



OUTCOME REPORT

Governing Under Pressure: Practical Moves for Family Business Leaders Right Now

May 12, 2026

Prepared by:

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Programme:

Governance in Family Firms

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Strengthening Supply Chain Resilience Through Corporate Governance

Outcome Report



Pearl Initiative's **Governance in Family Business Programme**, in partnership with **Lansberg Gersick Advisors** hosted a webinar titled, '**Governing Under Pressure: Practical Moves for Family Business Leaders Right Now**' on **Tuesday, May 12, 2026, from 2:00 PM – 3:15 PM GST.**

The session explored how family businesses can navigate periods of uncertainty, disruption, and pressure through stronger governance practices, clear communication, and aligned leadership. Discussions focused on the practical application of governance during crisis, emphasising that governance frameworks become most valuable when actively used to guide decision-making, maintain unity, and strengthen long-term resilience.

The engaging and insightful session was led by experienced advisors and family business leaders, including:

- **Dr. Basma Al Zamil** - ME Head – KSA, LGA, Member of the Zamil Family (Saudi Arabia)
- **Mr. Taymour Tamer** - Business Development, VitaCare, Tamer Group
- **Mr. Bob Kohli** - ME Head – UAE, LGA

A key highlight of the session was a fireside chat between Dr. Basma Al Zamil and Mr. Taymour Tamer, offering grounded, real-world insights into how governance is applied in practice during times of pressure and uncertainty.

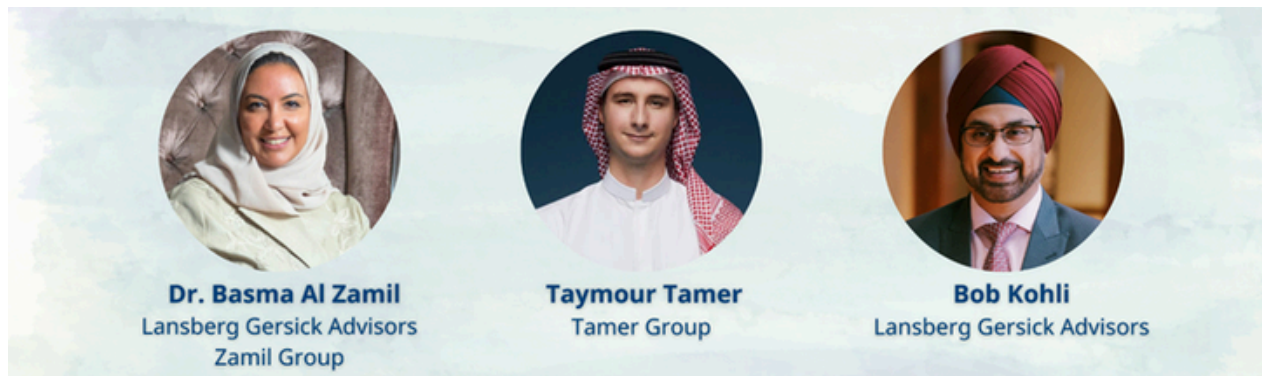
Session Agenda

2:00 PM	Welcome and Introduction
2:05 PM	Opening Presentation
2:25 PM	Fireside Chat
2:55 PM	Q&A
3:05 PM	Close of Session

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Dr. Basma Al Zamil
Lansberg Gersick Advisors
Zamil Group

Taymour Tamer
Tamer Group

Bob Kohli
Lansberg Gersick Advisors

Key Discussion Points

- Strong governance should be viewed as a practical leadership framework that supports risk management, sustainability, operational efficiency, and long-term business continuity, rather than only a formal structure or compliance mechanism.
- During periods of crisis and uncertainty, family businesses must prioritise speed of alignment and decision-making. Leadership teams should quickly identify the most urgent priorities while consciously postponing less critical matters to maintain focus and stability.
- Crisis often reveal existing weaknesses within governance systems rather than create entirely new problems. Businesses that have existing governance structures, communication channels, and decision-making mechanisms in place are generally better positioned to respond effectively under pressure.
- Effective governance during challenging periods requires leadership to mobilise talent beyond traditional leadership circles. Speakers highlighted the importance of empowering task forces, involving both family and non-family members, and creating opportunities for younger generations to contribute meaningfully to problem-solving and strategic discussions.

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- Communication emerged as a central theme throughout the discussion. Maintaining regular, transparent, and structured communication with family members, employees, and leadership teams helps reduce uncertainty, build trust, and reinforce collective responsibility during periods of instability.
- Speakers emphasised the importance of preserving family unity during times of pressure. Governance mechanisms can help families separate emotional tensions from business decisions, enabling constructive discussions while ensuring that disagreements do not escalate into long-term divisions.
- The discussion highlighted the growing importance of structured family governance practices, including family gatherings, regular engagement across generations, and clear pathways for family members entering the business. These practices help strengthen alignment, encourage transparency, and maintain continuity across generations.
- The discussion highlighted the importance of continuously evolving governance structures, leadership approaches, and operational models to respond to changing market conditions, technological developments, and generational transitions.
- The role of ESG and responsible business practices was also discussed as an increasingly important aspect of governance. Businesses are placing greater focus on environmental sustainability, employee wellbeing and development, ethical conduct, diversity, and transparent reporting frameworks to strengthen stakeholder trust and long-term value creation.