

## Coming Events

(Continued from page 1)

want to do business they way your “dad” always did. Meridith Elliot Powell is the owner of MRP Profit Strategies LLC, and has taken a unique approach to business consulting with a blend of developing people and driving up revenues. Her high energy, spirited wit makes her a fast-paced and effective speaker.

Our program will be in the Chestnut Room of the Rueter Center on the UNC Asheville campus **from 8:30 until 11:30 a.m.**

### E-Mail Alert!

The Family Business Forum has begun to use e-mail as the official program registration. The forms are sent usually 3 weeks before the program is scheduled. If your e-mail changes or you have not received e-mail from us before, let Susan Maas know your correct address at UNC-Asheville (828-251-6527) or e-mail her at [smaas@unca.edu](mailto:smaas@unca.edu). By using this system, we can save on postage costs and be more efficient with RSVP responses. Of course, if you prefer regular mail, let us know and your registration will be delivered just as you like it!

**Book Review** / Instead of a typical business book evaluation, I want to recommend two books about families that I found at the library and am still reading. Both are excellent and have completely different writing styles.

*The Heartbreaking Work of Staggering Genius* by Dave Eggers is not for the weak stomach. In fact that may be a poor choice of words. Sample on page three:

*They took my mother's stomach out about six months ago. At that point, there wasn't a lot left to remove - they had already taken out [I would use the medical terms here if I knew them] the rest of it about a year before. Then they tied the [something] to the [something], hoped that they had removed the offending portion, and set her on a schedule of chemotherapy. But of course they didn't get it all. They had left some of it and it had grown, it had come back, it had laid eggs, was stowed away, was stuck to the side of the spaceship.*

This is based on a real story and adds a new autobiography genre. Four siblings are forced to regroup after the loss of their parents. Using \$10,000 - the bulk of his inheritance money - Eggers launches the counterculture humor magazine *Might* from a San Francisco warehouse office. A different kind of family, a different kind of family business but the tough truths of their childhood will keep you engaged and oddly laughing on every page.

*We Were the Mulvaney*s by Joyce Carol Oates describes a family in a small upstate NY town. The Mulvaney's seem to have everything in perfect order, an historical farm house seven miles out of town, four good kids, parents still happily married, the proprietors of a successful roofing business, and the kind of family you envy but can't help like. After a tragedy strikes the only daughter, a pretty sixteen year old, each member responds differently tearing the close knit family apart.

*For the Mulvaney*s were a family in which everything that happened to them was precious. Which is why many of you envied us, I think. Before the events of 1976 when everything came apart for us and it was never again put together in quite the same way. We Mulvaney's would have died for one another, but we had secrets from one another just the same. We still do.

The character development is excellent and the author is a gifted story teller. You will ache for the family, but have sweet moments of triumph.

# Generations

Winter 2008 • Vol. 7, No. 1

  
UNC ASHEVILLE  
FAMILY BUSINESS FORUM  
*Achieving success across generations*

## Coming Events



Cindy Iannarelli

Dr. Cindy Iannarelli, founder of the Bernelli Foundation and creator of *The Buzz Project*.

Our next program is the **11th of September 2008** in the Chestnut Room at the Reuter Center on the UNC Asheville Campus at from **8:30 until 12:00 p.m.** Dr. Cindy Iannarelli is the founder of the Bernelli Foundation in Italy. The Foundation is dedicated to distributing educational products and training to stimulate entrepreneurial behaviors in children and special populations such as family businesses worldwide. They define entrepreneurship as a way of thinking about creating opportunities through innovations and using available resources in an optimum way. After 25 years of research and field study of family businesses she has much to share about family, money, and your children regardless of their age. Dr. Cindy has taught at the University of Pennsylvania's Wharton School; the University of Pittsburgh; and more than 80 universities worldwide. She is a dynamic speaker and will reveal the things every business owner must know about the money we work so hard to earn. She should know . . . she was raised in a family business!

On **Tuesday November 18, 2008** Meridith Elliot Powell will speak to us about making the right contact and making it count. Even if you are now at the helm, you will be conducting business with all the old guys who



Meridith Elliot Powell

(Continued on page 4)

## From The Director

When you set your clock forward for Daylight Savings Time, did you change the batteries in your smoke detector? You know you should have, but like me, you probably thought you would do it later or that a fire is something that would never happen. Our homes and families are of utmost importance, but the mundane chores of protection seem silly at times. In fact, when Billy and I sold our home two years ago, we had to have the locks changed because we did not even own house keys.

Succession planning is one of those mundane chores that business owners might get around to some day. Scott Hickman, FBF member and CEO of WP Hickman Company recently sent me an article from the May 19, 2008 issue of *Business Week*. Jack and Suzy Welch review their red flags for the decade ahead with family-run businesses. They recognize the strength of such companies to local economies and providing job security to employees.

“And then there's succession, which has never been easy for families” Better health today means longer life and longer stays for owners. The next generation isn't interested in taking over at age 50. Succession plans need to be established **now** and followed to ensure success for the business in the future. Your hard work should not be lost due to a lack of a succession plan. (See the Top Ten Excuses I Can't Let Go on page 4.)

At our May program, we heard three personal stories of how a patriarch passed the business to the next generation. It was enlightening because the unknown element of the future dictates the success or failure of your company without “the plan.”

You know you should do it. First change the batteries in your smoke detector. Then visualize what you see as the future of your business. You have now completed two very important tasks in protecting your family.

Let me know if you have your plan!

Cindy



### Top 10 Excuses I Can't Let Go . . .

10. Too many people I've known died soon after they retired.
9. Without me, the business is nothing.
8. Without the business, I'm nothing.
7. I hate gardening, and get sunburned if I play too much golf or tennis.
6. I need somewhere to go. My marriage vows were for better or worse, but not for lunch!
5. Everyone wants to change the way business is run. If I'm not there, they will.
4. I have several capable successors (kids) and don't want to have to choose one.
3. I have to stay active in the business to protect my income.
2. Nobody can run the business better than I do.
1. Somebody may run the business better than I do.

From Mike and Cohn and Ernest Doud, 1994



### UNCA Family Business Forum

Owen Hall, CPO #1800  
One University Heights  
Asheville, NC 28804-8507

Return service requested

  
UNC ASHEVILLE  
FAMILY BUSINESS FORUM  
*Achieving success across generations*

«oel»  
«acs»  
«seq»  
«name»  
«co»  
«add2»  
«add»  
«City» «Sta» «zip»

NONPROFIT ORG.  
U.S. POSTAGE  
PAID  
ASHEVILLE, NC  
PERMIT NO. 31

**About Our Sponsors**

**Colton Groome & Company**  
Since 1950 Colton Groome & Company has provided clear strategies in a complex financial world. Colton Groome is a financial strategies and benefit planning company that assists business owners in establishing carefully constructed financial security and succession plans. Offices are located at 34 Orange St., Asheville. (828/252-1816, fax 828/254-5895) [www.coltongroome.com](http://www.coltongroome.com)

**First Citizens Bank**  
Established in 1898, First Citizens is the largest family-controlled bank in the United States. First Citizens' product array includes a full line of financial services such as personal and relationship banking, private client banking, investor and trust services and insurance services. Its main office in Asheville is located at 108 Patton Ave. (828/257-5744, fax 828/684-4329) [www.firstcitizens.com](http://www.firstcitizens.com)

**McGuire Wood & Bisette PA**  
McGuire Wood & Bisette is the oldest law firm in Asheville with continuous practice dating to 1894. The firm is focused on the business, financial and litigation needs of its clients in Western North Carolina and across the United States. The firm is located at 48 Patton Ave., Asheville, in the Drhumor Building. (828/254-8800, fax 828/252-2438) [www.mwbavl.com](http://www.mwbavl.com)

*Generations*, the newsletter of the Family Business Forum of the University of North Carolina-Asheville, is published four times a year by the UNC Asheville Family Business Forum, CPO #1800, One University Heights, 320A Owen Hall, Asheville, NC 28804-8507, telephone 828/251-6797 voice box 8003, e-mail [cclarke@unca.edu](mailto:cclarke@unca.edu). Cindy Clarke, Executive Director. Nonprofit postage paid at Asheville, NC. Printed by Daniels Graphics, 131 Sweeten Creek Road, Asheville, NC.

Visit our Web site at [www.unca.edu/fbf/](http://www.unca.edu/fbf/)

**Longstanding, Family-Owned  
INSURANCE SERVICE OF ASHEVILLE  
Celebrates 50th Year in Business in 2008**

The family-owned, independent insurance agency **Insurance Service of Asheville (ISA)** celebrates its 50th business anniversary throughout 2008. Founded in June 1958 by James Stickney III, ISA has been a part of Asheville's history and its growth, providing a wide array of insurance services to individuals, businesses and institutions in Western North Carolina and beyond. A living example of a small family business that has kept pace during a half-century marked by the expansion and conglomeration of multi-state and international corporations, ISA has thrived as a local company committed to the service of its local customers.

James (Jim) Stickney III entered the first grade in Asheville, after his family returned from Cuba where he was born in June



1926. Like many families of that generation, his was crushed by the Great Depression of the 1930s. Smart and driven, he graduated from UNC-Chapel Hill in just three years. He married Dorothy (Dottie) Mathews Stickney in 1953 and then five years later, with not a nickel or hope of inheritance, founded Insurance Service of Asheville. From a room in the basement of Asheville's Battery Park Hotel he typed out policies for carriers who believed in him and made their insurance coverages available for him to sell. One by one, he attracted customers, promising them he'd be there for them when needed. Steadily, by keeping that promise, his repu-



tation and customer base grew. He was beholden to every policyholder he served. His loyalty to and appreciation for his customers has always been an inspiration to his family and employees.

ISA is now owned and managed by Jim Stickney's three children: James W. Stickney, IV (President,) Samuel M. Stickney (Senior Vice President,) and Mary Alice Stickney Arthur (Vice President of Administration.) Their father Jim Stickney passed away in 2005 survived by his wife Dottie, their children and grandchildren. The Stickney family continues to conduct its business with the values derived directly from their founder and father's vision and leadership.

Insuring a wide range of clients from individual homeowners to large manufacturers and entire municipalities such as the City of Asheville, ISA has 20 employees in three divisions at its downtown Asheville headquarters: Commerical Insurance; Life, Health and Employee Benefits; and Personal Lines Insurance. The Stickney family members' management involvement is not the only facet of the company's endurance: many of ISA's staff have been with the company for 20 years or more.

Insurance Service of Asheville (ISA) is now one of the oldest and largest insurance agencies in Asheville, and one of the few remaining independents. For more information about Insurance Service of Asheville, contact its offices at (828)253-1668 to request a brochure or to speak to an agent. [www.isa-avl.com](http://www.isa-avl.com)

**What Is Your Succession Style?**

Three panelists shared their personal story of succession at our May program. Gayle Mair of Damp-Chaser; Buddy Waters of Cunningham Waters Construction Company; and Stuart Weidie of Blossman Gas embodied the following traits when they spoke about their personal experience of succession planning. It was an evening of entertaining insight.

Ron Reece, Ph.D. of Greenville, SC served as moderator that evening. He shared different aspects of the emotional side of succession planning. He listed the attributes necessary to a successful transition; types of exit styles and the ten top excuses why leaving the business is so difficult. Below are his insights which were incidentally shared by participants and audience.

**Top Five Successor Attributes**

1. Integrity.
2. Commitment to business.
3. Respect from employees
4. Decision-making abilities and experience.
5. Interpersonal and communications skills.

Even armed with the above attributes, the way you exit from the family business can be revealing about the inner you. According to Jeffery Sonnenfeld's *The Hero's Farewell*, there are four distinct exit styles. Be honest with yourself as you read these descriptions.

**Monarchs** do not leave office until they are decisively forced out through death or a palace revolt. The palace revolt may be in the form of ultimatums, the resignations of top officers, or the action of the board of directors.



**Generals** depart in a style also marked by forcible exit. Here, the chief executive leaves office reluctantly, but plots his return

and quickly comes back to the office out of retirement in order to rescue the company from the real or imagined inadequacy of his successor. The general enjoys being the returning savior and often hopes to remain around long enough to take the firm and himself toward even greater glory.

**Ambassadors**, by contrast, leave office quite gracefully and frequently serve as post-retirement mentors. They may remain on the board of directors for some time, but they do not try to sabotage the successor. The ambassadors provide continuity and counsel.



**Governors** rule for a limited term of office, then shift to other vocational outlets entirely after retirement. Despite their fairly graceful exits, the governors maintain very little ongoing contact with their firm once they have left.

You might think succession planning does not apply to you and your family business then read the list provided by Ron Reece, Ph.D. Do any of these apply to your business?

TekTone's Management Review Team is currently engaged in a "Lean Initiative" led by Carlos Mira, President, to study the book, *The Hitchhiker's Guide to Lean*. This book is a good introduction to Lean, and TekTone® is providing a copy to each employee that wants to read it.



"Lean" aims to make the work simple enough to understand, to do and to manage. The concepts presented in "Lean" must be supported by all departments, not just production, to be successful. It is a never-ending quest that changes the way we look at things. It is not an event but a subtle ongoing process.

Carlos said, "I firmly believe that with the help of "Lean" principles and tools, our staff can add more value to all our products."



Daniels Graphics and Daniels Communications are at last under one roof. Daniels Communications recently moved to 135 Sweeten Creek, next door to Daniels Graphics. Now The Daniels Group is under one roof. The move will streamline mailing and fulfillment efforts and create new ways to solve marketing challenges for our customers.



Congratulations to Wendy Banks, ??????