

# KEELER THOMAS

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THE ENTERPRISE AND FAMILY SOLUTIONS COMPANY

## FAMILY GENERATIONAL PATHWAYS

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Self Discovery is the Greatest  
Illumination  
of All





# Welcome!

**Studies confirm that almost 91% of families fail to pass their wealth and their values forward beyond the third generation\*.** In fact, many of those families suffer disunity and the inevitable curse upon upcoming generations caused by entitled wealth. This is not a recent trend, but actually reflects a timeline of failure that extends back many centuries and across all cultures.

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## According to the families that failed, the leading causes of failure are:

1. Lack of communication and trust,
2. Lack of unifying vision for the future,
3. Heirs were not trained or adequately prepared to receive the wealth.

--Williams & Preisser in *Preparing Heirs*

## The Family Generational Pathway can help you deal with these causes of failure.

Decades of research and study have helped to uncover the habits, tools, and processes used by the approximately 9% of successful families to avoid the failure that plagues so many others.

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**The Family Generational Encounters Program™** is a five-step process that forges a unique and sustainable multi-generational connection for all family members by:

1. Discovering and magnifying **communication skills** that build trust, and mutual understanding.
2. Developing the skills to **resolve upsets or conflict** in ways that strengthens bonds and builds unity.
3. **Forging a common bond together by discovering and writing** a description of the family's shared values and their meaning.
4. **Creating a Family Vision** that takes those values and puts them into an actionable format.
5. And finally, developing the formal structure for **making the Family Vision a living reality now, as well as for generations to come.**

Family Generational Encounters focuses on two essential areas for family unity and development:

1. **Established and Proven Programs:** Families have achieved positive results through a carefully designed program of engaging, fun, and educational encounters. These encounters are anchored by world-class developmental curricula and led by professional coaches. Each program has its own objectives and skill sets that will provide family members with tools they can use, not only in the family, but in all their relationships in life. They build upon each other until the conclusion...a successfully run and sustainable Family Organization.
2. **Individual and Group Development:** During the Encounters, family members engage in an interactive, impactful experience that involves all participants. Participants immerse themselves in guided discussions and a series of personal and group activities and experiences that help each individual discover key strengths for both themselves and other family members. Many of these experiences and action activities form the standard for future generational mentoring.

We look forward to introducing you to your future family,  
The Keeler Thomas Team

\* Source: The Heritage Institute, 2018

# Family Generational Pathway-Essentials

Encounter	Family Skills & Deliverables	Benefits to Individuals & Family
Discovery	<ul style="list-style-type: none"> <li>Discover your personal and group communication styles &amp; preferences using Stratton Interpersonal Leadership Style™ Training.</li> <li>Each member receives their own ILS™ report and guidebook.</li> <li>Discover your personal and group shared values using the Values Edge System™.</li> <li>Each family member receives their own values "pyramid" alongside the family values "pyramid".</li> </ul>	<ul style="list-style-type: none"> <li>Reveal to the family the communication styles and preferences of each member of the family.</li> <li>Establishing new communication channels by learning to understand and adapt to each other's styles and preferences.</li> <li>Discover key values &amp; shared meaning that help the family unite and find areas of harmony.</li> </ul>
Unity	<ul style="list-style-type: none"> <li>Discover the methods for living with an outward mindset utilizing Arbingier Group's, Living With an Outward Mindset™ program.</li> <li>Understand the nature and origin of upsets and learn how to resolve with the Carter International™ Resolving Upsets process.</li> </ul>	<ul style="list-style-type: none"> <li>Find and engage the mindset that creates productive and fruitful relationships.</li> <li>Understanding the process of "hearing" as well as being "heard".</li> <li>Experience personally how to see, understand and resolve upsets in a way that preserves trust and builds unity in your family.</li> </ul>
Vision	<ul style="list-style-type: none"> <li>Each member goes through the KTM Developing a Shared Vision Workshop™ and learns how to create vision statements.               <ul style="list-style-type: none"> <li>Each member develops their own personal 20-year vision plan.</li> </ul> </li> <li>The family group learns how to engage together to create a family vision statement.               <ul style="list-style-type: none"> <li>The family creates together their family 20-year vision statement.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Each family member discovers and records their vision of the life they most want to live.</li> <li>As a group, the family discovers and records a shared vision that facilitates the fulfillment of the respective visions of each of the family members.</li> <li>A final, recorded shared purpose which helps unite the family moving into the future.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>Using the KTM Governance &amp; Mentoring Program™, family members develop the following together:               <ul style="list-style-type: none"> <li>A Guiding Principles Statement.</li> <li>A Family Charter.</li> <li>Choose a formal structure and its leadership.</li> <li>Create Family By-Laws for the new structure.</li> <li>Identify the first project or stewardship for the family organization.</li> <li>Launch the new family organization!</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Implementing a multi-generational family organization that thrives by facilitating the individuals and the family to fulfill their individual and their shared visions for the future.</li> </ul>
Ongoing	<ul style="list-style-type: none"> <li>Family Stewardship Training.</li> <li>Family Leadership Training.</li> <li>NextGen Mentoring Programs.</li> </ul>	<ul style="list-style-type: none"> <li>The ongoing process of family development, training, mentoring, developing the unique family identity and conducting the business of being a successful, multi-generational family.</li> </ul>

# Discovery Encounter

## Key Questions to Consider:

1. How well does your family communicate and handle sensitive topics?
2. To what degree do family members understand what matters most to themselves and to other family members?
3. How completely do family members understand what matters most to the family as a unit?



## What to Expect:

### Individual Communication & Leadership Styles:

Participants are coached on the use of tools that help them communicate better, learn how to understand the communication preferences of others, and how to recognize patterns of miscommunication. They are shown how stress can affect normal communication and how to avoid letting stress “hijack” both their own and other’s intent.

### Personal and Family Values Discovery:

Family members personally discover and define their most important values. Then, if appropriate, they share them with the other members of the family. This results in all the members of the family having a more profound understanding of one another. With that common understanding, the family starts the process of developing a ***unified set of unique Family Values*** that defines the future basis for working together.

*For additional information and free exercises, visit [www.keelerthomas.com](http://www.keelerthomas.com)*



“Knowing yourself is the beginning of all wisdom.”

- Aristotle

## Primary Benefits of the Discovery Encounter Include:

- Magnifying feelings of safety and trust within the family.
- Revealing each family member’s communication style and preferences.
- Establishing new communication channels by understanding the styles and preferences of the rest of the family members.
- Discovering key individual values and begin the creation of a set of family values that all can sustain.



## Skill Sets Delivered to Participants

1. **Communication Style & Preferences:** *The purpose of this skill set is to magnify the feelings of safety and trust within the family.* You learn that personal communication style is defined by unique preferences, both yours and those around you. Once you recognize those and learn to implement the skills to improve your communication, the feelings of safety and trust within the family improve dramatically. This segment utilizes the **Stratton Interpersonal Leadership Style Training** modified for families. In this Encounter, you will learn how to:
  - Understand your communication preferences.
  - Learn how to discern and understand the communication preferences of others around you.
  - Know how to adapt to other’s preferences and improve communication.
  - Recognize and avoid the impact of stress on communication.
2. **Personal & Shared Family Values:** *The purpose of this skill set is to discover what is most important to you and really moves you to act each day. It is also to learn what is most important to the other members of your family and what moves them to act each day.* Doing this, alongside other family members, creates a deeper pool of shared meaning and understanding as a family. This is a prerequisite to other skill sets that will be taught in future Encounters. This segment utilizes the **Values Edge System** modified for families. The family will engage together to:
  - Discover and define your key values.
  - Discover others key values and definitions.
  - Begin the creation of a set of family values that all can support.



# Unity Encounter

## Key Questions to Consider:

1. Can you say that your family has developed the ability to resolve upsets and conflicts in a way that preserves trust and builds unity?
2. Are family members able to recognize and change the Self -Defeating Mindsets that foster upsets and/or conflicts?
3. Which family members trust and know their "voice" is heard?

## What to Expect:

The Unity Encounter is divided into Two Segments.

1. **Living with an Outward Mindset:** The way you "show up" – or, in other words, the state of your heart towards others, determines the outcomes of your relationships. In this segment you learn to truly "see" your own heart, or the way you show up to (with) others. Then, if needed, how to show up differently, in a way that lifts and unifies. This segment utilizes the Arbinger Group's "Living with an Outward Mindset" workshop modified for use by families.
2. **Dealing with Upsets:** Segment One above is the heart of this critical skill. ***Segment Two is the soul of a critical relationship skill – resolving upsets in a way that preserves trust and strengthens unity.*** How you resolve upsets (or choose not to), in large measure determines how much trust and unity your family has. Is it possible for families to live together, including through the teenage years, not having an upset or an insult – even unintentionally? Possible, but highly unlikely. Because we are human, upsets occur. Untreated, upsets never really resolve themselves. They get buried only to "bubble up" when you wish they wouldn't. They undermine feelings of trust, love and unity for as long as they remain unresolved. This segment utilizes Carter International Training & Development Company "Resolving Upsets" workshop modified for use with families.



For additional information and free exercises, visit [www.KeelerThomas.com/Unity](http://www.KeelerThomas.com/Unity)



“If you want to go fast, go alone; If you want to go far, go together.”

- African proverb

## Primary Benefits of the Unity Encounter Include:

- Discovering the mindset that creates productive and fruitful relationships.
- Learning how it feels to “hear” as well as be “heard.”
- Experiencing how to truly “see” others and then deal with upsets (both and past and present) in positive and unifying ways.



### Skill Sets Delivered to the Participants In Segment One:

You personally experience how to:

- Detect the state of your heart towards others.
- Learn, then experience, the skills to change how you “see” others thereby.
- Changing your state of heart and the outcomes of your relationships.

### Skill Sets Delivered to the Participants In Segment Two:

You learn, then experience:

- Where upsets come from.
- How they are formed.
- How they impact you individually and as a family.
- Operating from the foundation of the skill set in Segment One, what you can do to improve?
- You begin the process and will practice these skills together.

“We live in a world at war. I am referring not only to wars between countries but also between former friends, siblings, spouses, parents and children.

Conflicts between countries are more dramatic, but the hot and cold wars that fester in the hearts of family members, neighbors and friends bring more pain and suffering to this earth in a single day than have all the world’s weapons since the beginning of time.

If there ever is to be peace on earth, we must first find the way to peace in our hearts and homes.”

--James L. Ferrell, author of *The Peacegiver*, quoted from its preface.



# Vision Encounter

## Key Questions to Consider:

1. Have you recorded a description of the life you want most?
2. Describe the impact of recording the vision of your future when you gain what matters most to you for your life.
3. What would be the impact of having a united, shared vision of your family's future?



## What to Expect:

During this encounter, all family members discover the answers to the following questions:

- What is most important about life to you?
- What guides your decisions then moves you to act?
- Who are you (individually)?
- How can you use this information to live your highest vision of you?
- What is really worth doing?
- Who do you want to be with doing that which is really worth doing?

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60%

of families fail due to lack of  
Communication & Trust.

25%

of families fail due to lack of  
preparation of heirs.

-*Preparing Heirs*, Williams & Preisser

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For additional information and free exercises, visit [www.keelerthomas.com](http://www.keelerthomas.com)



“Where there is no vision, the people perish.”

-Proverbs 29:18

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## Primary Benefits of the Vision Encounter Include:

- Guiding each member of the family to discover and record a personal vision of the life they want most to live.
  - Guiding the family to discover and record a shared vision of the future of the family that supports and sustains the achievement of the personal visions of each of the individual family members.
  - Finalizing and recording a shared purpose around which the family can unite and achieve.
- 



## Skill Sets Delivered to Participants:

- Discover how to establish the correct order of what matters most.
- Learn how to bring together disparate ideas into a structure that unifies the family.
- Learn how to live in a way that fulfills what matters most.
- Learn another way to ensure that your “voice” is heard.
- Discover and record the truth about your future, both individually and as a family.

# Governance Encounter

## Key Questions to Consider:

1. How long do you want this Family Legacy to last?
2. How aligned is the family with the fundamental principles needed to achieve the family's vision of its future?
3. What steps, structures or systems have you adopted to assure your answer to question #1 above?



## What to Expect:

- Guided by the vision created for the family in the last encounter, the family discovers the Beliefs and the Principles about what must happen within the family for your respective visions to be fulfilled.
- Based upon the principles discovered by the family, a formal organization will be created complete with an operating Charter and By-Laws to be the ship the family uses to fulfill the visions of each family member.
- Finally, the family selects its first action forward as a group. We call this the family's First Stewardship. The family organization assumes leadership over that first stewardship. The ship is launched!!!!

*For additional information and free exercises, visit [www.keelerthomas.com](http://www.keelerthomas.com)*



“The greatest danger for us is not that we aim too high and miss the mark, but that we aim too low and hit it.”

- Aristotle

## Primary Benefits of the Governance Encounter Include:

- Together discovering and recording the principles that the family uses to fulfill its vision.
- Implementing a formal organization whose sole purpose is to facilitate the fulfillment of the visions of each family member.
- Choosing the family’s first stewardship roles and leaders.
- At this point, you and your family have created and launched the ship to carry you to the fulfillment of each family member’s vision!

## Results Delivered to the Family:

- **Guiding Family Belief’s Statement**  
Statement of the shared Beliefs (and their meaning) the family embraces to sustain the fulfillment of the Family Vision.
- **Guiding Family Principles Statement**  
Statement of the shared Principles is a statement of the rules upon which actions of the Family Organization are based to sustain the fulfillment of the Family Vision.
- **Family Charter and By-Laws**  
Statement compiled from the Beliefs and Principles described above plus a description of the roles, duties and how to make changes within the organization to sustain the fulfillment of the Family Vision.
- **The Formal Structure the family agrees to operate through for educating, training, and mentoring upcoming generations.**
- **Launch of the Family Organization using the First Stewardship.**



# Ongoing Annual Encounters

## Key Questions to Consider:

1. How often does your family meet for family fun, growth and development?
2. How important is it to deliberately develop family leadership in each succeeding generation?
3. How will you know when each family member is ready to receive their inheritance?



## What to Expect:

- These programs should be carefully developed by an assigned team within the family organization to make sure that the larger purposes as defined by the organization's Vision and Mentoring plans are met.
- Above all, these meetings should allow for all family members to meet regularly, discuss the business of the family, have fun, and provide development opportunities for each member.

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**37 minutes  
per weekday**

*average quality time spent  
together by families.*

*-nypost.com; 2018/03/20*

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**“Pursue one great decisive aim with force and determination.”**

- Carl von Clausewitz

## Primary Objectives:

- **Family development - train, prepare and mentor each generation to:**
  1. Prepare and mentor family members to eventually assume the responsibility of leading the family before the leading generation passes away.
  2. Prepare each family member to receive their inheritance before the leading generation passes away.
- **Family unique identity - solidify and share the unique identity of your family by:**
  1. Collecting and retaining the family stories, current and past (who am I?).
  2. Collecting, organizing and retaining the family history (where did I come from?).
- **Conduct the business of being a family (not necessarily the family business).**
- **Have FUN!!!!!!!!!!**



## Experiences Delivered to the Family Members:

These events allow for the organization to customize training and development as needed and determined by the leadership. Topics that may be included are:

### Core Skills:

- Communication Skills: Styles & Preferences
- Values Discovery & Definition: Family & Personal
- Arbinger Mindset Assessments
- Individual Challenge Programs
- Charitable Challenge Program
- Grandparent's Investment Club
- Outward vs. Inward Mindset training
- Conflict (Upsets) Recognition
- Vision Statement Development
- Story Development
- Leadership Skills Development
  - Roles and Responsibilities
  - Specific skills training (i.e. bookkeeping, historical record keeping)

**Topics continued on following page**

# Ongoing Annual Encounters

## Additional Family Topics:

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### Finance:

- How to budget, i.e. finance 101
- Financial Literacy
  - The Power of Compound Interest
  - Debt vs Equity
  - Long term vs Short Term Investing
  - Types of investments
- How to handle my financial inheritance
- Understanding basic accounting, P&L Statements and Balance Sheets
- College education funding
- How to start a business
- How to evaluate investing in a start-up business

### Building & Maintaining an Advisory Team:

- How to choose them, work with them, and evaluate them

### Family Purpose & Governance:

- Creating & Implementing Family Governance
- Creating Family Purpose Statement (Vision/Mission)

### Family Capital:

- Understanding and leveraging the types of capital/wealth in the family

### Family Philanthropy:

- Charitable options and strategies
- Strategic philanthropy
- Non-charitable generosity
- Philanthropy vs. Charity
- How to evaluate, select and monitor charities

### Legal:

- Understanding legal entities (FLPs, LLCs, Corps, etc.,)
- Understanding Trusts
  - Types of trusts and their differences
  - The parties and the rights and obligations of the parties
  - Different investment models based on the type of trust

### Family Integration:

- How to integrate in-laws into the family
- How to integrate children into the family organization
- Elder issues (both in family governance, and care options, etc.,)
- Mentoring
- What can the kids/grandkids teach the parents?
  - How to talk to my parents about their estate plans
  - Technology
  - How to document family traditions and roles
- Family Arc development

### The Family Library:

- Family cookbook
- Family stories
- Family Heritage Statements
- The Family Anthology of Heritage Statements
- Helpful books for the family (identified by the family) – i.e., Crucial Conversations
- Book Club
- Family Arc



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- Rate (circle) order of Importance; 5=Very Important, 1=Don't Care
- Rate (circle) order of Achievement: 5=Mastered, 1=Haven't Started
- Subtract Achievement from Importance and write the numeric answer in the Gap box

## ESTATE PLANNING STATUS

## RATING GAP

1. My important papers are gathered and organized, including birth and marriage certificates, divorce decree, death certificate of spouse, military papers, insurance policies, retirement account statements, vehicle titles, real estate records, tax records, and estate planning documents.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
2. I have signed a health care directive appointing someone to convey my wishes to doctors if I am unable to speak for myself.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
3. I have signed a power of attorney appointing someone to handle my financial affairs should I become unable to do so.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
4. I have decided and written down how I want my assets distributed after my death.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
5. As of now, between account titling, beneficiary designations, my will and my trust, I know where my assets would go if I were to die tomorrow.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
6. My current estate plan is set up to minimize taxes and fees.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
7. I have written a letter of instructions to be read immediately after my death explaining where everything is and what family members should do first.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	

## GENERATIONAL PLANNING STATUS

## RATING GAP

8. I know what I will be remembered for and have shared it with the people who are important me.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
9. Each family member has identified their individual values that guide them, integrated them into their lives, and shared them with the people who are important to them.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
10. Our family communicates well and is effective at discussing sensitive topics.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
11. Each family member is confident they have a voice within our family and feels safe to assert themselves.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
12. Our family has developed the ability to resolve upsets in a positive, unifying way.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
13. We have developed a formal process for our family to make decisions together.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
14. Our family preserves its unique identity by actively capturing our family stories, life lessons, photos, and other memories for the benefit of future generations.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	
15. We have identified and documented what matters most to our family.	Importance	5 4 3 2 1	
	Achievement	5 4 3 2 1	

16. Our family actively mentors future generations by adequately preparing them for the emotional as well as the financial inheritance they will receive.	Importance	5	4	3	2	1	
	Achievement	5	4	3	2	1	
17. Our family has created and written a shared and compelling vision for the future of our family and have a system to adapt our vision as family circumstances change.	Importance	5	4	3	2	1	
	Achievement	5	4	3	2	1	
18. We have a formal structure in place to keep our children, grandchildren, and great-grandchildren connected and unified.	Importance	5	4	3	2	1	
	Achievement	5	4	3	2	1	
19. Our family meets regularly for family fun, growth, and development.	Importance	5	4	3	2	1	
	Achievement	5	4	3	2	1	
20. We have a plan for a genuine transfer of family leadership before my spouse and I pass away.	Importance	5	4	3	2	1	
	Achievement	5	4	3	2	1	

**To Get Your Numbers:**

Add the Gap scores from each numbered question together in their corresponding sections below to identify your areas of most concern (do not include any negative numbers). The larger the combined number for each section, the more opportunity you have for growth:

Estate	Add gap from questions 1-7	Total Score: ____
Discovery:	Add gap from questions 8-10	Total Score: ____
Unity:	Add gap from questions 11-13	Total Score: ____
Vision:	Add gap from questions 14-17	Total Score: ____
Governance:	Add gap from questions 18- 20	Total Score: ____

*To take the assesment online, visit [www.keelerthomas.com/legacy-pathways-assessment](http://www.keelerthomas.com/legacy-pathways-assessment)*

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**Additional Notes:**



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Let's Find the Right |  
Pathway for your Family.

CALL **(801) 226-0800** OR EMAIL  
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TO GET STARTED.

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