



Institute for
Family Business

9th National Forum Conference

Trust

A Source of Competitive Advantage

Thursday 10th & Friday 11th June 2010
Royal Garden Hotel, London

“Trust is the issue of the decade.”

Tom Peters, Author, *In Search of Excellence*

Message from the IFB Chairman



We are looking forward to welcoming you to the IFB Conference. Our theme is **Trust: A Source of Competitive Advantage**. The psychological contract between owners, directors and employees has been severely tested, especially during the recession. We also know that high trust organisations can gain great advantage over their competitors. To find some of the answers to a problem of our time the IFB Conference will explore the following key themes:

What is trust?

Defining trust and why it is important to all family business stakeholders

How do you build trust internally?

Applying governance and other tools to create trust within the family business

How to create trust externally?

Strategies for building trust for your organisation and its brand, creating social capital

We look forward to seeing you in London for our annual flagship event, which is widely recognised as *the* forum for progressive family business leaders.



Andrew Wates
Chairman, IFB



Who would benefit from attending this conference?

- Owners and family members, including the next generation
- Board directors and senior management

“The glue that holds all relationships together – including the relationship between the leader and the led is trust, and trust is based on integrity.”

Brian Tracy, Author, Psychology of Achievement

IFB gratefully acknowledges the continuing support of

J.P.Morgan

www.jpmorgan.com/privatebank

Day One: Thursday 10th June, 2010 – Building Internal Trust

10:00-10:30 Registration for Pre-conference Workshop, Tea & Coffee

10:30-12:00 Pre-Conference Workshop

Family Business 101: Family Business Communications

Improving family meetings through a code of conduct and setting a clear agenda for meetings can build trust in family firms. The session will focus on how communications can help strengthen relationships especially during generational transitions, by involving all generations in the change process.

Penny Webb, Familias & Company

12:00-13:00 Registration for Main Conference and Lunch

13:00-13:10 Welcome

Andrew Wates, Chairman, IFB

13:10-14:20 Family Business Trust: Keynote Presentations

The Importance of Trust: What is it? How can it be Built and Sustained?



Marek Kohn, Centre for Applied Philosophy, Politics and Ethics,
University of Brighton

Trust is an expectation about how others will incorporate one's own interests into their actions. Seeing trust as something that arises from the relationships between different parties' interests, helps get to grips with questions about trust. The distinction between trust in motivation and trust in competence will be shown as crucial for trust to work in any business.

Why Trust Matters. What can be done to Rebuild the Reputation of Business?



Richard Lambert, Director General, CBI

Why is public trust in business at a low ebb and what can be done about it. Richard Lambert will suggest that if trust continues to decline, then business will face more and damaging regulation, and so needs to smarten up its act fast.

14:20-14:40 Break

14:40-16:40 **Family Business Trust Workshops:** Three one hour sessions; delegates attend two of the three workshops, which are repeated.

Workshop I – Communications: *next generation*

This session will look at truth and transparency as pre-requisites for building trust. The significance of open and honest communication in a family business will be examined.

Peter Leach and Nicky Burton, Peter Leach LLP

Workshop II – Developing a Sustainability Agenda:

This session will look at the risks and opportunities for business in terms of sustainability. With customers, employees and other stakeholders showing interest in this issue, we will explore what businesses are doing in this area.

Leo Johnson, PwC

Jonathan Wild, Bettys & Taylors

**“Businesses are facing a particular crisis
in trust among 16-34 year olds.”**

IPSOS Mori Survey December 2009

Workshop III – Governance:

Trust as a mode of governance. The role of governance architecture & structure in fostering trust. Relational contracting based on trust as an important governance mechanism.

Alastair Macphie, Macphie of Glenbervie
Ken McCracken, Family Business Solutions

16:40-17:00 Break

17:00-18:20 Family Business Trust: Keynote Presentation

Fostering a High Trust Organisation and Brand



Peter Bolliger, Chief Executive, Clarks Group

Founded in 1825, Clarks Shoes has continued to grow and develop into one of the UK's highest trust brands. The success is achieved through high levels of in-store customer service, outstanding product quality and strong family values that are embedded into the business.

Creating Trust within Family-Owned Businesses



Professor Joachim Schwass, IMD

Where is your family business on 'the trust map'? Trust is dynamic and must be re-created with each new generation. How do you assess whether the people you are close to and work with can merit your trust, how to leverage the family business competitive advantage and how to make the most of the opportunities inherent in a high trust family business will all be explored.

18:20-18:30 Chairman's remarks and end of day one

19:15 **J.P.Morgan IFB Family Business Honours at the Kensington Roof Gardens**

Day Two: Friday 11th June 2010 – Fostering Trust and Social Capital

09:00-10:30 Family Business Trust: Keynote Presentation

The Speed of Trust



Stephen M R Covey, the *New York Times* and #1 Wall Street Journal bestselling author of *The Speed of Trust*.

Using a common-sense but frank approach, *The Speed of Trust* demonstrates that only organisations with a sterling level of trust create a culture of true commitment. The session will help you measure the current level of trust in your organisation and examine the building blocks for making trust a unique competitive advantage in your business and your own career.

“Covey brilliantly focuses on that overlooked bedrock of democratic capitalism – trust.”

Steve Forbes, President & CEO, Forbes

10:30-11:00 Break

“Trust has been diminished...it will take more than a box ticking approach to governance to rebuild it.”

Dr Neville Bain, Chairman, IoD

11:00-13:00 Family Business Trust Workshops: Three one hour sessions; delegates attend two of the three workshops, which are repeated.

Workshop I – Social Responsibility and Philanthropy:

Building and reinforcing trust with your employees, customers and suppliers through environmental and social governance. Lessons from the corporate world and Family Business Honours; how sustainable philanthropy and acting socially responsibly builds social capital and business success.

Carol Lake, J.P.Morgan

James Timpson, Timpson

Workshop II – Fair Process:

Fair process builds trust and commitment through engagement and dialogue. We will hear through a live case study how fair process helped increase trust and secure greater buy-in from family members.

Christine Blondel, INSEAD

Priscilla de Moustier, Wendel, France

Tim Taylor, Withers LLP

Workshop III – Succession: *next generation*

Building trust across generations: creating transparency, respect and confidence between generations; developing assertiveness in the next generation and improving day-to-day inter-generational working relationships in the family business.

Åsa Björnberg, London Business School

The Snavely and Lu Families, ALC Global Partners

13:00-14:00 Lunch

14:00-15:45 Family Business Trust: Keynote Presentations

Fostering a High Trust Organisation and Brand



Mark Adlestone, Managing Director, Beaverbrooks the Jewellers

An award winning success story since 1919, Beaverbrooks has 66 branches nationwide. The firm was recognised in 2009 in the Sunday Times as the highest ranked business in the Best Companies to Work For. A strong sense of family runs throughout the company which is owned by direct descendants of its founders.

Leveraging Trust in the Family Business and its Networks



Gordon Redding, Professor, INSEAD

Social capital is the glue that holds together successful economies. The private sector, where family businesses play a big role, is the main arena in which these stimuli are visible. Social capital is released through networks which act as a “social clearing house” creating a positive impact on business exchanges.

Steps for the Business Community to Strengthen Trust with its Stakeholders



Dr Anthony Seldon, Headmaster, Wellington College

Practical proposals will be identified including trust trading, where trust damaging actions are balanced by trust positive actions. Strategies for owners and managers to meet high corporate standards will be explored along with the meaning of stewardship and its relationship with trust.

15:45-16:00 Chairman's closing remarks

16:00 Close of conference

“Business has focused on finding routes to economic recovery, the recovery of public trust is equally important.”

Philippa Forster Black, Director, Institute for Business Ethics

The J.P.Morgan IFB Family Business Honours

Celebrating Family Business Success

2010
Family Business Honours



Kensington Roof Gardens

Founded by J.P.Morgan in 2003, the Family Business Honours recognise leading exemplars in the family business sector and the important contribution this group makes to the UK economy and society. The winners are chosen after a detailed research and evaluation process, and at the end of which a set of case studies is published to enable other businesses to learn from the beacons of the family business sector. The IFB is delighted to support these major awards.

This year's awards dinner is being held at the Kensington Roof Gardens, a Virgin Limited Edition venue.

19:15 Cocktail reception
20:15 Dinner
23:00 Carriages

J.P.Morgan

www.jpmorgan.com/fbh

“The case study has been an excellent tool which ensures that we continue to live by our values.”

Mark Samworth, Director, Samworth Brothers



Conference Venue and Accommodation

The Royal Garden Hotel is situated in Kensington High Street next to Kensington Gardens and a short walk from Kensington Palace and the Royal Albert Hall.

Accommodation

For your convenience the IFB has negotiated a special rate at The Royal Garden Hotel.

Price per room (inc. breakfast and VAT)

Single occupancy £225

Double occupancy £235

Hotel reservations

Bookings can be made directly with the hotel. Please ask for the reservations department and quote the reference 0906INST.

Early booking is highly recommended. Availability of rooms cannot be guaranteed for bookings made after Monday 10th May 2010.

The Royal Garden Hotel

2-24 Kensington High Street, Kensington W8 4PT

Tel 020 7937 8000 Fax 020 7361 1991

www.royalgardenhotel.co.uk

Local area information

To find out more about things to do in London please visit www.visitlondon.co.uk



Kensington Palace

Speaker profiles

Mark Adlestone has worked for Beaverbrooks, the family business, for over 30 years, where he has been the sole managing director since 2000. Beaverbrooks have won numerous awards and they are proud of their company culture which encourages managers to listen to, care for and support their people.

Peter Bolliger joined the Clarks Group in 1996 and was appointed Chief Executive in August 2002. Having worked in the shoe business most of his life Peter was the Managing Director of Harrods from 1990 to 1994. Peter has extensive experience working in key markets across Continental Europe.

Åsa Björnberg works at London Business School, where she specialises in the area of psychology, leadership and culture of family firms. Åsa is also a bilingual executive coach, working with a range of groups and individuals including family firms/offices.

Christine Blondel is Adjunct Professor at INSEAD Business School and the author of many books and articles on family business. She also advises family firms on the topics of generational transitions and family governance and is a non-executive board member.

Stephen M R Covey leads the Global Speed of Trust Practice for FranklinCovey, and is the author of *The Speed of Trust*, a groundbreaking and paradigm-shifting book that challenges our assumption that trust is merely a soft, social virtue and demonstrates that trust is a hard-edged, economic driver – a learnable and measurable skill that makes organisations more profitable, people more promotable, and strengthens relationships.

Priscilla de Moustier is a ninth-generation member of the Wendel family. In the last 30 years, the role of the family evolved from being owners and managers of an iron and steel company to owners and leaders of a publicly-traded investment company. Mrs. de Moustier is in charge of family cohesion, involving almost 1000 shareholders which was challenged in recent years.

Leo Johnson is a partner in PwC's Sustainability and Climate Change Team, and Co-Founder of Sustainable Finance. Leo is author of IFC's publication: *Beyond Risk: Sustainability and the Emerging Markets Financial Sector* and a member of the Faculty for the Cambridge Programme for Sustainability Leadership.

Marek Kohn PhD is a fellow in the Centre for Applied Philosophy, Politics and Ethics at the University of Brighton. He writes about human nature and human difference, evolutionary thinking, national identity, and trust. He is author of *Trust: Self-Interest and the Common Good*.

Carol Lake heads J.P.Morgan's corporate social responsibility agenda for Europe, Middle East and Africa (EMEA) where she is responsible for all philanthropic donations, community involvement and encouraging diversity across the firm's investment bank. Carol is also a member of J.P.Morgan's Investment Bank Executive Committee for EMEA.

Richard Lambert joined the Financial Times in 1966 and became editor in 1991. During his 10 years in this role he launched the US version of the newspaper. In 2003 he was asked by the government to write the Lambert review of business-university collaboration. A former member of the Bank of England's Monetary Policy Committee, Richard took up the post of director-general of the CBI in July 2006. He is also chancellor of the University of Warwick.

Peter Leach has over 30 years of experience advising family businesses in the UK and internationally. He spent 37 years at BDO Stoy Hayward where he was a senior partner, before

establishing Peter Leach LLP to concentrate on his work with family businesses.

Alastair Macphie is the Chief Executive of Macphie of Glenbervie, the UK's leading independent food ingredients manufacturer. A family business with a strong commitment to sustainability and now in its third generation.

Ken McCracken is a founding director and consultant with Family Business Solutions Limited, who provide creative and practical help for family businesses and family offices. He is involved in lobbying with the aim of improving the awareness of the economic and social contribution made by enterprising families.

Gordon Redding is Professor of Management at INSEAD. He is the founder and former Director of the University of Hong Kong's business school. He is the author of several books including the recently published *The Hidden Form of Capital: the Spirit and the Economy*.

Dr Anthony Seldon is Headmaster of Wellington College and a political historian and commentator on British political leadership, education and contemporary Britain. He was co-founder and first Director of the Institute of Contemporary British History and is author of *Trust: How We Lost it and How to Get it Back*.

Joachim Schwass is Professor of Family Business at IMD. Prior to joining IMD, he was Managing Director of several companies which were part of his own family's business. He was Executive Director of the Family Business Network (FBN) for 10 years and currently serves on their Board.

Tim Taylor has been a partner at Withers LLP since 1990. He acts predominantly for owner-managed businesses, and advises on tax-driven corporate reorganisations and, with members of Withers' personal wealth planning team, pre-sale or pre-transaction tax planning.

James Timpson is Managing Director of Timpson, a family retail business based in Manchester with 650 shops nationwide. The company has an "upside down management" structure which ensures those serving customers are the most important employees in the business.

Andrew Wates is current Chairman of the IFB following a career in his family's business, Wates Group. Andrew joined Wates in 1964 and rose to Chairman of the Group. Andrew is a Deputy Lieutenant of the County of Surrey and Patron and Trustee of various Surrey Charities.

Penny Webb is the founder of Familias & Company, specialising in coaching, business mediation and family business consultancy. Penny chairs the IFB Advisory Council and is Senior Associate of the Family Business Consulting Group (FBCG). Penny has also delivered executive education programmes in Entrepreneurial Leadership at INSEAD.

Jonathan Wild is Chief Executive of Bettys & Taylors of Harrogate, which employs 1100 staff. The company have endeavoured to turn a dream of long-term sustainability into practical strategies for the business and are the recipient of many prestigious awards for their innovative work.

Yefei Lu is Regional Manager at family firm ALC Global Partners, Kansas City, USA who import and trade across the globe. The company specialises in sourcing high-quality products and services at wholesale prices. Lu's previous experience includes working at McKinsey & Company, in their retail industry practice.

IFB gratefully acknowledges the continuing support of

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Earlybird Bookings to be received by 1st March 2010

Whole Conference & Gala Dinner

- 1 x Main delegate £750.00
- _____ x Additional delegate(s) £650.00

Thursday Conference Only

- 1 x Main delegate £495.00
- _____ x Additional delegate(s) £440.00

Friday Conference Only

- 1 x Main delegate £495.00
- _____ x Additional delegate(s) £440.00

IFB NxG Member (aged 18-39)

Whole Conference & Gala Dinner

- 1 x Main NxG delegate £595.00
- _____ x Additional NxG delegate(s) £530.00

Thursday Conference Only

- 1 x Main NxG delegate £395.00
- _____ x Additional NxG delegate(s) £340.00

Friday Conference Only

- 1 x Main NxG delegate £395.00
- _____ x Additional NxG delegate(s) £340.00

Standard Bookings received on or after 2nd March 2010

Whole Conference & Gala Dinner

- 1 x Main delegate £850.00
- _____ x Additional delegate(s) £750.00

Thursday Conference Only

- 1 x Main delegate £595.00
- _____ x Additional delegate(s) £540.00

Friday Conference Only

- 1 x Main delegate £595.00
- _____ x Additional delegate(s) £540.00

IFB NxG Member (aged 18-39)

Whole Conference & Gala Dinner

- 1 x Main NxG delegate £695.00
- _____ x Additional NxG delegate(s) £630.00

Thursday Conference Only

- 1 x Main NxG delegate £495.00
- _____ x Additional NxG delegate(s) £440.00

Friday Conference Only

- 1 x Main NxG delegate £495.00
- _____ x Additional NxG delegate(s) £440.00

-
- Gala Dinner Only** _____ x Additional Place(s) £125.00

Total Fees £

VAT exempt

Method of Payment

I enclose a cheque

payable to the Institute for Family Business (UK)

**Please charge my
Visa/Mastercard**

Amount £ _____

Name on Card _____

Card number _____

Expiry Date _____

Security Code (last 3 digits) _____

Signature _____

Date _____

Cancellations must be received in writing, and will incur the following charges: Cancellations received prior to 30th April will be eligible for a 50% refund less £100.00 administration charge. Cancellations received after 30th April will not be eligible for refund. **Substitutions** will be accepted if advised in writing prior to the event.

Terms and conditions: Payment must be received in full prior to the event.

9th National Forum Conference

Registration Form

Please return completed forms to:

Institute for Family Business
32 Buckingham Palace Road, London SW1W 0RE
or fax 020 7630 6251

Delegate Information

Family Name _____ Title _____

First Name _____

Age 18-39 (Next Generation) 40+

Position _____

Organisation _____

Address _____

_____ Postcode _____

Tel _____

Email _____

Do you have special dietary requirements? Yes No

Please give details: _____

Additional Delegate(s)

Family Name _____ Title _____

First Name _____

Age 18-39 (Next Generation) 40+

Position _____

Email _____

Do you have special dietary requirements? Yes No

Please give details: _____

Family Name _____ Title _____

First Name _____

Age 18-39 (Next Generation) 40+

Position _____

Email _____

Do you have special dietary requirements? Yes No

Please give details: _____

Family Name _____ Title _____

First Name _____

Age 18-39 (Next Generation) 40+

Position _____

Email _____

Do you have special dietary requirements? Yes No

Please give details: _____

Data Protection: All information given will be held in the strictest confidence. Information will not be released to third parties without your express permission.

The IFB National Forum Conference is reserved for the benefit of members and invited guests.

Growing successful enterprises
for generations to come

Institute for Family Business

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