



News Briefs

March 2001

Practice Dying Until You Get It Right: Seven Strategic Drills for Managing Money, Power and LoveSM

Gruenhagen Conference Center
March 14, 2001

Bonnie Brown, president of Transition Dynamics Inc., will present *Practice Dying Until You Get It*



Right!, a workshop for family businesses that want to effectively respond to change.

Brown says that when you participate in this workshop, "you can learn to get excited about change. You promote self-reflection, a willingness to discuss potentially sensitive topics honestly and with compassion, and a recognition that success-

fully managing change requires time to plan and opportunities to learn. By actively encouraging changes in perspective and behavior, you are given a chance to let go of the past more easily and move into the future more confidently — to thrive in the many transitions that await you."

Bonnie Brown, Ph. D., specializes in business family transitions. Dr. Brown works primarily on planning, communication, and relationship management during times of transition. She partners with clients to co-design life-long learning programs for leadership and non-family management teams, Boards of Directors and Advisory Councils based on the needs of the family, its businesses, and its philanthropic endeavors.

Perhaps you are wondering why the workshop will focus on strategic drills about money, power, and love. Brown explains that money, power, and love are "three core elements of change that provide entry points into multi-generational systems and allow

people to shift attitudes, beliefs, and expectations." She calls money, power, and love the *Bermuda triangle* of family business.

Brown states that "many of our attitudes, beliefs and expectations seem to grow out of unspoken (and often unrecognized) assumptions about these core elements of money, power and love — whether at home, at school, at work or in our communities."

When these assumptions surface along with conflicts and patterns of poor behavior, families find it difficult to respond effectively to crises and change.

Using Brown's strategic drills, participants will learn to develop "contingency plans that take into account not only individual needs for careful financial and legal preparation, but also the underlying need for mental, emotional, physical and spiritual support systems for managing change."

Members may bring up to four (4) family members and/or managers as part of their membership. To bring more than four to the workshop, talk to Angie Gundert at 424-1541.

Businesses interested in becoming members of the Forum may attend as guests. The guest fee, \$150 per person, is applicable to the business' membership fee within 60 days of attending the workshop. For more information, contact Sue Schierstedt at 424-2257.

If you haven't already done so, be sure to register for this March 14, 2001 workshop.

5th Annual Dinner

Butte des Morts Country Club
April 16, 2001

Don Schneider, president of Schneider National, Inc., Green Bay will be our dinner speaker for this evening. He has agreed to tell us about his family and the growth and challenges of its business.

Don Schneider is a graduate of St. Norbert College and has an MBA from the University of Pennsylvania,



Wharton School of Business. He is chairman of the Business Advisory Committee for Northwestern University's Transportation Center and is a member of the Advisory Board for the Kellogg Graduate School of Management. He is also a member of the board and executive committee of the Green Bay Packers football team and a former director of the Federal Reserve Board.

Schneider National Inc., a transportation company, has been referred to as the *Orange On-Time Machine*. Schneider National is one of the country's 100 largest privately-held and family-owned businesses and is one of the three largest family-owned businesses in Wisconsin. Schneider has an estimated 16,000 employees worldwide, including about 2,200 in five locations in Green Bay. Schneider has over 12,000 truck drivers and independent contractors based across North America with operations in the U.S., Canada, and Mexico.

Schneider is North America's largest truckload or over-the road hauler of freight. Its product offerings include shipping freight by boxed trucks, by tanker truck, by flatbed truck, in containers and via the railroad.

Schneider has been recognized for its innovations in the transportation industry including tracking devices that allow them to know where their trucks are at all times. Currently Schneider is offering seminars on *Leveraging the Supply Chain through Internet Technology*.

Each year the Forum's Annual Dinner has provided an excellent opportunity for families to socialize over cocktails, network over dinner, and appreciate the heritage of a well-known family business. This year will be no exception. Don Schneider will provide excellent insights into a Wisconsin family business heritage.

Be sure to reserve April 16, 2001 and to invite your family to join you for cocktails, dinner, and an enjoyable dinner speaker.

Successors Group

The February 1 meeting of the Successors Group was held at Morton Drug Company's Safety Building in Neenah. Dave Morton hosted the meeting. The meeting topic was employee suggestion programs. Members gathered information about what works, what doesn't, and what's happening in member companies.

The next meeting of the group will be March 15. To get more information about the group and the site of the next meeting, contact Sue Schierstedt at 424-2257.



Best Practices for Family-Owned Businesses

John L. Ward wrote an article for the *Family Business Review*, December 1997, that identified six areas that he called the *Best Practices* that family business must address "to promote expansion and overcome the special challenges inherent in family firms."

The first practice he discussed was **assure fresh strategic insights**. He identified five strategies for achieving this practice: promote strategic experimentation, budget strategic expenses, provide serendipity capital, use independent directors on the board to challenge strategic assumptions and encourage global experience for next-generation business leaders.

The second practice, **attract and retain excellent non-family managers**, has been a topic of discussion with most of our members and in our peer groups. Ward stated that to achieve this family leaders must emphasize merit in personnel decisions, provide opportunities for the best managers to accumulate personal wealth, and assure career growth opportunities for the best non-family executives.

Create a flexible, innovative organization is another practice that families must follow, according to Ward. He recommended that families share information openly, champion change and celebrate new ideas, and constantly change some things to accomplish this.

Create and conserve capital to ensure the business' growth is the fourth practice. Among the strategies that he identified are — use other people's money, manage strategy to be less capital intensive, quickly establish a share redemption plan and dividend policy, and implement estate plans early.

Another practice he encouraged is **prepare successors for leadership**. Ward stated that most "education for successors is either unsupervised, on-the-job training or formal course work". He advocated filling the gap by supporting the successor in developing a culture of change in the business, promoting good mentoring for the successor, and setting a date to transfer both responsibility and control to the next generation.

Finally, **exploit the unique strategic advantages of family ownership**. "Seek investments that reward patient capital... Build strategy around relationships... Concentrate on businesses in which fast decision making is a plus."

The Wisconsin Family Business Forum resource center includes the *Family Business Review*, a quarterly journal of the Family Firm Institute. If you would like to read this or other articles in their entirety, we would be pleased to check copies of the journal out for your use.



Best Practices Group

Eight people met for the first meeting of the Best Practices Group at U.S. Paper Converters in Appleton on January 23. The meeting was led by Ron Miller and hosted by Lyle and Irene Reigel.

The group talked about their expectations for the group and how the group should operate. Other topics of discussion included group health insurance, e-Commerce, and electronic communications policies.

The group will meet again on March 6 from 11:00 a.m. to 1:00 p.m. at Miller Masonry, 2204 Kelbe, Little Chute. The group will continue to focus on the establishing its objectives and format. While the group is in its formative stage, members decided on a topic with relevance to all businesses for the meeting's discussion. The group will discuss issues related to development and use of employee handbooks and safety manuals for the protection of employer and employees.

If you would like to participate in this group, please contact Angie Gundert, 424-1541, for upcoming meeting dates and sites.

Program Committee

At the December program, members were asked to indicate the topics they were most interested in learning more about through programs offered in the 2001-2002 program year.

Having received a good indication from the group, the Committee has been working diligently to identify speakers and schedule the programs were on the top of the list.

Programs on the following topics are in the final stages of planning: managing family members, developing successors, and asset protection.

Watch for specifics regarding the speakers and dates in upcoming newsletters.

We are continually grateful to you, our members, for your continued response to questions and participation in the Forum. THANK YOU!

Transitioning Out of the Family Business

Al Hartman, Mark Johannsen, John Peeters, Paul Piikkila, and Craig Smith — representatives of the five Forum sponsors — presented this program on January 25 at Gruenhagen Conference Center ,UW Oshkosh.

Members gave the panelists a demanding task by providing a multitude of challenging questions for their attention.

What we learned from this program, in addition to the direct responses to each question, was that transitioning is a process that requires the family's attention as much as the business operations do. We learned that, as with most family business issues, there isn't one answer that fits every family. And, we learned that the Forum sponsors can provide a lot of expertise and experience.

The discussion also recognized that the technical issues are only a small part of the process. Communicating effectively about the personal issues is perhaps the most critical determinant of the success of the process.

On behalf of the Forum, John, Paul, Craig and Al presented this program again in Green Bay on February 2 for the Winter Conference of the Associated Builders and Contractors of Wisconsin. The workshop participants, some of whom attended the conference solely to participate in the Forum workshop, were eager to ask questions and to learn about the transition process. This workshop provided added visibility and credibility for the Forum with these contractors. The Forum thanks our sponsors for these workshops!

Program Calendar 2000-2001

Date/Time	Topic/Event	Presenter(s)
Mar 14 7 am - 3 pm	<i>Practice Dying Until You Get It Right!</i>	Bonnie Brown, Transition Dynamics, Inc.
Apr 16 5:30 - 8:00 pm	<i>A Family Heritage Annual Dinner</i>	Don Schneider, President/CEO, Schneider National, Inc.
June 6 Noon - 8 pm	<i>Second Annual Golf Outing</i>	Mascoutin Golf & Supper Club
Oct 23 7 am - 3 pm	<i>Strengthening & Organizing the Family's Role</i>	Nancy Waichler, Follett Corporation

Information about reciprocal programs members may attend is available on our web site <http://www.uwosh.edu/wfbf/>

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The following sponsor-members continue to contribute their time, professional service, and money to keep their forum at the forefront of family business forums, worldwide:



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