

How to Create Multigenerational Legacy: A Strategy and Case Study

By Lonnie Gienger and Family

Introductions

GIENGER FAMILY

- Married 35 years
- Four kids, a son and daughter in marriage





Father

LONNIE GIENGER

CEO, Wilkinson Family of Companies
(real estate investments)

www.wilkinsoncorporation.com

Co-founder/Chairman
Business Advantage (entrepreneur
training system)

www.businessadvantagecoach.com

Co-founder/Chairman Ministry
Advantage (non-profit leadership
coaching)

www.ministryadvantage.org

Host of podcast on systems for success
in family and business

www.systemsforsuccess.com



Son

KYLON GIENGER

Podcast host on alternative education for
successful leaders

www.successfuldropout.com

CEO, AffiliateFix (#1 affiliate marketing
forum online) www.affiliatefix.com

Co-owner, Renu Hot Yoga



Mother

SHELLEY GIENGER

Mother, Family Teacher,
Registered Nurse

Owner, Health Advantage (holistic health
coaching)

www.healthadvantagecoach.com



Daughter-in-law

TELIAH GIENGER

Owner, Renu Hot Yoga
(#1 yoga studio in city)

www.renuhotyoga.com

Yoga Instructor and Health Coach
www.teliahgienger.com

Co-owner, NUYU Juice Bar



Son-in-law

AUREN O'CONNELL

Doctor of Nursing Practice,
Mental Health

www.kvhealthcare.org/auren-oconnell



Daughter

LACHELLE O'CONNELL

MBA, Professional Photographer, Yoga
Instructor

Owner, Ello Candle Co.
(artistic soy candle manufacturer)

www.ellocandleco.com



Daughter

CHELANN GIENGER

Owner, NUYU Juice Bar/Health Café
(#1 in city)

www.nuyujuicebar.com

Host of podcast for young entrepreneurs

www.entrepreneurbefore25.com

Author, Dear Millennial,

www.chelanngienger.com/dear-millennial



Son

SKY GIENGER

Owner/Music Producer, Salient Audio

www.marmosetmusic.com/artists/sky-gienger

Background

SERIAL ENTREPRENEUR

- CEO, Wilkinson Family of Companies.
 - \$1.7B total real estate transactions
 - Multifamily value-add track record
 - 24.32% IRR average over 27 years
- Coached thousands around the world on:
 - Business mission, vision and values
 - Strategy and systems for implementation
- The conversation that changed my world





GREG GUNN

Why do you invest so much time developing and implementing clear mission, vision, values and strategy for your businesses, but **you don't take the same intentional approach to leading your family?**

Multigenerational Legacy Strategy

1

DEFINING YOUR FAMILY COMPASS

- Values
- Mission
- Vision

2

PLANNING YOUR IMPLEMENTATION PATHWAYS

- Relational Pathways
- Structural Pathways



**THREE
COMPASS
COMPONENTS**

Family Values:

The non-negotiable principles that guide everything you do

Family Mission:

The ultimate reason for your existence as a family

Family Vision:

A compelling picture of what your family will look like when it is accomplishing its mission

COMPASS COMPONENT

Your Family Values

The non-negotiable principles that guide your family...what you want to stand for in this world

Your Family Values | *The Compass*

PRINCIPLES OF EFFECTIVE FAMILY VALUES

- Guide the way decisions are made, priorities are set, money is spent, people are treated and plans are made and executed
- Foster the following:
 - Loyalty
 - Harmony
 - Empowerment

Your Family Values | *The Compass*

QUESTIONS TO HELP DISCOVER YOUR VALUES

- What did you love or hate about your family growing up?
- What makes you really happy or really sad?
- Who do you really admire and why?
- What does it mean for you to be a really good person?
- After you die, what do you want people to say about who you were (not what you accomplished)?
- What character traits do you want to see in your children and grandchildren?

Your Family Values | *The Compass*

GREAT COMPANIES DO THIS...WHY DON'T FAMILIES?

Wilkinson Family Of Companies Core Values

1. Doing the Right Thing
2. Acting in the Best Interest of Our Partners
3. Defining Wealth by Who We Are
4. Building People
5. Leading Through Serving
6. Continually Pursuing Excellence
7. Building Beyond Business
8. Creating Quality Relationships
9. Enjoying Life with Passion

Your Family Values | *The Compass*

ONE WORD VALUES TO HELP BRAINSTORMING

- Accountability
- Attitude
- Authenticity
- Boldness
- Character
- Collaboration
- Community
- Compassion
- Confidence
- Courage
- Creativity
- Dedication
- Devotion
- Discipline
- Diversity
- Education
- Efficiency
- Encouragement
- Endurance
- Enthusiasm
- Excellence
- Faith
- Faithfulness
- Friendships
- Generosity
- Goodness
- Grace
- Gratefulness
- Growth
- Honesty
- Honor
- Hope
- Humility
- Humor
- Ingenuity
- Integrity
- Intimacy
- Joy
- Justice
- Kindness
- Leadership
- Learning
- Loyalty
- Medication
- Mercy
- Openness
- Passion
- Patience
- Peace
- Perseverance
- Personal Growth
- Prayer
- Relationships
- Reliability
- Respect
- Sacrifice
- Self-discipline
- Selflessness
- Servant
- Leadership
- Serving
- Steadfastness
- Stewardship
- Teamwork
- Thankfulness
- Transparency
- Trustworthiness
- Truth
- Unity
- Wisdom
- Zeal
- Other

Your Family Values | *The Compass*

ACTION-ORIENTED VALUES TO HELP BRAINSTORMING

- ❑ Influencing and inspiring others through servant leadership
- ❑ Leaving every person and everything better than I found
- ❑ Always doing the loving thing
- ❑ Practicing excellence, thoroughness, persistence, and self-discipline
- ❑ Seeing value in everything and finding something to appreciate in everything
- ❑ Building up and encouraging people in every interaction
- ❑ Creating vibrant physical, mental, and emotional health and energy
- ❑ Maintaining a teachable spirit at all times
- ❑ Building positive, authentic friendships
- ❑ Seeking first to understand before trying to be understood
- ❑ Keeping a positive attitude at all times
- ❑ Beginning with the end in mind
- ❑ Enjoying life fully...with passion and fun
- ❑ Life-long learning and adventure
- ❑ Experience quality music and arts
- ❑ Continual spiritual growth
- ❑ Always considering the preciousness of others
- ❑ Living with a grateful heart
- ❑ Wise management of time, money, and resources

Print Version Note: Case study illustrations are not recommendations. You need to decide what is important to YOUR family.

Your Family Values | *The Compass*

PROCESS FOR IDENTIFYING YOUR FAMILY VALUES

- Brainstorm individual values
 - Compare spouse's if married
 - Discuss why certain values are important to each of you
- Ask children to identify values
- Prioritize and select 10-20 that represent the guiding principles that you most want for your current and future generations

Your Family Values | *The Compass*

GIENGER FAMILY VALUES – FIRST GENERATION

1. Creating value and building a better world through entrepreneurial ventures
2. Enjoying vibrant physical, mental, emotional health (living the 8 laws of health)
3. Leading through serving (influencing and inspiring through a servant's heart)
4. Seeing value and finding something to appreciate in everything
5. Demonstrating a positive attitude at all times
6. Continual life-long learning and adventure...enjoying life with passion & fun
7. Beginning with the end in mind (setting worthwhile goals we act on)
8. Wise management/stewardship of time, money and resources
9. Excellence, thoroughness, persistence and self-discipline
10. Always doing the loving thing and considering the preciousness of others.
11. Developing positive, authentic friendships
12. Leaving everything and every person better (building people in every interaction)
13. Seeking first to understand before trying to be understood
14. Continually growing toward more intimate friendship with God
15. Seeking God's Kingdom and his purposes and interest above everything else
16. Basing all our thoughts and actions on the model of Jesus
17. Investing our lives in helping people experience God
18. Creating and experiencing quality music and art to honor God and inspire people

Your Family Values | *The Compass*

GIENGER/OCONNELL FAMILY VALUES – SECOND GENERATION

1. **Growth:** Lifelong learning and mastery
2. **Ownership:** Taking personal responsibility for our thoughts, actions, possessions, and influence
3. **Grace:** Imparting gratitude, patience, and undeserved favor towards self and others
4. **Virtue:** The fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control
5. **Purpose:** Carrying oneself as a gentleman or lady of the Kingdom of Heaven living in our personal mission and always aligning our activities accordingly
6. **Health:** A daily journey of social, physical, and mental well being
7. **Love:** Positive regard and commitment towards self and others
8. **Adventure:** The pursuit of daring experience and activity with enthusiasm and enterprise
9. **Stewardship:** Being generous, just, and shrewd with resources and relationships
10. **Relationship:** Meaningful connectedness and unity with God, family, and friends
11. **Creativity:** The pursuit and ability to make, invent, and grow things--including culture

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MULTIGENERATIONAL
LEGACY

ALIGNMENT
OF
FAMILY
VALUES

FIRST
GENERATION

“Continual lifelong
learning and adventure.”

“Enjoying vibrant physical,
mental, emotional health”

“Wise stewardship of time,
money and resources.”

MULTIGENERATIONAL
LEGACY

ALIGNMENT
OF
FAMILY
VALUES

SECOND
GENERATION

“Growth: Lifelong learning
and mastery.”

“Health: A daily journey of
social, physical, and mental
well being”

“Stewardship: Being
generous, just, and shrewd
with resources and
relationships”

COMPASS
COMPONENT

Your Family Mission

The ultimate objective or purpose of your family...what you want to accomplish in this world

Your Family Mission | *The Compass*

PRINCIPLES OF EFFECTIVE MISSION STATEMENTS

- Answers: Why does our family exist? What is our real purpose?
- Communicates family identity
- Defines primary value family adds to society
- Action-oriented: What we plan to do?
- Short, concise, easy to remember
- Timeless, multigenerational

Your Family Mission | *The Compass*

QUESTIONS TO HELP DISCOVER YOUR MISSION

- What does your family care deeply about?
- What's wrong with the world that drives you crazy?
- Imagine being at the end of your life thinking about all you and your family accomplished...what will matter to you the most?
- If your family could get a message across to a large group of people, who would those people be? What would your family message be?
- If you had all the time and money you need to accomplish anything, what would you and your family be doing in and for this world?

Your Family Mission | *The Compass*

PROCESS TO DEVELOP YOUR MISSION

- Three parts of an ideal family mission statement:

1

What

2

Who

3

Results

Your Family Mission | *The Compass*

PROCESS TO DEVELOP YOUR MISSION

WHAT: List key action words or phrases that indicate what you want your family to do

WHO: List everyone or everything that you really want your family to help or impact

RESULT: Identify the key outcomes you want for your family, the impact your family will have in this world

Your Family Mission | *The Compass*

SAMPLE BUSINESS MISSION STATEMENT

Microsoft

To empower every person and every organization on the planet to achieve more.

WHAT: To empower

WHO: Every person and every organization on the planet

RESULT: To achieve more

Your Family Mission | *The Compass*

GIENGER FAMILY MISSION STATEMENT – FIRST GENERATION

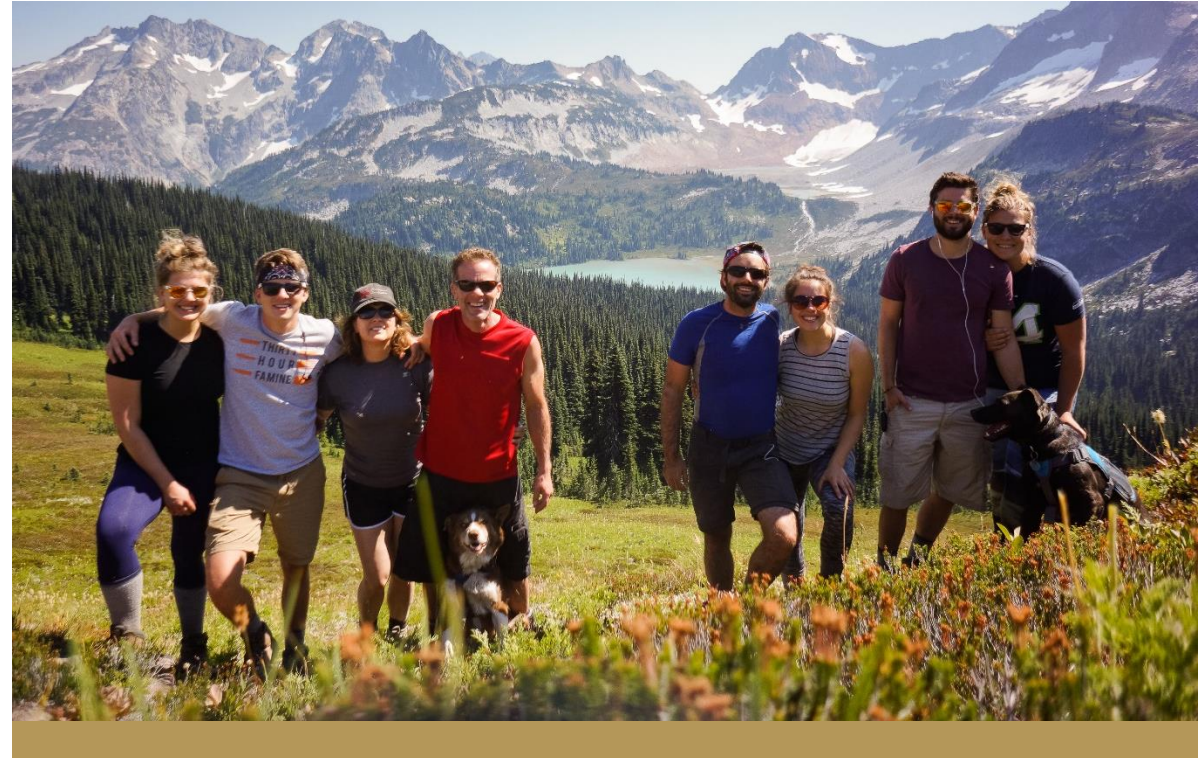
To courageously lead generations of people to become devoted friends and sold-out followers of Jesus!

WHAT: To courageously lead

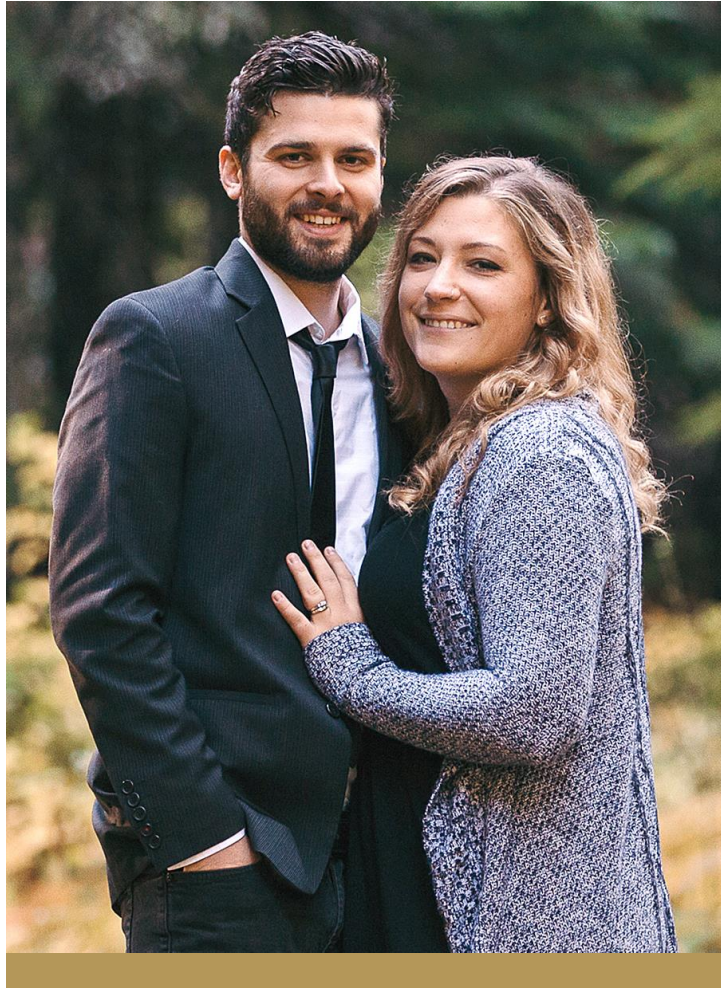
WHO: Generations of people

RESULT: To become devoted friends and sold-out followers of Jesus

Print Version Note: Case study illustrations are not recommendations. You need to decide what is important to YOUR family.



Your Family Mission | *The Compass*



GIENGER FAMILY MISSION STATEMENT – SECOND GENERATION

To lead generations of people to take extreme ownership, achieve their full potential, live gratefully and love unconditionally.

WHAT: To lead

WHO: Generations of people

RESULT: To take extreme ownership, achieve their full potential, live gratefully and love unconditionally

COMPASS
COMPONENT

Your Family Vision

A compelling picture of what your family will look like when it is accomplishing its mission

Your Family Vision | *The Compass*

PRINCIPLES OF EFFECTIVE VISION STATEMENTS

- Succinctly states the ideal future picture for your family
- Challenging and inspiring
- Short, memorable statements are most effective

Your Family Vision | *The Compass*

SAMPLE BUSINESS VISION STATEMENT

Marriott Hotels

To be the world's favorite travel company.

Wilkinson Family of Companies

To be world-class leaders in building exceptional people and out-of-the-ordinary wealth.

Your Family Vision | *The Compass*

QUESTIONS TO HELP DEVELOP YOUR VISION STATEMENT

Imagine that you show up in the lives of your family 200 years from now. What would you ideally like to see in the following areas?

1. You ask a people in the community what they know about your family and they say...
2. You meet friends, customers or clients of your family members and ask them about their experience with your family members, and they say...
3. You visit homes and gatherings of your family members and you see or hear...



VISION
STATEMENT
PROCESS

What will it look like in future generations when our family is accomplishing its mission?

“The vision of our family is to be...”

Your Family Vision | *The Compass*



GIENGER FAMILY VISION STATEMENT – FIRST GENERATION

To be intimate friends of God and effective kingdom builders.

Print Version Note: Case study illustrations are not recommendations. You need to decide what is important to YOUR family.

Your Family Vision | *The Compass*

GIENGER FAMILY VISION STATEMENT – SECOND GENERATION

To be a lasting legacy of kingdom builders who prevail in every sphere of life and help others do the same.

Print Version Note: Family compass statements are typically only used internally within the family and each word and phrase has unique meaning to that family. For example, “Kingdom Builder” may have very different meaning in our family than it would to someone else but we have impregnated that phrase with the meaning of building lasting legacies of success based on enduring principles in everything we lead.



Your Family Vision | *The Compass*



Print Version Note: This case study is presented to illustrate the value of establishing a personal compass even before you are married.

PERSONAL MISSION STATEMENT – SECOND GENERATION

To inspire and empower the younger generation to live in extreme freedom and complete life balance through the platform of being an entrepreneur and Jesus follower.

PERSONAL VISION STATEMENT – SECOND GENERATION

To see the younger generation living their life to its full potential through the platform of being and entrepreneur and Jesus follower.

Your Family Compass | *Refine and Communicate*

PLAN NEXT STEPS TO CLARRIFY AND COMMUNICATE

- This is a process not an event.
- Continually improve over time.
- Determine next steps to refine.
 - Who will be involved in giving additional input?
 - When and how will you do this?
- How will you introduce this to the rest of your family?
- How will you communicate and reinforce this over time?

It's great to plan your direction
but to enjoy the results, you
need to actually hit the trail!

RELATIONAL
SYSTEMS

Your Family Compass Implementation Strategies

Plan pathways to guide your family in the
direction of your compass

1

**RELATIONAL
PATHWAYS**

2

**STRUCTURAL
PATHWAYS**



RELATIONAL
PATHWAYS

Relationships
are the carriers of
multigenerational
success in family, in
business and in life.

Relational Pathways

STRATEGIES TO IMPLEMENT YOUR COMPASS

- Family goal setting retreats
- Family compass review vacations
- Family council meetings
- Family nights
- One-on-one dates
- Family connection time

Relational Pathways | *Implementation Strategy*

ANNUAL GOAL SETTING RETREATS

- Beginning of each new year
- Silent journaling and goal-setting
- Share and celebrate
- For more info:
 - Systems for Success Podcast
 - Episode 2: Round Table Discussion
 - systemsforsuccess.com



aw Design Layout References Mailings Review View Tell me what you want to do

Sky's Goals for 2008 (8 years old)

1. I will practice the 8 laws of health.
 - a. Healthy Food, 8 glasses of water, Exercise, Fresh Air, 8 hours of Sleep, Sunshine, Cleanliness, Trust in God
2. I will encourage my family and friends.
 - a. By saying one positive thing about one friend every day.
 - i. Like saying Jed, you're strong or you're good at football.
 - b. By saying something to encourage them to do right when I see them doing something wrong.
 - i. Like saying something to Jacob when I hear him say bad words.
 - c. By asking one person every week what they learned from God in their daily devotions.
3. I will be the best friend to my sisters and brother.
 - a. By saying "I love you" at least once a day.
 - b. By giving one present a month to one of them.
 - c. By telling them something positive about them every week.
4. I will make my mind smarter by.
 - a. By watching only one movie and only 30 minutes of computer games a day
 - b. By reading good books (1-2 per month)

☰ ☰ ☰ -

Relational Pathways | *Implementation Strategy*

COMPASS REVIEW VACATIONS

- A fun annual vacation that the whole family enjoys mid-year, every year
- Plan intentional time to review family mission, vision and values
 - Celebrate wins
 - Discuss betterment
 - Make creative memories



Relational Pathways | *Implementation Strategy*

FAMILY COUNCIL MEETINGS

- Monthly or quarterly
- Managing properties and investments
- Stewarding family mission, vision and values



Relational Pathways | *Implementation Strategy*

RESPONSIBILITIES OF OUR FAMILY COUNCIL

1. Stewarding the family mission, vision, values and constitution
2. Overseeing the family Investment Committee and monitoring performance of family investments
3. Managing and drafting legal documents concerning the family estate planning
4. Managing the family's philanthropy efforts
5. Overseeing family property management
6. Resolving family conflicts that cannot be resolved informally
7. Managing the strategic and tactical goals of the family enterprise
8. Organizing activities that strengthen family bonds
9. Formulating policies for family members working in family businesses
10. Formulating policies regarding inclusion or exclusion of spouses

Relational Pathways | *Implementation Strategy*



FAMILY NIGHTS

- Weekly
- Same night every week
- Build relationship
- Have interactive fun
- Share stories

Relational Pathways | *Implementation Strategy*



ONE-ON-ONE DATES

- Weekly or monthly
- First priority is weekly date with spouse
- A date with each child at least once a month
- Build relationship, make memories
- Celebrate together

BUILD

relationship



Relational Pathways | *Implementation Strategy*

FAMILY CONNECTION TIME

- Daily
- 30-60 minutes to communicate and build relationship
- Ask meaningful questions like:
 - What did you learn today?
 - What was the high and low experience of your day?
 - What are you looking forward to tomorrow?





STRUCTURAL
PATHWAYS

Structures are the catalytic mechanisms that activate sustained success across the generations.

Structural Pathways | *Implementation Strategy*

KEY QUESTION:

How will your family compass be reflected in each of your governance structures, legal documents, and family enterprises?

- Your Family Assembly
- Your Family Council
- Your Family Trusts
- Your Family Office
- Your Family Businesses
- Your Family Philanthropic Foundation, Process, or Board
- Your Family Wealth Management
- Your Bylaws and Operating Agreements
- Other Family Structures

**EXAMPLES
FROM
GIENGER
FAMILY
TRUST
DOCUMENT**

“...trustees are to have broad discretion in determining how distributions are to be made and the purposes for which they are made consistent with our family’s adopted statement of mission, vision and values.”

**EXAMPLES
FROM
GIENGER
FAMILY
TRUST
DOCUMENT**

“Following are the fully adopted Mission, Vision and Values which are to function as the compass for all decisions and actions of our Family Trust for generations to come:”

Multigenerational Legacy Strategy Summary

1

DEFINING YOUR FAMILY COMPASS

- Values
- Mission
- Vision

2

PLANNING YOUR IMPLEMENTATION PATHWAYS

- Relational Pathways
- Structural Pathways

Congratulations! *Now Do Something!*

For more information feel free to contact me at
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Or search for **Lonnie Gienger, Systems for Success** to find me on Facebook, Instagram or podcast sites.

