

The Hass Report

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Former CEO Shares His Story



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Over the past couple of years, I've had the opportunity to organize a couple of sessions in Lethbridge facilitated by David Bentall, the former CEO of Dominion Construction. David was the third generation of the Bentall family that built several landmarks including Bentall Centre, Rogers Arena in Vancouver as well as the Picture Butte sugar factory.

David's father Clarke was the second generation CEO of the company and had groomed David from a young age to take over the company. In his book, *Leaving a Legacy*, David chronicles the story of how family conflict and a lack of communication essentially led to the breakdown of the business, to the point where the Bentall family no longer owns any of their former construction or real estate holdings. It is very uncommon for someone in David's position to be as open and willing to share his story publicly. In his role as a consultant, professor and speaker on family business, his main goal is to help others through the transition successfully, learning from the challenges his family struggled with.

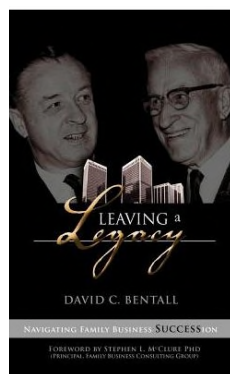
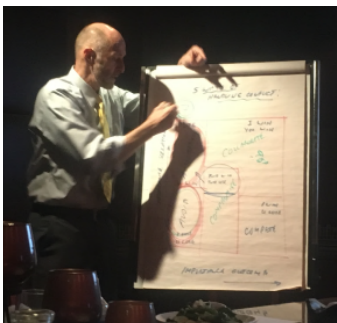
He likes to point out that family-owned companies often perform

better and last longer than their non-family counterparts because they are better at creating a unified culture and invest for the long term. In our last discussion, David shared three things that he sees successful family companies across Canada implementing;

1. They hold regular family meetings — communicating provides an escape valve and ensures family members are not burying any concerns.

2. They create an advisory board that includes outsiders — these independents can mediate disputes, maintain a long-term vision and ensure future leaders are mentored by someone other than direct relatives.

3. There is a formalized strategic planning process — this helps create unity in the family and provides clear direction especially as the business moves from 2nd to 3rd generations. The more cooks in the kitchen, the more organized the process has to evolve. As more business and farm owners continue to grow and think about challenges like future succession, our group remains committed to being the leader in bringing the best resources and advice to Southern Alberta for their benefit. *Shawn*



If you would like to obtain a copy of David's book, *Leaving a Legacy*, please contact Melissa Honess at our office @ 403-317-4312.

A Book an App & Website

BOOK: In 2009, Simon Sinek started a movement to help people become more inspired at work, and in turn inspire their colleagues and customers. Since then, millions have been touched by the power of his ideas, including more than 28 million who've watched his TED Talk based on **START WITH WHY** -- the third most popular TED video of all time.



with **WHY**. They realized that people won't truly buy into a product, service, movement, or idea until they understand the **WHY** behind it.

APP: Uber

Uber is a ridesharing app for fast, reliable rides in minutes—day or night. There's no need to park or wait for a taxi or bus. With Uber, you just tap to request a ride, and it's easy to pay with credit or cash in select cities.



WEBSITE: www.mint.com

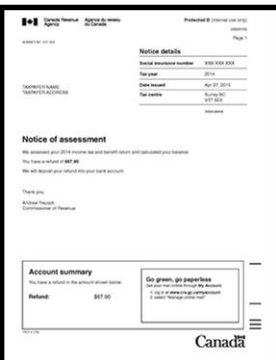
Manage your money like never before—see everything in one place. Everything from balances and bills to your credit score and more. It's your financial life, in one place that's easy to understand, budget and track.



Sinek starts with a fundamental question: Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over?

People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers had little in common, but they all started

Reminders



Now that you have filed your tax returns, you will be receiving your **notice of assessment** from Revenue Canada. We encourage you to bring a copy with you for our next review so we can update your details.

Community

This quarter we were proud to support the following:

- United Way
- Big Brothers and Big Sisters
- Foremost Show N Shine
- 239 Brooks Air Cadets
- Streets Alive—Coldest Night of the Year
- MS Walk



Signs around town...



In a Podiatrist's Office:
"Time wounds all heels."

In a non-smoking area:
"If we see smoke, we will assume you are on fire and take appropriate action."