Scale Up:

Growth & Succession Strategies for Steel Leaders

Rawls

BUSINESS
SUCCESSION
PLANNERS

Overcoming Challenges & Maintaining Control through Succession Planning

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What We Will Discuss

- Strategies to thrive in an industry facing constant change
- How to create options whether you decide to sell, diversify or grow

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Matrix acts as a Fly Wheel to Successfully Transition Through Change

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Succession Planning

- What is your purpose?
- Where is your vision?
- What is getting in the way?
- What resources do you need?

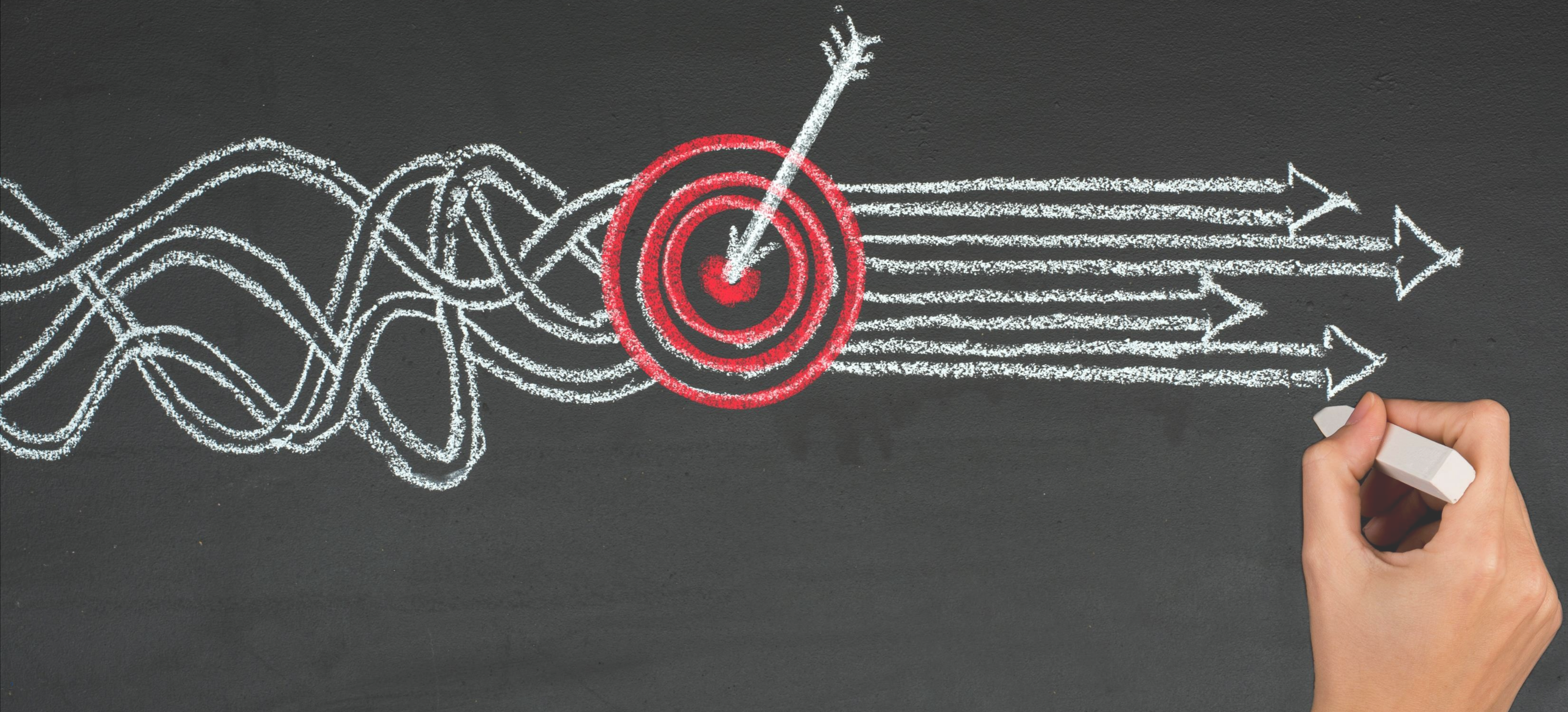
Owner Pressures

- Changing industry
- Protecting business from distracting family dynamics
- Identifying, developing and qualifying a successor
- Creating financial independence
- Protecting life’s work
- Position business for long-term success
- Support employees and community dependent upon business
- Creating opportunities for others

What is your Why?

Everything must start with Why?

#1: Professionalizing the Family Business



Strategies

- Codified mission, vision & values
- Family Governance Policies
- Job description, performance metrics,
- Comp plans to support teamwork & drive performance
- Accountability

#2: Create a Development Game Plan

#3: Pathways to Growth

Diversification, Acquisition,

Internal

Focus on the Goal

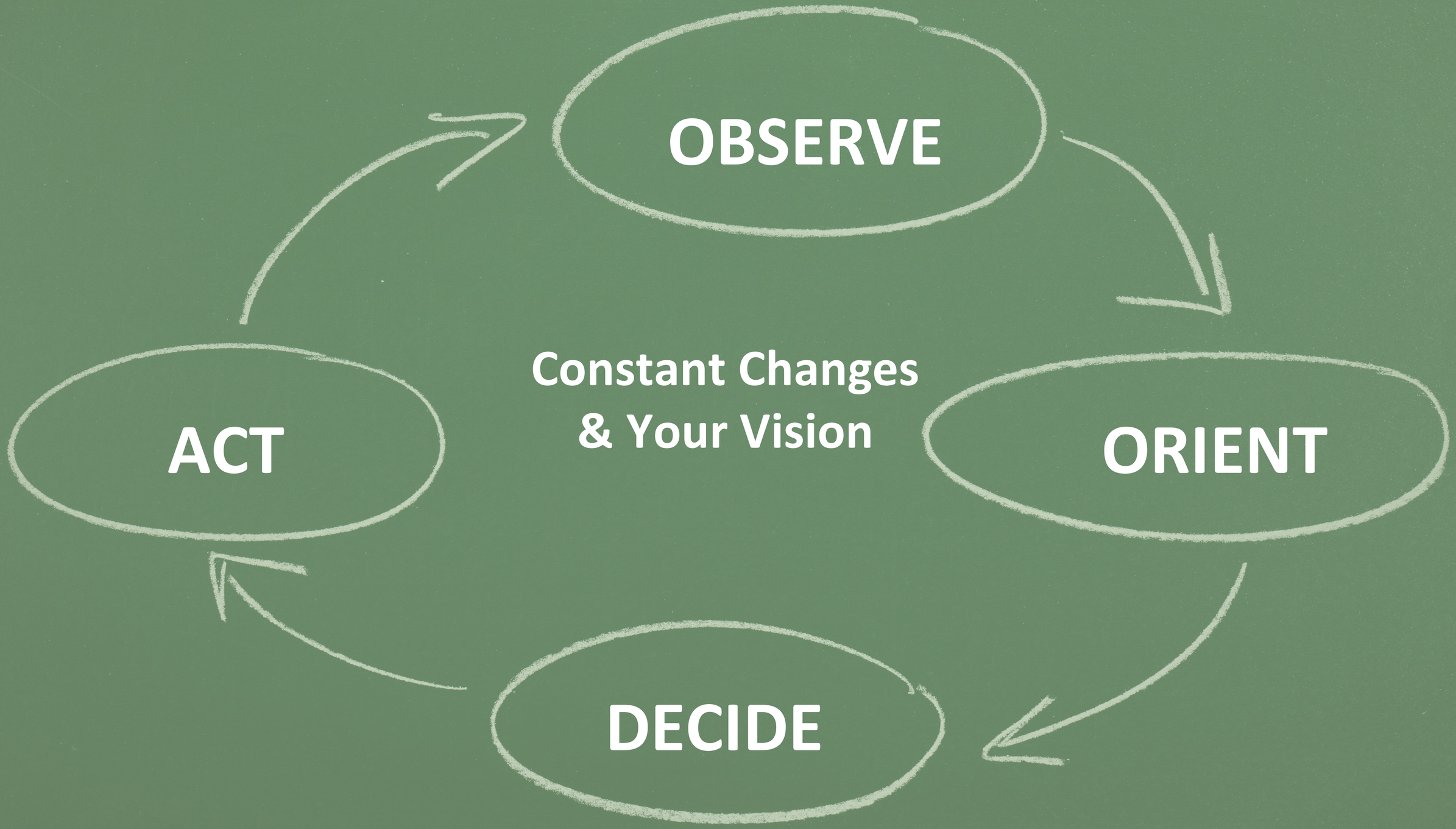
- Geographic footprint
- Brands
- Ancillary revenue streams
- Size

#4: Create an Attractive Culture

Culture Builds Talent

- Implied or expressed?
- A winning culture breeds a winning team
- Value Collaboration & Teamwork
- Foster Meaningful Contributions
- Build Mutual Trust
- Reward Performance

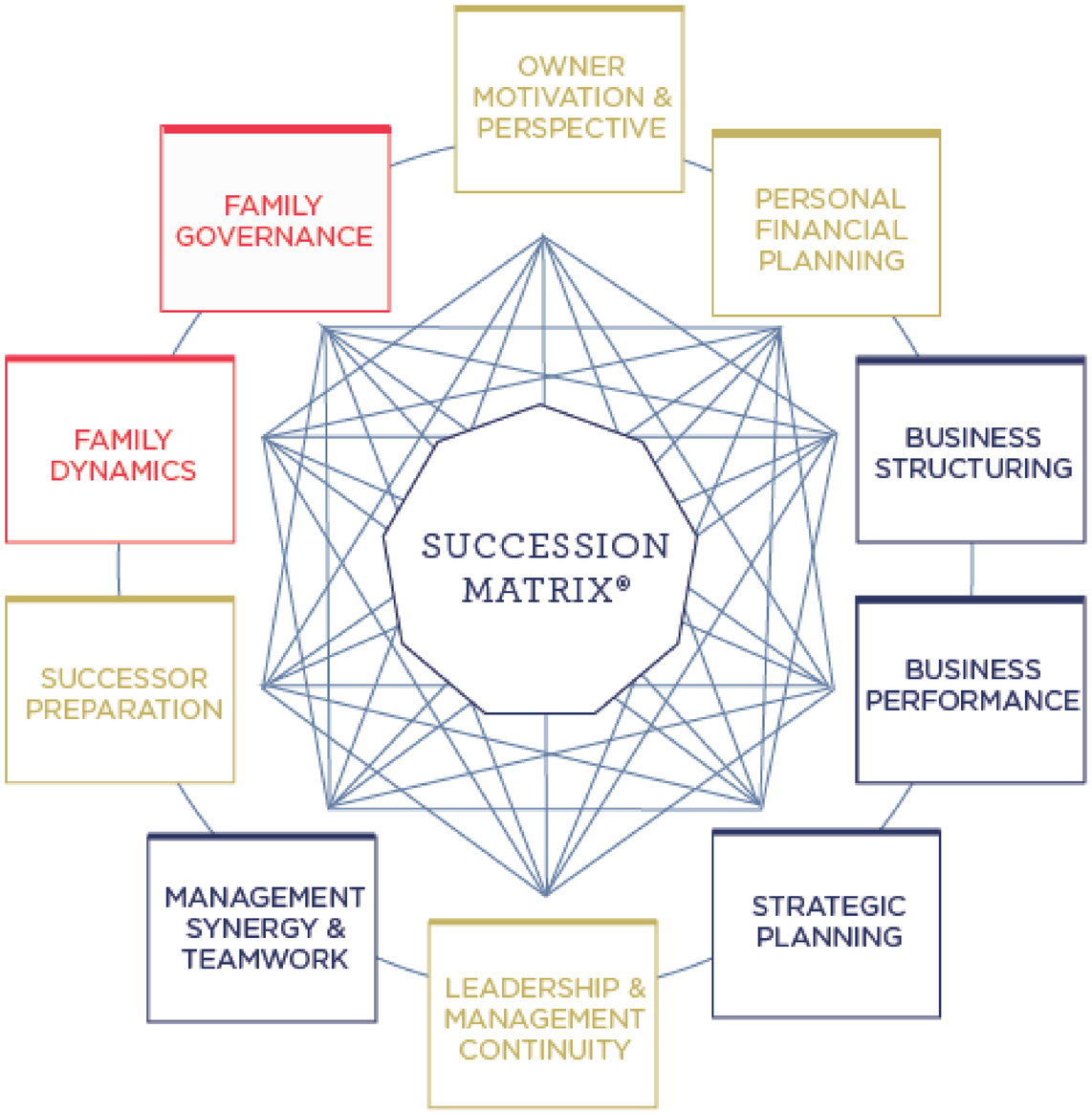
#5: Clear Vision & Strategies


OBSERVE
ORIENT
DECIDE
ACT
Constant Changes
& Your Vision

Succession Planning

- Relevancy
- Sustainable Growth
- Fulfillment of Vision
- Opportunities for others

Builds Value & Creates Options Towards the Future You Envision



Questions to Consider

1. What is your 5, 10, 15 & 20 year vision?

2. Considering all influences (family, management, strategic partners) what are possible, probable and potential issues getting in your way?

3. Do you have the team of advisors who can problem solve with you and get you to where you want to go?

Questions

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3-Minute Assessment

Identify Overlooked
Opportunities to Build Value

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