



HUMAN SIDE OF ENTERPRISE

January 2011 Newsletter

REFLECTIONS ON 30 YEARS IN BUSINESS

The end of the year is a time for reflection as we think about the transition from the old year to the new. This year has particular significance as January marks the 30th Anniversary of my business, The Human Side of Enterprise, LLC.

As I reflect on the fact that I have been in practice close to 40 years and in this business 30 years, I consider what has contributed to the sustainability of my business and what I have learned that helps others. Here are a few of the key observations I made as I reflect back:

First is a mission. My personal mission is to help people utilize, develop and appreciate their capabilities and those of the people whose lives they touch. All of my work align with this mission. The Human Side of Enterprise, LLC's purpose is to enhance the effectiveness of our clients through consultation and training services.

Our primary focus for the past 30 years has been families in business, but our work occasionally includes other organizations and individuals who can benefit from our expertise and tools. Being clear about my mission has contributed to success as it helps me to focus. I have found that when I am scattered and going in too many different directions I am not as effective. When I focus, my energies, abilities and resources are aligned to achieve



LESLIE DASHEW, PRESIDENT
HUMAN SIDE OF ENTERPRISE, LLC

the goal and the odds are with me.

Next is a vision. When I am clear about my direction, what I want to accomplish or become, it adds to focus as well. Having a clear vision helps to align not only myself, but those around me who are essential to success. While my mission has been stable for as long as I can remember, the vision changes every few years.

Continued on page 7

Inside:

Post-Election Reflections on the Need for Civility

New Books

Women in Family Business XV:
Sustainability in Family Business

NEW BOOKS

KEYS TO FAMILY BUSINESS SUCCESS

Keys to Family Business Success is the newest book written by my colleagues in the Aspen Family Business Group and myself. This is a book that provides fundamental knowledge needed by those wanting to understand the family business experience and best practices to optimize harmony in the family and prosperity in the business.

What is unique about this book is how readily accessible you will find the knowledge. We present the story of the fictional ---family who cope with the issues faced by most family businesses. We describe the concepts that help you understand why family businesses are so complex in simple terms. We identify and address the typical issues that family members in business face. And we enumerate the best practices so that readers can compare what they are currently doing to a list of practices and begin implementing the ideas in the book immediately.

In reviewing *Keys to Family Business Success*, two early readers made the following comments:

*I fully attribute the successful generational transition of our family unit and business legacy to the leadership, expertise and sensibility of the Aspen Family Business Group. We were fortunate to have them guide us through years of very intense, challenging and rewarding work. **In this book, they share their expertise and experience in a way every reader can use to benefit their own families and businesses.***

*In my opinion, a successful transition process is dependent on having the best possible team to face the daunting hurdles which families are not prepared to handle alone. **The Aspen Business Group is uniquely positioned to be your back up team through this book.***

- Bruce E. Grossman, Vice Chairman- Grupo Continental, SAB- Tampico, Mexico

Bruce and his family are 4th generation Coca-Cola Bottlers in Mexico. He has been involved in family business education for over 20 years and was the founder of The Family Business Network -Mexico Chapter and helped with the creation of the first Mexican Family business center based at the Universidad de Monterrey.

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

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

POST-ELECTION REFLECTIONS ON THE NEED FOR CIVILITY

The elections this year left me with a grave concern for the future of our democracy and our society. While we have sustained our founding father's vision of a free country, we have lost their sensibility for civil discourse. Our ability as citizens to engage in polite dialogue and disciplined debate seems to be gone. Instead, we hear agitation and loud arguments. It seems that most conversation about issues further polarizes people and hardens their positions, rather than providing a platform for learning and coming to a collaborative solution that all can support. I truly believe the impasse that our government finds itself facing in the ability to rationally and effectively solve any problem is a result of this failure to communicate effectively.

One of my goals in 2011 is to explore how we can engage in a campaign to bring back civility and constructive dialogue. I am researching a range of approaches to this and will be sharing what I learn on my website (www.lesliedashew.com) and blog (<http://familybusinesstips.wordpress.com>). Part of my inspiration comes from Sandra Day O'Connor.

I attended a luncheon at O'Connor House on the first day the retired Supreme Court Justice saw her old adobe home in its new location in Papago Park in Phoenix. Justice O'Connor reminisced about the importance of the home not only in the life of her family, but also the life of the state of Arizona. She recalled that in the days in which she served in the Arizona state legislature, she would invite all of her colleagues (of both parties) to her house for Mexican food. There, they would drink cerveza and eat tacos that she would make and get to know each other. Often they would get to know each others' positions on issues as well. This informal interaction gave them the foundation upon which to have constructive dialogue across the aisle and solve the state's problems.

Justice O'Connor noted that this does not happen in Washington anymore. Most congresspeople come to town for a few days and then return to their districts. They hardly know the people in their own party, much less those in the other. There is no opportunity to form the relationships that are fundamental to healthy collaboration.

O'Connor house will become a center to promote civic discourse once again. One of her strategies to address the deficit in our knowledge of the government is promoting a wonderful website called "Icivics" (www.icivics.org). This program helps middle school kids learn about civics in a fun manner. Take a look at it!

As I contemplated Sandra Day O'Connor's concerns and her engagement in addressing them, I began thinking about what we know about civility. There is some research and social action happening now on creating a more civil society. There is guidance on how to "be polite" again. There are skills that can be learned to enable people to engage in constructive dialogue and active listening. I believe this needs to be a "movement" that will help reclaim the political process and the media from he who shouts loudest and makes the biggest attack on his opponent. Instead, we need to promote civility, dialogue and constructive problem solving.

Some initial steps:

1. Start with ourselves. We can catch ourselves reacting to something with judgment rather than trying to understand another person's point of view. That is the beginning of changing the world. Start with our selves. If we take the position that there are many viable points of view (not just our own), and seek to understand others, we begin the process of dialogue. It begins with humility, self-management and true listening.
2. Make a commitment to interact with civility. There is a website, www.thecivilityproject.org, that is calling upon each and every one of us (and members of Congress) to take the Civility pledge. It simply says:
 - I will be civil in my public discourse and behavior.
 - I will be respectful of others whether or not I agree with them.
 - I will stand against incivility when I see it.
3. Learn the process of dialogue. As you may recall from other writings of mine, dialogue is the process in which we become aware not only of our own conclusions, but the assumptions underneath them and what led to them. Then we can find shared assumptions with others (rather than arguing rigid conclusions) and seek shared solutions. Dialogue is the opposite of destructive argumentation. Go to my blog, <http://familybusinesstips.wordpress.com/> to read more about dialogue.
4. Recognize our interdependence. When we realize that we cannot do it alone; that we need others to achieve our goals, we reach a level of maturity called "interdependent." When we truly realize how connected we are, we take care of those connections. Treating each other with respect and compassion is the basis of civility. Stay tuned for more developments in the arena of civility. It is time for CIVIL ACTION!

WOMEN IN FAMILY BUSINESS XV: SUSTAINABILITY IN FAMILY BUSINESS.

We have sustained! Together. This is the 15th consecutive year in which the Women in Family Business program has been conducted by Leslie Dashew at Miraval Arizona Resort and Spa.

One of the keys to our success has been our understanding of the challenges facing women who are connected to family enterprises and providing an intimate, supportive environment in which to explore the issues facing them now.

Sustainability is key today.

We hope that this year you will bring members of the **next generation** who may play a role as a family member, owner or employee of the family business. It is important that they begin to understand the “perils and pleasures” of family businesses as they chart their futures.

In this year’s program we will:

- Share the latest information on what helps families in businesses continue over multiple generations: what factors must be in place, what can interfere with sustainability;
- Explore the challenge of balancing our own well-being with that of other family members and the business;
- Share models from the environment as well as business for what fosters sustainability. For example in environmental terms sustainability can mean the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. Sound familiar??
- Consider the roles of family members, advisors, key executives and other partners in the sustainability of family businesses.
- Explore how you can influence the sustainability of your family business, no matter what role you play.

As always, the value in this program comes from:

- The expertise of our program leader, Leslie Dashew who is receiving the highest honor given to a family business advisor at the International Conference of the Family Firm Institute in October, 2010;
- The open sharing and wisdom of the women participating in this program from many parts of the US and abroad. Women who participate include mothers who are not active in the business, sisters who became successors, daughters who are owners, but have “another life,” CEOs who brought the rest of their families into the business. In other words, the exchange among women who have a range of experiences with the family business creates a rich environment for learning from all points of view.
- The opportunity to take advantage of the resources of Miraval.
- Books and materials provided.

Registration and Fees

The program registration fee for Women in Family Business Program is \$850, for the entire long weekend. Send your registration for the program to Human Side of Enterprise, LLC

Facility reservation: Miraval is giving us a special rate of \$559/person/day (single) or \$499/person double occupancy/day (plus 12.0% tax and 18.5% service charge added each day). This price includes: Deluxe, casita-style accommodations; Three gourmet meals daily/all non-alcoholic beverages; Access to all scheduled programs and activities; Round-trip Tucson Airport transfers; One spa service up to \$130 per person per night. In other words, all-inclusive accommodations.

Contact Miraval directly for your room reservation and tell them you are with the Women in Family Business Program to receive your special rate. By contacting Miraval yourself, you can arrange your length of stay and airport transfers directly (1-800-825-4000).

Reservations must be made with the Resort by February 8, 2011 – BOOKING ID #454
For more information and registration please contact us at: (480) 419-4243

BECKHARD AWARD

While awards are not typically something I covet, I am honored and proud of having received the Richard Beckhard Award by the Family Firm Institute. Being recognized by my professional association as a leading voice in the field was indeed humbling.

“Leslie has been a vanguard in our field and always at the leading edge of new knowledge and tools in understanding and serving family businesses,” says Kelin Gersick, Ph.D, past award recipient and FFI leader. “She not only helps to develop many of the concepts and tools used by other professionals, but she also mentors individuals, families, and organizations across the globe to help chart the courses of their futures.”

Leslie has been an adjunct faculty member of the Thunderbird School of Global Management, and has served on the boards of the Scottsdale Cultural Council and the Scottsdale Center for the Performing Arts (SCPA). In 2009, she collaborated with the Greater Phoenix Chamber of Commerce in producing a play, *The Perils of Pauline’s Family Business*, which was performed at the SCPA.

Dashew has authored *The Best of the Human Side and Health, Wealth and Families*, co-authored *Working with Family Businesses, A Guide for Professionals*

Founded in 1986 as a professional membership association, the Family Firm Institute is the premiere international body for advising and research in the family business and family wealth fields. The Beckhard Award, established by the FFI in 1992, recognizes outstanding contributions to the field of family business

MCDOWELL SONORAN CONSERVANCY

For the past 18 months, I have had the honor of serving on the Board of Directors of the McDowell Sonoran Conservancy (“MSC”) and have learned a great deal from that role. While many of us believe in “giving back” to the community through such service, I find that the engagement with volunteers who share a passion for the desert, this particular desert and the wondrous outdoors is very fulfilling.

I have been tremendously impressed with the accomplishments of this group in its 20 year life. It’s mission follows:

The McDowell Sonoran Conservancy champions the completion and sustainability of the McDowell Sonoran Preserve for the benefit of this and future generations. We connect the community to the Preserve through public and private partnerships, environmental education and stewardship.

While the staff is composed of 5 very dedicated people, much of the work of the Conservancy is done by 450 volunteer Stewards who do everything from create and repair trails, conduct hikes, educate visitors, conduct scientific research and communicate the importance of preserving the desert to those in positions of influence.

Some of the reasons the preserve is so important include:

- The Preserve needs to be accessible by all. Management of the Preserve must minimize human impact and maximize safety.
- Research indicates a sustainable community must include natural open spaces.
- An increase in connectedness with ecological and cultural heritage positively impacts a community’s health and development.
- Children need access to nature for healthy physical, intellectual, and emotional development.
- Completion of the Preserve is important because it will provide an uninterrupted wildlife corridor from the McDowell Mountains to the Tonto National Forest, and is key to the survival of many of our diverse desert species.

The McDowells are beautiful mountains and the Sonoran desert is unique. There is still much work to be done! While we have 16,000 acres under our care, there are still about 18-19,000 acres to obtain and steward. The MSC needs volunteers and contributions to help sustain this amazing resource.

I hope you will join me in sustaining the McDowell Sonoran Preserve! If you are interested, its website is: <http://www.mcdowellsonoran.org/>.

Continued from page 2

Having tapped the vast experience of The Aspen Family Business Group, **Keys to Family Business Success** is a compilation of best practices applied to families and family businesses in transition. Collaboration, communication and careful planning amongst family members, owners and advisors are key to the long-term success of any family business. **This publication serves as a unique resource to families and advisors seeking to find advice in dealing with the tremendous variety of challenges family businesses face today.**

Dirk Jungé, Chairman & CEO of Pitcairn and 4th generation family member and owner.

.I hope that you will be among the first to read the book which will be available in in January of 2011. Go to www.aspenfamilybusiness.com to buy the book. Let me know what you think!

PROUD OF MY DAD!

For the last 20 years I have nagged my dad to write a book. After all, he started out on his career journey seeking to be a writer. But he was too busy *doing his life* to write about it. Only 5 years ago (at age 90), he started his 6th business when he created the Dashaway on the heels of breaking his hip.

Finally, as he approaches his 95th birthday, he has completed his book, **"You Can Do It"**

"You Can Do It!" captures my dad's philosophy and life experience. As a serial entrepreneur and inventor, he strives to find solutions to challenges others shy from. As an adventurer, he took me (at 3 months of age!) and my 7 year old brother on a 76 foot schooner to sail from Lake Michigan to Los Angeles for close to two years. He is a role model to people of all ages around the globe and is relentless in his energy to make things happen to this day. The book describes adventures that span the 20th century and his role in creating the bank credit card system, rapid transit systems and a family legacy of entrepreneurship.

"You Can Do It!" by Stanley Dashew can be purchased at Amazon, Barnes and Noble and at www.ConstellationPress.com.

THREE FEET FROM GOLD

By Sharon Lechter and Greg Reid

In the same spirit as my dad's book "You Can Do It!" Is Sharon Lechter's new book, **Three Feet From Gold.**

Many of you know the best seller from the 1930s **Think and Grow Rich** by Napoleon Hill. Three Feet From Gold is a book that tells of Greg Reid's journey from the bottom of his life through very serendipitous meetings with follower's of Napoleon Hill's ideas.

The authors draw on the stories and experiences of many contemporary successful people to help readers benefit from the philosophy and its application in today's environment. The book is a very easy read and I plan to hand it out to many young people who are struggling to achieve success in our current recession.

The opening quote my Napoleon Hill could easily have been articulated by most every successful person I know and it captures the philosophy that differentiates those who achieve their goals from those who do not:

"You can do it if you believe you can. You control your destiny. There are many things you cannot control, but you can control the only things that really matter: your mind and your attitude. External forces have very little to do with success....Decide to live life to the fullest. You may be three feet from gold."

You may recall Sharon Lechter's name from her successful involvement with creating the **Rich Dad, Poor Dad** books and **Cashflow** games that I have reviewed before in this newsletter. Once again she has applied her great intelligence and creativity to come up with new ways to encourage people and enhance their financial literacy. In addition to her new book, she has created a popular new game for teenagers "Thrive Time for Teens."

For more information, go to her website, www.sharonlechters.com.

Third is the development of new competence and knowledge. I have insatiable curiosity and am never satisfied with what I currently know. I treasure my collaboration with others who help stimulate and cultivate new understanding with me. Writing is a way of harvesting new knowledge and sharing it with others: another way to achieve my mission. In our rapidly changing world, what worked in the past may no longer be effective so our continual growth is essential to on-going effectiveness.

Fourth is collaboration. While my company is small, I have a wide network of colleagues with whom I have collaborated over the years. I feel blessed that I have earned the trust and respect of those whom I respect to work together to achieve specific goals and to make an impact far beyond what I could have done myself. My colleagues in the Aspen Family Business have been most significant colleagues. I have affiliated with groups such as the Southwest Resource Group and a study group of women we named (with some tongue in cheek) “The Golden Geese” (a comment on our seniority as advisors to families in business). I also feel that my work with clients is a true collaboration: they could not accomplish what they do without me and I could not do what I do without them. We are interdependent.

Fifth is staying engaged in the community, in the broadest sense. Part of my success is communicating broadly what I do through a range of media and by being involved in organizations. I have participated actively in professional groups (such as the Family Firm Institute) in business groups (such as Southwest Resource Group) in volunteer boards (such as the McDowell Sonoran Conservancy and the Arizona Community Foundation) and peer groups (such as the International Women’s Forum). Each of these requires an investment of my time and talent, and add to my visibility as a professional and a citizen. New tools, like

LinkedIn and Facebook, are further opportunities to stay connected. Also, part of being engaged in the community is giving back. I feel that as a citizen who has benefited from these communities, it is important for me to help others through philanthropy and volunteer activities.

Finally, I believe integrity is the foundation of it all. My definition of integrity is having clarity about one’s values and then living according to them. I strive to stay true to my values of honesty, keeping agreements, hard work, continuous improvement, creativity and constructive relationships. I find that my work has benefited from the trust people place in me because they can depend on my consistency and the congruence between what I say and do. When misunderstandings arise, I strive to get right with those who feel I have let them down.

As I look ahead, my vision is a little blurry! I know that my mission and values are stable (although I value time off a bit more now than I did earlier in life!) I will continue in my business as long as I have the capability to add value to others’ lives since that is so fundamental to my sense of self. I will continue to build on the principles that I have just shared. But I suspect that there may be new adventures I haven’t identified yet to add to the extraordinary journey I’ve had to date.

My gratitude goes to all of you who have been on this journey with me. Each of you has enriched my life in unique ways. May we continue our collaboration for many years to come~

Leslie

“I want to learn more and more to see as beautiful what is necessary in things; then I shall be one of those who make things beautiful. Amor fati: let that be my love henceforth! I do not want to wage war against what is ugly. I do not want to accuse; I do not even want to accuse those who accuse. Looking away shall be my only negation. And all in all and on the whole: some day I wish to be only a Yes-sayer.” -Nietzsche

*With Best Wishes for a
peaceful, healthy and prosperous
2011*

HUMAN SIDE OF ENTERPRISE, LLC
21839 N. 98th St.
Scottsdale, Arizona 85255
ADDRESS SERVICE REQUESTED