

Transfer of Ownership in Private Businesses - European Experiences Stockholm, Sweden, 25th – 26th March 2010

*Session: Day 2, Track C Next generation and
ownership transfer: Competence development
for new owners/managers*

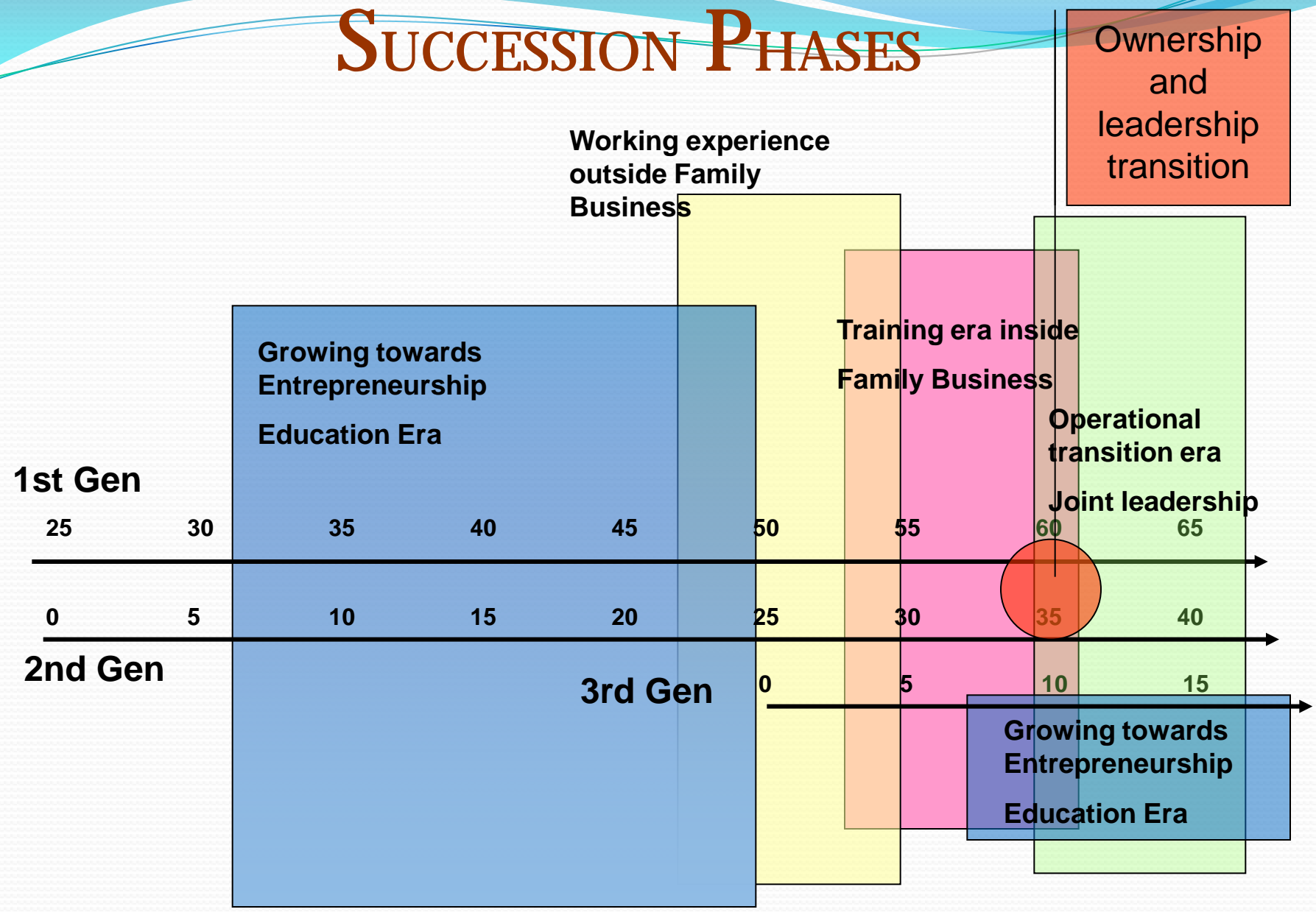
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When will the successors be ready to take over the business? Can I trust my business to my children?

When they can do the routines, lead the people, manage the processes, plan a strategy and vision, create new ventures and when they have earned the respect and they have a healthy self-esteem...then they are ready to retire

*There is so much I should learn...it will
take me a lifetime to learn it all ...
...luckily I have just that much time J*

SUCCESSION PHASES



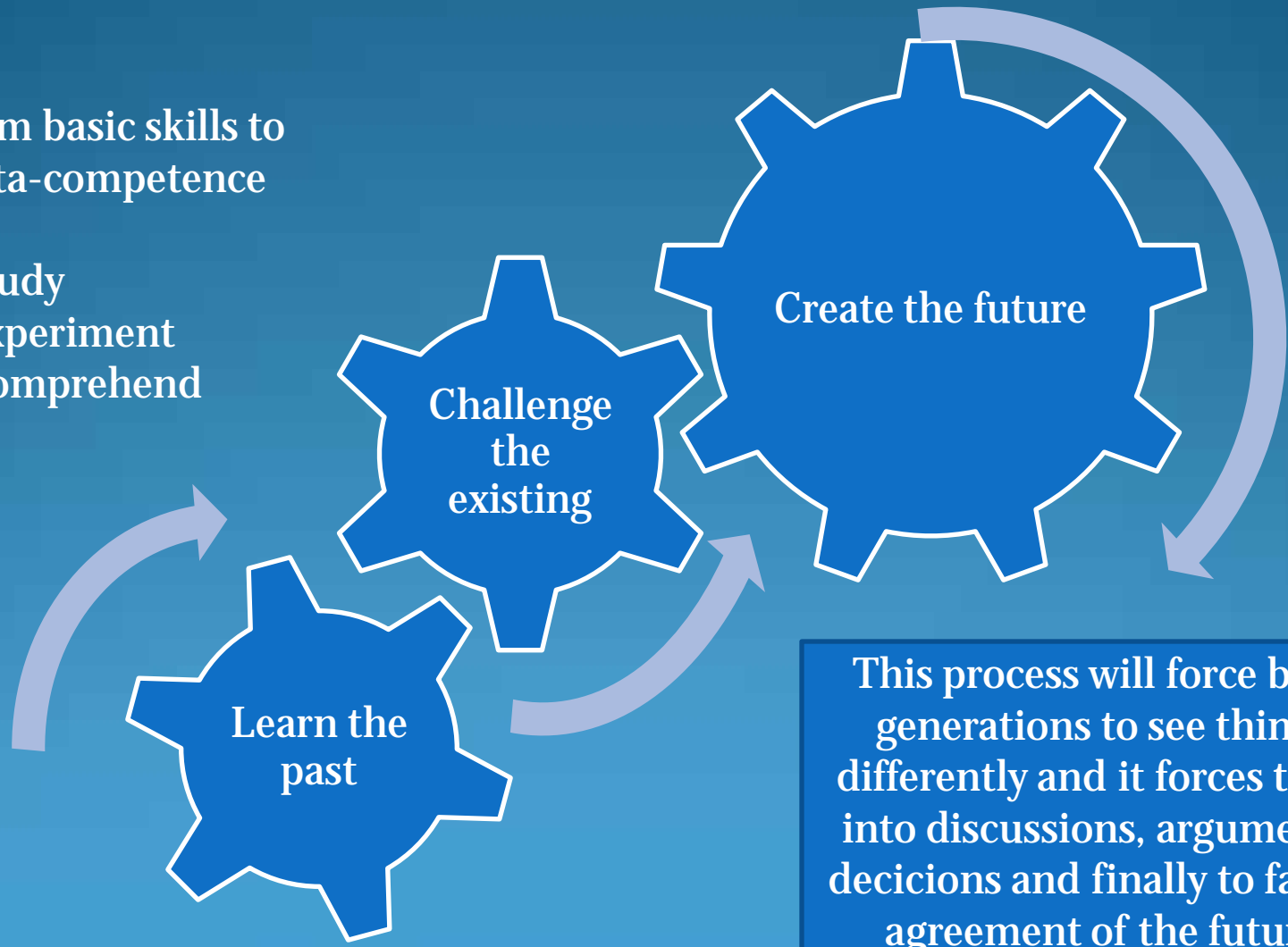
Competences needed

| | Non-Organisation specific | Organisation specific |
|-------------------|---|--|
| Non Task-specific | <p>Meta-competence</p> <p>General knowledge and skills : social skills, languages, learning to learn skills,</p> | <p>Intraorganisational competence</p> <p>Business vision, strategy, goals, organisation, leadership, business logic</p> |
| Task-specific | <p>Operative standard competence:</p> <p>sales&marketing, legal issues, financial, processes</p> | <p>Unique competence:</p> <p>Technology, R&D</p> <p>Nordhaug 1991</p> |

How to acquire competence needed ?

From basic skills to meta-competence

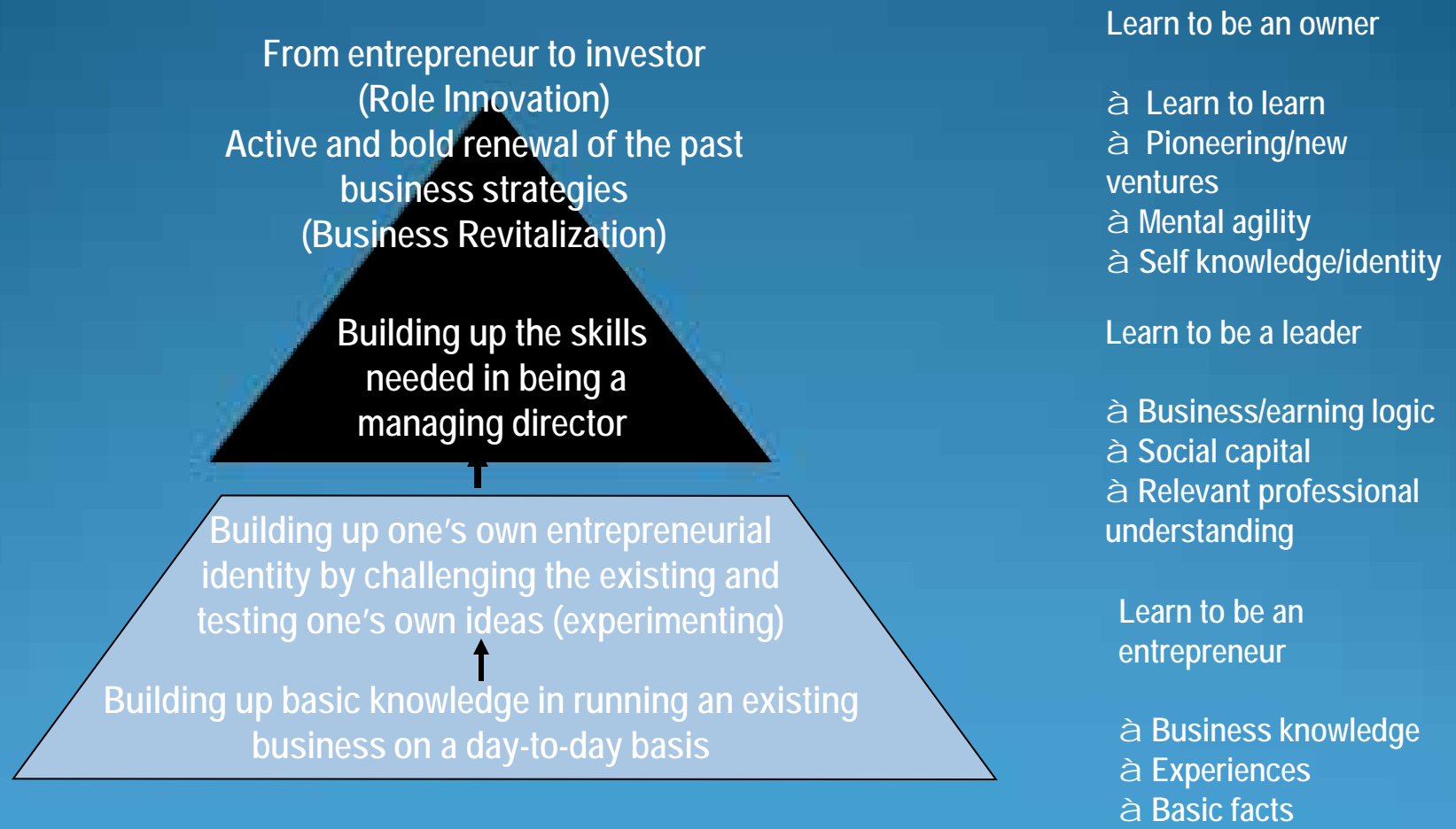
- Study
- Experiment
- Comprehend



This process will force both generations to see things differently and it forces them into discussions, arguments, decisions and finally to family agreement of the future

Successor School

from basic skills to meta-competence



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- Advisor in family business transfer issues for European family companies and for private and public organisations in their business transfer projects since 1999, managing director, Confidentum Ltd.
- Ministry of Employment and the Economy, assistant expert responsible for co-ordinating business transfer advisory services in Finland as an consultative advisor for private and public sector bodies dealing with these issues (2002-2003)
- EC expert group on fostering uniform transparent marketplaces for the transfer of business – Finnish representative
- The Finnish Business Transfer Society, founder and the first chairman

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