

**Legacy Planning Is Different Than Traditional Estate Planning
Become a Legacy Advisor to Grow and Differentiate Your Practice**

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Families Often Lose Family Connection and Unity

Over 60% of wealthy families are losing unity, connection and history by the end of the second generation. Family Wealth and Businesses often follow.

GenLeg Co. Survey of 200+ families, and
"For Love and Money" by Roy Williams

Over 90% of families are losing unity, connection and history within three generations.

Traditional estate plans designed for tax efficient transfers of family wealth, often speed up a family's separation rate.

It's Not About The Business!



**A Strong Business
Cannot Hold A
Family Together,
But A Strong
Family Can Hold A
Business Together!**

- GenLeg Co.

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Families Are Not Losing Unity Because of The Business



60% of separation and loss of unity is due to a lack of Experience and Trust in Group Decision Making (Governance).

25% of failure is due to unprepared heirs (communication).

10% of failure is due to no clarity of family purpose and no individual sense of place or purpose in the family.

Less than 5% of failure is due to failures in management, financial planning, taxes, and investments!

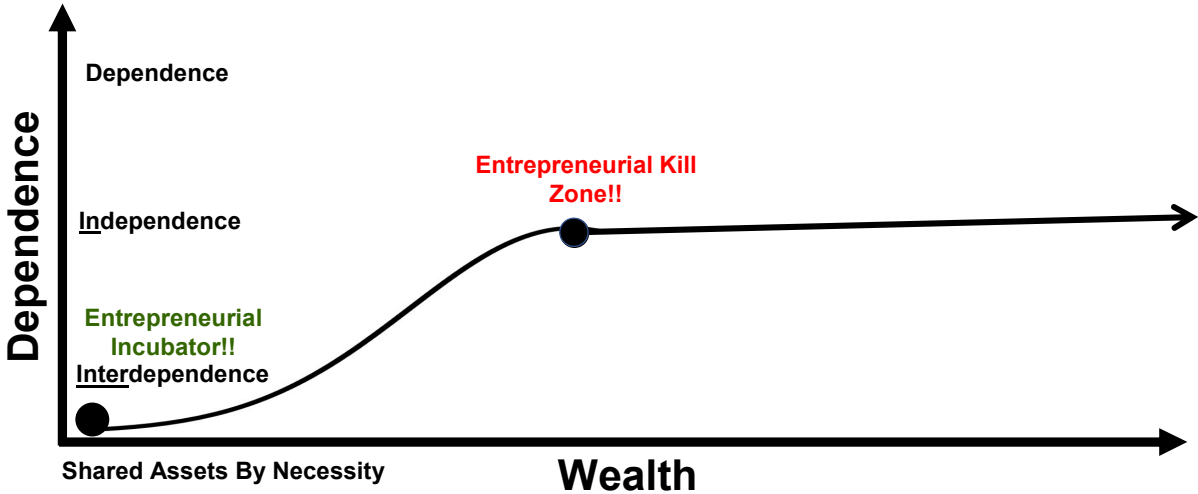
Sources - 1) GenLeg Co.'s interviews of over 500 families.

2) "For Love and Money" and "Preparing Heirs" by Williams and Preisser

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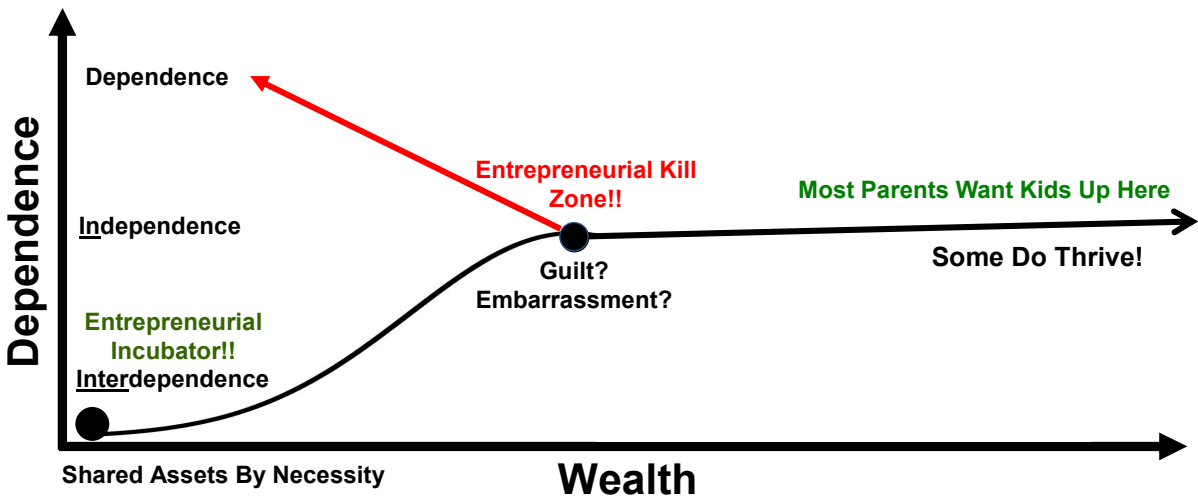
Wealth Often Allows Too Much Separation

Independence vs. Interdependence



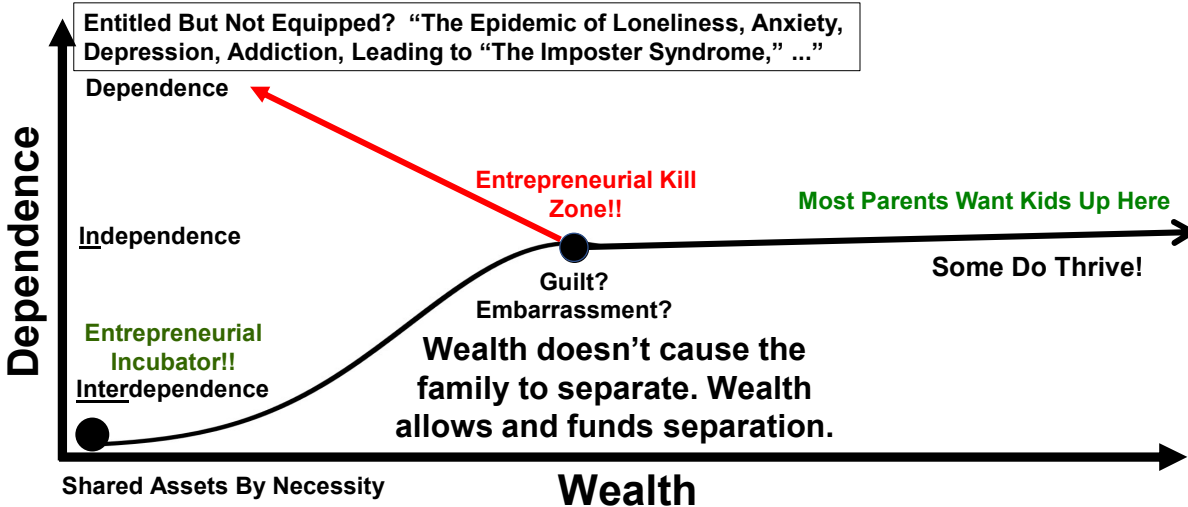
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Independence vs. Interdependence



Wealth Often Allows Too Much Separation

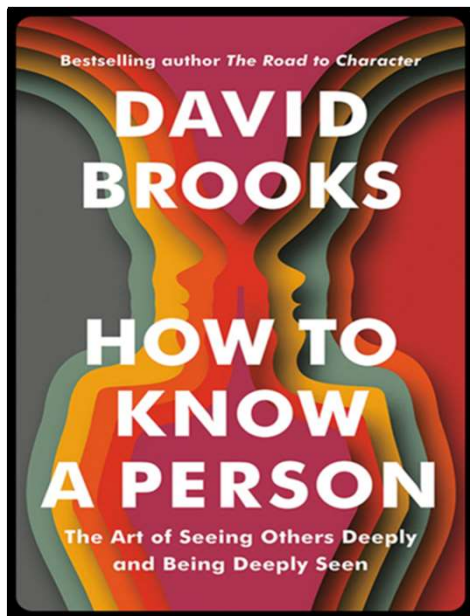
Independence vs. Interdependence



Family Estrangement is Becoming the Norm!

Family Estrangement flies in the face of what most of us are taught as children: that family is forever and that bonds of blood cannot be replicated. In 2020, 27% of Americans over 18 were estranged from one or more family members. This percent could be much higher because many people are reluctant to discuss the topic.

Professor Karl Pillemer, Cornell U. and author of Fault Lines



The number of Americans who say they have broken with a member of their immediate family is now at 27%.

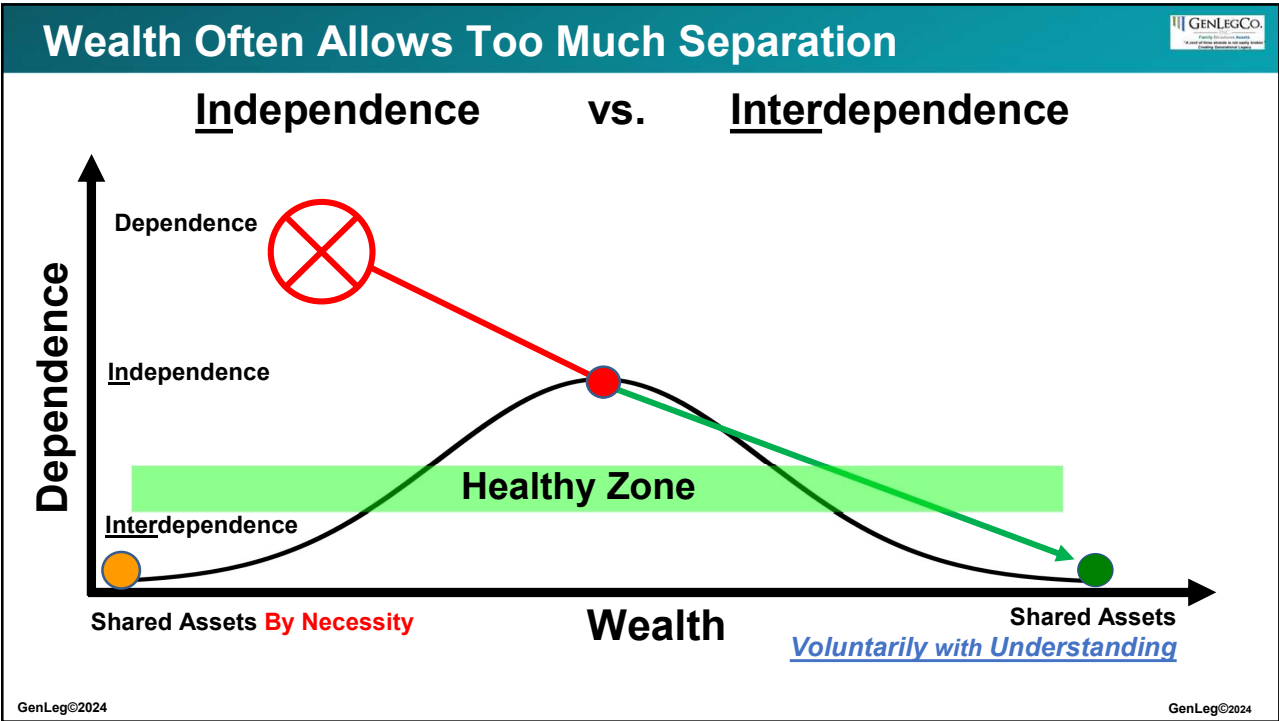
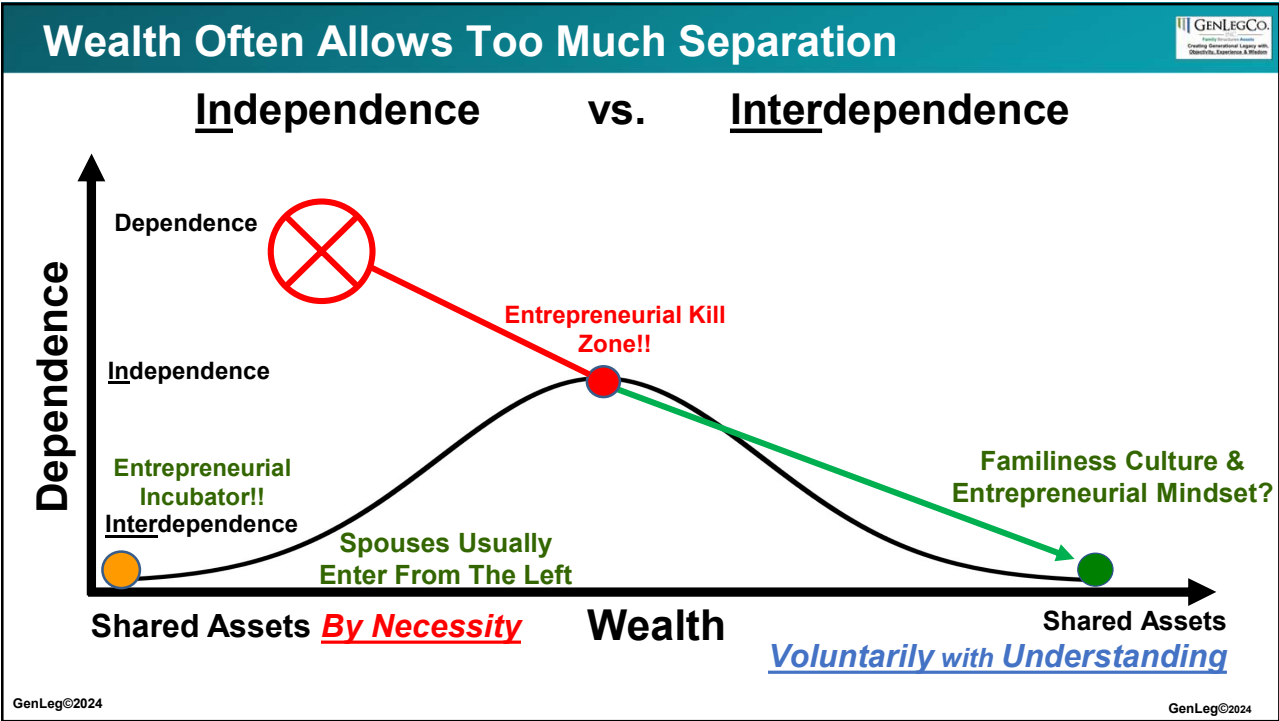
David Brooks

“Become an Illuminator!”

“Not a Diminisher!”

David Brooks on Loneliness and Anxiety

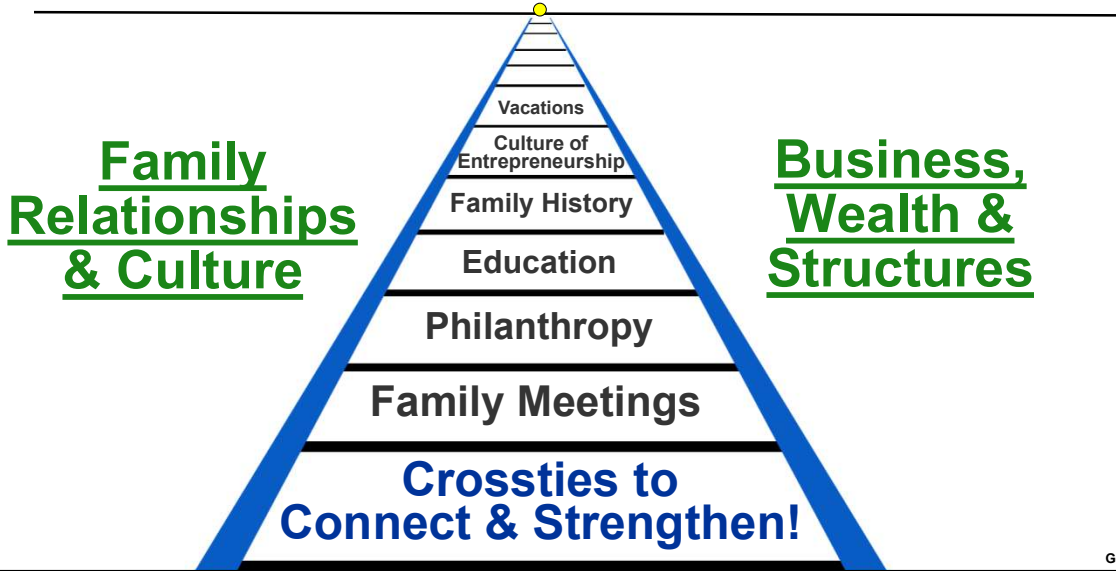
- 1) 36% of Americans report feeling lonely, often or all the time.
- 2) There is a 55% increase in Americans saying, “No one knows me well.”
- 3) People saying, “I have no close personal friends has quadrupled since 2000. “
- 4) Depression rates are skyrocketing. Suicide is up 30% while teen suicides are up over 100%.
- 5) The people who rank themselves in the lowest category of “Happiness” has gone up by 50%.
- 6) The number of Americans who say they have broken with a member of their immediate family is now at 27%.



A Role And A Purpose Are Required For Success



“Vanishing Point”



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A Role And A Purpose Are Required For Success



<u>Roles</u>	<u>Roles</u>	<u>Roles</u>
Family Relationship Family Connection Family Fun & Teambuilding Family Culture/Values Family Communications Family Support Family Traditions Cherished Relationships	Family Meeting Family Philanthropy Family Vacation Family Entrepreneurship Family Lifestyle Family History Family Education Purposeful Engagements	CEO of Family Businesses Financial Manager Property Manager Trustee of Family Trusts Board Members of Family Boards, Business & Charity Managers in Family Business Financial Stewardship

A Role And A Purpose Are Required For Success



Important for Legacy

Important for Wealth

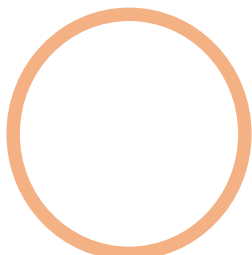


- Roles**
- Family Relationship
 - Family Connection
 - Family Fun & Teambuilding
 - Family Culture/Values
 - Family Communications
 - Family Support
 - Family Traditions
 - Cherished Relationships**

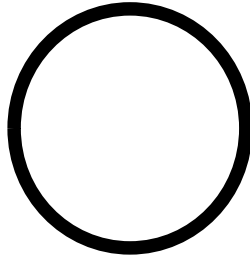
- Roles**
- Family Meeting
 - Family Philanthropy
 - Family Vacation
 - Family Entrepreneurship
 - Family Lifestyle
 - Family History
 - Family Education
 - Purposeful Engagements**

- Roles**
- CEO of Family Businesses
 - Financial Manager
 - Property Manager
 - Trustee of Family Trusts
 - Board Members of Family Boards, Business & Charity
 - Managers in Family Business
 - Financial Stewardship**

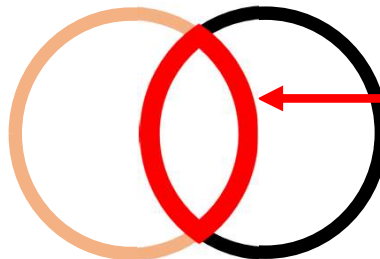
Independence, Stifling Uniformity, & Interdependence



Total Independence
(Estrangement)

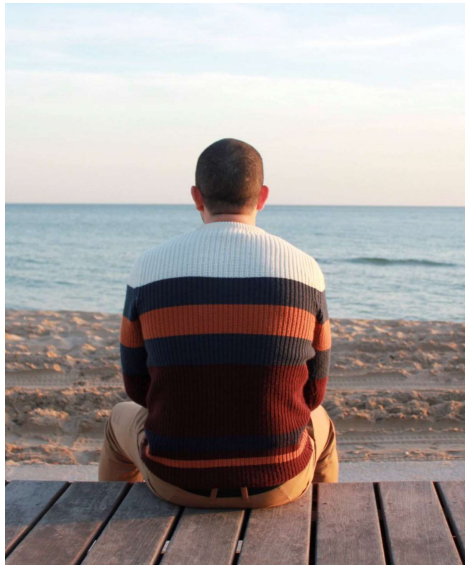


Stifling Uniformity
(I want OUT!)



Healthy Interdependence
(Knowing each Others' Strengths & Boundaries)

The Key is the overlap



**“The greatest
burden to bear
is no burden to
bear.”**

- Anonymous

The Changing Role of Parents Over Time:

How does the parent define “Respect” as they transition from:

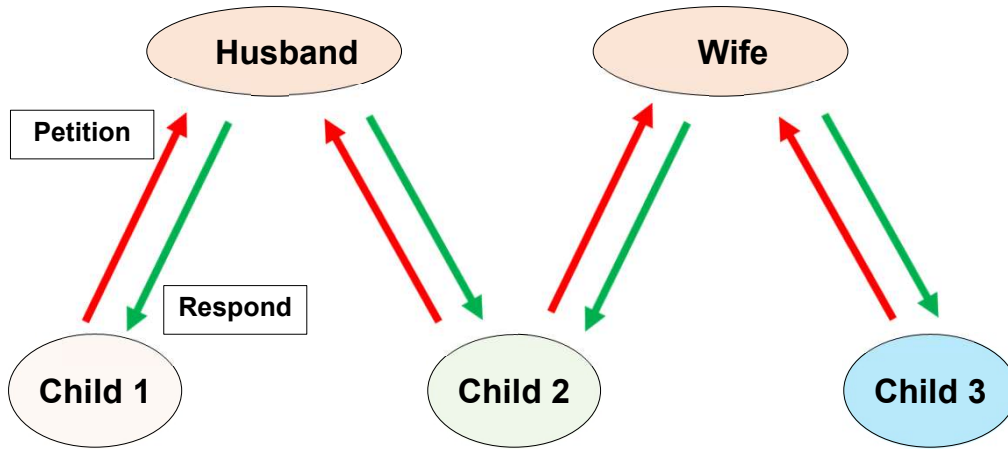
Cop, to Coach, to Consultant?

Cop: “Obey me!”

Coach: “Enjoy and trust my instruction and practice it.”

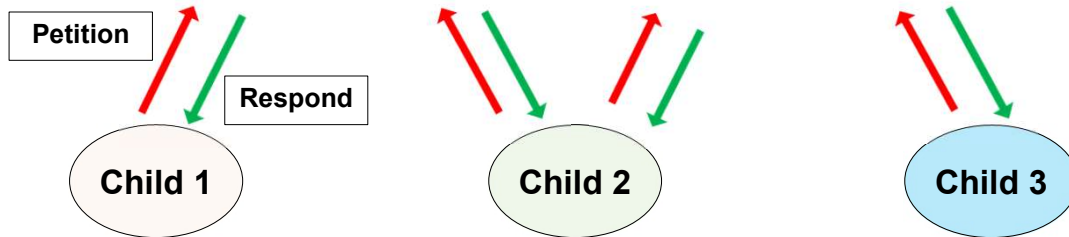
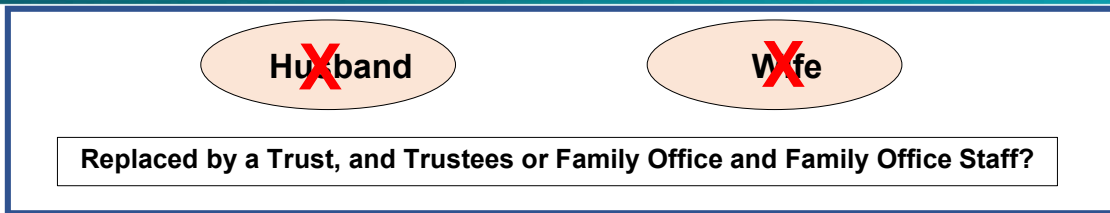
**Consultant: “Come to me for my nonjudgmental experience,
wisdom, and guidance.”**

To Succeed: Move From Cops To Consultants



Governance?

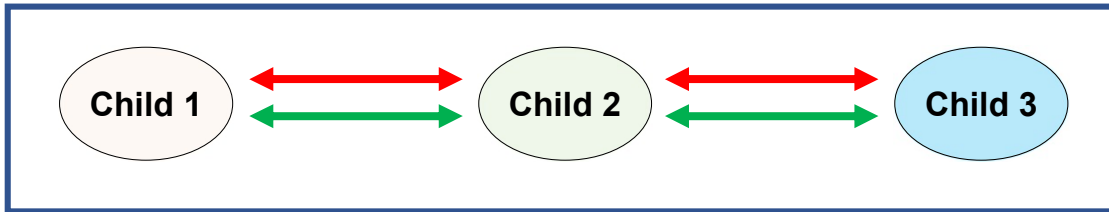
To Succeed: Move From Cops To Consultants



Governance?

Children are Children Forever!

To Succeed: Move From Cops To Consultants

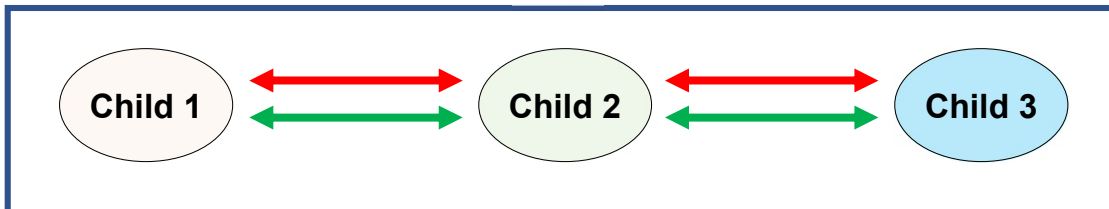


Governance?

The Beginning of a Family Council



To Succeed: Move From Cops To Consultants

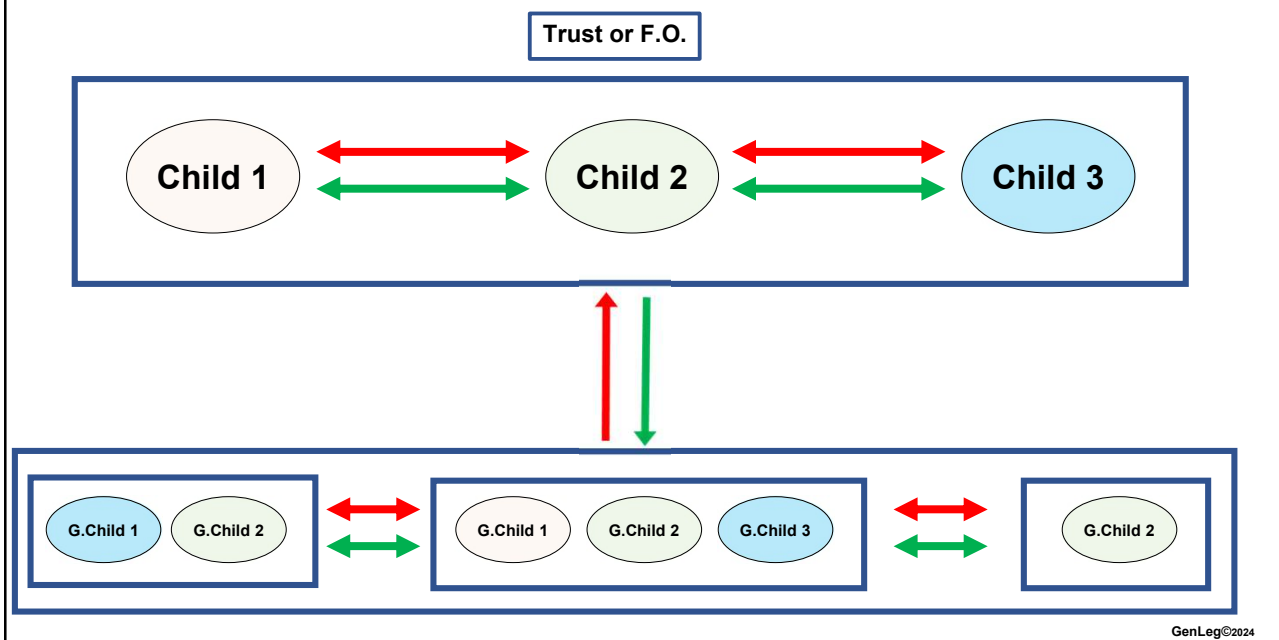


Governance?

The Beginning of a Family Council



To Succeed: Pass On The Working Together Culture



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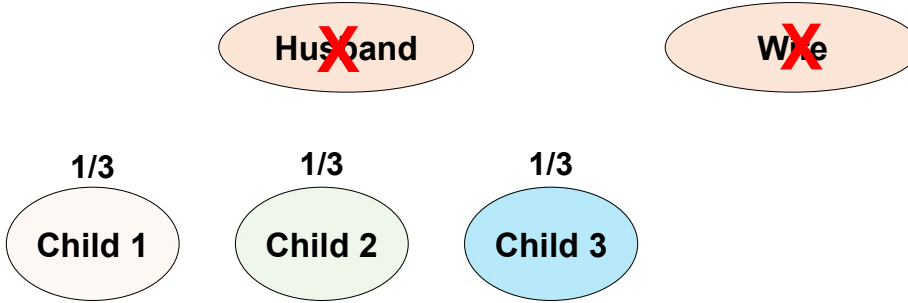
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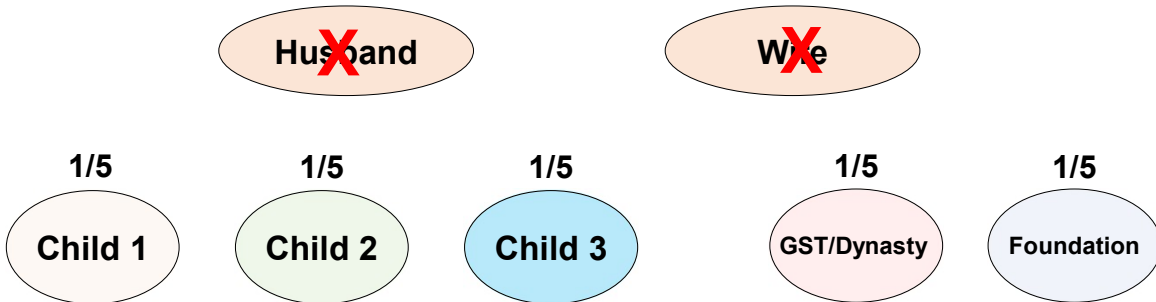
Consultant: “Come to me for my nonjudgmental experience, wisdom, and guidance.”

How Can the Estate Plan Mirror This Change as the Family Matures?

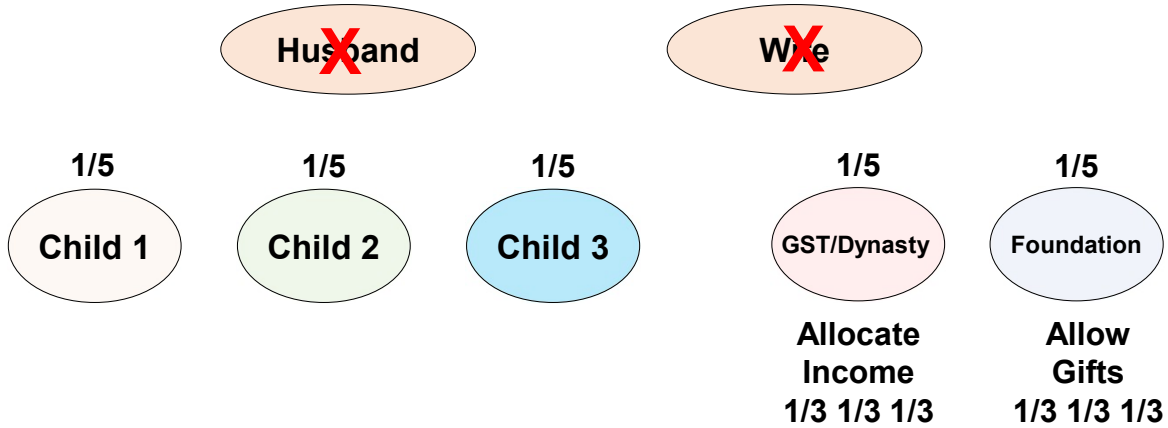
What Normally Happens



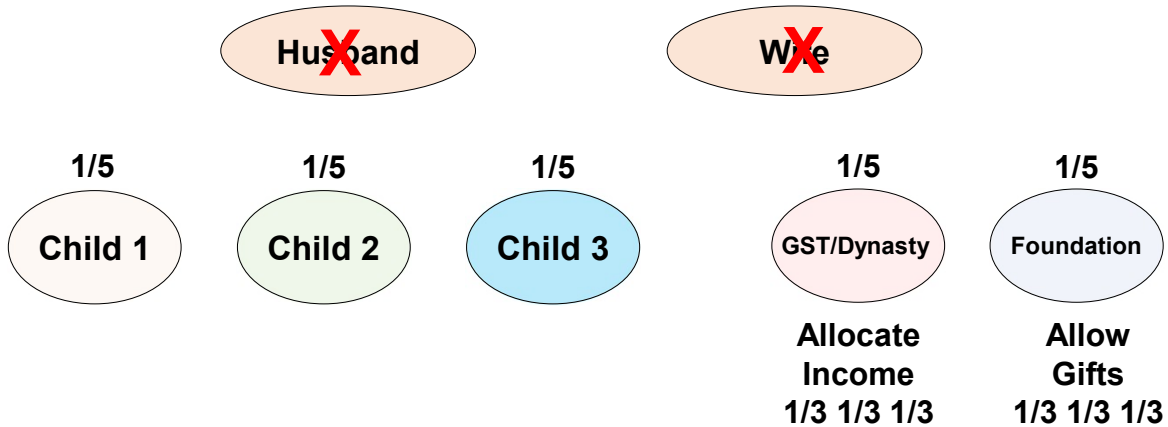
What Could Happen



What Could Happen

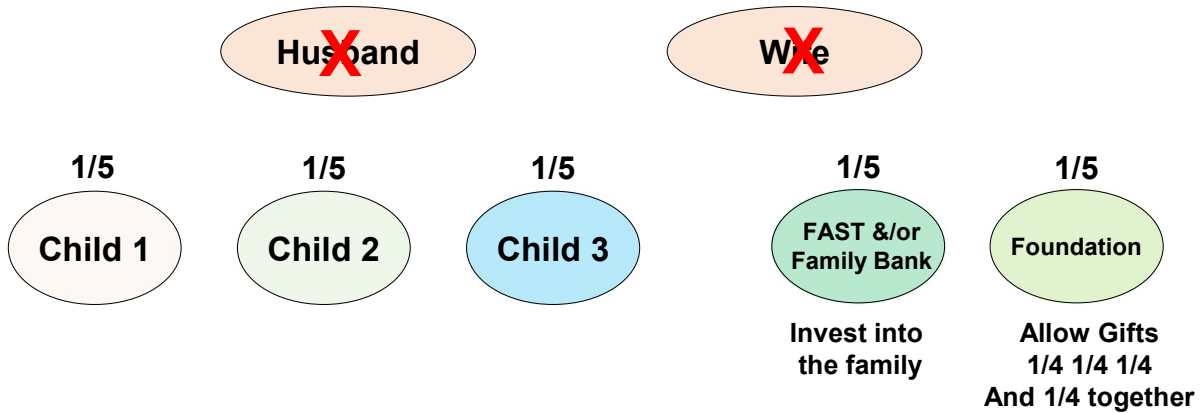


Aren't We Back To What Normally Happens



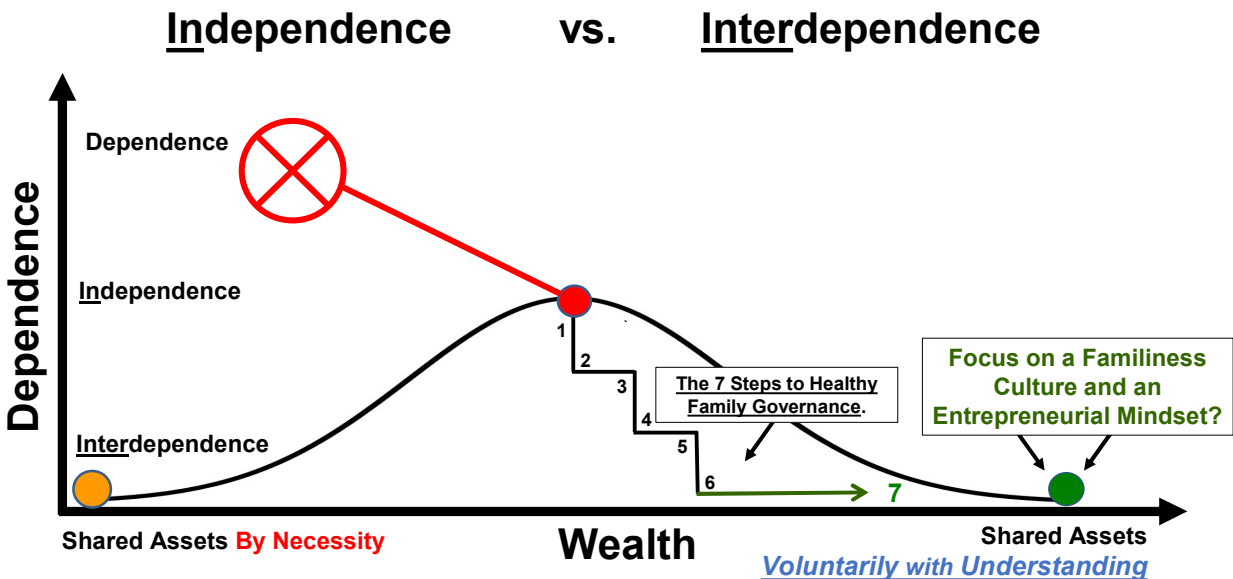
Isn't this creating 1/3 1/3 1/3 again? Where is the working together and knowing each other? Will cousins connect?

What If a FAST and a Different Charitable Governance?



Now there is an intention, a structure, and a Governance Process for the Family To Work Together.
 Creating connection and knowing each other.

Wealth Often Allows Too Much Separation



Seven Steps to Healthy Family Governance



7. **Advancement** – Connecting “Family Purpose” to the estate plan and Endowing a Family Practice!
6. **Action** - Practice Leadership and Create Your Process of Governance:
5. **Conflict Management - Empathic Communication** – 1) Get to Understanding, 2) Gracefully Express Frustrations, 3) Get to Repair & Rebuild Trust.
4. **Values, Purpose, Vision, and Mission** - “Words to Definitions to Stories”
3. **Communication** – Leadership Styles, Style Shifting, and Building Trust!
2. **Education** - “Lifelong Learning Together”
1. **Assessment** - Setting the Foundation

All These Steps are Introduced and Implemented at a Family Meeting!

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Family Meetings And Philanthropy Are Critical!



The most important “Tradition” to leave your family is a Family Meeting Process!

Examples:

Rothschild
Rockefeller

Mellon

DuPont

Forbes

Searle

Houghton

Coors

Greene

...

All of the 200+ families we have surveyed, plus 90% of the 300+ families we have worked with!

**All have organized and prioritized Family Meetings!
And Family Philanthropy is on the agenda.**

Legacy Families Have A Tradition Of Family Meetings!

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Expectations and Desired Outcomes



Lifestyle/Culture:

- We are VERY close!
- We have lots of gatherings.
- We are best friends.
- Some of my friends get weirded out by how close we are.
- ...

Expectations and Desired Outcomes



Challenges:

- We need Roles, Goals and Responsibilities in the family.
- Filling Mom and Dad's shoes will be a big task. They both counsel us a lot to keep us connected and unified (especially Mom). Her social work background helps.
- We work on our individual difficulties and how we fix them. Now we need to do the same with our family difficulties as we try to stay close as we get married, move around the country, and have less time for siblings, parents and our childhood family.
- ...

Expectations and Desired Outcomes



Most pressing issue:

- I hope our family will remain just as close as we are now in the future when everyone has gotten married and has move out and started their own families.
- We are lacking a process for family decision making of consequence.
- That our family continues to uphold our values and remain close throughout the years to come.
- ...

“Assessment”

Family Governance Assessment

Family Assessment

Rate Importance
(5= Very Important; 0= Not Important)

Rate Family Achievement
(5= Mastered; 0= Haven't Started)

A- 5 4 3 2 1 0 5 4 3 2 1 0
 B- 5 4 3 2 1 0 5 4 3 2 1 0
 C- 5 4 3 2 1 0 5 4 3 2 1 0
 D- 5 4 3 2 1 0 5 4 3 2 1 0
 E- 5 4 3 2 1 0 5 4 3 2 1 0
 F- 5 4 3 2 1 0 5 4 3 2 1 0
 G- 5 4 3 2 1 0 5 4 3 2 1 0
 H- 5 4 3 2 1 0 5 4 3 2 1 0
 I- 5 4 3 2 1 0 5 4 3 2 1 0
 J- 5 4 3 2 1 0 5 4 3 2 1 0
 K- 5 4 3 2 1 0 5 4 3 2 1 0
 L- 5 4 3 2 1 0 5 4 3 2 1 0



5 4 3 2 1 0 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. 5 4 3 2 1 0

P- 5 4 3 2 1 0 5 4 3 2 1 0
 Q- 5 4 3 2 1 0 5 4 3 2 1 0
 R- 5 4 3 2 1 0 5 4 3 2 1 0
 S- 5 4 3 2 1 0 5 4 3 2 1 0
 T- 5 4 3 2 1 0 5 4 3 2 1 0

My most pressing issue is: _____
 Print Name _____ Date _____
 Email address _____ Phone Number _____

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Weston Family Assessment Results



Ranking	GenLeg Assessment Statements	Gap
1	The next generation of my family is prepared to take over the leadership of all aspects of our family tangible and intangible wealth should something happen to the senior generation.	24
2	We have a plan for a genuine transfer of leadership within our family. (& businesses if any)	23
3	Our family holds separate meetings for the family business and the business of being a family.	19
3	We have identified the various roles that are necessary for our family to be both financially and non-financially responsible and successful. Everyone is encouraged to participate.	19
	...	18

Seven Steps to Healthy Family Governance



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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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Team Communication Styles

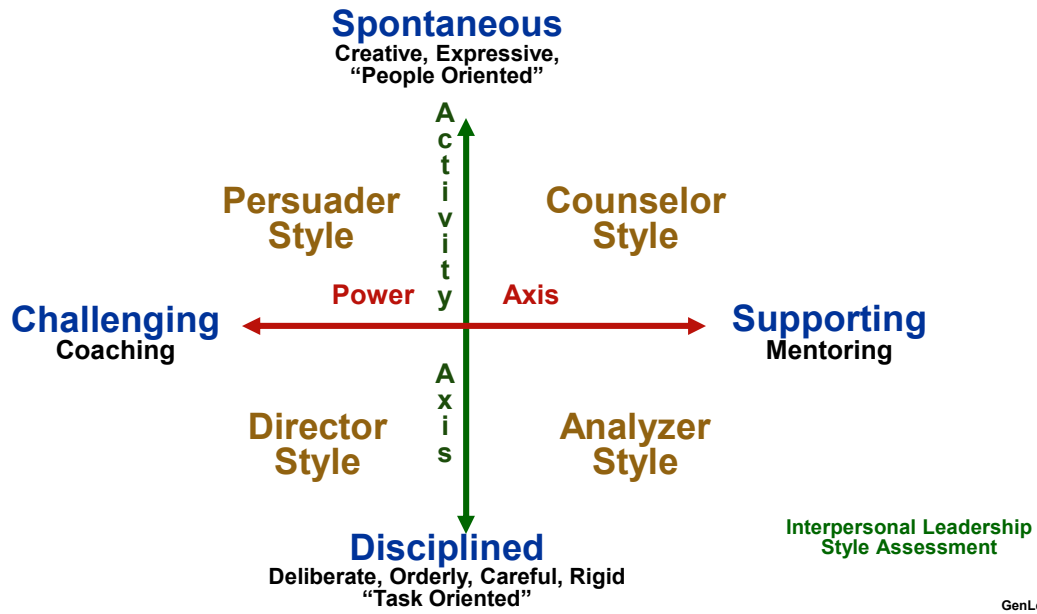


Even if we try to communicate often and clearly, our communication and leadership “Styles” can get in the way.

Your communication style is not about what you are trying to convey, it is about “How” you are trying to convey it.

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Team Communication Styles



Heat Meter

Recent interaction in a Family Meeting.

This is when the Counselors and Analyzers were hoping the decision would be made. When we had the facts, a good plan on how to decide, and everyone was onboard.



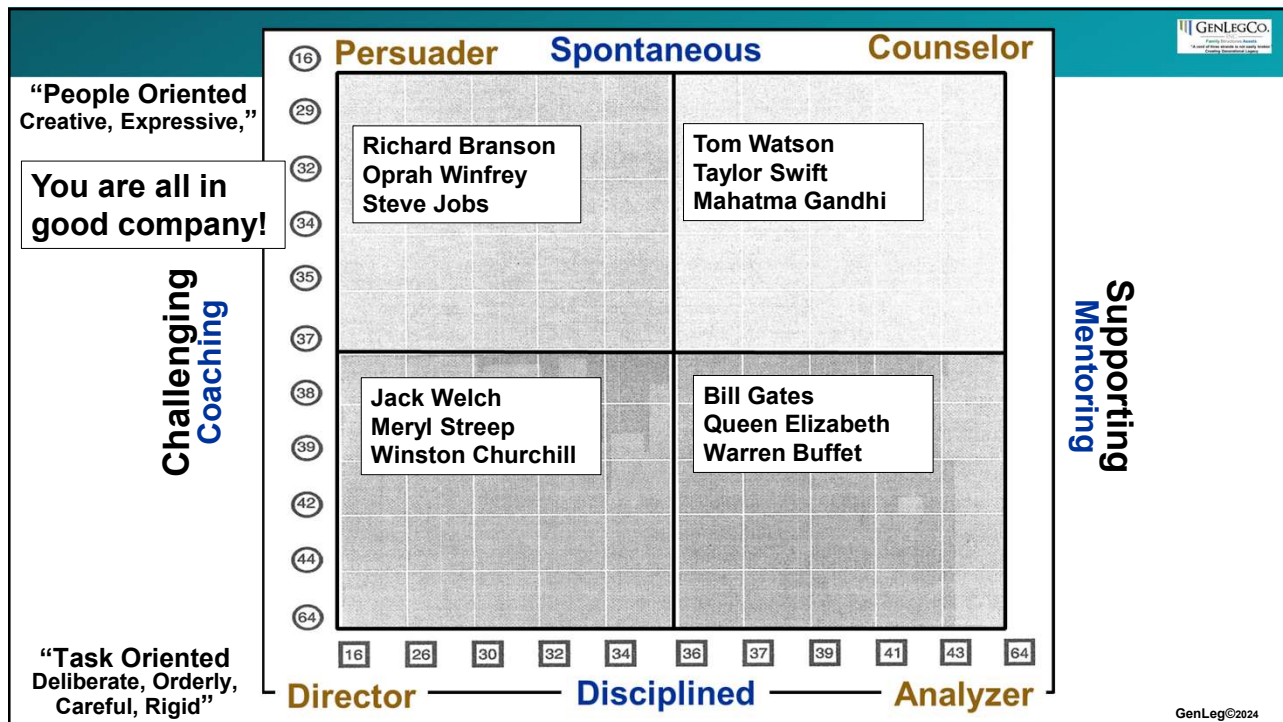
Start the conversation. Express our unique desires & ideas.

Start to Jockey for power, set goals & Lobby for our desires.

Impatient Directors and Persuaders start to take over the meeting

Quick decision pushed through. Directors and Persuaders take credit for saving the day.

Meeting breaks up (or apart) with Counselors and Analyzers thinking "What a bad decision" & "I'm not doing this anymore."



Family Meeting Rules of Engagement

Rules / Tools for Communication:

- “Ouch!”
- Egg Timer - Talking Stick - Talking Stick with an Egg Timer
- Next day confirmation of decisions
- “What did you hear me say?”
- Get verbal confirmation from every person before moving on – or take a written vote. “Speak up you counselors and analyzers!”
- A Family “Heat Meter.” How is our tone? What is the body language?
- If someone were “On the balcony,” what would they say about our interaction?

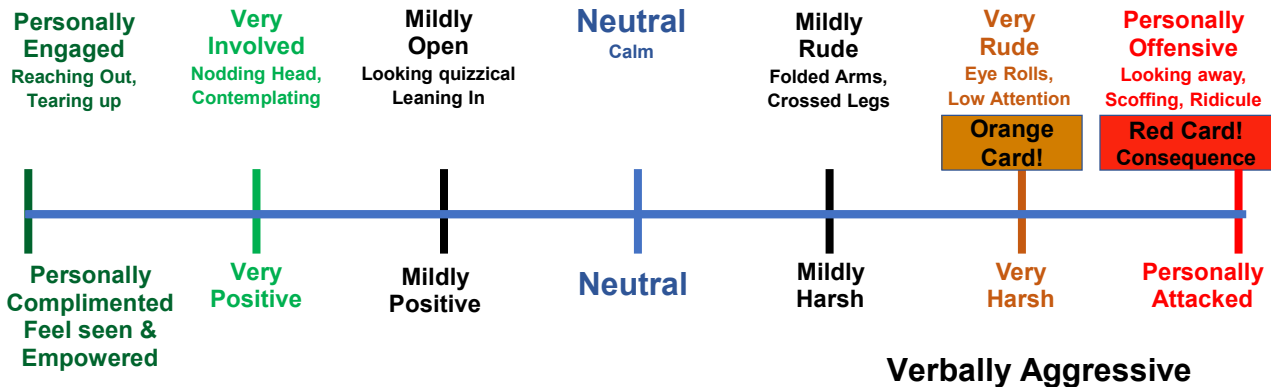
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Heat Meter

How would I rate this in person interaction?

Passive Aggressive



Do this every 15 to 30 minutes? After every decision?

Don't take the bait to Escalate! Conflict is Inevitable! Being a Jerk is Optional!

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Values to Action



Core Values

Purpose of the family

Purpose of the wealth

Vision of the future

Mission Statement

Action Steps and Governance to get there

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So What's A Family Mission Statement?



A Family Mission Statement defines the family's objectives and its approach to reach those objectives.

It is your Family Declaration of Interdependence!

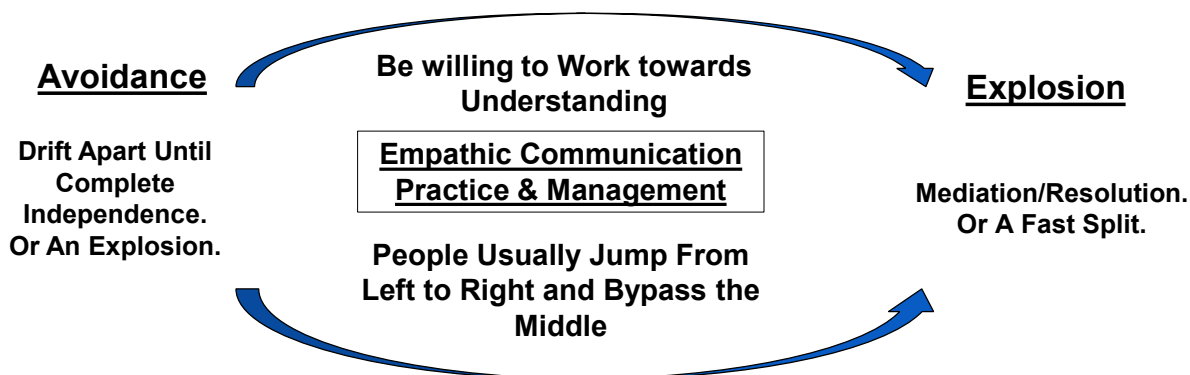
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How Do We Deal With Conflict?

Conflict



“Experience Me”

How I experience me is different than how you experience me. I experience me from the inside out. You experience me from the outside in.

I know my thoughts, fears, aspirations, and motivations that cause my words and actions. You see and hear my words and actions and then make assumptions to write a story of what you think are my thoughts, needs, fears, aspirations and motivations.

I am not responsible for your assumptions, but I am responsible for my words and actions!

How Communication Goes Wrong



There are five basic areas in which communication can go wrong:

- 1) What you want to say**
- 2) What you actually say**
- 3) What they hear you say**
- 4) What they think you mean**
- 5) Tone, timing, body language, and your communication style.**

Usually what you meant to convey is not at all what is received.

The Root of Conflict



- **Communication Style**
- **Love Language**
- **Holding on to Past Stories**
- **Differing Values, Hopes, Dreams, Generations, Cultures**
- **Power- Needing to be Right**
- **Unforgiveness**
- **Unmet Needs**
- **Not Feeling Understood**

How Do People Usually Deal With Conflict



- **Avoid the person**
- **Confront the person without accepting any responsibility. (it is YOUR fault...blame and shame)**
- **Justify our motivations, “I was just...” (“It is not MY fault” implies, “It’s yours”)**
- **Act as if nothing is wrong yet harbor resentment**
- **Create alliances with other family members**

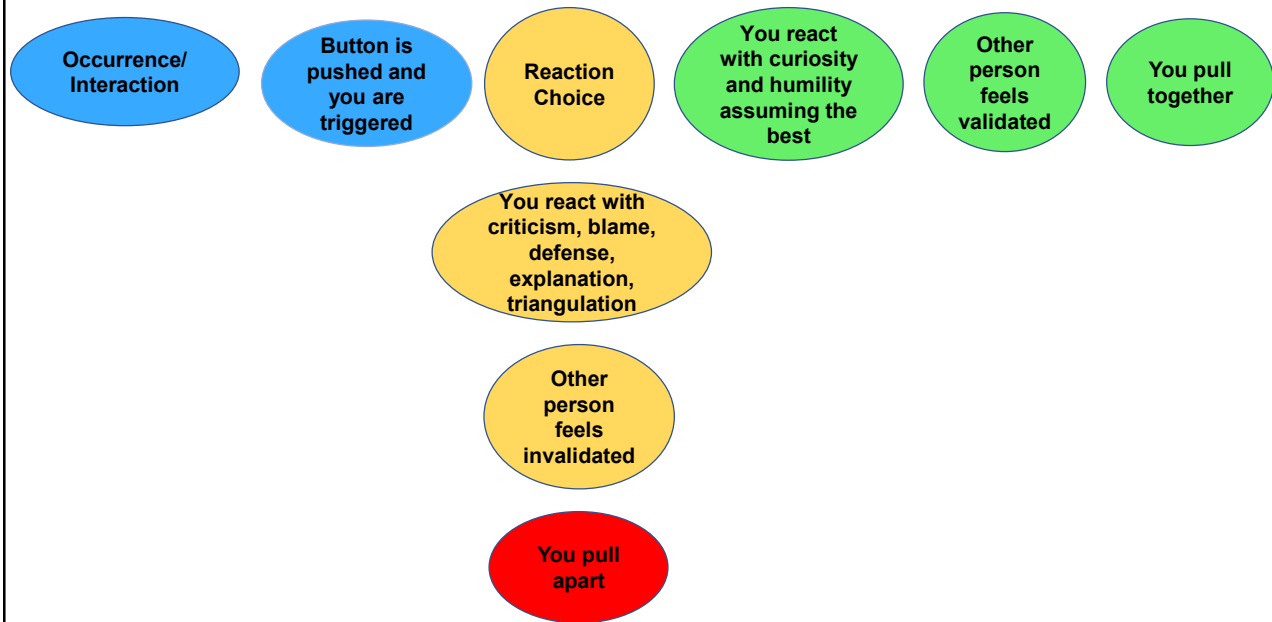
Agreement verses Understanding

- Focused on proving a point
 - Want others to come to your way of thinking
 - Want to be right
 - Want to win
- Focus on what the other is saying without trying to defend self
 - Repeat back exactly what they said. (allows 3 chances to hear)
 - Active Listening- what is the underlying need being expressed
 - Requires Empathy
 - You do not have to agree to understand
 - Be Curious about the other person

Ezra Taft Benson

Pride is concerned with who is right. Humility is concerned with what is right.

The Choice



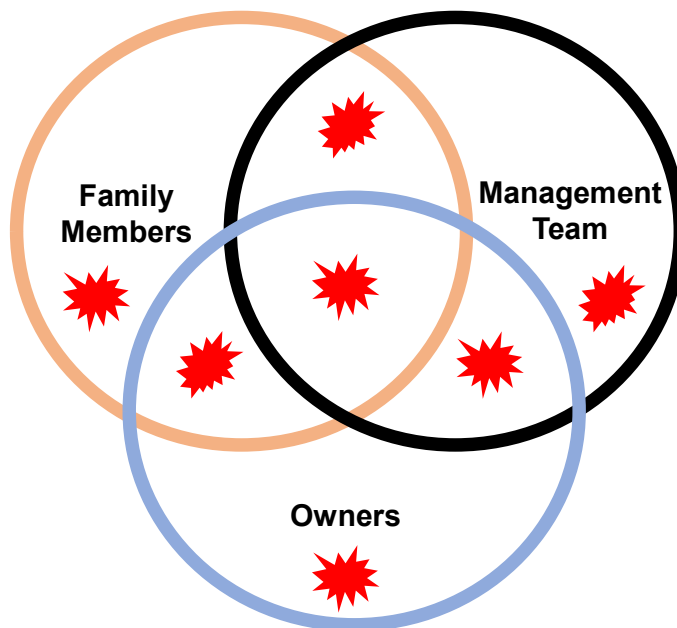
Family Trust and Truth Is Needed



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

Green Family Grandson-in-law

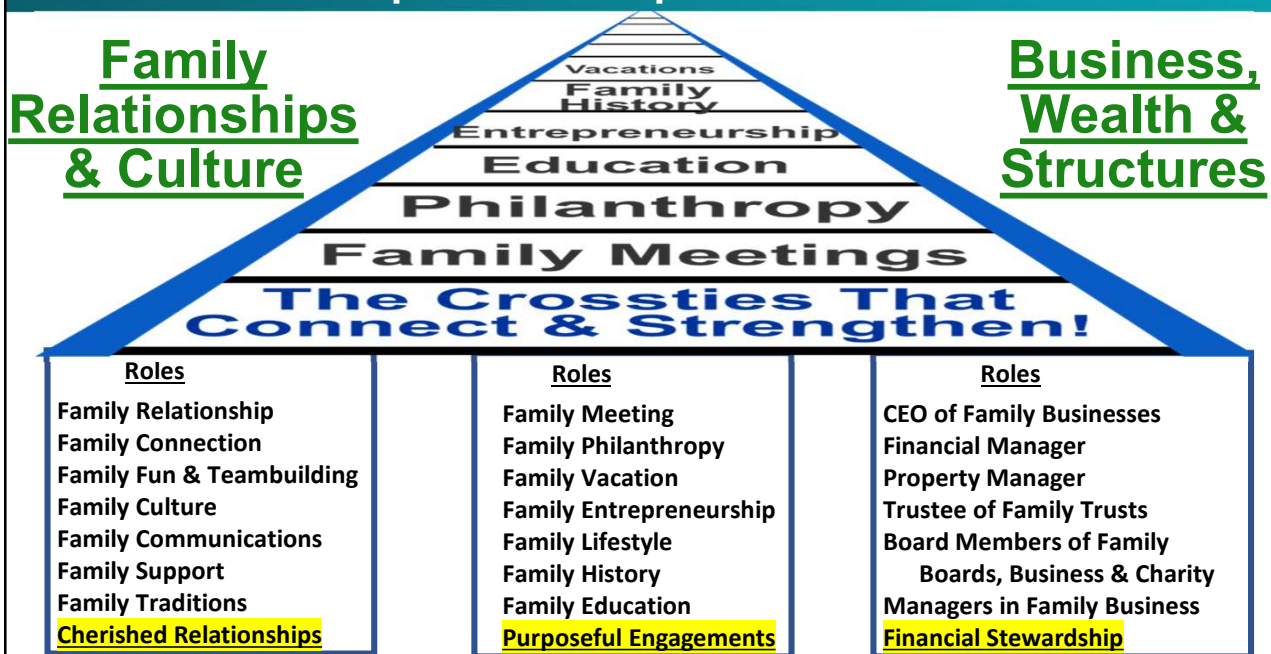
The Three Overlapping Roles In A Family Business



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A Role And A Purpose Are Required For Success



Healthy Family Governance



Every one of the family activities listed in the railroad ties picture requires group decision making of consequence which is Governance!

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Normal Estate Planning Solutions to “Culture” Issues

7
3



Estate plans usually do one of the following:

- 1) “Divide, Dump, and Dissipate.” 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.

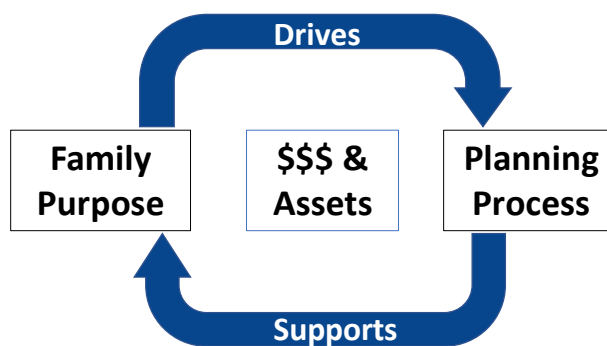
Family Values and Family Purpose are almost never included!

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Integrating the Family, Assets and Structures



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



- David York

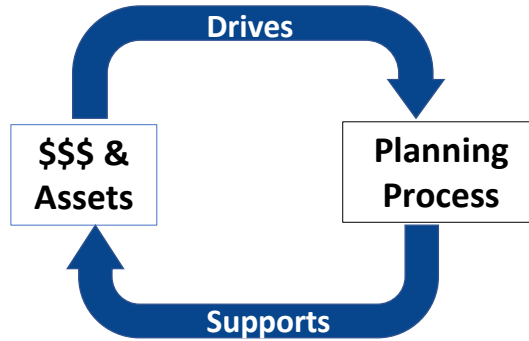
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Integrating the Family, Assets and Structures



What we usually see is the "Tax Minimization and Control Concerns of the Parents" drive the "Planning Process." And the "Planning Process" is designed to support just those goals.

While the Shared Family Purpose is over here and not included.



Date 12/07/22 AGI _____ AMT Y/N Gross \$ Flow _____
 State MA Exp. _____ NOL's _____ Net \$ Flow _____
 Atty: Bill Moran Family Consultant: _____ RIA: Howland Cap.
 CPA: Amy Phelan Jamie & Drake

Parents?
 Fin. Issues (+/-)?

Tom Age _____

Age

Age

Cathy Age _____

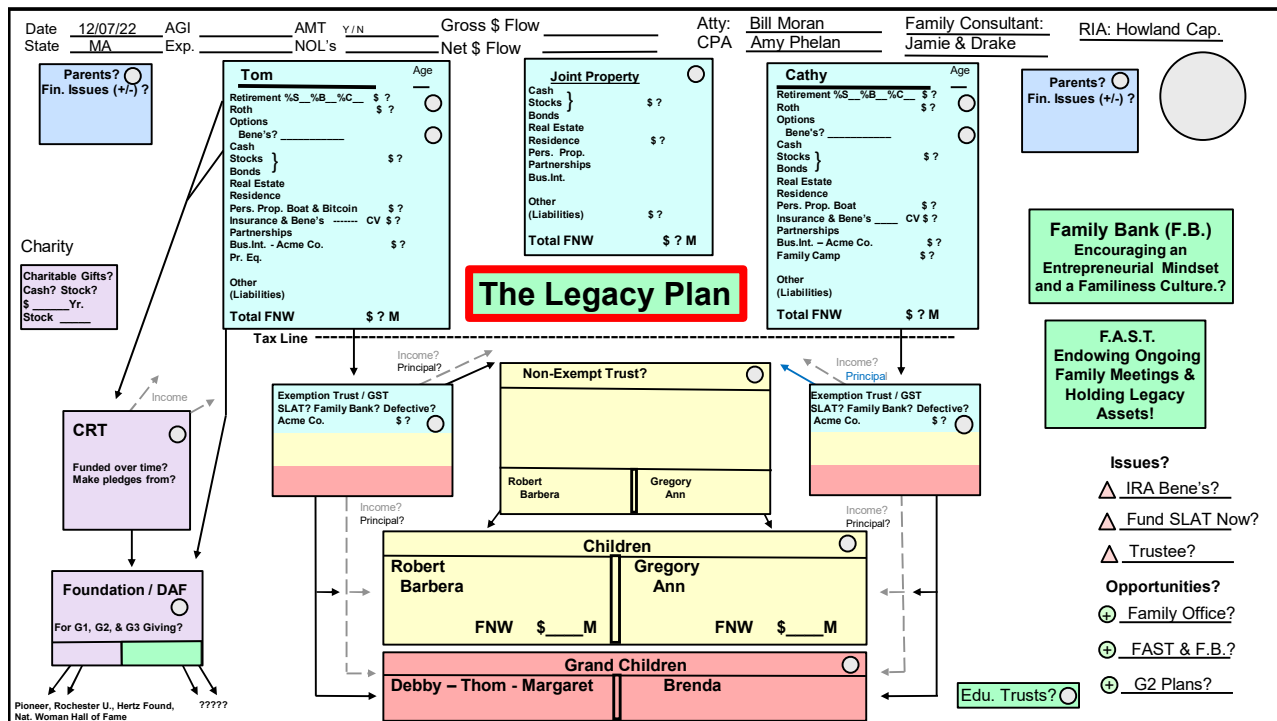
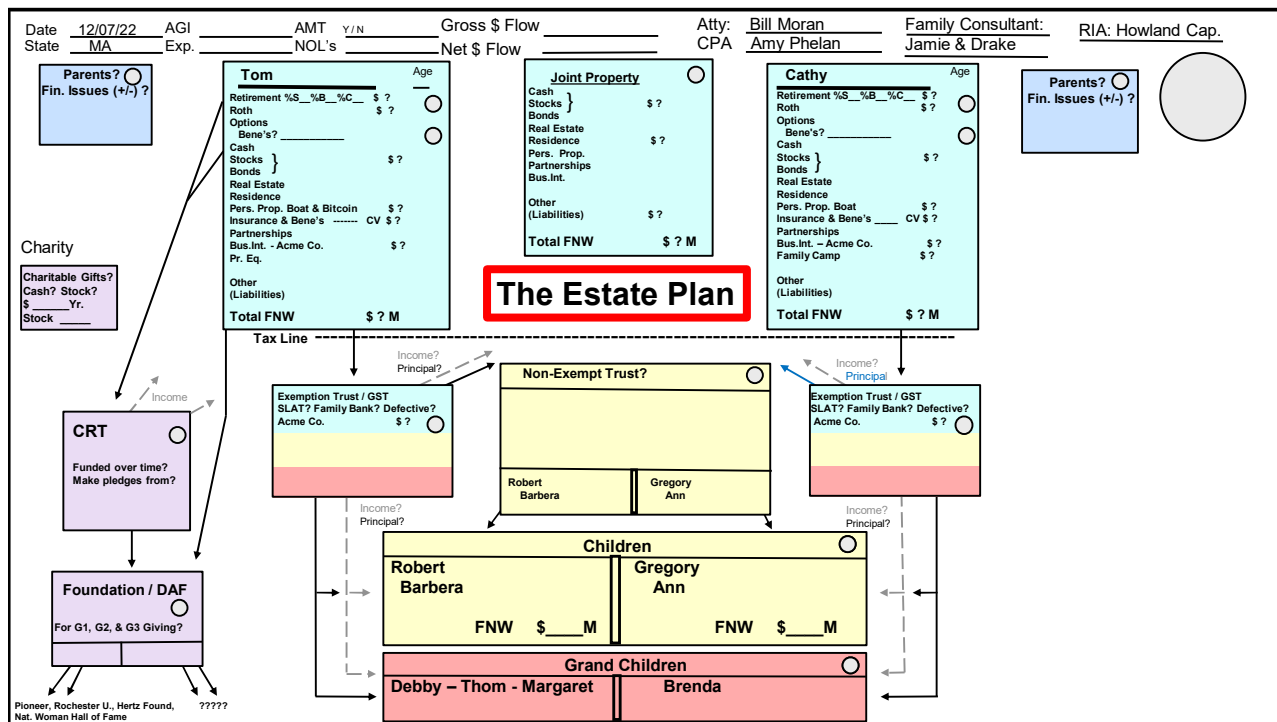
Age

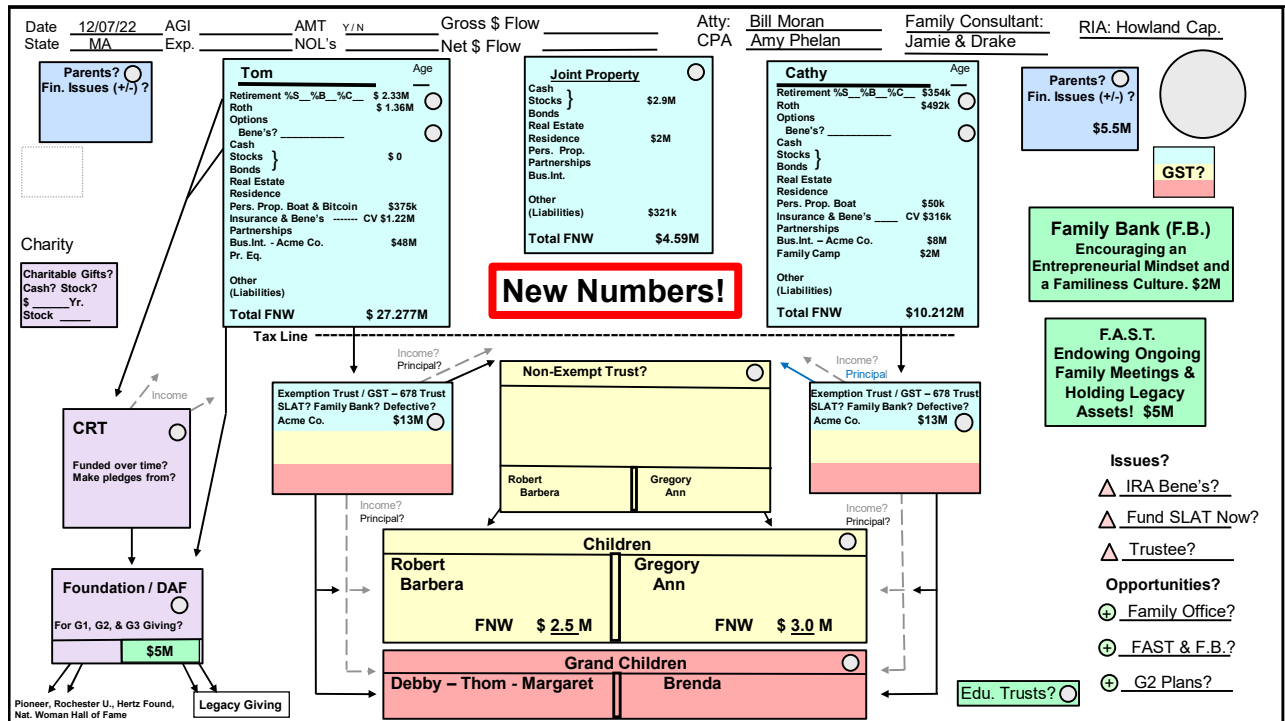
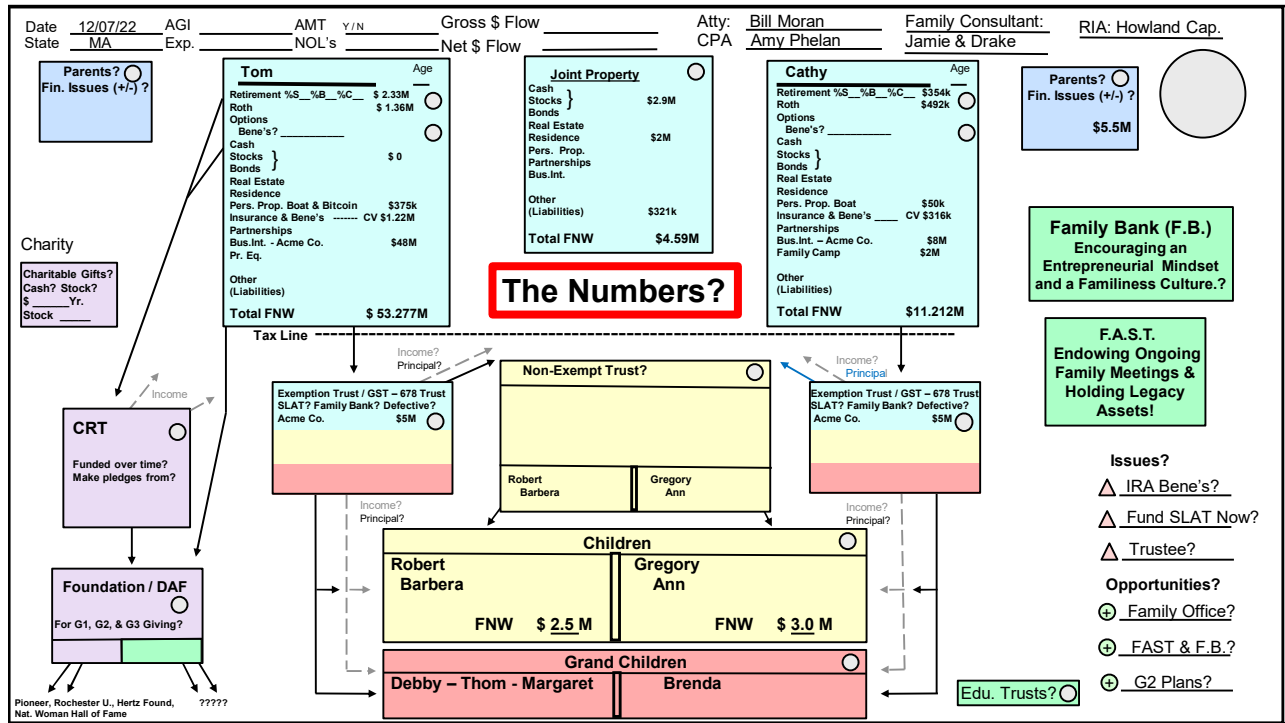
Age

The Family

Tax Line ↓

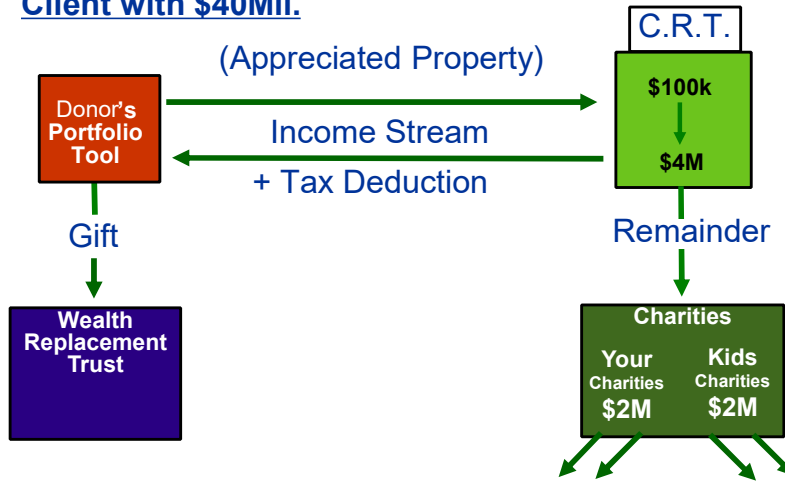
Children <input type="radio"/>	
Robert Barbera FNW \$__M	Gregory Ann FNW \$__M
Grand Children <input type="radio"/>	
Debby - Thom - Margaret	Brenda





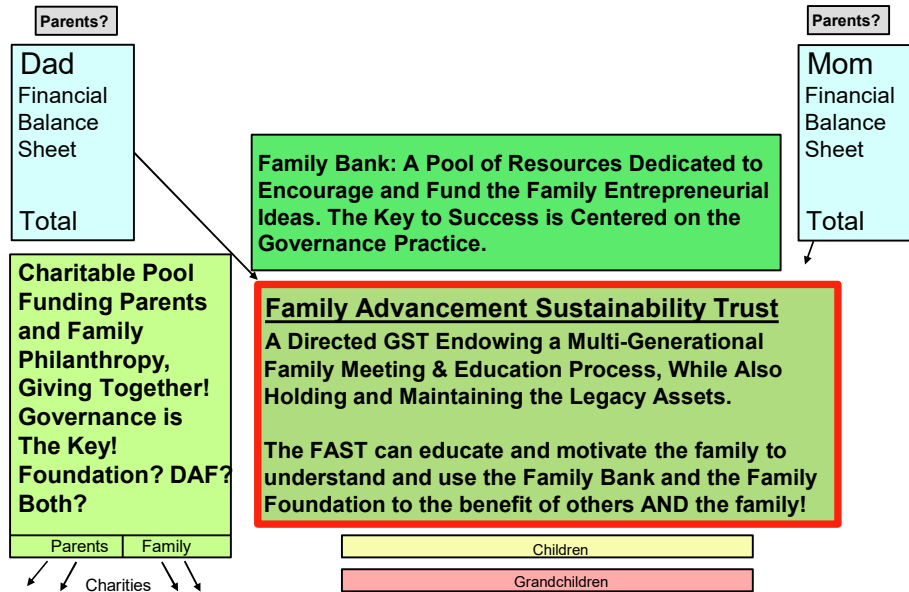
Could a Charitable Remainder Trust Help You Invest Better?

Client with \$40Mil.



This isn't just a tax idea, it's Integration.

Family Advancement Sustainability Trust



“Advancement”

Family Advancement Sustainability Trust (FAST)

“Endowing the Family Meeting Process, and Holding Legacy Properties for Generations.”

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.



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Family Advancement Sustainability Trust



The FAST provides FUNDS:

- Funds for future generations to prepare heirs to successfully manage an inheritance, manage a family business/office, preserve a family compound, archive a family history, etc.
- Fund family endeavors to keep the family together; such as family retreats and family meetings. Giving everyone a sense of purpose and place.
- Funds to train future generations on concepts like philanthropy, entrepreneurship and being responsible stewards.

The FAST provides LEADERSHIP:

- Creates a leadership structure to ensure these activities happen, using a system of trustees and committees who are paid to run the FAST and charged with the responsibility for carrying out these tasks.

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Endowing the Family Legacy/Advancement Process

Funds for Annual Family Purposeful Meetings/Retreats

Funds the Family Education Process – Lifelong Learning

Creating & Funding Mentoring Opportunities & Unique Experiences

Creates a “Familiness Culture & a Family Entrepreneurial Mindset”

Educates & Encourages Family Philanthropy & the Supporting Structures!

Educates & Encourages Family Entrepreneurship & the Supporting Structures!

Motivates People to Work Together – Teamwork

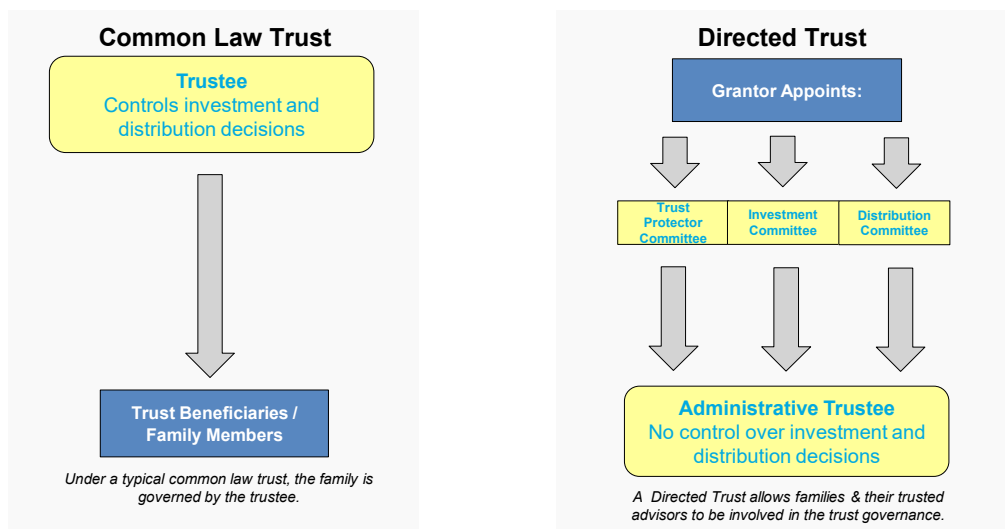
May Hold Legacy Assets – Real Estate? Businesses? Art? ...

Funds the Gathering & Holding of Family History, Artifacts, Memories, etc.

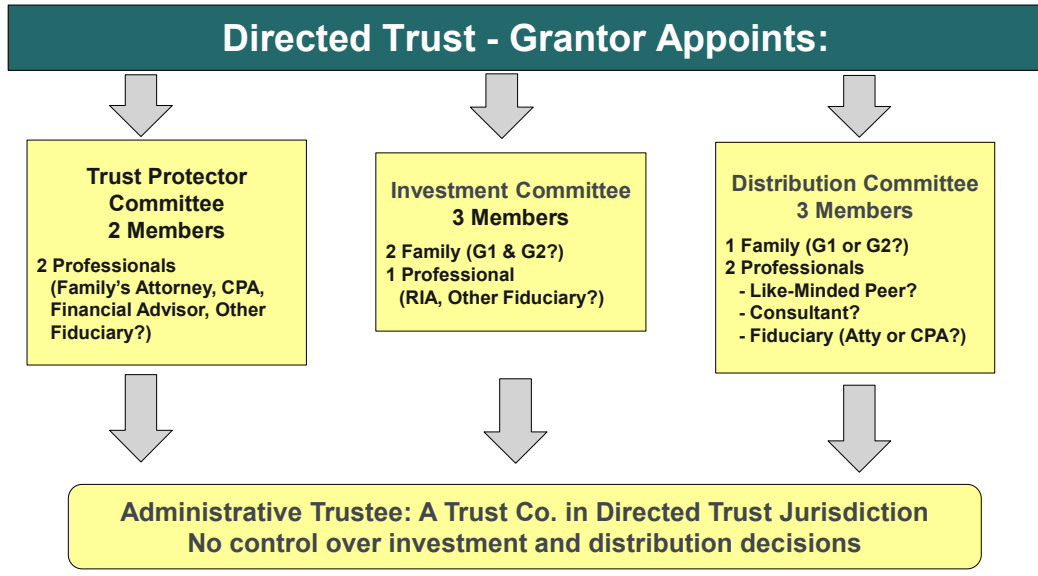
“To Know and To Be Known!” – Multigenerational Legacy!

FAST and Directed Trust Structure

Family and Professional Participation in Trust Governance?



FAST Structure



Intentional Family Advancement

Family Issues & Opportunities

- Business Expertise
- Family member strengths
- Spouse expertise
- Past communication issues
- Substance issues
- Knowledge shortfalls
- Family Building shortfalls
- Advisor strengths
- Advisor weakness
- Family History & Legacy
- Etc.

Distribution Committee

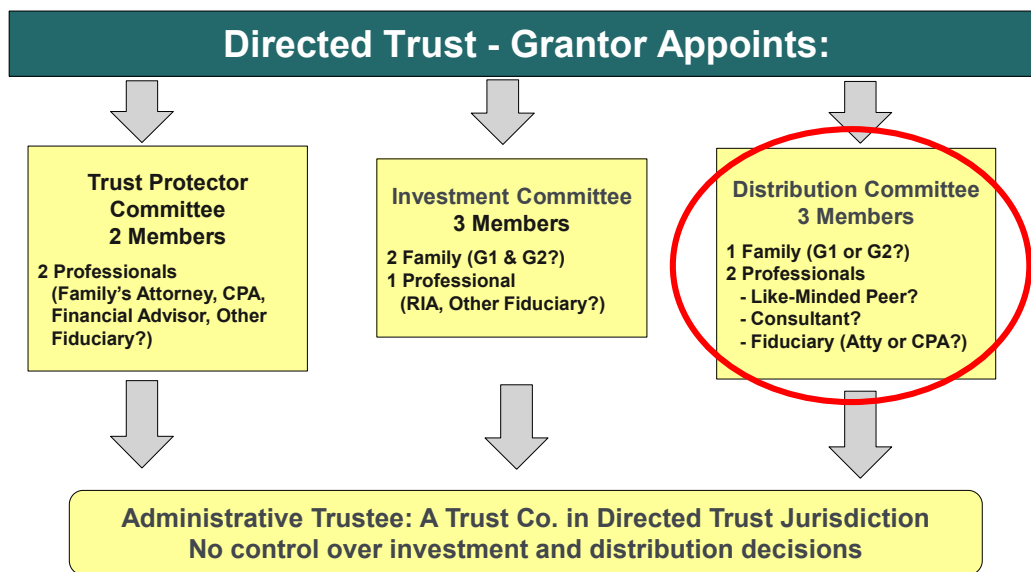
Linking these two

- 1) **Family Member – G1? or Family Member – G2?**
Either bringing great insight into all areas of the family
- 2) **Family Advisor?**
Bringing insight on family issues, best practices, research, etc.
- 3) **Affinity Group Member?**
Bringing specific, "Likeminded," insights to the family, long into the future.
- ? **Other Advisor?**
Perhaps the family attorney, accountant, etc. bringing knowledge of the intent of the parent blended with knowledge of the family members and history.

Resources to help the family overcome issues and explore opportunities

- Helping to set agendas
- Documenting "Who we were," Family History and Ethical Wills
- "Who we are," Family Values
- And "Who we want to be," Family Mission/Vision
- Family Education
- **Specific curriculum**, both Family Business and Integrated Family Wealth Management – Sustainable Spend Rate, Asset Allocation, Private Equity & Hedge Funds, Market Cycles, Taxes on investments, etc.
- **Educators and coaches**
Entrepreneurial motivators
Family philanthropy specialists
- **Tools for Advancing Family Relations & Teambuilding –**
Communication tests, team building exercises, values tests, family coaches...
- **Specialized Advisors –** Estate Attorneys, Counselors, Mediators, etc.
- **Books, Videos, Websites, ...**
- Etc.

FAST Structure



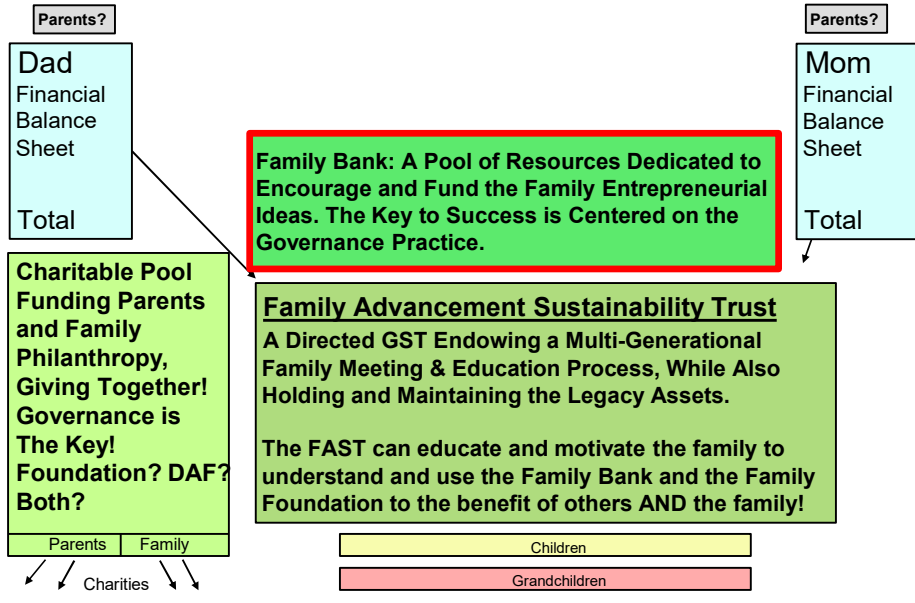
A Directed Trust allows families & their trusted advisors to be involved in the trust governance.

“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

Family Advancement Sustainability Trust



The Family Bank For Entrepreneurship (& Green Grass)



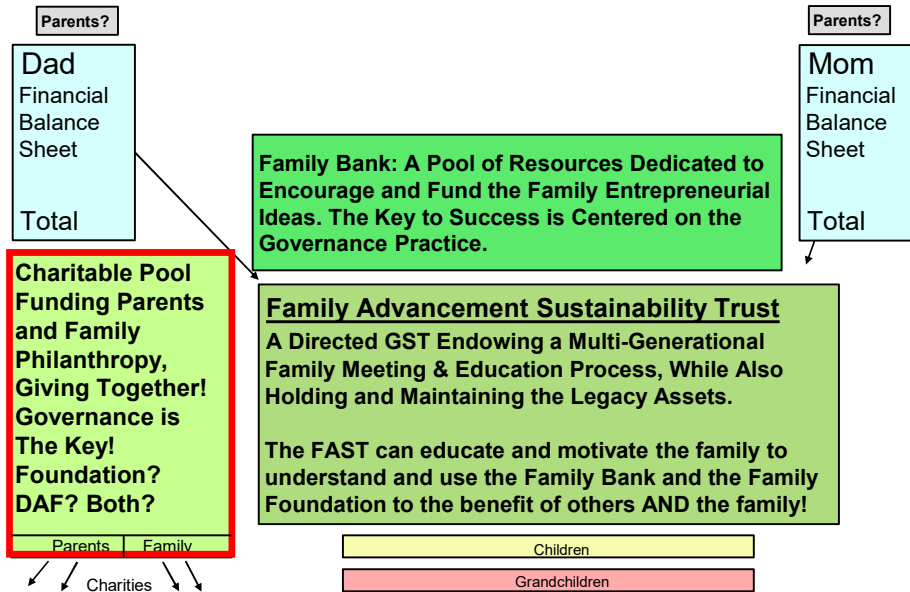
- ← **Grandson's 2018**
- ← **Daughter's 1992**
- ← **Gramp's 1966**

Building and Preserving Values:

“I built our family fortune in Capitalism, but now my grandchildren are Socialists. What happened and what do we do about it?”

Recent Client Quote

Family Advancement Sustainability Trust



Family Philanthropy – Habitat For Humanity



The givers and the receivers who all worked together!



Family Philanthropy can build TWO stronger families!

Date _____ AGI _____ AMT Y/N _____ Gross \$ Flow _____
 State _____ Exp. _____ NOL's _____ Net \$ Flow _____ Atty: _____
 CPA _____

Parents?
Fin. Issues (+/-) ?

Retirement %S ___ %B ___ %C ___
 Options
 Beny's? _____
 Cash
 Stocks
 Bonds
 Real Estate
 Residence
 Pers. Prop.
 Insurance & Beny?
 Partnerships
 Bus.Int.

Other (Liabilities)
 Total

Joint or Com Prop

Cash
 Stocks
 Bonds
 Real Estate
 Residence
 Pers. Prop.
 Partnerships
 Bus.Int.

Other
 Total

Marital / QTIP

Charity
Charitable Gifts?
Cash? Stock?

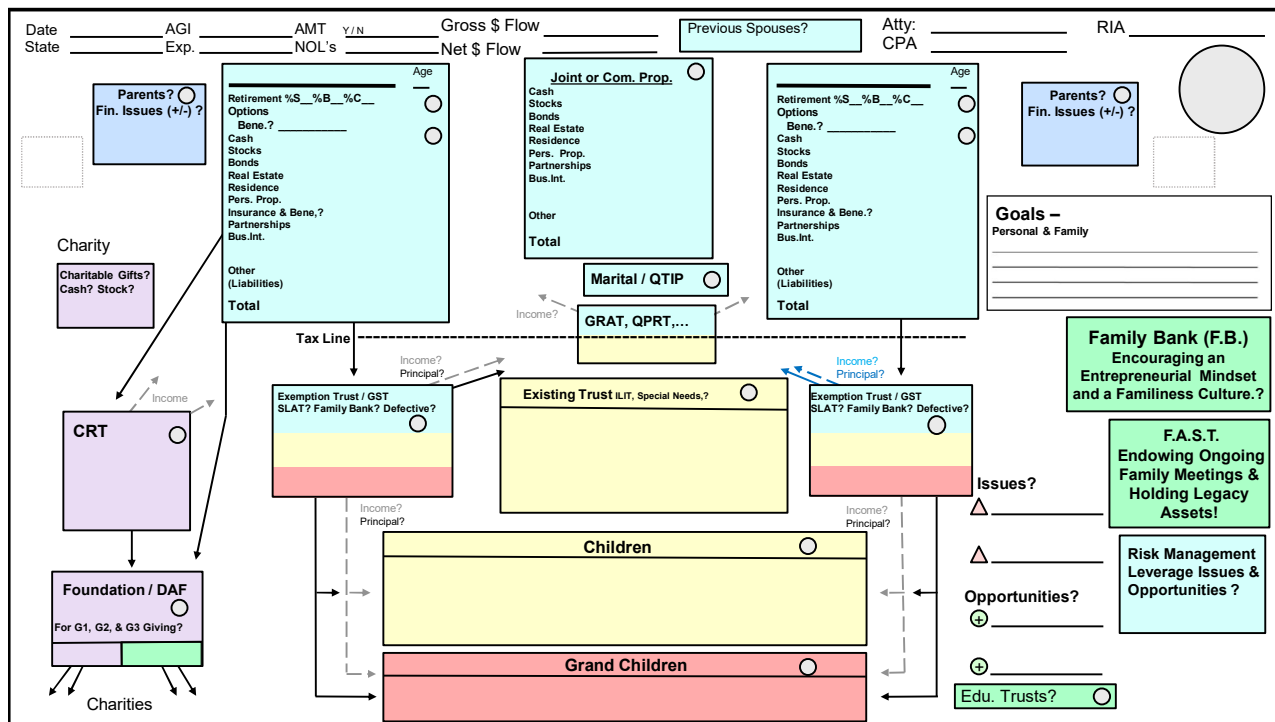
Foundation / DAF
For G1, G2, & G3 Giving?
Charities

Existing Trust
ILIT, Special Needs,?

Children

Grand Children

Goals –
Personal & Family



Line up a few questions to start the conversation with Clients/Prospects



- “Most entrepreneurs were raised in an entrepreneurial incubator, yet they raise their children in an entrepreneurial kill zone, what are you doing as a family to counteract this trend? How is it working out?”
- “What successful process of Conflict Practice and Management has your family chosen? How is it working out?”
- “What kinds of consequential decisions do your children, and their spouses, make together today? How is the process working out?”
- “Could I see the Agreed Upon Shared Family Mission Statement that everyone in your family created?”
- “Is one of your trusts designed to Invest Into your heirs rather than Distribute To your heirs?”
- How would everyone in your family, including in-laws, define their role in the long-term legacy of your family?
- How have you and your children archived your Family History?”
- “Could I see the agenda of your last Family Meeting?” (Once you see it say, “This looks more like a family money meeting, don’t you have family meetings where you focus on the Family?”)

Line up a few questions to start the conversation with Clients/Prospects



- “I’m sure you have a written business succession and estate plan for your business and tangible financial assets, do you have something similar for the more important Intangible Family Assets? Can I see it?”
- “Do you know how to prepare children for the most important 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 Agreed Upon Family Legacy Plan? Can I see it?” How did your family create it?
- “Do you know why (and how) most families fail at preserving both Their Family and Their Wealth?” What are you doing to reverse this trend in your family?
- “Do you know how to prepare children for an inheritance, gift, distribution, or bequest? How is that different than a first-generation wealth creator preparing themselves for wealth that they accumulate over time?”
- “What is your Agreed Upon Family Purpose/Vision/Culture and how did you arrive at it?”

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Risk Perception – “What Do We Think Will Bite Us?”



“If that factory burned down, it would be tough, but we’d get through it. However, If the family fell apart, we wouldn’t get through it. This is important to us; it’s a line item on our business budget every year. We spend money and time on this every year, just like we do with our management team!”

Third Generation Family Business Leader

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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?

Investment Fees from
50 to 100 Basis Points

Estate Planning & Tax
Minimization Fees

Preparing the Family
for the Plans & Assets

Total Spent
\$1,000,000
To
\$2,000,000

Mental Barriers

Total Spent
\$200,000
To
\$400,000

Mental Barriers

Total Spent
\$0
To
\$0

Until there is a “Presenting Problem,” then they would pay Anything and Everything!

“If you want to go fast, go alone.

If you want to go far, go together.”

- African Proverb

The Road Ahead



1st Meeting – Introduction to why most families fail, why some families succeed, and what can you do better. Who are these people we call family and how can we work together more effectively and stay connected long term.

2nd Meeting – Learn to practice and manage conflict. How to “Go to the Balcony,” How to Negotiate our differences, and how to get to repair. Introduce and Create your Family Governance Process.

3rd Meeting – Engage everyone in meaningful actions and decisions while implementing your governance process. Learning and applying everyone’s strengths into roles (Including spouses).

4th Meeting – Integrating the family values, purpose, vision, and mission into the estate plan. Endowing the future and turning the estate plan into a Legacy Plan.

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Rady Estate Planning Council



**Legacy Planning Is Different Than Traditional Estate Planning
Become a Legacy Advisor to Grow and Differentiate Your Practice**

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