

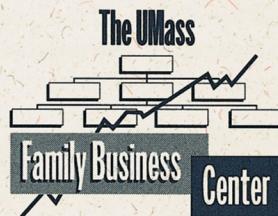
Executive Education for the
Entrepreneurial Family

**Upgrade Your Family
Business in our Interactive,
Noncommercial, Adult
Learning Organization:**

- Communicate Better
- Achieve Your Strategic Goals
- Turn Your Visions Into Realities
- Build Stronger Business Partnerships
- Market Your Business
More Effectively
- Create Clearer Policies

**Let the UMass
Family Business Center
show you how!!**

Since 1994, we have been
“Supporting an ongoing dialogue among
family members in business to gain perspective,
develop strategies, and overcome obstacles faced
in the conference room and in the dining room.”



Schedule of Upcoming Events

**"All You Can Eat!!
All You Can Learn!!"**

September 14, 1999

**Tuesday, 5:00-9:00 p.m.,
Inn at Northampton,
Northampton, Mass.**

**YOU TALKIN' TO ME?:
A WORKSHOP IN "WHOLE LISTENING"**

In business, in family, in life, effective communication depends not only on our ability to express ourselves clearly, but also to listen in a manner that increases understanding. Truly hearing someone requires that we go beneath the masks we each wear and the roles we play, eliminating the agendas we harbor and decreasing our tensions of disagreement. Achieving this level of rapport is both a science and an art, and demands listening with more than our ears and intellect. It requires that we hear with a clarity that can deepen and expand our comprehension—not only of others, but of ourselves. Combining theory and technique from the worlds of theater and the healing arts, this workshop is geared toward learning to hear the real message both within and beneath the words being spoken. Listening then becomes less a passive activity and more a focused, active, generous event. Presented by Deborah Lubar, a performer and writer, well known in the Pioneer Valley for her one-woman shows (most recently, *You Do What You Do, A Story's A Story, and Eve's Version*). Ms. Lubar was a tenured professor at Smith College until 1994, when she left to pursue her own work more fully.

"Wow! How lucky we are to have a resource like this in Western Mass. Not only are we able to attend seminars and workshops by nationally recognized experts, but the Family Business Center also provides an opportunity to confidentially network with local people who know first-hand what it's like to be running a family business."

*Richard Cooper,
Cooper's Dairyland*

October 13, 1999

**Wednesday, 5:00-9:00 p.m.,
Delaney House, Holyoke, Mass.**

CAPITALISM REDISCOVERED: STRATEGIC COMPENSATION FOR FAMILY BUSINESSES

We are pleased to welcome back Don Jonovic, who will be discussing the reason why many people bother coming to work: Compensation. On first glance at the typical family business income statement, it seems employees (via payroll, taxes, and benefits) are one of the most significant expenses. This seminar takes a deeper look at these costs from the perspective that employees, particularly key employees, are an investment, perhaps one of the most important "capital" investments a business makes. The program deals, in depth, with the purpose, design, implementation, and potential problems of management compensation systems focused on achievement of strategic goals. Don Jonovic of Family Business Management Services, Cleveland, OH, is a professional advisor to owners of family and closely-held businesses. He has worked with businesses in most phases of American industry and agriculture as a consultant, educator, author, and corporate director since 1973. He is the author of several books on family business, including *The Ultimate Legacy: How Owners of Family and Closely Held Businesses Can Achieve Their Real Purpose*.

October 13, 1999
Wednesday, Noon-2:00 p.m.,
Delaney House, Holyoke, Mass.

**CONTINUOUS LEARNING (AND EATING)
FOR EXPERT ADVISORS**

Another in a series of Continuing Professional Education lunches for attorneys, accountants, bankers, psychologists, management consultants, insurance agents, financial consultants, mediators: all who want to hone their skills in serving family companies. Dr. Donald Jonovic, recognized as an expert and founder in the field of family business consulting, will discuss how Professional Service Providers can better serve their business owning clients. \$40 per person (or 3 from the same firm for \$100) buys lunch and participation in this useful session.

"As always, the value added to our family business by participating in these programs and by interacting with the corporate partners is invaluable."

Amy Scott,
DesignWorks

November 16, 1999
Tuesday, 5:00-9:00 p.m.,
Chez Josef, Agawam, Mass.

**BUILDING STRONGER, HEALTHIER
PARTNERSHIPS IN FAMILY BUSINESSES**

Business schools don't teach people how to be good business partners. This is unfortunate because knowing the best strategies for keeping business partners happy will have a significant, positive effect on your company's bottom line. Dr. David Gage, founder of Business Mediation Associates, a multidisciplinary team of mediators in Washington, DC, learned a lot about the ingredients of successful partnerships by mediating disputes among partners and family business owners and by interviewing partners for his upcoming book *Tying Fortunes and Futures: Partners in Business*. He will also describe the Partnership

Charter, a tool he developed for conflict prevention and for making partnerships as strong and healthy as they possibly can be.

**ALSO: KNOWING WHEN TO CALL ON A
CONSULTANT (AND HOW TO USE THEM TO
REALIZE YOUR GOALS AND VISIONS)**

In their search for success, business owners and managers will try many different strategies. At some point, most will at least consider the possibility of hiring an outside consultant to analyze current business operations and recommend measures to achieve improvement. Bringing on a consultant is often a difficult decision for many business owners for a variety of reasons. Some stubbornly cling to the belief that they can solve their problems themselves; others have doubts that an outsider could possibly know or understand their particular company enough to help implement effective change; and still others look at it from a dollars and cents standpoint. This session will be led by Anne Weiss, a consultant with TLD consulting, a consulting firm located in Longmeadow, Mass. Anne will demonstrate how a skilled consultant can coach a company and help turn their visions into reality. By careful listening, asking the proper questions, and by developing new thinking and instituting practical structures, a business can achieve previously unachievable goals.

December 14, 1999
Tuesday, 5:00-9:00 p.m.,
Inn at Northampton,
Northampton, Mass.

**THE HOWS AND WHYS OF CREATING
AN EMPLOYEE HANDBOOK**

How can your employees and managers run your company successfully when they don't know what the rules are? There are many complex employment issues, ranging from personal time, 360° performance reviews, parental leave, diversity, harassment, professional conduct, substance abuse, working with family, bringing your pets to work, family perks, the unmotivated worker, and

how to get a raise. Our panel includes those who have elegant, living documents that guide the behavior and performance of the staff, to those who create those documents, to those who specialize in certain issues that are key components of the modern handbook.

**ALSO: MARKETING WITHOUT
MEGABUCKS: HOW TO SPEND FEWER
MARKETING DOLLARS AND ACHIEVE
GREATER RESULTS THAN YOU EVER
THOUGHT POSSIBLE.**

Shel Horowitz, known to many of you as the Family Business Center's reporter-in-residence, started his own company with an initial marketing investment of \$12, and—eighteen years later—still relies largely on marketing methods that cost little or nothing. He'll discuss, among other things:

- How to turn the press—trade or general—into your own FREE publicity bureau
- How to market effectively online, even without a Web site—for FREE
- How to get your own clients and customers to do your marketing for you
- Why most businesses WASTE

most of their

marketing dollars—and how

you can do it

differently

• Why small

family compa-

nies have a

built-in mar-

ketting advan-

tage—and

how to make

the most of

it. Shel is the author of *Mar-*

Marketing Without Megabucks: How To Sell Anything

on a Shoestring, and *The Penny-Pinching Hedo-*

nist: How to Live Like Royalty with a Peasant's

Pocketbook. He is founder and principal of Accu-

rate Writing & More, as well as Web master of

www.frugalfun.com, providing affordable mar-

ketting strategies and materials for small busi-

nesses, nonprofits, and craftspeople.

F B C R E G I S T R A T I O N F O R M

- Sept. 14, 1999 • You Talkin' to Me?: A Workshop in "Whole Listening"
- Oct. 13, 1999 • Capitalism Rediscovered: Strategic Compensation for Family Businesses
- Oct. 13, 1999 • Continuous Learning (and Eating) for Expert Advisors
- Nov. 16, 1999 • Building Stronger, Healthier Partnerships in Family Businesses
- Dec. 14, 1999 • The Hows and Whys of Creating an Employee Handbook

Please register me and the following people

Name _____

Company _____

Address _____

Tel. _____

Name _____

Company _____

Address _____

Tel. _____

FBC Members and Corporate Partners: Please register your attendees for each individual event—call, email, or fax Ira Bryck with names of attendees and/or guests.

Family Business Owners: Interested in attending any one session as a trial run? Check off date of event you wish to attend, enclose payment (\$80 per person; 3 for \$200), and mail to: UMass Family Business Center, Box 31650, Amherst, MA 01003

The University of Massachusetts is an equal opportunity, affirmative action institution.

Questions?: Ira Bryck (413) 545-1537

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