



HUMAN SIDE OF ENTERPRISE

JANUARY 2006 NEWSLETTER

25th Anniversary of Human Side of Enterprise!

As I sit and reflect on the momentous occasion of the 25th anniversary of the founding of the Human Side of Enterprise, I am overwhelmed.

What a privilege I have had to be trusted by thousands of people to serve as their advisor, mentor, consultant, teacher and friend. So many clients have allowed me to become connected to the inner most workings of their businesses, their lives and their families. This represents an honor and a humbling responsibility.

Along the way, I have also had the opportunity to serve as a mentor to young people seeking their "right work," to professionals seeking to enhance their capability to serve and to other travelers along my journey who sought my counsel. I have found that I have learned as much from them as they have from me.

I have also been blessed to be accompanied in my professional travels by many talented and inspiring colleagues who have collaborated with me, encouraged my growth and supported me professionally and personally.

The communities in which I have lived and worked have also been important to me. I've had the chance to volunteer across the country, such as working on behalf of children as President of the Council for Children and other organizations in Georgia, helping professionals prevent mental illness and promote mental



LESLIE DASHEW, PRESIDENT
HUMAN SIDE OF ENTERPRISE, LLC

health as Founder of CONCEP (the Georgia Coalition on Consultation, Education and Prevention) and fostering leadership as a Member of The Outstanding Young People of Atlanta. I have served educational causes through membership on the Board of Trustees of my alma mater, Pitzer College, and fostering peace in my family and that of the world through service on the board of the UCLA Dashew International Center for Students and Scholars. Finally, I have had the opportunity to serve my new community, Scottsdale, as a member of the

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HUMAN SIDE OF ENTERPRISE, LLC MISSION

Our mission is to enhance the effectiveness of our clients (both individuals and organizations) through consultation and training services. We are committed to creating a partnership with our clients to foster the attainment of their personal and professional goals through the most efficient, ethical, and qualitative approaches. Our ability to serve depends upon our growth as well. Thus we seek opportunities to learn from our partnerships and strive for open communication.

SERVICES

CONSULTATION SERVICES

- Organizational Development
- Team Building
- Consultation to Management
- Special Services For
Family-Owned Businesses

TRAINING PROGRAMS

- Performance Management and Supervision
- Listening and Assertive Communication
- Leadership and Management
- Team Building
- Family Councils, Family Wealth and Other Family
Business Strategies
- Managing the Family in Business
- Developing Boards of Directors
- Speeches on Personal and Family Issues
- Partnering for Success

COMMUNICATING WITH HUMAN SIDE OF ENTERPRISE, LLC

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Books by Leslie Dashew

Health, Wealth and Families

The Best of the Human Side

Working with Family Businesses:
A Guide for Professionals

Each may be purchased for \$15.00+ shipping
by
calling (866) 419-4243
or online at
www.lesliedashew.com

THE ASPEN FAMILY BUSINESS GROUP

In the mid 1980s Leslie began noticing that some of her clients were family owned businesses. There were unique challenges with these businesses and Leslie sought more expertise in this field. There was little in the literature at that time, but she came across a book by David Bork, *Family Business, Risky Business*. In 1986, the Family Firm Institute held its first official conference in Provo, Utah. There, Leslie met David and began collaborating with him. The next year, he invited Leslie and several others to join him in creating programs for family businesses. Soon there after, The **Aspen Family Business Group** was born to serve as a vehicle for its partners to collaborate in creating new knowledge, training others, writing and offering the Aspen Family Business Gathering. Today, the Aspen Family Business group, composed of David, Leslie, Sam Lane, Dennis Jaffe and Joe Paul, is considered a thought leader in the field of family business advising.

AUGUST 3-6, 2006 ASPEN GATHERING

The Aspen Family Business Gathering is designed to be accessible to everyone in family business. A nominal registration fee of \$800.00/each for the first two family members, \$650.00/each for additional family members is charged to defray the cost of meeting rooms, materials and group meals. This year we will again hold the Gathering at the Snowmass Club Resort. Contact us at www.aspenfamilybusiness.com or at 866-442-7736 to register or get further information.

Board of Trustees of the Scottsdale Cultural Council, and Chair of the Scottsdale Center for the Performing Arts. This volunteer worked has enriched my soul through the wonderful people whom I've come to know and the life-long friendships I've made.

Finally, I have always strived to balance my work outside the home with my commitment to and love of my family. My greatest joy has been my daughter Baleigh, who is also celebrating her 25th this month. Having my own business allowed me to adjust my schedule to join in her activities, from school performances to softball games and most recently to watch her as a professional in the world of theatre, stage managing. Of all the roles I've described, being Baleigh's mom is the one that gives me the greatest pride. My father (the serial entrepreneur whom many of you have met, heard or read about) continues to be a source of inspiration at age 89, and my brothers continue to remind me that I am their "baby" sister, no matter how old we are (a great source of relief!). Finally, as many of you know, balance in my life in this third chapter, will be greatly aided by my husband, Jack, who is determined to help me accomplish that goal!

The Human Side of Enterprise came into being to manifest my goal of helping people and organizations to be "all that they can be." Throughout these 25 years I have stretched myself to find new and creative ways to serve my clients and have continually learned and grown through my work. I thank you all for this partnership and for the honor of being allowed to work with you.

~Leslie Dashew

INTERNATIONAL FAMILY BUSINESS

Our family was fortunate to have Leslie handhold and lead our family through what I consider to be one of the toughest family

issues one has to face- a succession process! Her knowledge and sensitivity were tasked even more given the fact that our business and family are based in Mexico. Being a 4th generation business legacy, it is fair to say that Leslie led the way and gave us the courage and tools to enable this family to be focused on preparing the 5th generation for the responsibility of conserving the family unit and our business. What a beautiful gift-thank you Leslie!

***Bruce Grossman, Grupo Continentale, Mexico
And founder of the Family Business Network in Mexico***

MENTORSHIP

When I was first starting graduate school, the female students were matched up with local women business owners and executives in a mentor program. I was considering a Finance and Operations dual major at the time; naturally, I was matched up with Leslie, a Change Management consultant (that "touchy-feely" stuff), who, incidentally, sat barefoot and crosslegged on the floor of her home where we first met. I thought the gods must be crazy. Within the first 10 minutes of meeting me (and finding out I'm an ESTJ), she offered me a job as her assistant while I was in school. That was in 1995 and I can truly say that no one has had more of an impact on my professional life than Leslie.

Up to that point, my world had been based on numbers and definitives. Leslie challenged me to try things of which I did not believe I was capable. She has taught me to see what is missing and listen to what is not being said. She continually throws me, kicking and screaming, out of my comfort zone and I've never been more fulfilled.

By the way, I've been a Change Management and Training professional for eight years. And I've been known to facilitate a meeting barefoot and crosslegged.

Amy Tilghman is currently a consultant with Clarkston and Associates.

MIDWIFE TO ORGANIZATIONAL CHANGE

How did Leslie serve me and Coca-Cola in the ten years she was my coach and organizational consultant?

Wow, hard to say it all in just a few words. Leslie has taught me more than anyone else I've ever known. Perhaps the clearest example I can give of her help is when I re-created the way Coca-Cola counted its volume, an assignment the chairman described as "where the hardest part was not the technical issues but the people issues."

One part was to create consensus across the bottle/can and fountain "silos" of the business – for timing and common definition of the measurements – and then to actually USE those measurements to run the business. Because the division executives would not sponsor the change, Leslie coached and facilitated me and others to create a shunkworks of mid-level managers, to put aside our organizational differences and to risk doing what was hard: to reach a common understanding of measurement and of implementing the measurement. She did that by the micro ways – to respect, appreciate, and support one another – and the macro ways – to set up and maintain a rhythm of meetings and goal settings and action plans and accountability. The second part of that same assignment was to create a "deal" with the U.S. Coca-Cola bottlers, independent organizations that were not contractually bound to change their volume reporting. She coached me to LISTEN to their needs (after I was once booted off the stage of a bottler meeting when I talked only about "the goals"). I went to them, criss-crossing the country to be in their plants and ride in their trucks, and I listened, I didn't sell. I won their confidence to the point where bottler representatives participated in defining the common terms. I changed the corporate vision to incorporate the bottlers' vision: creating one data

base of volume (and one of the world's largest database systems at the time) accessible by both corporate and bottler personnel. Throughout it all, Leslie helped me keep a focus and a long-term plan and helped me work through the innumerable issues of dealing with all the individual perspectives and conflicts.

The results? It took us seven years to build the system that bottlers and corporate still used today for Coke's volume. The chairman described the changes to volume reporting as the most important change made during his time as U.S. division president because of what could only then be done to plan and execute. The positive experiences of cooperation spread, even spread upward to executive levels. And for myself and several others in that shunkworks group, that was our hallmark of teamwork, that we used to teach others teamwork.

As I write this twelve years after it was finished, I still say, "thanks!" to Leslie!

Prior to becoming an independent consultant, Jackie Stradley was President and CEO of Intellimedia Commerce, a software development firm for Internet sites and eCommerce systems. Previously she worked at The Coca-Cola Company for 20 years in operations, strategic projects, finance, strategic planning, national sales and systems.

COLLEAGUES

Leslie Dashew is one of the most competent professionals who serves family business. She is always willing to "go the extra mile" for her clients and colleagues, all the while insisting that all options be given careful consideration so that the best outcome can be achieved for all parties concerned. Her bank of skills is filled with well honed professional tools that have all been tempered by her thoughtful reflections and insight into the verities of life. She brings all of this to her clients, colleagues and friends, never hesitating to step into the middle of complex matters and move them to resolution.

Leslie and I have been friends and colleagues for more than 15 years, during which we have worked together, played together, helped and supported one another in this wonderful journey we call “life!” I am deeply indebted to Leslie and am proud to call her “My colleague and friend.”

David Bork is founder of the Aspen Family Business Group and a world renowned advisor to families in business

Congratulations on the 25 anniversary of the Human Side of Enterprise!! When I think of your efforts through these years “Thoughtful and insightful leadership in the field through writing and serving clients “ comes to mind as a descriptive phrase. I must say of all of the things you do, your poetry is at the top of my list. I especially enjoy “Before Its Too Late”. Your multi talents remind me of Remington. But the most important thing is everything you do comes from your heart. Best Wishes! A toast to you!

Sam Lane, PhD. is a partner with Leslie in the Aspen Family Business Group

VOLUNTEER BOARD LEADERSHIP

Whenever I am asked about the best methodology in recruiting volunteer leadership for our boards, the first requirement is matching the volunteer’s passions and skills with the needs of the organization. Leslie Dashew brings unique skills our boards – her organizational development, communications and leadership are a rare combination of qualities in recruiting a board member for an arts organization. Couple that with her passion for the performing arts, her love and concern for people and her fund raising acumen, the Scottsdale Cultural Council and the Scottsdale Center for the Performing Arts are lucky beneficiaries of Leslie’s time, leadership skills and commitment.

Leslie chairs the Scottsdale Center for the Performing Arts Board of Directors and as chair is a designated trustee of the Cultural Council and a member of the trustees’ Executive Committee. For a person who has to travel as

much as she does, it takes an extraordinary amount of personal organization and time management skills to make all the meetings in any given month, to attend events, help fund raise and prepare for the meetings. It not unusual for Leslie to attend as many as six meetings in a month: board meetings of the SCPA and the Cultural Council, an Executive Committee meeting as well as any number of other committee meetings. As chair, she also has to be accessible to Kathy Hotchner, Director of the SCPA – setting board agendas and insuring that she has all the necessary information to conduct the board meeting.

The trustees and the SCPA board have come to rely on Leslie to play a major role facilitating board retreats. I am so grateful for the opportunities to consult with Leslie on organization and structure issues. Her business experience as well as her level-headed, common sense approach has helped us on numerous occasions.

Thank you, Leslie, for sharing your time with us and for helping to make our organization better than what it might be without you. Thank you for all you do for us: for opening your home for parties and meetings, for your leadership in rallying board members to sponsor a holiday party for staff and for always being there when we need you.

Frank Jacobson is President and Chief Executive Officer of The Scottsdale Cultural Council

Never try to teach a pig to sing...It wastes your time and annoys the pig!

ORGANIZATIONAL DEVELOPMENT

The art of building a business and a brand is a complex process. Beyond the products provided to customers is the culture in which they are delivered. During the formative years of Colony Homes, Leslie Dashew was instrumental in the development of our culture, aiding us in defining who we were and how we wanted to be perceived by customers, suppliers, interested parties and the general public. Along the way, I personally benefited from Leslie's guidance as a new executive in a rapidly growing company. Leslie's unique style of encouraging self-development, promoting interactive dialogue, challenging conventional thoughts and lending a helping hand when the inevitable struggle grabs hold are her special blend of talent and wisdom aimed at the human side of enterprise. As I look back at the company and my personal development, I owe Leslie Dashew enormous thanks for helping us create a nationally respected homebuilder in our industry and personally giving me guidance and tools to conquer new frontiers with confidence. *Dave Schmit has served in leadership capacities at Colony Homes and Morrison Homes and is now President of Marathon Land Company*

FAIRY GODMOTHER

Our family began working with Leslie Dashew over a decade ago and as we look back at our journey we were truly "blessed" to have had her as our "fairy godmother from hell". We had been through some unsettling times having to buy out a brother under not very friendly circumstances and spinning off part of our company to another brother.

The two remaining brothers vowed to do a better job of being both brothers and partners. We knew we did not have the tools to accomplish this on our own so we reached out to Leslie to become an integral part of our team. We discovered why we had difficulty communicating by finding the differences in style and personality type using the Myers Briggs assessment. This was a key to

taking two very different personalities and making them function well together. We also used these and other tools Leslie provided to build a stronger management team for our mechanical contracting company.

Leslie also helped us to deal with other aspects of our family business. We dealt with the issue of compensation in a way that it became a non-issue between my brother and myself. We strengthened our board and made it a key to our success. The board was a majority outside board.

We put into place rules for the next generation to enter the company, in writing I might add. We established a family council to help the next generation better understand the what and where of the family and the company. All in all working with Leslie gave us focus on making both the family unit and the business more successful. She helped us become a more professional organization by being our beloved "FGFH", THANKS LESLIE!!!!!!!!!!

Jim McCarl is now consulting with others through his firm, the McCarl Group, and serving on boards of directors.

Hidden Assumptions by Leslie Dashew (2002)

Hidden assumptions limit our vision
They keep us from seeing what lies beyond the rim of our internal boxes
Hidden Assumptions confine our thinking to the scope of our individual experience and perceptions
Hidden Assumptions isolate us,
They distance us from others' essential beliefs, viewpoints and learnings
Hidden Assumptions lurk deep under the conclusions, prejudices and intense reactions that we show the rest of the world
They often stay hidden to us as well.
Until the time we quiet ourselves,
Listen to the listener, Observe the self
And bring the assumption, once hidden, into the light of awareness
It is at that moment
That we have the opportunity to open ourselves, our thinking and our reactions
To a larger reality,
To a community of learners,
To an exploration with others and perhaps to new assumptions, new understanding, new conclusions and new **opportunities**.

Please sign up for a great retreat!

**Women in Family Business X
March 23-26, 2006**

Are You Ready?

Miraval Life in Balance Resort, Tucson, Arizona

The Tenth Anniversary Program!

For the tenth year, we will be hosting the program for women in family business and women of wealth at Miraval Life in Balance Resort in Tucson Arizona. The program was initially designed to provide women a place to talk freely about the issues related to being in a family that has a business or wealth. Women have come from around the world to attend these programs as they provide safety, information, perspective and camaraderie with others who share similar dilemmas.

This year's theme is *Are You Ready?*

When you listen to women who are leaders in family businesses, many were thrust into position before they were ready:

- By the death of a spouse or parent
- By divorce
- By disaster

This year's program will focus on the challenges women feel in family businesses with a particular *look at how to make sure* you know what you need to know and do what you need to do in situations like death, divorce and disaster. These and other key questions of concern to women in family businesses and women of wealth will be the focus of our program. The exploration of these issues is facilitated by Leslie Dashew in the magnificent, nurturing setting of Miraval Life in Balance Resort.

The program offers opportunities to listen to new ideas and the experiences of other women and to have time to reflect on your own life. We also have time for a bit of pampering at the spa each day.

Help us celebrate our 10th Anniversary! Look for an article about the program in Family Business magazine's September 2005 issue!

Register soon for rooms will be released at Miraval early in February and may not be available after that!!

Call Anne at Human Side of Enterprise (480) 419-4243 for information and to register.

*With Best Wishes for a
healthy, happy, prosperous
and above all peaceful 2006*

Inside this
Issue...
Letters About 25 Years
of Service

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