



Entrepreneurial Leaders
ORGANIZATION

ELO Forum

WINNIPEG 2018

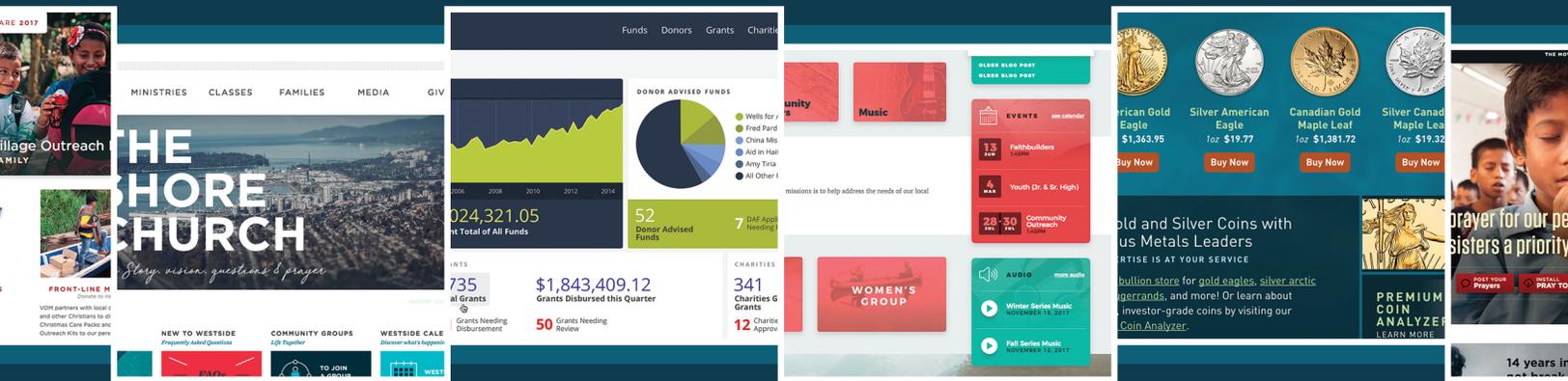
2018 - 2019 | Vol. 3 | No. 1

The World's Network for Christian Marketplace & Entrepreneurial Leaders

Creating Opportunity for Business to Engage

Connecting Your Team with the Clients They Serve.

CONSULTING SERVICES • MARKETING & DESIGN
SOFTWARE DEVELOPMENT • TRAINING & SUPPORT



BUSINESS SOLUTIONS THAT Teach, Enable, Engage & Inform

Call us at
1.866.688.6265 EXT 3

Visit us at
NCOLInternet.com

Table of Contents

ELO Advisory Board, Manitoba	4
On the Web	4
Thank You To Our Sponsors & Supporters	5
Phil Geldart, Evening Keynote Speaker	6
Gil Scott, Afternoon Keynote Speaker	8
Afternoon Workshop: “How to be an Entrepreneurial Leader”	10
ELO Christian Marketplace Leaders Tour to Israel, January 19-27, 2019	12
Richard (Rick) J. Goossen, “The One Essential Quality of a Leader”	15
Richard (Rick) J. Goossen, “Shakespeare, Kipling, Confucius & Jesus on the Family Business East & West”	18



Chairman, Advisory Board

Dr. Richard (Rick) J. Goossen, Covenant Family Wealth Advisors, Vancouver & Toronto

Advisory Board

Jeff Appelt, President, Appelt's Diamonds

Hans E. Boge, Operations Manager, Boge & Boge Engineers

Glen Buhler, President & Founder, Today's Executive Network Inc.

Herb Buller, Chairman, Herb & Erna Buller Foundation

Paul Dueck, President, River City AV

Ryan Elias, VP & General Manager, Triple E Recreational Vehicles / Leisure Travel Vans

Charles Loewen, Chairman, Loewen Windows

Garry Roehr, Chief Innovation Officer, All-Fab Building Supplies

Don Streuber, Executive Chairman, Bison Transport

William Martens, Principal, Marwest Group of Companies

Thank You To Our Volunteers

I would like to acknowledge and thank our student volunteers from Providence University College who have assisted in hosting this event.

For further information: www.EntrepreneurialLeaders.com.

Contact: Dr. Richard (Rick) J. Goossen, Chairman, Advisory Board, E: rick@EntrepreneurialLeaders.com

On The Web:

Our ELO website www.entrepreneurialleaders.com gets approximately 100,000 unique visitors and 750,000 total hits per year!

We have a wide range of resources for Christian marketplace and entrepreneurial leaders:

12	10in2 Entrepreneurial Leader Video Profiles
19	Conference Videos
20	Podcasts
80	Entrepreneurial Leaders Interviews
145	Blog Posts
362	Pages

YOUR SUCCESS IS OUR PRIORITY

PBI is your complete solution for all your printing needs, conveniently produced under one roof.



Offset Printing / Digital Printing
Finishing / Data Preparation
& Mail Fulfillment Services

pbiinc.ca

Thank You to Our Sponsors & Supporters

PLATINUM



GOLD



SILVER



Herb & Erna Buller

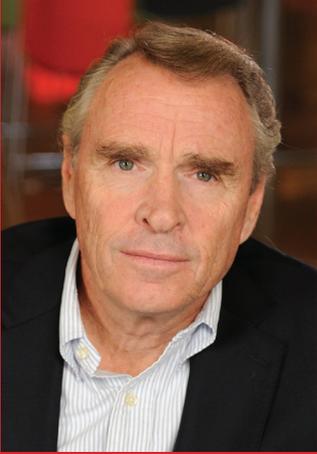
BRONZE



SUPPORTING ORGANIZATIONS



Phil Geldart, Evening Keynote Speaker



“The Dynamics of Faith-Centered Leadership”

Phil Geldart is the founder and the C.E.O. of Eagle’s Flight, a Canadian company focused on improving individual and team productivity. Eagle’s Flight is presently represented in over thirty-five countries and enjoys an enviable reputation for customer service, product effectiveness, and having fun!

Phil will draw on his role as an entrepreneurial CEO and a seasoned Christian leader. He will share his thoughts on how those two can be brought together to build a powerful and high performing corporate culture, and the role of God’s Word on that journey.

Prior to founding Eagle’s Flight, Phil was with Nestlé Canada, where he worked for 18 years, the last five of which he served as a member of the Executive team in the capacity of Senior Vice President of Human Resources. In addition to managing the traditional HR responsibilities, he spearheaded Nestlé Canada’s focus on improved profitability through more effective use of their human resources. Phil has considerable experience with acquisition and divestiture initiatives, managed sales and distribution, and has created a number of leadership programs. He has also written six books: “In Your Hands, the Behaviors of a World Class Leader”, which provides practical and clear guidelines for those with responsibility for others; “In Search of the Gold of the Desert Kings – A Journal of my Travels”, an entertaining story based on Eagle’s Flight’s Gold of the Desert Kings™ program; and “Lead Yourself Lead Others”, an invaluable guide for those in the early stages of their leadership journey.

In addition to his corporate experience, Phil has worked for a number of years in the university environment. He has also been very heavily involved in Christian youth ministries and related leadership and discipleship training. His focus at Eagle’s Flight is to increase the company’s capacity to meet changing market needs, expand their global position, and periodically consult at the executive level.

He is an enthusiastic participant in a number of sports, was a semi-professional magician in his university days; and enjoys a number of interests from home improvement to local theatre. He is married with two adult children, and lives outside of Toronto, Ontario, Canada.

Gil Scott, Afternoon Keynote Speaker



“Q & A on A Lifetime of Faith in Sport”

Gil Scott founded Gil Scott Sports Management (GSSM) (www.gilscottsports.com) in 1979 and currently represents a wide range of clients: more than 65 active NFL & CFL football players; NHL, NCAA, CFL & CIS coaches and management; and sports media personalities.

Gil was an agent for Winnipeg Blue Bomber players in the 1980s, including Dieter Brock, Eugene Goodlow, Rick House, William Miller and others. Currently, GSSM represents All Pro Center Matthias Goossen, Nic Demski, Drake Nevis, Kieran LaFrance and Craig Roh on the Bombers.

Gil currently represents NHL Head Coaches Barry Trotz of the Washington Capitals and Bruce Boudreau of the Minnesota Wild as well as General Manager Jim Benning of the Vancouver Canucks.

GSSM has negotiated over 500 professional sports contracts including contracts for first-round selections in both the NFL and CFL, GMs and coaches in the NHL, and the richest contract for a kicker in the history of the NFL. Gil is a graduate of Michigan State University (B.A. '73) and has a wealth of entrepreneurial knowledge and experience in the business of sports. Gil was the first Canadian contract advisor to be certified by the NFLPA. Gil served as the Sports Consultant for the Royal Bank's Sports Professionals Program from 1997 through 2009.

A man of strong faith, Gil is the Chairman of the Board of Directors of EQUIP Canada, a non-profit organization specializing in the development of effective, international Christian leaders. On this project, Gil worked side-by-side with EQUIP's founder John Maxwell, the renowned author and speaker. This organization has already trained over five million Christian leaders worldwide. Gil will speak about how he built his business, the role his faith has played and how he strives to make a difference every day. Gil's presentation will draw on anecdotes from having dealt with 100s of top athletes, coaches and professional sports teams throughout North America.

For the last three years, he has served as Chairman of the Board of Crossroads Christian Communications and Chairman of the Board of CTS (YESTV). There has been a major turn-around under his chairmanship.

His fervent belief is that Christian business leaders need to use their skills and gifts to help impact the Kingdom and that may be by helping Christian organizations, not just with giving but by serving on boards and giving of time and energy.

Gil's session will be a Q & A with Dr. Richard (Rick) J. Goossen, Chairman, ELO.



Afternoon Workshop: “How to be an Entrepreneurial Leader”

This workshop is focused on teaching each participant how to be a more effective innovator and leader within their organization. Participants will learn specific skills in terms of team work, overcoming challenges and identifying innovative ways of acting.

This workshop is “powered” by Eagle’s Flight—in other words, it is based on their tried-and-true content and methodology (www.eaglesflight.com). Founded in 1988, Eagle’s Flight has earned its reputation as a global leader in the development and delivery of business-relevant, experiential learning programs that achieve specific training objectives and lasting behavior change.

The Eagle’s Flight brand of experiential learning engages and challenges all levels of participants, delivering a competitive edge to all sizes of organizations through improved workforce performance and better productivity. Eagle’s Flight has worked with over 50% of the Fortune 500 and is represented in over 35 countries and their materials are available in 25 languages. Eagle’s Flight delivers more than 200 programs per month to groups ranging in size from 10 to over 2,000 participants. Eagle Flight’s global headquarters is outside of Toronto, Canada, and it has additional offices in the US, UK and Singapore.

The underlying premise of the Workshop is that the skills required to be successful as a leader and an innovator can be taught. This format works well for both individuals and groups from companies. This workshop is a practical way to learn how to be more effective as a leader committed to getting all that’s possible. The teaching is done by way of a business simulation format led by highly skilled and experienced Eagle’s Flight facilitators.

The Workshop combines the strengths of two organizations—ELO and Eagle’s Flight—to produce what we believe is the world’s leading training for individuals to be entrepreneurial leaders within their organizations. Eagle’s Flight is an ideal collaborator with ELO. Dr. Richard (Rick) J. Goossen, Chairman, ELO has taught and written on entrepreneurship for many years, always with an emphasis on learning by doing and using various practical tools to develop entrepreneurial thinking.

The objective of this workshop is through experiential learning to produce lasting behavioral change.

The workshop is led by highly-skilled Eagle’s Flight facilitators.

ELO Christian Marketplace Leaders Tour to Israel

January 19-27, 2019

OVERVIEW

This 9 day & 8 night tour is a one-of-a-kind way to experience the Holy Land. This tour is for Christian marketplace leaders, for influencers, for those who want to make a great difference, whether in business, the professions, non-profits or churches, who want to grow their leadership skills.

We will do this in three ways.

First, we will focus on enhanced biblical understanding. We will see many of the well-known sites of the Holy Land: Capernaum, the Mount of the Beatitudes, The Sea of Galilee, Jerusalem, the Mount of Olives, the Garden of the Tomb, Bethlehem, Golgotha & the Jordan River. This will

make the Bible come alive! But this tour is much more than that and is completely unique.

Second, we will focus on leadership development in the unique Middle East context. You will learn from a team of expert communicators. We will do site visits and meet with business, political, academic and spiritual leaders.

Third, you will be part of a unique





cohort. You will be able to engage in relationship-building and connecting with other Christian marketplace leaders from around the globe, through various events, sharing meals and travelling around the Holy Land together.

In summary, this tour is intended to be transformational. This tour is an investment in your personal spiritual and leadership development.

UNIQUENESS

This tour is unique in that it is not just a visit, but a transformational experience. This is a completely unique tour that incorporates a number of aspects that would not be possible to put together on an individual itinerary. This Israel trip will have a unique focus, content & delivery

- A carefully-designed executive education / learning experience by professional educators with high level experience in education leaders
- There will be an opportunity to meet and interact with Israeli business leaders
- There will be ongoing learning component from leading “Guest

Instructors”

- There will be learning opportunities from peers who are fellow leaders within the ELO constituency
- Participants will have a well-organized trip resource & note-taking binder
- There will be pre-trip resource materials
- There will be post-trip learning as sessions are recorded for future podcasts
- There will be an onsite pastoral presence to incorporate spiritual insights
- “Certificate of Completion” upon conclusion of trip
- Tax deductible expense / professional development credits opportunity

TEAM LEADERS:

- **Richard (Rick) J. Goossen** – he is Strategic Counsel and Relationship Manager, Covenant Family Wealth Advisors, Chairman, ELO, & Director,

Entrepreneurial Leaders Institute, Wycliffe Hall, University of Oxford. He is the author or editor of 10 books. He will focus on the leadership aspects of the tour and the context for the various leadership meetings.

- **Giulio Loreface Gabeli** – he is pastor of Westwood Community Church, Coquitlam, BC and the author of *Grafted In: A Jewish-Christian Perspective* (Word Alive, 2015) on the Jewish roots of the Christian faith. He is Canadian Liaison of the Knesset Christian Allies Caucus. He also headed the coalition of Vancouver-area churches focused on outreach in the city. He will provide the Christian context for various site visits and lead devotionals.
- **Bonnie Traversy** is West Regional Director & TV Producer for the International Christian Embassy Jerusalem - Canada (www.ca.icej.org) with extensive experience working with tour groups having been to Israel 18 times. She is ordained with the Canadian Assemblies of God and has worked in ministry management for church,

(Continued on Page 14)

television and health care ministries both in the USA and Canada. She will oversee the logistical matters during the course of the tour.

- **Israel-based Tour Guide** – We have secured a highly knowledgeable and certified Israeli tour guide through our Israel partner. Our tour guide, fluent in Hebrew and English, will be experienced in working with Christian groups.

PRESENTATIONS:*

1. Leadership Context: The Entrepreneurial Spirit in Israel – Rick Goossen
2. Leadership Context: A Judeo-Christian Approach to Faith – Giulio Gabeli
3. Leadership Perspective on Christianity & Judaism – Learning From the Failure of Values (@ Yad Vashem Holocaust Museum) – Dr. Susanna Kokkonen
4. Leadership Perspective on Christianity & Judaism – The Role of Israel for Christians Today (@ ICEJ) – Dr. Jurgen Buhler, Director, ICEJ
5. Leadership in Business: Winery (including site visit)
6. Leadership in Business: Hi-Tech (including site visit)
7. Leadership in Academia: Hebrew University (including site visit)
8. Leadership in Politics – Global Politics - Canadian Ambassador (including site visit)
9. Leadership in Politics – Jewish / Arab Perspectives - Pastor Steven Khoury, Founder, Holy Land Missions
10. Leadership in Faith – Being A Difference-Maker - Giulio Gabeli
11. Leadership as an Individual – Being A Difference-Maker – Rick Goossen

***NOTE: due to circumstances beyond our control some of the specified presenters may not be available. If that is the case, every effort will be made to produce replacements of equal quality.**

ENTREPRENEURIAL LEADERS INSTITUTE –

This leadership tour is offered through the Entrepreneurial Leaders Institute (“ELI”). ELI was established to offer the world’s premier training for Christian marketplace leaders, combining a Christian worldview with high-level educational expertise and credibility. For example, ELI has launched the “Entrepreneurial Leaders Programme” in collaboration with Wycliffe Hall, University of Oxford (www.ELIOxford.com). The Oxford programme has a world-class roster of instructors, at one of the world’s top universities, and is without equal. ELI undertakes additional initiatives on a selective basis where it can provide a premium-level experience to its constituency.

ELI is part of Entrepreneurial Leaders Organization (“ELO”) whose purpose is to connect, equip and celebrate Christian marketplace and entrepreneurial leaders around the world. ELO has successfully organized over 50 executive education level events in Vancouver, Winnipeg, Toronto, Singapore and Hong Kong. Approximately 10,000 people have attended ELO events since 2005. In addition, ELO impacts about 100,000 people annually through its online resources which includes blogs, podcasts, videos, articles and books. ELO has established its reputation as the leading provider of premium Christian executive education.

The ELO Marketplace Leaders Tour of Israel has been planned in collaboration with International Christian Embassy Jerusalem (www.int.icej.org), which represents millions of Christians to the nation and people of Israel. ICEJ was established in 1980 to provide a positive presence on behalf of Christians, denominations and churches. ICEJ is headquartered in Jerusalem and is represented in over 90 countries. ICEJ Canada (www.ca.icej.org) has organized numerous tours to Israel.

PROFESSIONAL DEVELOPMENT CREDITS:

Individuals who are participating and who are part of various professional bodies may be required to engaged in ongoing professional development. The eligibility is typically based on the quality and content of the program, and its instructors. CAVEAT: Each registrant needs to examine the requirements and guidelines of their particular professional association.

TAX DEDUCTIBLE:

We believe that all or a significant portion of the trip would be a legitimate business expense according to Canada Revenue Agency guidelines (for other countries we have no comment). This is a learning trip via ELI, directed by an experienced lead instructor, which integrates on-site learning throughout the entire trip. All of this is documented by way of your course binder, credentials of instructors, and certificate of completion. Of course, for family businesses, this expense would apply to all family members (i.e. spouse) participating in the trip. CAVEAT: ELO provides no guarantee or assurance of the tax deductibility of this trip against your business income and no one should rely on this possibility as a basis for deciding to join the trip. All participants should seek their own professional advance to ascertain applicability to their circumstances and on that basis proceed accordingly.

FOR MORE INFORMATION CONTACT:
Dr. Richard (Rick) J. Goossen,
E: rick@entrepreneurialleaders.com.

Richard (Rick) J. Goossen

“The One Essential Quality of a Leader”



As I have been in leadership, and worked with others in leadership, I have realized that there is one essential quality of all effective leaders. I have seen this quality in the course of organizing over 40 ELO events during the past 12 years. I have seen this quality as many people have gotten on board with the cause of the ELO events to connect, equip and celebrate Christian marketplace leaders. I have seen this quality in great leaders that I have had the privilege of getting to know during the course of organizing events, from John C. Maxwell to Mark Burnett.

While there are various definitions of leadership and of being a leader, I have seen one essential quality that is a great differentiator between those who truly have an impact and those who don't. It is a fundamental divider in terms of how to see the world, a perspective that clearly separates people.

The one essential quality of an effective leader is the ability to be a “big picture” strategic thinker. What do I mean? In essence, big picture thinkers have a strategic perspective whereby they do not think of themselves, but see beyond themselves.

By contrast, small picture thinkers will look at activities with a focus on, “what's in it for me?” and “what will I get out of it?” If it doesn't serve their immediate ends, then why would they bother—there's nothing in it for them.

One simple example which reflects these dynamics is the annual ELO Forum, which requires the input of many leaders to be successful. The decision of individuals whether or not to participate as a sponsor or table host is a function of their own self-perception as leaders. Why get involved? Why take the time and effort and incur the expense? Instead, a person could stay at home, read a book, watch TV and avoid traffic congestion.

A big picture thinker will think in terms of the value of being part of the event, of having a presence at the event, of the importance of connecting with other people, the value of making a difference by collectively showing with other Christian marketplace leaders the importance of getting together and making a stand to the broader community.

A big picture leader is someone like Rob Wildeboer, Executive Chairman, Martinrea (www.martinrea.com), a large auto parts manufacturer headquartered in Vaughn, ON. At this past year's ELO Forum in Toronto he organized a table through his company, a table personally and then encouraged a pastor to organize a group of attendees at a separate table. Rob Wildeboer strategized about who to bring, who could benefit from the theme of the event, and who could benefit from meeting the other people at the table. He was thinking beyond himself. >>

Another example of a big picture thinker is Hank de Jong, Director, EduDeo Ministries (www.edudeo.com), based in Hamilton, ON. EduDeo does great work globally to advance Christ-centered education. Hank previously organized a

business leaders conference via EduDeo which attracted many supporters, many from the EduDeo donor base within the Dutch Reformed community. Once the ELO Forum started, he decided that it was better to be part of a larger group rather than to stay within their primarily denominational boundaries. He was thinking beyond himself.

Big picture thinkers realize that there is value of a collective presence, particularly in a post-Christian society. They realize that a collective effort is vital to having an impact within society. Big picture thinkers also realize that simply making the effort to come to the event shows the priority of the event. Wherever someone is in their spiritual journey, they are a leader and have the capacity to positively influence others. By their presence at the event they are saying that the focus of the event is a priority. They are making the effort to come to the event and be part of it. Is a mere physical presence worthwhile? Yes, it is. If Christians don't make themselves a priority, no one else will.

To be a big picture strategic thinker is to have a sense of your own influence. Few people can do that—but

effective leaders can. Few people are so-called “reflective practitioners”—those who can reflect meaningfully on their own experience or that of faith within a broader societal context.

Big picture thinkers think in terms of how they can contribute, rather than take, how they can contribute rather than benefit—in short, they think of how to serve rather than be served. A small picture thinker will focus on how they can be served and what they can get out of something. ELO is grounded in big picture strategic thinking. This is the driving force not only behind the ELO events, but also the Entrepreneurial Leaders Programme (www.ELIOxford.com) that will be offered in collaboration with Wycliffe Hall from August 12th – 18th. The focus of this one-week intensive programme is create more effective leaders and influencers within churches, NPOs and society.

In short, the one essential quality of an effective leader is to be a big picture strategic thinker. The Christian community, both locally and globally, needs more of them.

UPCOMING ELO EVENTS

Vancouver
November 7th

Toronto
November 22nd

Singapore
Spring 2019!



REASONS TO BELIEVE

PARTNERING IN YOUR IMPACT

You are a powerful leader. It's time to take that leadership to new heights.

Reasons to Believe is here to equip you by harnessing the power of God's Word and God's world so that you can go out and impact others in a *life-changing* way.

Take the next step at
REASONS.ORG

RTB_OFFICIAL    

HELPING YOU OVERCOME THE CHALLENGES OF FAMILY BUSINESS AND WEALTH



COVENANT[®]
FAMILY WEALTH ADVISORS

Schedule a Conversation

[COVENANT.CA](https://www.covenant.ca)

Richard (Rick) J. Goossen



“Shakespeare, Kipling, Confucius & Jesus on the Family Business: East & West”

SINGAPORE – Singapore is a very modern, Western-looking city-state—but with an Asian soul, rooted in a unique history and particular cultural values. This context with dual—and sometimes competing East and West influences—impacts the business environment, including how family enterprises are operated.

The family business as a concept and in its implementation has many similarities around the world, yet it’s manifestation can be very different depending upon the cultural context. In broad strokes, there are significant differences between Western and Asian contexts.

Running a family business can be challenging—and that seems to be acknowledged in all cultures! There is a Chinese saying that “wealth does not pass three generations.” This is, of course, very similar to the restated Western version of “rags to riches to rages in three generations.”

Family dynamics can be exacerbated when there is a transition from one generation to the next. An added layer of complication involves not just generational dynamics, but different cultural contexts, such as “Western influences” and “Asian values.” The end result is often a process of trying to balance western business practices and the preservation of Asian values, in particular the desire for harmony.

The dynamics of West and East increasingly exist within family enterprises throughout Asia. Some of the challenges to family business come when the business and its founders are rooted in one culture and then the next generation has been influenced by a Western mindset. The complication is when you have members of one culture whose children then grow up in another, often Western, culture. A common case is when the children of parents in Asia go to the West to study and then become “westernized”—the idea was that the children would learn technical skills but not pick up the culture.

At its most basic unit, the West is an individualist culture, glorifying the lone ranger, the person going against the odds, fighting convention and being vindicated in the end. The person forsakes family and other trappings. The culture is based on individual rights.

The notion of going against family wishes is embedded in Western culture. A famous example goes back to Shakespeare’s *Romeo and Juliet*, first published in 1597. The star-crossed lovers defy their families—the Montagues and Capulets—to pursue the greater value of true love! The individuals’ self-actualization trumps family obligations.

In an Asian context, the family is much more important, being part of a greater whole. The person is part of a family unit with their set of mutual obligations. The family supports the younger generation materially but then expects loyalty and

(Continued on Page 20)



BULLER
SCHOOL OF BUSINESS

EARN YOUR BACHELOR OF BUSINESS ADMINISTRATION

A Providence BBA goes BEYOND business. It prepares students for the future by incorporating Christian faith into everyday tasks and functions.



Hands-On Experience

Our students have the opportunity to organize student-led small businesses



Top-Notch Training

Be trained and informed by Christian ethics



Committed Faculty

Our faculty have business and investment experience



Double Major Pathways

Develop additional skill sets in fields such as agri-business, aviation and communications



Green Business

Participate in green projects including eWaste Recycling, a Biomass Brokerage and aGreener Trucking Initiative



This has been a growing and dynamic program for the school. It's fun to work with students and see them develop a plan for their future careers.

Dr. Jeremy Funk | Assistant Professor of Business Administration

Leadership. Entrepreneurship. Service. Prov.ca/Business

Richard (Rick) J. Goossen (continued)

obedience. So, a child might be sent overseas to study, and everything is paid for, but then the child is expected to return to the family business fold when so summoned.

Due to the prevalence of family businesses in Asia they are not as often viewed with the same cynical view as in the West. In a Western context there is the glory of making it on one's own—"I didn't need no help from nobody!" Including, my family. We hear the expression a "self-made millionaire." In other words, there is no respect accorded to someone who received millions—from family or elsewhere—and is a millionaire.

In an Asian context the notion of a family business is different. The concept of "blood is thicker than water" could have been coined in the East. The family prizes loyalty above many other qualities. Societal norms do provide underlying glue. For example, Confucian values are embedded deep within the societal infrastructure. They are so deeply ingrained that the source code is not typically considered. So children listen to their parents and even siblings may listen to their older siblings.

I would compare this dynamic to how certain Christian-sourced values are embedded in Western culture—even though the majority of Westerners no longer subscribe to the source code. One example is Jesus' parable of the Good Samaritan. That term is well-understood in the West. We praise the helpful and heroic bystander and denigrate the one who could have but doesn't intervene. Many of today's Westerners wouldn't quote a verse from the Bible on the concept, but they accept its fundamental principles.

How then can one understand the family business in Asia in greater detail? Many of the family businesses in Singapore, and elsewhere throughout southeast Asia, are part of the Overseas Chinese Diaspora—communities that can trace their roots back to the motherland. The Overseas Chinese comprise a network not only throughout southeast Asia, but into Western countries such as the US and Canada.

Family businesses are perceived very differently in the East and the West. In Western countries, the "family firm" may be viewed as an originator, but not perfecter, of businesses. A family business may be viewed as a "mom-and-pop" operation that, if truly successful, will progress to so-called professional management. In the United States and

Canada, the emphasis has been on the transfer of power to professional managers and the separation of control and ownership.

Family businesses in the West imply a degree of nepotism: family members on a board of directors, a spouse as president, and unemployable cousins sprinkled in menial jobs. Further, a "paternalistic" structure implies a condescending, meddling atmosphere subject to the personal discretion of the founder—as opposed to an objective meritocracy. There are, of course, successful family firms in Canada and the United States, but they are less common and suffer more scrutiny.

The Asian context is different. Nepotism and paternalism do not carry the same negative connotations within the Overseas Chinese Diaspora. To them, the interests of a family and its business are intertwined; the survival and prosperity of one is tied to the other.

Gordon Redding, former Dean of the University of Hong Kong School of Management provided an insightful analysis of the Overseas Chinese Diaspora in *The Spirit of Chinese Capitalism*. I got to know Redding years ago. He is very experienced and has spent time both in Hong Kong and Singapore.

One overwhelmingly consistent theme in discussions Overseas Chinese Diaspora family businesses is "patrimonialism." That word as such is not used by them, but it is the only word which captures adequately "the themes of paternalism, hierarchy, responsibility, mutual obligation, family atmosphere, personalism, and protection." (According to Redding, personalism is "the tendency to allow personal relationships to enter into decision making.") The very nature of patrimonialism causes Westerners to bristle, as it smacks of a male-dominated hierarchy. There is a glass ceiling to be concerned about; women are rarely even in the room yet. To some extent, the notion of patrimonialism resembles the "social contract" that existed between employer and employees in the U.S. and Canada in past generations: spend your career with the firm and you will be rewarded with job security and a good pension. In other words, there was a form of mutual loyalty.

For the Overseas Chinese, the cliché phrase "run your family as a business, and your business as a family" has a ring of truth. The family and business are intertwined for historical

(Continued on Page 22)

RIVERCITY

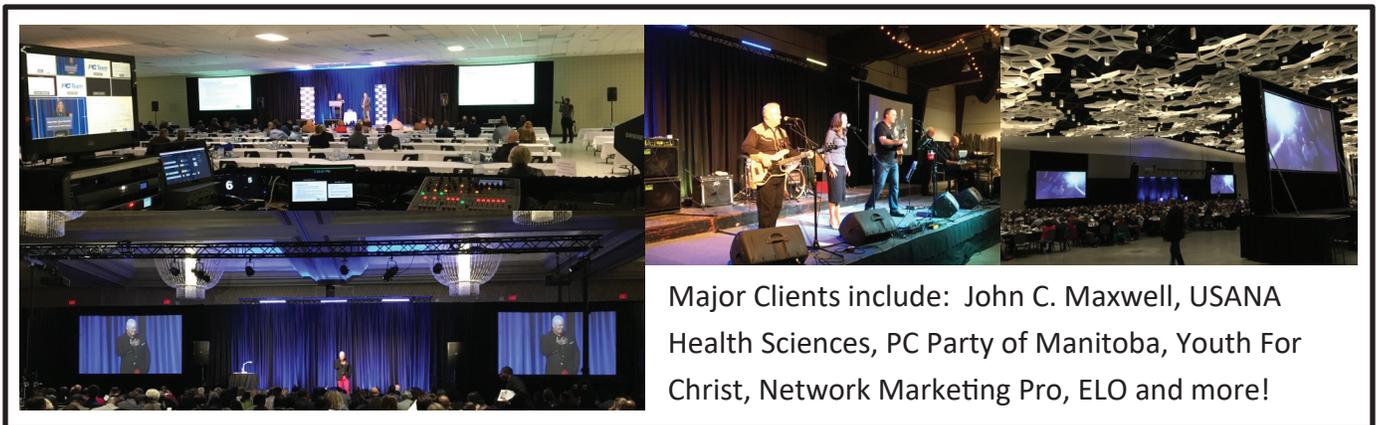


PRODUCTION SERVICES

Specializes in Corporate and Non-Profit Event Production including multi-day conferences and Galas throughout North America. Paul Dueck, founder of RCAV is proud to be an advisory board member and an event producer for



Entrepreneurial Leaders
ORGANIZATION



Major Clients include: John C. Maxwell, USANA Health Sciences, PC Party of Manitoba, Youth For Christ, Network Marketing Pro, ELO and more!

Contact us to have your next event be technically excellent!

Tel: 204.227.4691 Toll-free: 1.888.554.4691

paul@rivercityav.com

www.rivercityav.com

Richard (Rick) J. Goossen (continued)

reasons. As part of the sojourn of the Overseas Chinese, the family has become the basic survival unit, and families do not fuse naturally into the general community.

Redding explains that members of a family among the Overseas Chinese are often “motivated by the pragmatic exigencies of protecting and enhancing the family resources on which they, in turn, are very dependent.” The Overseas Chinese view family as the bedrock of their lives, the anchor in a world with competing interests. The notion of family “extends beyond its members to encompass its property, its reputation, its internal traditions, its ancestors’ spirits, and even its unborn future generations.”

One Singaporean family advisor noted that it is sometimes difficult for Asian families to give significant amounts of money—as this is outside the family. The priority is to maintain family wealth for the family and to keep the family legacy alive. In the West, it is common for our successful clients to set up foundations and to give away the bulk of their estate.

A Chinese entrepreneur based in Hong Kong or Singapore will enlist the help of siblings in far-flung places to assist in the family enterprise. An older brother, for example, will summon his younger brother back from a career in Canada because his help is needed back in Hong Kong. Or, a Singapore entrepreneur expanding into the Los Angeles market will seek out a cousin to provide trusted input, even if he is not an expert in the particular industry. Blood comes before expertise. While perhaps not wise from a Western perspective, the Overseas Chinese put their primary emphasis on trust (particularly for critical decisions) rather than on professional, independent expertise.

That is changing, however. The child sent overseas, say to Los Angeles, finishes his education and decides—against family wishes—that California is, well, rather attractive. One of my Hong Kong Chinese friends joked that, “if you want your kids to return, then send them to the UK—and not the US.” In the UK they get a great education, but they are for some reason not attracted to the damp climate. By contrast, studying in southern California, the lure of beaches and a fine climate makes the crowded cities of Hong Kong and Singapore a bit less appealing.

While there may be similarities to the Western model, the Overseas Chinese model remains distinct. Redding explains: The answer as to its special nature is that it retains many of the characteristics of small scale, such as paternalism, personalism, opportunism, flexibility, even to very large scale. It does not follow the Western pattern of professionalization, bureaucratization, and neutralization to anywhere near the same extent.

In other words, while in a Western context the family business is a transitory stage, for the Overseas Chinese the family business model is a preferred way of doing business. For the Overseas Chinese, Redding notes, the family provides roots: “It is hard for a Westerner to understand the extent to which the Chinese depend on family; how they look out and see the vacuum of no-man’s land—traversed as it may be by the networks they construct—but no man’s land nonetheless.” Within the culture, the family business is a credible way of running a business and is particularly well-suited to the environments of the Overseas Chinese.

The bottom line is that the family business is viewed very differently in an Asian context than in Western countries. The above discussion demonstrates that there are clearly some advantages to the family business model, namely responsiveness, flexibility, networking, and trust relationships. At the same time, there are challenges arising from an international context where East and West cause friction with a single family enterprise.

Rudyard Kipling’s poem of 1889 coined the well-known line: “Oh, East is East, and West is West, and never the twain shall meet.” This is, in fact, no longer true—including in a family context. Family businesses are now increasingly dealing with the challenges of East and West within their own family. These challenges can, of course, be successfully traversed—but it is one more dimension involved in navigating a successful transition.

CONTACT INFORMATION:

Richard (Rick) J. Goossen
Strategic Counsel
Covenant Family Wealth Advisors
E: rick@covenant.ca
W: www.covenant.ca



EAGLE'S FLIGHT™



CHANGING BEHAVIOR TO IMPROVE PERFORMANCE

Our Areas of Focus:

- Leadership Development
- Culture Transformation
- Corporate Events
- Skills Training

Contact Us

Toll-Free: 1-800-567-8079

International: +1-519-767-1747

Asia Pacific: +65-6805-0668

Europe: +44 (0) 1753-533010

South America: +55-11-3050-2210

Web: www.eaglesflight.com

CONNECTING
COMMUNITIES
SINCE 1957



GOLDEN WEST
CONNECTING COMMUNITIES