

Contents

Preface		x1
Acknowledgments		xv
Prologue: Born in the Shadows		
<i>Grappling with the humanity of the hero</i>		xix
Born in the Shadows		xx
Definition of the Myth		xxii
A Journey to Generative Leadership		xxii
I Am Not My Father (Differentiation)		xxvi
It Takes a Personal Vision		xxvii
Moving the Past into the Future		xxviii
Chapter 1	Making of a Myth	
	<i>How stories of heroism help and harm a successor</i>	1
	The Power of the Myth	2
	The Good Story	3
	The Bad Story	4
	Understanding the Reality of the Myth	6
	Origins of the Myth	7
	Feeding the Myth	8
	If It Makes You Happy	9
	Keeping the Next Generation in the Shadows	11
	Idealization of the Child	11
	Parentification of the Child	13
	Infantalization of the Successor	13
	Idealization's Alter-Ego	14
	Reality and True Truth	16

Chapter 2	Out of the Shadows	
	<i>The journey of the successor to lead apart from the myth</i>	19
	Differentiation and the Life Cycle	22
	Attending (0 to 18 months)	23
	Power (18 to 36 Months)	23
	Responsibility and Conscience (36 months to 5 years)	23
	Competency and Latency (5 or 6 to 11 years)	24
	Separation and Adolescence (12 to 23 years)	24
	Early Adulthood (20s and 30s)	24
	Overcoming the Successor's Curse	25
	From Hero to Human: Deconstructing the Myth of the Founder	27
	When Successors Chart Their Own Course	31
	When Idealization Interferes	32
	Shining the Light Inward	33
	Asserting the Self in the Family Legacy	37
Chapter 3	You Gotta Earn It	
	<i>Earning your way to the top</i>	41
	Your Own Way	43
	Be Honest with Yourself	44
	I Go Blind	46
	How Parents Can Help	47
	Building Belief in Others	48
	Building Resiliency	49
	Show Up for Work	52
Chapter 4	The Strength of Failure	
	<i>Running the obstacle course of success</i>	57
	Developing Gut Instincts: Learning through Action	60
	The Hard Road to Leadership	61
	No Mistakes; Just Learning	62
	Supporting Failure	65
	Obstacle Courses	68
	The Family Launching Pad: Go Out and Get It	69
	The Shape of Success	69
Chapter 5	"I Can See Clearly Now"	
	<i>The origins of a fresh vision for the family business</i>	73
	A Story for the Future: Mission, Vision, and Values	75

	Respect the Past; Do What's Right for the Future	76
	The Rudder of Conviction	78
	Working through Personal Values	80
	Family Planning	81
	Mission	83
	Back to the Future	84
Chapter 6	Nonstop Learning	
	<i>Know your weakness and improve</i>	89
	Sustaining Credibility	91
	Respectfully Pushing the Limits	93
	Defining Success: Future Forward	94
	Know Thy Motives	95
	The Necessity of Continual Development	97
	Disciple of the Disciplines	98
	Staying Power	100
Chapter 7	Feed the Family	
	<i>Caring for relationships, caring for the business</i>	103
	Dare to Be Different	105
	Heart and Soul	107
	Family Assets	110
	How Competition Can Cripple	113
	From the Founder to the Family	114
	Next Generation	117
Chapter 8	Me versus We	
	<i>Sharing the glory of the family business story</i>	121
	The "I" in the "We"	123
	From Legendary to Ordinary	125
	When the Magnetic Center Is Gone	126
	Feels Like Family	127
	More than Money	130
	Dream Weaver	132
	The Brick Wall	132
	Re-Generation	133
Chapter 9	Decisions, Decisions	
	<i>Decisiveness amidst ambiguity</i>	135
	The Great Differentiator	138

	Cutting the Gordian Knot	139
	One Decision after Another	141
	Failure Makes the Business Hero	142
	Trap of Perfectionism	143
	Think and Do: The Decision-Making Process	145
	Must-Have Courage	145
	A Sense of Where You Are	147
	Reorientation	148
	The Orientation-Locked Family	149
	A Decisive Workforce	150
	Willing to Fail	151
Chapter 10	The Inner Light	
	<i>A plan to illuminate a successor's path</i>	153
	The Need for a Personal Strategic Plan	154
	A Plan to Differentiate	156
	True North	158
	Values	159
	Mission	160
	Action Plan	161
	A Flexible Plan	162
	Let There Be Love	163
	Let There Be Light	164
Epilogue: Stepping out of the Shadows and into the Light of Your Leadership		167
	Identifying the Myths	167
	Self	168
	Building Internal Credibility	169
	Building External Credibility	170
Appendix A	Research Note	173
Appendix B	A Generative Retreat: 1/3 Activity (Body), 1/3 Reflection (Self), 1/3 Planning (Future)	175
	About the Author	177
	Index	179