



LEADING FAMILIES IN BUSINESS

*Development & Coaching
Programme*



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MISSION

Our purpose is to help Irish Family Businesses sustain and thrive across generations by providing unique learning experiences and tailored coaching supports to address critical issues facing Irish Families in Business.

Our approach brings together a unique blend of successful Irish family business leaders, international academics, advisors and business coaches to provide an outstanding offering of experience, expertise and international best practice, in a manner tailored to the needs of programme participants.

LEADING 'FAMILIES IN BUSINESS' *Development & Coaching Programme*



When: 2026

May 13th & 14th 2026

October 21st & 22nd 2026

Where:

**BARBERSTOWN CASTLE,
Straffan, Co. Kildare, W23 CX40**

Who:

This programme is designed for families in business who are committed to preparing for multi-generational growth and succession planning.

*Your programme is further enhanced with four individual one-to-one coaching sessions over the following six months, supporting application of key learning.**

**(See page 5 for fee details)*



PROGRAMME DELIVERY STRUCTURE

Leading Families in Business Development & Coaching programme is an in-person, fully immersive, two day and one evening residential experience, harnessing knowledge, building trusting relationships and furthering your network.

Our programme modules focus on a range of 'Families in Business' themes including:

- Family Business Ownership
- Family Governance
- Board Membership
- Family communications
- Culture & Values
- Nurturing Family talent & generational entrepreneurship
- Integration of non-family executives
- Family disagreement & resolution
- Policies for Family members joining the business
- Policies concerning in-laws
- Policies for family executive compensation
- Family Business Succession
- The Family Office
- Tax Planning

WHO IS THIS PROGRAMME FOR?

Designed for families in business who are committed to multi-generational growth and succession planning.

Tailored to families in business who have transitioned, or have the mindset to plan their transition, from founder(s) stage to second and third generation, sibling and/or cousin stage.

The current family business leader/ CEO to be ideally accompanied on the programme by one other member of the family firm. In instances where multiple generations are actively involved in the business, we encourage the attendance of representatives from all generations.



HOW IS FAMILY BUSINESS COACHING INTEGRATED INTO THE PROGRAMME?

Our programme leadership team includes UCD Smurfit School accredited executive coaching professionals with comprehensive Family Business coaching expertise.

Integral to the programme design, these executive coaches are engaged across two days and one evening in residence. This immersion is instrumental in preparing both participants and coaches for our four programme, one to one coaching sessions, over the following six months.

An online psychometric assessment, which will be debriefed in our participants' first coaching session, will prepare participants for development and potential positive change.

WHAT WILL PARTICIPANTS LEARN?

Having completed the Business Development & Coaching programme, participants will:

Understand the function of family governance, and its role in maintaining trust and cohesion within the family.

Develop an understanding of ownership governance structures, practices and processes including the relevant framework & tools required to implement appropriate governance arrangements.

Understand the importance of a high-functioning family business board, including the roles and responsibilities of board members, the development of a board charter, the design of a decision-making matrix and the role of independent board members.

Develop a peer-learning network with other participants facing similar challenges in the development of appropriate governance structures for their family business.

This is an action-learning programme where Family in Business themes will be addressed in case-study format examined across two days and one evening. Examples include:

- Family Business 3-Circles Framework
- Family Business Big Tent Framework
- Family Business Leadership
- Family Business Exit Strategy

WHAT WILL PARTICIPANTS EXPERIENCE?

The Families in Business Development & Coaching Programme at Barberstown Castle is a strategically immersive experience which offers:

an opportunity to engage with experienced family business leaders

an opportunity to discuss participant Family Business issues and challenges

an opportunity to work confidentially with experienced business coaches in a manner tailored to specific participant needs.



*If nothing changes
then nothing changes....*

**Leading Families
in Business Development
& Coaching Programme
is by invitation.**



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Where:

**BARBERSTOWN CASTLE,
Straffan, Co. Kildare, W23 CX40**

Who:

This programme is designed for families in business who are committed to preparing for multi-generational growth and succession planning.

Your programme is further enhanced with a set of four individual coaching sessions, over the following six months post-programme.

NEXT PROGRAMME MAY 2026

FEES

Two Day & One Evening Immersive Programme plus four individual **Family Business Executive Coaching** sessions post-programme:

€5,000 per person + Vat @ 23%

The Programme includes all modules, lunch across two days & private dining on one evening.

This programme is further enhanced with four individual one-to-one coaching sessions, with our UCD Smurfit School accredited executive coaches over the following six months, supporting application of key learning. Coaching includes an online psychometric assessment which will be debriefed at your first coaching session.

Fee does not include B&B at Barberstown, Straffan, Co. Kildare.

Accommodation is reserved for participants to self-select room options at preferential B&B rates

Please phone:

BARBERSTOWN +353 1 628 8157

Email:

reservations@barberstowncastle.ie

Ref:

RedDoor Leading Families in Business Development Programme 2026



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ADVISORS



Tom Roche

Chair, Roche Family Council
Honorary President NTR plc

Tom is a founding Director and Honorary President of NTR plc.

Tom is also a founding Director of Woodford Capital Management, a private family office and investment company. He holds several other directorships.

Tom graduated from Trinity College Dublin with an MA (Economics) degree and holds an MBA from The Wharton School, University of Pennsylvania.

*I've reached the third 'D'
stage of my Executive life:*

- *Decide*
- *Delegate*
- *Depart*



Conor Roche

Executive Chairman, Woodford Capital DAC,
Non-Executive Director of NTR plc,
Non-Executive Director of Doyle Holdings Ltd.

Conor is Executive Chairman, and former CEO and CIO, at Woodford Capital DAC. Woodford is a private investment company with interests in renewable energy, infrastructure, hospitality, real estate and other investments. Conor holds an MBA from UCD Smurfit Graduate Business School and is a graduate of the General Management Program at Harvard Business School.

Conor Roche and his third generation (G3) siblings are in the unusual situation that both parents come from separate family business backgrounds: NTR, a world-class renewable energy provider and The Doyle Collection, a group of international luxury hotels in which the Roche family is a significant shareholder.

'Past tensions amongst the previous generations in both our family businesses made us determined to adopt a different approach. Led by Tom, the family retained international family business consultants and developed a collective vision, governance, structure and plan for succession to give us the opportunity to be a successful family in business'.



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ADVISORS



Paul Hennessey

Chairperson,
National Opera House
Specialist Family Business Advisor

A Non-Executive Director and advisor to family businesses and private companies, Paul was a partner in PwC for almost thirty years where he led the Firm's Family Business practice including the establishment of the PwC Global Family Business Survey.

Prior to becoming chairman of the National Centre for Family Business Advisory Board 2018 -2023, Paul had served as a member of the board from 2014-18.

Paul, along with specialist programme members, is committed to the critical importance and value of family business strategic development and coaching to support best practice family business; for the business and the families involved.

Paul Hennessey is a founding director of **Leading Families in Business Development & Coaching Programme**.



Kevin O'Connor

Chairperson
General Paint Group

Kevin O'Connor joined his father's family business General Paints, known commercially as Colourtrend, as General Manager in 1983 and was appointed Managing Director with majority shareholder in 1988.

Kevin graduated from Trinity College Dublin with a BSc (Chemistry) and an MBA from Arizona State University.

Kevin's daughter Rachel O'Connor is now leading the family business as CEO since 2020 while Kevin is GPG Chairperson.

Kevin served as a member of the National Centre for Family Business Advisory Board 2017 - 2023 and is a founding director of 'Leading Families in Business Development & Coaching Programme'.



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ADVISORS



Michelle Burke

Managing Director, RedDoor
Leading Families in Business
Development & Coaching Programme
Director

Having consulted in the family business market for many years, Michelle then held a senior management role with UCD Smurfit Executive Development 2017-2021 on the international Leadership Development programme.

Subsequently she was appointed Executive Director of the National Centre for Family Business 2022 - 2023. Michelle is a founding director of 'Leading Families in Business Development & Coaching Programme'.

For further programme information please contact:

Email: michelle.burke@reddoor.ie
familybusiness@reddoor.ie
Mobile: +353 87 6277 196



Marina Bleahen

Specialist Family Business Advisor
& Executive Coach

Marina Bleahen is a Strategic Family Business Advisor and award-winning executive coach with a proven track record of driving growth for both local indigenous firms and global organisations. With a foundational career in the high-stakes healthcare and pharma sectors, Marina brings a sharp commercial edge and sophisticated communication strategies to the family boardroom.

A graduate of UCD Smurfit Business School with professional ICF accreditation, Marina is the architect of the LACE® Framework, helping leaders Lead, Align, Clarify, and Execute with excellence. She is deeply passionate about helping family leaders 'make it in business without losing in life,' ensuring that professional success never comes at the cost of relationships and personal well-being.

Marina's dynamic approach focuses on building a leadership mindset and a culture of positive accountability where the 'blame game,' is eliminated. As an elected member of the Dublin Chamber Council and the IBEC Small Firms Association National Council, she is a central voice for Irish enterprise. Through Business Works, Marina partners with family businesses to build sustainable succession plans, clear strategic roadmaps, and the high-performance cultures required to thrive across generations.



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ADVISORS



Michael Walsh

Chairperson
Family Business Network Ireland
Specialist Family Business Advisor

Michael is a Founding Director and Chairman of the Board of the Family Business Network of Ireland and is an Adviser to a number of Irish Family Businesses. Michael was previously Chief Executive Officer of Woodford Capital Management DAC, the Family Office of the Roche Family, from 2011 until 2023.

Woodford Capital is the Investment Vehicle of the Roche Family, which has interests in Renewable Energy (through NTR plc), Hotels (through The Doyle Collection), Real Estate and other investments.

Michael served as Group Finance Director of NTR plc from 2003 until 2010. Prior to joining NTR, Michael was Group Finance Director and Company Secretary of Musgrave Group plc, one of Ireland's oldest Family Businesses, for ten years. He also worked with PwC in both Dublin and London.

He has a Bachelor of Commerce degree from The National University of Ireland, Cork and is a Fellow of Chartered Accountants Ireland.



Jacky Tehan

Executive Director
Woodford Capital DAC

Jacky is a qualified chartered accountant and an experienced finance professional with extensive and varied knowledge. After building a strong foundation in auditing and accounting at KPMG, Jacky moved to Bank of Ireland where she held the role of Senior Manager in its corporate banking division before moving to the role of Finance Director of Woodford Capital Management DAC, a Family Office in Dublin managing investments in Renewable Energy, Hotels, Commercial Property, Liquid Assets and various new ventures.

Jacky is now an Executive Director of Woodford where her responsibilities include managing the family office, investment management and working with the family owners on strategic direction and governance. Jacky is also chair of MYP, a community charity focused on the welfare of children.



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ADVISORS



Professor Craig Crossley

Professor
University of Central Florida
Fulbright Scholar DCU & Hanken School of
Economics in Helsinki, Finland

Professor Craig Crossley is an internationally recognised trust scholar and business school professor at the University of Central Florida. Prior to this appointment, Craig led critical initiatives in leadership development, corporate strategy, sales, and marketing in one of the largest U.S. family-owned companies (22,000 employees and \$3.5 billion in revenue).

Craig has been a Fulbright Scholar at Dublin City University and is currently the Fulbright-Hanken Distinguished Chair at the Hanken School of Economics in Helsinki, Finland. His work bridges research and practice, impacting both multinational corporations and SMEs, including family businesses.

Craig's achievements include numerous industry awards and recognition in major publications like Fortune and Leadership Excellence. His research appears in top journals such as the Academy of Management Journal. His career spans academia, corporate America, and international collaborations, underscoring his commitment to advancing trust, culture, and leadership in business.



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**64% OF IRISH BUSINESS ARE
FAMILY BUSINESSES**

EMPLOYING C.938,000 PEOPLE

Only 30% of
family businesses
make it to second
generation

10 – 15% make
it to Gen 3

3–5% make
it to Gen 4

*If nothing changes
then nothing changes....*



Email: familybusiness@reddoor.ie
Tel: +353 87 627 7196

www.reddoor.ie