



# News Briefs

## September 2008

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

### The Importance of Vision & Mission in Family Business Success

Tuesday, September 16, 2008  
8 am—noon

preceded by 7:30 am registration & breakfast  
Bridgewood Resort Hotel, Neenah  
Howdy Holmes, Chelsea Milling Company

**H**owdy Holmes is president/CEO of Chelsea Milling Company, in Chelsea, Michigan. His grandmother founded the brand “JIFFY,” but the company has milled flour for eight generations.

But Howdy didn't start in the business, preferring a 20 year career competing in motor sports, including the Indianapolis 500, where he finished in the top ten 26 times, and was named Indianapolis 500 Rookie of the Year in 1979, and Formula Atlantic champion in 1978. In 1987, he returned to the family business as fourth-generation president and CEO.

As a former race car driver, Howdy Holmes has used his leadership style and competitive nature to make his family's fourth generation business into a market leader. JIFFY™ owns 57 percent of the nation's muffin mix business, selling almost four times more units than General Mills, five times more than Martha White, 13 times more than Pillsbury, and over 23 times more than Duncan Hines.

Howdy has spoken nationally to family business centers. He has agreed to share some of his family's history and his unique vantage point on entrepreneurship and competition, and how leadership and decision-making can effectively transform even a family business that's over 100 years old. Howdy says that his goal in talking to other family businesses is to provide added value and fun.

Plan to attend on September 16 to hear Howdy Holmes talk about his family business and its success. Registrations for this program are due by September 9.



### Those Troublesome Compulsive Behaviors: What's so Bad about Feeling Good?

Tuesday, October 21, 2008  
1 pm—4pm

preceded by 12:30 am registration  
LaSure's Hall, Oshkosh  
Tom Jadin

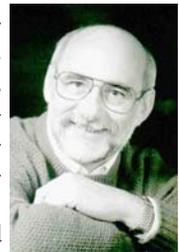
**T**om Jadin has a unique way of helping us better understand ourselves. Every time Tom has spoken to the Forum, we have found ourselves painlessly gathering valuable information on delicate subjects in a comfortable, realistic, and humorous way.

As we know, it is extremely rare to find a person who doesn't exhibit stress-induced behaviors in some form. We have invited Tom to help us explore these behaviors and to identify ways to manage those that become troublesome.

Say the word “addiction” and most of us think of alcohol and/or drugs. But what about compulsive gambling, smoking, eating, working, shopping, sex, or the myriad of other addictive behaviors?

While other families can use work as a place to release some pressure, a family business where work and family are intertwined often magnifies the effects of addictive behaviors. And when the defense for these behaviors serves a dual function -- “What's good for the business is good for the family” -- it's much more difficult for everyone to see and confront what's going on. To do so not only risks the shame and public reaction most families fear, but also may effect profits, livelihood, and the reputation of the business.

Luckily, families in business also have some unique strengths that can facilitate treatment and recovery. Plan to join us for a foray into the complicated, fascinating, and often troublesome world of addictive behaviors.



## A Challenge

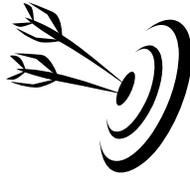
Howdy Holmes' program and Tom Jadin's program provide excellent opportunities for YOU to introduce family businesses to the Forum. We encourage you to invite them to be your guests and to encourage them to consider membership in the Forum.

A prospective family business may attend one program as our guest at no charge. We do this because we know that attending a program is the best way for businesses to learn about the Forum.

The directors of the Forum's Board have challenged themselves as well as every member and sponsor to bring at least one prospective family business member as their guest to each program this year. We also encourage each prospective member business to have up to three people in attendance, if possible. By having several people at the program, not only does the business participate in an excellent program, but they also have the right people involved to make the decision to become a member.

Who are prospective members? Most are people you already know. You probably do business with many of them. Prospective members are businesses owned and operated by a family or related families. Often the family has multiple family members and/or multiple generations involved in the operations. These families are proactive and are planning for the best future for their business and their family. They are generally eager to learn from other business owning families and family business professionals.

How do you go about bringing a guest? That's easy. Make a phone call and personally invite them. Or, provide us their contact information and ask us to send them a program brochure and an invitation. Tell them why you value the Forum. Your experience in the Forum and your personal message is the best marketing possible. Offer to register them when you make your on-line registration. Or, ask them to register on the web site, <http://wfbf.uwosh.edu/>, using the Programs/Registrations menu item.



## Summer Fun—a Family Affair!

Although the weather threatened to be uncooperative, July 16<sup>th</sup> turned out to be a wonderful evening for sitting out on the Home Run Porch at the Timber Rattlers game and visiting with forty-two (42) Forum members and sponsors.

Dustin McClone of the McClone Insurance Group led off the evening by throwing out the first ceremonial pitch of the game. Dinner followed on the porch as the game began. During the 7<sup>th</sup> inning stretch, we led the crowd in the singing of *Take Me Out to the Ball Game*.

The evening was a nice way to get better acquainted with members and sponsors in a relaxed setting.

## Facilitation Training Workshop

Twenty-five individuals participated in this practical workshop led by Dale Feinauer on August 13<sup>th</sup>. The "graduates" of this workshop are now armed with knowledge and techniques to become better facilitators, project team members, and group leaders/participants. Sponsor "graduates" will be asked to help facilitate the small group sessions during Forum programs.

## Affinity/Peer Groups

The Forum's affinity/peer groups – Senior Executives, Next Generation (POPs), Successors (Generation Now), Non-Family Executives, Couples, Green Bay Chapter, and Information Technology – meet for the express purpose of developing long-term trusting relationships for problem solving, and personal and professional growth. A new group for family members who have had some management experience is forming at this time. Meeting plans for the Couples group have not been completed as yet.

Members interested in participating in a peer group beginning in the fall should contact Sue now.

### Peer/Affinity Group Calendar

Friday, September 12	Green Bay Chapter	<i>Roundtable Discussion</i>
Wednesday, September 17	Generation NOW	
Tuesday, September 23	POPs	
Thursday, September 25	Non Family Executives	<i>Introducing the Next Generation to the Family Business Beth Nighbor, Badger Mining Corporation</i>
Tuesday, September 30	IT	<i>Security and Backup, Peter Helander, Heartland Business Systems</i>
Wednesday, October 8	Generation NOW	
Thursday, October 16	Senior Executives	<i>Transfer of Ownership, Timothy McCoy, Godfrey &amp; Kahn</i>
Tuesday, October 28	POPs	

## Director's Column

Susan Schierstedt



Beginning a new programming year is always a busy and exciting time in the Forum. Ideally, all the last minute program details fall into place; acquaintances are renewed as programs begin; and affinity and peer groups get back to business.

This year has an added challenge with an unexpected, but exciting, staffing change. Burk Tower, one of the Forum's founders and a member of the Forum's staff, has recently assumed the role of Interim Dean of the College of Business. Burk's commitment to the Forum will remain strong and support from the Dean's office will continue uninterrupted. The change in Burk's role is the result of Dean Al Hartman's appointment to the role of Interim Provost, perhaps the equivalent of Senior Executive Vice President in a corporation. Al, a Forum Board member, indicates that his commitment to the Forum will not diminish with this change in his role.

As with everyone's business in this economy, the Forum has experienced a rough spot as some members have withdrawn their membership for this year. Recognizing that part of the Forum's value is derived from networking with other family businesses about their experiences, we want to maintain an optimal number of diverse family businesses in the Forum. Therefore, the Board has challenged all members and sponsors to invite at least one prospective family business to sample the Forum as a program guest. Donna and I will provide you assistance in meeting this challenge by providing program brochures, membership packets, etc. upon your request. The Forum's website is also a good resource for you.

In July, the first annual member survey was distributed via the Internet to one person within each member business. The survey is designed to provide us an understanding of the value of the Forum to our members and to gather suggestions for improvement. The responses to one of the questions provide us insight into how members have benefitted from being Forum members.

- Improved understanding of succession planning (74% of those responding)
- Family policies have been created (63%)
- Improved communication among family members (56%)
- Decisions are made more effectively (56%)
- Family working together better (52%)

I encourage those who have not yet responded to do so.

The family business poll for August/September asks family businesses to indicate when they plan to transition leadership of their business. If you haven't already responded to this poll, visit our home page and answer the poll. You will be able to view the results while it is posted and see how you compare to other family businesses.

*Sue*

## Program Calendar

### Wisconsin Family Business Forum

Date	Event	Presenter(s)
<b>2008</b>		
Sep 16	<i>The Importance of Vision &amp; Mission for Family Business Success</i>	Howdy Holmes Chelsea Milling Co.
Oct 21	<i>What's So Bad about Feeling Good?</i>	Tom Jadin
Dec 4	<i>It's a Wonderful Life: Family in Business Together</i>	Thom Cody Pathmakers, Inc.
<b>2009</b>		
Jan 28	<i>Perils of Pauline</i>	Eclectic Arts Ensemble
<b>UW-Madison Family Business Center</b>		
<b>2008</b>		
Sep 16	<i>Negotiating Works! How to Persuade, Prosper and Profit by Negotiating Wisely in Your Family Business</i>	Ralph Cagle UW-Madison
Nov 4	<i>Family Enterprise Continuity</i>	James Hughes
Dec 9	<i>Socratic Leadership for the Family Business</i>	Amy Hutchens AKI, Inc.
<b>2009</b>		
Jan 27	<i>Non-Family Managers in the Family Business: How to Work with Them, Keep Them and Help Them Work with the Family</i>	Steve McClure The Family Business Consulting Group

## Program Opportunities

The Forum and the Family Business Center (FBC) at UW-Madison have a reciprocity agreement that allows Forum members to attend FBC programs for a minimal per person cost. FBC programs are listed in our program calendar in each issue of the *News Briefs*. To view their program descriptions and register for their programs, follow the *Alliance* link on our web site to the FBC's site and programs. Register as a "member" and indicate you are a Forum member. Questions regarding these opportunities can be addressed to Sue or Donna.

---

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



**Davis & Kuelthau, s.c.** is a full-service law firm with more than 75 attorneys practicing from offices across Wisconsin. The firm offers an array of legal services to Wisconsin-based corporate, public, private, and individual clients that range from small, mid-sized institutions to large municipalities.



**First National Bank — Fox Valley** has a competitive advantage of developing strong, close customer relationships, especially in the niche of family-owned businesses. Established in 1887, First National Bank—Fox Valley provides financial services to the people and businesses of the Fox Valley with locations in Appleton, Menasha, Neenah, and Oshkosh.



**Godfrey & Kahn S.C.** serves clients by first seeking to understand their business, their goals and their specific needs, whether in Wisconsin, across the United States or abroad. Each day, more than 190 highly skilled Godfrey & Kahn attorneys use this knowledge to pursue their clients' best interests. The goal is to capture the client's vision for the future and make it a reality by providing sound legal counsel and innovative solutions. Here, the client always comes first. They measure their success by their client's success.



**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** 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.



**The Business Bank** was formed in 1999 to provide banking services to locally owned and operated businesses. The focus on business banking provides the highest level of service in the market. The Business Bank's low client to employee ratio enables unmatched, personalized, responsive, and efficient service.



**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.



**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.



**Wipfli LLP** is a full-service CPA and business consulting firm. Wipfli advises family businesses in all areas, from finance and operations to human resources, information technology, and customer relationships. Wipfli's 75-year legacy of helping its clients succeed is a point of pride for each of the firm's partners and associates.



Vol. 12, No. 2 News Briefs © 2008  
Published six times a year  
Wisconsin Family Business Forum  
College of Business  
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](mailto:schierss@uwosh.edu)  
Website: <http://wfbf.uwosh.edu>