



# News Briefs

## November 2004

### Welcome

**PINNOW SHEET METAL, INC.**  
"Home of the Big White Bus"

We are pleased to welcome Pinnow Sheet Metal, Inc. as the newest member of the Forum. Founded in 1965 by Lee Pinnow, the business has become the leading provider of residential and commercial rain carrying systems in the Fox Valley.

Lee, his wife Mary Fay, and son Tim currently work in the business as does Tim's fiancée Heather Holly.

Mary Fay and Heather were guest participants in our September program. During that program, they were actively involved in the program and discussions, reaping the full benefit of this learning opportunity.

We are glad they checked us out and decided the Forum is a good fit for their family and business needs.



Lee, Mary Fay, & Tim

### Seven Habits of Highly Successful Successors

On September 16, Dean Fowler challenged Forum members, sponsors, and guests to view the succession process from, what was to many, a new perspective. Based on his twenty years of work with family businesses, Dean laid out seven habits that successors need to develop for a successful succession process.

1. Establish adult independence
2. Reshape family communication
3. Develop competency
4. Design strategy
5. Clarify boundaries
6. Coordinate liquidity strategies
7. Take financial risk

Each of these habits was carefully explained using family business cases to illustrate the points.

Some were also put to music as Dean's Irish tenor voice and clever lyrics reinforced his point.

Members of the current leadership generation, those of the next generation, non-family managers, and Forum sponsors took full advantage of the opportunity to dialogue with Dean about the practical implications of these concepts. They also participated in three facilitated, small group discussions in which the ideas and their feasibility were analyzed.

Workshop evaluations gave Dean and his content high marks, indicating he did an excellent job of stressing family communication involving business decisions and the responsibilities of the next generation in ensuring a successful process.

Many thanks to Dean and to everyone who participated. It was a great workshop!

### Team Building for Family Business Leaders

December 8, 2004  
3—6 pm

Tornado's, Appleton

A majority of first-generation family businesses are led by a strong, perhaps charismatic, leader who seems capable of doing *everything*. But, as the business grows and becomes more complex, the necessity of creating a management team becomes evident. This process of building a management team requires careful planning. Not only does the team require certain expertise that must be identified and acquired, but it must also learn how to manage discussions, conflicts, decision-making, and egos.

Team building, whether for the first generation or succeeding generations, requires desire, skills, and work.

Kurt Johnson and Tom Wiltzius of Right Management Consultants, Inc. have considerable experience working with businesses, including family-owned and managed, to develop effective teams. They have planned

**"...team building is a critical element that can make or break an organization."**

this team building workshop in response to member requests.

Based upon their experience, they state that “To truly be a successful family business, team building is a critical element that can make or break an organization. In a family enterprise, there are unique characteristics that can affect the true outcomes that are obtained.”

This workshop is designed to demonstrate the value of the leadership skill of team building, its multiple models, and the fundamental attributes required for effective team development and maintenance. Aspects of the team leader’s personality, the culture of the organization, and the makeup of team members will be considered and discussed.



Participants will identify and discuss objectives, barriers, and pitfalls to building effective teams; witness demonstration of various team leader behaviors; and gain insights to fundamentals of team leader effectiveness, especially when there is family participation.

Whether you are a seasoned leader, just getting your feet wet, or somewhere in between, this workshop will help you better understand the essentials and dynamics of team building for your family business.

## A Tough Nut to Crack

November 3, 2004

3—6 pm

Fox Cities Performing Arts Center



As this newsletter goes to print, registrations have been finalized for another Forum *first*—a family business play. This one-act play written by Ira Bryck, director of the UMass Family Business Center, about his family business has been enjoyed by family business audiences nationally.

As Ira’s third family business “edu-play”, *A Tough Nut to Crack* depicts the intergenerational business relationship and communications between a father and son in their retail clothing business. Said to be funny, poignant, and thought provoking, the play, critics’ corner, and after-play reception promise to provide a “edu-taining” and enjoyable afternoon for Forum participants and their guests.

## Board News

The Forum Board is composed of twelve individuals who have accepted responsibility to make programmatic and policy decisions, assist with marketing, recruitment, and programs. The Board has an equal number of family business Board members and sponsors Board members; therefore, we have six of each at this

time.

In July, the Board met for strategic planning, looking toward the next 3-5 years. The following goals and objectives

Goals	Objectives
1. More clearly identify who we will serve	<ul style="list-style-type: none"> <li>• Identify the target market</li> <li>• Define the Forum’s desired size</li> <li>• Define the Forum’s desired geographic area</li> <li>• Define the Forum’s services to members and non-members</li> </ul>
2. Provide meaningful offerings and services	<ul style="list-style-type: none"> <li>• Explore new programming opportunities to meet our members’ needs</li> </ul>
3. Develop a strategic planning process	<ul style="list-style-type: none"> <li>• Re-initiate the planning process every two years with quarterly review of the plan</li> </ul>
4. Increase the level of member’s participation, both quantitatively and qualitatively	Will be achieved as part of goal 2.
5. Increase the ROI/Value for sponsors	<ul style="list-style-type: none"> <li>• Identify what sponsors want</li> </ul>

tives were defined around five key strategic issues.

Action plans have been established for these objectives, and progress will be reviewed at each Board meeting. Forum members are invited to contact any Board or staff member with ideas, questions, or concerns related to these initiatives.

Board contact information is available at our web site: <http://www.uwosh.edu/wfbf/Assets/mbrsonly.php>. If you have forgotten how to access this *Members Only* portion of our site, contact the Forum office.

## Affinity/Peer Group Meetings

### Successors Group:

On September 28, the Successors met at Reeve Memorial Union, UW Oshkosh. Two self-assessments were performed followed by a brief discussion of the results.

Kim Bassett-Heitzmann presented the preliminary leadership development planning topics for the year and received direction from the group. The group will meet monthly, using Dean Fowler’s Seven Habits as discussion topics in alternating months.

The next meeting will be November 16 at Meyer Services. The focus of the session will be *establishing adult independence* and *reshaping family communication*, Habits 1 & 2. Shipra Seefeldt, president of Strategic Solutions, will lead this session.

**Best Practices:**

**W**ow! Thirty people attended the Best Practices, *Change Your Thoughts to Create Your World*, presented by Lori Phillippi on October 27. That's by far our best turnout for a Best Practices session.

Lori opened her business, Navigating With Purpose, to help people reach their greatest potential. Lori's 19 years as human resources director at her family's business? Badger Mining, her degree in psychology, certification in hypnotherapy, and the death of her 17-year old son provided her with exceptional skills, understanding, and empathy to help people achieve their objectives.

During this meeting, Lori focused on how our conscious/subconscious beliefs effect our businesses and what we, as leaders, can do to manage that energy source for business success.

Thanks to Lori for presenting this session and to Badger Mining Corporation for sponsoring the session at Navigating With Purpose.

**Director's Column**

By Sue Schierstedt



**I** am always excited to add another member to the Forum's membership. For all of us, getting to know another family and its business adds to our wealth of knowledge and experience. I encourage you to make an effort to meet the Pinnow Sheet Metal folks and to help them get comfortable in our Forum family.

During the year when I meet with you, our members and sponsors, I hear about the things you have learned through the Forum and how you have implemented them successfully. It is gratifying for me to hear of your successes and know we are meeting your needs.

I want to challenge **you** to share **your** Forum experiences with other family businesses who could also benefit from participating in the Forum. Encourage them to be **your** guest at a program so they can find out how valuable and comfortable the Forum is.

We have a number of Forum members who are willing to meet with prospective members to answer their questions and explain the benefits of the Forum. Just let me know if one of our resource people could be of help in **your** recruiting efforts.

**Challenge:**

**Each member acquire one new member for the Forum before June 30, 2005.**



**Will you accept the challenge and help us reach our goal?**

**On-line Program Registration**

**D**id you know that you can register for any of the Forum programs from our web site? Just go to [http://www.uwosh.edu/wfbf/Assets/program\\_n.php](http://www.uwosh.edu/wfbf/Assets/program_n.php).

Choose the appropriate registration form. Complete the information and submit the form. If you need to add more people later, you can complete additional forms.

Since we need to confirm attendance numbers with the program site in advance of programs, we appreciate your adherence to the registration dates.

<b>Wisconsin Family Business Forum Program Calendar – 2004-2005</b>		
<b>Date</b>	<b>Topic/Event</b>	<b>Presenter(s)</b>
Nov 3	<i>A Tough Nut to Crack</i>	Play@work Performance Group
Dec 8	<i>Team Building</i>	Kurt Johnson & Tom Wiltzius Right Management Consultants
Jan 20	<i>Incentive Compensation</i>	Dale Feinauer & Al Hartman College of Business
Mar 8	<i>Developing Responsible Shareholders</i>	Drew Mendoza Family Business Consulting Group
May 2	<i>9th Annual Dinner</i>	Art Schmidt U.S. Oil Co., Inc.

<b>UW-Madison Family Business Center Programs—Fall 2004</b>		
Nov 2	<i>A Tough Nut to Crack</i>	Play@work Performance Group
Dec 7	<i>Women at the Helm</i>	Dr. Cindy Iannarelli, Author, Instructor, Advisor

<b>Marquette Center for Family Business Programs—Fall 2004</b>		
Nov 18	<i>Economic Forecast – Robert W. Baird representative</i>	Bruce Bittles, Managing Director and Chief Investment Strategist for Robert W. Baird & Company

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Vol. 8, No. 3 News Briefs © 2004  
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