

39 Critical Questions Diagnostics - 1st Generation JacMar Family

Legend: 2 = Critical
1 = Important
0 = Irrelevant

A-E = Most Important
YELLOW = Possibly Controversial
RED = Likely to provoke heated arguments
GREEN = Very Discussable

	Jack	Margaret	Jay	Frank	Karen	Total
1	Are we committed to the future of our family business?					
	1A	2	2C	1	2A	8
2	Are we obligated to work there indefinitely, or may we pursue other careers?					
	1C	2	1	1	1	6
3	Do we want to own the business or should it be sold?					
	1	2	2	1	1	7
4	How do we decide which family members will be employed by the company?					
	1	1D	2D	0	1	5
5	Must we offer every family member a job?					
	0	1	0	0	1	2
6	Should in-laws or other relatives be invited to work in the business?					
	2	1	1	0	1	5
7	What education or work preparation should be required of family members who work in the business?					
	1	1	1	0	1	4
8	How do we assign titles and work responsibility?					
	1	1	1	2	1	6
9	How should we evaluate and pay family members who work in the business?					
	1	2B	2	2C	1	8
10	What should we do if a family member doesn't perform, or leaves the business?					
	1	2	2B	2A	1	8
11	How do we select the next leader of the company?					
	2B	2	2A	2B	2B	10
12	When do we decide who will be the next leader of the company?					
	2	2	1	0	2C	7
13	When and how should leadership transition take place?					
	2	2	1	2	2D	9
14	How do we evaluate our new leader's job performance?					
	1	2C	1	1	2E	7
15	How do we provide meaningful careers for other family members who are not chosen to lead?					
	1	1	1	0	2	5
16	Who should serve on our board of directors? Family members? Others? Employees? Our outside advisors?					
	2D	1	0	0	1	4
17	How should our board of directors function?					
	1	1	0	0	1	3
18	What should we expect of our directors?					
	1	1	0	0	1	3
19	Who should own stock in the business?					
	2	1	0	0	1	4
20	Should all children own equally, whether or not they work in the business?					
	2	2	1	0	1	6

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	2	1	0	1	1	5
22	How do we balance the interests of inside family shareholders (who work in the business) with the interests of outside family shareholders (who don't work in the business)?					
	2	1	1	0	1	5
23	What do we do if a family shareholder wants to sell out?					
	2	2	2	2D	1	9
24	How should we deal with family disagreements? (Between individuals? Between members of the same or different generations?)					
	1	2A	1E	2E	1	7
25	How do we teach in-laws and younger family members about the values and traditions of our business and our family?					
	1	1	1	0	1	4
26	Who will lead family activities in the next generation?					
	1E	2	0	2	1	6
27	How do we help family members who are in financial distress?					
	1	1	1	0	1	4
28	What other responsibilities do we have towards family members?					
	1	1	0	0	1	3
29	What do we do if there is a divorce in the family?					
	0	2	0	0	1	3
30	What if a family member breaks the law or is seriously irresponsible?					
	0	1	0	2	1	4
31	How do we support family members in their own business ventures?					
	0	0	1	0	0	1
32	How do we protect the contributions of unrelated key employees?					
	1	1	0	0	0	2
33	To what extent do we involve key employees in family disagreements?					
	1	0	0	0	1	2
34	What obligations do we have to prized employees?					
	1	2	0	0	1	4
35	Should key employees own stock in our family business?					
	1	0	0	0	0	1
36	Might one key employee be the next leader of our business?					
	1	1	0	0	0	2
37	How do we treat loyal employees whose productivity or value to the company has declined?					
	1	2	0	0	0	3
38	What are our responsibilities to the community?					
	1	0	0	0	0	1
39	How do we cope with our public image and the public's expectations of us?					
	1	0	0	0	0	1
Total	45	50	28	23	38	