

# FAMILY ENTERPRISE LEADERSHIP SERIES



Canadian  
Western Bank



UNIVERSITY OF ALBERTA  
ALBERTA SCHOOL OF BUSINESS  
ALBERTA BUSINESS FAMILY INSTITUTE

## High-Performing Boards & How Boards Add Value to Family Enterprises

June 20, 2023 @ 11:30AM - 1:00PM (Online)

There are over 1.2 million private businesses in Canada representing over 53% of GDP and 68% of employment. Few private companies, including family enterprises, have an active board of directors. How many of these boards have been intentionally designed? How many of these boards are designed to optimize value? How many would be considered high performing?

Boards of family-owned or multi-shareholder enterprises have similar challenges. How do you balance power dynamics including founder syndrome? How do you identify the requirements of board members to optimize company success? What's the ideal way to design an independent board? How do you get shareholders, the board and management working together ensure success? And how do you get the board aligned with the complex and varied needs and wants of the family council or family members?

This highly interactive session will explore how to optimize family-enterprise boards by challenging traditional assumptions on what a board is, how a board adds value, and the attributes of a high-performing board. The session will engage participants in a conversation on how a high-performing board can add significant value to any enterprise, in particular family-enterprises.

### **Presenter: Darren Rawson, Ozone Advisory Group Inc.**

Darren Rawson is a former CEO of three different private enterprises over 17 years. He has been an active director for over 20 years and currently sits on 6 Boards including 5 as Chair. He is the former Academic Director for the Governance for Small & Medium Sized Enterprises at the UofA Executive Education and is the Chair of the Edmonton chapter of the Institute of Corporate Directors (ICD). He also provides consulting services to private and non-profit enterprises in the areas of governance (board design, board evaluation and development), strategy, expansion, and leadership. Darren is an instructor and examiner in the ICD Directors Education Program and he is one of the architects and instructors in Ozone's Private Company Governance program.



**Darren Rawson**  
Principal, Ozone Advisory  
Group Inc.

Ozone was created to help companies achieve their goals through good governance. They are passionate about private companies and how high-performing boards can add value to an organization. They have also experienced first-hand the value a board can bring to the Shareholders and Executive team.

Ozone understands the complexities of family enterprises. All of our principals are former c-suite leaders and active chairs and directors. We work with numerous family businesses as chairs/directors on their advisory or fiduciary boards. We also have experience designing governance structures including advisory and fiduciary boards and how they interact with family councils or multiple familyshareholders.

