

# THE FOUNDER'S CHALLENGE: When and How Will You Step Down?



## The Tamayo Family

La Tortilla Factory was created almost 30 years ago. Carlos, Willie, and Mike, worked together with their parents Jose and Mary Tamayo to build a family business. More recently, Sam and Tomas have entered as the third generation. La Tortilla Factory is now a national retailer baking a variety of tortillas designed for healthy lifestyles. The company moved into its new state of the art facilities four years ago and established a national sales team.

Their biggest challenge is transitioning leadership to the next generation.

The decision to step down as the head of day to day operations is a very difficult one for founders to reach. There is a process that begins with “what if...” or “maybe if I step down from the day to day stuff I could focus on higher level planning at the board level” and ideally ends with a new generation leading the way. But what if the next generation isn't ready to lead?

Join us at the next Institute for Family Business program when Carlos Tamayo discusses the process that he and his family business went through to move from an idea to full implementation. Stan Mead, a nonfamily member, became CEO last year and will share his insights on the challenges and opportunities that face a nonfamily CEO. Finally, Sam Tamayo is part of the next generation and will share how he is preparing himself to someday lead the company.

Specific issues that will be discussed include:

- Moving from the little voice in our head to a plan on the table
- Creating a time line and process
- Identifying potential successors inside and outside the company
- The challenges and opportunities for a non family CEO
- Preparing the next generation of family members to lead the company

After the program, there will be a reception that features great wine and food produced by our members. The reception is an opportunity for family businesses to mingle with each other and the Tamayo family.

**Thursday, November 12, 2009**

**RESERVE YOUR SPACE TODAY!**

**2:00 – 4:30 p.m.** Program at Pacific's Westgate Center  
for Management Development  
Eberhardt School of Business

**4:30 - 5:30 p.m.** Wine & Cheese Reception

**209.946.2956**

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