

PROFESSIONAL COLLABORATION NOTE

A Continuity Architecture Layer for Complex Family Mandates

Working alongside the family's trusted advisers

Business families may need a disciplined continuity layer that connects ownership, control, liquidity, succession, governance, documentation and implementation.

Sandeep helps the family see the connected continuity question while each appointed professional remains responsible within their own discipline.

When to involve Sandeep

- The founder remains central to major business or family decisions.
- One child is active in the enterprise and another is not.
- A Will, trust, share transfer or restructuring is being considered without an integrated continuity view.
- The family has substantial business or real-estate wealth but limited transition liquidity.
- The spouse or next generation does not understand ownership, obligations or decision rights.
- Several advisers are involved, but no one holds the family-level continuity view.
- Personal guarantees, partner exits, buy-sell obligations or estate equalisation needs may be unfunded.
- A defined capital, income or access-control requirement needs focused examination.

How the roles are divided

THE FAMILY	SANDEEP	APPOINTED PROFESSIONALS
Decides • Defines what must continue and which trade-offs are acceptable. • Controls appointments and what information is shared. • Approves whether any mandate or further work should begin.	Diagnoses and coordinates • Frames the connected continuity question. • Clarifies dependencies and unresolved family decisions. • Coordinates only the family-approved continuity workstream.	Advise and execute • Provide discipline-specific professional advice. • Draft, approve or execute within their appointed disciplines. • Remain responsible for their conclusions and actions.

Before naming the family

An introducer may discuss the broad situation without naming the family or sharing documents. The first discussion is used only to test relevance, understand the existing professional relationships and decide whether a private family conversation may be useful.

WHAT HAPPENS AFTER AN INTRODUCTION

From concern to the right first mandate

A relevance-led path from the initial concern to an appropriate starting point

01

Discuss the broad situation

The introducer may outline the concern, sensitivities and existing professional relationships without naming the family or sharing documents.

02

Hold a private relevance conversation

If an introduction is appropriate, the family may speak directly with Sandeep to clarify the connected question and whether any structured first mandate is relevant.

03

Select the appropriate starting point

The starting point may be a Family Continuity Diagnostic, a focused Continuity Capital Review, another limited next step or no immediate engagement.

Two possible entry mandates

DEFAULT DIAGNOSTIC MANDATE

Family Continuity Diagnostic

For connected ownership, control, liquidity, succession, family-role, governance or documentation questions that should not yet be treated separately.

- Establishes what is known, assumed, sound or unresolved.
- Clarifies the family decisions and professional confirmations required next.

FOCUSED ENTRY MANDATE

Continuity Capital Review

For a defined capital, dependable-income or access-control requirement that can be examined separately.

- Tests purpose, amount, timing, access and reliability.
- Reviews existing resources before any new arrangement is considered.

Professional boundaries

The purpose of Sandeep's role is to work alongside, not replace, the family's appointed professionals. Discipline-specific advice and execution remain with the professionals appointed for that work. The family controls appointments and what information is shared.

Suggested introduction

"I would like you to speak with Sandeep N. Setty. He helps business families identify where ownership, control, liquidity and succession may not be aligned, then coordinates the agreed work with their existing advisers."

PROFESSIONAL INTRODUCTIONS

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