

Q. How can we make our partnership more effective and rewarding?

A. Create a Partnership Charter to enhance your business and personal relationship — with strategic help from BMC Associates.

What's at stake?

Your income.
Your business.
Your happiness.

Building a Firm Foundation

A business partnership can enable you to fulfill your dreams. Or it can become an excruciating nightmare. The difference is often determined by a few key business and interpersonal factors. How well do the partners understand each other? How well do they treat each other? How well have they clarified their business arrangement? How well do their dreams meld into a common, powerful vision?

BMC's Partnership Charter is a unique, structured process for partners or prospective partners to address these crucial topics. BMC has drawn on its combination of business, finance, legal and psychological expertise to create the Charter. The process helps partners to talk about seldom discussed and sensitive interpersonal issues. It helps create clarity about the business aspects of their "deal" related to money, vision, governance and control. The product of the process is a Charter document that commits to paper the partners'

conclusions in all areas. If you are considering a partnership, expanding one or trying to save one from serious problems, a Charter can make all the difference.

The Price of Failure

The consequences of an underperforming or failed partnership are often very painful:

- *Distracted owners and employees* . Precious time and money is lost if partners are absorbed in their relationship instead of their business. When owners' focus is lost, employees' is sure to follow
- *Lack of strategic direction*. Divided leadership produces inconsistent direction or no direction at all
- *Emotional pain*. Partners invest a great deal in each other — emotionally as well as financially. When that investment goes bad and stays bad , it hurts more with every passing day.
- *Business decline or failure*. The efforts and dreams of decades can be lost. Economic security for

What issues can the Charter address that our attorneys, accountant or other advisors alone may not?

Business issues plus:

**Trust.
Fairness.
Personalities.
Values and vision**

How else can BMC help?

**Business Mediation.
Business Succession
Planning.
Preparation for Estate
Planning. Management
Coaching.**

families can be lost. Respect and reputation can be tainted.

A Total Solution

Lawyers and accountants are indispensable in running a business. But, working alone, they may not have all the expertise needed in dealing with some fundamental issues dealt with in a Partnership Charter.

- *Trust and fairness.* These are the foundations of a partnership. Sensitive and specialized help is critical to help build them or, if needed, rebuild them.
- *Personalities.* Partners' different personalities can add to the range of capabilities in their business. But they can also rub each other raw. Learning how to avoid the hot spots can save the day — every day.
- *Values and vision.* Good will and consideration can only go so far. A partnership can still fail if the owners have divergent visions or values. It's vital to align them.

Working with you other advisors, BMC will address these key issues.

BMC's Approach

Our approach is one that encourages collaboration between partners. We facilitate partners' work as they shape their own specific agreements regarding all aspects of their relationship. These agreements result in a written Partnership Charter — a working document. The Charter process

will help you and your partner to identify differences in your individual goals and develop a common vision — and plan — for the future. It will help you clarify your financial and management “deal.” We will work with you to understand your personalities, how to deal effectively with one another and how to build a sense of trust and fairness. We will also help you prepare for the inevitable surprises and shocks.

BMC Associates draws on its wide range of experiences to assist you in dealing with the complex business and personal issues involved in partnership. We are committed to a strategy of co-consulting. An associate experienced in business and one experienced in psychology and partner dynamics work as a team on Charter projects.

It's best if the charter is completed before problems emerge. However, it can also help partners sort out existing problems and get to the source of what may be getting in the way.

BMC Associates offers a full range of services to family businesses, partnership and others. All of our services are grounded in a philosophy of collaboration among partners and family business members. Please call David Gage at 703-465-1262 for more information.