

Legacy Matters

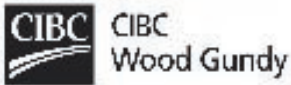
JUNE 2004

The 2004 Family Legacy Series A gala evening with the JR Shaw Family

May 11th was an important date in the Canadian business calendar this year, as over 380 business family members, advisors and friends gathered at Vancouver's Fairmont Waterfront Hotel to socialize, network and learn in the presence of one of Canada's household names: the JR Shaw Family, of Shaw Communications Inc. and Corus Entertainment.

*The 2004 Family Legacy Series
was proudly presented by:*

T. STENNER GROUP™
WWW.TSTENNERGROUP.CA



and sponsored by:

The Centre for Entrepreneurs & Family Business

PRICEWATERHOUSECOOPERS



Hemlock Printers Ltd.

Diamonds Direct



SAUDER SCHOOL OF BUSINESS
THE UNIVERSITY OF BRITISH COLUMBIA

The Family Legacy Series is the Business Families Centre's flagship gala event, bringing families from widespread backgrounds together to learn from the experiences of business family leaders worldwide.

The inaugural Family Legacy Series in 2001 featured two generations of Calgary's Mannix family, creators of the Toronto subway system (to name but one of their major achievements). In 2002, over 700 guests gathered to learn from the SC Johnson family –one of the largest consumer product companies in the world– and to watch the Canadian premiere of Sam Johnson's celebrated documentary.

The third in the Business Families Centre's Family Legacy Series, the 2004 event returned to a more traditional dinner and presentation format, with a networking reception to start off

the evening.

This year the Business Families Centre was proud to be host to six members of the Shaw family, founders and active owners of one of Canada's most successful media empires.

On the night

The Fairmont Waterfront's sun-filled reception room was buzzing as guests enjoyed pre-dinner drinks and conversation with friends and colleagues old and new.

Guests settled themselves at the tables in the grand ballroom; for some it was a chance to spend time with generations of family away from the boardroom, for others it was an opportunity to meet potential advisors and clients and learn from other business family members.



Two generations of the Shaw family answer questions from the audience

As the first course was served, the ballroom filled with the sound of animated conversation and the clatter of cutlery. David Bentall –the host for the evening and the Chair of the Business Families Centre–stepped up to the podium and welcomed the audience on behalf of the presenting sponsor, Thane Stenner of the T. Stenner Group of CIBC Wood Gundy. David immediately put guests at their ease, as he joked about the noise and persuaded everyone that yes, it was possible to eat and listen at the same time!

The new Director of the Business Families Centre, Edie Doecker, wore a wide smile as she came up to the podium and looked over the full ballroom –this was the Centre’s third, but Edie’s first Family Legacy Series dinner, and it gave her obvious pleasure to be a part of this awareness-raising event. Edie brought everyone’s attention to the Business Families Centre’s new programs and she shared with the crowd how she regretted that her own family didn’t have the benefit of such resources during their own testing times.

After words from Dan Muzyka, Dean of UBC’s Sauder School of Business, and West Bay SonShips’ Wes Vermulen, the crowd was ready to meet the Shaws.

The Shaw kids tell all

The Shaw family presentation started with the second generation: Jim, Heather, Julie and Brad Shaw took their places on stage, relaxed and ready to talk. Moderator Dennis Erker, a personal friend of and advisor to the Shaw family, quizzed each Shaw about their start in the family business.

Dinner guests learned that each of the Shaw kids took a different route into the family

business, working from the ground up, following individual interests, and in one touching story, escaping from personal tragedy to become a key player in the family business. But the uniting factor in each story was the role their father, JR, played in their business lives. The Shaws told of his commanding nature, but also of his supportive side: as Jim put it, the “hand on the back” was always there, giving non-intrusive support when needed.

Each Shaw shared their own story and showed their personality, although Jim Shaw will always be remembered as the entertainer in the group, raising laughs from the dinner guests and his siblings. When asked how decisions were made in family meetings, the Shaw kids competed to tell the “Pearl Harbour” story about their dad’s somewhat autocratic tendencies. The story goes something like this:

On holiday in Hawaii, the Shaws were deciding what to do one sunny day. JR gave the kids a choice: go to the beach, go

“It was very interesting to receive an insight into the inner workings of the Shaw Family business and family dynamics. True transparency from a family of such stature is an invaluable experience.”

Rod Bower, The T. Stenner Group of CIBC Wood Gundy

shopping, or take the Pearl Harbour tour. Each kid gave his or her answer –“The beach!” “Shopping!” JR turned to them and calmly said: “Right then, Pearl Harbour it is!”

The story raised chuckles throughout the ballroom, as many identified with that strong character prevailing in both business and family relationships.

Eager to enjoy their entrées, the Shaws left the stage, and guests tucked into a delicious meal. During dinner, some tables played along with the “Name that Business Family” quiz, while others took the chance to catch up with family and colleagues, and jot down questions to ask the Shaws.

With dessert and coffee came another treat – the Question & Answer Session with the Shaws. Brad, Julie, Heather and Jim returned to the stage, this time accompanied by the



Julie Shaw receives her thank you gift from PricewaterhouseCoopers’ Josephine Margolis Nadel

“The Business Families Centre dinner is an outstanding forum for families and their advisors to exchange ideas, share concerns and celebrate accomplishments. One really feels that “brilliance” is in the room –the brilliance of the social and human capital required to manage the family business and to manage the family relationship.” Josephine Margolis Nadel, PricewaterhouseCoopers

pater- and materfamilias, JR and Carol Shaw.

An impressive sight

A hush fell over the ballroom, as the Shaws came together on the stage. The presence of six members of such a prominent business family created quite an impression on the audience.

Peter Legge –renowned publisher and public speaker– jumped straight into the audience’s questions, which ranged from how the kids coped with holding company shares at a young age through to how managers reacted to the Shaw children entering the business. JR referred to “Pearl Harbour” with a smile on his face when he answered that last one, as he told how, when it came down to it, managers had to accept that his decision was *the* decision (or as JR put it, “Lookit, this is the way it’s going to be.”)

The serene Carol Shaw spoke eloquently about her role in instilling values and a sense of responsibility in each of her children, touching upon one of the Business Families Centre’s key 2004/5 program topics.

The evening drew to a close with words from the event’s Gold Level sponsor Josephine Nadel from PricewaterhouseCoopers, and



Suman Bakshi from Diamonds Direct and David Bentall announce the winner of the \$5,500-value diamond pendant

CONGRATULATIONS TO THE PRIZE WINNERS!
Laurie Zlotnik - diamond pendant
Zahra Mamdani - !Inspire! workshop certificate
Donna Hynes - Business Families Centre certificate
Julie Findlay - Inight for 2 at the Fairmont Waterfront

“Our family really benefited from attending the dinner. The presentation highlighted the ups and the downs of working together as a family in business, and it was reassuring to learn that there’s support out there.” Jason McLean, 2nd generation business family member

A tribute to *SC Johnson*

Samuel C Johnson, the businessman, philanthropist and environmentalist known affectionately as “Sam,” died quietly at his home in Racine, Wisconsin, on May 22 this year. SC Johnson was a fourth-generation family business leader who believed that “every generation must bring something new” to the enterprise. Mr. Johnson became chairman of SC Johnson & Son, Inc. in 1967 and soon turned the small wax company started by his great grandfather into four global companies employing more than 28,000 people.

The Business Families Centre was honoured to have featured the SC Johnson family at the 2002 Family Legacy Series event. The highlight of the evening was the screening of Mr. Johnson’s documentary film, “Carnauba, A Son’s Memoir,” in which he tells the story of retracing his father’s 1935 expedition to Brazil in search of the carnauba palm.



Sam Johnson and his son Fisk Johnson
at the 2002 Family Legacy Series

Everyone present that night was deeply moved by Sam’s moving and honest tale of personal trials and family relationships, and will undoubtedly join us in paying tribute to this great family man.

BUSINESS FAMILIES CENTRE SAUDER SCHOOL OF BUSINESS

The 2004 Family Legacy Series (Cont...)

the door prize draw, which featured an incredible diamond pendant worth over \$5,500 educational gift certificates from UBC and a stay at the Fairmont Waterfront Hotel.

As guests left the ballroom, thoughts turned to their own (and their clients’) situations at home and at work. The evening’s presentation had touched upon issues of succession, strategic planning and policy, but more than

that it had brought to the foreground the strength of the *family* component of family enterprise –something that sets business families apart and cannot be ignored.

Each guest took away something from the evening, regardless of who they were or where they were from. It seems that whether you’re a nationally known enterprise like Shaw Communications or a first-generation outfit just getting going, there are lessons to

be learned and experiences common to all.

When asked what she took away from the evening, a second-generation business family member answered simply: “I’m not the only one!”

See more photos and find out more about this and other events on our website:
www.sauder.ubc.ca/bfc/events/family_legacy.cfm

Upcoming Events and Programs

To find out more about our programs, visit our website: www.sauder.ubc.ca/bfc or contact us at (604) 822-0102 / bfc@sauder.ubc.ca

The Fall 2004-Spring 2005 season launches the Business Families Centre's third year of educational programs with seminars and events focusing on the *family* component of business families. The Outstanding Lecture Series sets the program theme, and the remainder of the season's workshops and seminars explore specific topics in depth.

BREAKFAST BRIEFINGS Series

A three-part series of morning seminars on key business family topics

Breakfast Briefing - Part One

Women in Family Business

September 30, 2004: 8-9:30am

Presented by: Dr. Nancy Langton

Breakfast Briefing - Part Two

Governance & Strategic Planning for the Family Business

February 16, 2005: 8-9:30am

Presented by: Dr. Dennis Jaffe

Breakfast Briefing - Part Three

Details to be confirmed

ADVISOR Series

A three-part series of seminars to help professional business advisors understand business family issues and learn to work more effectively with their business family clients

Advisor Series - Part One

Advising the Family Business for Sustainability & Success

November 17, 2004: 4-6pm

Presented by: Dr. Lloyd Steier

Advisor Series - Part Two

Governing the Family Business: Board, Family Councils, Leadership and Family Agreements

February 16, 2005: 4-6pm

Presented by: Dr. Dennis Jaffe

Advisor Series - Part Three

Details to be confirmed

Fall 2004

2004 Outstanding Lecture Series

October 27, 2004: Reception & Lecture 4-7:30pm

October 28: Full-day Hands-on Workshop

The Power of Common Values and Vision:

Laying the foundation for continuity and success in the family firm

Presented by: Dr. Fredda Herz Brown

The Road Map - Part One

A two-part seminar providing business family members with insights, ideas and strategies for running their business more effectively and managing transitions

November 5-7, 2004

Navigating the Business Family Relationship

Presented by: David C. Bentall and Dr. Nancy Langton

The Family Firm: Making the Most of Your Competitive Advantage

Learn how to maintain and increase the competitive advantages inherent in family businesses

November 18, 2004: Full-day

Presented by: Dr. Lloyd Steier

Spring 2005

Bringing the Family Together: Family Meetings, Councils and Communication

February 17, 2005: Full-day

Presented by: Dr. Dennis Jaffe

Addressing Conflict in the Family Enterprise

February 18, 2005: Full-day

Presented by: Dr. Tom Knight

Women in Business Leadership

March 18, 2005: Full-day

Presented by: Dr. Nancy Langton

The Road Map - Part One

April 8-10, 2005

Presented by: David C. Bentall and Dr. Nancy Langton

2005 Family Legacy Series Dinner

May 2005 - The fourth annual gala dinner



David C. Bentall
Chair, Business Families Centre Board

Words from *the Chair*

The Shaw Family Dinner *A rare opportunity to learn*

No family is perfect, especially no business family, but I believe we can all learn from other families in business together.

On May 11, those of us who attended the 2004 Family Legacy Dinner were given a rare opportunity to learn many lessons from this outstandingly successful Canadian family. Here are some of the things I will remember from that night:

1. There is a place for everyone

All four of JR and Carol Shaw's children are unique. However, they have each found a place suited to their skills and interests.

2. Delegated authority creates growth

JR Shaw has been willing to delegate management authority and decision-making to his children. This has created growth for the company, and for the next generation as leaders.

3. Shared values unify a family

Carol Shaw has helped develop a cohesive, close knit family by

teaching and reinforcing strong beliefs, values and principles.

4. A good sense of humour can be invaluable

Sometimes those of us in business families can take ourselves too seriously. Being able to laugh together, and even at some of our mistakes can often help ease the tension in a difficult situation.

5. There may be opposition from non-family executives

Not everyone wants the next generation in a family business to succeed. Sometimes the elder generation may need to create an opportunity for their offspring to demonstrate their abilities.

Undoubtably, there are many other lessons which we can learn from the Shaw Family, but these are important insights from that valuable evening that will stay with me for a long time to come.

BUSINESS FAMILIES CENTRE SAUDER SCHOOL OF BUSINESS

BUSINESS FAMILIES CENTRE SAUDER SCHOOL OF BUSINESS

University of British Columbia
800 Robson Street
Vancouver, BC V6Z 3B7
T: 604.822.0102 F: 604.822.8496
www.sauder.ubc.ca/bfc

The Business Families Centre is a joint venture between the Sauder School of Business at UBC and the Family Business Community. The BFC is committed to assisting business families, their advisors, and their enterprises through research, programs and academic education.

To find out more about:

- how your business family can become involved in the Business Families Centre at the Sauder School of Business at UBC
- how to make your tax deductible contribution to the Business Families Centre
- opportunities for sponsorship of BFC events and courses

Please contact:

Lynne Jamieson
Centre Administrator
T: 604.822.0083
lynne.jamieson@sauder.ubc.ca

Edie Doecker Director
T: 604.822.3289
edie.doecker@sauder.ubc.ca