Contents

Contributo	1X	
Preface		xvii
Acknowledgments .		xxvii
Chapter 1	The Growth Dilemma in Family-Owned Firms Peter Lorange	1
Chapter 2	Unconventional Strategy: Why Family Firms Outperform John L. Ward	13
Chapter 3	Strategic Planning - It Starts With the Family <i>John L. Ward</i>	35
Chapter 4	How Family Business Culture is Different Colleen Lief and Daniel Denison	57

viii / CONTENTS

Chapter 5	Understanding the Successor's Challenges Joachim Schwass	77
Chapter 6	An Effective Successor Development Strategy Joachim Schwass	97
Chapter 7	Resolving Conflict in Family Businesses: Don't Be a Hostage to Family Harmony George Kohlrieser	117
Chapter 8	Effective Family Communications: It's Not What's Said That's Important, But What's Heard Jean L. Kahwajy	147
Chapter 9	The Family Constitution: It's the Process That Counts, Not the Content <i>John L. Ward</i>	161
Chapter 10	Good News for Family Firms: You Don't Have to Worry About the New Rules in Corporate Governance. But Ulrich Steger	183
Chapter 11	The Value of Hands-On Ownership John L. Ward	205
Chapter 12	Counterintuitive Insights Colleen Lief and John L. Ward	231
Index		239