



Business Harmonizer Group

Helping business-families break through the silent barriers

Who We Serve:

- Family business owners at all stages of the business-owning life cycle
- Farm proprietorships and partnerships
- Individual family members within the business-owning family community
- Next generation family-business successors
- Entrepreneurial enterprises

Why Work With Us?

- We understand the complexity of issues that face all business-family members
- We are adept at linking issues of the heart with the real world of business
- We go beyond surface-level topics and carefully dig deeper to find remedies that address specific and challenging circumstances in your business-family
- We help you sort out shared interests related to family as family, family as employees and family as owners
- We support you by fostering an environment of compassion, confidentiality and safety, so that shared understanding and meaningful communication can take place

In Partnership With You We:

- Conduct private and confidential interviews to identify critical issues and concerns
- Facilitate a constructive meeting process to break through silent barriers and address issues that arise from complex family and business dynamics
- Develop meaningful transition strategies for owners, successors and the business
- Recommend governance procedures and policies to support family harmony and business continuity
- Engage in strategic planning to align business strategy with family goals for the business
- Serve as a guide and coach for next generation successors



Francine Z. Carlin, MA

Principal • *Business Harmonizer Group*

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Francine Carlin • Clients Served

- A&A Custom Contract Brokers, White Rock, BC
- ABC Recycling, Ltd., Burnaby, BC
- Akhurst Machinery Group of Companies, Delta, BC
- AMS Industries, Vancouver, BC
- Anchorage Municipal Public Library, Anchorage, AK
- ATCO Wood Products, Fruitvale, BC
- Banner Carpets, Burnaby, BC
- BC Library Association
- Belmont Properties, Vancouver, BC
- Box Interior Design, Vancouver., BC
- Canada Homestay International, Victoria, BC
- Canadian Library Association, Ottawa, ON
- City of North Vancouver, BC
- Con-Tech Systems, Ltd., Delta, BC
- Council of Post Secondary Library Directors, BC
- Culmina Family Estate Winery, Oliver, BC
- Dams Ford - Lincoln Sales, Surrey, BC
- Digital Payment Technologies, Burnaby, BC
- Fraser Valley Regional Libraries, Abbotsford, BC
- G & B Estates, Vancouver, BC
- Glenwood Farms, Langley, BC
- Heartland Agency, Calgary, AB
- Hillmar Industries, Delta, BC
- JJM Construction Ltd., Delta, BC
- Left Coast Naturals, Burnaby, BC
- Maxwell Floors, Ltd., Surrey, BC
- New West Gypsum, Langley, BC
- Northland Mechanical Contracting, Ltd. Langley, BC
- North Vancouver City Library, BC
- North Vancouver District Library, North Vancouver, BC
- Pacific Metals, Ltd., Vancouver, BC
- Pajos Restaurants, Richmond, BC
- Porte Realty, Ltd, Vancouver, BC
- Preferred Service Customs Brokers, Richmond, BC
- Purdy's Chocolates, Vancouver, BC
- Regional Recycling, Vancouver, BC
- Retail Confectioners International, Chicago, IL
- RQL Investments, Vancouver, BC
- Russell Books, Victoria, BC
- SunTech Optics, North Vancouver, BC
- Thunderbird Press, Ltd., Richmond, BC
- Tilley Endurables-Western, Vancouver, BC
- UNITECH Construction Management, Tsawwassen, BC.
- W&A Farms, Ltd., Langley, BC
- Walker Group, West Vancouver, BC
- Washington Group - Cooper Lion Board, Jackson, WY
- West Vancouver Memorial Library, BC
- Whistler Dental, Whistler, BC
- William Switzer & Associates, Vancouver, BC
- Wilson Beck Insurance, Vancouver, BC
- Wynndell Box & Lumber, Creston, BC
- ZAG Global, Vancouver, BC

Francine Carlin • Testimonials

Our family has worked with Francine to create a regular process of family meetings, confronting personal, family and business issues large and small. Francine has helped guide our family to a much greater understanding and appreciation of the complexities and roles that all family members have in a family enterprise. Without her help we would have just had a business and a family now we are truly a Family Business.

–D. Porte, Porte Realty

During a time of considerable transition and change in our family enterprise, Francine served as an insightful and resourceful guide. Her ability to address sensitive intergenerational issues has been invaluable. She is able to combine a strong intuitive sense with solid strong business experience and that makes her work with us very meaningful and beneficial.

– M. Martin • Suntech Optics

Our work with Francine in our Family-Business Council, has helped us break through communications barriers and develop family business programs and policies that are helping us move successfully towards a fourth generation of shared family-business ownership.

- D. Yochlowitz • ABC Recycling

By creating a safe forum for communications among family members working in the business, Francine helped us objectively address leadership issues related to business succession.

G. Dams, Sr. • Dams Lincoln-Mercury

We have found Francine Carlin to be an outstanding business-family facilitator. She is able to creatively link issues of the heart to the real world of business. Francine has inspired us and contributed to strengthening our family and business relationships. Our work with her in developing our family council has become the foundation from which we are creating a sustainable framework for our business-family enterprise.

–D & J Miller • JJM Construction

As the new, next generation owner of a family business that was floundering in rapidly changing industry, we found ourselves trying to reinvent an organization that operated for nearly 50 years without a strategic vision or strong guiding philosophy. Francine helped us establish our priorities for renewal ... These documents now form the foundation from which we are successfully building a strong organization ready to achieve its long - term goals.

- S & R Weatherford, ATCO Wood Products

Francine was absolutely the perfect person to lead us through difficult waters. We are in awe of what she helped us to achieve. I know that this is just the beginning... we now have great optimism to reflect on our progress.

-C. Christopher, G&B Estates, Ltd.