WISCONSIN FAMILY BUSINESS FORUM

News Briefs

January 2007

Combining the *Importance* of business with the *Complexity* of family

Gender Issues: Bringing Out the Best in Sons and Daughters

January 25, 2007, 1—5 pm
Tom Jadin, Speaking, Training, Consulting
Butte des Morts Country Club, Appleton

Tom Jadin has educated and entertained the Forum on several different occasions. He has a deep understanding of human behavior and is an expert at communicating complex and delicate subjects with humor and clarity. We are pleased that he has accepted our invitation to make this particular presentation on gender issues in the family business.

Although this may not seem to be an issue for your business, it is recognized as one of the issues that adds complexity to business, and particularly, the family business. Regardless of the causes of gender issues, we know that they exist and effect the ways we interact.

During this workshop, Tom will help participants:

- Identify and explain major differences in the way in which the genders behave in the work environment
- Provide examples of these differences in their businesses
- Analyze how their personal styles differs from that of their parent(s) or child(ren)
- Develop a plan for building trust between people with different styles
- Provide effective feedback to neutralize gender and style differences
- Match different learning strategies to gender and style differences
- Use effective collaboration techniques

Whether you are the family's business leader, a family member, or a non-family executive, this workshop will provide relevant insights and techniques that you can use.

Registration can be made on the web site until January 22, 2007.

Harnessing the Power of an Independent Board

March 14, 2007, 8 am—noon
Registration, networking, and breakfast at 7:15 pm
Norb Schwarz, The Family Business Consulting Group, Inc.
UW Oshkosh MBA Center, Regency Center, Green Bay

Our presenter for this much requested topic, Norb Schwarz, was raised in a family business started by his father and has been working with family businesses for over thirty years.

Some of you may know Norb as he and his wife Carol were in Green Bay from 1972 to 1976. He was President and a director of First Wisconsin Bank of Green Bay and also Chairman of First Wisconsin Bank of West Green Bay. Norb has held positions of chairman, chief executive officer, and chief financial officer in a variety of industries including manufacturing, food processing, transportation, agriculture, commercial banking and insurance.

Norb's consulting has focused on estate and financial planning, management, strategic planning, outside boards of directors, and succession planning in multi-generational environments.

Norb's workshop will help us better understand advisory boards and fiduciary boards. His comments will apply to boards, not to individual advisors, and will focus on:

- How to determine whether a board is right for you
- The board's role in the family business governance process
- What the board needs to know in order to add value
- Who should be on the board
- How to successfully recruit qualified board members
- How to effectively manage the board process
- How to compensate the board
- How to evaluate board effectiveness

We encourage you to attend with those members of your business, family and boards that will most benefit from this excellent presentation.

Choosing and Using Advisors

On December 5, a panel including family business members—**Jane Sweasy** of JAG Outdoor Advertising and **Tom Stark** of Badger Mining and advisors—**Scott Barr** of McCarty Law and **Tom Jacoby** of Schenck Business Solutions—provided workshop attendees relevant "how-to's" regarding the effective acquisition and use of a wide variety of expertise.

The panel, moderated by **Thom Cody** of Pathmakers, used cases to explain the following key areas:

- Clearly identify your need and do gap analysis
- Thoroughly prepare—identify goals, scope, reporting relationships, fit, benchmarks, and measures
- Search your resources to choose the right advisor—trade associations, customers, employees, vendors, professional advisors
- Manage the process—communicate, evaluate

Attendees received an outline of key points for an effective process, a template for evaluation of an advisor, and a copy of a book on the subject. An audio CD of the program is available for members and sponsors who were unable to attend. Contact the office to acquire a copy.

Scholarship

We are continuing to build the endowment fund for the Forum's scholarship. By funding an endowment, the Forum expects to provide financial support to qualified students for years to come.

If you would like to recommend a UW Oshkosh student for this scholarship, please contact the Forum office for details and an application. Applications are due in February and awards are made for the next academic year.

Peer Groups

In addition to participation in the educational programs listed on the program calendar, a significant benefit of Forum membership is the opportunity to participate in a peer group.

These small groups are composed of about a dozen individuals with similar needs and interests. Each group has its own defined goals and schedule. These groups provide a safe, confidential venue for voicing questions and concerns, for problem solving, and for personal and business development.

Generation Now group

Members of the Generation Now group are focusing on development of key leadership knowledge and skills. Many are in leadership roles in their family businesses. To help hold themselves accountable, the members have retained Dale Feinauer to facilitate their meetings.

The group will focus on the following topics in the upcoming months: technology management, "why price is the last thing you want to compete on", contract negotiation, career development, and "when to sell a business unit because the price is high, and when to get the family out of the business."

A Next Generation group

This new group is in the process of formation. About a dozen young family members held their first meeting in November to get acquainted, identify their interests and needs, and decide whether a peer group would be valuable for them. As young folks working in their family's businesses, the group will serve as a confidential, trusted environment in which to learn, share, and network with their peers.

The group will meet again on January 18 from 3-5 pm to further define the group's format and objectives, and their goals for participation.

Heather Holly Pinnow of Pinnow Sheet Metal, one of our members interested in participating in this group, has agreed to be the group's coordinator. Any young next generation family member of the Forum who is interested in participating in this group, should contact Heather at heather@bigwhitebus.com.

Non-Family group

The non-family executives in this peer group are valuable resources to their businesses. Invested in the success of the businesses and the families, they meet monthly to discuss issues from their perspective, to grow through shared experience, and to learn from resources they invite to their meetings.

This group is composed of non-family presidents, human resource directors, general managers, controllers, chief financial officers, and operations officers.

The next meeting of this group is January 24 from 8:00—9:30 am. Call the office for more details.

IT Group

This is a small group of information technology directors and managers who meet quarterly. Their meetings focus on current issues facing their organizations, tricks and techniques that might benefit all, and problem solving. Although family businesses aren't unique in their use of technology, their resource base often provides some unique challenges that can be effectively discussed by the group.

The next meeting of this group will be January 31. Call the office for more information.

List Service—reminder

Forum members and sponsors are encouraged to use the Forum's electronic mail service to gather information from the experienced family business owners, family members, non-family executives, and family business advisors (sponsors) who make up this list of over 110 people.

If you have a question, want to compare notes, or just share a learning, send the message to familyforum@lists.uwosh.edu. The results can be valuable.

Collective Wisdom Question

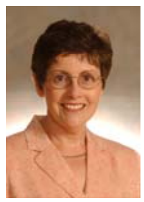
In your family business, what is the family issue that most needs to be addressed, but is continually avoided?

Please send your responses to schierss@uwosh.edu. These will be treated confidentially and reported back in summary fashion in the next issue of News Briefs. Responses are welcome from members, sponsors, and other readers.

Member News

As of January 1, Tom Schmidt transitioned to Executive Chairman of **U.S. Oil Company**'s Board and his brother John Schmidt became President/CEO. We wish U.S. Oil continued success as they adjust to this transition.

Director's Column



As you well know, no organization operates successfully without a lot of bright, dedicated folks. The Forum is no exception.

On a daily basis, I am extremely grateful to be working with two excellent colleagues—Donna Nelson, our administrative assistant, and Burk Tower, UW Oshkosh College of Business professor of management and entrepreneurship and faculty liaison to the Forum. As the Forum team, the three of us are committed to providing our members quality programming, peer group and networking opportunities, family business resources, and responsiveness to your needs.

We work with a Board of Directors and its Executive Committee and two standing committees—Program and Recruitment & Retention. Each of these is composed of member and sponsors who invest their expertise and time for the benefit of the Forum family.

The Board determines Forum strategy, policies, procedures, and fees. The six members and six sponsors who sit on the Board welcome hearing your ideas, suggestions, or comments.

Jennifer Koeppl, McCarty Law—Chair
David Gneiser, Fond du Lac Bumper Exchange
Darcy Zander-Feinauer, Zander Press, Past Chair
Al Hartman, College of Business, UW Oshkosh
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Rick Schneider, Techni-Flex
Amy Biersteker, Pathmakers
Craig Smith, Retained Earnings
Jack Carstens, Midwest Merchandising
Tim Wuest, Badger Mining

The Program Committee plans the programs based upon members' topic preferences and monitors program and peer group effectiveness. Your input and the careful planning of these committee members is essential to the Forum's success. The committee members are:

Gina Angeli, Pathmakers
Barb Kolosso, Kolosso Toyota
Katie Blom, McCarty Law
Jason Lasky, Sadoff & Rudoy
Craig King, First National Bank—Fox Valley
Dan Meyer, Meyer Services
Robyn King, Schenck Business Solutions
Vicky Wuest, Badger Mining

The Recruitment & Retention (R&R) Committee develops marketing strategy and helps with recruitment and retention of members and sponsors. Currently, committee members are scheduling meetings with Forum members to get better acquainted with their needs and to gather suggestions for the future.

Thom Cody, Pathmakers
John Prophet, Schenck Business Solutions
Jennifer Olson, McCarty Law
Craig Smith, Retained Earnings
Paul Piikkila, First National Bank—Fox Valley

Wisconsin Family Business Forum Program Calendar

2007

Date	Event	Presenter(s)
Jan 25 1—5 pm	*Gender Issues: Bringing Out the Best in Sons and Daughters*	Tom Jadin
Feb 21, 7—9:15 am	*Green Bay Area Focus Group*	Burk Tower
Mar 14 8—noon; 7:15 am breakfast	*Harnessing the Power of an Independent Board*	Norb Schwarz Family Business Consulting Group, Inc.
Apr TBD	*Terminating Employees Without Litigation Best Practices*	Rebecca Kent McCarty Law LLP
May TBD	*11th Annual Dinner*	
Sep 11 8—noon; 7:15 am breakfast	*Plan Now to Avoid Crisis Clean-Up Later*	Bonnie Brown Hartley

UW-Madison Family Business Center

2007

Jan 23 1:30—4:30 pm	*Decision Making and Succession Planning*	Victoria Husted Medvec Kellogg School of Management

The Forum thanks the following sponsors for contributing significant value to keep the Forum at the forefront of family business programs, worldwide:

First National Bank — Fox Valley has a competitive advantage of developing strong, close customer relationships, especially in the niche of family-owned businesses. Thanks to a dedicated staff, FNB has completed its 117th year of providing financial services to the people and businesses of the Fox Valley with locations in Appleton, Menasha, Neenah, and Oshkosh.

McCarty Law LLP has been serving the legal needs of large and small family businesses in northeast Wisconsin since 1949. The firm's services include all aspects of business and corporate law, real estate, complex estate planning, commercial and personal litigation, as well as general practice.

Pathmakers, Inc. has been serving family businesses since 1995. This partnership of four focuses on the incorporation of people, process, and plan into family businesses of all sizes. Their mission is to help leaders fully understand their personal impact on those around them in order to have the courage and faith to challenge their people and their organization for enduring success.

Retained Earnings Company

Retained Earnings Company has been providing business owners and their employees with solutions to their insurance and investment needs for over 25 years. The Retained Earnings team brings expertise in the areas of financial, estate and business succession planning, 401k's, employee benefits, investments, life, health, disability, and long-term care insurances.

Schenck Business Solutions is a full-service regional accounting and consulting firm with nearly 600 employees, serving businesses and individual clients through its 11 Wisconsin locations. As one of the largest Wisconsin-based CPA firms in the state, Schenck Business Solutions provides a full range of services including tax, business consulting, information technology, retirement planning, and human resource solutions for today's business, government and personal challenges.

University of Wisconsin Oshkosh College of Business provides undergraduate and graduate education with a wide array of outreach services to benefit economic development in northeast Wisconsin. A key strength of the College is providing professional expertise through personal contact among students, faculty, and members of the community.

Associate Sponsors:

The Business News is a local business newspaper serving a 10-county area of northeast Wisconsin. It focuses coverage on the Northeast Wisconsin area that matters most to you and your customers.

SPARK Advertising provides a wide range of creative marketing services including highly effective creative design, multi-media Web, advertising, and public relations.

Vol. 10, No. 4 News Briefs © 2007
Published six times a year
Wisconsin Family Business Forum
College of Business Administration
UW Oshkosh, 800 Algoma Blvd., Oshkosh, WI 54901
Editor: Susan Schierstedt, Executive Director
Phone: (920) 424-2257 Fax: (920) 424-7413
E-mail:schierss@uwosh.edu
Website: wfbf.uwosh.edu