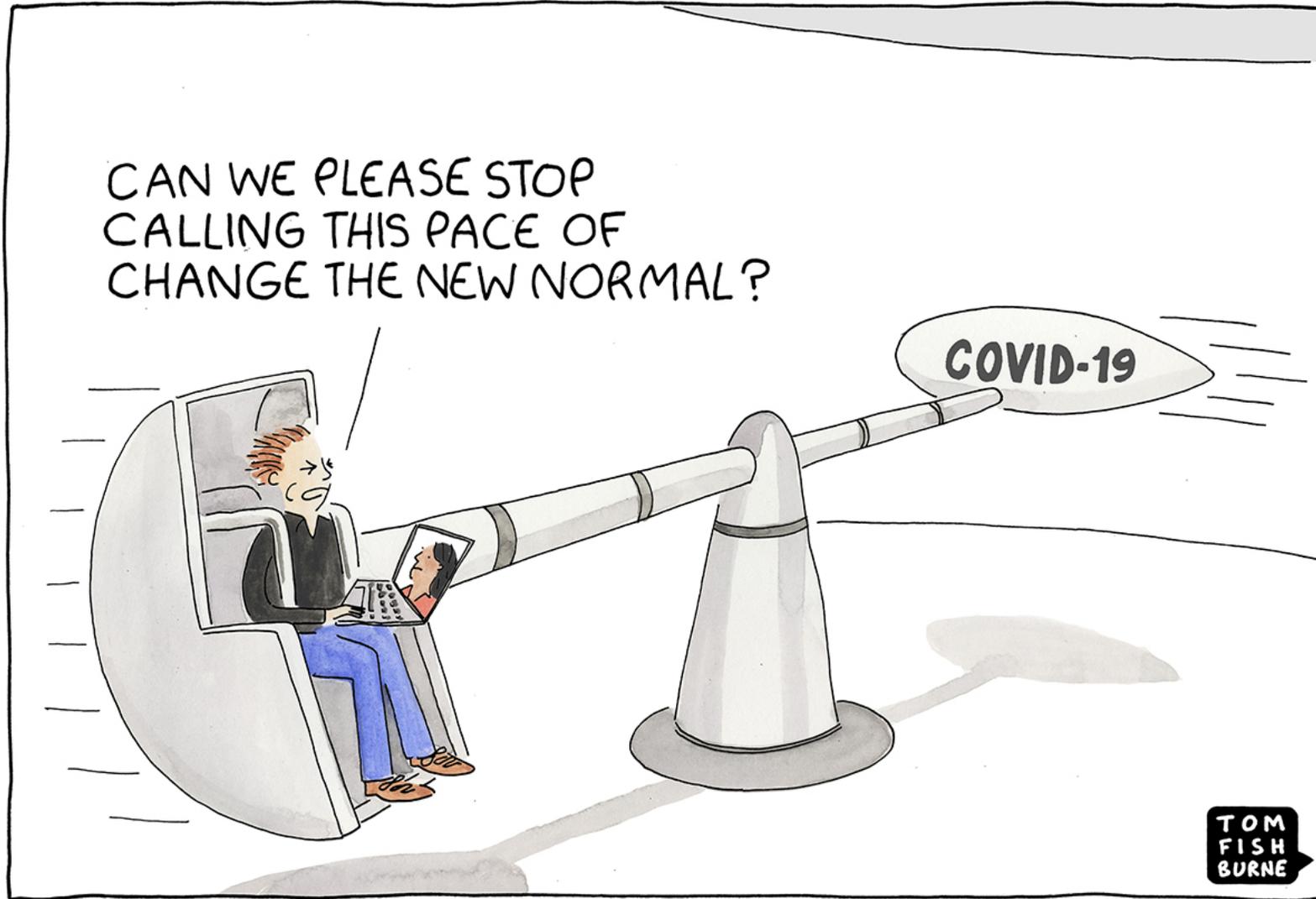


PARENTS, CHILDREN,
AND DISRUPTORS
Andrew Keyt



CAN WE PLEASE STOP
CALLING THIS PACE OF
CHANGE THE NEW NORMAL?

COVID-19

TOM
FISH
BURNE

© marketoonist.com

PACE OF CHANGE – WHY?



Demonitized

Democratized

Dematerialized

Who is this?



Geoffery Hinton – The Godfather of AI

What he says:

- In 5 years may be able to reason better than humans
- May already be better at learning than humans
- Will develop consciousness
- Will learn how to manipulate people

ALL OF THIS IS CREATING MORE DISRUPTION

WHAT DOES IT MEAN FOR FAMILY BUSINESSES?



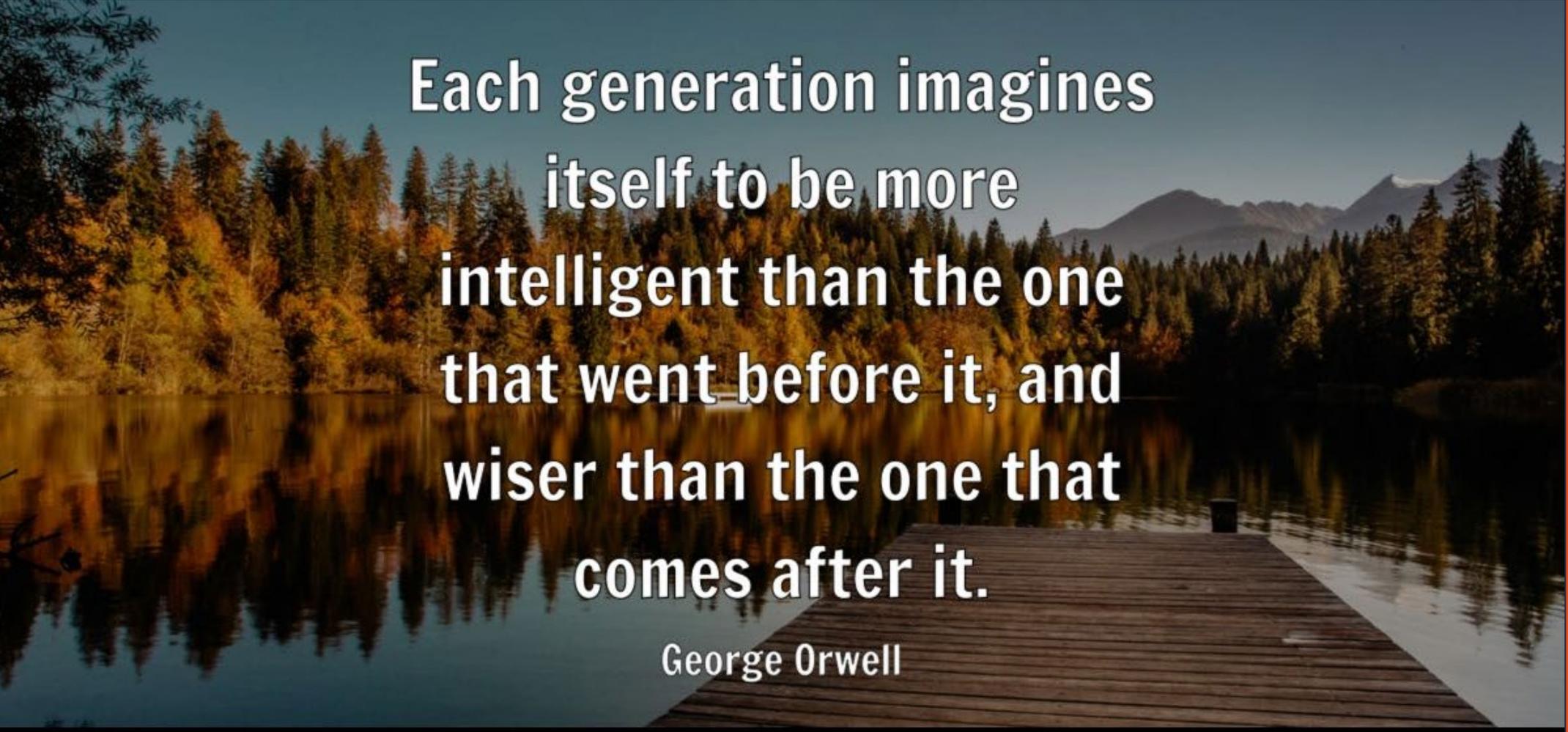
@marketoonist.com

**WE MUST LEARN TO ADAPT
FASTER**



“One day, this will all be yours. But right now, I need you down in the warehouse.”

HUMAN BIAS



Each generation imagines
itself to be more
intelligent than the one
that went before it, and
wiser than the one that
comes after it.

George Orwell

WHY THIS TIME ITS DIFFERENT



DIGITAL NATIVE (Next Gen)	DIGITAL IMMIGRANT (Parents)
Have only known the digital world	Born before the digital age
Prefer texts or IM's to emails	Prefer to talk in person
Intuitive learners	Tend to be logical learners
Multi-task and rapidly switch tasks	Typically like to focus on one task at a time
Stronger technological skills	May take more time to adapt to a new technology or tool
More likely to find news through social media, blogs	Prefer traditional news sources

Adapted from EU Business School



THE CHALLENGE FOR A DISRUPTIVE SUCCESSOR



Born Into The Shadow

A STORY ALREADY BEING TOLD ABOUT

- Parents
- Grandparents
- Great-Grandparents

LANCE CRANE

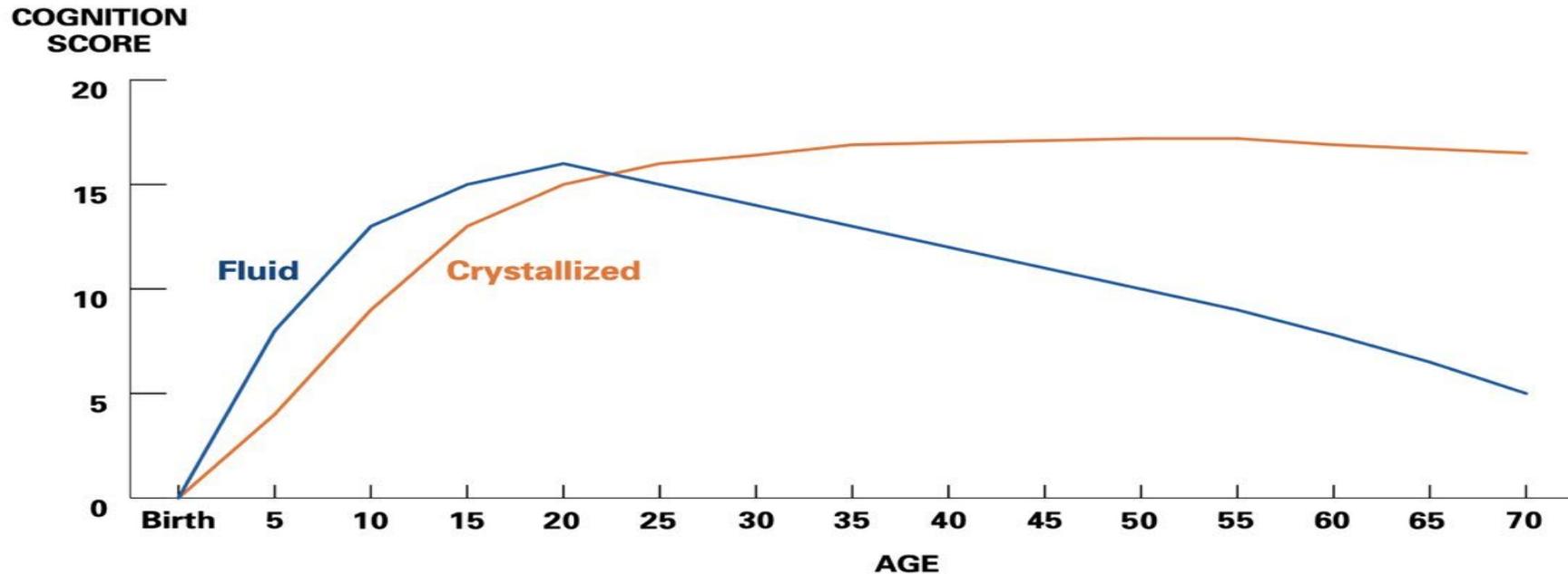
Lance Crane's great, great, great-grandfather founded Crane & Co., a company that makes stationery and is the sole supplier of paper for U.S. currency

CRANE & CO.

Crane & Co. is legendary for having weathered the Great Depression.

Disruption comes from Younger people

Fluid and Crystallized Intelligence Across the Lifespan



Source: "How Well-Designed Work Makes Us Smarter"
By Sharon K. Parker and Gwenith G. Fisher, *MIT Sloan Management Review*, March 2022
sloanreview.mit.edu/x/63319

ARE WE READY?



Opportunity
Recognition

Opportunity
Implementation

Family Communication & Adaptability

How we deal with change is highly connected to how we as a family communicate, adapt, and change

(adapted from DeGroot, Conrad, & Hack, 2021)

KEYS TO RESILIENT FAMILY BUSINESSES



Belief Systems

- Making meaning of crisis & challenge
- Positive outlook: hope
- Transcendence & Spirituality

Organizational Resources

- Flexibility/Stability
- Connectedness/Leadership
- Kin, social & economic resources

Communication Processes

- Clear consistent messages
- Emotional sharing
- Collaborative problem solving

AI'S ADVICE FOR HOW TO DEAL WITH DISRUPTION



1. **Embrace Innovation and Technology:** Invest in technology, encourage innovation, stay current.
2. **Develop a Succession plan:** Identify and group successors, professionalize management, communicate openly.
3. **Diversify revenue streams:** Expand product and service offerings, enter new markets, acquire complementary businesses.
4. **Develop a resilient organizational culture:** build adaptability and agility, empower your employees, manage your risk.