



TWENTY
ONE
CLEAR

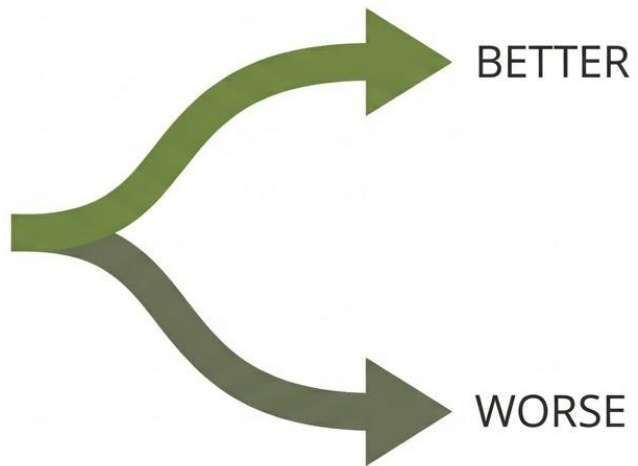
CHAOS-PROOF YOUR FAMILY BUSINESS

American Staffing Association
January 27 and 29, 2026

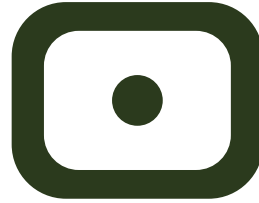
COMPANY

FAMILY BUSINESS

Session 1



Session 1

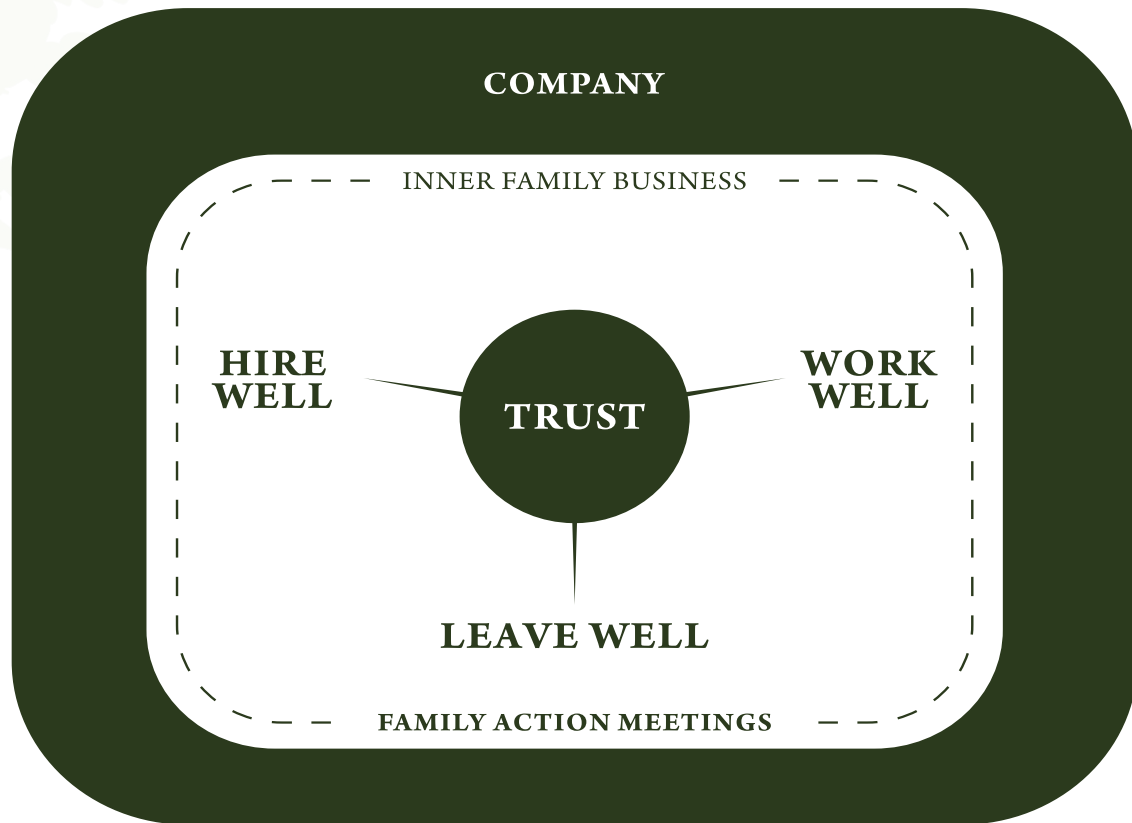


Session 1

- Inner Family Business
- Health / Chaos
- Chaos-Proof Framework
- IFBAC



Session 2



Background

Based in Augusta, Georgia



Education

- BA, History (University of Virginia)
- JD (Wake Forest University School of Law)

Email: adam@21clear.com

Work: (706) 750-8178

LinkedIn: [linkedin.com/in/adamhatcher](https://www.linkedin.com/in/adamhatcher)

Background

Based in Augusta, Georgia



Education

- BA, History (University of Virginia)
- JD (Wake Forest University School of Law)

Email: adam@21clear.com

Work: (706) 750-8178

LinkedIn: [linkedin.com/in/adamhatcher](https://www.linkedin.com/in/adamhatcher)

MAU Workforce Solutions, Inc. (est. 1973)

- General Counsel
- Corporate Strategy Lead
- Vice President of Human Resources

Background



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LinkedIn: linkedin.com/in/adamhatcher

Growth Since 2010

Regional to National

Top 75 in Staffing

Top 20 in Industrial Staffing

Background



Grandfather
Brother
Cousin
Step Uncle
Father

A stylized, light green tree graphic is positioned on the left side of the slide, extending from the bottom to the top. It has a thick trunk and several branches with leafy canopies.

Two Goals

- **New Market**
- **Acquisition**
- **Sales Slump**
- **Top 50**

Stay Together

Great Family Companies



MARS

Kelly[®]



Great Family Companies



A stylized, light green tree graphic is positioned on the left side of the slide, with its branches extending towards the top left corner.

Great Family Companies

Company

Full
Valuation

Positive
Impact

Family

Keep

Relationships

Chaotic Family Companies

A stylized, light green tree graphic is positioned on the left side of the slide. It features a thick, curved trunk and several branches with clusters of leaves. The leaves are simple, rounded shapes. The tree is partially cut off by the left edge of the frame.

The Inner Family Business

- **Calamities**
- **Chaos-Proof**



Inner Family Business



**“When you work
together with your
family,**

***you **do not** have a
family business.***

Not on its own.”

Inner Family Business

A faint, stylized illustration of a tree with many leaves is positioned in the upper-left corner of the slide, extending towards the center.

COMPANY

FAMILY BUSINESS

Inner Family Business

A faint, stylized illustration of a tree with many leaves is positioned in the upper-left corner of the slide, extending towards the center.

COMPANY

FAMILY BUSINESS

Inner Family Business



The diagram consists of a large dark green rounded rectangle. Inside it is a smaller white rounded rectangle. The word 'COMPANY' is written in white serif font inside the top part of the dark green rectangle. The word 'FAMILY BUSINESS' is written in dark green serif font inside the white rectangle. A yellow line highlights the top part of the dark green rectangle, which contains the word 'COMPANY'.

COMPANY

FAMILY BUSINESS

Inner Family Business



Alignment

Communication

Trust

Inner Family Business

COMPANY

FAMILY BUSINESS



Inner Family Business



Inner Family Business

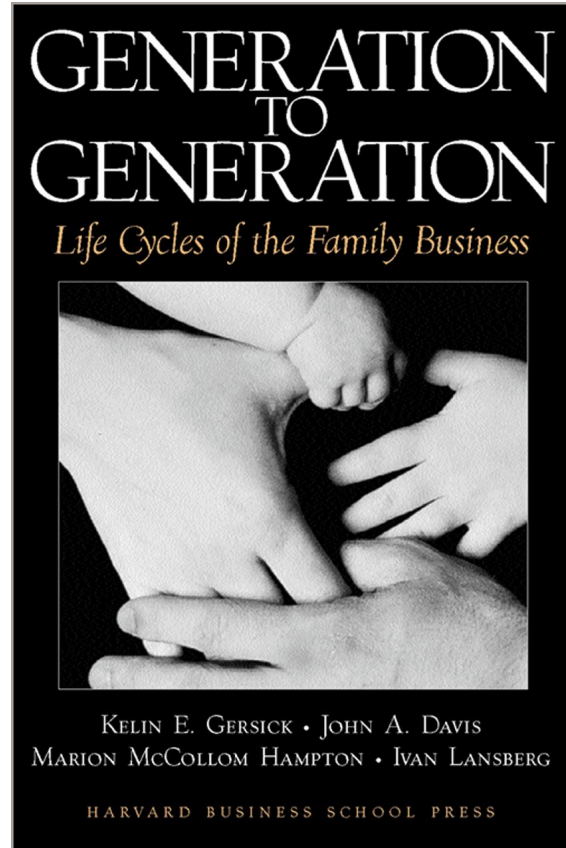
“Keeping a family business alive is perhaps **the toughest management job on earth**. Only 13% of successful family businesses last through the third generation.”

*Keeping the Family Business Healthy,
Ward*



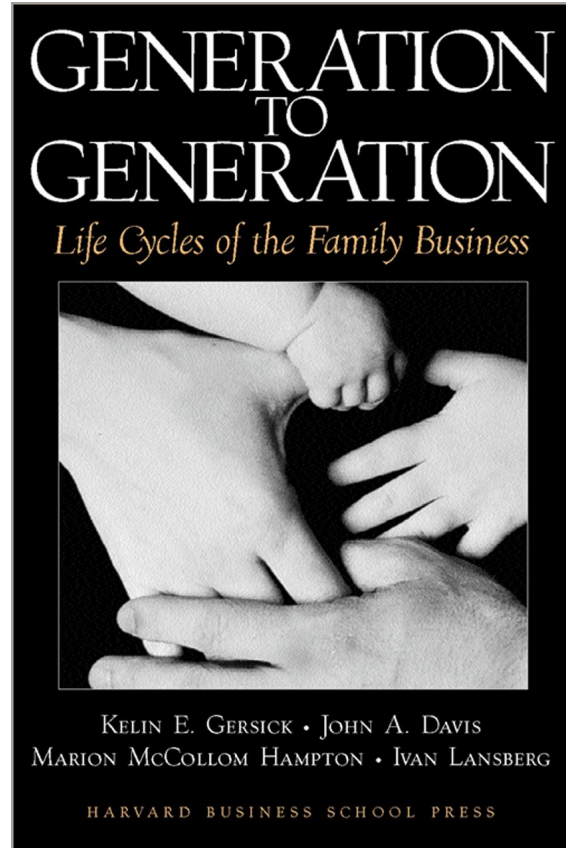
Health

“Companies owned and managed by families are a special organizational form whose ‘specialness’ has both positive and negative consequences ... When they are working **well**, families can bring a **level of commitment, long range investment, rapid action** and **love for the company** that non family businesses yearn for but seldom achieve.”

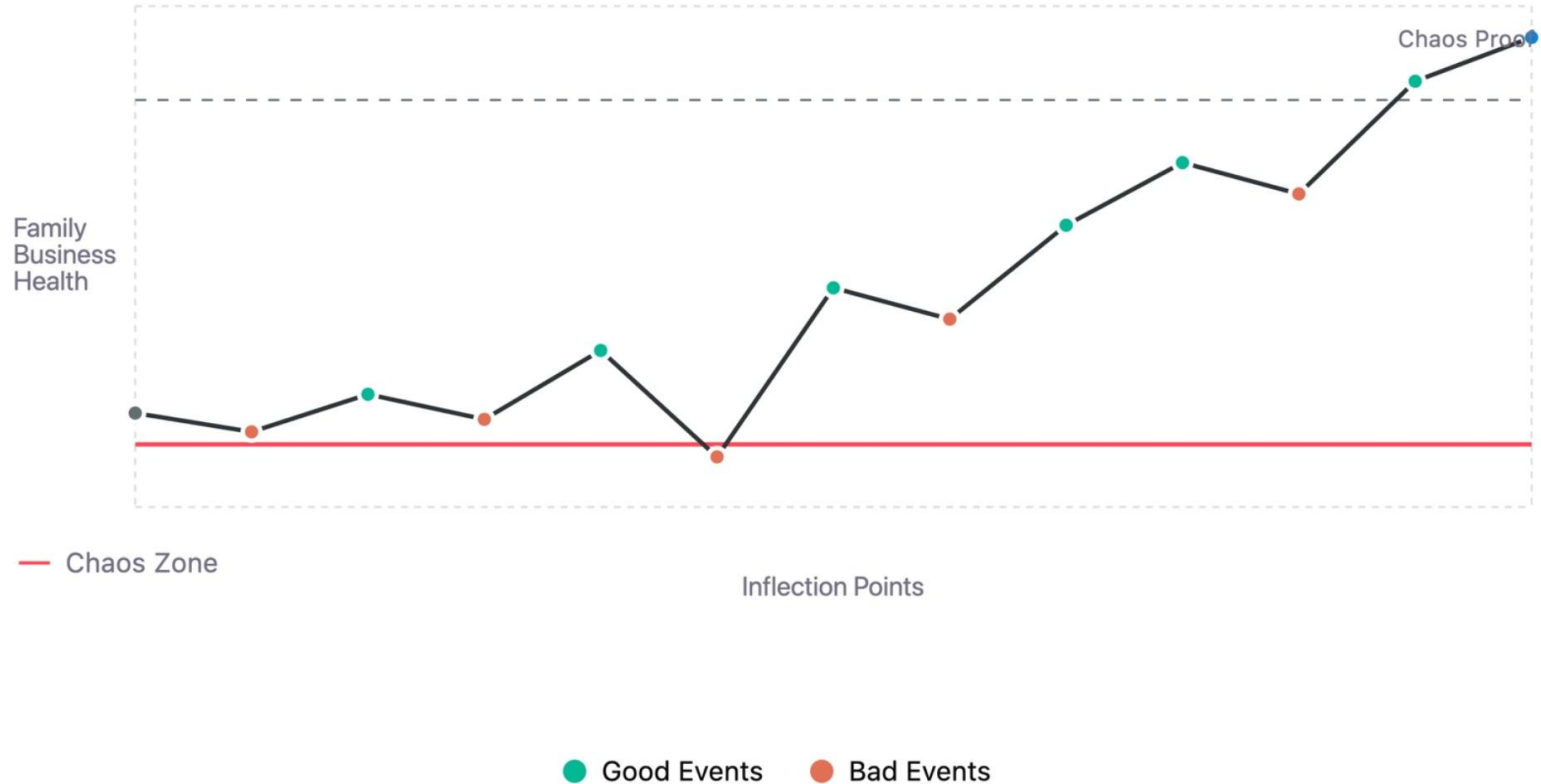


Chaos

“When they are working poorly, families can create levels of **tension**, **anger**, **confusion** and **despair** that can **destroy** good businesses and healthy families amazingly **quickly**.”

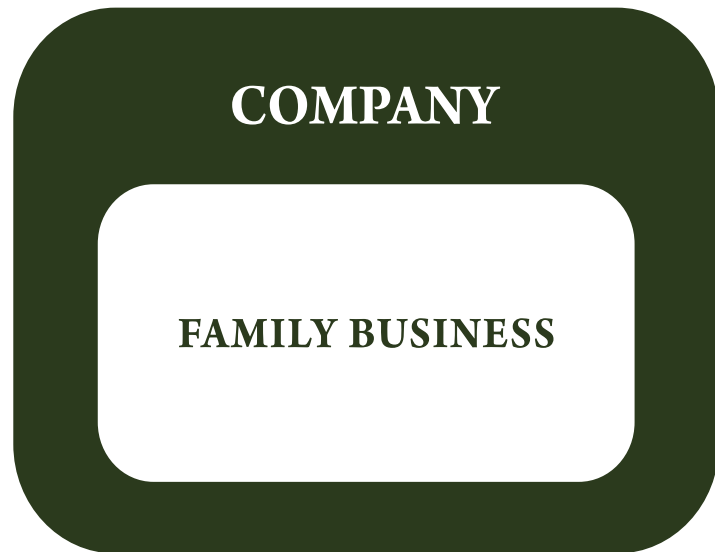


Inner Family Business Journey

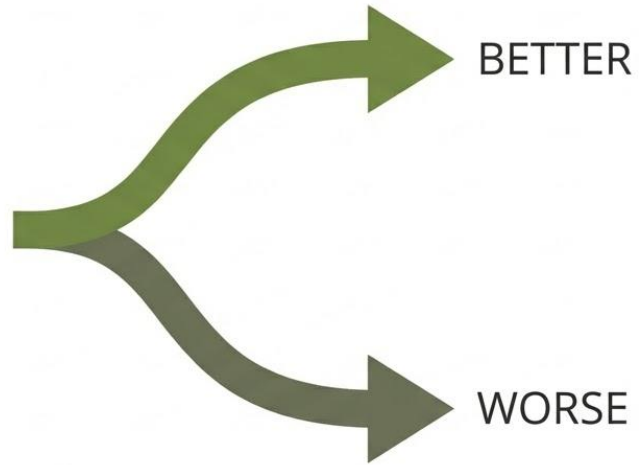


Session 1

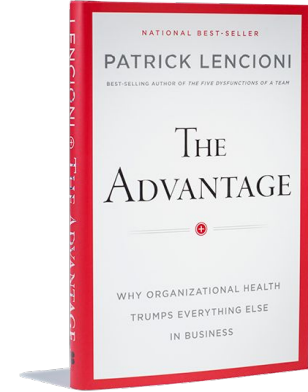
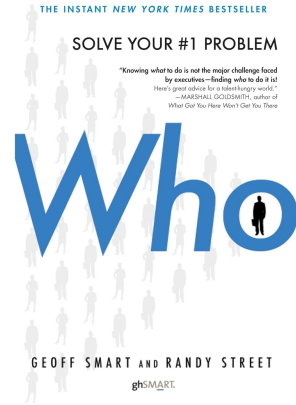
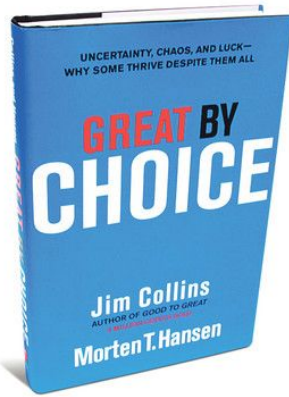
- Inner Family Business
- Health / Chaos
- Chaos-Proof Framework
- IFBAC



Chaos-Proof Framework



Chaos-Proof Framework



Chaos-Proof Framework

Chaos-Proof Framework

HIRE WELL

Family criteria,
actual jobs,
process and
onboarding

Chaos-Proof Framework

HIRE WELL

Family criteria,
actual jobs,
process and
onboarding

WORK WELL

Compensation,
development,
culture and
pitfalls

Chaos-Proof Framework

HIRE WELL

Family criteria,
actual jobs,
process and
onboarding

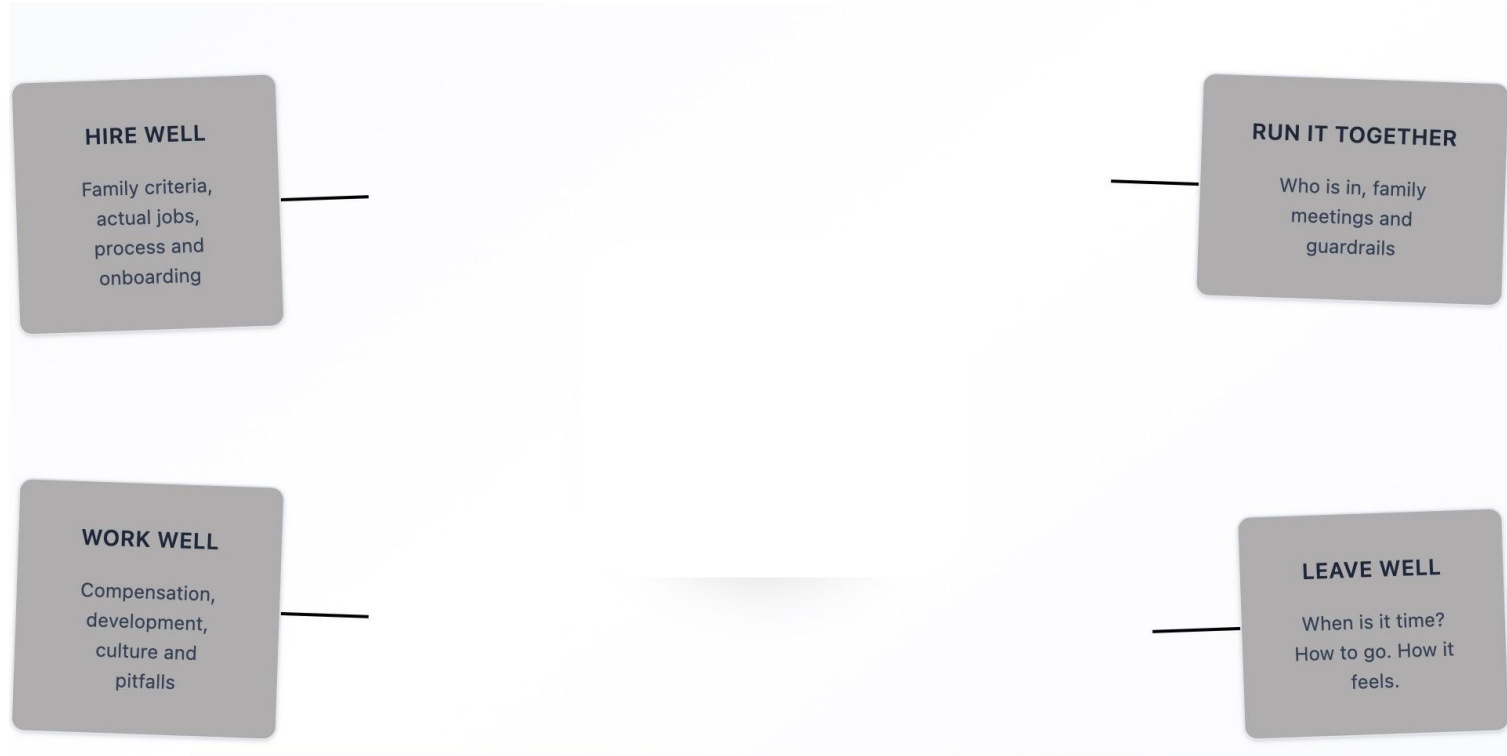
WORK WELL

Compensation,
development,
culture and
pitfalls

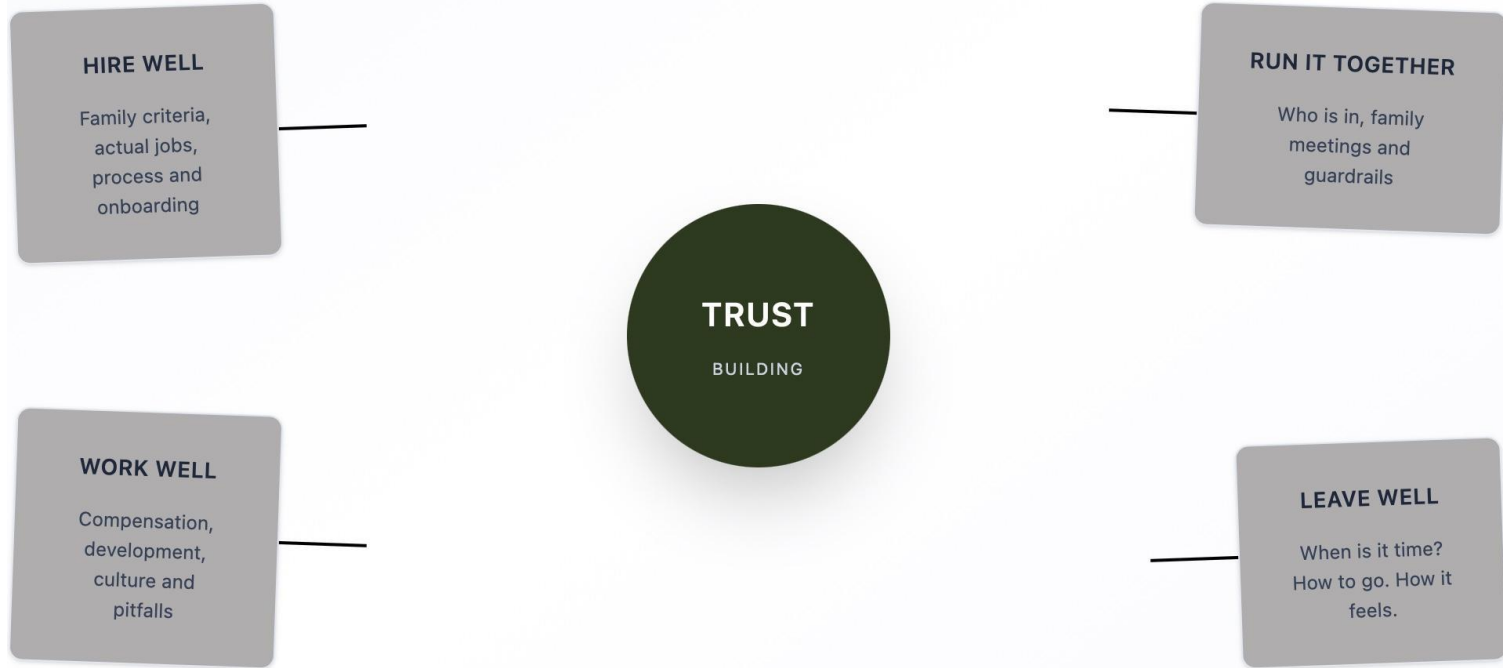
RUN IT TOGETHER

Who is in, family
meetings and
guardrails

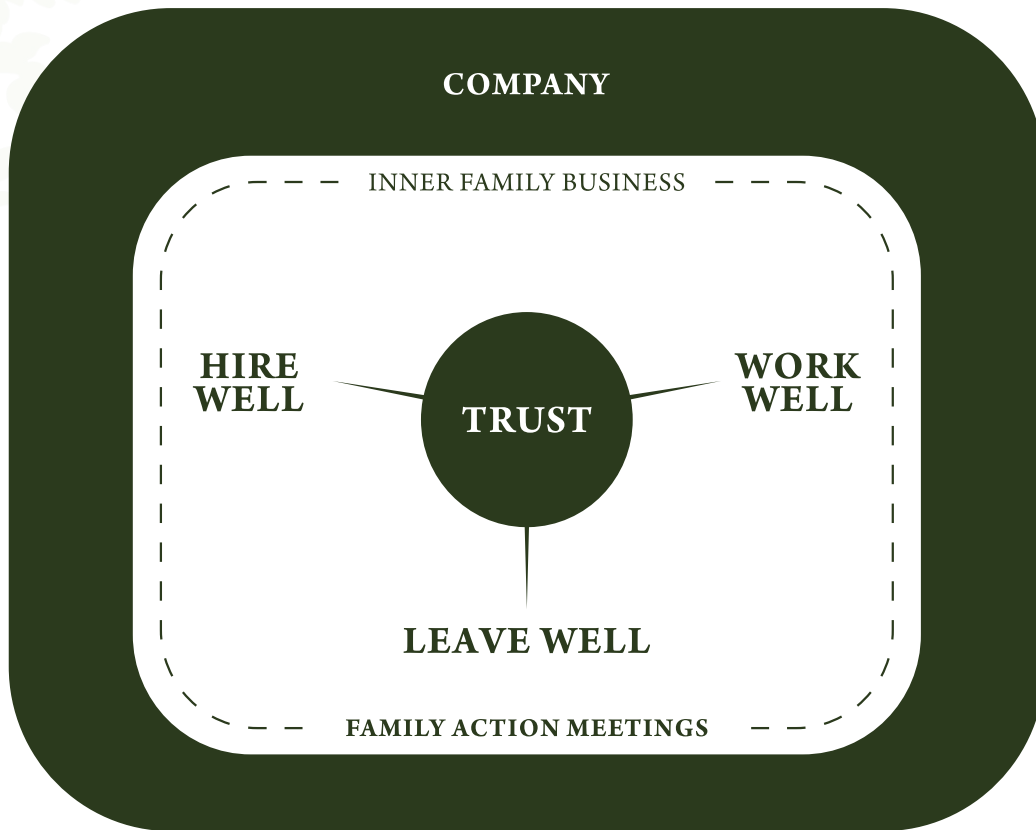
Chaos-Proof Framework



Chaos-Proof Framework

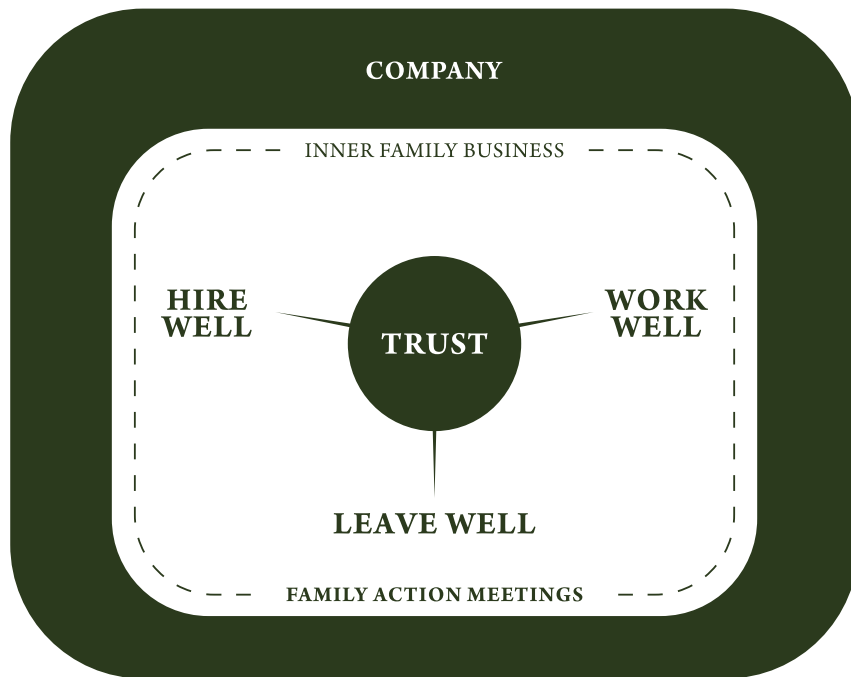


Chaos-Proof Framework



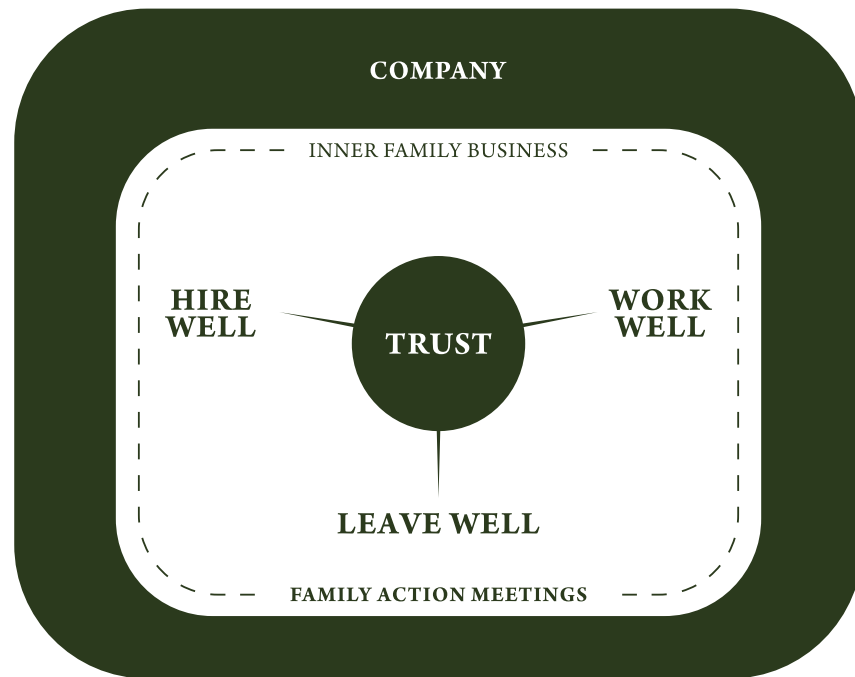
Session 1

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Chat Question

- Excitement / Health
- Concern / Chaos





Case Study



Victor

- *Sales*

- *Commercial*

Mo

- *Corporate*

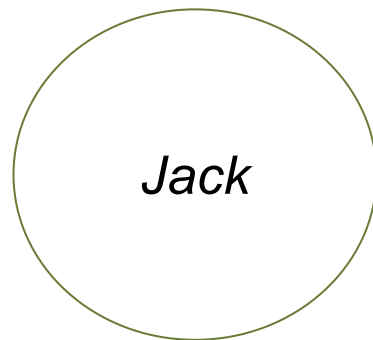
- *Residential*

Jack

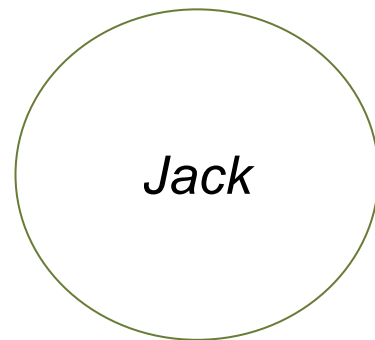
Case Study



"No. The kid is an idiot."



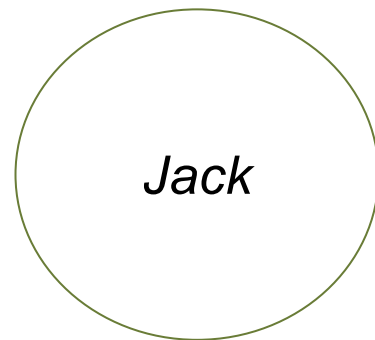
Case Study



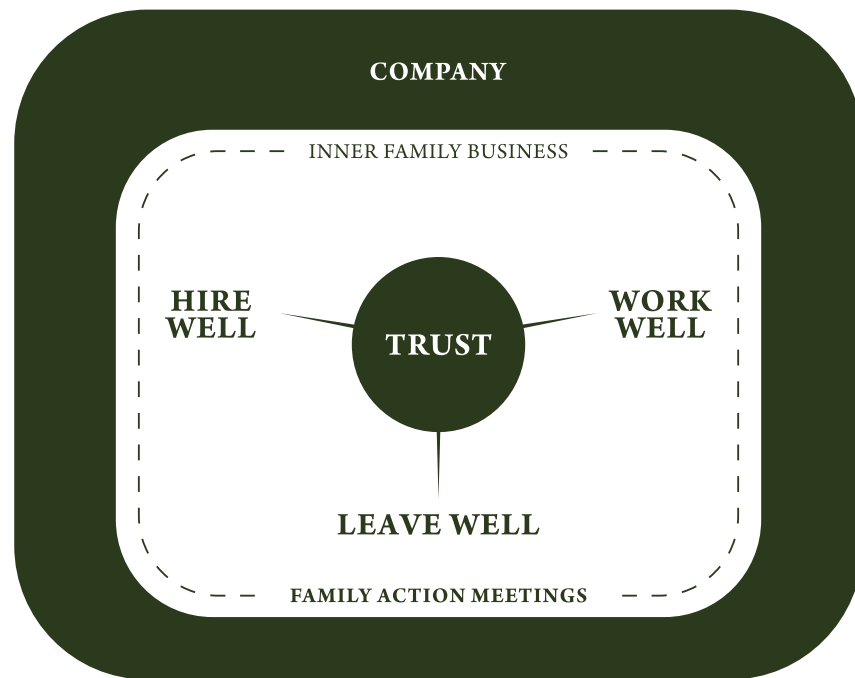
Case Study



*"We don't see things the
same way anymore."*



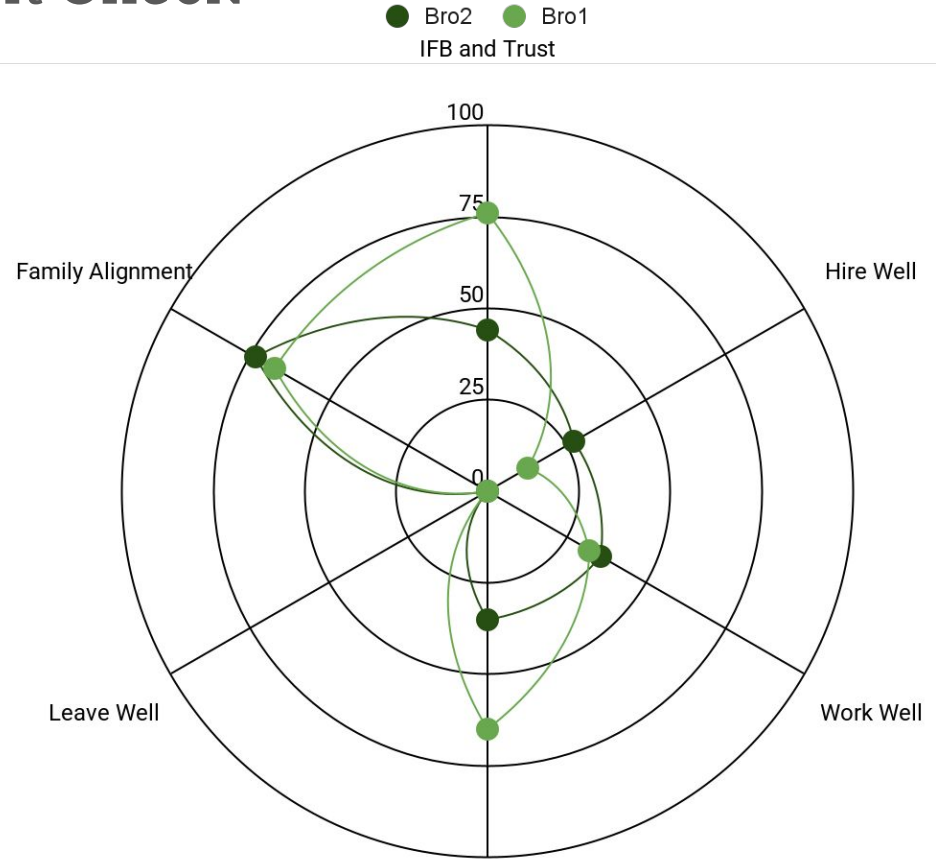
Case Study



Inner Family Business Alignment Check

*Victor and Mo's IFBAC shows both **chances to increase inner family business clarity and create tighter alignment between the brothers.***

*Our goal through **assessments and Family ACTION Meetings** is to get Mo and Victor answers to **fill the circle** to the right, increasing their **alignment, communication and trust.***



Inner Family Business Alignment Check

Inner Family Business Alignment Check

The **IFBAC** is a survey that gives you a way to see patterns in your inner family business and issues you might be ignoring or are afraid to name. It is a snapshot of your perspective of your inner family business's health, including the ways you are happy in and with your family company, while reflecting and perhaps validating any frustrations or problems of which you are aware.

Most importantly, you will gain perspective on how stable you think the family business is and find places to begin your chaos-proofing journey. And, if you are in chaos right now, you will get an idea of where you could focus emergency help.

(reprinted from "A Chaos-Proof Family Business"; publication 2026)

adam@21clear.com [Switch account](#)



* Indicates required question

Email *

Your email

Inner Family Business Alignment Check

Please assess the following statements based on your current experience: *

0 1 2 3 4 5

Family
agreement on
whether a
family
business
exists and
should
continue.

☐☐☒☐☐☐

BACK TO ASA HERE

Appendix

COMPANY

INNER FAMILY BUSINESS

HIRE
WELL

TRUST

WORK
WELL

LEAVE WELL

FAMILY ACTION MEETINGS

A stylized, light green tree graphic is positioned on the left side of the slide, extending from the bottom to the top. It features a simple trunk and a canopy of leaves.

COMPANY

A stylized, light green tree graphic is positioned on the left side of the slide, extending from the bottom to the top. It has a simple trunk and a canopy of leaves.

COMPANY

A large, dark green rounded rectangle is centered on the slide. It contains a smaller, light gray rounded rectangle in the center.A light gray rounded rectangle is centered within the dark green rounded rectangle.

A stylized, light green tree graphic is positioned on the left side of the slide, extending from the bottom to the top. It has a thick trunk and several branches with leafy canopies.

COMPANY

FAMILY BUSINESS



COMPANY

FAMILY BUSINESS



COMPANY

FAMILY BUSINESS

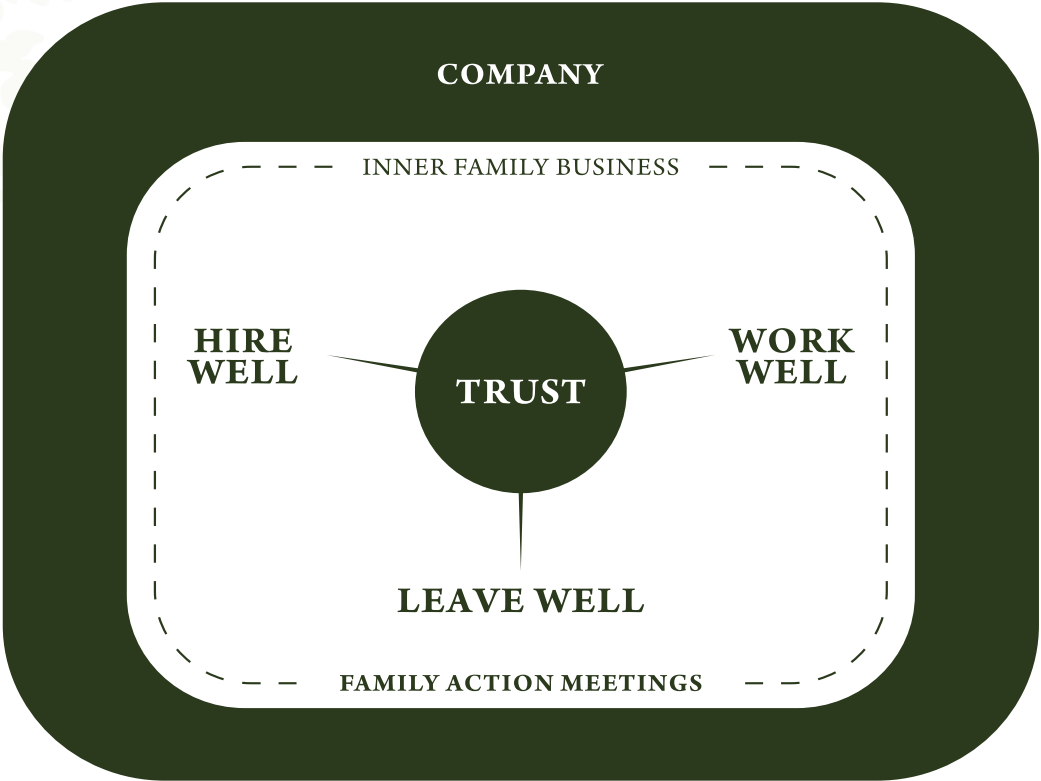
Inner Family Business

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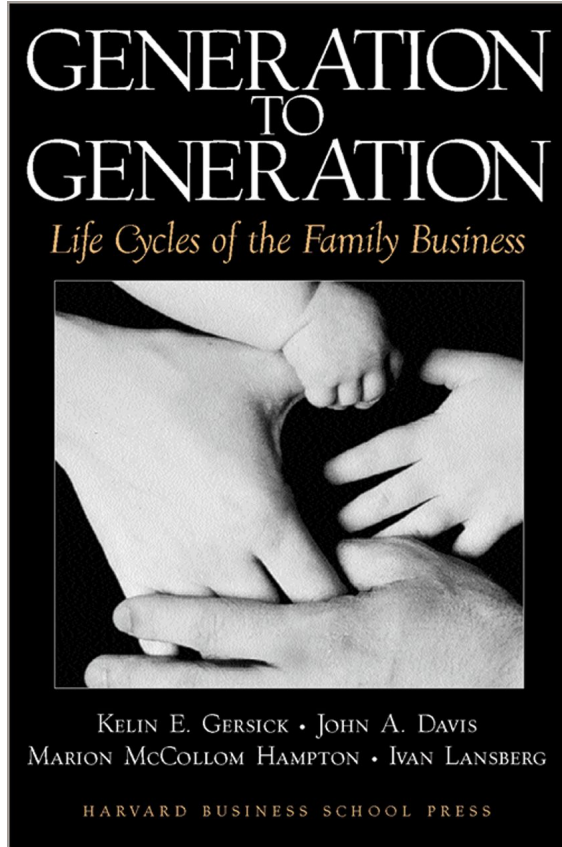
FAMILY BUSINESS

Chaos-Proof Framework



Health

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Chaos

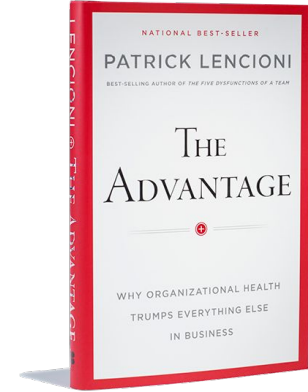
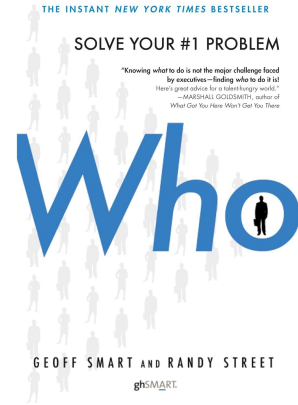
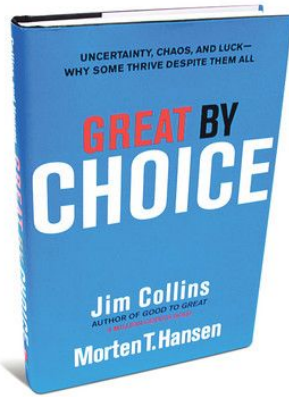
“When they are working poorly, families can create levels of tension, anger, confusion and despair that can destroy good businesses and healthy families amazingly quickly.”

GENERATION TO GENERATION *Life Cycles of the Family Business*



KELIN E. GERSICK • JOHN A. DAVIS
MARION MCCOLLOM HAMPTON • IVAN LANSBERG

HARVARD BUSINESS SCHOOL PRESS



Inner Family Business Alignment Check

*Bro2 and Bro1's IFBAC shows both **chances to increase inner family business clarity and create tighter alignment between the brothers.***

*Our goal through **assessments and Family ACTION Meetings** is to get Bro2 and Bro1's answers to **fill the circle to the right.***

*A strong IFBAC creates a **platform for growth and resilience to disruptions.***

