Exchange (FOX) is the founding and industry-leading membership organization bringing together families, family office executives and trusted advisors to build a community focused on peer exchange, continuous learning and objective guidance. FOX has built a community of 320+ families focused on sustaining their multigenerational families through peer groups, education and custom advice from subject matter experts. More information can be found at <https://www.familyoffice.com/about-fox>.

Introduction

“The Journey is the reward.”

Robert Louis Stevenson

We hope you find this guidebook helpful on your Enterprise Family Journey. We structured the framework to help you identify your priorities and your action steps as a family. Our goal is to enable all members of your family to arrive on the same page about where you are today and where you want to go together in the future.

In our view, an **Enterprise Family** is one that intentionally **adopts a multigenerational mindset that supports the shared ownership and collective interests of the family.** We define the **Enterprise** as the **sum of all the parts the family collectively owns and manages**, which may include operating companies, direct investments, real estate properties, investment partnerships, philanthropic entities, treasured collections and valued family gatherings – many of which are supported by a family office.

Successful families usually do not set out to build an Enterprise model, but they naturally evolve toward one over the decades or generations as the size of the family and the complexity of the Enterprise grow.

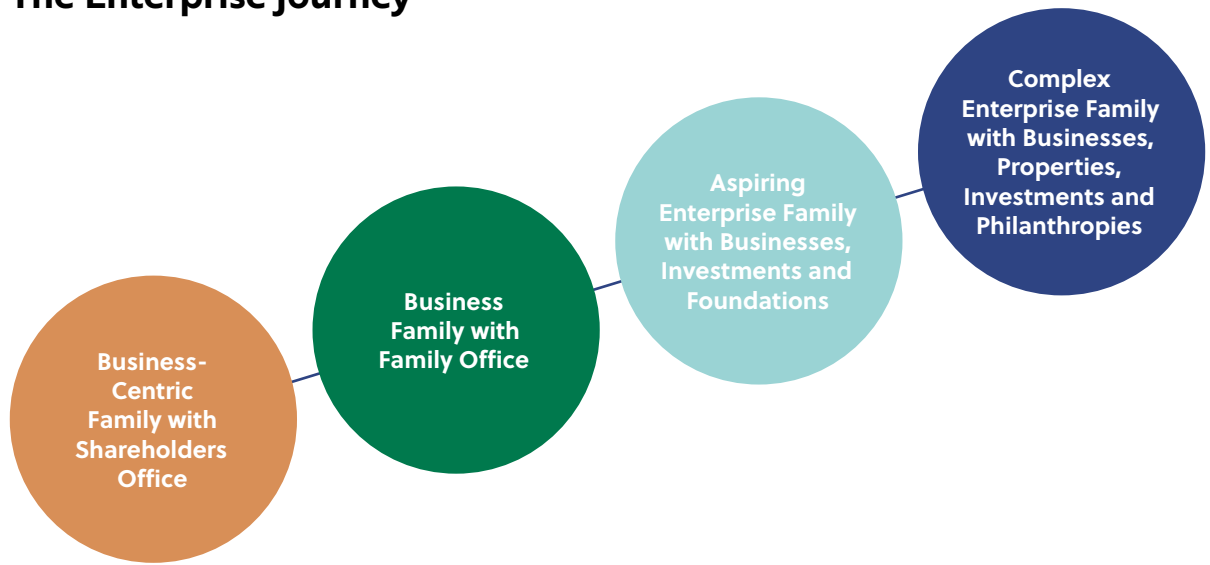
Managing the complexity of the various parts of the Enterprise can be difficult if the goals and priorities are not properly aligned. This guidebook is organized to show you how to align the family vision and the Enterprise goals and strategies.

“Preserving the family in the midst of wealth is far more difficult than preserving the wealth.”

Sara Hamilton, *“The Family Office Industry Supports the Evolving Family Enterprise”*

Journal of Wealth Management,
May 2023

The Enterprise Journey



Stages of Evolution – Many families evolve to the Enterprise stage after operating a successful business that generates enough wealth to enhance the lives and the collective interests of the growing family. During the early stage of an Enterprise, the family identity is centered on the business, and the family typically engages in the communities in which the business operates. The second evolutionary stage includes separating the financial affairs and philanthropy of the owners from the operating business. A family office and a family foundation are natural organizing structures that begin to distinguish the family’s identity separate from the business.

As they progress to the next stage, a family realizes the complexities of their assets and various endeavors—from operational businesses to philanthropy to investments—now require an Enterprise view of their affairs and governance. In the complex Enterprise stage, the family has come to recognize the Enterprise is a multifaceted organization that has

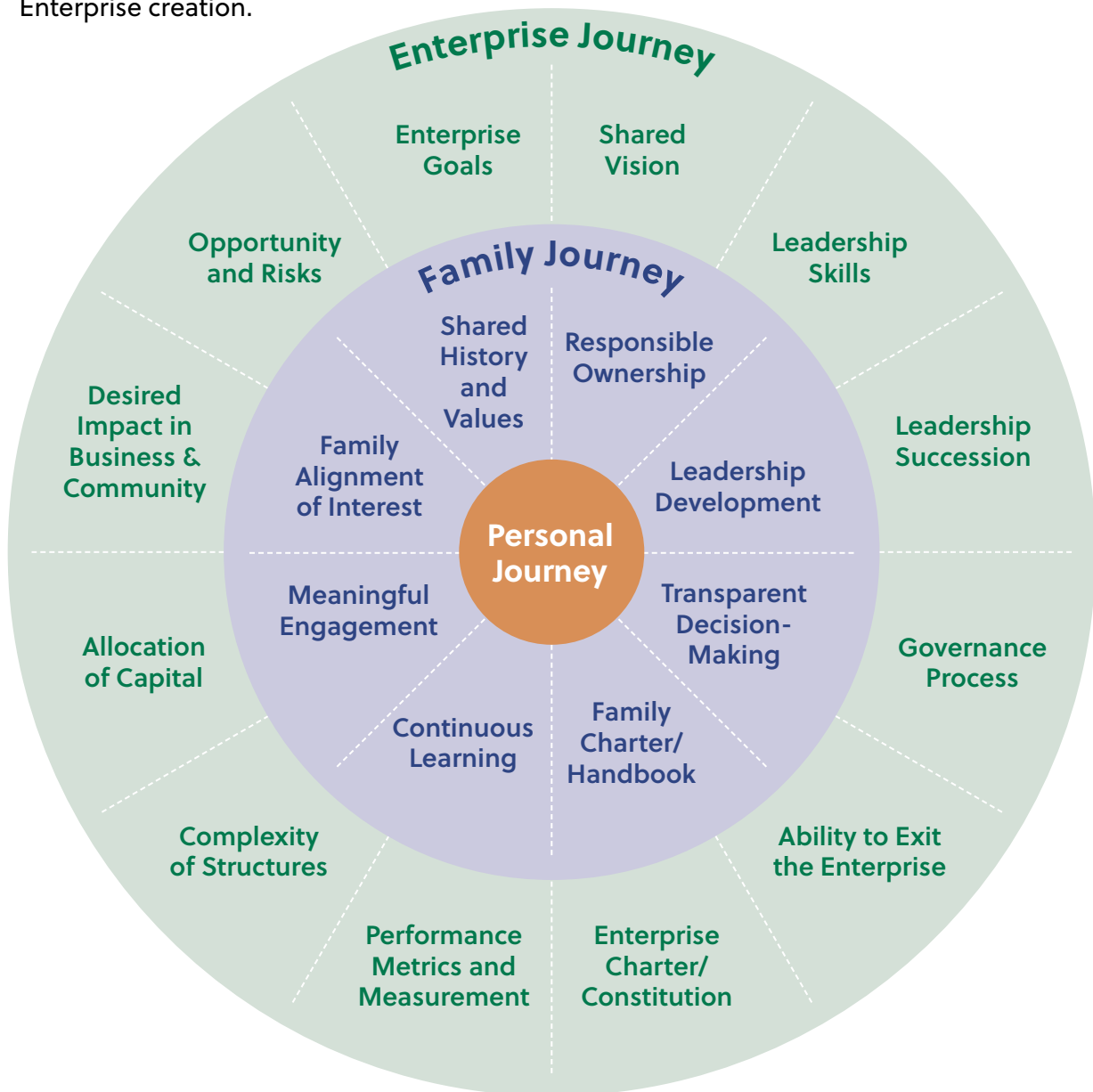
complexities in each domain of the Enterprise, requiring an integrated framework that connects all the parts through a sophisticated governance structure.

Choosing what impact the family wants to have with their capital can be very challenging for both founders and inheritors. But having conversations together about the purpose for the Enterprise and its potential positive impact can result in greater clarity for the owners about why the sustainability of the Enterprise is important to the family and to society at large.

Best Practices and Next Practices – As consultants and trusted advisors to hundreds of Enterprise Families, we have seen many families progress from business-centric families to Enterprise-centered families. We have been able to identify many best practices families can employ to become a sustainable Enterprise, which we share in this guidebook.

These milestone practices are organized in three Journeys: the **Family Journey** and the **Enterprise Journey** show the sequential evolution in the development of a strong Enterprise. And the **Personal Journey** is a unique exploration for individuals. The examples shared in this guidebook are just a few of many possible approaches to address each practice. We offer these as a starting point for your own exploration as you journey toward Enterprise creation.

Once wealth has been accumulated that can be invested in the family members, these goals might include: developing the human potential of each family member, enriching their time together as a family, fostering the entrepreneurial instincts of rising generations or having a philanthropic impact, as well as preserving financial security for family members.



Desired Outcomes for Each Journey

	Where We Are Today	Where We Want to Go	How We Plan to Get There
Part 1: The Family Journey	Raising awareness of the family's history, culture and patterns strengthens family bonds and increases their ability to plan for and manage change together.	Aligning the family around common interests and goals gives the family staying power and motivates them to work together for greater impact beyond building and preserving wealth.	Developing family skillsets to manage or modify complexity requires an equitable system for decision-making that ensures a sustainable family governance system.
Part 2: The Enterprise Journey	Understanding the goals of the current Enterprise and what may challenge its future viability provides greater insight about goals.	Developing a collective vision for the family's future together will give family members a sense of shared purpose and greater impact.	Having a clear plan for how to reach the group's goals will make it easier for everyone to support the long-term vision.

Your Personal Journey

The Personal Journey in Part 3 is dedicated to the individual journey of family members who inherit or marry into Enterprise Families and are exploring their identity within the Enterprise and possible future roles. We identify some key questions, along with exercises to consider when assessing where you are today and what you want your role(s) to be in the Enterprise (if anything). We show you how to develop a personal plan to prepare

for your future. This section is not for everyone in the family, but it can be very helpful for those interested in exploring how their skills, passions and goals support the Enterprise and specific ways they can contribute to the Enterprise's success and their own personal growth. Families that encourage their rising gen members to take this journey create a culture that fosters self-knowledge, authenticity, purpose and Enterprise engagement in its members.

Part 3: Your Personal Journey	Grounding your choices about the future in a thorough exploration of your past and present will allow you to make informed choices about the future and create goals and plans that are set up for success.	Knowing where your vision aligns with the shared Enterprise vision allows you to identify how you want to contribute and where you want to make a difference in the family's work together.	Building a personal plan gives you the opportunity to develop the skills needed to reach your identified goals and continue to enrich your development over time.
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Building an Enterprise Plan increases the chances that multigenerational families can remain cohesive and committed to being productive in their Enterprise endeavors. In addition, aspiring Enterprises can use our methodology to anticipate and address disruptive change that is coming over the next decade. Developing a thoughtful Enterprise Plan will increase the family’s chances of staying together and being successful as an Enterprise through dramatic periods of change.

The Enterprise planning process is core to the multigenerational journey, and the journey itself can be the most rewarding part of the process. Jay Hughes, a thought leader in the business of flourishing families, has taught us that **“every generation is a first generation”** on this journey, and the greatest reward can be creating a vibrant future together for each generation of the family. Whether or not they want to maintain a multigenerational vision is up to each generation to decide.

Getting Started – For families who are new to the concept, what is most helpful is to build awareness about the benefits of a strong Enterprise Family. Getting the conversations started will increase support over time, and a good place to begin is a discussion about your Enterprise today and the benefits the family enjoys from its success. There are many helpful tools in the guidebook, as well as on the website at <http://enterprisefamilies.com>.

Additional Resources

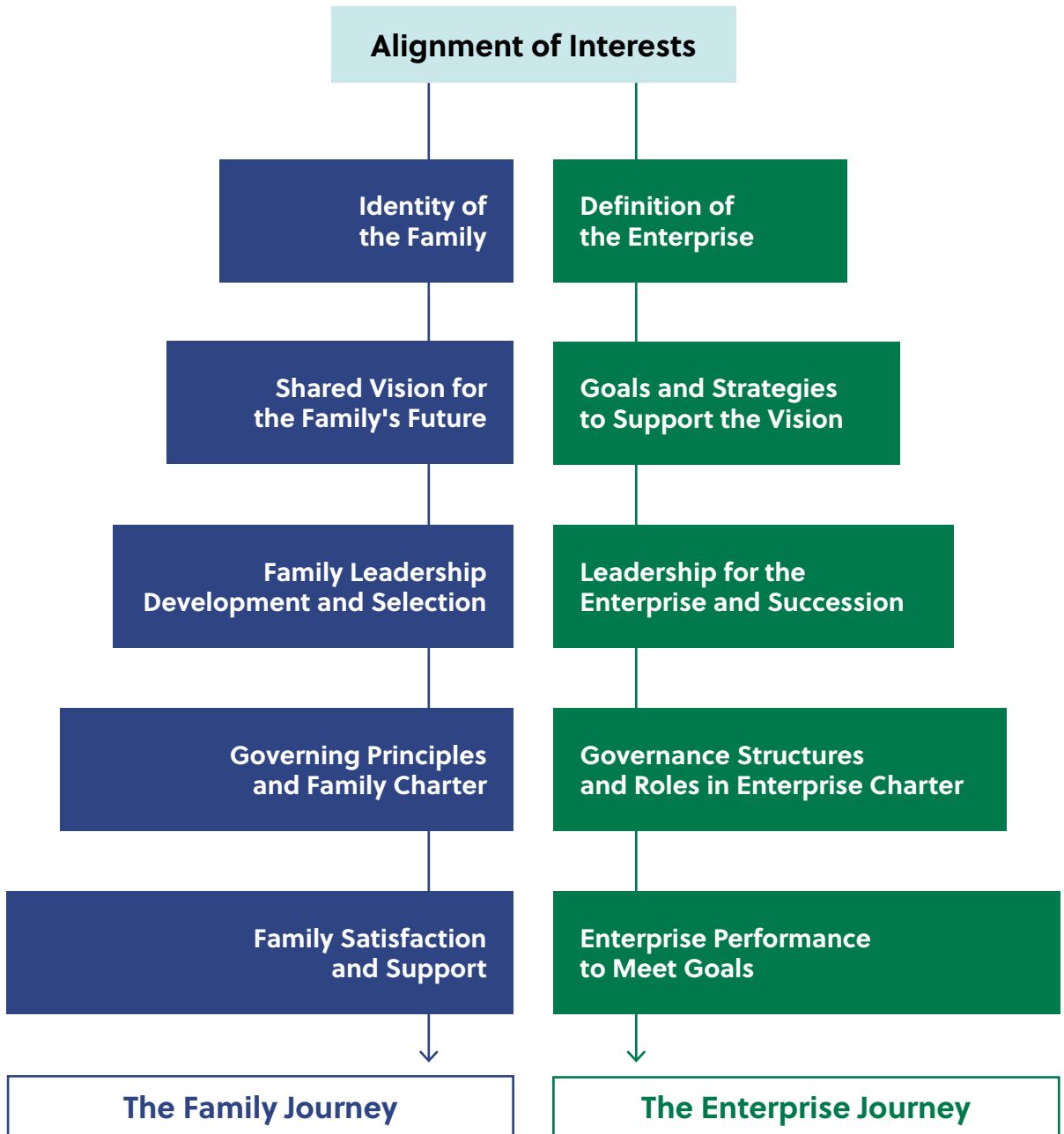
The final section of the guidebook offers a variety of techniques that can lead to meaningful family dialogue and various tools that you can use to facilitate productive family discussions. Included in the section are:

- Practices for healthy communication;
- Glossary of Governance Terminology;
- QR code that links to Other Tools and Templates for family use.

Beneficial Results of an Enduring Enterprise Plan:

- **Painting a clear picture of a shared future** that builds commitment from the family staying together
- **Giving meaning and purpose** to the lives of all family members
- **Providing the resources to help each individual family member** find their own path toward being a productive contributor to society
- **Offering the education** needed to enrich each family member’s life and raise responsible owners
- **Attracting more talented advisors** than one could obtain on their own
- **Making better decisions as a family** by having a trusted and proven governance process
- **Making a difference** in the world by working together toward inspiring impactful goals
- **Having a thoughtful Enterprise-wide succession plan** with buy-in and support of the family
- **Managing growing complexity and diversity** as the Enterprise evolves

Building an Enterprise Family Plan



This diagram illustrates the critical components of the Family and Enterprise Journeys that comprise a comprehensive Enterprise Family Plan and the order in which it is most advantageous to address them. Investing the time and efforts to embark on these journeys will yield family alignment around the future direction of the Enterprise and a clear plan to support its success, health and sustainability.

The Family Journey (15 Milestones)

Completing the Family Journey will give a family clarity about who they are as a family and what they hope to accomplish together. They will understand their current cultural dynamics, the benefits of staying together as a family across the generations and how leaders in the family will be chosen to make family decisions.

Additionally, they will learn how their past informs their future, and how to make conscious choices together about that future. They will better understand their historical patterns, values and principles, and based on these insights, the family will learn what sets them up for success moving forward; and what needs to be modified or left behind.

Where We've Been and Where We Are Today	Where We Want to Go	How We Plan to Get There
Map the family's history to identify patterns, values and guiding principles from the past that inform the future	Discuss the benefits of keeping the family together and aligning family interests and goals	Develop the family skillsets to manage complexity and conflict
Identify the patterns, values and principles to carry forward and to leave behind	Examine the levels of trust to build relationships in the family	Identify a transparent decision-making process that the family trusts
Assess the family's current culture and discuss key communication styles that impact relationships and outcomes	Discuss the family's current generational bridge and its impact on family goals	Design and communicate an objective process for selecting future leaders for the family
Identify family polarities and core family values to strengthen relationships	Develop a timeline of known transitions and trigger events and assess the family's readiness for change	Offer opportunities for participation and leadership based on individuals' areas of interest
Agree on the family's definition for inclusiveness, levels of engagement and responsible ownership	Build a continuous learning culture across the family and identify desired skills and skill gaps	Develop a learning 'launch pad' to educate all family members on important topics of interest
Outcomes: Raising awareness of the family's history, culture and patterns strengthens family bonds and increases their ability to plan for and manage change together.	Outcomes: Aligning the family around common interests and goals gives the family staying power and motivates them to work together for impact beyond wealth generation.	Outcomes: Developing family skillsets to manage complexity and designing an equitable system for decision-making builds a sustainable family governance system.

The Enterprise Journey (18 Milestones)

Families who complete the Enterprise Journey together will understand the value of the current Enterprise and can decide if they want to work together to continue the Enterprise evolution.

Clarity about the desired goals and strategies will allow stakeholders to make informed decisions about what is possible and how they plan to reach their stated goals.

Where We've Been and Where We Are Today	Where We Want to Go	How We Plan to Get There
Develop a picture of the current Enterprise and review the benefits for sustaining a flourishing Enterprise	Develop possible scenarios for the future Enterprise given the owners' hopes and goals	Design an efficient governance structure and decision-making process that supports the Enterprise goals
Understand the Enterprise Journey and generational transitions	Articulate a shared vision for the future of the Enterprise using a collaborative process that builds consensus	Develop clear levels of authority and accountability for governing councils, boards and committees
Discuss the evolution and history of the Enterprise to assess its identity and impact in the community	Develop clear goals and strategies for the future Enterprise and gain commitment to support the shared vision	Identify a formal process to assess and mitigate Enterprise risks on a periodic basis
Investigate the opportunities and risks that affect the Enterprise	Create partnerships with external resources where needed to support the goals and strategies	Develop a methodology to allocate capital and resources across the Enterprise domains
Review the current Enterprise goals and strategies	Identify leadership skills and a leadership succession process needed to support the vision and goals	Develop written Charters to codify family goals and Enterprise agreements
Assess Enterprise complexity and manage it with efficient ownership and investment structures	Provide alternatives to exit the Enterprise for those family members who do not share the future vision and goals	Identify metrics to monitor performance and ensure family satisfaction with the outcomes
Outcomes: Understanding the current state of the Enterprise and what may challenge its future viability provides greater insight for future planning.	Outcomes: Developing a shared vision for the Enterprise will create a sense of common purpose in the family and collective commitment to the future together.	Outcomes: Having a clear and comprehensive plan to achieve the vision and goals and a process for monitoring performance will foster family satisfaction and long-term success for the Enterprise.

Your Personal Journey (15 Milestones)

Individuals who complete the Personal Journey will substantially increase their self-awareness and knowledge, enabling them to make conscious, informed choices about their life's purpose and direction and how they want to engage in the family's Enterprise.

Articulating their personal long-term vision and goals and exploring various roles and responsibilities in the Enterprise will help individuals pursue a life of meaning, support the endurance of the Enterprise and contribute to something that is "bigger than themselves."

Where I've Been and Where I Am Today	Where I Want to Go	How I Plan to Get There
Develop a Personal History Map and identify personal patterns, values and guiding principles to carry forward and leave behind	Explore your Calling and goals for development of your human and intellectual capital	Develop clear goals to support your vision (within the Enterprise and broader life)
Identify core personal values	Explore the degrees of involvement in the Enterprise and opportunities for engagement	Create a personal development plan to identify action steps to achieve your goals, including future engagement and roles in the Enterprise
Map key driving forces and identify opportunities and threats impacting your life	Identify your desired roles in the Enterprise	Work with a mentor or coach to support the successful execution of your plan
Define your personal relationship with wealth	Create your personal Enterprise Engagement Inventory	Develop a process to receive honest feedback about leadership skills and performance
Understand the impact of family growth and desired degrees of togetherness	Articulate your personal vision (both within the Enterprise and beyond)	Periodically reassess and refine your vision and goals as life and Enterprise changes impact them
Outcomes: Grounding your choices about the future in a thorough exploration of your past and present will allow you to make informed choices and create goals and plans that set you up for success.	Outcomes: Knowing where your vision aligns with the shared Enterprise vision allows you to identify how you want to contribute and where you want to make a difference in the family's work together.	Outcomes: Building a personal plan gives you the opportunity to develop the skills needed to reach your identified goals and continue to enrich your development over time.

Journey Roadmap

This nine-box chart offers you the opportunity to fill in the action steps you hope to take in each Journey section as you read through the guidebook.

The Family Journey		
Where We've Been and Where We Are Today	Where We Want to Go	How We Plan to Get There
The Enterprise Journey		
Where We've Been and Where We Are Today	Where We Want to Go	How We Plan to Get There
The Personal Journey		
Where I've Been and Where I Am Today	Where I Want to Go	How I Plan to Get There

About the Authors



Sara S. Hamilton has been working with sophisticated Enterprise Families for thirty-five years as an advisor and collector of best practices learned from her clients. The milestones shared in this guidebook have been used by families around the world in more than ten countries.

As the founder of **Family Office Exchange (FOX)**, Sara was one of the first professionals to recognize family offices as the most sophisticated segment of the wealth management industry. She founded FOX in 1989 as a peer community for family office executives who wanted to share best practices and professionalize their family offices. Within a decade, she could see that responsible ownership in the family was as important as solid financial management, so FOX expanded its services to owners' education about family governance, managing family transitions and enterprise strategic planning.

Today, FOX serves as an advisor to complex Enterprise Families, a community for sharing family wealth best practices, and an industry advocate for the

importance of private capital in the global economy. Sara provides strategic direction as Board Chair and owner of FOX, which serves 420+ families and advisory firms based in 20+ countries.

Sara has served on the executive education faculty of the University of Chicago Booth School of Business for the past twenty years, where she is a faculty member for their **Private Wealth Management course**. Sara is a faculty member for an innovative new program at Vrije University in Amsterdam called **Responsible Ownership for Enterprise Families (ROEF)** which educates future family leaders in the 20-35 age group who are exploring their place in the Enterprise.

Sara is also co-author of **Family Legacy and Leadership: Preserving True Family Wealth in Challenging Times**. Sara recently wrote an article for the 25th anniversary issue of the *Journal of Wealth Management*, titled "The Family Office Supports the Evolving Family Enterprise." In 2024, she was voted one of the **World's Top 10 Family Enterprise Advisors** by the members of Family Capital in London.

Sara was on the founding board for the **Fondazione Advancing Impact and Sustainability (FAIS)** in Bologna, Italy, and is an active member of **The Lodis Group**, a global network for women board chairs.

Sara lives in Stuart, Florida with her husband Howard, and they spend their summers in Chicago. Please send your comments or insights about the book to sara@familyoffice.com.



Margaret Vaughan Cox has been partnering with multigenerational Enterprise Families for over twenty-five years helping them anticipate, plan for and thrive through complex generational transitions. She is founder and president of **MCV Consulting, LLC**, and co-founder of **Enterprise Family Advisors, LLC**. Referred by sophisticated wealth owners and advisors around the globe, Margaret has traveled to clients throughout North America, Latin America, Europe, Asia, Australia and South Africa.

Margaret's experience with Enterprise Families began with her own. The daughter of a successful entrepreneur, she grew up learning firsthand the challenges business founders and their families face. Margaret worked closely with her father as he engaged in a thoughtful succession planning process which set the stage for the business's continued prosperity, continuing into its sixth decade since its founding. As co-owner of a multigenerational family property, Margaret understands the required work and joyful benefits of co-owning and

co-managing legacy family assets.

Prior to founding MCV in 2002, Margaret was principal at Generon Consulting (now Reos Partners and Generon International) in Boston where she honed her skills as a strategy consultant and became an experienced scenario planner operating in high stakes environments around the world such as post-apartheid South Africa and the Middle East. Margaret became known for her ability to draw forth and honor all stakeholder viewpoints, leading to solutions around which all parties were impassioned and committed. After founding MCV, Margaret began employing scenario planning with Enterprise Families, helping them identify a dynamic shared vision for the future and a clear plan toward achieving it.

Margaret earned her BA and MBA from Vanderbilt University. She is a Birkman® certified coach and is certified in the facilitation of scenario planning through the Global Business Network. Margaret is an avid lover of the arts and is a graduate of the American Works of Art Program at Sotheby's in New York City.

A passionate civic volunteer, Margaret has served on numerous boards and advisory councils over the years. She is a member of the Collaboration for Family Flourishing, the International Women's Forum and director emeritus of The Texas Lyceum, a select group of ninety-six leaders from across the state of Texas.

Margaret's greatest passion of all is her family. She and her husband, Jonathan, have three children and make their home in Houston, Texas.