



# HUMAN SIDE OF ENTERPRISE

## JANUARY 2008 NEWSLETTER

### MEETING INJUSTICE WITH COURAGE

No matter what our walk of life, there are times when we feel that we are treated unfairly, with injustice or inappropriately. **One of the greatest tests of character is the manner in which we respond.** Do we accept it passively with fear, resignation, self-doubt? Do we retaliate in anger, destructive rage, or let rage internalize into depression? Or do we face the injustice and find a way to turn this negative experience into one that restores honor and makes the world a better place?

I recently had the privilege of meeting Mukhtar Mai, a Pakistani woman who faced such a choice and struggled with the decision of which way to go. Her story is also described in a book she co-authored called *In the Name of Honor*. Saying Mukhtar "wrote" a book is not accurate, She is illiterate. She *told* her story: a story that has taken this quiet woman from a very poor village in Southern Punjab to Europe and North America and that is changing her country.

Her story in brief: In trying to appease tribal justice that wrongly accused her 12 year-old brother of contact with a 27 year old woman from a wealthy and powerful neighboring tribe, Mukhtar begged for her brother to be released. While her father and uncle looked on, Mukhtar was taken and gang raped by 4 men from this tribe and then thrown in the street with her clothes torn in front of hundreds of village men.

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**LESLIE DASHAW, PRESIDENT**  
HUMAN SIDE OF ENTERPRISE, LLC

### LEAVING OUR HOUSE IN ORDER

*Death is a crises, a passage  
Danger and opportunity  
Life is a path, a journey  
On the way we gather people and things  
As we anticipate the danger of death  
We must prepare  
Prepare ourselves and others  
To handle what must be handled  
To enjoy what can be enjoyed  
To appreciate what we have  
and those around us  
And  
To leave with our house in order.  
-Leslie Dashew*

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# Please Join Us

**MARCH 6-9, 2008**  
**WOMEN IN FAMILY BUSINESS XII**

**At Miraval Life in Balance Resort**  
**With**  
**Leslie Dashew**

## **Through the Generations**

*We are moving across time*

*Discovering who we are and what we want to do*

*As our children grow, our roles evolve and opportunities expand*

*As the next generation comes of age, they have their own ideas  
about how to impact the family and the business as well*

*Within the family business arena we have other chances to explore transitions-of the business,  
the culture, the family land, the family wealth and/or our roles*

*And if we make it to the elder stage and have the blessing of seeing a third and perhaps a  
fourth generation follow us. What then? We can foster healthy transitions, traditions, growth  
and even letting go.*

**At Miraval for our 12 Annual Gathering of Women**, we encourage you to bring other generations with you: the elders, the next generation and/or the late teens who are trying to figure out what their next steps will be. This will be an opportunity to explore transitions in family owned businesses and families of wealth over generations. And if it is only you contemplating the future and the past, you have a vital role in your family and will have the opportunity to explore what you can do with others.

Once again we will hold our program at Miraval Life In Balance Resort. **Registration at Miraval must happen sooner than in past years, so please don't wait if you want to attend!! Rooms will be released to the public on 1/22/08**

### ***Registration and Fees***

- The program registration fee for Women in Family Business Program is \$750; Miraval provides a special all-inclusive resort fee for lodging, food and services.
- Contact Ann at Human Side of Enterprise for Program information and registration at (480) 419-4243
- Contact Miraval to reserve your lodging: (800) 825-4000.

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This is a typical form of “eye for an eye” justice where women are used as payment for real or trumped up charges.

Mukhtar, then in her late 20s, went home in shock as she had thought she was on a mission to protect her family’s honor. Instead, she was now stained with greater dishonor in the eyes of her village. She struggled for days with what she should do: the expected course of action was to suicide by drinking acid. She knew nothing about courts or the justice system as she, like most young women in the region, knew life only through the oral traditions passed on by her mother. Local tribal culture, then the Koran and not the law governed her life.

When I met Mukhtar I had not read her book, just read about her on line. I asked her (through interpreters) how she made the decision to take action rather than take her life. Her first response was “faith in God.” Her second was the support of her mother. And later she told me “Anger: I could not let these men get away with what they had done!” Despite her horrendous experience, Mukhtar believed God would help her. Her mother would not let her suicide: she sat by her day and night as she struggled in the days after the rape. Finally, the sense of injustice welled up in her when she realized that she did not deserve what had happened to her.

A reporter happened to be at the mosque when the mullah condemned what happened to her. Soon, other reporters began bringing attention to the situation. With this public attention, the local government had to look into the situation rather than to leave it to the local tribal control. This started a long process in the judiciary where Mukhtar continued to struggle courageously to understand and persevere in a system and culture that condemns women victims rather than the men who violate them.

It was the support of individual journalists, then human rights activists and soon a more educated woman from another village who became Mukhtar’s

translator, supporter and coach that provided the encouragement Mukhtar needed to wade through a process that was totally beyond her comprehension and experience. The men who raped her are in jail on a death sentence, but are appealing the sentence in the country’s supreme court, now 5 years after the event. Mukhtar is in constant danger as the powerful tribe has promised retribution and threatened not only her life, but that of her family. She was given the equivalent of \$8000 US by the government and instead of leaving the country to seek safety, Mukhtar has started schools in her village, a facility for women who are in danger and is hoping to start a medical clinic. She is now educating 700 girls and 300 boys!

She chose to honor herself, her family and the cause of justice for other women by channeling her anger to conquer ignorance and illiteracy. She recognized that she was most vulnerable because of her lack of knowledge and she wants address that problem not only for herself but for others in her region. Further, her actions have served as a role model for other women throughout Pakistan who now have the courage to stand up for their rights.

What is the lesson for us from an illiterate woman from Pakistan? We have choices to make when we have been injured. Few of you reading this will have endured anything as terrible as Mukhtar. But we still have the challenge of determining how we respond to the injuries and injustices that happen in our lives. I hope that Mukhtar’s story provides several lessons: (1) that we turn an injustice into constructive action and (2) we can touch another person’s life in significant ways when they are struggling. One person’s report of Mukhtar’s experience gave her the opportunity to choose action. Another’s offer to assist, gave her the support to endure a difficult judiciary system. Her mother’s persistence by her side kept her alive to make the choice.

May we all have the courage of this woman to face evil and turn it into blessings for others, as Mukhtar Mai has done.

Recently, Bonnie Brown Hartley and I wrote an article for Family Business Magazine about the impact of a relative's death—not necessarily the leader—on a family business. We discussed the importance of preparation so that a sudden death does not totally disrupt the family as well as the business. Some important issues to highlight from this article include:

### **Faulty Assumptions About Contingency Planning**

- The oldest will die first.
- The ill or deceased family member wasn't active in the business, so the business won't be affected.
- You have a chance to be prepared because you'll have warnings
- Everything is taken care of.
- It's more important to prepare for my husband or father's death than for mine. all his employees, vendors and customers were affected.

### **How to Get started**

A logical place to start is to create a binder that contains all the information that you or other relatives would need in the event of a family member's death. This includes:

- **Bank accounts and bills.** Create (and update when necessary) a list of checking, savings, money market, line-of-credit and credit card accounts, including account numbers. Do any accounts include co-signers? If the person who pays the bills dies or falls into a coma, who else can access these accounts? Where are statements sent?
- **Safe deposit boxes.** Where are boxes located? Where are keys located? Are there co-signers? What is kept in the boxes? Note: It may not be prudent to keep an original will in a safe

deposit box if there are no co-signers to the box and no one knows it's there.

- **Home and vehicle titles.** Where are titles kept? Are there loans or mortgages? If so, what are the account numbers? When are payments due?

- **Guardianships, wills and trusts.** Where are the originals of all family wills, trusts and guardianships? When was the last time each was updated? Who are the guardians, trustees and executors of individual estates? Have these individuals been given relevant information to support good short- and long-term decision making?

- **Contact information for trusted advisers.** Create (and update when necessary) a list of names of advisers and service providers (such as accountants, attorneys, financial advisers, clergy members and preferred funeral homes), including their contact information.

- **Investment assets.** Create a list of account and contact information for personal stock portfolios, IRAs, 401(k)s and any other work-related assets, like ESOPs, corporate or partnership shares. Are there assigned beneficiaries for any of these assets? Where are the "proof-of-ownership" documents?

- **Death and burial information.** Is there a pre-paid burial plan? If so, where is the documentation? How many official death certificates do you need to request? How do you do that? Include documentation of family members' wishes regarding a memorial or funeral service.

- **Insurance policies.** Create a list of insurance policies that includes policy numbers and the agent or representative's contact information. This should include health, life, long-term care, disability, home and accidental death policies. List the beneficiaries and provide information on exclusions.

- **Passwords and codes.** Keep a current list of passwords and codes for computers, online banking services and other security systems.

The challenges of facing the possibility of death and of pulling information together are neither easy nor fun. However, those who have faced the challenge and assembled the information feel great satisfaction and relief that they are leaving their loved ones prepared.

We received the following response to our article by a respected colleague and author:

*I have to tell you how valuable your article in the current issue of FB magazine is. I was horrified to learn that there are several items on your "Getting Started" list that I have not attended to — that's changing THIS WEEKEND. I've already made my list and printed out copies for my sister and son in the event anything should happen to me. I've also made a list of changes to my will that are necessary now that my son is an adult, and I'm even going to look into prepaying funeral expenses and finally purchase a plot near where my mother is buried — which I have been meaning to do for a few years.... that will happen on Monday morning!*

*Your article is an incredible gift. The thought of leaving my family to sort through my affairs during a time of stress and grief (at least I think they'll be sad when I go!) is horrible. So thank you!*

Jayne Pearl, freelance writer/editor and author of *Kids and Money: Giving Them the Savvy to Succeed Financially*

*The entire article can be found in **Family Business Magazine**, Winter, 2008*

*For more suggestions and relevant tools, see *Bonnie Brown Hartley, Sudden Death: A Fire Drill for Building Strength and Flexibility in Families* (Cambio Press, 2006).*

## **FOLLOW UP TO LESSONS FROM "LIFE WITH FATHER:" COPING WITH AGING PARENTS OR "HOW I BECAME MY FATHER'S CEO"**

Last year I wrote about becoming my father's CEO when we fell and broke his hip. I thought some of you would want to know "the rest of the story."

As I noted last January, my dad was in chronic pain from degenerative disc disease, Parkinsons and other ailments. When he fell and broke his hip, we thought he would never recover, that the pain would surely increase and his will to live would decrease accordingly. But he showed us that he was not done. He had more work to do. Through his own struggles with finding how to strengthen his body, increase his mobility and reduce his pain, Stanley Dashew developed a mobility system that came to be known as the "Dashaway."

Before and after his surgery in March of 2006, Stan was taking up to 6 Vicoden each day along with other medications and acupuncture to cope with pain. Gradually, as his mind cleared and he worked on developing the Dashaway, he was able to use it to strengthen his body and take the pressure off of his spine. The combination of strength and reduced pressure on the spine reduced his pain, despite the fact that the degeneration of the spine continued.

Now Stan is taking no pain medication and experiences no pain. He attributes this seeming miracle to the Dashaway. My 91 year old father is developing a new product, a new business and is offering hope and mobility to people who lost both.

And that's the rest of the story. If you would like to learn more, please visit my dad's website, [www.Dashaway.net](http://www.Dashaway.net).

## TRADE SECRETS: THE SECRET OF EXIT INTERVIEWS

by Henry C. Krasnow

*Editor's Note: Henry Krasnow graciously shared a memo he prepared for clients on the use of Exit Interviews in protecting intellectual capital. We have heard clients talk about their fears of an employee leaving because of the harm they can do with information they have. This is a tool to help business leaders address that concern. We appreciate Krasnow's generosity in sharing his intellectual capital!*

Your company, like all others, has a very valuable collection of information which, if it were known to your competitors, would be devastating. Yet, protecting this information is extremely difficult and often not done as carefully as possible. Any business executive who has been involved in a lawsuit against a former employee or a competitor that wrongfully obtained valuable information knows that there is no way to guarantee a successful outcome.

Our experience in trade secret cases continues to reveal new ideas for their protection. This does not, of course, mean that the old ideas should be abandoned or ignored. Non-compete agreements, confidentiality agreements and careful precautions to keep secrets "secret" should never be abandoned or ignored.

But, many companies often overlook the opportunity to further protect their trade secrets that is offered by the exit interview. In other words, the exit interview can be used not only to improve management and decrease the possibility of a lawsuit, but also to improve the likelihood of protecting trade secrets.

Many employers have made great efforts to professionalize their HR Department so as to effectively *obtain* useful information from

departing employees, avoid unnecessary or unjustified lawsuits and apply that information so as to improve the retention of the existing employees.

Unfortunately, few employers see the exit interview process as an important part of their efforts to preserve and protect their trade secrets. Like so many other facets of business, there is no magic bullet or one-size-fits-all process to go through. Each company values different information. In some industries, simply knowing the birth date of the purchasing agent is critical. In others, knowing a customer's seasonal buying history is vital. In still others, knowing the sources from which the raw materials can be obtained is irreplaceable.

But, whatever it is that your company values, reliance upon a general "non-disclosure agreement" that was signed when the employee was first hired and does not specify what is to be kept secret or upon an unwritten "moral" obligation can be made more effective, if, at the exit interview, **the employee is advised in writing of the specific confidential information that they are expected to keep secret and of their obligation to do so.**

Protecting your trade secrets requires constant vigilance. However, all too often the value of these secrets is not fully appreciated until they have already been stolen, divulged or misappropriated. Certainly, if they are not important, no money or effort should be invested in protecting them. However, if they are valuable, a commensurate amount of effort and money should be invested into increasing the likelihood of their being protected.

*Henry Krasnow is an attorney with Krasnow Saunders Cornblath LLP in Chicago, Illinois and a colleague in the Family Firm Institute.*

## **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**

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### **COMMUNICATING WITH HUMAN SIDE OF ENTERPRISE, LLC**

- Telephone Number: (480) 419-4243
- Toll Free Number: (866) 419-4243
- Facsimile Number: (480) 419-4231
- Email: LDashew@aol.com
- Website: [www.lesliedashew.com](http://www.lesliedashew.com)
- Address: 21839 N. 98th Street,  
Scottsdale, AZ 85255

### **Books by Leslie Dashew**

Health, Wealth and Families  
Working with Family Businesses:  
A Guide for Professionals

Each may be purchased for \$20.00+ shipping by  
calling (866) 419-4243 or online at  
[www.lesliedashew.com](http://www.lesliedashew.com)

## **THE ASPEN FAMILY BUSINESS GATHERING JULY 31-AUGUST 3, 2008**

The Gathering is a highly interactive, informal conference for families in business. Limited registration provides small group interaction to enhance learning from other business owners as well as from the Associates of The Aspen Family Business Group. Each Associate is a nationally and internationally recognized professional whose life's work is helping family business grow and prosper.

Each day of The Gathering includes approximately four hours of seminars and workshops, all designed to encourage participant involvement and maximum exchange of ideas. We provide a range of workshop topics designed to fit the specific interests of the people in attendance.

The Gathering is designed to be accessible to everyone in family business. A nominal registration fee of \$1,175.00/each for the first two family members, \$950.00/each for additional family members is charged to defray the cost of meeting rooms, materials and group meals.

For more information and registration  
please go to  
[www.aspenfamilybusiness.com/conferences.htm](http://www.aspenfamilybusiness.com/conferences.htm)  
or call (866) 442-7736

*With Best Wishes for a  
healthy, happy, prosperous  
2008*

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ADDRESS SERVICE REQUESTED

Scottsdale, Arizona 85255  
21839 N. 98th St.

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