

Operating Covenants

Clearly Define and Communicate Expectations for Effective Leadership

Effective communication between business owners and operators is the bedrock of Succession Success[®]. Communication is required to achieve effective leadership toward optimum team synergy, business stability, personal gratification, organizational profitability and unity and harmony among family, partners and managers. History has repeatedly affirmed that effective interaction between business operators can be achieved if the operators discuss, debate, refine and ultimately agree upon fundamental beliefs and practices that are critical to an effective collaborative effort.

Operating Covenants:

- Defines purpose, mission and responsibilities for participating and non-participating shareholders.
- Agreement for making decisions regarding the disposition of the business.
- Defines exit strategies for terminating the partnership.
- Provides methods of arbitration should it be necessary.

General Covenants

- My relationship with my father is of utmost importance to me and the job of General Manager is not worth endangering this relationships
- I acknowledge that in the past I have allowed business interactions to get personal. This has at times caused me to shut down when I feel I am being criticized by my father. I will give him the benefit of the doubt that his comments are designed to help me perform my job more productively. Our code word to remind me that I am shutting down is, "Give me a milligan."

Support

- In order to feel supported by my father, I want him to provide me with a clear decisive list of goals and benchmarks to be attained. In addition, I want him to follow-up with me as to whether I am meeting my objectives. Give me a good roadmap and then let me out on the course.

Accountability

- I understand I can and will make mistakes and agree to be accountable. I will take responsibility for my failures as well as my successes.
- My father and I will establish benchmarks with measurable standards for each other, providing constructive feedback at weekly or bi-weekly meetings. I expect my father to give me clear written direction as to what he wants from me in terms of reports and benchmarks.

Decision Making

- We agree to trust first and give each other the benefit of the doubt
- We will respect each other's opinions, committing to listen and share our ideas without fear or judgment, recognizing there is a time and place for these important discussions.

