

QUARTERLY NEWSLETTER



APRIL - JUNE 2026

ABOUT THIS EDITION

The second quarter of 2026 has continued the momentum, marked by meaningful engagements, impactful conversations, and enriching learning opportunities across the CII FBN India community.

Through a thoughtfully curated mix of global engagements, regional dialogues, and immersive learning experiences, the network continued to strengthen its commitment to encouraging responsible, resilient, and future-ready family businesses.

This quarter witnessed meaningful participation from members across generations, geographies, and sectors. From global platforms like Netherlands to grassroots regional interactions, each initiative was designed to encourage dialogue, deepen understanding, and build long-term capabilities within family enterprises

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EXPERT SPEAK



Prof. Paolo Morosetti

Bocconi University
Milan (IT)

“**The Invisible Story: Why Family Dynamics Are the True Drivers of Business Strength**”

Every family business has two stories. One is visible in annual reports, business performance, innovation, and growth. The other is rarely written down. It unfolds around dining tables rather than board tables, shaped by childhood experiences, shared values, and the unspoken expectations that define relationships over a lifetime. More often than we realise, it is this invisible story that dictates the visible one.

Beyond the Boardroom

Many of the opportunities—and challenges—that family businesses face do not originate in the boardroom. A disagreement over succession, ownership, or strategy is rarely just about the issue at hand. Beneath the surface often lie deeper questions of identity, recognition, trust, fairness, and belonging. These are not simply business problems; they are family dynamics manifesting through business decisions.

Family systems theory offers a powerful insight here: a family is more than a collection of individuals—it is an emotional ecosystem. Patterns established long before anyone joins the family firm continue to influence how members communicate, disagree, build alliances, or avoid difficult conversations. Becoming shareholders, directors, or executives does not erase these patterns. Instead, they frequently re-emerge as fraught debates over governance, investment strategy, or leadership appointments.

The Currency of Socioemotional Wealth

At the same time, family businesses pursue more than mere financial success. Alongside commercial performance, they seek to preserve family identity, continuity, reputation, and shared values.

EXPERT SPEAK

Research into socioemotional wealth helps explain why business families often make decisions that defy pure financial logic. What may appear to be an imperfect commercial choice can, in fact, represent a deliberate investment in family unity, stewardship, or the preservation of a multi-generational legacy.

This dual focus explains why even the most robust governance structures are insufficient on their own. Family constitutions, councils, shareholder agreements, and boards provide crucial clarity and support sound decision-making, but they cannot replace trust. Formal structures cannot resolve long-standing resentments, alleviate anxiety, or ensure that family members genuinely feel heard. Governance is most effective when it is built on strong relationships, rather than expected to compensate for weak ones

Investing in Psychological Safety

The most enduring family enterprises inherently understand this. They invest not only in governance but in the quality of their dialogue. They create deliberate opportunities to discuss aspirations, expectations, values, and concerns long before they escalate into conflicts. They recognise that preparing the next generation requires far more than developing capable leaders—it requires nurturing responsible owners, thoughtful stewards, and engaged family members. Perhaps the most valuable ingredient in this process is psychological safety: the confidence that family members can express dissenting views, ask difficult questions, and admit uncertainty without fear of damaging relationships. Where such an environment thrives, disagreement becomes a source of learning rather than division. Where it is absent, succession stalls, familiar arguments resurface under new guises, and governance struggles to achieve its purpose because the underlying emotional dynamics remain unresolved.

The Unspoken Dimensions of Enterprise

The theme of the upcoming 25th CII–FBN India Chapter Annual Convention, The Unspoken: Turning Family Dynamics into Business Strength, invites business families to explore precisely these hidden dimensions of enterprise and family life. Through shared experiences, practical insights, and open dialogue, the Convention offers an unparalleled opportunity to transform difficult conversations into stronger relationships, robust businesses, and enduring family legacies.

Quarter at a GLANCE

The second quarter of 2026 began in Vijayawada with a **sensitization session**, followed by a **corporate governance programme** in Mumbai that highlighted the importance of structured decision-making and stewardship in family businesses.

In Mangalore, members explored approaches to **managing family conflict** and creating **long-term stability**, while the Pune workshop, conducted in collaboration with Egon Zehnder, examined **the role of governance, culture, and family alignment in ensuring business perpetuity**. Continuing the focus on future readiness, a virtual session on Artificial Intelligence introduced family business leaders to emerging technological opportunities and challenges.



The Jaipur session on **balancing legacy, leadership, and growth** encouraged participants to reflect on succession, transformation, and sustainable expansion. The third edition of the **Daughters to Directors Dialogue** in Delhi brought together women from business families for candid conversations on leadership, aspirations, and boardroom participation.

A major highlight of the quarter was the **NxG Learning Journey to the Netherlands**, which provided next-generation members with international exposure, peer learning opportunities, and insights into global family business practices. The quarter concluded in Mumbai with a session on **mediation in family enterprises**, underscoring the value of structured conflict resolution and family harmony in sustaining multi-generational businesses.



IN THEIR OWN WORDS

Reflections from the NxG Learning Journey to the Netherlands

"The biggest takeaway from this Learning Journey was preparing ourselves to focus on our family legacy."



"The vision, passion, and entrepreneurial spirit of everyone we met, and of our own group, was truly inspiring."



"Albert Jan's session was the highlight of the Learning Journey for me. Four hours felt too little, it deserved to be a two-day workshop!"

"The Learning Journey showed us that innovation, entrepreneurship, and the confidence to create your own path are just as important as technical knowledge."



"It gave me a new perspective on how other family businesses operate. While the cultures may be different, the core challenges remain the same."



"I gained a deeper understanding of different family governance systems and the practices that have helped family businesses succeed across generations."

"I learned that there's always room to grow, and that staying united as a family should always remain our greatest strength."



"The small group made the experience even more meaningful. I thoroughly enjoyed getting to know the businesses and my fellow NxG family members."

WHAT'S NEXT?



25TH EDITION OF

CII-FBN India Chapter Annual Convention

The Unspoken: ***Turning Family Dynamics*** ***Into Business Strength***



20–21 August 2026



The Taj Mahal Palace,
Mumbai

KEY THEMES



FAMILY DYNAMICS
& RELATIONSHIPS



COMMUNICATION
& TRUST



GOVERNANCE &
FAMILY COUNCILS



FAMILY
CONSTITUTIONS



SUCCESSION &
CONTINUITY



NEXT GENERATION
ENGAGEMENT



PARENTING &
WEALTH



STEWARDSHIP &
OWNERSHIP



BUILDING LONG-TERM
FAMILY COHESION



IMPACT & PURPOSE
BEYOND BUSINESS

WHAT TO EXPECT



FAMILY BUSINESS CASES
Real-life stories from India and around the world, exploring the unspoken dynamics that shape decisions and transitions.



GLOBAL PERSPECTIVES
Inspiring keynotes from thought leaders on communication, trust, governance and leading with family at the centre.



INTERACTIVE WORKSHOPS
Action-oriented sessions on family constitution, family council, next generation, parenting and more.



PEER LEARNING
Candid conversations and networking with family business leaders from across India.



FELLOWSHIP
Curated experiences designed to build relationships and celebrate the FBN community.

The convention will provide a unique platform for multi generational members from family businesses to explore the conversations that matter most, those often left unspoken, and transform them into opportunities for stronger families, stronger businesses, and stronger legacies.

REGISTER NOW



For more details, please write to pooja.jha@cii.in or manisha.mittal@cii.in

For more information and upcoming engagements, please stay connected with the CII FBN India Secretariat or mail to **pooja.jha@cii.in** or **manisha.mittal@cii.in**.

WHAT'S NEXT?



25th CII-FBN India Chapter Annual Convention
19-21 August 2026 | Taj Mahal Palace, Mumbai

AN EXCLUSIVE LEARNING JOURNEY TO **GODREJ INDUSTRIES** 19 August 2026 | 3:00 PM - 4:00 PM



For over a century, the **Godrej Group** has championed the balance between growth, environmental stewardship and social responsibility.

The group is guided by a simple belief that business, at its best, is a force for good. From advancing circularity and resource efficiency, sustainability is embedded across the Group's decisions.

Join us for a moderated conversation with **Mr Nadir Godrej** and **Mr Burjis Godrej** for an intergenerational perspective on family governance and how traditionally, the Godrej family has been concerned about the environment.

The conversation will be followed by a visit to the **Mangroves Habitat**. This visit will offer participants a first hand perspective on how a legacy family enterprise continues to create lasting value for people, communities and the planet.



NADIR GODREJ

Chairman & Managing Director
Godrej Industries



BURJIS GODREJ

Chairperson Designate
Godrej Agrovet

A VISIT TO THE MANGROVES **GODREJ ENTERPRISES**



TIMINGS

4:30 PM - 5:30 PM



Experience a guided visit to the Vikhroli mangroves, one of Mumbai's largest privately conserved mangrove ecosystems.



Learn about Godrej's long-standing commitment to biodiversity conservation and the science behind restoring and protecting this critical urban habitat.



Understand the impact of community engagement and sustainable practices in preserving ecosystems for generations to come.



REGISTER NOW

SCAN THE QR CODE
TO CONFIRM YOUR PARTICIPATION

**LIMITED TO
20
PARTICIPANTS**
ON A FIRST COME
FIRST SERVE BASIS

For further information please write to pooja.jha@cii.in or manisha.mittal@cii.in

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