

“Families are complicated. Successful businesses have complex technical requirements. Multi-jurisdictional, multi-generational, enterprising families need help structuring their unique process for continuity. The FEA Program focus helps inter-disciplinary professionals to combine their expertise and deliver successful integrated decision making within the family, the business, and the ownership circles. The FEA Program is an excellent educational segment to round out technical expertise and provide a diverse lens that is necessary in solving our clients’ complex continuity plans.”

Susan St. Amand, CFP, CLU, CH.F.C., TEP, FEA, ICD.D
SIRIUS FINANCIAL SERVICES

fea program + designation

FOR ADVISORS TO BUSINESS FAMILIES

Our University educational partners.

University of British Columbia

The Sauder School of Business is one of Canada’s leading academic business schools, with a significant and growing international reputation for excellence in research and learning combined with an unmatched network of global partnerships.

The Business Families Centre at the Sauder School of Business was founded in 2001 as a first-of-its-kind centre for business families and non-family executives. The Business Families Centre (BFC) provides internationally renowned education programs, resources and research for every issue relevant to the family enterprise including governance, relationships, wealth preservation and succession from one generation to the next.

University of Alberta

For over 10 years, the Alberta School of Business has helped ensure that family businesses operating in Alberta can succeed for generations to come.

Our leading faculty and unique resources highlight the transformational issues that surround these individuals and focus on a process of communication and governance to facilitate successful transition to the next generation.

The Alberta Business Family Institute at the School of Business is a centre of excellence with an integral focus on family business in Alberta and the advisors that serve them.

Ivey

Recognized globally as a premiere resource for entrepreneurship research and education, the Pierre L. Morrissette Institute for Entrepreneurship serves new business ventures from start-up to succession. Housed within the renowned Ivey Business School, the Institute provides entrepreneurs with the tools, resources and discipline to thrive in a competitive world. We work at every level—from helping students develop the skills to launch new businesses, to supporting existing entrepreneurs as they take their organizations to the next level.

The Institute is also home to the Business Families Centre (BFC) led by Dave Simpson, which helps family-controlled businesses remain entrepreneurial; a key factor in ensuring long term viability. BFC also helps foster a deeper understanding of the strengths and challenges of the business, the family and the complex relationship that ties one to the other.

Grow your knowledge. Grow your business.

The FEA Program does more than raise your interpersonal intelligence. It gives you a substantial competitive advantage for a comparatively small investment of time and money.

Our graduates report that the Program has facilitated a considerable increase in business, deepened relationships with clients and helped establish them as the most trusted advisor to their family enterprise clients.

The FEA Program and Designation put you on the inside of family enterprise like never before.

For more information, please contact

Tim Mohr, Business Development Manager
Phone: 1.866.849.0099 ext. 225 (toll free)
Email: tmohr@FamilyEnterprise.ca

Take a moment to learn more at FamilyEnterprise.ca



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UBC SAUDER
SCHOOL OF BUSINESS

IVEY
Business School
WESTERN UNIVERSITY CANADA

UNIVERSITY OF ALBERTA
ALBERTA SCHOOL OF BUSINESS
Alberta Business Family Institute

“We demand a lot of our advisors. Not only do they need to have a great depth of experience across multiple disciplines, they must also possess a high emotional intelligence to be able to handle the complexity of inter-family relationships.”

PETER ARMSTRONG
ARMSTRONG GROUP



Stand out. Get inside expertise in Family Enterprise Advising with us.

At Family Enterprise Canada, we set the standards of education quality for advisors with the Family Enterprise Advisor (FEA) Program. This remarkable Program is also a prerequisite to attaining the FEA Designation, which represents the pinnacle of professional expertise in the field of family enterprise advising.

Family Enterprise Canada is a not-for-profit association that serves both as a leading advocate for excellence in family enterprise advising and the designating body for the field. We are committed to establishing and maintaining the highest education and ethical standards for professionals advising family enterprises so families receive advice better suited to their personal and business needs. The FEA Program represents the culmination of years of research and curriculum design with leading business universities in Canada. Originally created at the Business Families Centre at UBC's Sauder School of Business, the program is a proven means for professionals to establish themselves as the most trusted advisor to their family enterprise clients.

Grow your skills and your business.

As we enter the largest transfer of wealth in history, family-owned businesses represent a substantial opportunity for advisors. Whether you are a lawyer, banker, accountant, wealth advisor, family therapist, facilitator, board director, family member or non-family executive, the FEA Program augments your formidable technical skills with a more sophisticated level of understanding around business families and their unique challenges. You will gain a greater appreciation of the implications of your advice and be able to take into consideration a broader spectrum of family enterprise-

specific issues. By growing your skill set in family business advising, you'll deliver better solutions to your existing clients while creating a lucrative niche for your practice in a marketplace with substantial potential and growing demand.

Key learning for family members.

The FEA Program is not just for advisors. Family members who manage or lead their family enterprise have as much, and perhaps more, to gain from the Program. It will freshly illuminate the subtle dynamics of family enterprise and offer you insights that can significantly improve the growth of your business – and harmony of your family.

Families have a challenge. Will you be part of the solution?

By now we've all heard the statistic that fewer than 30 per cent of family businesses will survive into the second generation. We're here to help you change that statistic, one family at a time. Our program delivers a deeper understanding of the complexities inherent in advising business families, and will arm you with strategies to help your clients with transition and succession.

Gain certification with the Family Enterprise Advisor (FEA) Designation.

Families are becoming more discerning about the advisors they bring into their fold. Our graduates put themselves ahead of the curve by being one step closer to receiving the FEA Designation, the only one of its kind in the world.

“The old way of doing business is simply not serving families as well as it could. By raising the standards of advising, we raise the outcomes for all families in business – and by extension for all Canadians.”

MARGARET-JEAN MANNIX
FAMILY ENTERPRISE CANADA BOARD MEMBER

“The FEA Program is primarily geared towards the education of advisors from various disciplines, and I found the interpersonal interaction in class as valuable as the formal instruction. As a family member, being able to converse in a respectful environment where confidentiality was respected, with lawyers, accountants, therapists, wealth managers and insurance advisors proved to be an enriching learning experience.”

TRAVIS KLASSEN
CHIEF EXECUTIVE OFFICER, KLASSEN BUSINESS GROUP

FEA Program Details

Business Family Dynamics

Learn the concepts fundamental to understanding the business family and its unique challenges, especially during a leadership transition. Discover why building a good professional advising network allows for great advising.

Family Enterprise Strategy

Understand what it takes to create long-term “family enterprising” that promotes transgenerational wealth. Learn how to blend family, business and ownership strategies.

Business Boards and Family Councils

Good governance is the foundation for good decision making. Come away with effective frameworks that facilitate successful decisions for business families.

Multi-disciplinary Advising

Leverage a multi-disciplinary approach and learn how to avoid giving advice that conflicts with advisors in other fields. Explore strategies that bridge the gap between different planning disciplines to be part of a successful advising team. Integrate tools for analyzing family dynamics, and discover how your role as an advisor fits within the family enterprise system.

Facilitation and Communication Skills

Learn the essentials needed to manage the complexities of business relationships including how to handle conflict, ask the right questions and defuse tense situations. Understand how the practical facilitation practices of emotional intelligence, group dynamics, authority and leadership improve family communication.

Continuity Planning

Go beyond the technical legal, tax, and estate planning issues traditionally associated with succession planning. Instead, explore the “human” side of the succession process that must be considered in transitioning the family, the business and the ownership successfully.

Knowledge Integration and Application

Bring the program teachings alive by bringing together your far-reaching knowledge in a dynamic dialogue and partnership with other participants. Utilize case studies and presentations to apply your knowledge, which culminates in a final team project and presentation to your peers.



“There is a great deal of distraction in family businesses, deriving from personalities, ownership issues, family involvement/interference and communication issues, both within the business structure and at outside family gatherings.

The FEA program provided excellent support and training that has helped me to understand and navigate these complexities.”

NORA JONES, CPA, CA, CFA, MBA, TEP, FEA
PRIVATE BANKER, RBC WEALTH MANAGEMENT

Learn from the experts.

Earn your FEA Designation from renowned leaders in their fields, combining decades of family enterprise and family advising experience with the academic acumen to provide an unparalleled educational experience.

David C. Bentall is an Adjunct Professor at the Sauder School of Business with expertise in the areas of succession consulting, executive and life coaching, and is a co-founder of the Business Families Centre. David is a seasoned executive and educator who brings a wealth of knowledge and first-hand experiences to family business issues.

Judi Cunningham (MA, FEA) is a partner and senior consultant at TELOS Group and is an expert in the field of family enterprise advising. She illuminates the significant role of families in business—highlighting their economic, community and philanthropic contributions. She has also been instrumental in developing world class programming for business families and designed and developed the curriculum for the Family Enterprise Advisor Program. Judi co-founded the Business Families Centre at the Sauder School of Business at the University of British Columbia and founded the Institute of Family Enterprise Advisors.

Laura Barton (MA) assists business leaders and their families to achieve exceptional results both at work and at home. She specializes in coaching families to create more effective relationships, open communication, a clear family vision, values and goals, and to align their goals with their businesses. Laura earned a Master’s degree in Leadership and Organizational Learning and has a leadership coaching designation.

Gaia Marchisio (PhD) is the Executive Director of the Cox Family Enterprise Centre at Kennesaw State University and the Aronoff Professor of Family Business. As a tenured Associate Professor, Gaia developed several curricula for family business classes and teaches undergraduate and MBA courses on family business, management and behavioural sciences, and consulting services. She has been a visiting faculty member in numerous Family Business Centres in Latin America, Asia, Europe and New Zealand.

Michael N. McGrann (MA, MBA) has worked with family firms and family offices from across the world. He teaches and coaches in the areas of entrepreneurship, strategic planning and family enterprising. He serves on the Board of several growing companies and is the founding partner of The TELOS Group, a consulting firm focused on growth and transition strategies for enterprising families. Mike has worked at several universities—teaching, conducting research and starting new programs. Most recently, he founded the Initiative for Family Business and Entrepreneurship at Saint Joseph’s University in Philadelphia, PA.

Wendy Sage-Hayward (MA, FEA) is a consultant at the Family Business Consulting Group. She has 25+ years experience working with business leaders, family firms and boards. She serves a global and diverse set of clients across the industry, facilitating meaningful conversations with multi-generational families on matters relating to firm continuity, next generation preparation, governance and, when needed, conflict resolution. Wendy is an Adjunct Professor at the University of British Columbia’s Sauder School of Business.

Ruth Steverlynck (LLB (Hons.), FEA) is a Principal with Your Family Enterprise and holds an honors law degree. She specializes in all aspects of business family governance with particular knowledge and skills in facilitating dialogue amongst family members, building trust and managing family conflicts. Ruth ran the PWC Centre for Entrepreneurship and Family Business and was a VP of Wealth Services with BMO Harris Private Banking.

“The FEA designation is quickly becoming the standard in Canada to identify family enterprise advisory specialists. The FEA Program compels advisors to step back from their technical wheelhouse and provides critical context for TEPs in their work with transgenerational family businesses.”

CINDY RADU, TEP, FEA
PARTNER BDO CANADA LLP

Become a leader in Family Enterprise Advising with a FEA designation.

Family enterprise is a vast market with accelerating potential. Eighty per cent of North American businesses are family owned. In Canada, family businesses account for 60 per cent of GDP and create 70 per cent of new jobs. Globally, family enterprise accounts for a substantial 80 per cent of GDP.

The significant impact of family enterprise has driven our mandate to provide education opportunities that foster best practices for advisors in the field. Working with our university partners, Family Enterprise Canada has standardized the education and experience required to signify the highest level of professionalism in the field by creating the Family Enterprise Advisor Designation. Much like the CPA, CFA, ICD or other respected professional titles, the FEA designation sets the benchmark in the family enterprise advising field.

Earn a seal of excellence.

The FEA Designation empowers family business owners to immediately identify trustworthy advising professionals, knowing the FEA Program’s unique training helps them to navigate the needs of business families better than other professionals. An advisor with the FEA Designation exemplifies the trust, understanding and skills required by business families.

Family Enterprise Canada grants the FEA Designation to qualified professionals who fulfill the education criteria and complete a certification process. The FEA Program, offered through our partner universities, is a prerequisite to earning the FEA Designation.

fea FAMILY
ENTERPRISE
ADVISOR