

Legacy Families: How Strong Families Survive Tough Times.



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**Our Passion and Mission is to:
Intentionally introduce and reintroduce a
family to itself repeatedly, with tools, activities
and metrics to create and measure success.
"To Educate, Motivate and Facilitate!"**

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Stats to Consider:

- 61%** Rate legacy development as a top financial need. Mindscape Study
 - 86%** Of families say it is important to leave values and life lessons as inheritance. Morningstar
 - 90%** Of families say, "Our plan does not deal with our goals, wants, and objectives!" David York
 - 46%** Heckerling attendees said biggest threat to their estate planning was: "Family Conflict" TD Wealth
-
- 50+%** Of families lose connection and history by the end of the second generation. Family businesses and wealth often follows the same path.
 - 70+%** Of families lose connection and history within three generations. Multi-generational legacy, history and wealth transfers rarely succeed. GenLeg Co. Survey of 200+ families, and
"For Love and Money" by Roy Williams

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Stats to Consider: During Covid-19



- The prevalence of anxiety symptoms was three times as high as those reported in the second quarter of 2019 (20% then to 70% now), and depression was four times as high (6.5% then to 24% now). Recent CDC survey of 5,400 people
- 63% of young adults had symptoms of anxiety and depression that they attribute to Covid-19. Kaiser Health News
- 53% of Adults reported a negative impact on their mental health due to loneliness, worry and stress over Covid-19 (up from 32% in March). Kaiser Health News
- Loneliness and Stress among all groups was up significantly.”
Recent CDC survey of 5,400 people, and Monash University in Melbourne with Brigham and Women’s Hospital in Boston
- 13.3% of respondents have started or increased substance use to cope with Covid-19 loneliness and stress. CDC

3

Stats to Consider: During Covid-19



- Regarding Charitable Giving and Covid-19:
 46% of Millennials are planning on giving more
 14% of Boomers are planning on giving more
 25% of Gen-Xs are planning on giving more Giving Tuesday

- Those succeeding the best at remote working are those evidencing the highest Empathy (EQ). Testing 40% higher than the worst performing group. NYT

- Regarding Family Dynamics and Covid-19: There is a barbell of reactions.

More Family Connection

Sometimes Good.
Sometimes Bad.

—————

Less Family Connection

Between Generations.
Elders in “Lockdown.”

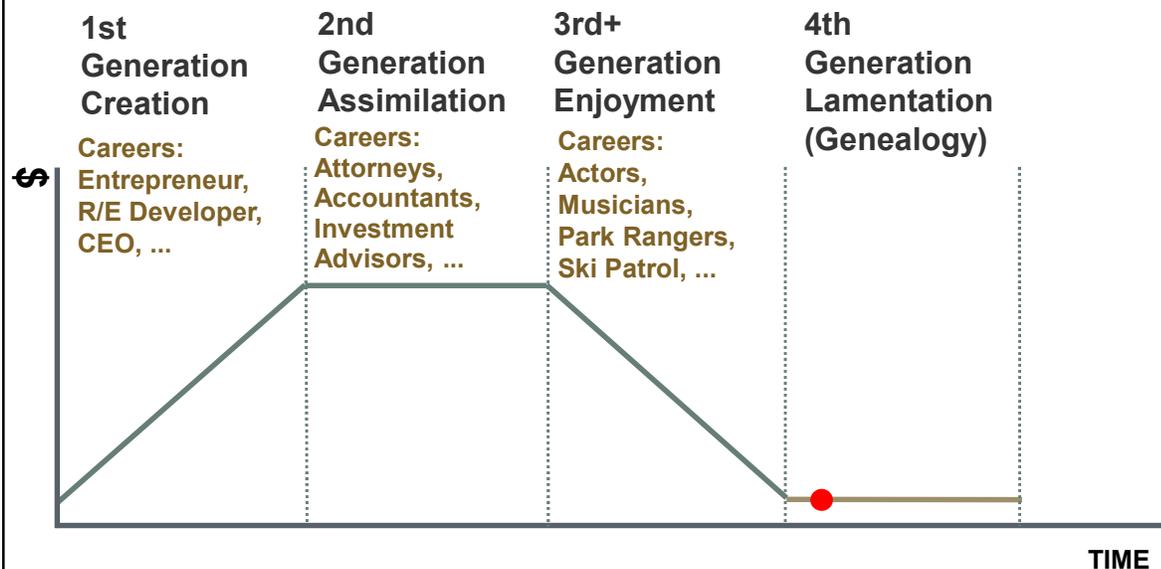
GenLeg Co.

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The Impact of COVID on Families

- Stress from the new work/family demands of COVID-19 predicted more family discord.
- Parents experiencing a lot of stress surrounding their new roles during this pandemic also tended to see their families as more chaotic and less tranquil. (The Rogge Lab)
- By early April, about 45% of workers said they were burned out, according to a survey of 1,001 U.S. employees. Almost half attributed the mental toll to an increased workload, the challenge of juggling personal and professional life, and a lack of communication and support from their employer. (Eagle Hill Consulting)

Client Study – Wealth - “SHIRTSLEEVES TO SHIRTSLEEVES?”



Risk Reality – “What Bit Me?”

WHY DO MOST FAMILIES FAIL?

40% of Failure is Due to a Lack of Communication and Trust Within the Family Around Group Decision Making, Education and Governance. Family Culture?

30% of Failure is Due to No Clarity of Family Purpose and Individual Place and Purpose. Family Culture?

25% of Failure is Due to Unprepared Heirs. Family Culture?

Less than 5% of Failure is Due to Failures in Financial Planning, Taxes and Investments!

Source - A combination of:
GenLeg Co. Survey of 200+ families, our work with 260+ Families, and
For Love and Money” by Roy Williams



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“The Advantage” - Patrick M. Lencioni

Three Biases - Reasons not to change “Culture”

Sophistication Bias – “Underestimate the importance due to simplicity and too obvious.” “Not new, so not important!”

Adrenaline Bias – “Too focused on activity, not health!”
“We’re too busy for this!”

Quantification Bias – “Can’t quantify and measure, so why try.”
“What are the metrics?”



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THE DEFINITION OF “FAIL”

1) Family Identity and History forgotten or lost.

Who Are We? Who were we and who do we want to be?

“When a Grandparent dies, a Library burns down.”

2) Family Independence to the point of Estrangement.

To Know and to be Known? To Trust and to be Trusted? Not!

Yet Resilience comes from Connection, Place & Purpose.

Who Are You? Disharmony, Conflicts & Resentments are Thriving!

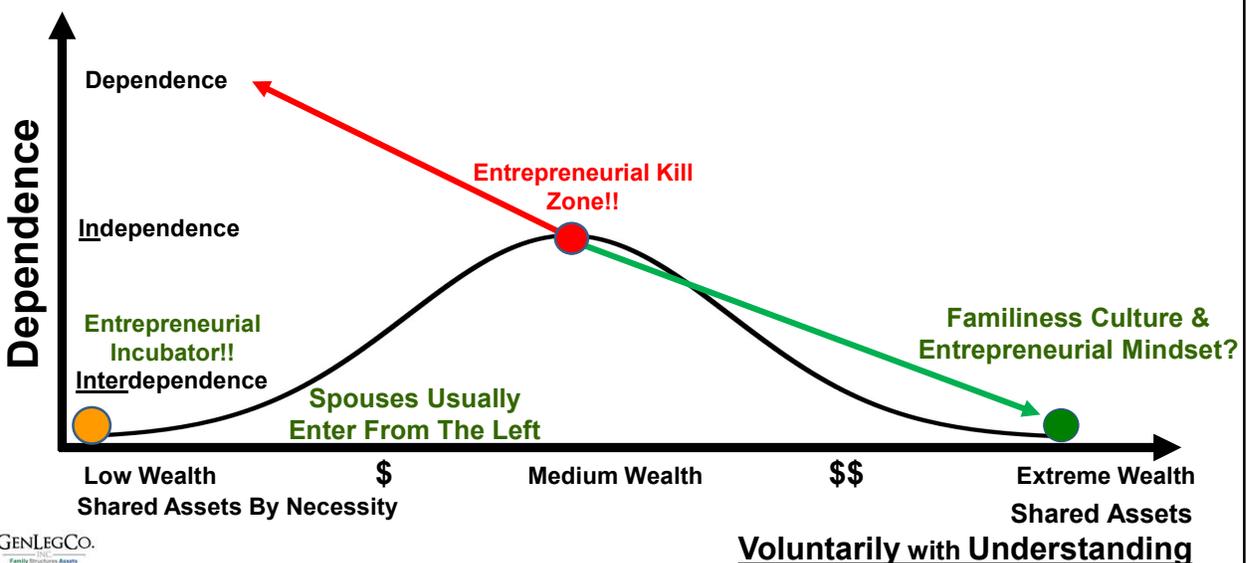
“Who’s in your cell phone contact list?” Cousins? 2nd? 3rd?

3) Financial wealth is gone. Enterprises, Structures & Assets

Financial security disappears – “Divide and Dissipate”

“Education” What’s Going On With Families?

Independence vs. Interdependence



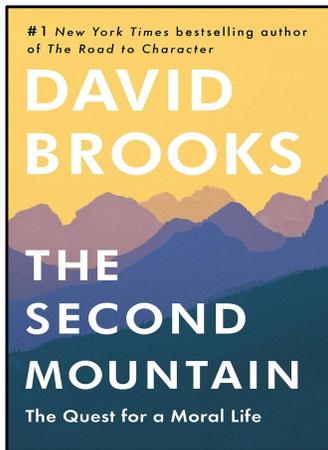
Quote to be Said to a Very Wealthy Person

“You don’t have enough money to give your children the blessings of growing up poor.”

- Chinese Proverb



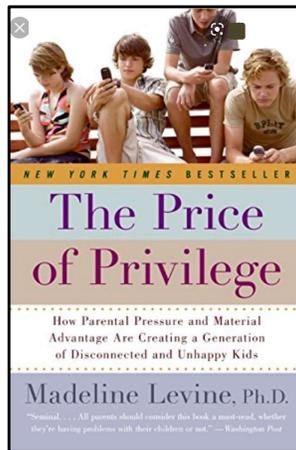
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“Hyper Individualism”

“Join a Community!”

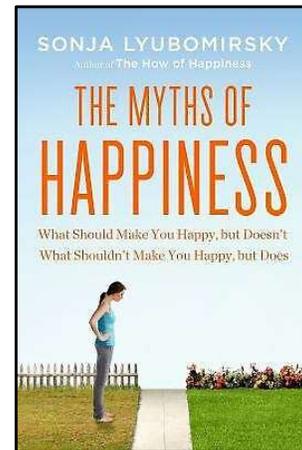
David Brooks



“Disconnected, Pressured & Unhappy”

“Let them learn to Fail!”

Madeline Levine, Ph.D.



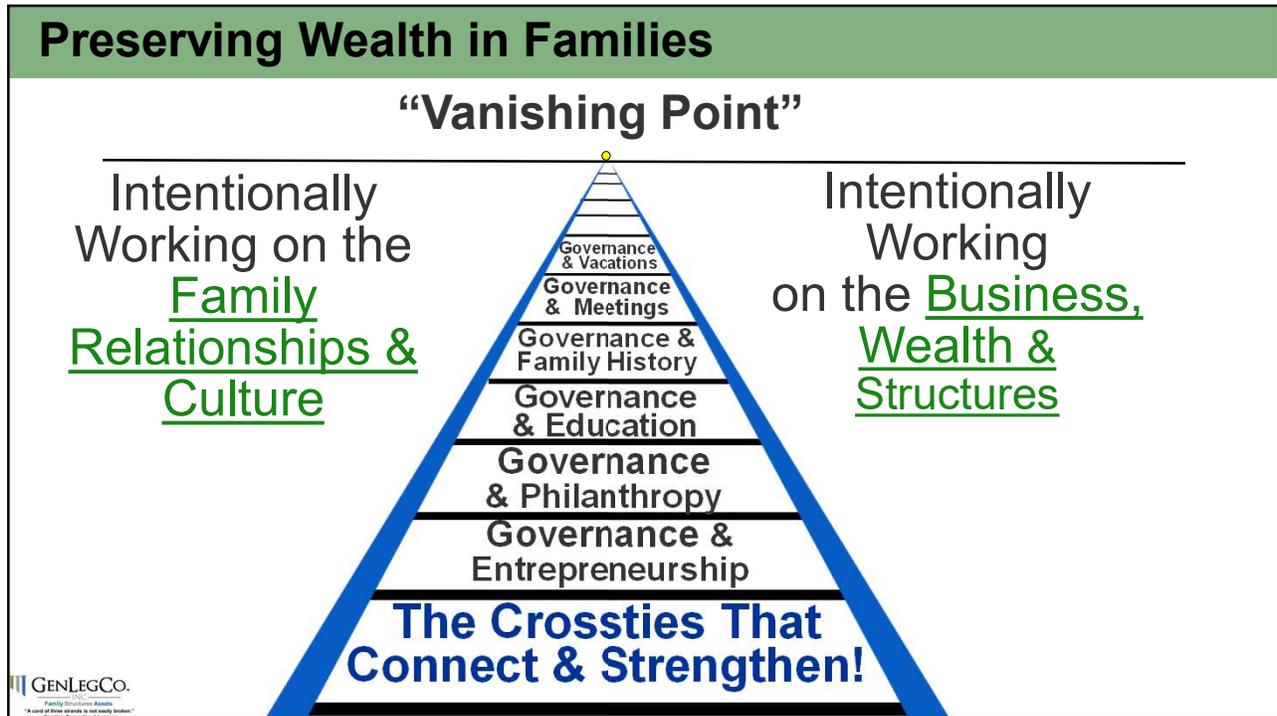
“Hedonic Adaptation”

“Slow it down! Expose them to what Normal looks like”

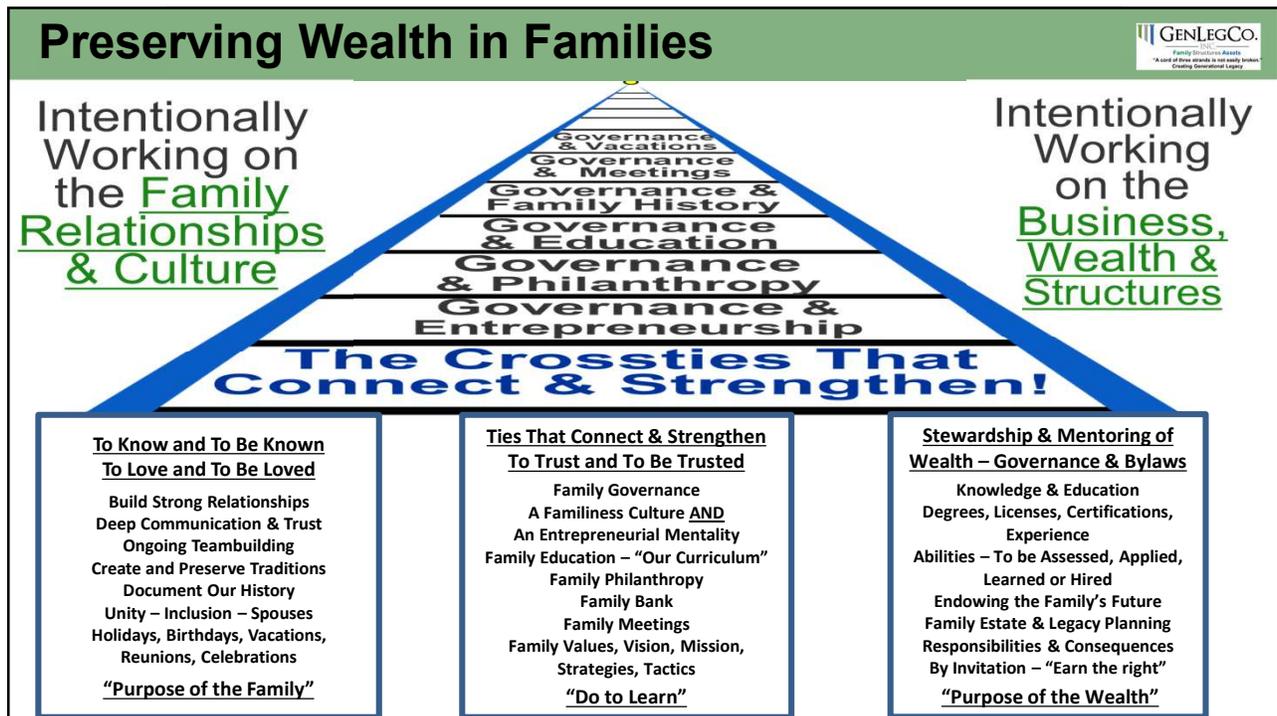
Sonja Lyubomirsky



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**Strong Families Survive Tough Times.
The Times Are Upon Us, How's Your Family?**

The Seven-Step Process to Successful Family Governance

Endowing Success in the Estate Plan with a F.A.S.T.

Tom & Cathy Rogerson
GenLeg Company
Creating Generational Legacy.

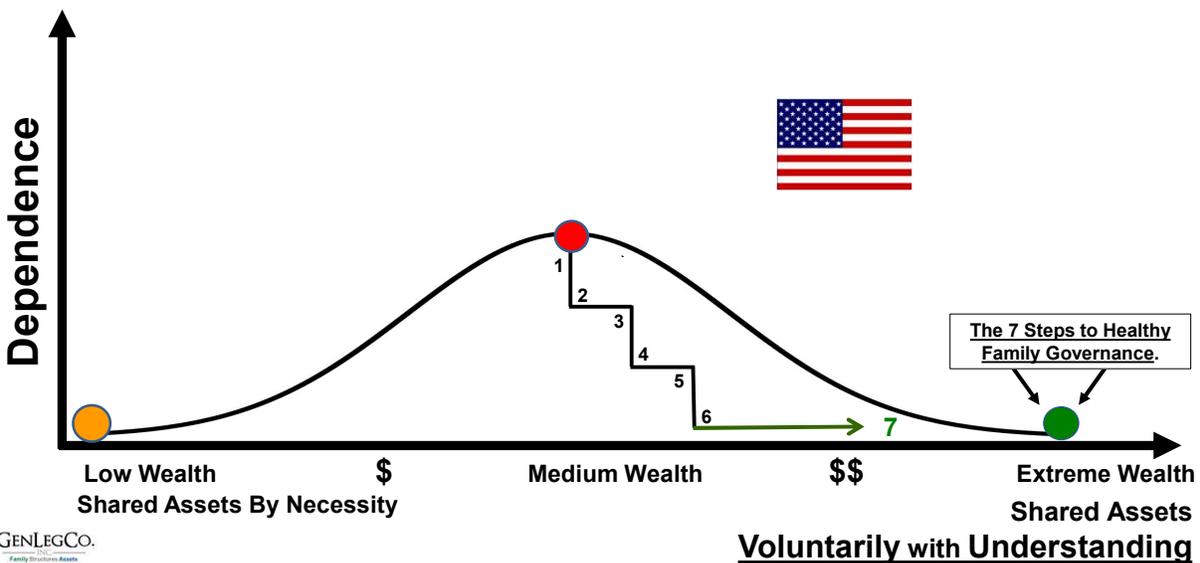
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“Education” What’s Going On With Families?

Independence vs. Interdependence



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End of “The Declaration of Independence” - Thomas Jefferson

**“... We mutually pledge each other our Lives,
our Fortunes and our sacred Honor.”**

Thomas Jefferson

**Interdependence
(being part of something bigger)
brings Resilience, Grit and Freedom.**

Seven Steps to Healthy Family Governance

7. **Advancement** – An Endowed Continuum of Healthy Family Governance and Succession – Collaboration with other advisors to align the Assets and Estate Plan to the Family Purpose.
6. **Action** – Practice Governance and Leadership: “The Ties That Connect & Strengthen” Family Entrepreneurial Mindset, Family Philanthropy, Family Bank, ...
5. **Conflict Management** - **Empathic Communication** to Deal with, Practice and Manage Conflict vs. Avoiding Conflict - Relationship Building and Renewing.
4. **Values, Vision, and Mission** : “Words to Definitions to Stories” – To Know and to be Known, To Trust and to be Trusted, To Love and to be Loved - Vision/Mission Statement – Link to History and Future - Intentional Experiential Exercises & Team Building Experiences
3. **Communication** – Evaluation of Leadership Styles - Learning Safe Transparent Communication and Style Shifting – Managing Triggers
2. **Education** - Family Education of Problems and Solutions – Create Context “Lifelong Learning Together” - Creating a Family Curriculum
1. **Assessment** - Setting the Foundation “Where are we now, where do we want to be, and are we improving over time?”

GenLeg Co., Inc. Mission Statement



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family to itself repeatedly, with tools, activities
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Seven Steps to Healthy Family Governance



7. Advancement –

6. Action –

5. Conflict Management - Empathic Communication

4. Values, Vision, and Mission -

3. Communication –

2. Education -

1. Assessment - Setting the Foundation “Where are we now, where do we want to be, and are we improving over time?”

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Sample Family Assessment Results		
Ranking	GenLeg Sample Family Assessment	Gap
1	We have identified the best role for each of our family members that leverage their unique talents/gifts; I know their strengths and they know mine.	22
2	We have a plan for a genuine transfer of leadership within the family (& business's if any).	18
3	We have developed a process for our family to make consequential decisions together.	17
4	Our family has captured our story and life lessons for the benefit of future generations.	16
4	We have created opportunities for our next generation to develop and utilize collaborative skills.	16
4	Our family has concrete "next steps" to address the elements needed to sustain our family's wealth and unity.	16
7	We have a structure in place to keep our children, grandchildren and great-grandchildren connected and unified.	15
8	Our family has a clear understanding of the causes and organizations that we would like to support, and some of our gifts are made together.	12
Are you confident that you, your children or your grandchildren are prepared to manage, control and grow the inheritance they will receive?		Yes / No 1 / 10
If you answered no, would you like to prepare yourself or them with confidence?		Yes / No 10 / 1

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Sample Family Expectations and Desired Outcomes		
<ul style="list-style-type: none"> •Creating a family Vision and Mission Statement with the long-term goal of family unity •Develop the strategy for achieving the mission and purpose of the family and the family wealth •Define family values •Learn how to communicate better so we can have the difficult conversations. "This is our biggest challenge" •Want working cohesiveness within the family / Don't want the money to cause division •Want to build a strong bond with cousins because family is most important •We need a road map forward with clear next steps and buy-in from the family •Appreciate and Understand the deeper meaning of the family •What is our Personal Legacy/ Family Legacy/ Financial Legacy •Knowing the roles required for succession, who will step into which roles based on strengths and desire, and then developing training for those roles •More transparency about the business and finances / more group decision making 		

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SAMPLE FAMILY: 5 Love Languages



NAME	QUALITY TIME	WORDS OF AFFIRMATION	RECEIVING GIFTS	PHYSICAL TOUCH	ACTS OF SERVICE
Gran	8	8	5	5	4
Frank	9	6	1	5	9
Maria	11	6	2	6	5
Sarah	5	7	1	6	11
Tom	9	7	2	8	5
Sophie	8	5	0	7	10
Mike	9	5	1	8	7
Bob	8	10	3	2	7
Christine	5	9	0	11	5
Juliet	9	8	0	4	10
Chris	10	9	3	6	3
Carly	9	4	1	5	11
Sam	6	3	1	11	10
Laura	6	10	1	4	9
Peter	10	2	4	3	11
Ella	8	7	2	3	10
Forest	8	8	1	3	10
Mike	8	7	0	6	9

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Seven Steps to Healthy Family Governance



7. Advancement –

6. Action –

5. Conflict Management - Empathic Communication

4. Values, Vision, and Mission -

3. Communication –

2. Education - Family Education of Problems and Solutions – Create Context
“Lifelong Learning Together” - Creating a Family Curriculum

1. Assessment -

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Focusing on Learning and Next Generation Inclusion

- **Family Education is becoming a requirement**

- After years of considering themselves investment focused family offices, patriarchs and matriarchs are realizing that G2, G3, G4, ... education/learning is **THE** priority. Families are exploring finding a single solution provider or working through their advisors
- Families seeking “cultural education” to ensure that the whole family behaves in harmony

- **Families are open to exploring new approaches**

- Trying to do more online
- Making it more experiential (e.g., taking cousins to open a bank account)
- Debriefing with family members to answer questions and clarify information when education is outsourced
- Looking for Multi-Family Family Meeting offerings through affinity groups

Family Education - “Life-Long-Learning Together”

Three Steps:

Awareness - to - Acceptance - to - Action

Study - to - Surrender - to - Start

Family Curriculum - "Life-Long-Learning Together"

- 1) Basic knowledge of why families fail, and/or succeed.
What are some of the solutions and how do we get started.
- 2) Our family history. "When a grandparent dies, a library burns down." Did we capture that?
- 3) Financial issues:
Sustainable spend rate and budgeting. Investment management, Estate and tax planning, Fees, Incentives, Conflicts of interest, etc.
- 4) Family Office: what is it and should we have one?
- 5) Entrepreneurship: How do we encourage it and endow it?
- 6) "Family Bank" What is it and why do we need one?
- 7) Philanthropy: How do we structure it to do societal good, AND Family good?
- 8) Teambuilding activities: to learn about each other.
- 9) Conflict management and practice: rather than conflict avoidance.
- 10) Glitches: (divorce, depression, loneliness, anxiety, addiction, mental health issues, etc.) and what do we do to prevent them.
- 11) Could we, should we endow a trust to continue all this?
- 12) And on, and on, and on ...

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Seven Steps to Healthy Family Governance



7. Advancement –
6. Action –
5. Conflict Management - Empathic Communication .
4. Values, Vision, and Mission :
3. Communication – Evaluation of Leadership Styles - Learning Safe Transparent Communication and Style Shifting – Managing Triggers
2. Education -
1. Assessment -

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Seven Steps to Healthy Family Governance: Communication

There are four basic areas where communication can go awry

- 1). What you want to say
- 2). What you actually say
- 3). What they hear you say
- 4). What they think you mean

Between the actual words, the tone, and the body language it is a wonder we are successful in getting our point across at all!

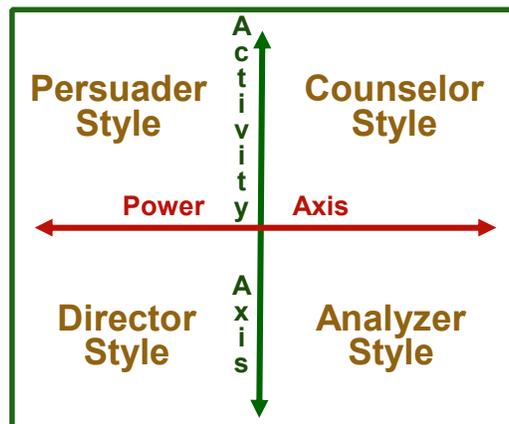
Family Communication Styles

"Can we talk?"

Spontaneous

Creative, Expressive,
"Off-The-Wall"

Challenging
Coaching



Supporting
Mentoring

Disciplined
Deliberate, Orderly,
Careful, Rigid

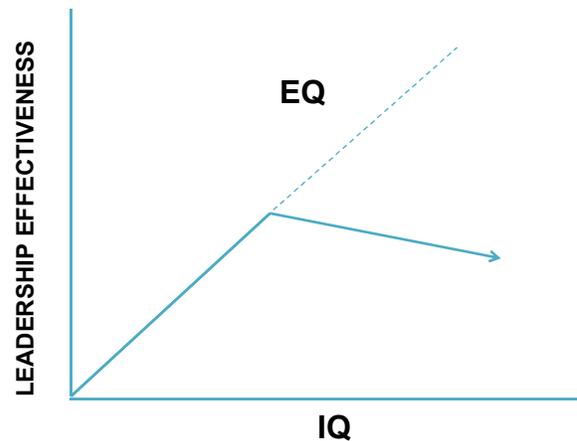
ILS Assessment

LAWS OF HUMAN BEHAVIOR

LEADERSHIP EFFECTIVENESS

EQ

Your ability to be aware of yourself, aware of others and your ability to adapt behaviorally to meet the needs of others.



EQ actually has far more impact on leadership effectiveness (by a ration of 2-to-1) than conceptual or technical expertise (IQ). Plus 40% more effective at working remotely.

EMOTIONAL INTELLIGENCE

In 1995, Daniel Goleman refined and popularized the concept of emotional intelligence (EQ) in his book, *Emotional Intelligence: Why It Can Matter More Than IQ*. Goleman's research indicated that **EQ actually has far more impact on leadership effectiveness (by a ration of 2-to-1) than conceptual or technical expertise (IQ).**

This insight helped people understand a contributing factor in why people ultimately reach their level of incompetence (The Peter Principle), and also provides insights into how we might cultivate EQ in order to extend our effectiveness as leaders.

Our understanding of human effectiveness has evolved to the point where, rather than simply observing and anticipating the natural limits of leadership effectiveness, we can actually play a conscious role in exceeding those limits and extending the range of our effectiveness. Our limits are not set in stone or determined at birth. We can take responsibility for our continuous learning and development.

Key point: ILS is a tool that supports the conscious development of your EQ. In learning more about yourself and others, you develop your ability to be more adept at working with greater flexibility and effectiveness in every situation.

See: *Emotional Intelligence: Why It Can Matter More Than IQ*. Daniel Goleman; Bloomsbury Publishing, 1996.

Also: *Emotional Intelligence 2.0*. Travis Bradbury and Jean Greaves; TalentSmart, 2006. Bradbury also provides a concise summary at the following website: <https://www.linkedin.com/pulse/why-you-need-emotional-intelligence-succeed-dr-travis-bradberry?trk=hpfeed-article-title-like>

Rules of Engagement

1. “Ouch!”
2. “Egg Timer”
3. “Talking Stick”
4. “Both”

GenLeg Co., Inc.



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Seven Steps to Healthy Family Governance



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- .
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3. Communication –
2. Education -
1. Assessment -

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Family Values Changeworks Values Edge Kit



Name: Tom Rogerson

Date: _____



Mastery Self Expression Inner Development Relationships Lifestyle Tradition Intrinsic

Intrinsic Values
You have to have these!

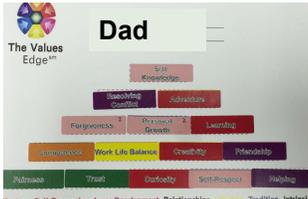
Core Values
These make us unique

Aspirational Values
We need to work on these

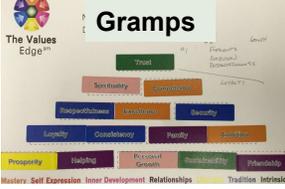


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Family Values Changeworks Values Edge Kit



Dad



Gramps



MOM



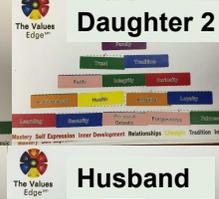
Son 1



Daughter 1



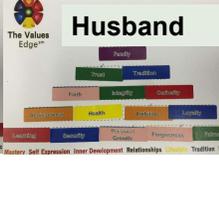
Son 2



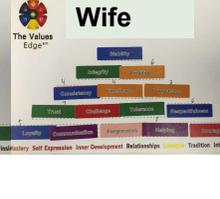
Daughter 2



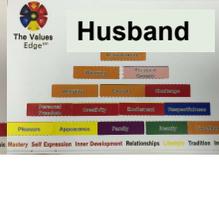
Wife



Husband



Wife



Husband



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Family Values Changeworks Values Edge Kit

Our Family Values

Family

Integrity **Stability**

Loyalty **Faith** **Trust**

Friendship

GENLEGCO. INC. Family Structures Assets. "A lot of time spends in our family homes."

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Family Values, Vision, Mission, ...

Getting to Interdependence

- 1) **Values** – Starting with words, leading to statements, stories and actions.
- 2) **Vision** – What do you see your family looking like in 5, 10, 20 years? What is your role in that future vision?
- 3) **Mission Statement** – We agree on this shared goal -We have a written strategy to get there. It includes Tactics, Timeframe, Details and Metrics.

GENLEGCO. INC. Family Structures Assets. "A lot of time spends in our family homes."

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Wealth in Families - DEFINITION

1. Human Capital – Me
2. Intellectual & Family Capital – We
3. Social Capital – World
4. Financial Capital – Wealth Wisdom

James E. Hughes Jr.

Mission/Vision Statement?

One Client's Guiding Principles – The Basic Basics

- You are going to die.
- Succession and wealth transfer will take place with or without you. Your estate will be governed with or without your input; and by your heirs, with or without the knowledge to responsibly govern.
- Successful wealth transfer is a life time endeavor.
- Your spouse and heirs are different from you and they are different from each other.
- Whatever you leave to your heirs, even if in trusts, will eventually be "controlled" by them either directly or indirectly.
- **Wealth without responsibility or authority is a formula for resentment and failed self worth.**
- Estate and gift taxes are confiscatory, morally corrupt, and distracting. They must be considered in the process of wealth transfer-not drive it.
- A family wealth and business succession plan frees you to enjoy what you have, prepares your heirs to make independent and informed decisions, promotes access to the family wealth of knowledge, builds family trust, enhances mutual family support, and generally promotes present and future family harmony.
- **Engaging each generation in Family Education, Family Philanthropy as well as Family Entrepreneurship may be the keys to Success.**

What is Success?

Goal #1
Healthy
United
Family

**Family With High Self Esteem.
Building Trust, Communication, & Team
Through “Meaningful Experiences”.**

Goal #2
Manage &
Use Wealth
Responsibly

Family Endeavors

Family “Mission Statement” – Who are we, who were we, and who do we want to be?
Family Philanthropy based on Our Shared Values
Family Education – About Us, The Assets, Planning, Tax, Risk, Literacy,...
Family & Entrepreneurial Mindset!
 Family Communication Development and Teambuilding
 Next Generation Development
 Family “Little Train” Activities: Vacation Planning to Family Bank?

**All Leading to – Healthy Family Group Governance
 Able to Manage Integrated Family Wealth,
 Business’s, Trust Structures, and Trusted Family Advisors.**

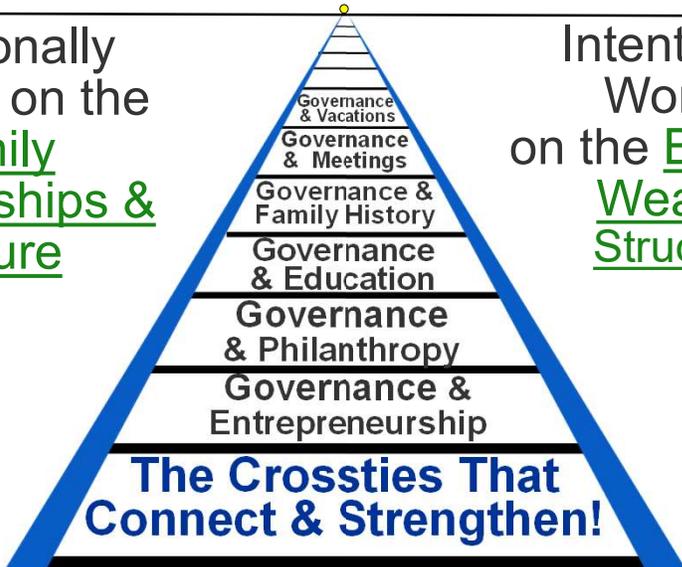


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Preserving Wealth in Families

“Vanishing Point”

Intentionally
Working on the
Family
Relationships &
Culture



Intentionally
Working
on the Business,
Wealth &
Structures

**The Crossties That
Connect & Strengthen!**



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Seven Steps to Healthy Family Governance



7. Advancement –
- .
6. Action –
5. Conflict Management - Empathic Communication to Deal with, Practice and Manage Conflict vs. Avoiding Conflict - Relationship Building and Renewing.
4. Values, Vision, and Mission :
3. Communication –
2. Education -
1. Assessment -

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How Do We Deal With Conflict?

Conflict

Avoidance

Drift Apart Until Complete Independence. Or An Explosion.

Empathic Communication
Practice & Management

Education & Motivation to Practice and Manage Conflict.
Coaching & Consulting.
Working Together.
Intentional Experiential Exercises.
Family Philanthropy?
Family & Entrepreneurial Mindset?
Interdependence!
“Ties That Bind?”

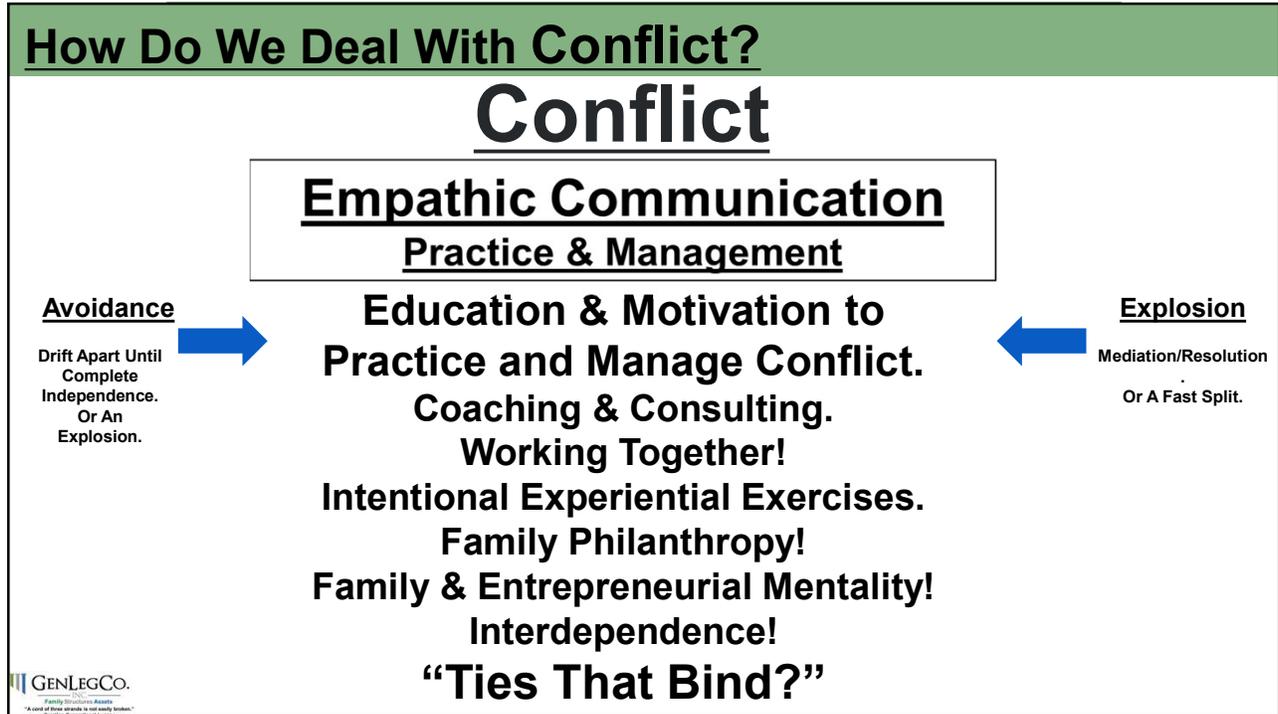
Explosion

Mediation/Resolution. Or A Fast Split.

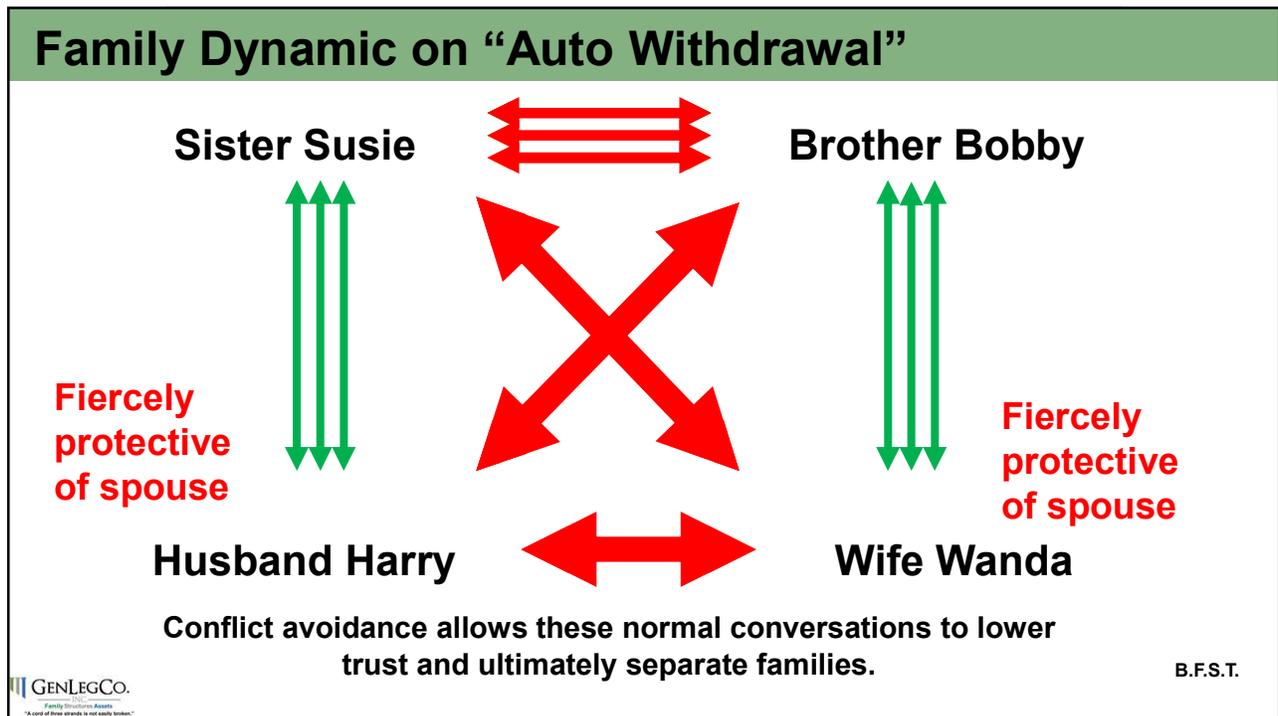
Families Usually Jump From Left to Right and Bypass the Middle



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How do you reverse “Triangulation?”

- 1) Choose to not engage.
- 2) Suggest they approach the one with whom they are having a grievance and work it out directly.
- 3) The more you get sucked into another person’s relationship the less healthy this is for all.

Keep in mind that triangulation can be positive if the focus is on helping someone that we agree needs some help and we’re trying to figure out how to provide it.

Family Trust and Truth – Getting to “Transparent Honest Communication”

“We need to build a bridge of Grace and Trust with each other so we can drive the truck of Truth over it.”

Green Family Grandson-in-law

Seven Steps to Healthy Family Governance



7. Advancement –

6. Action – Practice Governance and Leadership: “The Ties That Bind”
Family Entrepreneurial Mindset, Family Philanthropy, Family Bank, ...

5. Conflict Management - Empathic Communication

4. Values, Vision, and Mission

3. Communication –

2. Education –

1. Assessment -

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Preserving Wealth in Families - ACTIVITY AND COMMUNICATION

“LITTLE TRAIN”

- A Shared Vision – Create a Family Mission Statement.
Rothschild vs. Vanderbilt – Family meetings?
- A Practice - Family Philanthropy. Low Consequence.
Philanthropy day? Aunt and Nephew story?
- A Discipline - Family Governance. Higher Consequence.
Vacation Planning, Family Bank, Family Office?
- A Legacy - Caring Motivational Structures vs. Care-taking
“Invest in you” vs. “Distribute to you”
“A Family & Entrepreneurial Mindset”



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Seven Steps to Healthy Family Governance



7. Advancement – An Endowed Continuum of Healthy Family Governance and Succession – Collaboration with other advisors to align the Assets and Estate Plan to the Family Purpose.

6. Action –

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4. Values, Vision, and Mission :

3. Communication –

2. Education -

1. Assessment -

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Normal Estate Planning Solutions to “Culture” Issues

Estate plans usually do one of the following:

- 1) “Divide and Conquer.” Funding “Independence to the point of estrangement”
- 2) Try to force Interdependence by Structure and Assets.
 - “Family Vacation House”
 - “Family Foundation”
 - “Family Enterprises”
 - “Figure it out!”
- 3) “Purely discretionary trust” Often creating entitlement, not avoiding it.

Family Values and Family Purpose are almost never included!



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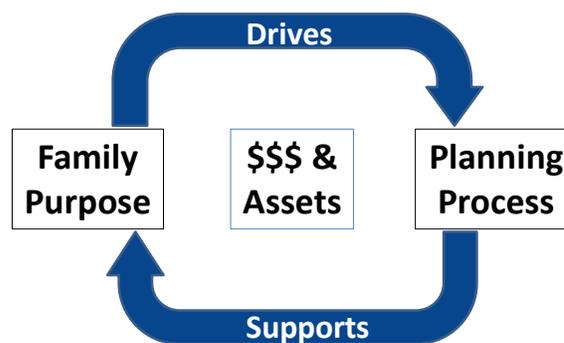
Recognizing the Importance of Family Culture

- **Family culture consists of values and beliefs**
 - It defines how the family behaves
- **It can't be ignored or contained**
 - Family culture is stubborn
 - You can't plan your way out of a cultural issue
 - Structures that are created to contain present and future, cultural issues (e.g. trusts, foundations, business entities, family offices, private family trust companies, etc.) tend to either institutionalize dysfunction or are torn apart by the family
- **But family culture can be enhanced or changed**
 - An increasing number of families are working to better understand and improve their culture

Services to Families - The "Family Meeting"



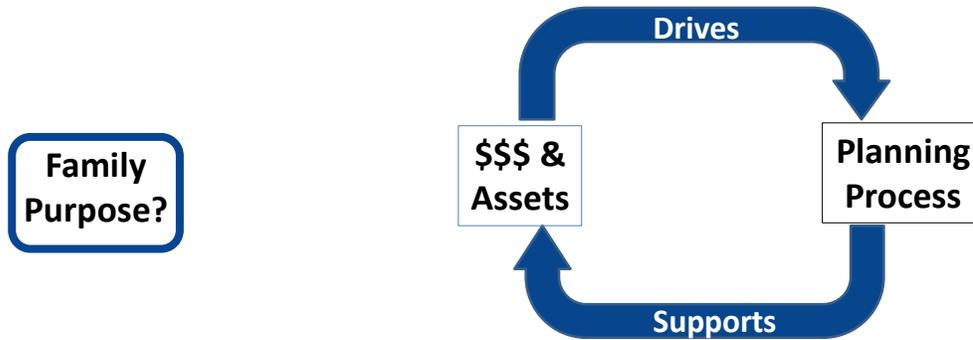
The Family Purpose needs to drive the planning process, and the planning process needs to support the Family Purpose.



Services to Families - The "Family Meeting"



What we usually see is the "Money, Control, and Assets" drive the "Planning Process." And the "Planning Process" is designed to support the "Money and Assets."



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"Advancement" - The F.A.S.T.

Family Advancement Sustainability Trust

How do you endow a Chair at your family table designed to Invest Into your family members rather than Distribute To your family members?

Tom & Cathy Rogerson
GenLeg Company
Creating *Generational Legacy*.

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“Advancement”

Family Advancement Sustainability Trust (FAST)

“Endowing the
Family Meeting
Process.”



FEATURE: THE MODERN PRACTICE

By **Marvin E. Blum, Gary V. Post and Thomas Rogerson**

A FAST Solution to Legacy Planning

The “family advancement sustainability trust”

In their recent article entitled, “Innovate or Die,” Timothy J. Belber, Ian McDermott, and John A. Warnick assess the current estate-planning landscape and perceptively find the profession to be at a turning point.¹ While tactical, tax-driven planning (along with asset protection planning) was the driving force for estate planning throughout the 1980s, 1990s and early 2000s, the authors point out that there are forces at work disrupting the traditional paradigm of tax-centered estate planning. The passage of the American Taxpayer Relief Act of 2012 and its increased exemptions, higher income tax rates and portability may have triggered a renewed emphasis on technical estate-planning practices, but a number of societal changes are placing a new demand on estate planners. There’s a chasm developing between what constitutes a traditional estate plan and what clients need and expect. Belber, McDermott and Warnick make it clear that estate planners must address these new developments or run the risk of becoming obsolete.

For those seeking to stay ahead of the changing landscape, the first step is an understanding of the ways in which traditional estate planning falls short of meeting a client’s needs. The problem with traditional planning is that it’s far too narrow in its scope. Historically, an expertly crafted estate plan would transfer wealth from one generation to the next in a tax-efficient manner,

protecting the client’s assets and ensuring an effective system was in place to administer those assets for heirs. While this process remains the foundation of estate planning, it’s become only the first part of a two-part race. More and more, clients are beginning to understand that even the most well-crafted estate plan will be useless if it fails to address their qualitative goals and/or if their heirs are unprepared to receive the inheritance. The innovative, adaptive estate-planning attorney will break from the confines of the traditional model to include “expanded planning” as the second part of the estate-planning process.

Two-Stage Process
Stage 1: This stage is twofold: (1) begin the process of teaching and enhancing family communication skills, and (2) work with family members and spouses at the first generation (G1) and second generation (G2) levels (and third generation (G3) if practical) to clarify and commit to family beliefs, shared values and goals. The ultimate objective of this first stage is to create a collective family mission statement outlining the family’s core values, beliefs and goals. This process can yield three useful results for moving to the next level of expanded planning.

1. Start the ongoing process of garnering participation and buy-in from G1, G2 and G3 (if practical), building cohesion and connection and giving the family members a cause behind which they can unite.
2. Identify relationship issues that can be addressed and resolved while the matriarch and patriarch are alive and participating. Relationship issues can spring from obvious situations such as a family business, a second marriage or access, use and management of a family ranch or vacation home. Further, the process

From left to right: **Marvin E. Blum** is the founder and **Gary V. Post** is a partner, both at The Blum Firm, P.C., in Fort Worth, Texas. **Thomas Rogerson** is a family wealth strategist at Wilmington Trust in Wilmington, Del.



“Advancement”

“Parents are more likely to endow a chair at a university to help educate strangers than to endow a chair at their family table to help educate the family.”

- Tom Rogerson



Preserving Wealth in Families – Action and Communication

“Rogerson Family Results”

- “Four Children – Six Trusts”
- Four Trusts - Empowering the Individuals
- Two Trusts - Empowering the Group
- B.O.E. – Buy In to Ownership to Empowerment
- The Goal: they run the family meetings. – Curriculum, Team Building Exercises, Entertainment, Venue, Budget, Etc.
- First “Proposals” then “Control.” They Earn Control!

Endowing the Family Legacy/Advancement Process

Funds for Annual Family Purposeful Meetings/Retreats

Funds the Family Education Process – Lifelong Learning

Creating Mentoring Opportunities & Unique Experiences

Encouraging Family Philanthropy – Gratitude!

Creates a “Familiness Culture & A Family Entrepreneurial Mindset”

Motivates People to Work Together – Teamwork

May Hold Legacy Assets – Real Estate? Businesses? ...

“To Know and To Be Known!” – Multigenerational Legacy!

Next Steps

Now What?

- ▶ Get started!
- ▶ Add a Family Governance process to your family.
- ▶ Hire an experienced Family Facilitator!
- ▶ Schedule Family Meetings! (Motivate your family to “DO IT!”)
- ▶ Set up a FAST to endow a family meeting process!
- ▶ **GenLeg can do all of this for you or with you! Call us.**
- ▶ **Get Started NOW!**

**“If you want to go fast, go alone.
 If you want to go far, go together.”**

- African Proverb

Tom - the sad truth is that most professional advisors are not trained in helping develop holistic family plans such as you are sharing about. What are some specific questions families can ask their advisors to determine if they need to either supplement or in some cases, replace members of their advisory team? Then, how would you recommend families bring together their advisors to be a true multi-disciplinary team working in concert, not stuck in their respective professional silos?

Great question! I totally agree with you that advisors are not trained in this at all. In fact, most advisors don't know how to collaborate with other advisors on even the simplest of tasks for a client. I have been speaking on this to advisors for decades now. I have written numerous articles on this topic of advisor collaboration (See Trusts and Estates Magazine, November 2017). I am going to give you a longer answer than you expected because I am attaching a list of questions that I teach clients to ask advisors about legacy planning collaboration of advisors. I am also attaching a few slides that I use to illustrate the lack of teaming and what teaming could look like. The final slide describes the circles of advisors that can surround a client and how they could be prioritized by the client. There is a lot here but without full explanation, so feel free to call me and I will elaborate. When you call, we can further explore, "how we would recommend families bring together their advisors to be a true multi-disciplinary team working in concert, not stuck in their respective professional silos." We also can explore how we can help your family Get Started.



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Discovery Questions To Ask Your Clients

Consider some of the following questions:

1. If something happened to you today, is there anyone in your family that is unprepared to handle what they will receive?
2. Tell me about your family relationships.
3. Do you know how to prepare children to work together, and for an inheritance?
4. How is COVID-19 affecting your family?
5. How does your family navigate conflict?
6. Aside from money, what else do you want to pass along to your children?
7. How have you seen your family members rise and fall during the pandemic?
8. What are some areas in life and business that your family must address together?



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GenLeg Company – Questions clients should pose to Advisors.

Line up a few questions to start the conversation with advisors to see how they work collaboratively with other advisors to help define and then accomplish your Family Purpose and the Family Purpose for your wealth. Here are some examples:

- Most entrepreneurs were raised in an entrepreneurial incubator, yet they raise their children in an entrepreneurial kill zone. What are you doing as an advisor to counteract this trend? What other advisors do you work with to accomplish this? How is it working?
- How do you help families create an agenda for their family meeting? What items do you usually see on that agenda? What advisors should participate in the meeting to cover some of these agenda items? How frequently do you think a family should have a family meeting?
- What successful process of Conflict Practice and Management have you chosen for the families you work with? How is it working? Which advisors should be involved in this process?
- What kinds of consequential decisions do you advocate for client's children and in-laws make together? How is the process working?
- Could I see an example of a Family Mission Statement that a family you work with created? What was your role in creating this and what is your role in implementing this? Did everyone in the family participate in creating the Mission Statement?

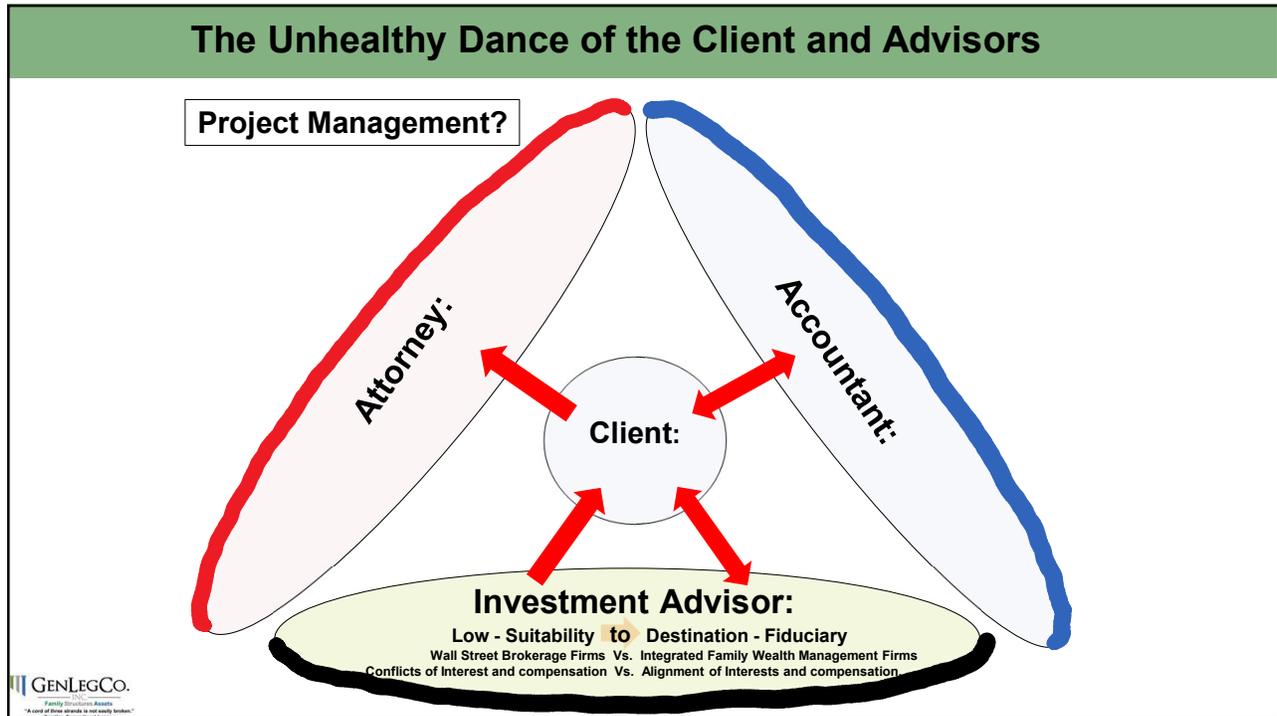


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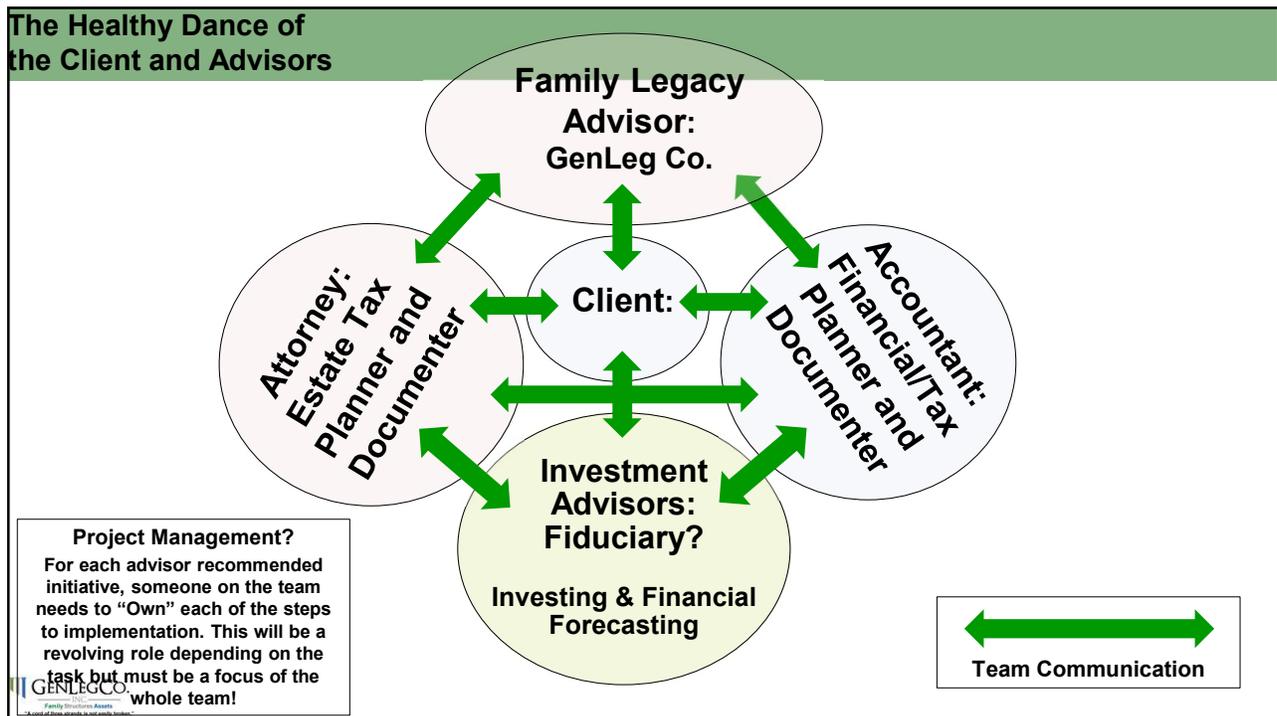
- Do you recommend trusts that are designed to Invest Into your client's heirs rather than Distribute To them? How do these trusts work with the rest of the client's estate plan? What is your role in creating this trust and preparing the family for it? What other advisors do you work with to accomplish this?
- I am sure most of your business owner families have a written business succession plan for their business and tangible financial assets, do they have one for the more important Intangible Family Assets? How do you help them achieve this? What other advisors do you work with to do this? Can I see an example of a plan for the intangible family assets that you helped with?
- As a family wealth advisor, have you helped define their Intangible Family Wealth? (not their business wealth and money) What does this look like? How is their Intangible Family Wealth Plan helping to achieve their families agreed upon Family Purpose? What advisors should collaborate on this? How do you fit in?
- Do you know why (and how) most families fail at preserving both Their Family and Their Wealth? How are you helping families prevent this from happening to them? What is your role in the process?
- Do you know how to prepare children of your clients for non-financial leadership roles in the family? Do you know how to help your clients prepare children for an inheritance?
- How do you help a family create a Family Legacy Plan? What is your role in the process? What other advisors do you bring in to help? Can I see an example of one?
- Have your clients and their children archived their Family History yet? If so, how? Did everyone in the family participate? What was your role and what other advisors were involved?



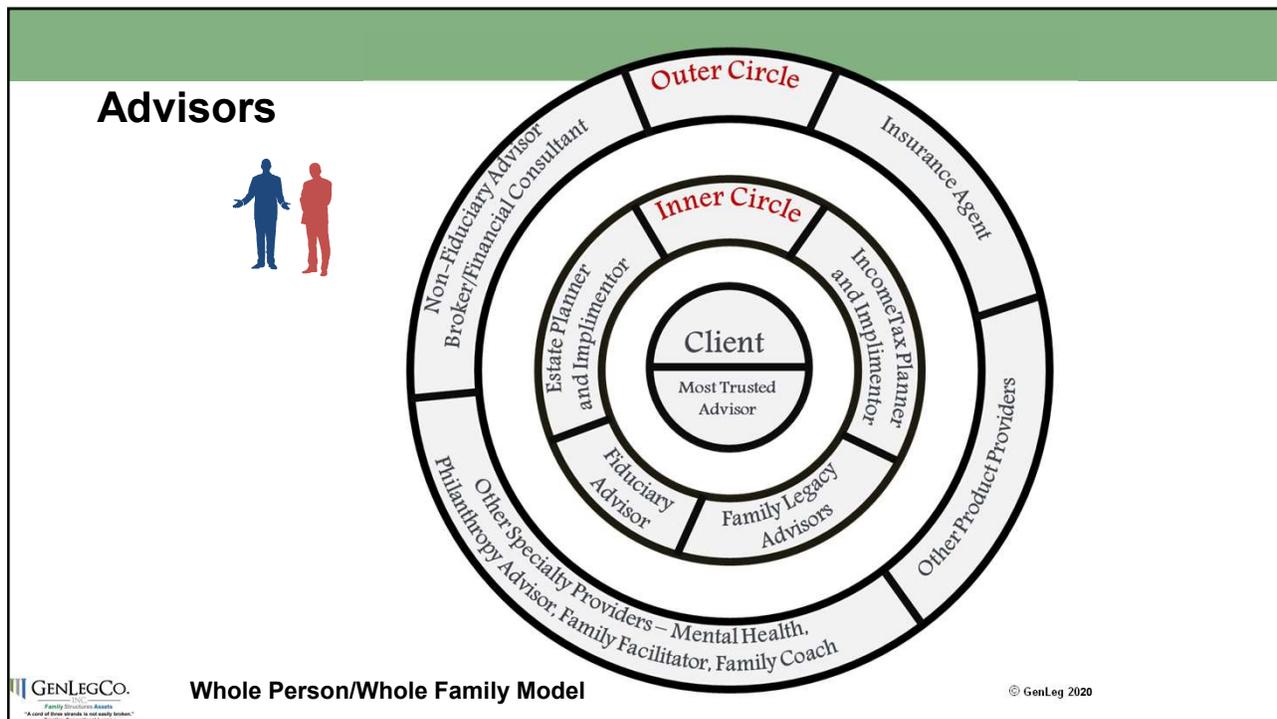
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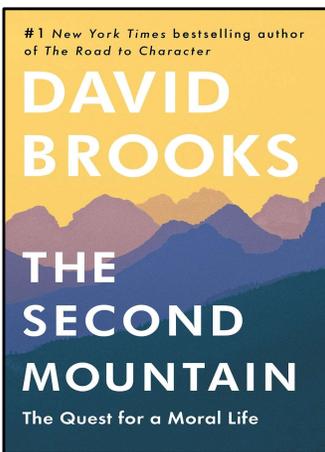
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#1 New York Times bestselling author of *The Road to Character*

DAVID BROOKS

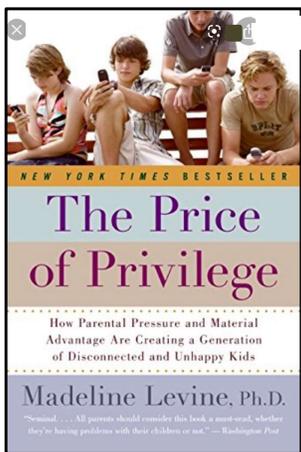
THE SECOND MOUNTAIN

The Quest for a Moral Life

“Hyper Individualism”

“Join a Community!”

David Brooks



NEW YORK TIMES BESTSELLER

The Price of Privilege

How Parental Pressure and Material Advantage Are Creating a Generation of Disconnected and Unhappy Kids

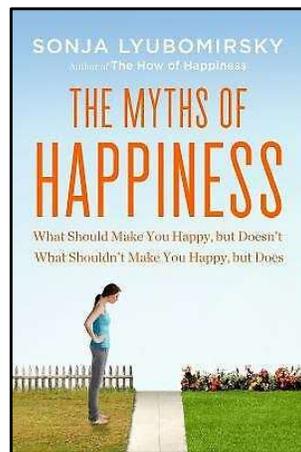
Madeline Levine, Ph.D.

“Essential... All parents should consider this book a must-read, whether they're having problems with their children or not.” — *Washington Post*

“Disconnected, Pressured & Unhappy”

“Let them learn to Fail!”

Madeline Levine, Ph.D.



SONJA LYUBOMIRSKY
Author of *The How of Happiness*

THE MYTHS OF HAPPINESS

What Should Make You Happy, but Doesn't
What Shouldn't Make You Happy, but Does

“Hedonic Adaptation”

“Slow it down! Expose them to what Normal looks like”

Sonja Lyubomirsky

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Takeaway thoughts and ideas:

Consider some of the following questions:

- Do you know why (and how) most families fail at preserving both Their Family Unity and Their Wealth?
- Do you know how to prepare next generations to work together, and for an inheritance?
- As a Family, have you defined your Intangible Family Wealth?
- Has your family archived your Family History yet? If so, How?
- What is your Family Legacy Plan? Can I see it?
- Do you have an agenda for your Family Meeting?
- What process of Conflict Practice and Management has your family chosen?
- Do you have a Family Mission Statement that your whole family created?
- Is one of your trusts designed to Invest Into your heirs rather than Distribute To your heirs?
- Do you know how to prepare next generations for non-financial leadership roles in the family?
- As a Family, have you defined your Intangible Family Wealth?" (not your business and money)
- How is your Intangible Family Wealth Plan helping to achieve your families agreed upon Family Purpose?
- What is your Family Legacy Plan? Can I see it?



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Thoughts on:

- How might Covid-19 change America's culture and your family culture? How might a family benefit if they change their culture now?
- Is the purpose of a family the same for every family? If not, how could it be different?
- What are the positives and negatives of focusing on the family before focusing on the estate and financial plans?
- Think of examples where Family Culture helped or harmed the continuity of a family.
- What benefits can come from organized and prioritized family meetings? What negatives?
- "The opposite of control is participation." Is this true? How does it relate to the running of family meetings?
- How could "Crossties that Connect & Strengthen" create success?



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Key Conclusions – “Get Started!”



1. Most families fail at preserving family and wealth – 70% fail by end of the second generation, 90% after three generations.
2. The cause of this phenomenal family and wealth erosion isn't bad investment management or bad tax planning, Rather, it's the lack of trust and communication around group decision making.
3. Most modern estate plans do not address the critical issue of trust and communication inside the family. In fact, many traditional estate plans increase the likelihood of wealth and family erosion.
4. Family Meetings are a Requirement! Family Education is: “Lifelong Learning Together!” At the meeting: build trust, preserve and deepen relationships, choose interdependence, and practice group decision making. These shared experiences, activities and traditions create “belonging,” reinforce commitment, create resilience, and fortify relationships.
5. Endowed the process! – Fund a F.A.S.T.
6. Family culture is hard to change, especially from the inside. Hire Experienced Family Facilitators/Consultants to get the process started and keep it going – “The opposite of Control is Participation!”

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About GenLeg Co., Inc.

- 30 Years of experience helping to preserve family unity
- Worked with 260+ successful multigenerational families
- Studied an additional 200+ families
- Proven “7 step to Healthy Family Governance” process to assist families with communication, philanthropic vision, legacy planning, succession, education, ...



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Range of Normal Wealth Expenses: For a Family With \$20M of Investments. Over a Ten Year Timeframe, What Do They Normally Spend?



**Until there is a "Presenting Problem," then they would pay
Anything and Everything!**



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GenLeg & Canyon Ranch Partnership: Single & Multi Family Meetings



Coming In 2021 – Please Indicate Interest So We Can Keep You Posted.

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Thank You!!



"A cord of three strands is not easily broken."
Creating Generational Legacy

**Our Passion and Mission is to:
Intentionally introduce and reintroduce a
family to itself repeatedly, with tools, activities
and metrics to create and measure success.
"To Educate, Motivate and Facilitate!"**

Let us show you how we can help your family.



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