



TWENTY
ONE
CLEAR

A CHAOS-PROOF FAMILY BUSINESS

American Staffing Association
January 27 and 29, 2026

Great Company



Inner Family Business
Health



Foundation for Legacy
Building

Day 2

- **Review Day 1**
 - Victor and Mo case study
 - Chaos-Proof Framework: Hiring Well
-

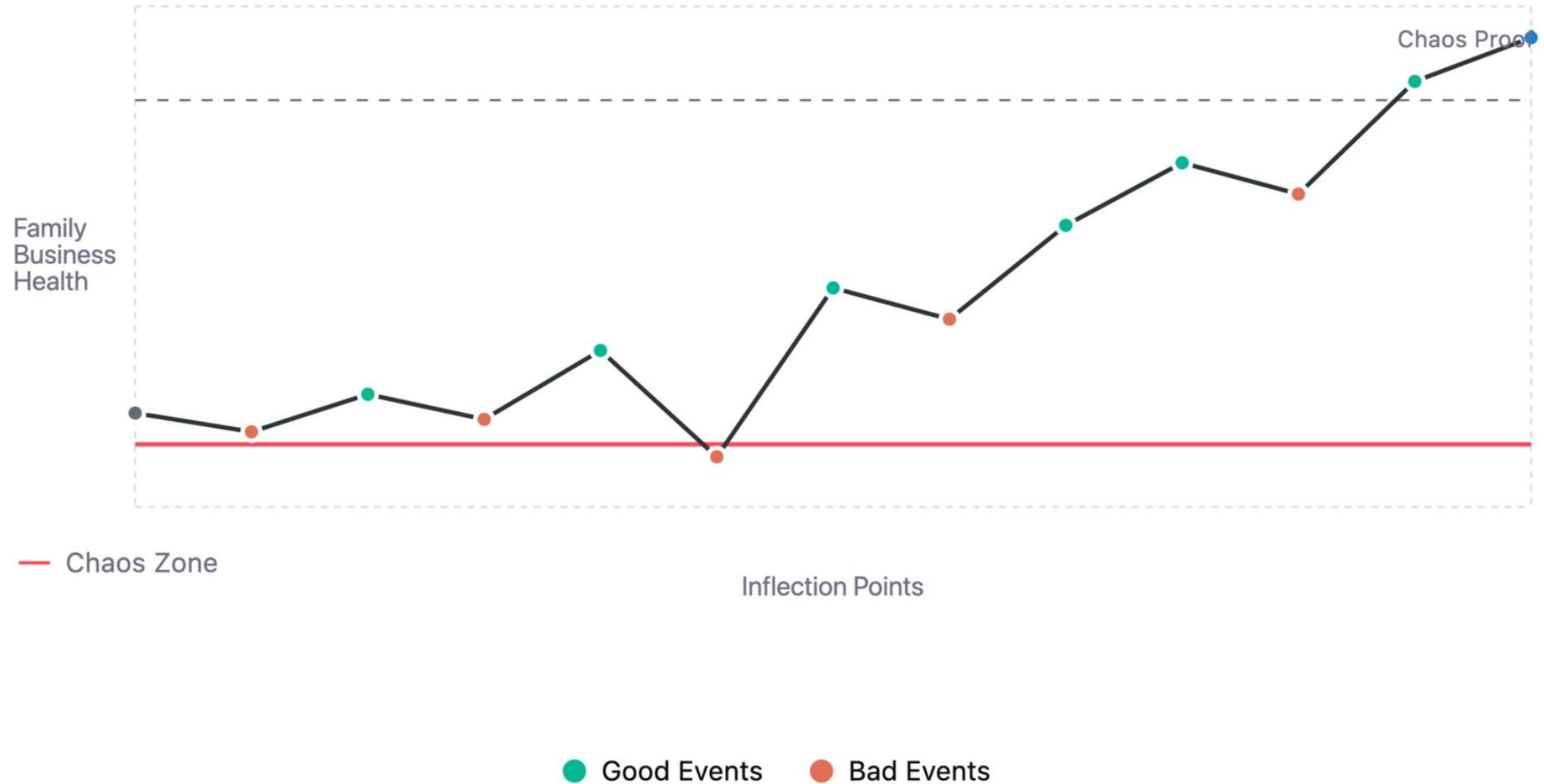
Inner Family Business

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

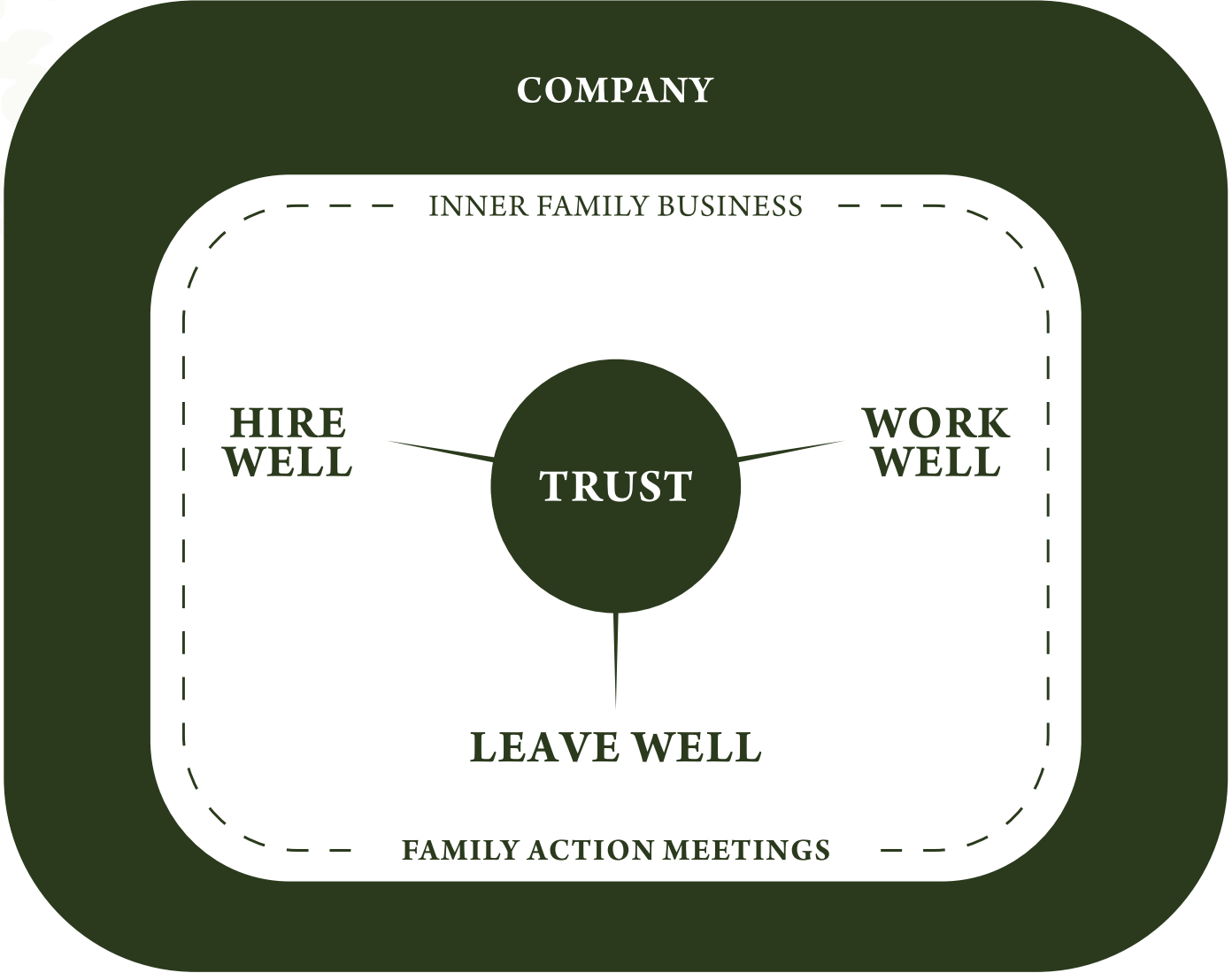
COMPANY

FAMILY BUSINESS

Inner Family Business Journey

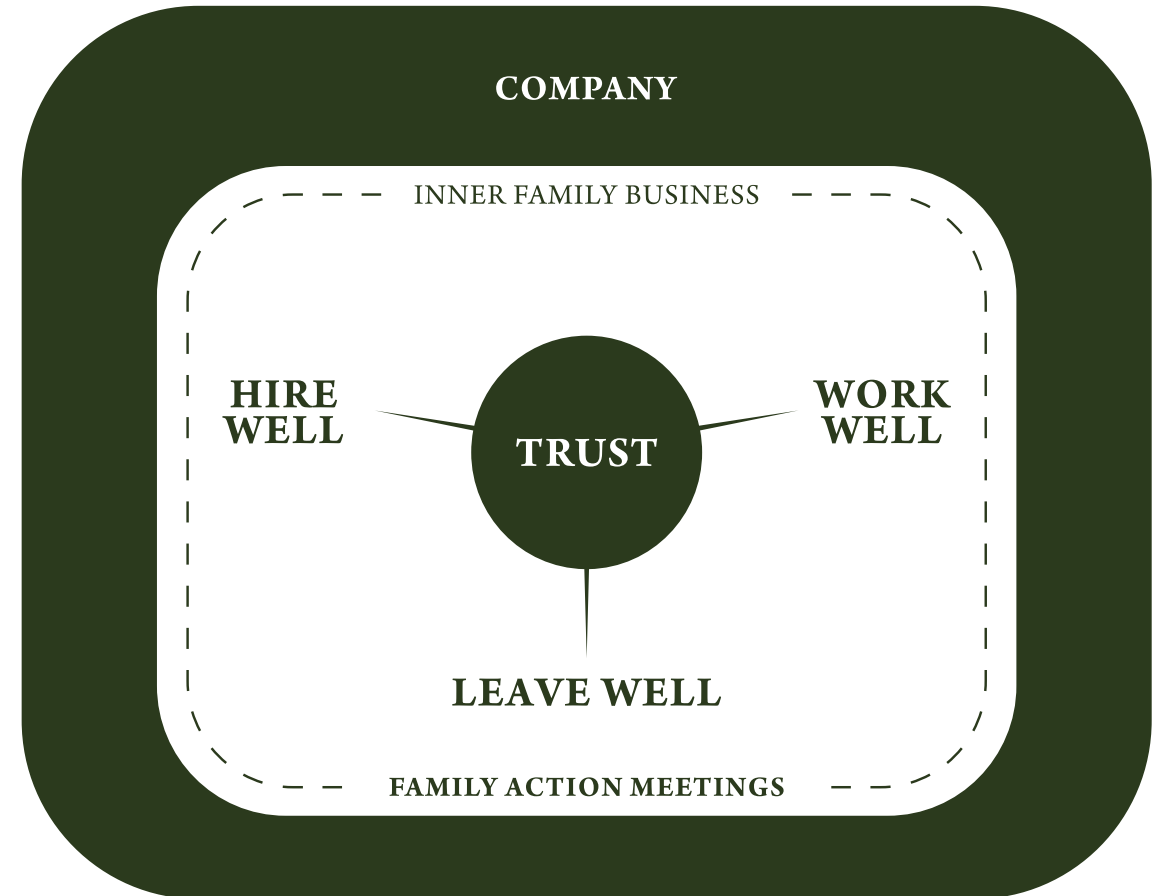


Chaos-Proof Framework



Session 1

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



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

INSERT ANALYSIS SLIDE HERE

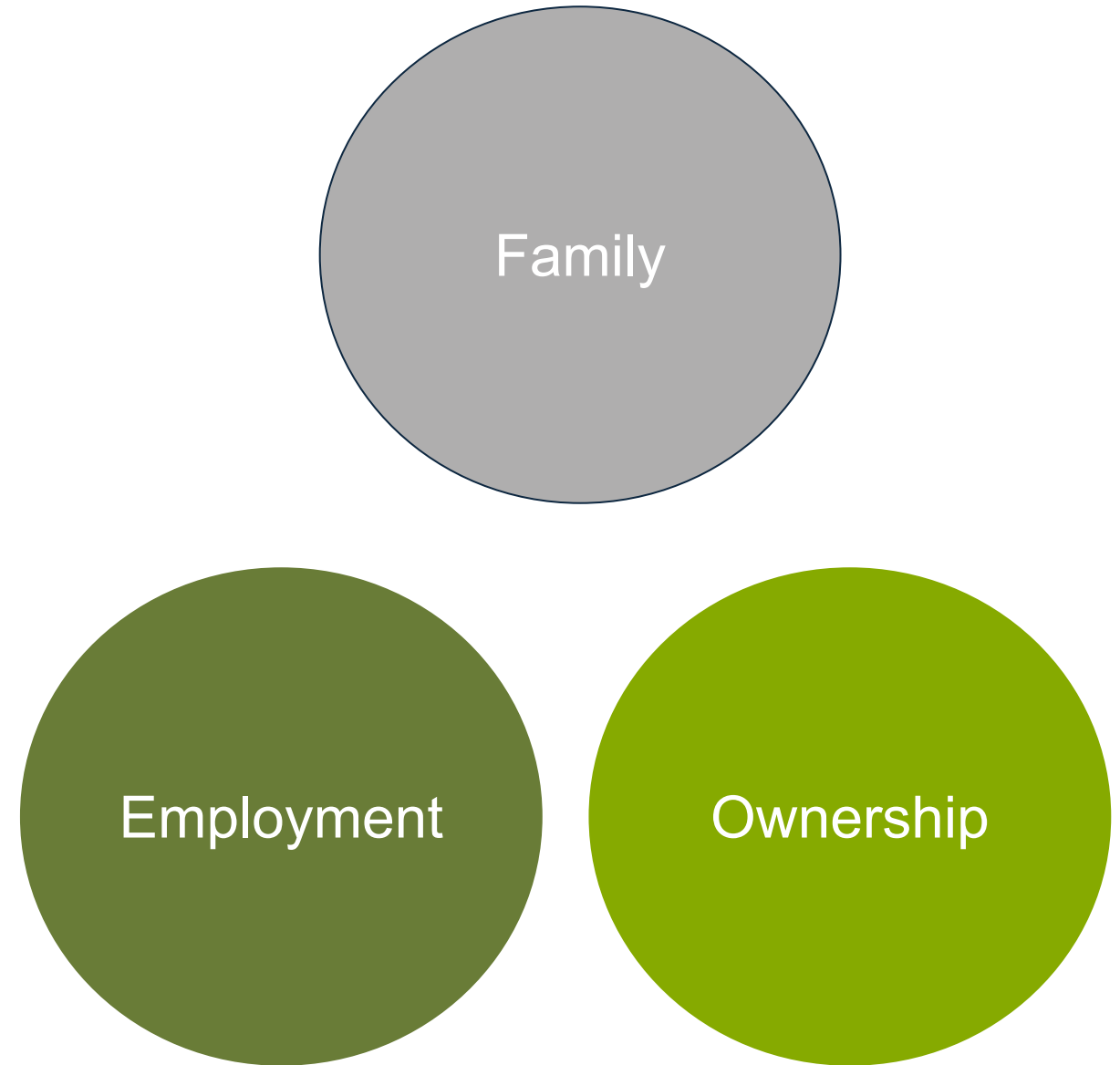


Day 2

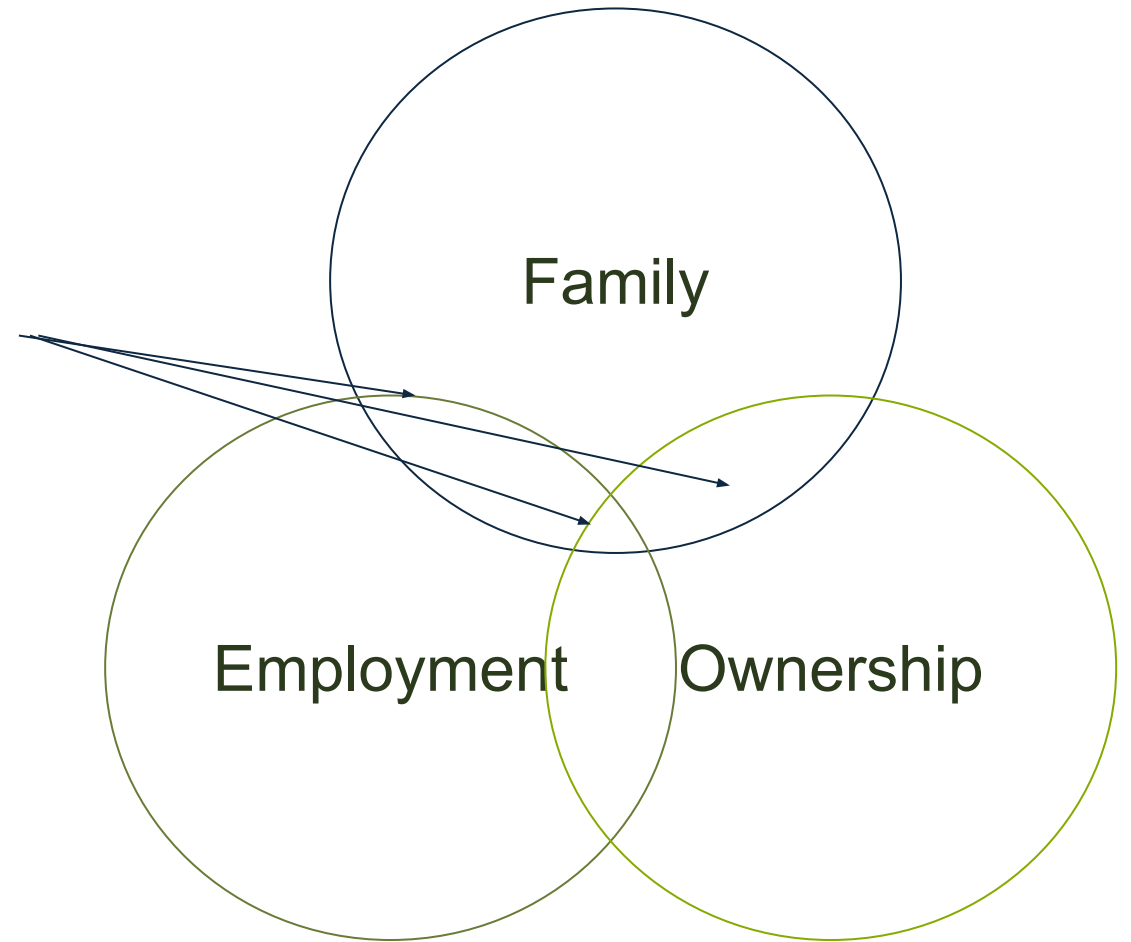
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Q: Family
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three circle model
(Family, Employment,
Ownership).

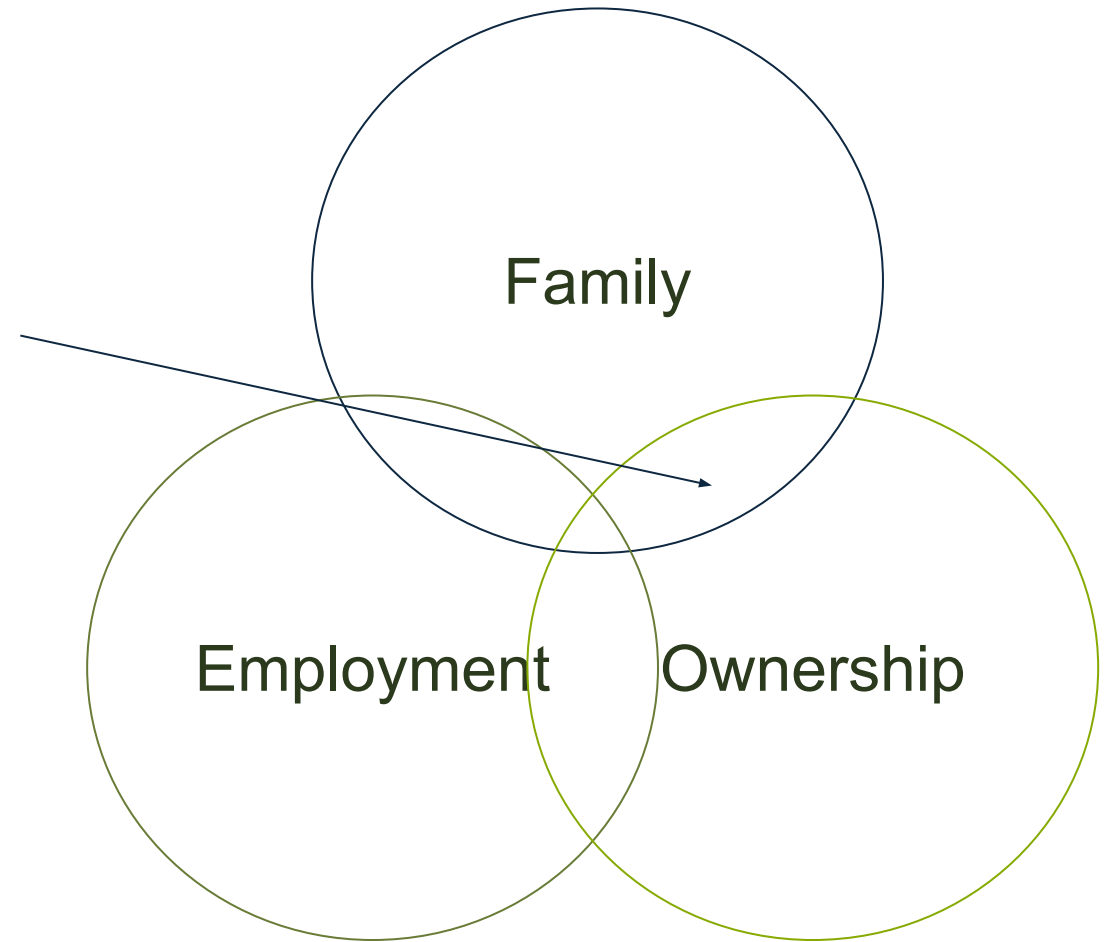
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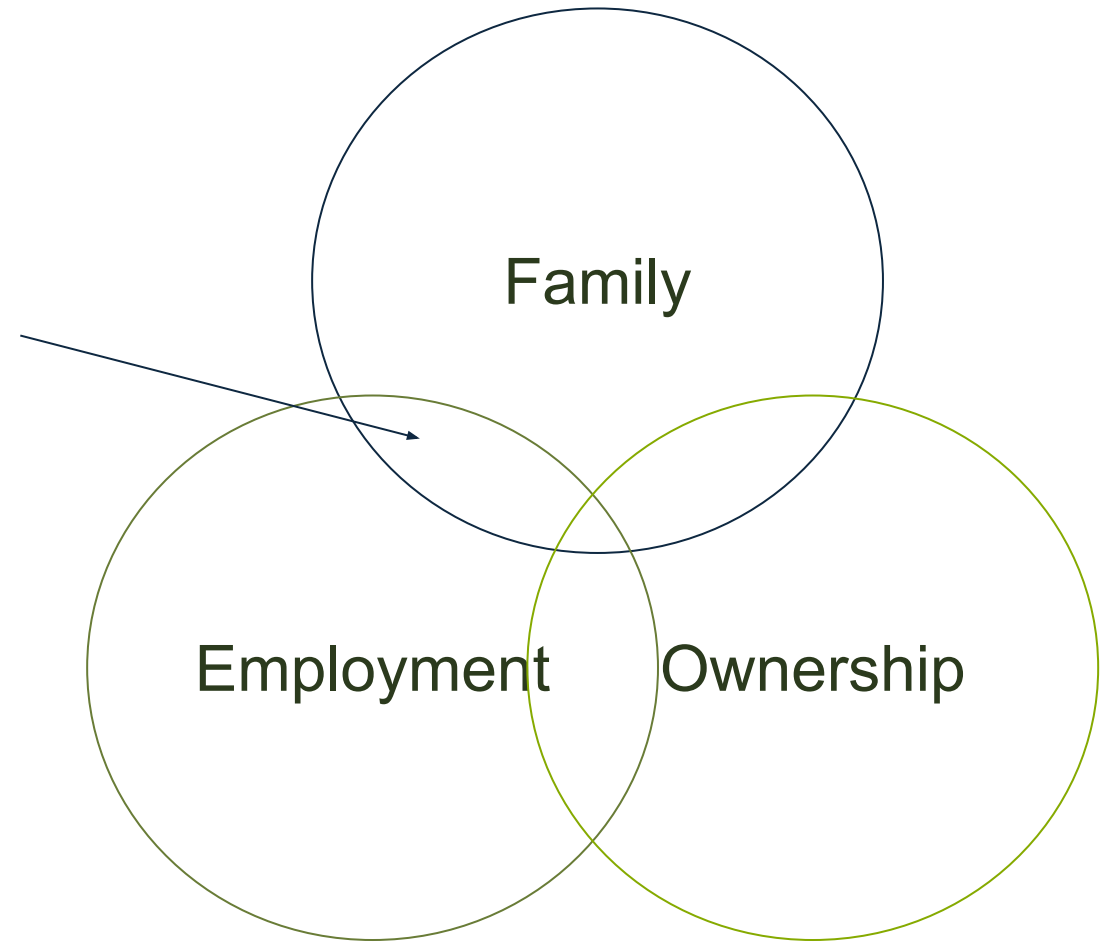
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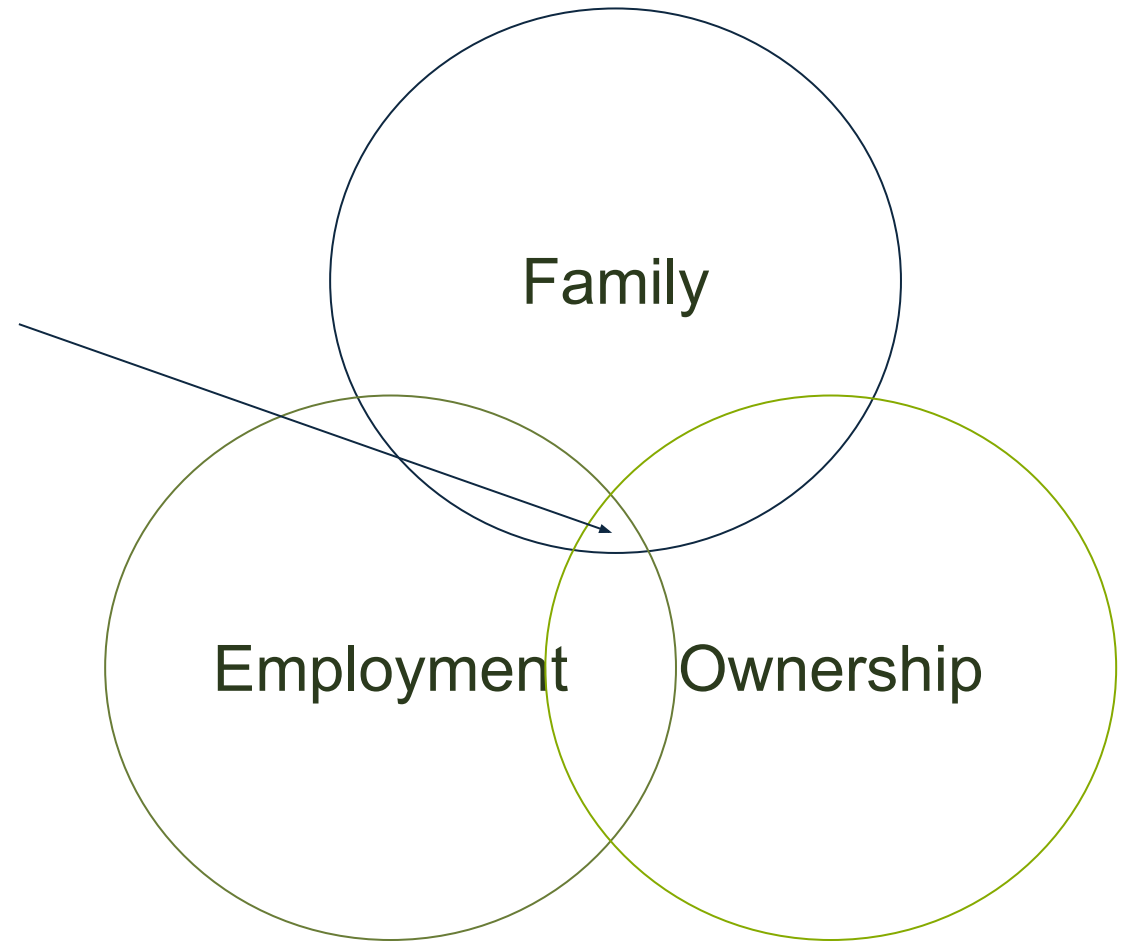
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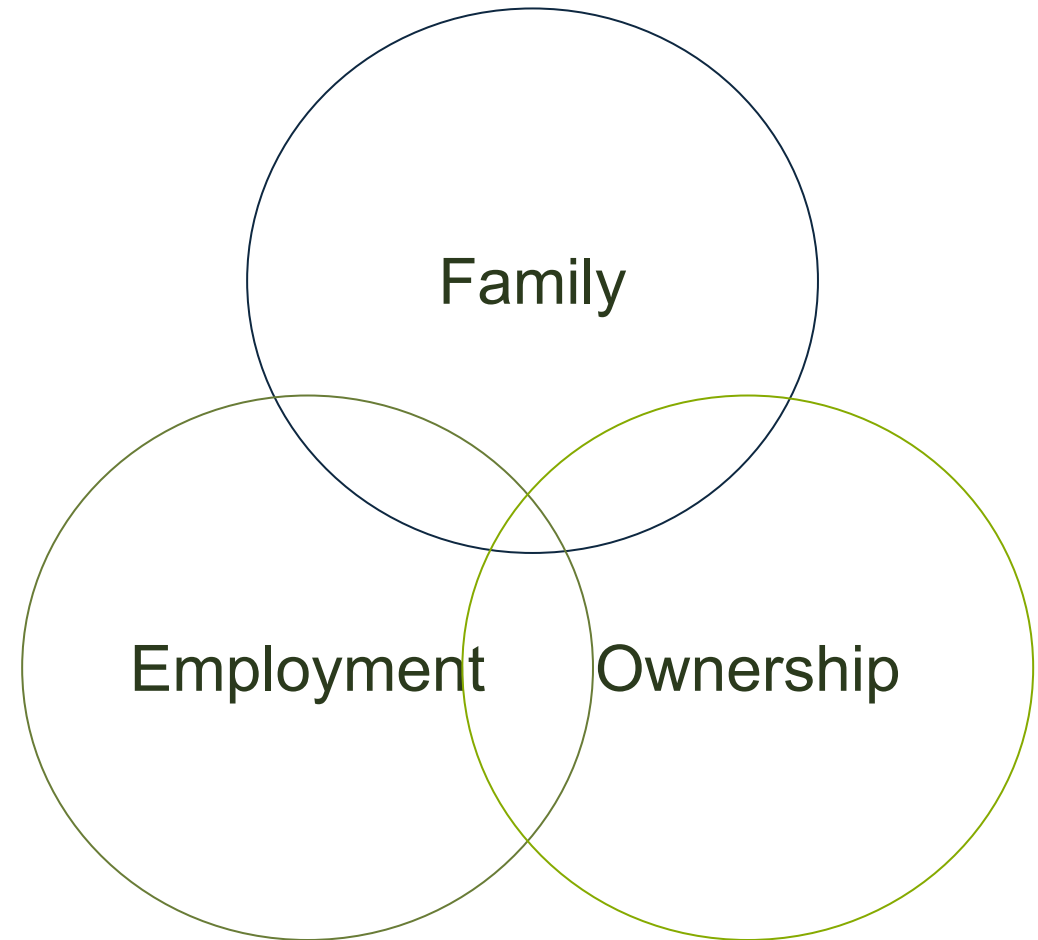


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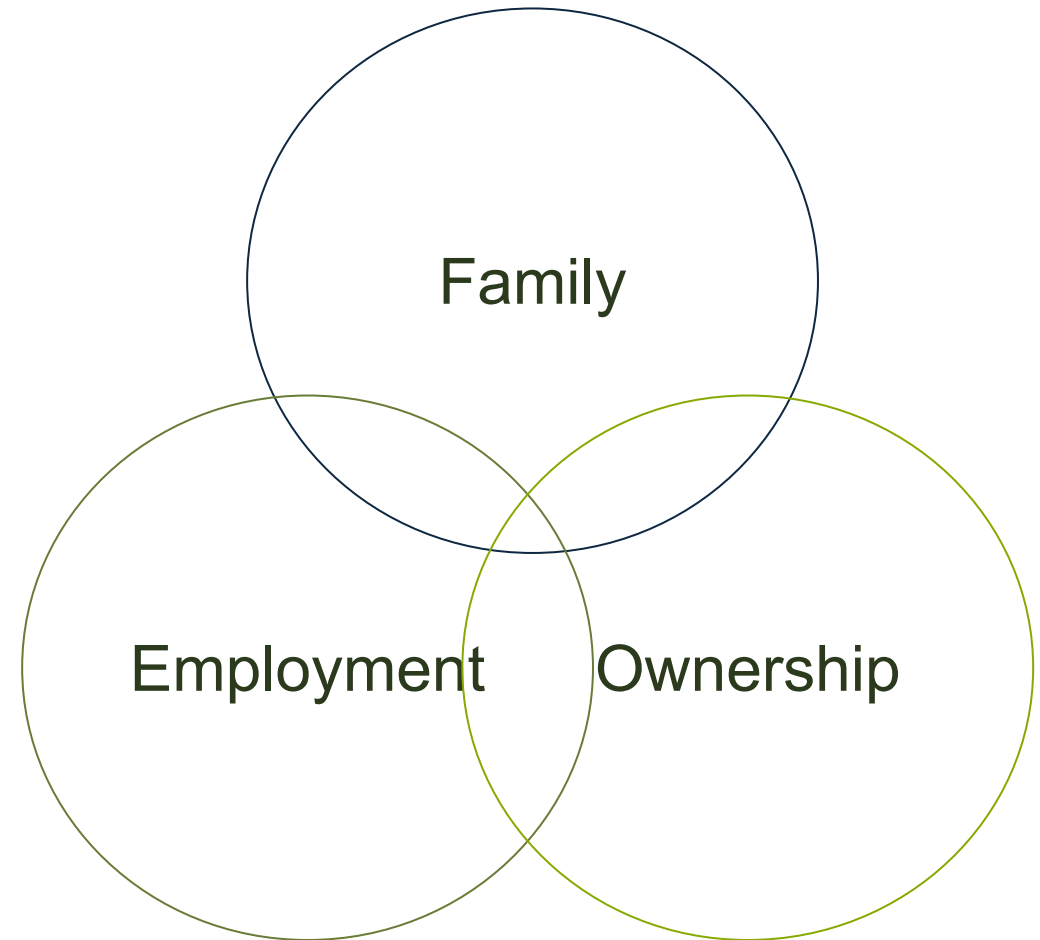


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You?



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Day 2

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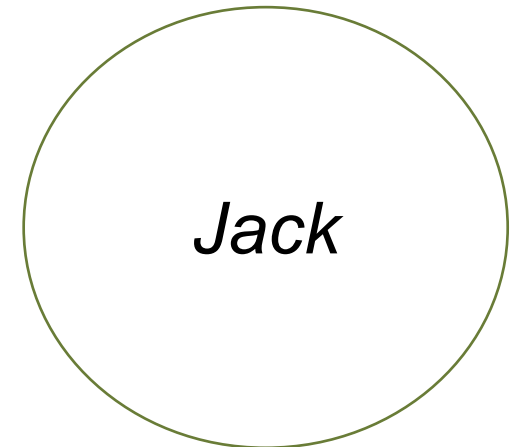
Case Study



- *Sales*
- *Commercial*



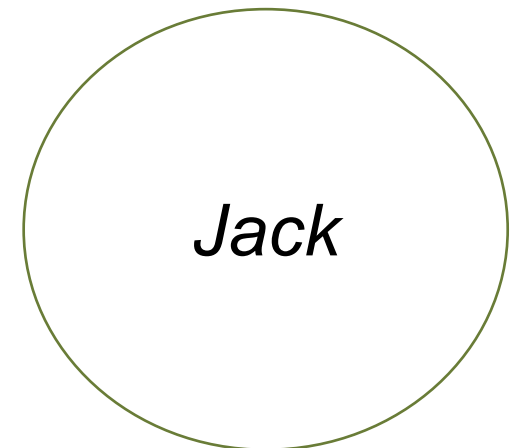
- *Corporate*
- *Residential*



Case Study



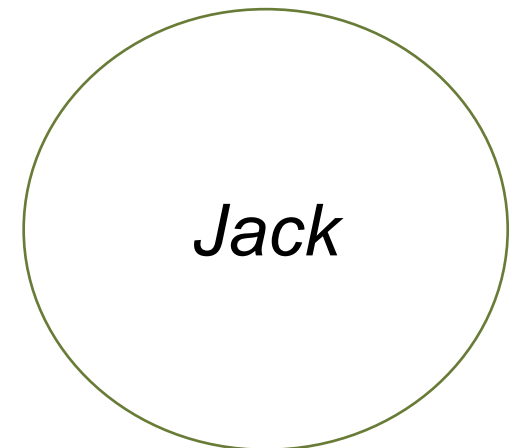
"No. The kid is an idiot."



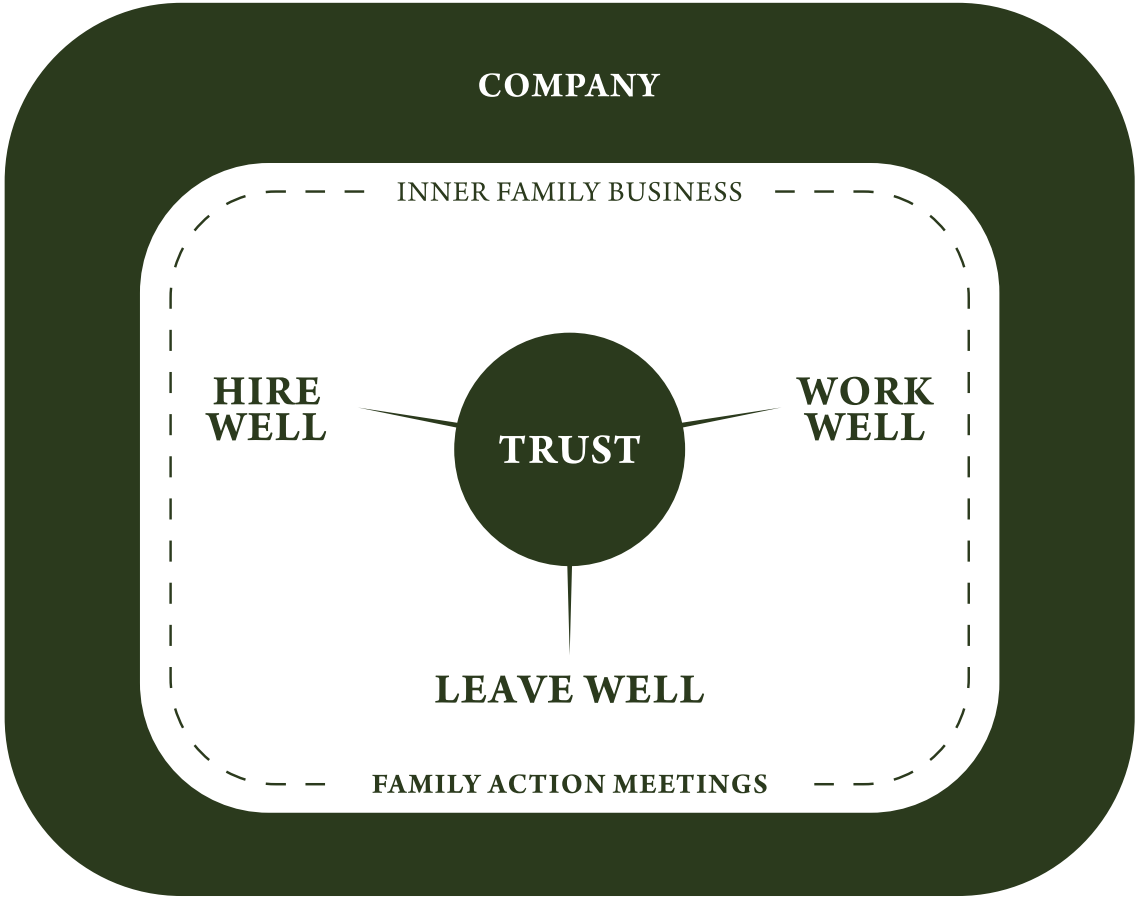
Case Study



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



Case Study



Alignment

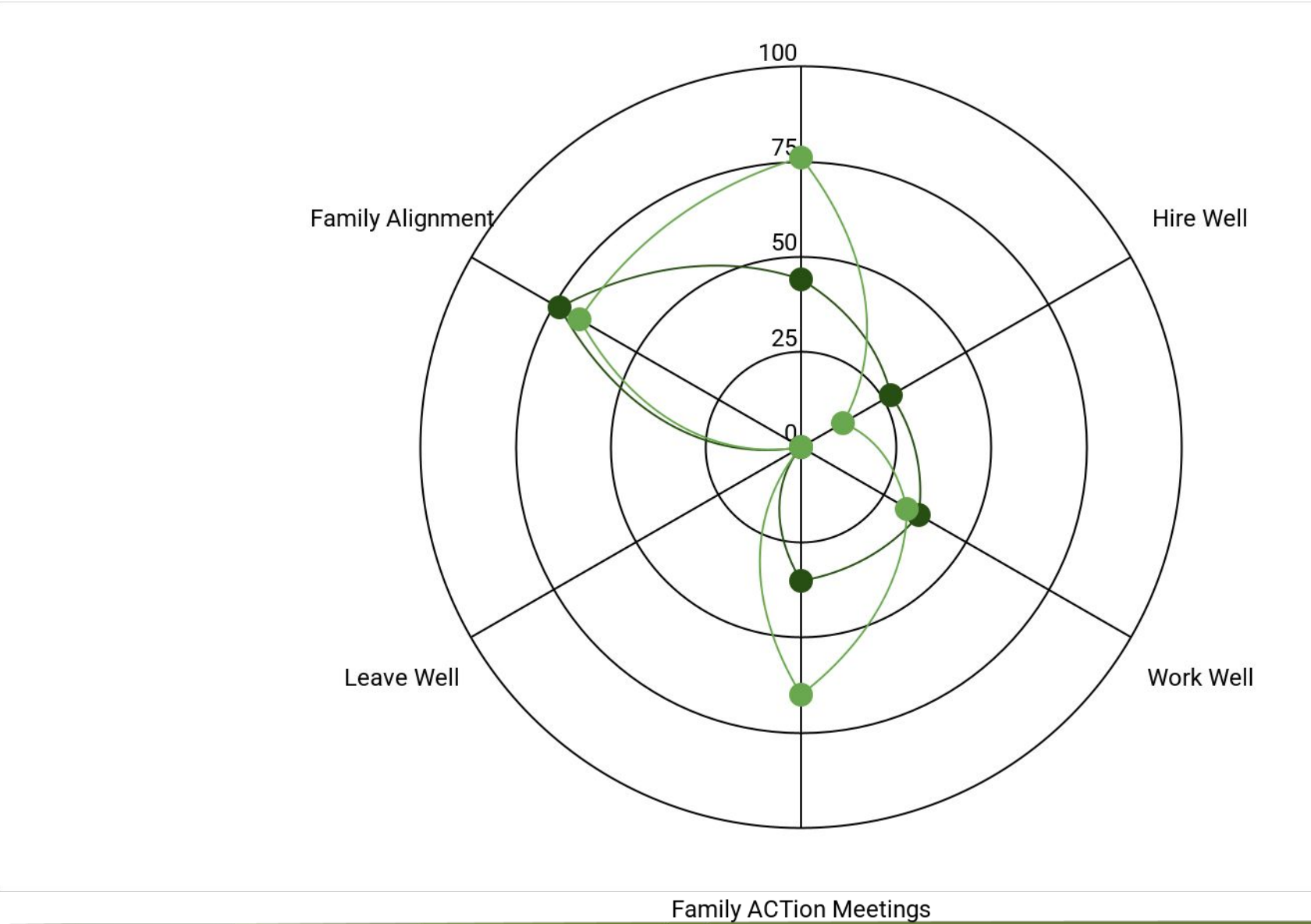
Communication

Trust

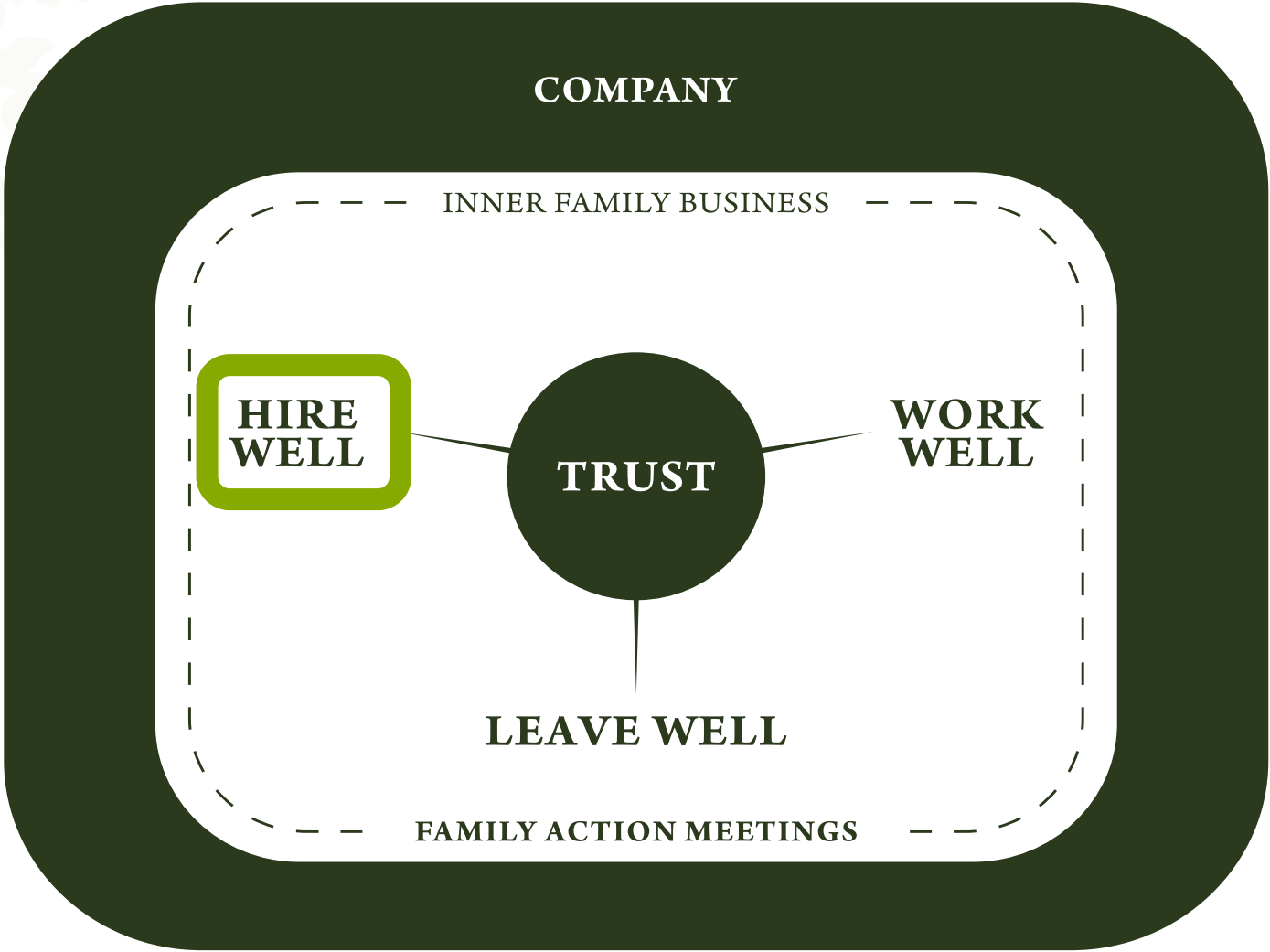
Inner Family Business Alignment Check

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

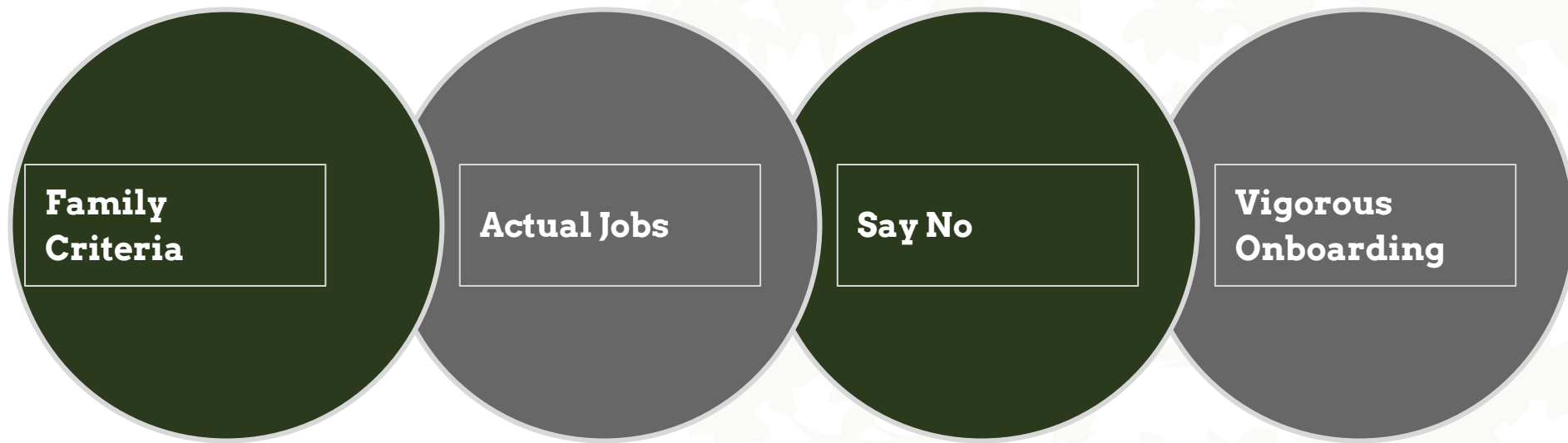
Our goal through assessments and *Family ACTION Meetings* is to get Mo and Victor answers to **fill the circle** to the right, increasing their *alignment, communication and trust.*



Chaos-Proof Framework



Hire Well



Hire Well





What is it?

- List
 - Family members
 - Before being considered
-

Hire Well



Our List

- College
 - Grad School
 - Elsewhere
 - Promoted
 - Christian values
-

Hire Well



Your List

- Education
 - Experience
 - Align with culture
-

	Our list	XYZ Manufacturing Company	Yours
Education	<ul style="list-style-type: none">- College degree- Graduate degree		
Experience	<ul style="list-style-type: none">- Work outside the company- Earn a promotion		
Cultural Alignment	<ul style="list-style-type: none">- Christian values		

	My dad's list	XYZ Manufacturing Company	Yours
Education	<ul style="list-style-type: none">- College degree- Graduate degree	<ul style="list-style-type: none">- Engineering degree from a US News Top 100 college	
Experience	<ul style="list-style-type: none">- Work outside the company- Earn a promotion	<ul style="list-style-type: none">-	
Cultural Alignment	<ul style="list-style-type: none">- Christian values	<ul style="list-style-type: none">-	

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Cultural Alignment	<ul style="list-style-type: none">- Christian values	<ul style="list-style-type: none">-	

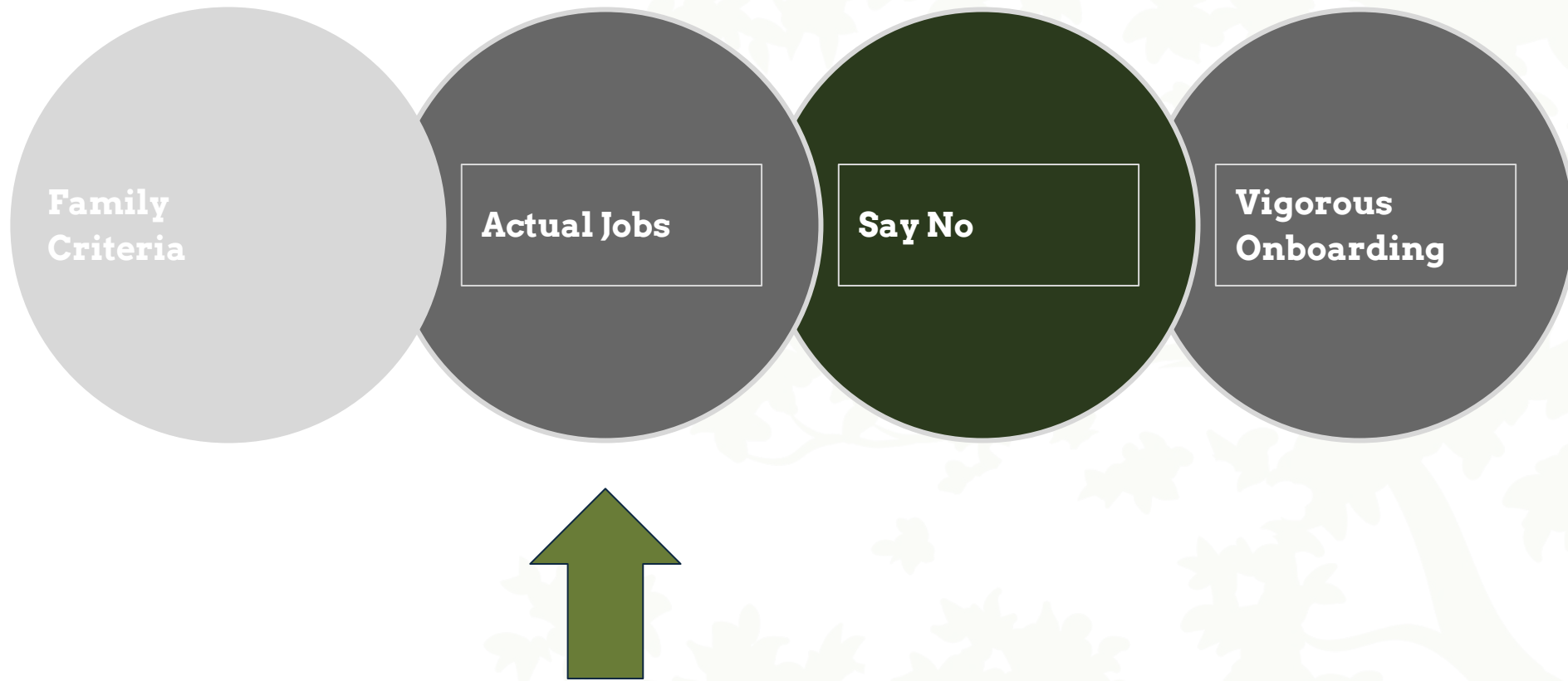
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Cultural Alignment	<ul style="list-style-type: none">- Christian values	<ul style="list-style-type: none">- References praise humility- No arrests	

CONGRATULATIONS!!!

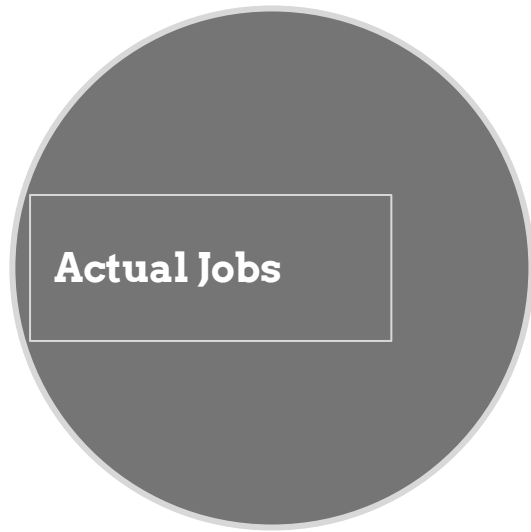


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Hire Well

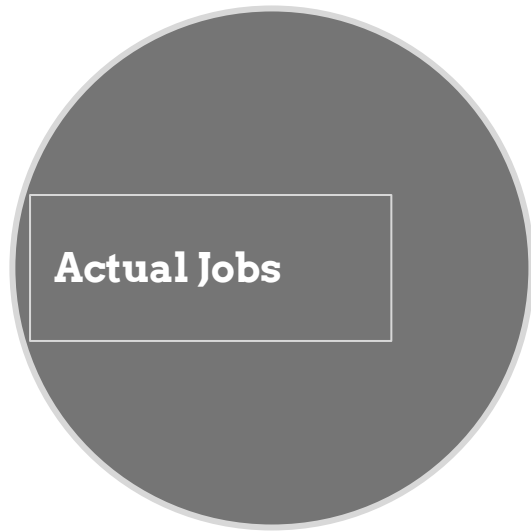


Hire Well



Director of This Economy is Scary

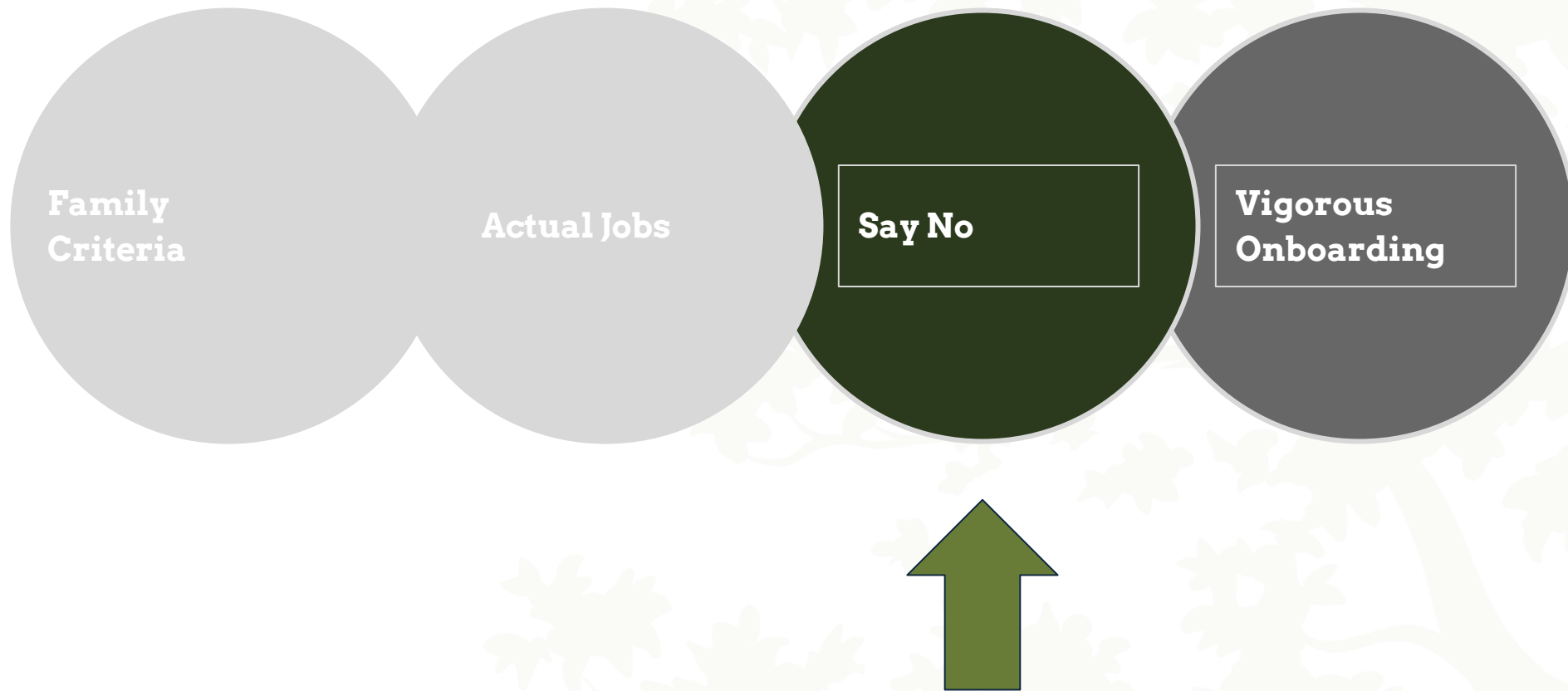
Hire Well



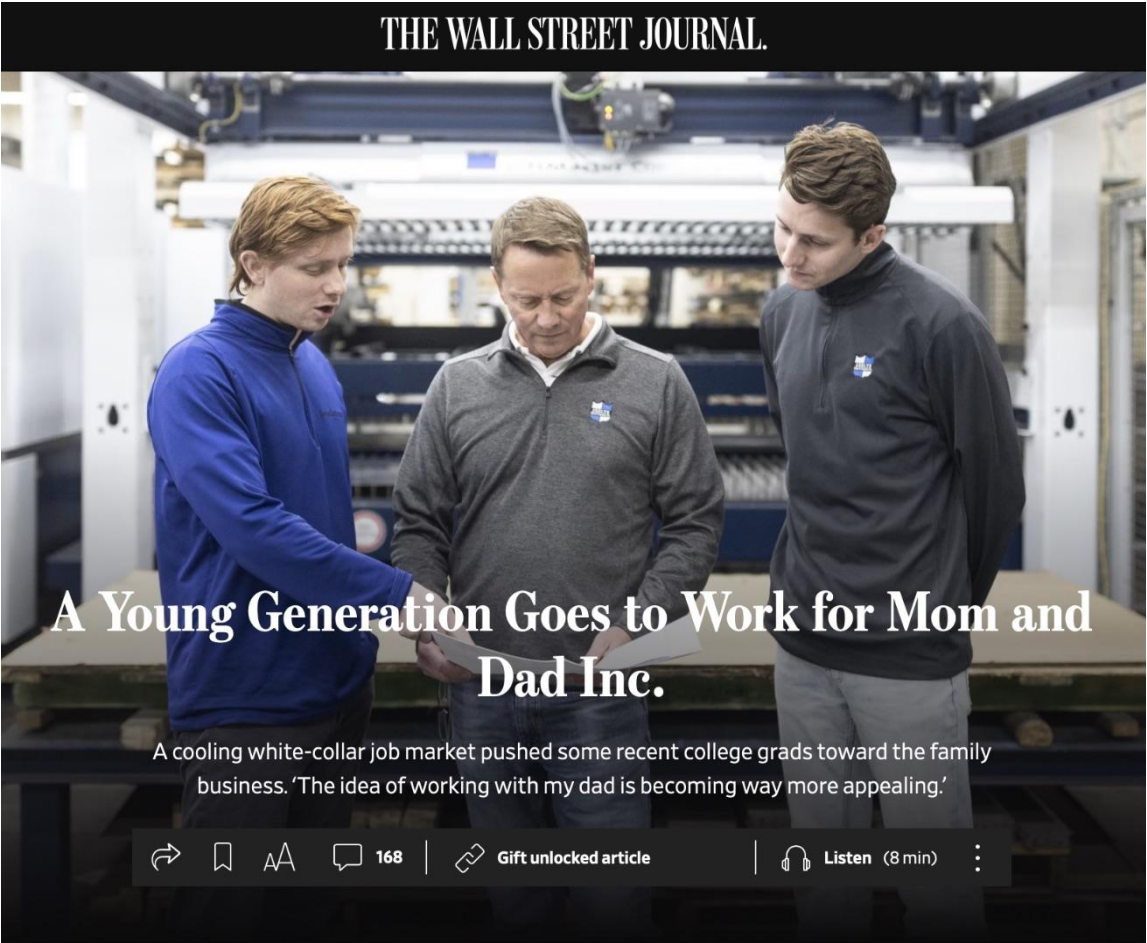
It is real if...

- Name the job
 - Create results
 - Sell
-

Hire Well



Hire Well



brother Joe Welsh, light pants, discuss work with their father Tom Welsh, the owner of Seelye Craftsmen in Plymouth, Minn.

By [Rachel Wolfe](#) [Follow](#) | Photographs by Jenn Ackerman for WSJ
April 14, 2025 at 5:30 am ET

☰ Quick Summary

- A growing number of young adults are joining the family business due to a cooling labor market and a sense of urgency among older business owners to make succession plans.

[View more](#)

▼

Do not work together.

Go work somewhere else.

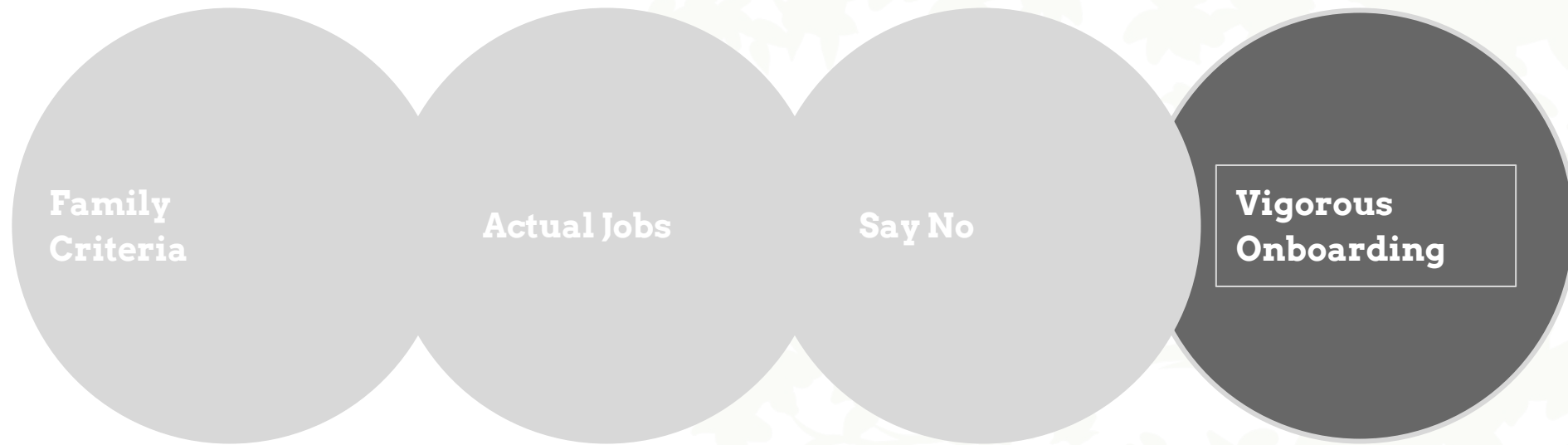
Hire Well



Why not?

- Risk
 - Permission
 - Two jobs
-

Hire Well



Hire Well



Osmosis



Hire Well

**Vigorous
Onboarding**



Hire Well



Components

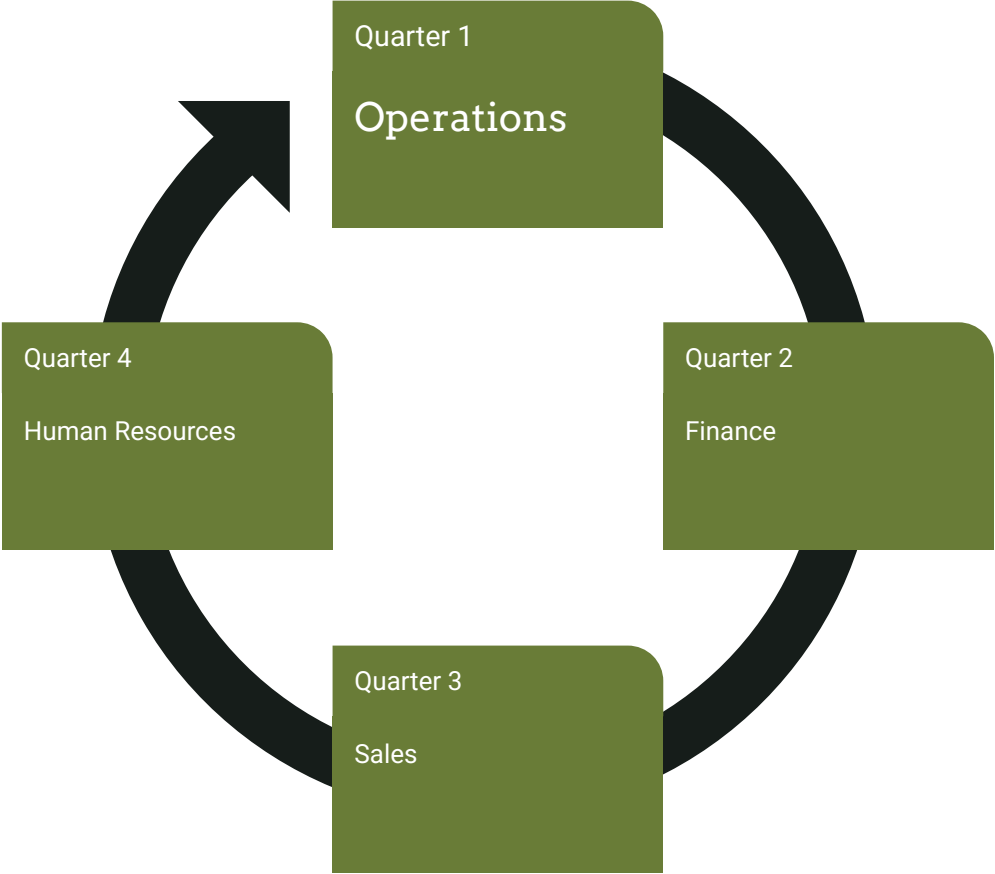
- Written plan
 - Job Rotation
 - Family Employees
-

Hire Well

Written Plan



Job Rotation



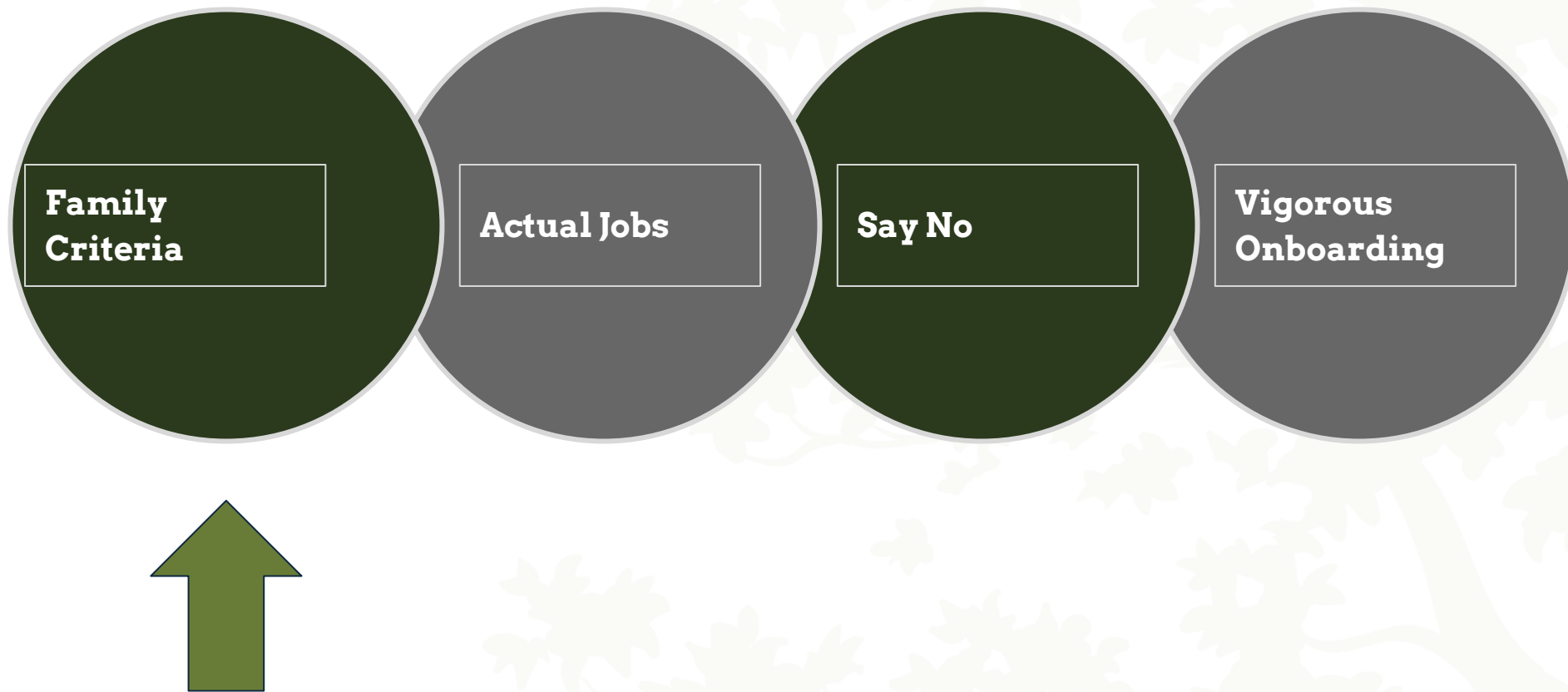
Hire Well



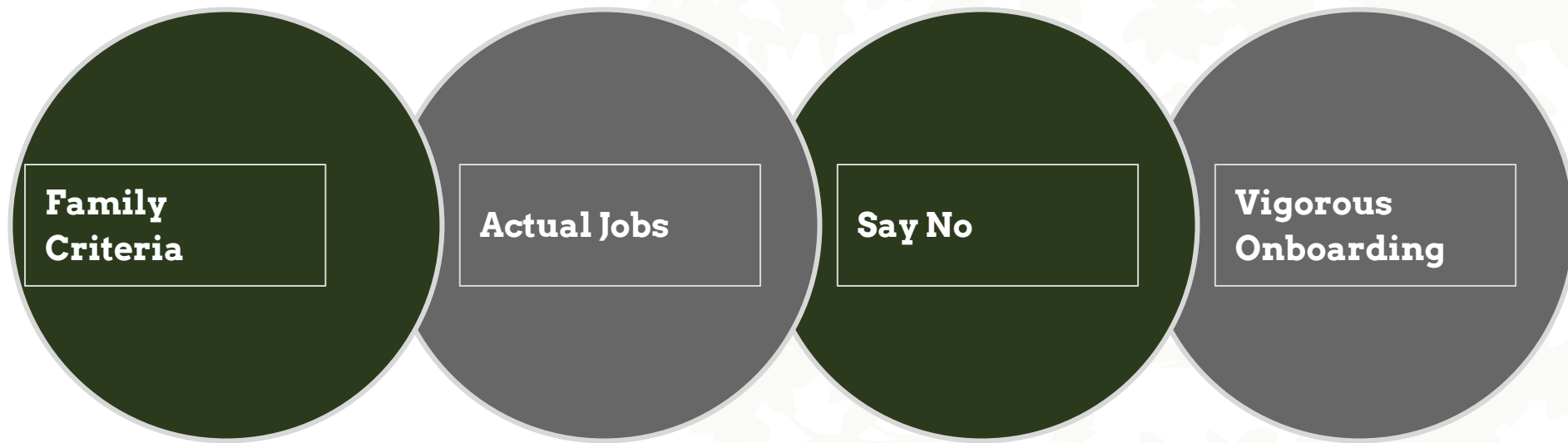
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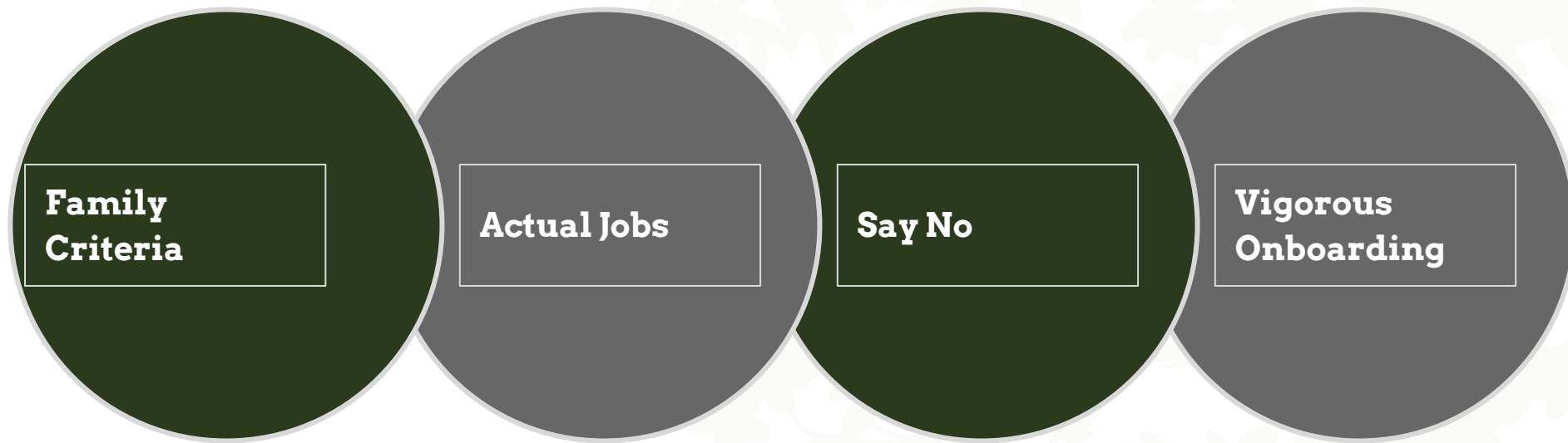
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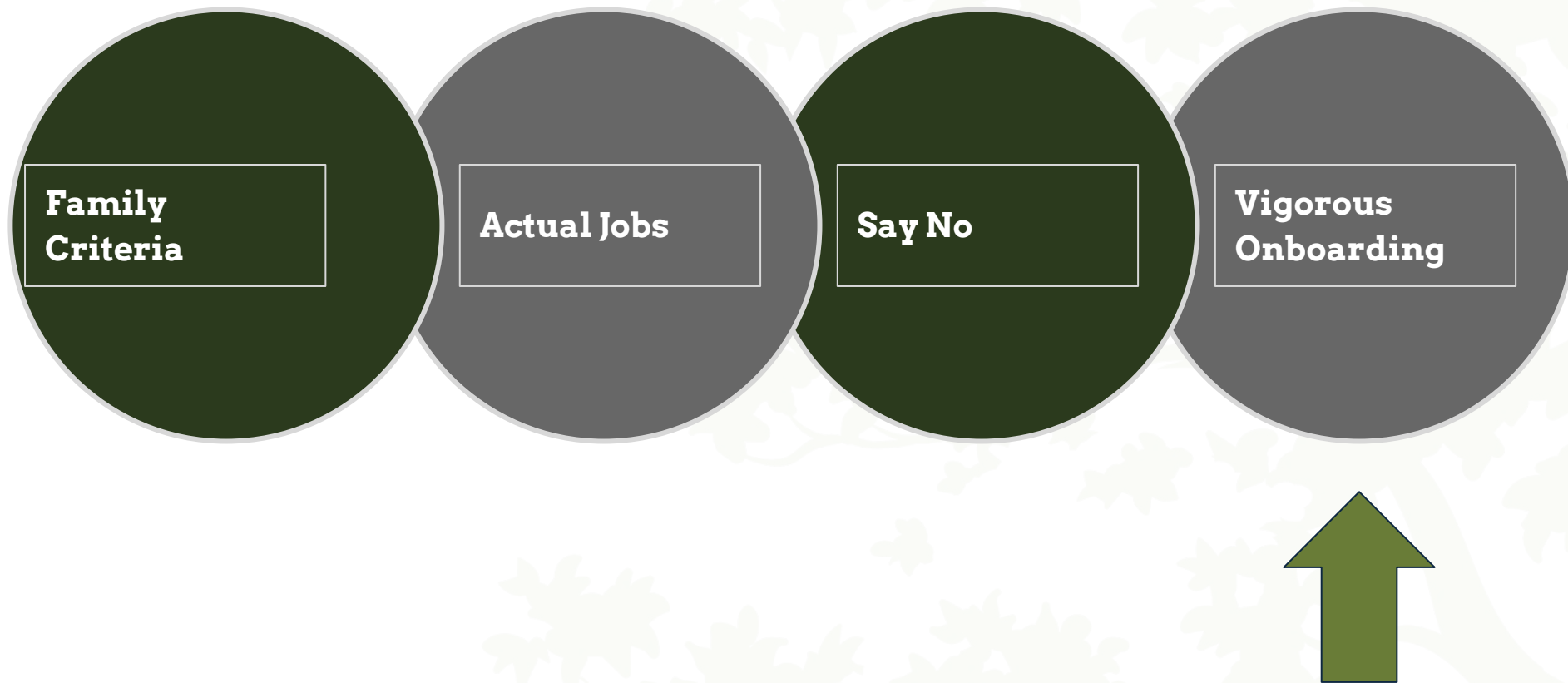
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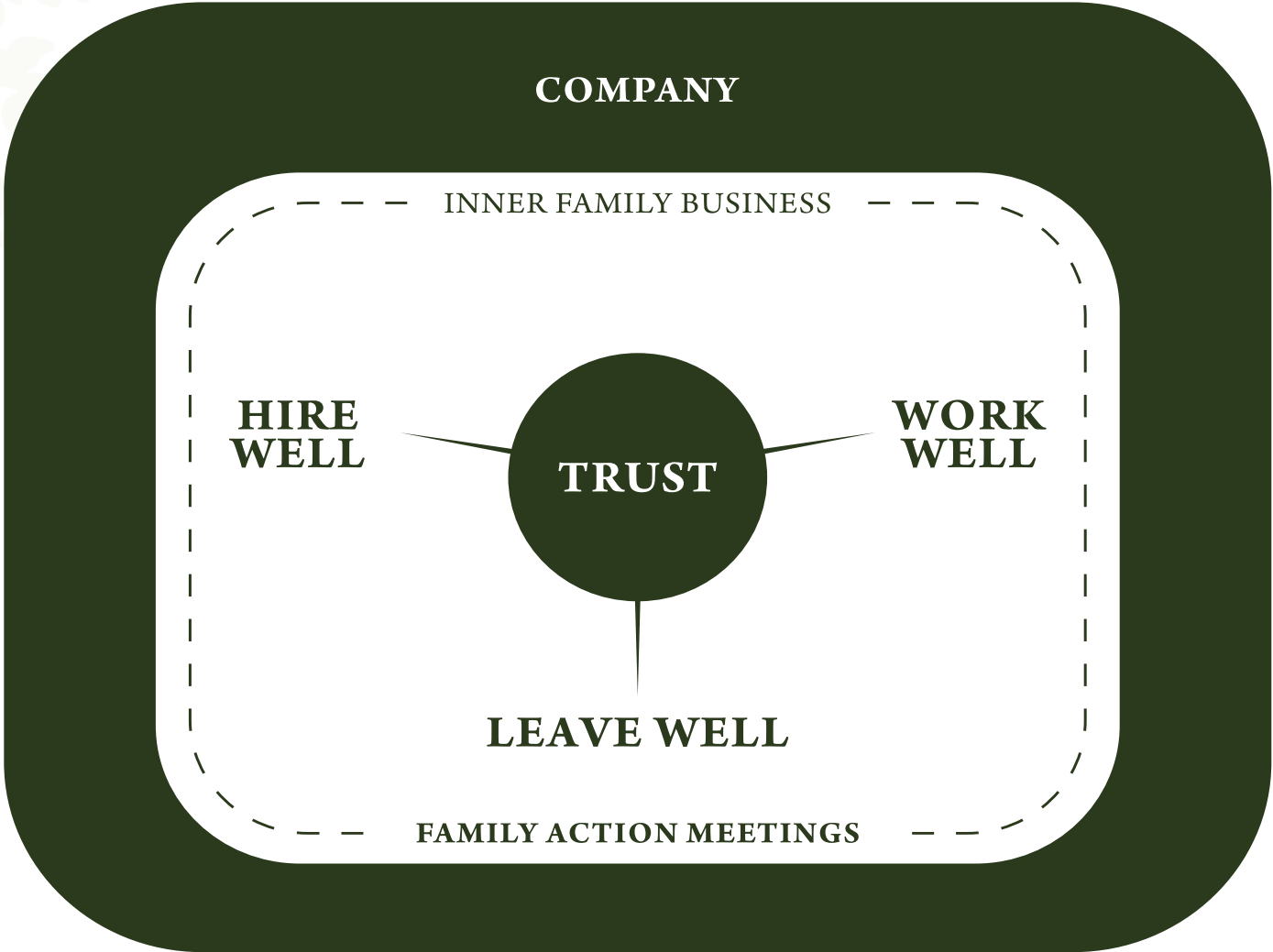
Hire Well



Hire Well



Chaos-Proof Framework



The First Twenty One Clear Newsletter

We write about anything to help you chaos proof your family business so you can build a great company with a strong family around it.

21CLEAR.SUBSTACK.COM



THE

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PODCAST

APPENDIX



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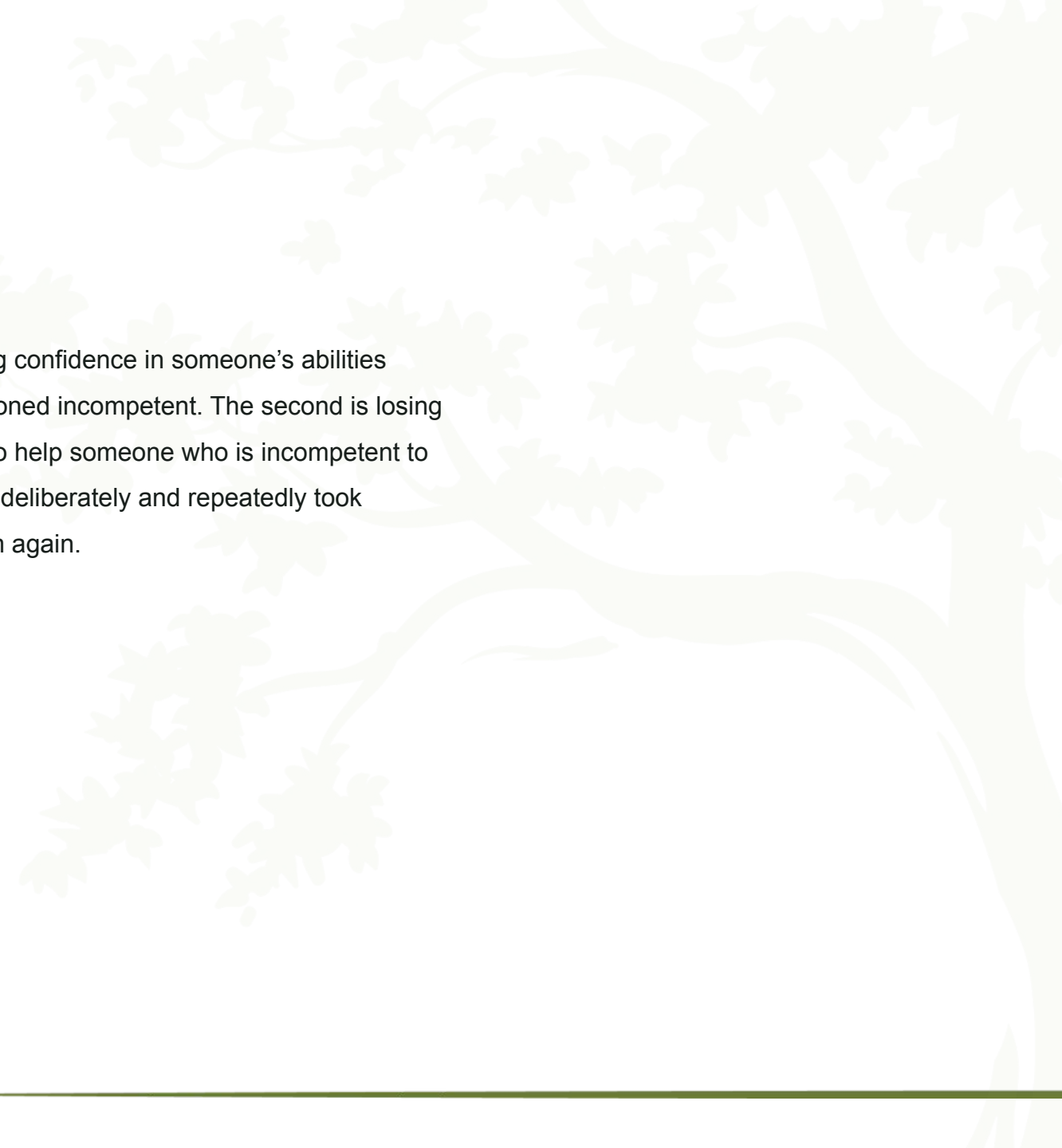












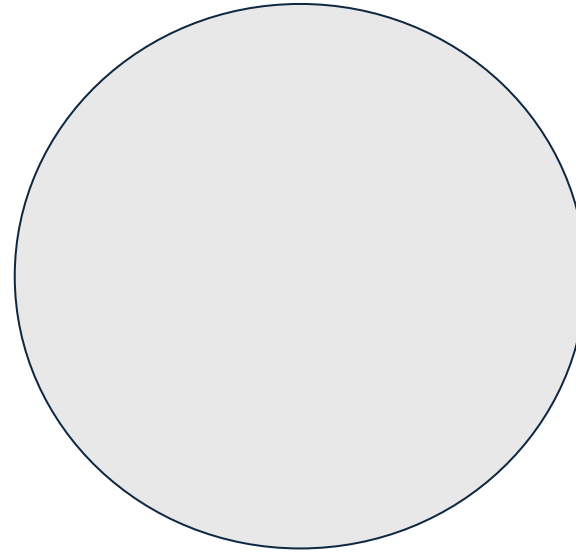
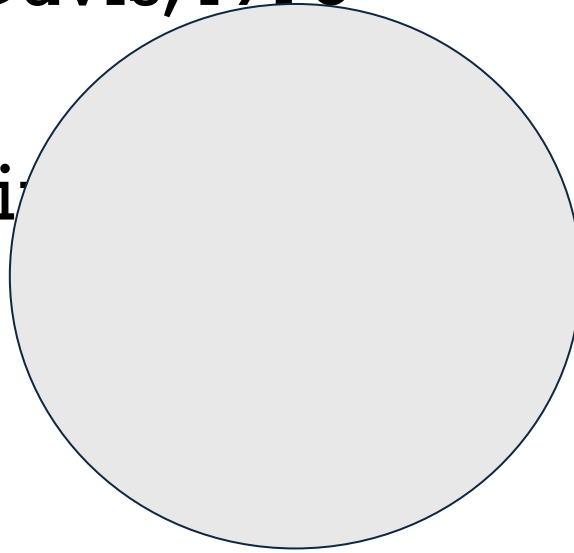
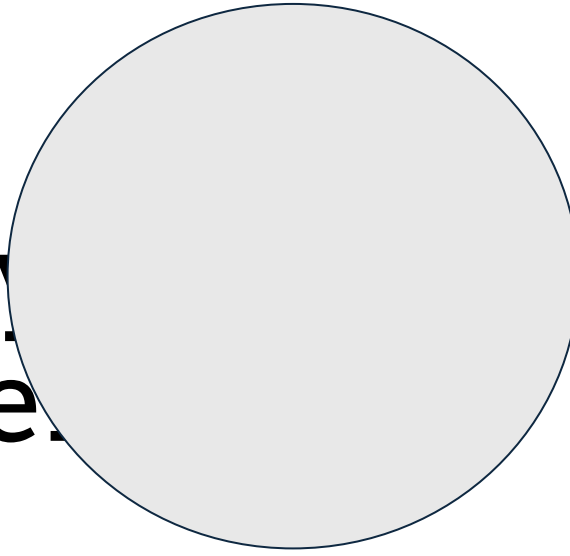
There are two types of lost trust. The first is losing confidence in someone's abilities because you discover the person is a well-intentioned incompetent. The second is losing faith in someone's character. You might be able to help someone who is incompetent to become competent, but if you discover someone deliberately and repeatedly took advantage of your trust, you never fully trust them again.

Twenty One Clear Process

3 Circle Family Business System

Tagiuri and Davis, 1978

Harvard Busi



A stylized, light green illustration of a tree with a thick trunk and several branches bearing clusters of leaves. The tree is positioned on the left side of the slide, extending from the bottom towards the top.

Trust as a glue and stop gap

-

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 small, rounded leaves.

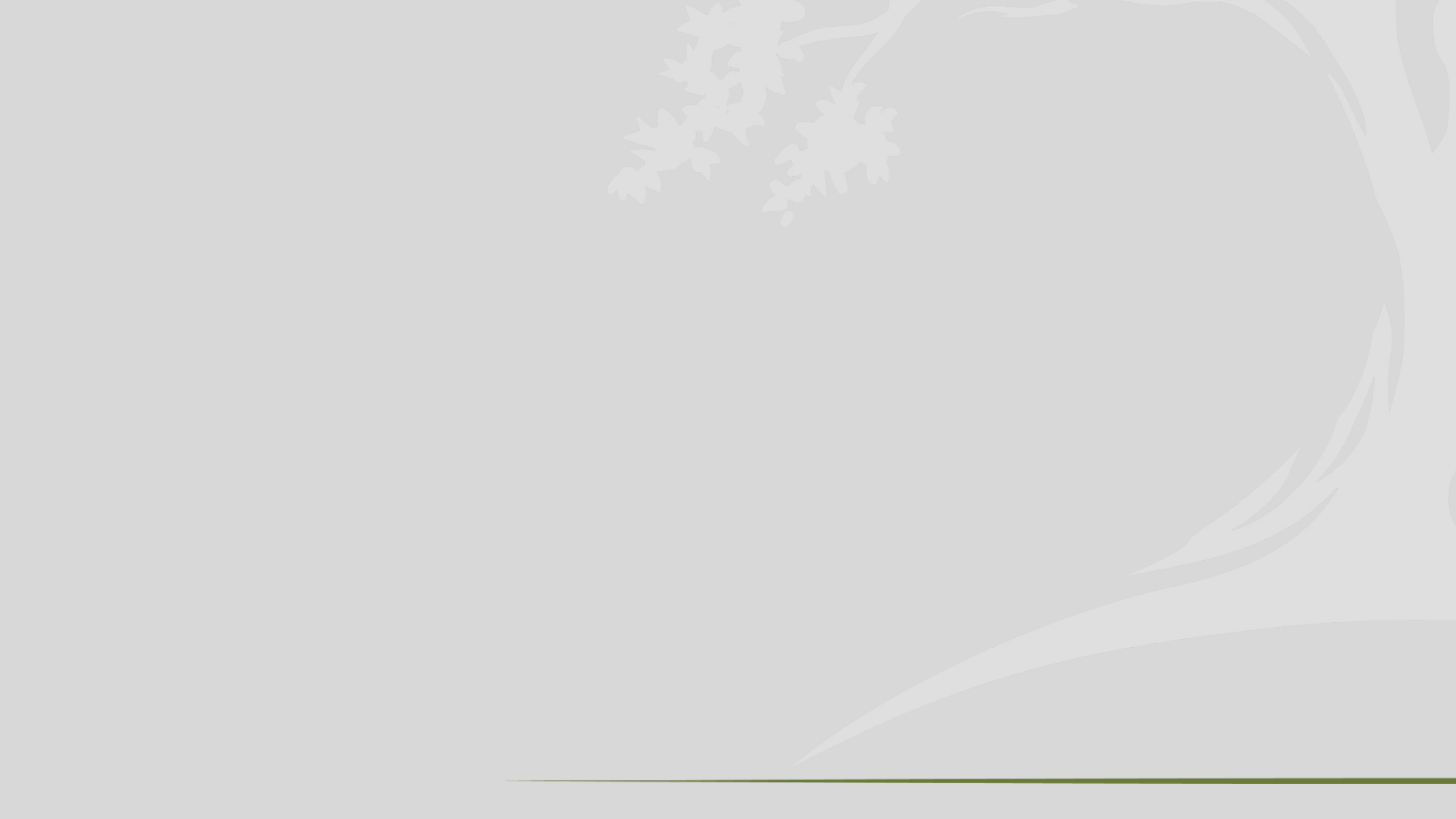
APPENDIX SLIDES



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CHAOS-PROOF YOUR FAMILY BUSINESS.

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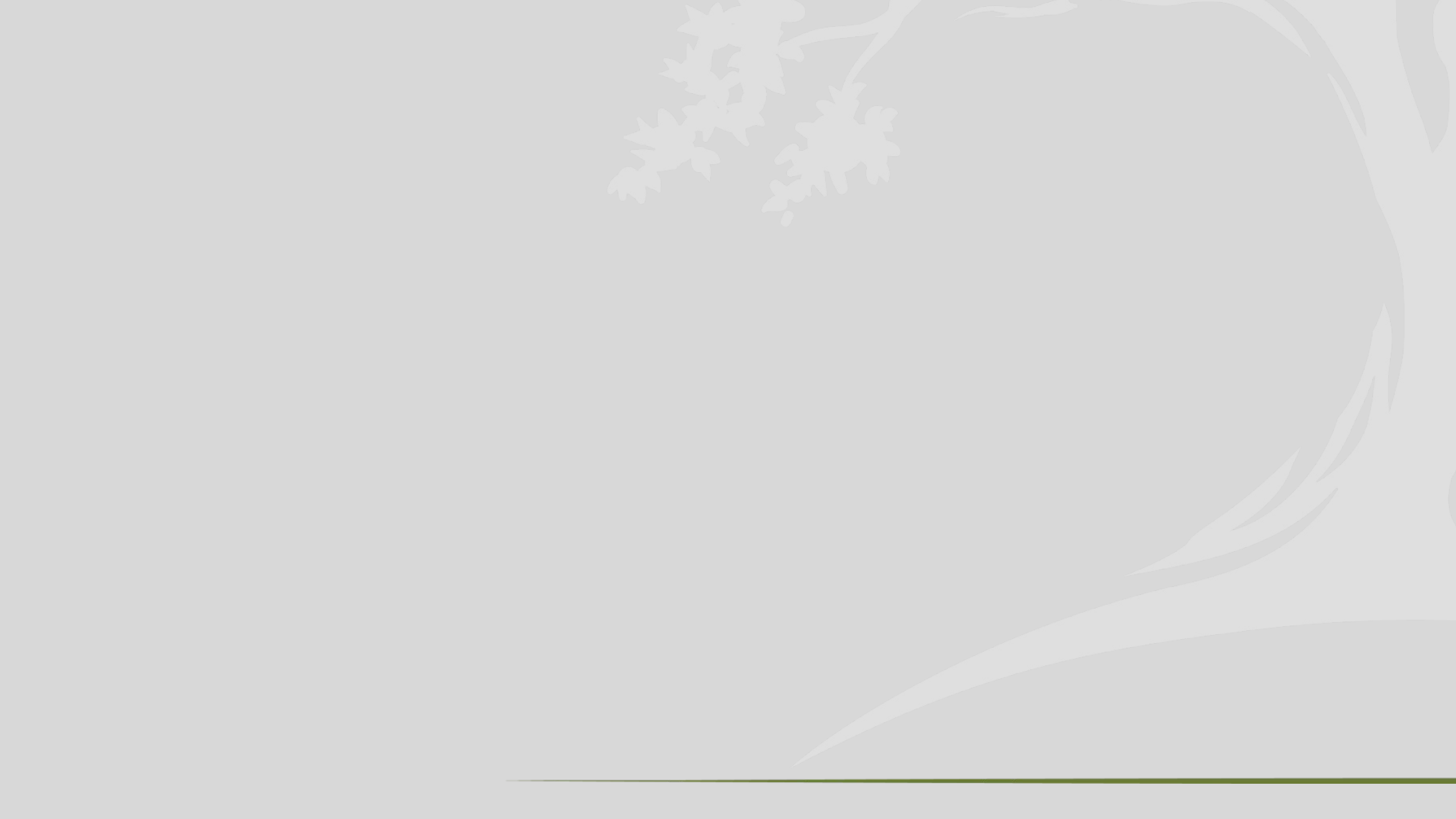




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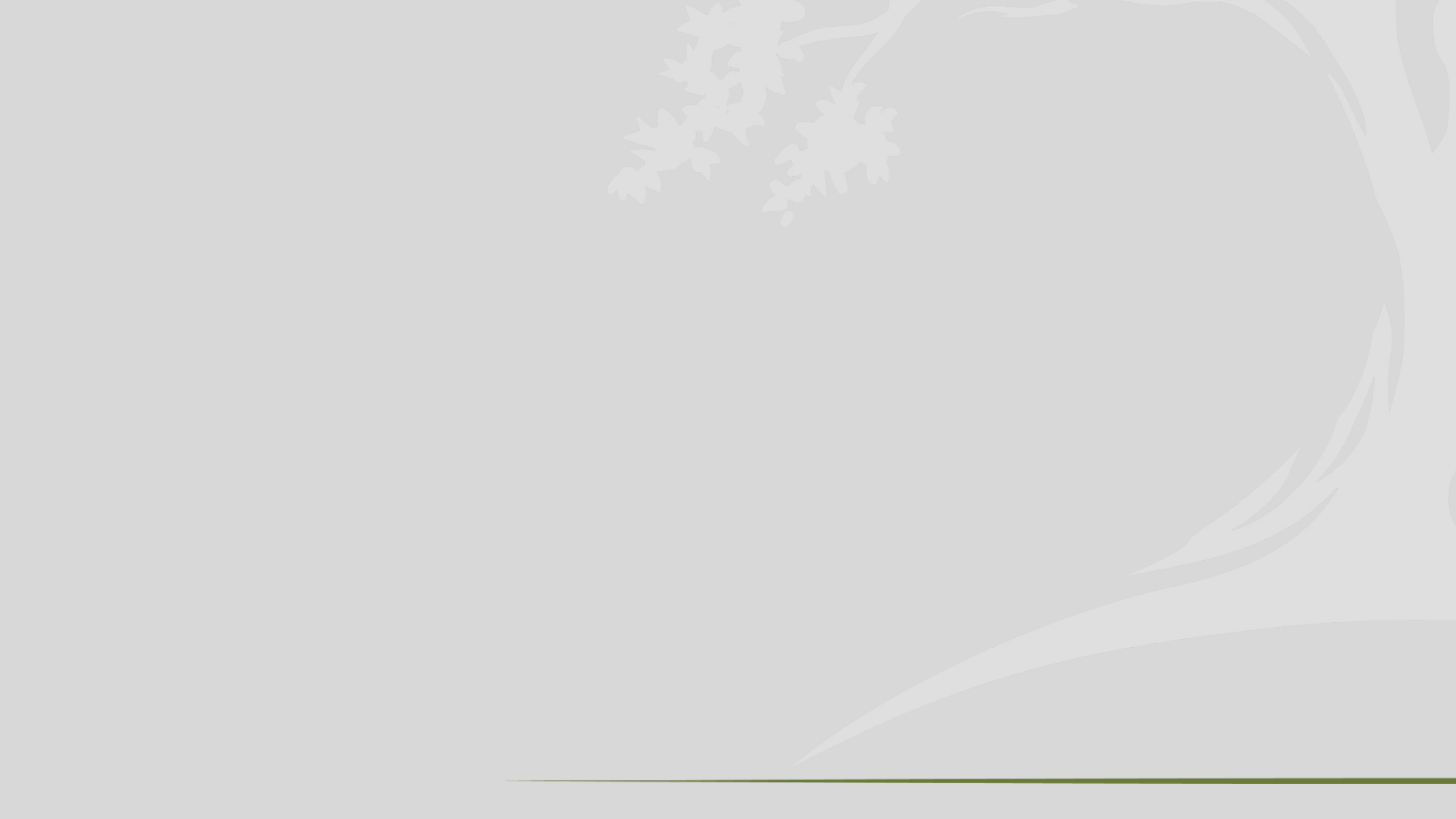
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CONVERSATIONS BUILD CONSENSUS

A presentation can be an amazing tool, but only when it's used correctly. Presentations are most effective when you need to persuade a group of people to change their behavior. Presentations are often a one-way street: information flows from the presenter to the audience.

But what happens when you need to bring a group to consensus or make a decision based on some shared information? Formal presentations don't allow for enough back-and-forth to accomplish these goals.

Instead, consensus-building and decision-making events are perfect opportunities for informed conversations, meaning conversations in which all the participants have access to a common set of information.

Conversations give participants the ability to build on your ideas instead of simply receiving them.

The verbal back-and-forth of challenging and defending, resisting and accepting, and creating and destructing, refines the idea while helping you build credibility by showing your command of the content.

As a result, informed conversations can help you build consensus and erode resistance to an idea. These benefits are the reasons why several notable executives, including Sir Richard Branson, Sheryl Sandberg, and Jeff Weiner, have called for an increased emphasis on conversations.

Instead of presenting, we've found that everyone can get up to speed quickly if you give them information beforehand, or allow 10 minutes at the beginning of the meeting for people to read a slidedoc. Then, each person is fully informed for the discussion. Plus, they can refer to the materials as they discuss the issue.

- SLIDE 14: SIR RICHARD BRANSON INTERVIEW
- SLIDE 22: SHERYL SANDBERG INTERVIEW
- SLIDE 27: JEFF WEINER INTERVIEW



COMMUNICATION HAS CHANGED

Business is moving faster than ever. Employees are constantly asked to do a little bit more, a little bit faster.

This obsession with pace has caused us to weed out inefficiency on nearly every level, especially when it comes to communication.

Internet and mobile communications have reconditioned people to prefer consuming information in small chunks.

Short blog posts get the most traffic. You can barely fit a couple of sentences in a tweet. And text messages usually only take up a line or two.

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UNITE AROUND ONE POINT

Just as your slidedoc should have a single Big Idea, each page should also focus on a single, core point.

Putting each idea on a single page allows you to eliminate distractions and focus the reader's attention.

The one-idea-per-slide mentality will also keep you focused as you write your slidedoc and prevent you from overelaborating.

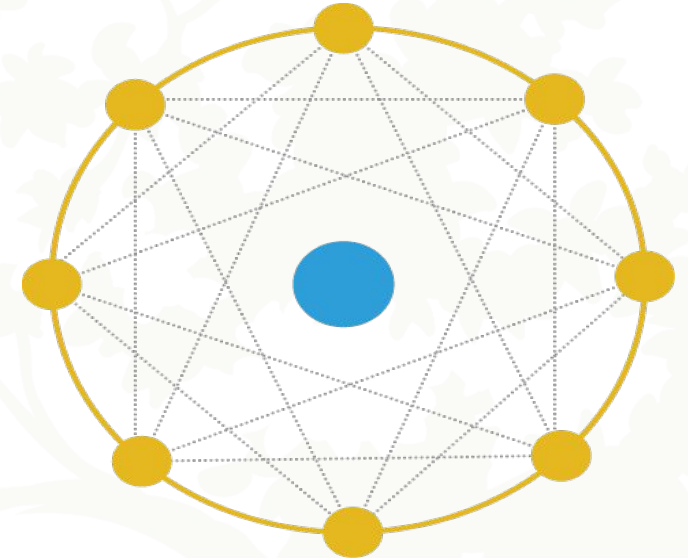
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If you find yourself crowding the page with words, then you may have strayed off topic. Either edit your material down or create a new subtopic on another page.

If you do create another page, make sure it supports the overall point you're making with your slidedoc and that it really is relevant to your audience. If not, the content may be extraneous.

Remember, it's less about demonstrating what you know, and more about making the information easy to consume and understand. Curb the temptation to create a full explanation of everything you know about the topic.



KNOW YOUR AUDIENCE

Take a mental walk in their shoes.

In all three of my books, I've spent a significant amount of time talking about the need to craft your message around the audience's concerns. You could say some things never change.

The truth is that no matter your mode of communication, your audience should always be your number one priority. They must understand your message. Without their buy-in, your message doesn't go anywhere.

People aren't motivated by what's important. They're motivated by "What's in it for me?" As you create your slidedoc, remember to make it evident to your readers what's in it for them.

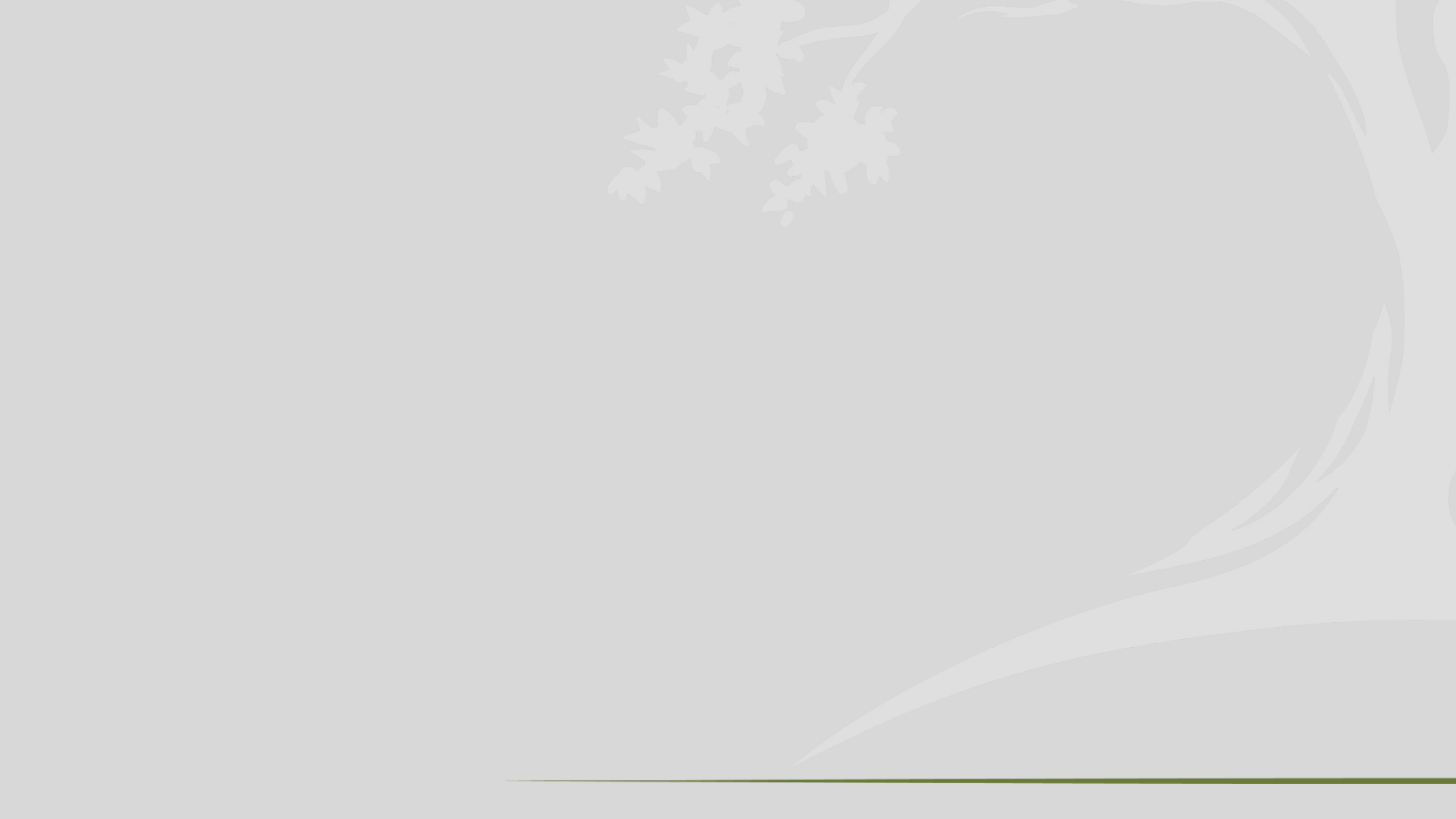
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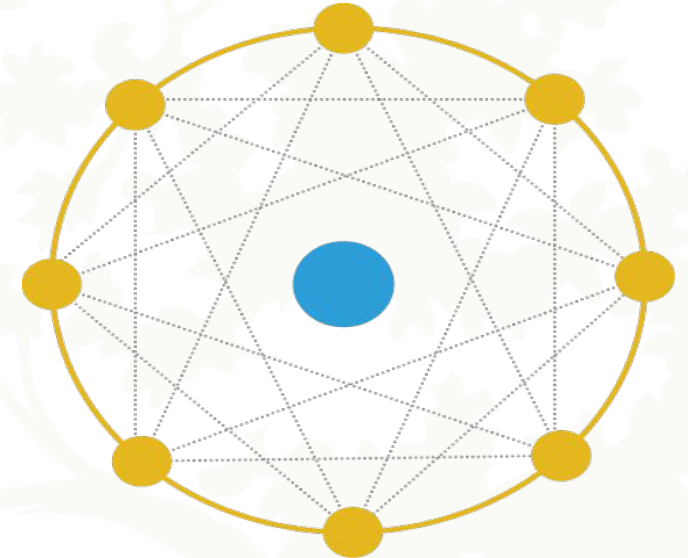
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