

# CREATING A COMMON FAMILY VISION FOR FAMILY BUSINESS UNITY

Presented by:  
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November 12, 2019

RESTAURANT FINANCE MONITOR'S  
RESTAURANT FINANCE &   
DEVELOPMENT CONFERENCE®



# Family and Business

Family/Personal  
Relationships



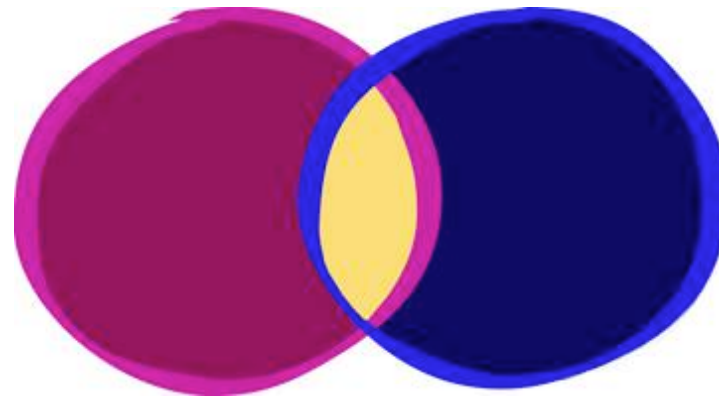
- Emotion Based
- Oriented Inward
- Minimizes Change

Wealth/Business



- Task Oriented
- Oriented Outward
- Exploits Change

# Constructive Overlap



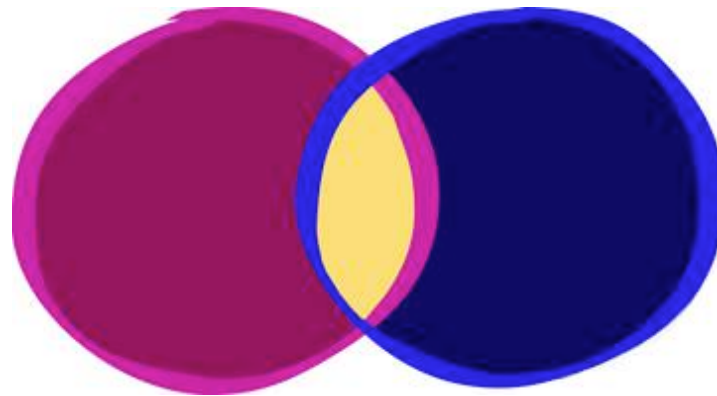
Family/Personal  
Relationships

Wealth/Business

You can never separate the circles

# Constructive Overlap

Promotes Fulfilling Family Relationships  
and Successful Business Operations



# Excessive Overlap Creates:

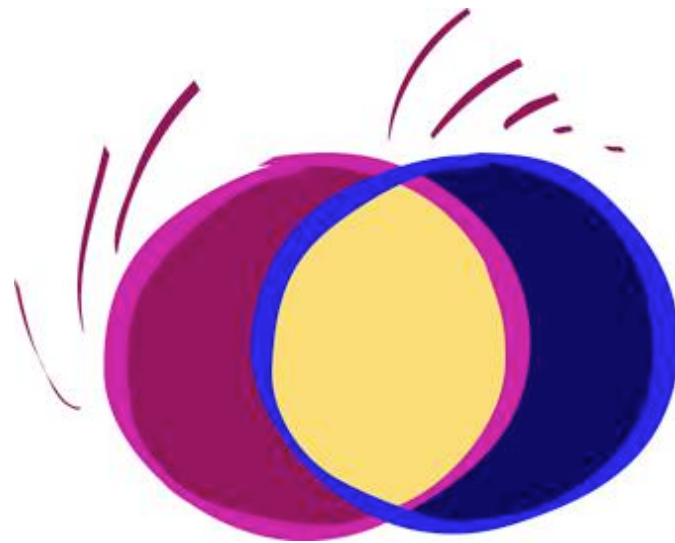
- ◆ Vulnerability of Business
- ◆ Vulnerability of Family/Personal Relationships
- ◆ No Refuge

# No Refuge

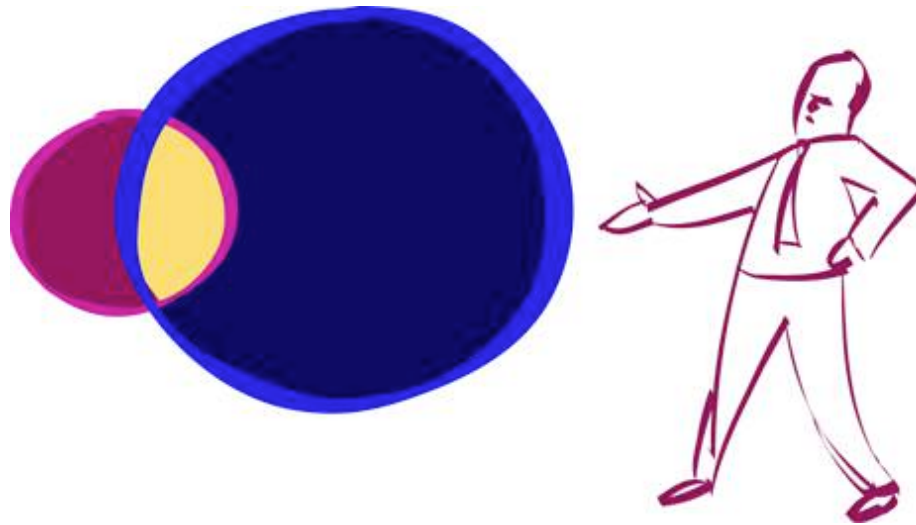


Vulnerability of Business and Family

The Circles are Dynamic



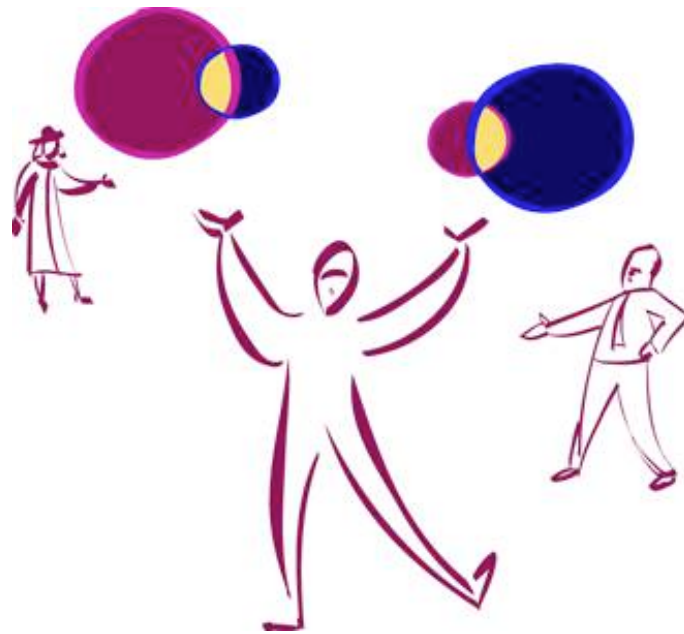
# The Circles are Individual



Dad



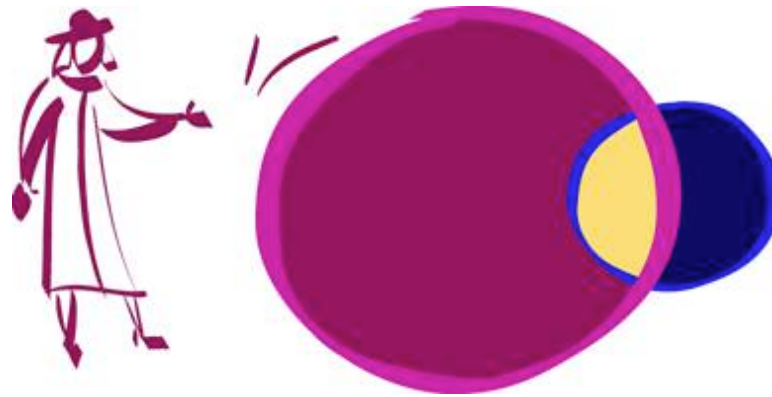
# The Circles are Individual



Son

?

# The Circles are Individual

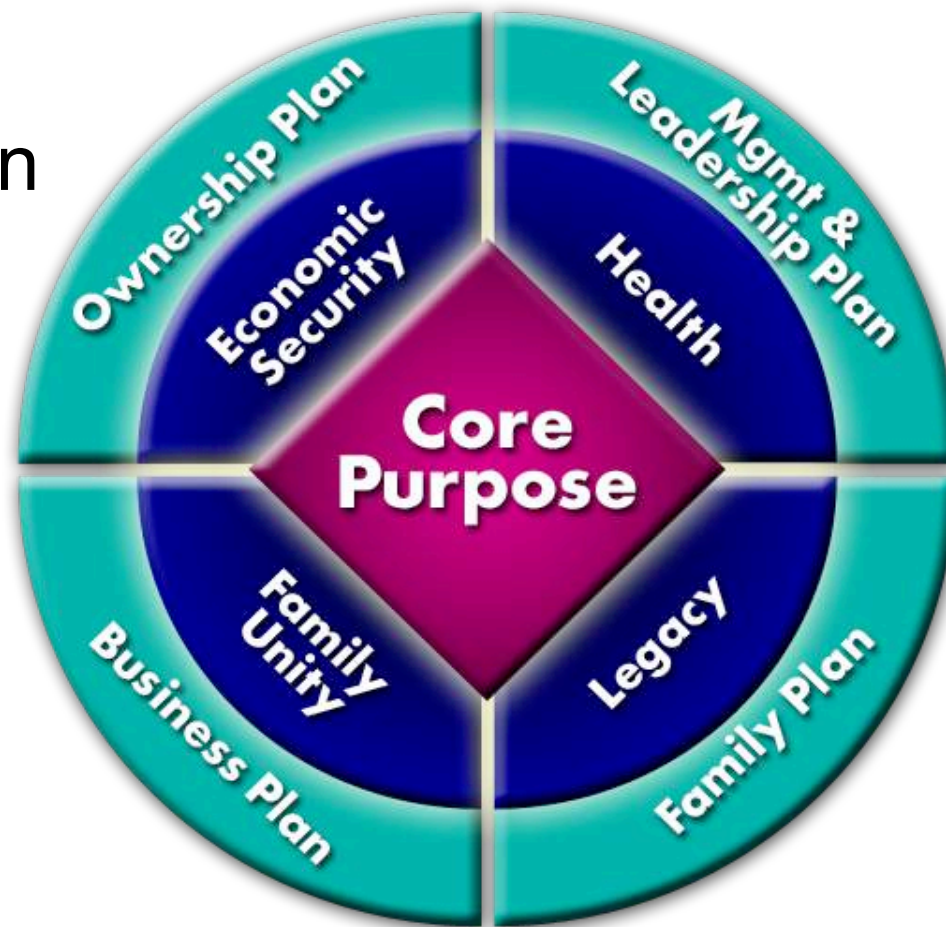


Daughter-in-Law

# Major Pitfalls

- ◆ Avoidance of issues
- ◆ Failure to plan

# Inside-Out Succession Plan



# Common Concerns and Obstacles

10. Poor expression of feelings and wants
9. Differences seen as a liability rather than an asset
8. Indirect communication
7. Entitlement
6. Scarcity

# Common Concerns and Obstacles

## 5. History

- Hurts
- Celebration of Success
- Irrational Fears

## 4. Other oriented regarding change

- Self Responsibility

# Common Concerns and Obstacles

## 3. Control

- In charge
- Coping
- Perfectionism
- Pride
- Stubborn

## 2. Lack of forgiveness

## 1. Lack of appreciation and recognition

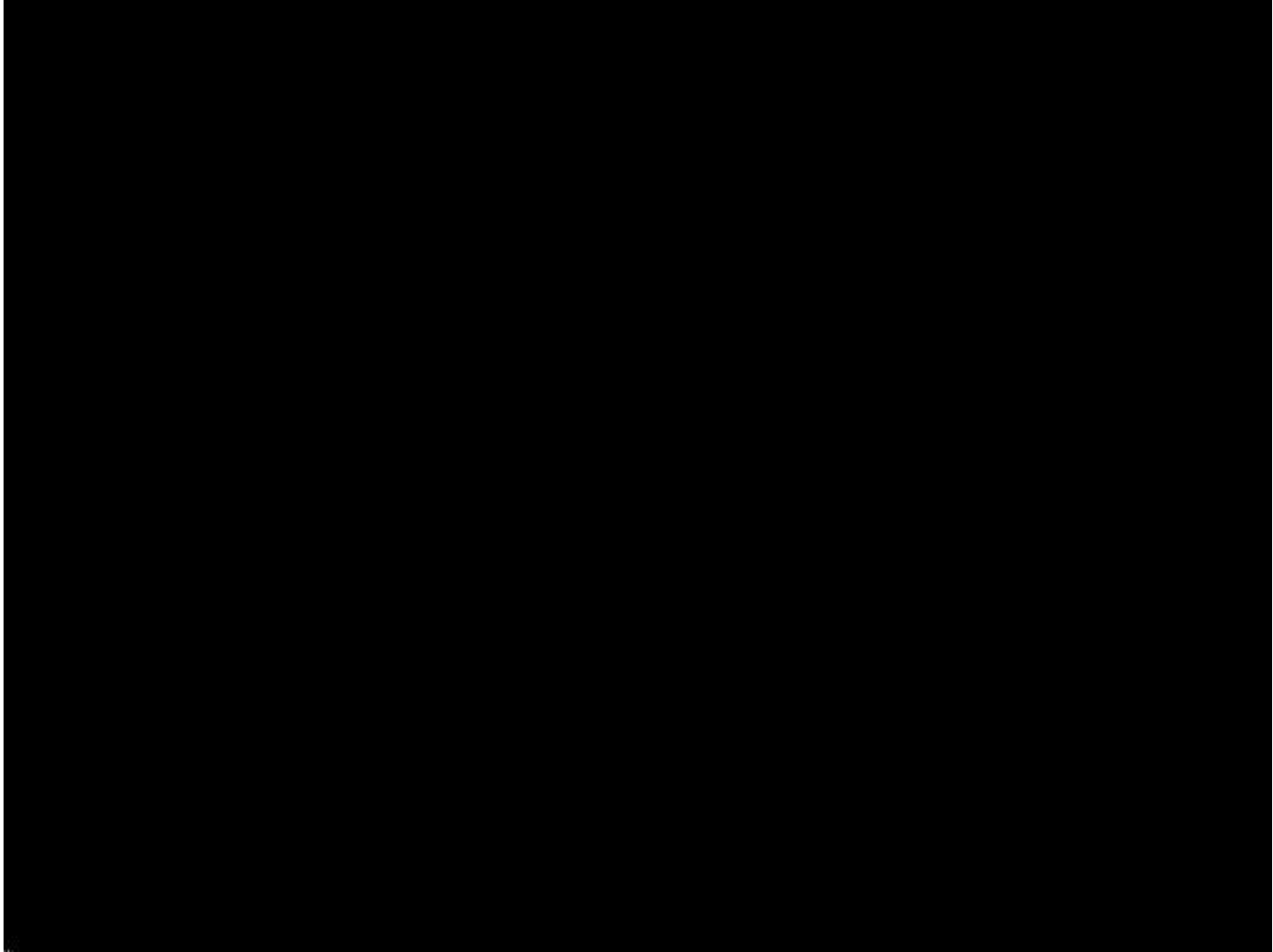
**What's a Legacy?**

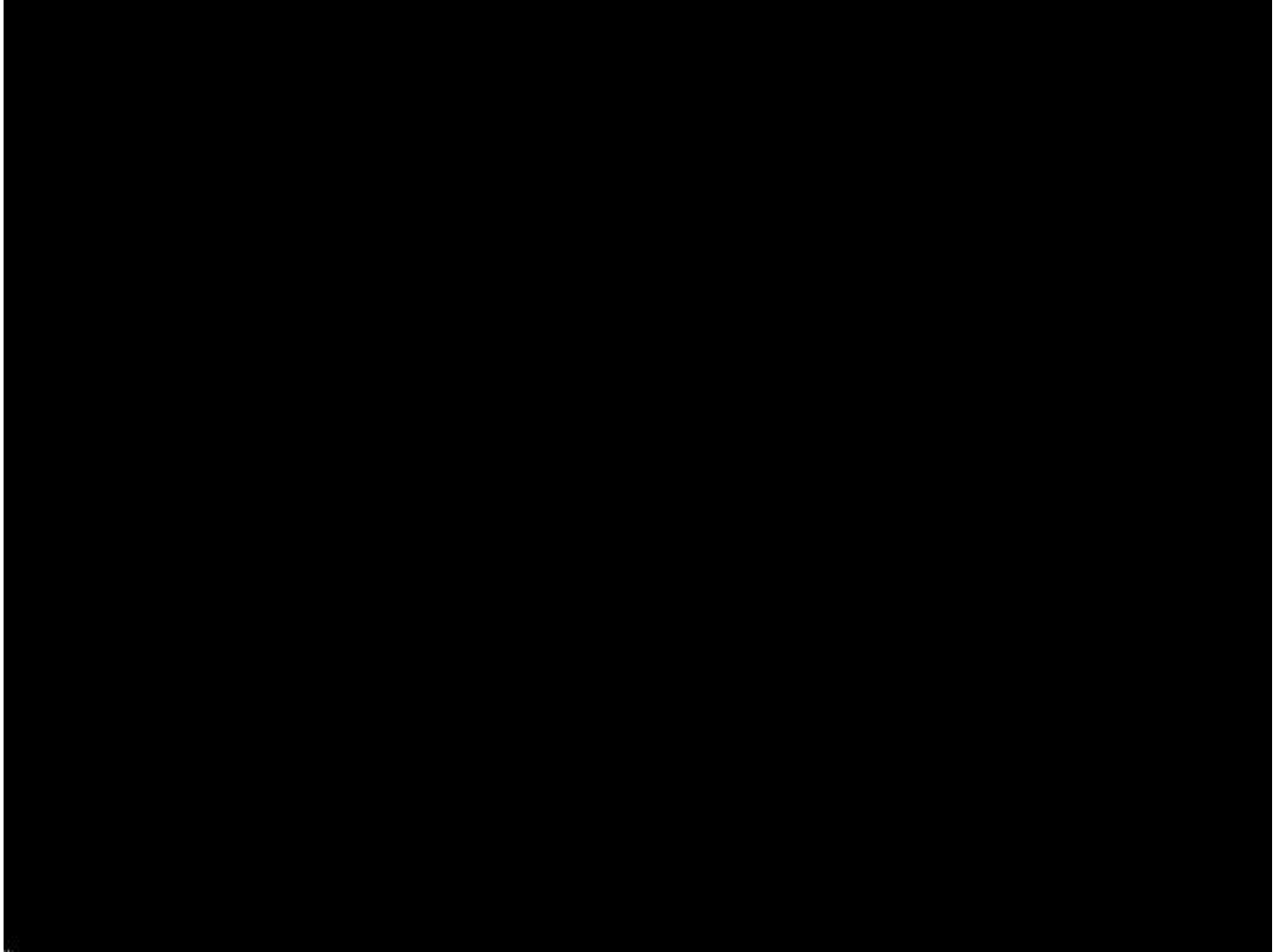


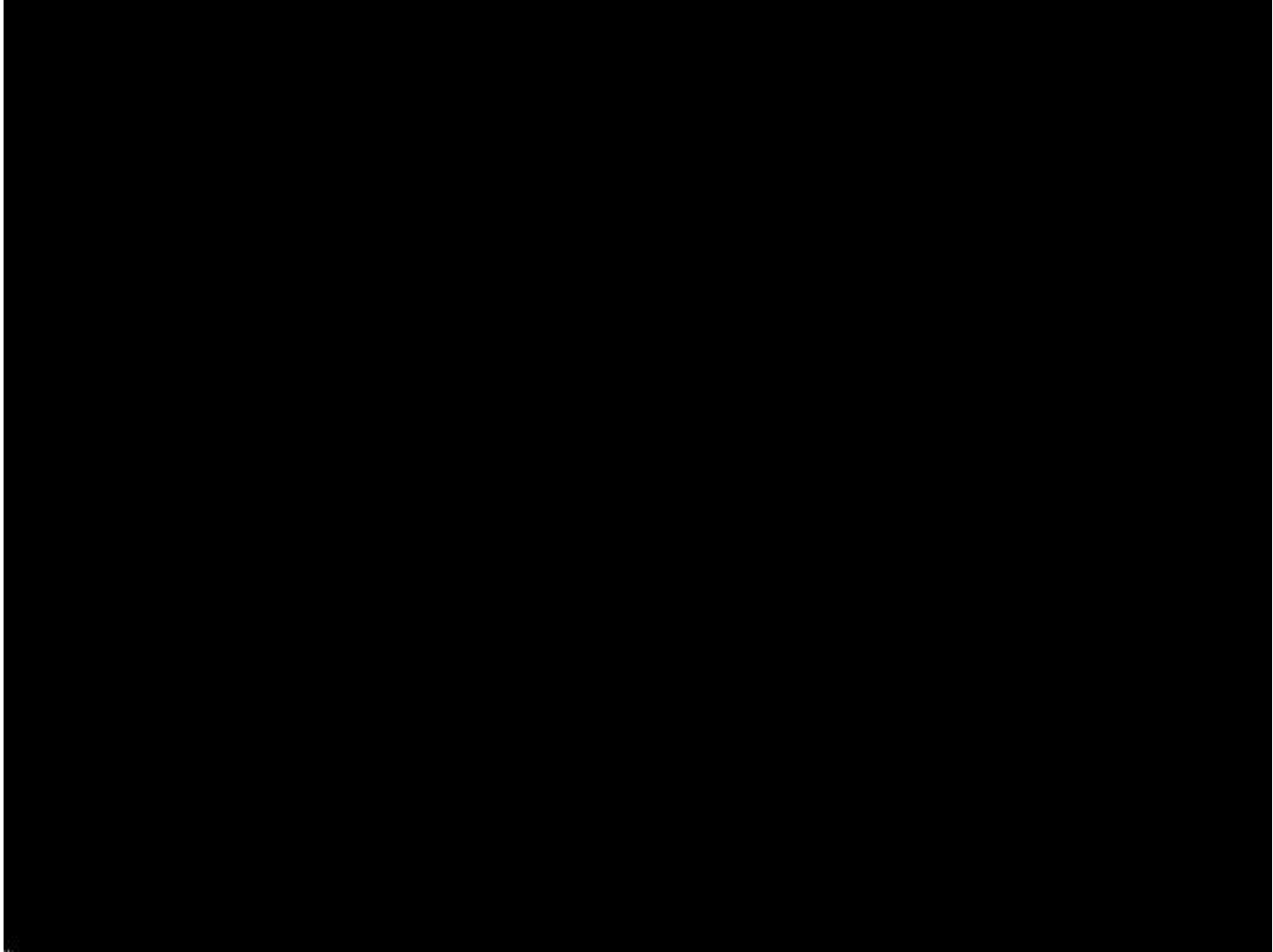
**Here's one legacy**



**Will it create value for the whole family?  
Will it last?**







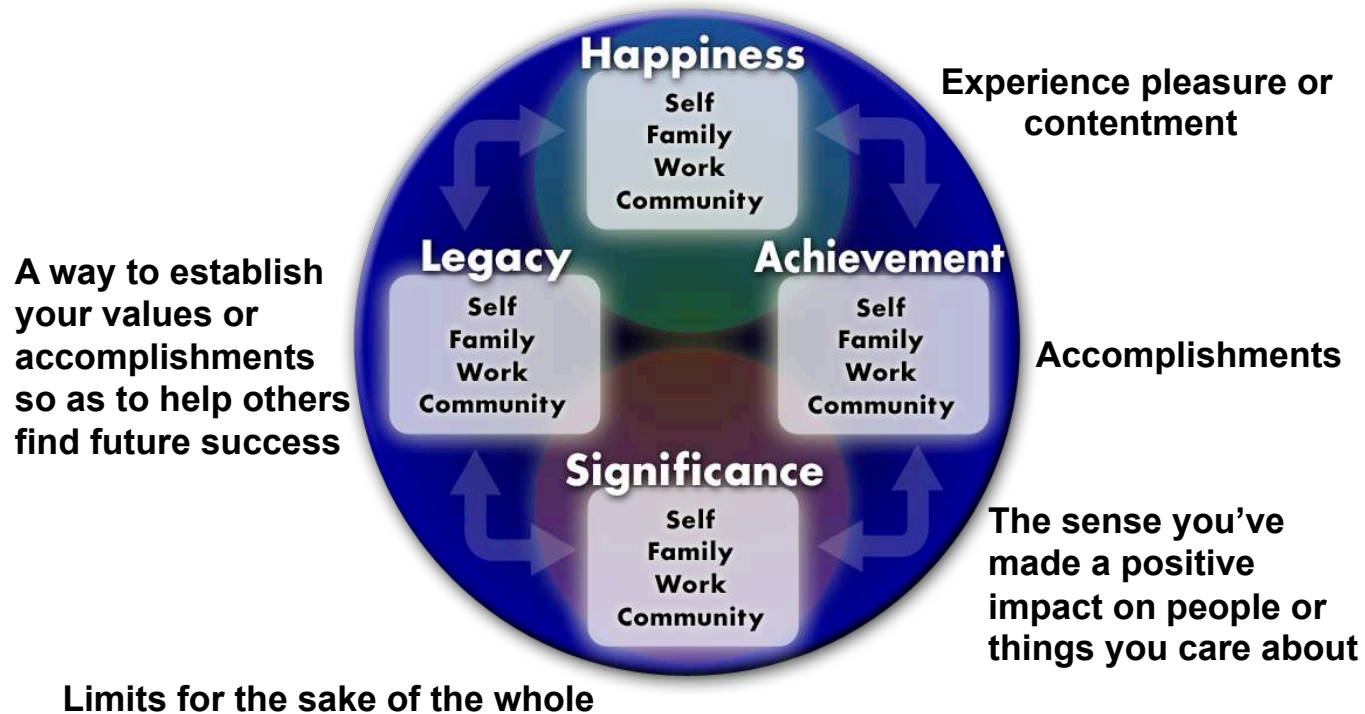
# Definition of Legacy

Webster's definitions:

1. "...money or property left to someone by a will."
2. "Anything handed down by an ancestor."

# Success that Lasts

By Laura Nash & Howard Stevenson – Authors of Just Enough



# Creating Innovative Solutions

Honoring the B.O.S.S. and Creating a Common Vision



# The B.O.S.S. Network

<b>B</b> BUSINESS	<b>O</b> OTHER(S)	<b>S</b> SELF	<b>S</b> STAKEHOLDERS
Mission/Goals	People/Groups <i>Centrally Involved</i>	Yourself	People/Groups <i>Peripherally Involved</i>
Plans	Team Members		Customers/Clients
Tasks/Projects Results Outcomes	Cross-Functioned Representatives		Vendors  Special Interest Groups  Family



# Secrets of a Soulful Family Business

## a. Soul

- Your essence or your embodiment.
- Soul has to do with your family values, love, and heritage.
- It includes the happy and positive things, as well as the painful and difficult things.
- Your soul and these qualities are what differentiates you from your competitors.
- “Its your secret sauce.”

# Benefits of a Common Vision

- ◆ Unites a family to a superordinate goal.
- ◆ Creates a source of inspiration when it becomes necessary to make a contribution to the common good.
- ◆ Creates a measuring stick for the family to evaluate family as well as individual behaviors.

# Benefits of a Common Vision

- ◆ Informs family members in their own development and the creation of their individual visions.
- ◆ Creates a model for change.

# 1. Create and utilize a Common Family Vision

a. Soul equals your essence

b. Common Family Vision

i. Family Prayer for Loving Kindness

ii. Individual Vision

iii. Reciprocal commitment to each other's success (the O part of the BOSS)

iv. Kything

v. Psychic energy

# Common Family Vision Example

## **Danz Common Family Vision**

In our family and business we promote respect, honesty, fairness and encourage an environment that is loyal and unified. At the heart of our vision is our commitment to generosity, quality, and an appreciation of each other's gifts. As a hard-working and dedicated family, we communicate and celebrate our spirituality.

## **Prayer for Loving Kindness**

May our family be filled with loving kindness  
May we be well  
May our family be peaceful and at ease  
May our family be happy

## **Father's Individual Vision**

I and my family are blessed by God's abundance. I am nourished by giving back.

## **Family Kything**

May Violet be inspired by God's generous love.  
May Saul inspire those he works with to achieve their highest potential.  
May Joan experience the quilts of her life and the joy of nurturing God's love in her family.  
May John continue the feeling of contentment and appreciation for the blessings in his life regarding family and business.

# Kything

- ◆ A conscious act of spiritual presence.
- ◆ The ministry of presence.
- ◆ Kything is not psychological. It is spiritual.
- ◆ To Kyth – to present your soul to another.

# Kything

- ◆ Kything happens through communion.
- ◆ The evolutionary step is in making the communion conscious or purposeful.

# Psychic Energy





“A group of people is kept together by two kinds of energy – material energy provided by food, warmth, physical care, and money; and the psychic energy of people investing attention in each other’s goals.” p. 110

“Now that the integrity of the family has become a matter of personal choice, it cannot survive except for the regular infusion of psychic energy.” p. 111

“When people pay attention to each other, or to the same activity together, the chances of finding flow, binding the family, increases.” p. 112

“Only when there is harmony between the goals of the participants, when everyone is investing psychic energy into a joint goal does being together become enjoyable.” p. 113

~ Mihaly Csikszentmihalyi, Finding Flow

## 2. Communication

Develop and maintain positive communication and conflict management skills

- a. Talking skills
- b. Listening skills
- c. Conflict resolution skills and process
- d. Understand “Hubler’s speck of dust” theory



### 3. Forgiveness

Forgiveness is the feeling of peace as you take your hurt less personally, take responsibility for how you feel, and become a hero instead of a victim in the story you tell. Forgiveness is the experience of peacefulness in the present moment (p. 78).

#### 4. The Last Challenge of Entrepreneurship

Owners do not have to leave their companies, but they must change their job descriptions and become the architects and designers with their family and advisors of the ownership system and management and leadership system and focus on what gives them heart and meaning in the company and their legacy.

5. Conduct regular Family Meetings

6. Love (the definition is promotion of the spiritual wellbeing of another)

a. Brothers example



## 7. Legacy

### a. The Laura Nash Model



# Success that Lasts

By Laura Nash & Howard Stevenson – Authors of Just Enough

A way to establish your values or accomplishments so as to help others find future success

Limits for the sake of the whole



Experience pleasure or contentment

Accomplishments

The sense you've made a positive impact on people or things you care about

8. Active Board of Directors (with outside members or advisors)
9. Have a current Family Participation Plan





## 10. Gratitude, Service, and Philanthropy



Gratitude is the way the heart remembers kindness—cherished interactions with others, compassionate actions of strangers, surprise gifts, and everyday blessings.

~ Robert Emmons from Thanks

# Questions and Discussion





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**Tom Hubler, President of Hubler For Business Families, Inc., integrates the notion of spirit in his work with family businesses. In addition to his consulting, he has served as a professional in residence at the University of St. Thomas in Minneapolis and served on the advisory board for the Center for Family Enterprise for ten years. Formerly, he was an adjunct instructor at the University of St. Thomas, where he co-taught a class on Family Business Management. His opinions are widely sought in the national press, and he has spoken nationally and internationally on topics of concern to families of business and wealth. Huber is a certified leadership and career coach from the Hudson Institute of Santa Barbara. He serves on the boards of several Twin Cities non-profit organizations. Hubler is the founder of the Minnesota Family Business of the Year Awards, now in its 12th year celebrating excellence in Minnesota Family Businesses. In his free time, Hubler is an aspiring poet and tends honeybees.**