

Events

Programs

Round Tables

Workshops

Member Round Table**August 20, 2009 8:00 AM**

Answers to all those What if...? How do I... , What did you do when... ?Questions. Share in confidence with family business experts.

Mentoring at Hunt Real Estate**September 24, 2009 4:30 PM**

Susan Esterley-Casson from Dermody Burke & Brown will facilitate a panel discussion with Hunt Real Estate's Shauna Teelin, Peter Hunt and Charlie Hunt. **Hunt Real Estate is generously sponsoring the entire event and there is no member or non-member admission fee.** Come join these family business experts as they answer questions and give sound advice.

Family Business Day**October 15, 2009 9:30 am—4:30 pm**

National Speaker Dr Brun de Pontet a recognized family business expert, author, speaker and Family Business Advisor newsletter Executive Editor. Please see front page for details.

Employee Benefit Strategic Planning**Coming in November**

For more information and to register
for all events
NYFBC.org

**Mission**

Providing education, consulting, training, interaction and resources required to ensure family owned businesses efficiently and effectively evolve through the various stages of business development.

Vision

Establish a foundation of resources equipped to stimulate dynamic economic development among family owned businesses resulting in the attraction, development and retention of these businesses within New York State.

**New York Family Business Center**

Relatively Speaking
572 South Salina Street
Syracuse, NY 13202



NYFBC.org

(315) 470-1889

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Relatively Speaking

August / September 2009

Family Business Day
October 15, 2009
Exclusive for Family Businesses

MEET OUR SPEAKER

Stephanie Brun de Pontet, PhD is an associate with the Family Business Consulting Group, a leading resource for family-owned businesses. Stephanie is a recognized family business expert, author, speaker and Family Business Advisor newsletter Executive Editor. Dr. Brun de Pontet's award winning research on family business has been published in the Family Business Review, a leading trade journal and Personality and Social Psychology Bulletin.

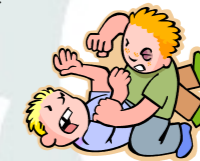
**OUR SESSIONS INCLUDE****Family Business 101**

Discussion of the three circle model for family business that includes, management, family and ownership. Focus will be on how to manage the tension between the systems, developing boundaries, what mechanisms and processes can be put in place to provide structure to the systems.

Conflict and Communication in Family Business

What do we know about how families talk to each other and how do we improve our communication skills?

- ◇ Identifying successful and unsuccessful communication styles.
- ◇ Understanding the different perspectives of individuals from a generational as well as individual point of view
- ◇ How to communicate effectively between the generations
- ◇ Building trust through open communication

**Family Business Governance**

Dr. Brun de Pontet will present processes that family businesses use to build a stronger family and a stronger family business. She will present how family meetings, family constitutions and governance systems help the family identity and commit to the business, including those members who are not involved in the business directly.



Special Announcement Stephanie will be available to a member family that would like a one on one consultation. Time allotment is limited, please call for information.

October 15, 2009
9:30 AM— 4:30 PM

Ramada Inn
1305 Buckley Road
North Syracuse, NY 13212

Family Businesses
can't miss this event

Register Today
Limited Space Available
NYFBC.org
(315) 470-1889

Pricing

Member	\$165.00
Non-Member	\$195.00
Per Session Rate Available	

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HOW TO JOIN

Download an application at NYFBC.org
Contact Donna Herlihy 315-470-1889 or
DHerlihy@NYFamilyBusinessCenter.com

Membership Benefits

- Discounted admittance into NY Family Business Center events
- Consulting access to our family business professionals
- Networking with other family businesses
- Opportunity to participate in round table discussions with family business professionals facilitating
- **Borrow books, magazines, CD's and newsletters from the NEW resource library at no charge***
- Discounts on family business related newsletters and magazines
- Continue to receive the Relatively Speaking newsletter
- Opportunity to be spotlighted in NYFBC newsletter and on website

Membership Eligibility

Family Business Membership:

Limited to businesses where family has the controlling interest and two or more family members are involved in the business.

Emerging Family Business Membership:

Businesses in the first generation with plans or intentions of bringing in the second generation.

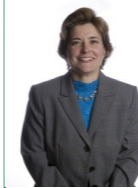
The New York Family Business Centers Library is now up and running

Please call or email to check out a Book, CD or Magazine



Review List online at NYFBC.org

Dr. Stephanie Brun de Pontet is our guest speaker on October 15th.



Family Business Boards: Demystifying the Process

By Stephanie Brun de Pontet & Jennifer Pendergast

Longtime readers of *The Family Business Advisor*® know how often we point to an independent board of directors as a critical ingredient to long-term success in a family business. Yet by most accounts, the vast majority of family businesses still do not have independents on their boards, and many never use the board they have in any sort of oversight or governance capacity.

Why does this pattern persist and what can we do to remedy it? First, let's review the basics of business governance and then we'll tackle some of the most common concerns we hear about from families when we broach the topic of setting up an independent board.

So what is governance anyway? A "governance entity" is usually a few individuals who represent the welfare of a larger group by providing oversight and broad strategic direction in a way that protects both the interests of the individuals and the group as a whole. In a business setting, a board of directors is the governing entity, providing oversight of management to ensure that the interests of ownership are protected.

In a family-controlled business, where management and ownership overlap, the interests of management are aligned with those of ownership—perhaps diminishing the need for tight oversight. While some argue that this is why a family business doesn't need a board, this view is shortsighted. First, it is likely that over time not all owners will be involved in the management of the business, creating some possible tension between "inside" and "outside" owners that independent board directors could help alleviate. Second, while the overlap of management and ownership may reduce the need for oversight, the additional overlap of family relationships in a business context increases the emotional complexity of certain key decisions (from compensation to succession planning) that would be beneficially impacted by the presence of trusted independent board members.

Quoting the introduction of the *Family Business Governance* book by Aronoff and Ward: "A business that is well governed is free to work toward the highest and best objectives of business—maximizing profit, improving strategy, creating jobs, fostering employee development and serving all stakeholders, including shareholders, employees, customers, suppliers and the community." As these are goals most business owners would hold dear, what are some of the common objections we hear to setting up an independent board?

Business owners fear that setting up a board will somehow rob them of the control and authority they enjoy in their business.

While the role of independent directors is to provide business leadership accountability that is distinct from family accountability, it is important to remember that directors in a business serve at the pleasure of the owners. Directors who have been recruited in a thoughtful manner and oriented to the needs of the business have no desire, nor any authority, to "take over" your business or even dictate how the business should be run. These individuals are usually selected for the wisdom and experience they can offer that is deemed relevant to your business' needs. Directors are there as a resource for the chief executive—optimally, they are a sounding board to provide advice and insight when the company is faced with key strategic decisions.

Reprinted from the *Family Business Advisor*
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