INTERCHANGE
CAPITAL PARTNERS

Four Pillars of Control Assessment Tool

Discovering Your Optimal Influence Pathway in Family Business

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Instructions

This assessment helps you identify which of the four control pillars best aligns with your natural strengths, interests, and current position. For each statement, rate your agreement on a scale of 1-5:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

Answer honestly based on your current situation and natural preferences, not what you think you "should" answer.

Section A: Asset Control Orientation

Statement	Rating (1-5)
I enjoy analyzing financial data and investment opportunities	___
I'm naturally drawn to operational efficiency and process improvement	___
I have a good understanding of our family business's key assets and resources	___
I feel energized when working on capital allocation decisions	___
I'm comfortable with financial modeling and ROI calculations	___
I often notice waste or inefficiency in business operations	___
I prefer to influence through demonstrating measurable results	___
I have experience or interest in real estate, technology, or major business systems	___
I'm willing to take responsibility for significant budget decisions	___
I believe the best way to gain influence is through proven resource stewardship	___

Section A Total: ___/50

Section B: Entity Control Orientation

Statement	Rating (1-5)
I enjoy facilitating meetings and group discussions	___
I'm skilled at building consensus among different stakeholders	___
I have experience or interest in board governance and committee work	___
I'm comfortable presenting to senior leadership and boards	___
I enjoy developing policies, procedures, and organizational frameworks	___
I'm naturally diplomatic and can navigate complex family dynamics	___
I prefer to influence through formal structures and processes	___
I have strong project management and coordination skills	___
I'm interested in strategic planning and long-term business direction	___
I believe influence comes through effective governance participation	___

Section B Total: ___/50

Section C: Beneficiary Control Orientation

Statement	Rating (1-5)
I have a clear understanding of our family's ownership structure	___
I'm interested in estate planning and wealth transfer strategies	___
I'm comfortable discussing family financial matters and distributions	___
I believe ownership rights should come with corresponding responsibilities	___

Statement	Rating (1-5)
I'm interested in family philanthropy and charitable giving	___
I think about the long-term impact of today's decisions on future generations	___
I prefer to influence through ownership leverage and benefit structures	___
I'm willing to make personal financial sacrifices for business growth	___
I enjoy working on family constitution and values documentation	___
I believe influence comes through demonstrating responsible ownership	___

Section C Total: ___/50

Section D: Fiduciary/Governance Control Orientation

Statement	Rating (1-5)
I'm committed to continuous learning and professional development	___
I have strong ethics and always consider what's best for the family and business	___
I'm interested in obtaining relevant professional certifications or education	___
I enjoy mentoring others and sharing knowledge	___
I have experience or interest in community leadership and nonprofit work	___
I'm naturally viewed as trustworthy and reliable by family members	___
I prefer to influence through demonstrated expertise and competence	___
I'm willing to work outside the family business to gain broader experience	___

Statement	Rating (1-5)
I enjoy speaking, writing, or teaching about topics related to our industry	___
I believe influence comes through proven stewardship and wisdom	___

Section D Total: ___/50

Scoring and Interpretation

Calculate Your Scores:

- **Asset Control (Section A):** ___/50
- **Entity Control (Section B):** ___/50
- **Beneficiary Control (Section C):** ___/50
- **Fiduciary/Governance Control (Section D):** ___/50

Your Primary Pillar:

Highest Score: _____ (Score: ___)

Your Secondary Pillar:

Second Highest Score: _____ (Score: ___)

Interpretation Guide

If Asset Control is your highest score (35+ points):

Your Strength: You have a natural aptitude for resource management and operational excellence. You're likely analytical, results-oriented, and comfortable with financial responsibility.

Recommended Focus Areas:

- Lead capital allocation projects
- Champion operational efficiency initiatives
- Volunteer for investment committee participation
- Develop expertise in specific asset management areas

Quick Win Strategy: Identify one underperforming asset or inefficient process and volunteer to lead improvement efforts.

If Entity Control is your highest score (35+ points):

Your Strength: You excel at building consensus, managing complex relationships, and working through formal structures. You're likely a natural facilitator and strategic thinker.

Recommended Focus Areas:

- Seek committee leadership opportunities
- Lead strategic planning processes
- Develop family governance frameworks

- Create advisory councils or working groups

Quick Win Strategy: Propose to facilitate one family or business planning session and demonstrate your governance capabilities.

If Beneficiary Control is your highest score (35+ points):

Your Strength: You understand the long-term perspective and are willing to use ownership rights responsibly. You're likely values-driven and focused on intergenerational success.

Recommended Focus Areas:

- Lead family constitution development
- Champion responsible distribution policies
- Spearhead charitable giving initiatives
- Advocate for sustainable ownership structures

Quick Win Strategy: Propose one policy or initiative that demonstrates responsible ownership thinking (e.g., deferring distributions for reinvestment).

If Fiduciary/Governance Control is your highest score (35+ points):

Your Strength: You build influence through competence, integrity, and demonstrated stewardship. You're likely seen as trustworthy and committed to continuous improvement.

Recommended Focus Areas:

- Pursue relevant professional development
- Take on community leadership roles
- Build industry expertise and recognition
- Mentor other family members

Quick Win Strategy: Identify one area where additional expertise would benefit the business and create a development plan to build that competency.

Multi-Pillar Strategy (For Scores Within 5 Points)

If your top two scores are within 5 points of each other, consider a **hybrid approach**:

High Asset + Entity Control:

Focus on **operational governance**—lead efficiency committees, champion technology governance, or manage capital planning processes.

High Entity + Beneficiary Control:

Focus on **ownership governance**—lead family council development, create next-generation engagement programs, or develop family employment policies.

High Beneficiary + Fiduciary Control:

Focus on **stewardship leadership**—lead family foundation work, champion ESG initiatives, or develop family values and mission statements.

High Asset + Fiduciary Control:

Focus on **expert resource management**—become the family's specialist in specific asset classes, lead major capital projects, or develop investment expertise.

90-Day Action Plan Template

Based on your primary pillar, complete this action plan:

My Primary Pillar: _____

Month 1 Goals:

1. **Learning Objective:** _____
2. **Relationship Building:** _____
3. **Quick Win Project:** _____

Month 2 Goals:

1. **Skill Development:** _____
2. **Stakeholder Engagement:** _____
3. **Project Advancement:** _____

Month 3 Goals:

1. **Results Documentation:** _____
2. **Recognition/Feedback:** _____
3. **Next Phase Planning:** _____

Key Metrics for Success:

- Measurable business impact achieved
- Recognition from senior leadership
- Positive feedback from family stakeholders
- Clear pathway to expanded responsibilities

Additional Resources

Recommended Reading by Pillar:

Asset Control:

- "The Intelligent Investor" by Benjamin Graham
- "Lean Thinking" by Womack & Jones

Entity Control:

- "Boards That Lead" by Ram Charan
- "Family Business Governance" by Craig Aronoff

Beneficiary Control:

- "Preparing Heirs" by Roy Williams
- "Family Wealth" by James Hughes

Fiduciary/Governance Control:

- "Good to Great" by Jim Collins

- "The Trusted Advisor" by David Maister

Professional Development Options:

- Family Business Center programs
- Industry association leadership roles
- Board governance certifications
- Advanced degree programs with family business focus

Assessment Complete

For personalized guidance on implementing your pillar strategy, consider scheduling a consultation with us.