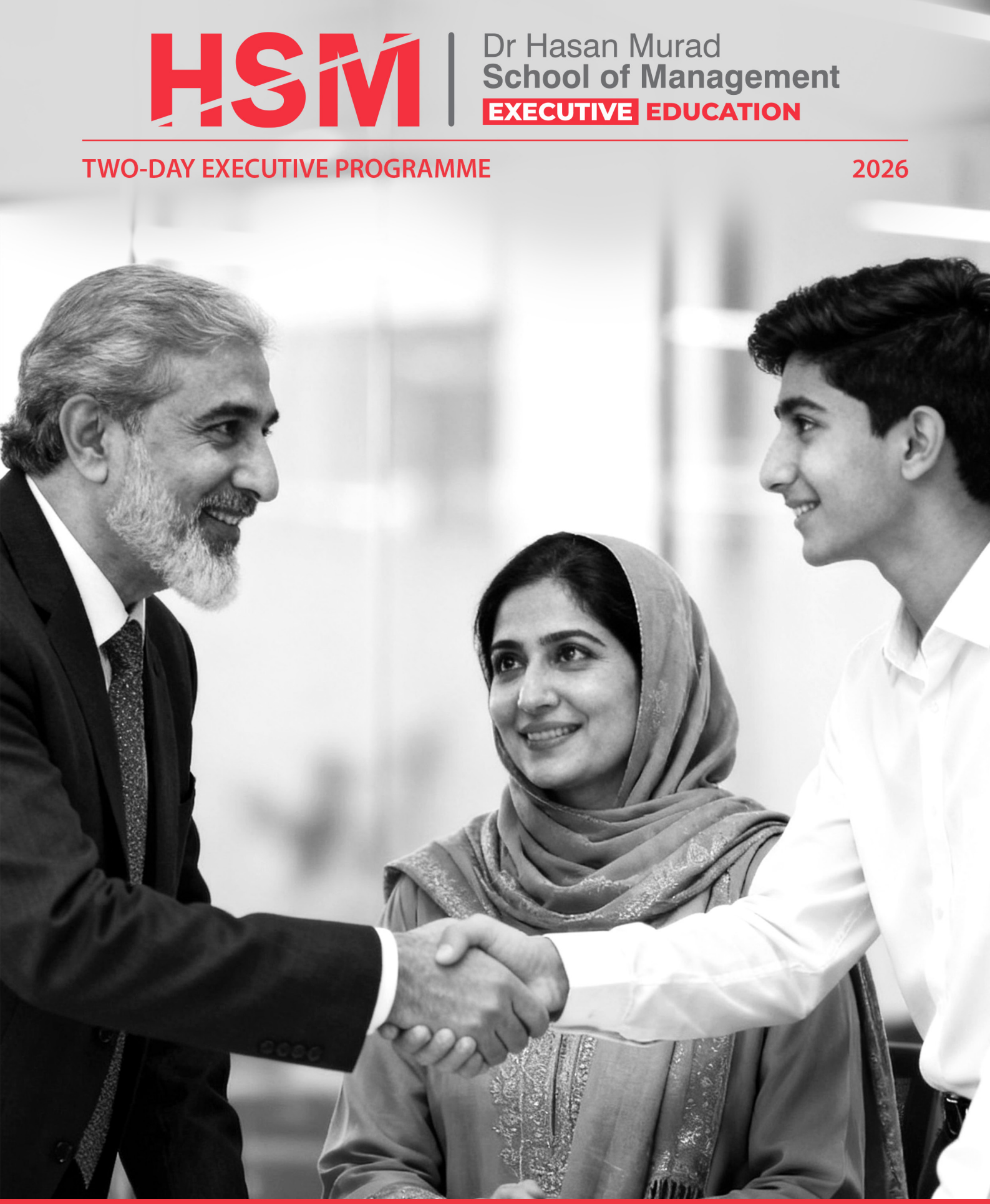
HSM | Dr Hasan Murad School of Management
EXECUTIVE EDUCATION

TWO-DAY EXECUTIVE PROGRAMME 2026



FAMILY BUSINESS MASTERCLASS

Succession Planning | Governance | Successor Development



A Practitioner-Led Programme for Family Business Owners, Leaders and Successors across Pakistan

2 Full Days

8 Modules

1 Action Plan

Practical Toolkits

THE OPPORTUNITY

Family-owned businesses are the bedrock of the Pakistani economy; however, they face a unique continuity risk. Research suggests that without formal governance and planning, the transition to the third generation is the most significant point of fragmentation.

Our programme is designed to help your family beat these odds by building the structures that ensure long-term resilience and continuity.

Pakistan is approaching a generational transition of historic scale. The decisions being made now about governance, succession, and successor development will determine which businesses endure. This programme prepares family business leaders — founders, successors, and senior executives — to navigate the succession journey deliberately, with the right governance structures, the right documents, and the right development pathways in place.

PROGRAMME AT A GLANCE

Format	Two-Day In-Person Executive Programme
Audience	Founders, patriarchs and matriarchs; second and third generation family members; non-family senior executives in family-owned firms
Day 1	The Stakes and the Structure — Succession, Governance, Family Constitution and Strategic Health
Day 2	Succession in Depth, Successor Development, and Your Family Business Action Plan
Delivery	The Nishat Hotel, Johar Town, Lahore
Output	Each participant completes a full set of working templates and a Family Business Action Plan

WHAT MAKES THIS PROGRAMME DIFFERENT

- **Built specifically for Pakistan.** All case studies, cultural dimensions, and governance frameworks are drawn from the Pakistani and South Asian context.

- **Immediate strategic deliverables.** Participants develop a Family Constitution, Shareholders' Agreement outline, and a governance architecture plan during the sessions.

  These documents are not intended to be legal documents but will provide the framework for instructing legal advisors and for commencing the conversation within the family.

- **Addresses the full succession journey.** Establishing why action is urgent, then covering succession, governance, and successor development.

- **Designed for mixed audiences.** Most valuable when founders, successors, and non-family senior executives attend together.





- **Addresses cultural dimensions directly.** We tackle the cultural norms that often delay succession conversations in Pakistani families with practical approaches that honour the culture while enabling honest dialogue.

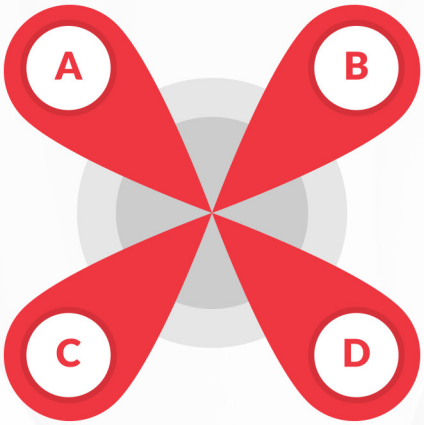
- **Delivered by practitioners.** Grounded in real advisory work with family-owned enterprises across Pakistan and international markets.

WHO SHOULD ATTEND

This programme is designed for the full range of stakeholders in a family enterprise and is most valuable when attended by multiple members of the same family alongside their senior leadership team.

Founders and Patriarchs/Matriarch
Planning the transition to the next generation

Next Generation Family Members
Preparing to take on greater responsibility



Non-Family Senior Executives
Operating at the intersection of family and management

Family Members with Ownership Stakes
Not in day-to-day management but invested in the future



WHAT YOU WILL GAIN



Succession Clarity

A structured succession plan with clear stages, timelines, and contingency provisions.



Governance Architecture

A designed governance structure: Family Council, Board, and the right balance between family and professional management.



Foundational Documents

A Family Constitution and Shareholders' Agreement outline — completed during the programme.



Successor Development

A personalised development pathway for identified successors with milestones and accountability.



Strategic Health Assessment

An honest assessment of the business before transition to ensure it is passed on in good shape.



A Family Business Action Plan

A prioritised 30/90/365-day action plan you take back and begin implementing immediately.



THE PROGRAMME JOURNEY

DAY ONE:
THE STAKES AND THE STRUCTURE

MODULE 1

THE FAMILY BUSINESS CHALLENGE — WHY MOST DON'T SURVIVE

- A candid examination of why family businesses fail, drawing on Pakistani and global evidence
- The "Third-Generation Curse": survival statistics and root causes
- Cultural dynamics that shape and often delay succession conversations in Pakistani families

MODULE 2

WHAT IS SUCCESSION PLANNING — THE PROCESS AND THE JOURNEY

- The "Twin-Track" approach: ownership succession versus leadership succession
- The five-stage journey from recognising the need through to embedding the new order
- How legal, financial, and emotional components connect

MODULE 3

GOVERNING THE FAMILY ENTERPRISE — STRUCTURES, ROLES AND ACCOUNTABILITY

- Governance architecture: Family Council, Board of Directors, and the Three-Circle Model

- Board professionalisation and the role of independent directors in the Pakistani context
- Interactive session: designing your specific family governance architecture

MODULE 4

THE FAMILY CONSTITUTION AND SHAREHOLDERS' AGREEMENT

- Deep dive into the two foundational documents of a sustainable family enterprise
- Guided development of your own Constitution and Agreement outline

DAY TWO:
SUCCESSION, DEVELOPMENT AND YOUR ACTION PLAN

MODULE 5

STRATEGIC HEALTH — ENSURING THE BUSINESS IS WORTH PASSING DOWN

- The transition paradox: succession without strategic health is succession into decline
- De-risking the founder and professionalising management

MODULE 6

SUCCESSION PLANNING IN DEPTH — PITFALLS, LEGAL DIMENSIONS AND CONTINGENCY

- Transition models: family-to-family, professional management, or hybrid
- Contingency planning and legal dimensions within the Pakistani context

MODULE 7

SUCCESSOR DEVELOPMENT — GROOMING THE NEXT GENERATION TO LEAD

- The development pathway: education, outside experience, structured entry, graduated responsibility
- Managing the "capability versus lineage" conversation with sensitivity and clarity

MODULE 8

YOUR FAMILY BUSINESS ACTION PLAN

- Creating 30/90/365-day timelines for governance, succession, and family communication
- Peer review and personal commitment to act within 30 days

The question is not whether your family business will face a succession moment. The question is whether your family will be ready for it — with the governance structures, the plan, and the next generation prepared to lead.

PROGRAMME FACILITATOR

AMER QURESHI

Former Director
Deloitte Australia



Amer Qureshi is an Australian Fellow Chartered Accountant, international management consultant, and author with over two decades of hands-on experience across Australia, the Middle East, and Pakistan. His career spans senior leadership roles including CFO and CEO, alongside advisory work with global institutions such as the IFC (World Bank Group) and the Bill & Melinda Gates Foundation.

Amer serves as a Master Trainer for the IFC's ESG capacity-building initiatives and is a Faculty Member at the Pakistan Institute of Corporate Governance (PICG). He brings deep advisory experience in Pakistan, having served as a strategic advisor to numerous leading Pakistani family groups, guiding them through complex generational transitions, governance restructuring, and high-stakes leadership successions.

He has served as faculty and Director of the SME and Entrepreneurship Centre at LUMS, and as a Director at Deloitte Australia. He is the author of multiple books published internationally, including Leadership Insights — one of the early contributions focused on leadership through an Asian lens. He is a graduate of the Australian National University with an Executive Education Programme completed at Harvard Business School.

Programme Details

- Format: Two-Day In-Person
- Language: English and Urdu
- Location: The Nishat Hotel, Johar Town, Lahore
- Group Size: Up to 20 participants
- In-house delivery available

Participants Receive

- Family Constitution template
- Shareholders' Agreement outline
- Governance Architecture Plan
- Succession Readiness Assessment
- Family Business Action Plan template
- Certificate of Completion

PART OF AN EXECUTIVE PROGRAMME SUITE

This programme is one of a suite of executive offerings designed for senior leaders and boards:

- **Strategic Leadership** — vision, strategy, execution, teams, governance, and action
- **ESG Leadership for Boards and C-Suite Executives** — strategic and governance capability for ESG transformation
- **Building a Sustainable Family Business** — succession planning, governance, and successor development

ENQUIRIES AND REGISTRATION

For group enrolment, and in-house delivery options, please contact us.

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REGISTER NOW.

- Limited seats
- Certificate of Completion provided

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