The Power of Connection and Economic Impact

By Carol Butler, President
Goering Center for Family & Private Business

A year that forced many of us to disconnect physically from people and processes we likely took for granted, it might seem odd that I want to celebrate connection. But connection lies at the heart of family and private businesses.

There are, of course, the familial and familiar ties that the business owners have to each other. And then there are the intimate and consequential ties that these businesses form with the communities that helped give rise to them.

Over generations of service, the owners of family and private businesses get to know and understand the communities they serve, growing successful businesses that succeed in no small part because they are connected to the community and answer the community’s needs.

But there aren’t one-way relationships, as our recently commissioned economic impact study demonstrates. The power of the connection between family and private businesses and our community is on full display in this economic impact study conducted by the University of Cincinnati’s Economics Center.

We presented our findings at the Center’s 2021 Economic Forecast event on February 18. I’m excited to share that this study found that in 2020, our 400-plus Goering Center Core Member businesses had a total economic impact of more than $13.5 billion and directly and indirectly supported 63,858 jobs with earnings of nearly $3.7 billion in the Cincinnati metropolitan area:

- Core Members generated $7.4 billion of direct operating expenses and employed 29,366 individuals with wages of nearly $2.0 billion.
- Core Members had an additional $6.1 billion of indirect output, which supported another 34,492 jobs with earnings of $1.7 billion.

In addition - Goering Center’s Core Members generated:
- $8.1 million in local sales tax revenue for Ohio counties
- $42.0 million in state sales tax revenue for Ohio, Kentucky, and Indiana
- $44.0 million in local earnings tax revenue

Our study also found that relative to the impact of COVID-19, while our Core Members have been negatively affected by the pandemic, they have also displayed ingenuity and resilience and are optimistic for the future of their businesses:

- Nearly half indicated that they have increased their use of online platforms to offer goods and services.
- More than half (55 percent) have created new products or service offerings.
- More than half (55 percent) believe that general business conditions will be better in six months than they are currently.

The findings are remarkable. And while in many respects it feels like we’ve lost a sense of connection to each other and our families, clients, and suppliers over the last 12 months, it’s clear that our members have figured out how to come together to work successfully. In fact, over 80% of our Core Members have been back at work through most of the last year, overcoming barriers to stay connected safely to each other as a community, business, and business family.

At the Goering Center, we’re working to keep connected with our members through our programs, workshops, institutes, and roundtables.

We’ve made these resources available virtually for now so our members can continue to share their ideas, challenges, and opportunities openly. We are looking to stream small group sessions in February and are hopeful that we can begin to have these sessions in person in the second or third quarter.

Connection will be vitally important to moving forward. There is so much opportunity in our business environment today and as we come out of this pandemic. It will be fascinating to hear about the people who’ve figured it out, adjusted, adapted, and come out stronger.

The Goering Center will be there to share these stories and help you reach out and connect with others who can be of help to you and whom you can help, too. That’s the power of connection.
Building Successful Next Generation Partnerships

By Mark Signorelli, Managing Partner, Cincinnati Growth Partners

“Are you sure you want to marry your two brothers?”

It’s a provocative question I like to ask next generation family business owners because running a business together is like being married. Your time, commitment and financial futures are now tied together, usually for most of your career.

Passing on a family business is less about what the current owner wants and more about what the prospective owners can and are willing to do together. Yet all too often, parents sell or give their kids the business without ensuring that the kids themselves -- or in partnership with their cousins or other employees -- want to or can be effective partners.

I’ve only seen a few out of hundreds of next generation owners proactively plan to be partners, sorting through the many difficult questions they need to iron out to succeed long term.

The first generation of a family-owned business typically has one decision maker. The next generation may have three, five or more owners and that many people will rarely agree on everything. Think about what that can mean when you’re considering compensation, positions and spending limits. The potential for conflict and dysfunction is high.

In 20 years of advising family businesses at Cincinnati Growth Partners, we found more than 50 items prospective partners need to discuss across three main areas of a new partnership to succeed. They span operational items, shareholder employment items and key features of their legal agreements.

In navigating these discussions, it is usually best to work with a trained facilitator, someone who has been there many times with many family businesses. The Goering Center has assembled a Professional Services Registry noting resources that offer this service - just look under “succession planning” for a list: goering.uc.edu/PSR.

Without a third party to drive healthy discussions, business owners will put off the hard conversations as soon as things get uncomfortable, leaving unanswered the difficult questions that can cause great dysfunction and conflict. I’ve seen several families have the same conversation for more than 10 years, knowing the unresolved issues are damaging the company and the family, but they are “too busy” to drive a clear and positive resolution.

You and your prospective family business partners need to be on the same page about how much to involve your spouses as well. Talk openly with your spouses about what you want from the business. For example, don’t focus on pouring all your earnings back into the business without ensuring that plan is in sync with your household’s needs and goals. A common challenge we see is one partner with no children wants to grow the company as fast as possible, while the other partners with children seek distributions to fund things like private school tuition.

Building a healthy partnership plan can take as long as one year but it’s time well spent. It can avoid years of conflict and enables businesses to grow faster.

Mark Signorelli is the managing partner at Cincinnati Growth Partners and one of the architects and designers of the Goering Center’s Next Generation Institute, the region’s pre-eminent Succession Planning program.

“In one Roundtable meeting, I received advice that saved Hydrotech several million dollars over the past few years. They are a great way to share best practices, bounce ideas off other leaders, receive counsel on tough issues, and network opportunities. The best part is that Roundtables push you out of your comfort zone, and that promotes personal growth.”

Rex Wetherill, Hydrotech

Goering Center Roundtables

Mark your calendar for future Overviews:
May 19, Oct. 20

Register at goering.uc.edu/calendar

The Goering Center is a valued partner delivering knowledge, connection and community.
Buried Treasure: Maximizing Analytics for Treasury Management

Learn how data and analytics can help streamline the operational and strategic functions of your treasury, including liquidity and cash flow management.

By U.S. Bank

In many ways, the day-to-day tasks of managing a treasury for an organization are similar to how you manage your personal finances. You closely track the inflow and outflow of your money. When you have extra cash for any period of time, you strategically invest or save it. And you try to maximize the benefit of your money by making smarter decisions.

The scale is just much larger for corporate treasurers and treasury managers. And the processing tools needed to turn raw data into actionable insights are considerably more robust than the math used at home. Data is the underlying raw information created while doing business. Analytics—the insights gained from reviewing and examining all your data—should help streamline the operational and strategic functions of your organization.

THE ANALYTICS SOFTWARE CONTINUUM

Building your organization’s analytics program requires expanding how you track data and determining what tools you use to harmonize and mine the data to make it actionable. Here’s how the use of technology will likely evolve as you go from a simple tracker to a multi-stream analytics master.

Here are four ways that using data can help you streamline the operational and strategic elements of your treasury.

STRATEGY 1: OPTIMIZE WORKING CAPITAL

Let’s say that you send payments to your bank and get a report that 80 percent of the payments are 10 days ahead of their invoicing due dates. That data can be useful for your operations: Adjusting the timing of these payments can help optimize your working capital. That money could be reallocated in your company to fund more pressing matters, including other payments. “The point is if you knew how much excess cash you are likely to have in the coming week, you could plan ahead and deploy those funds more efficiently,” Chakraborty says. “That would be a good actionable insight— you can change your payment practices based on that. Either you start taking advantage of the early payments you’re making by requesting a discount from your vendor, or you can reduce your working capital.” Overall, making a change will help you optimize the amount of funding you need for your organization.

STRATEGY 2: MANAGE CURRENCY EXPOSURE TO REDUCE RISK

Analytics can help you see the trends and risk in your foreign currency payments and receipts. Currency hedging involves the purchase or sale of currency for delivery at a future date. This allows you to lock in an exchange rate or buy insurance against adverse changes in exchange rates. By reviewing the data, you can make more informed decisions about how much currency risk your organization faces and how best to act and reduce that risk.

“If all of your receipts are coming in British pounds (GBP), but your vendor payments are due in dollars (USD), your profit margins will be impacted by changes in the GBP/USD exchange rate. Many companies elect to hedge this risk,” says Chris Braun, managing director and head of FX Sales at U.S. Bank. By better analyzing the data, you can gain a deeper understanding of your exposures and make better decisions on how much to hedge. “If the exchange rate between pounds and dollars moves adversely, you’ve protected your margins,” Braun says.

STRATEGY 3: MONITOR PAYMENTS TRENDS

Now let’s say your typical biweekly payroll run around $500,000, but it fluctuates every time you send it to the bank because of temporary staff and additional consulting fees. Using insights derived from your analytics, your bank might be able to track all of your previous payroll files and establish an average. If your next payroll week is much higher than, say, your last 12-week average, you could get a message alerting you to the inconsistency.

“If the bank gets a file worth a million dollars that says you have 750 employees, that would be a red flag,” Chakraborty says. “You would know that you didn’t hire 250 employees last week. Maybe there’s an error in the system or maybe there’s a fraud, but whatever the issue, you would immediately know so that you can halt the payroll and investigate. Operational uses of analytics like this are critical to the ongoing health of your organization.”

STRATEGY 4: BENCHMARK FOR EFFICIENCY

Your analytics dashboards can be set to trigger alerts based on the number of manual payments or payments exceptions, which can help you benchmark your processes for efficiency.

“You might get a report saying that, in your peer group, only 5 percent of the payments are being stopped because of human error, whereas 25 percent of yours are,” Chakraborty says. That would provide an opportunity for you to improve your operational process.

BUILD A DIGITAL BRIDGE

Collecting the right data creates visibility into what’s happening at your organization. However, converting that data and visibility into actionable insights is what makes analytics so much more powerful. Digital solutions can optimize treasury by building a bridge from data and analytics toward insights. Yet that is only one of many ways a digital transformation can accelerate a company’s strategic journey toward short-, mid- and long-term goals.

“We can help treasury managers and corporate treasurers make better decisions,” Chakraborty says. “They can improve their own internal processes, how they conduct their banking, or how they perform against their peer group.”

Contact Steve Mullinger at 513-632-2542.
The Paycheck Protection Program (the “PPP”), the loan program administered by the Small Business Administration (the “SBA”), was enacted as an emergency response to the coronavirus pandemic as part of the Coronavirus Aid, Relief and Economic Security Act (the “CARES Act”), sought to provide economic aid and peace of mind to businesses at the outset of the pandemic. As we near the one-year anniversary of the passage of the PPP and a second round of PPP funding, some questions, many of which are essential to everyday business operations, remain unanswered by the PPP legislation. Below are a few commonly asked questions, posed by business owners who have taken advantage of, or who wish to take advantage of, the PPP:

My company profited despite taking a PPP loan in early 2020. Will I still be eligible for loan forgiveness despite having a good year?

Yes, you will still be eligible for forgiveness so long as the company used the PPP funds in accordance with the requirements of the PPP. When the time comes for you to apply for loan forgiveness, your lender will review your application and confirm that (i) your company maintained the required employment and compensation levels during the covered period (either eight or twenty-four weeks), and (ii) at least sixty percent (60%) of the loan funds were spent on payroll obligations.

As long as the company used the loan funds consistent with these guidelines, you will be eligible for loan forgiveness (whether in part or in full). Your company’s current health will have no impact on the lender’s review of your application. Fortunately, the forgiveness determination relates back to your beliefs at the time your company received the loan. In order to be eligible to receive PPP funds during the first round of funding, a company merely had to self-certify that the then-current economic uncertainty made the loan “necessary to support the ongoing operations of the applicant.” Provided you are able to confirm that your self-certification was accurate when you applied for the loan, you will not be denied forgiveness based merely on your company’s good performance.

What happens if I do not qualify for forgiveness?

It is not the end of the world if you do not qualify for forgiveness. If your lender determines that you are not eligible for forgiveness, your loan will continue to operate like any other low-interest loan that has to be paid back in full on the maturity date. Not qualifying for forgiveness does not mean that you have defaulted on your loan, and it will not have any adverse effects on the credit of your business. If you are denied forgiveness, you will merely need to start making the required loan payments outlined in your loan documents.

Can I use profits to make a shareholder distribution if I previously took a PPP loan?

While the PPP does not strictly prohibit distributions, it also does not expressly permit them. The only way the books might lead a lender reviewing your forgiveness application to question whether the company actually needed the PPP funds when they applied is if you are planning to make a discretionary distribution, you might consider delaying it until after your forgiveness application is approved. While making a distribution will not bar you from forgiveness, it might complicate the process and lead a lender to more strictly scrutinize your forgiveness application. Making a distribution after receiving a PPP loan, while not prohibited, is best avoided until clarifying guidance is provided by the legislature.

In the event that a discretionary distribution is needed to cover expenses, and it must be made prior to receiving loan forgiveness, you will want to source your distribution from the company’s general operating funds rather than any PPP funds. It will also benefit you to maintain detailed records of how your PPP funds were used and/or applied.

My company is still struggling and I am in need of additional funds, how do I qualify?

At the beginning of 2021, Congress passed a second round of PPP funding. Companies who have not yet received PPP loans are able to apply for a new loan, and companies who received first round PPP funds are able to apply for a second draw loan on the same terms and conditions as their prior loan. This time though, Congress tightened the eligibility requirements for loan recipients. Now, a company applying for PPP funds must provide documentation to their lender evidencing their actual need for a loan. The lender will review the application and determine if the company qualifies for PPP funds. With the second round of PPP funding, a company can no longer rely on a self-certification of their need if they wish to receive PPP funds.

Contact Allie Horwitz at 513-977-3406 or ahorwitz@katzteller.com.

Answers to Your Lingering PPP Questions

By Allie Horwitz, Katz Teller

The Paycheck Protection Program (the “PPP”), the loan program administered by the Small Business Administration (the “SBA”), and enacted as an emergency response to the coronavirus pandemic as part of the Coronavirus Aid, Relief and Economic Security Act (the “CARES Act”), sought to provide economic aid and peace of mind to businesses at the outset of the pandemic. As we near the one-year anniversary of the passage of the PPP and a second round of PPP funding, some questions, many of which are essential to everyday business operations, remain unanswered by the PPP legislation. Below are a few commonly asked questions, posed by business owners who have taken advantage of, or who wish to take advantage of, the PPP:

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Contact Allie Horwitz at 513-977-3406 or ahorwitz@katzteller.com.

Using Storytelling To Strengthen Leaders During COVID

By Diane Egbers, Leadership Excelleration

COVID EFFECT ON CONNECTION AND LEADERSHIP

The ongoing pandemic has been one of the most disruptive events for small and family-owned businesses in our collective memories. Beyond the obvious personal, financial, and operational impacts, the crisis has disrupted the workplace in myriad ways, leading to disconnection, anxiety, and uncertainty. The resulting leadership problem is emerging as the challenge of this decade and perhaps an entire generation of leaders.

Comparing this crisis to those of the past 80 years, the Gallup organization’s work clearly shows that citizens look to leaders for reassurance of a shared path forward. Much in the same way, our teams look to us as leaders for inspiration and engagement.

THE HISTORY OF STORYTELLING

The history of documented storytell- ing dates back thousands of years. It has revealed and bonded our shared experi- ence across centuries and strengthened humanity. In more recent times, organiza- tions like Microsoft, P&G, and NASA have tapped into the power of storytell- ing and the results it can yield in develop- ing leaders who deepen engagement, gain credibility, acquire influence, and inspire resilience.

THE IMPACT OF STORYTELLING

Think about the last time you heard a great story or the impact of a great story in a movie or a novel, or even about your business. Maybe it was that motivational speaker sharing a breakthrough or a new friend opening up about a personal vic- tory that affected you. In the same way we develop a connection on an emotion- al level and learn from each other, so too we can do this as we lead our teams.

As leaders, our ability to integrate story- telling into our overall approach and style has never been more important. It is a unique opportunity to become a more accomplished leader. The afore- mentioned Gallup study finds that teams universally need trust, compassion, stability, and hope from leaders. Story- telling is a vital element in providing all of these. It seems (and we are hopeful) that at some point in the coming year, our teams will be reconnecting in shared workspaces.

However, we are still battling the disconnection that accompanies remote working. Now, more than ever, storytell- ing of the history and future of your busi- ness can help you build connection on an emotional level that will inspire your teams to follow, embrace change, and move forward.

A STORYTELLING (HOW-TO) FOR LEADERS

A review of our work during the Goer- ring Center’s Leadership Development In- stitute reveals a tried and true approach to honing leaders’ storytelling impact. As family and private business own- ers, you have amazing stories that are worth telling. Your companies have a rich history worth hearing. It’s important that, of all the businesses that exist, you share the intense dedication of your employees and your dedication to them. Your story can supercharge connection, engagement, and loyalty. All things that are in shorter supply these days. What then, is a good roadmap for leaders who want to tell their story?

• Start with clarity. Understanding your audience and why your unique story should matter to them and motivate them is an important start- ing place.
• Connect with your team. You should seek to understand enough about them to visually and emotionally connect to what they care about.

• Account for context by setting the stage based on what your team cares about.
• The chronology of how you deliver stories is key as well. Start with im- pactful learning and weave in a time- line that makes sense for your team.
• A good dose of charisma always helps. You should make wise use of humor, suspense, third person, and drama to tell the story.
• Conclude stories with the life/career learning your teams should take away and why it matters.

As leaders learn to tell their own stories and deeply listen to the stories that lie uniquely within their teams, they engender a deeper connection and promote loyalty, and foster healthy, high-performing teams.


For more information, contact Diane Egbers at 513-677-0995 or Diane.Egbers@LEI-Consulting.com.
Diane Egbers
TRANSFORMING LEADERSHIP
MAXIMIZE EFFECTIVENESS TO ACCELERATE YOUR PERFORMANCE
A Well-Planned Pivot

By Lisa Jonas, Program Director
Goering Center for Family & Private Business

When we published our Speaker Series in February of 2020, we had no idea that in just one month’s time, six months of our Program Committee’s hard work and planning would get tossed out the window. But everyone was in the same boat and together, we pivoted, developed new skills, and took our educational offering into the Zoom-a-sphere with all of our friends.

This year is different. Now we know what we don’t know -- when we will be together live? So we have planned our pivot! Flexing our virtual muscles this spring and offering you our sincere promise to bring everyone together just as soon as, frankly, you tell us you are ready. The vaccine will certainly help. We are locking down some awesome outdoor venues in anticipation of warmer weather. Optimistic? Maybe. But we know how to change things up if we have to.

Community and Connection

The Goering Center is known for our educational programming in the family and private business space. Just as important is the community we’ve built, and the connections we make, each and every time we come together. In a virtual environment, you can count on us building in ample breakout sessions with structured activities to get you talking to each other. To this end, we are seeking volunteers to dig into the content and facilitate meaningful conversations. If you are interested in volunteering, shoot me a note at lisa.jonas@uc.edu.

There is a weird intimacy that exists in Zoom. As we sit with our faces just inches from our webcams, and if we are bold enough to be just a little bit vulnerable, we can create a safe space where real connection begins. I watched it play out all last year, and so did many of our members who keep coming back for more.

So join us. And if you’re all Zoomed out, then come see us at the Goering Center. We can meet in a socially distanced environment, listen, and get you connected with just about whatever you’re missing most.

For us, that’s you. Know that we are thinking about you and can’t wait to be together again.

Our 2021 Speaker Series is fantastic. Join us for all of it!

Leadership Development Institute

Cincinnati-based Leadership Excellence developed the Leadership Development Institute exclusively for Goering Center members. In a unique format, seasoned CEOs and presidents work side by side with emerging leaders. This mix of tested experience and fresh perspective energizes and inspires participants while forming strong bonds across family and private businesses in our region. This is a comprehensive program, accelerating performance over 10 half-day workshops:

- Strengths based leadership
- Personality style preferences
- Performance coaching
- Relationship coaching: emotional intelligence
- Relationship management: conflict & negotiation
- Team effectiveness & development
- Cultivating a culture of team engagement
- Leading change
- Problem solving & decision making
- Leading for performance

March 10, 2021 (Kick Off)
A.M. Virtual Sessions transitioning to face to face in late spring or as soon as feasible relative to guidelines concerning COVID-19

March

“Our Board provides fresh perspectives on our business backed by a wealth of experience and accomplishments.”

Business Boards Institute

A highly engaged board of advisors provides you with expert advice, diverse perspectives, and insight on how other firms operate, evolve, and grow. Our Business Boards Institute walks you step by step through launching a functioning advisory board designed to help you achieve company goals and drive change.

Designed for CEOs, presidents, and owners of family and private businesses, the institute helps you assess your organization’s needs, identify, interview, recruit, and onboard advisory board members, and equips you to effectively plan and lead your board meetings. We help you find the right people, and understand the process, so you can get your board up and running quickly.

2021 Overview Dates
Mar. 17 & July 28
8:00 to 9:30 a.m.
Mar. 17 Virtual Event
July 28 venue to be determined

Breakfast Series | Coaching From Above

Giving critical feedback is one of the most difficult parts of being a leader. Join this interactive workshop to gain the skills necessary to motivate your team by delivering feedback that empowers others compared to causing them to feel exposed or ashamed. Shift your mindset on how corrective feedback can inspire versus deflate and learn how to apply this language in the real-world.

March 25, 2021
7:30 to 9:30 a.m.
Virtual Event

April

Luncheon Series | The Power of the Family Brand

Uncover the competitive advantage that can be found in any family-owned business and learn how to leverage that truth to build deep relationships that will last generations. In this interactive working session, you will understand what a family brand is, how to develop your intentional brand, and the tools and channels for delivering your brand promise to your audience.

April 22, 2021
11:30 a.m. to 1:30 p.m.
Virtual Event

May

Workshop | Diverse & Inclusive: Your Competitive Advantage

Companies that nurture an inclusive and diverse workplace outperform their competitors financially while enhancing creativity, productivity and innovation. By the end of this foundational workshop, participants will be able to discuss the concepts of diversity, equity, inclusion, and unconscious bias, and know how to apply the concepts to their work teams. Send your leadership and HR team to learn how inclusive companies that celebrate diversity create measurable value while increasing employee engagement and retention.

May 20, 2021
8:00 a.m. to 12:00 p.m.
Venue to be determined

The Roundtable Experience

Overview | Goering Center Roundtables

The Goering Center will host two complimentary Roundtable Overviews this year. Participants will experience a "trial" roundtable meeting to see how this opportunity can benefit them.

2021 Dates
May 19, Oct. 20
May 19 venue to be determined, either virtual or in-person
Oct. 20 to be held at Goering Center, 225 Calhoun Street, Clifton
June

**Luncheon Series | HBR’s Family Business Handbook: How to Build and Sustain a Successful, Enduring Enterprise**

Navigate the complex decisions and critical relationships necessary to create and sustain a healthy family business — and business family. Whether your family business is large or small, join Dr. Josh Baron as he brings sophisticated guidance and practical advice that draws on decades of experience advising family businesses. He will share proven approaches for communicating effectively, managing conflict, building governance structures and more, so you can build, grow and position your family business to thrive across generations.

**June 3, 2021**
11:30 a.m. to 1:30 p.m.
Venue to be determined

**Featuring**
Co-Author, Dr. Josh Baron

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**August**

**Breakfast Series | Top 10 Ways to Lift Your Employee Benefit Program**

Employee benefits can account for up to 30% of overall labor costs. Companies that promote the value of this investment to employees see higher engagement and profits while attracting and retaining top talent. Join our expert panel as they share how to help your team understand the investment you’re making in their health and wealth.

**August 19, 2021**
7:30 to 9:30 a.m.
Venue to be determined

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**September**

**Overview Breakfast | Next Generation Institute**

The Next Generation Institute® is for owners and leaders of family businesses, their successors (family or non-family), and other family members who may or may not work in or have ownership interest in the business. Come tackle the tough questions together, have difficult conversations, and gain a holistic perspective on the succession journey. Join us to discover if NGI can help you prepare for transition and success.

**September 22, 2021**
8:00 to 9:30 a.m.
Venue to be determined

**Workshop | Conscious Leadership: Using the Enneagram to Develop Emotional Intelligence**

It’s hard to understand why people act the way they do, yet their behavior is the biggest factor influencing the success of every business. Take this half-day workshop to explore the hidden motivations behind the habitual behaviors that both help and hinder us. Leave with a solid understanding of your personal Enneagram type, along with a framework for developing emotional intelligence — the key to long-lasting, transformational change.

**September 30, 2021**
8:00 a.m. to 12:00 p.m.
Venue to be determined

**Featuring**
Deni Tato

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**October**

**Leadership Series | New Leader Onboarding**

Employees who participate in a structured onboarding program are 69% more likely to stay with the organization after three years. Presented in partnership with Leadership Exceleration, our New Leader Onboarding Program guides leaders to conquer the seven barriers to success and is designed to improve the success rate of leaders who are newly promoted or in a new role. Learn to fully contribute at a much faster pace, while reducing the risks of new hire turnover and all the associated costs.

Five, two-hour virtual sessions.

**October 26, 2021 (Kick Off)**
November 2, 9, 16 and 23
8:30 - 10:30 a.m.
Online program

**Featuring**
Diane Egbers

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**Luncheon Series | The Prioritized Leader: How to Win at Home and at Work**

Many of us focus on winning at work, putting pressure on ourselves to succeed. With whatever time and energy is left, we give to our family and to ourselves. That’s not sustainable and leads to undesired consequences. Learn Cory Carlson’s Five Capitals Framework that, when lived in the correct order, helps you to succeed and thrive both at work and at home.

**October 28, 2021**
11:30 a.m. to 1:30 p.m.
Venue to be determined

**Featuring**
Cory Carlson

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**November**

**Next Generation Institute**

Begin your succession journey with the Goering Center. At our flagship institute, we shine a light on the issues family business owners and their successors could not anticipate in a caring, supportive environment.

Sessions are conducted by experts in law, transition planning, valuation, tax, accounting and finance, contingency planning, communication, and the dynamics of families in business together. We feature guest speakers from regional family businesses who want to share their succession experience, and a team of volunteers support each family, making the program content relevant and actionable.

Eight half-day sessions take place monthly, November through June.

**November 9, 2021 (Kick Off)**
Venue to be determined

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**Breakfast Series | Vulnerable & Powerful Leadership Lessons to Improve Culture and Performance**

Google spent two years researching factors that made the most successful teams. They found that how team members interact and psychological safety are the most important factors. Disclosing vulnerabilities leads to psychological safety, as confirmed by the research of Brené Brown. The invincible, omniscient leadership persona is outdated and counterproductive. Leadership is about connecting with, motivating, and serving others. Sharing a vulnerability, rather than hiding it, pays dividends and authenticity generates trust. Improve your effectiveness as a leader and empower your team to be successful.

**November 11, 2021**
7:30 to 9:30 a.m.
Venue to be determined

**Featuring**
Judy Ellis

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Commercial Auto Trends to Watch in 2021

By RiskSOURCE Clark-Theders

A commercial fleet can offer numerous benefits, it can also create additional risks. As accidents steadily increase, their associated costs have unfortunately followed suit. Certain trends in 2021 can continue to impact the rise in accidents, but we can also expect technology, through the use of virtual training and telematics, to help reduce the incident rate and the costs associated with accidents.

DRIVER SHORTAGES

According to the American Trucking Associations, approximately 160,000 commercial driver positions will go unfilled in the next decade. This shortage is largely due to increasing freight demands and a rapidly aging workforce.

There are several concerning implications associated with driver shortages. First, many organizations have had to lower their commercial driver applicant standards in order to fill open positions. Second, driver shortages have forced some organizations to require their more experienced staff to take on longer shifts and drive additional hours.

With these implications in mind, it’s crucial to mitigate the risks connected to driver shortages by developing an effective driver training program as well as implementing incentives that reward employees for demonstrating safe driving behaviors, for example.

DISTRACTED DRIVING CONCERNS

While many factors can lead to a crash, distracted driving is one of the most common causes of accidents, and—consequently—commercial auto claims. Examples of distracted driving include eating, drinking, applying makeup, texting or talking on the phone behind the wheel. Distracted driving reduces awareness, decision-making and performance—increasing the likelihood of driver error, near-crashes or crashes.

In fact, data from the National Highway Traffic Safety Administration indicates that, every year, up to 391,000 people are injured and 3,450 people are killed in crashes involving distracted drivers. As these incidents have become more prevalent, commercial auto insurance costs have climbed in tandem.

By enforcing various workplace policies aimed at minimizing the likelihood of distracted driving, businesses can minimize their risk (e.g., a policy on cellphone and portable electronics usage behind the wheel or a policy requiring employees to pull over at a rest stop in order to eat during their shift).

ADDITIONAL VEHICLES ON THE ROAD

According to industry experts, there are more drivers on the road than ever before. The Department of Transportation (DOT) reports that 286.9 vehicles were registered in the United States in 2020, up from 284.5 million in 2019. Looking ahead, the DOT estimates that an additional 2.6 million vehicles will be registered in 2021.

Additionally, industry demand is on the rise, and drivers are logging added miles in order to make deliveries and meet employer demands. Together, this means a higher number of drivers will be on the road for longer periods of time, increasing the likelihood of accidents and subsequent commercial auto claims.

This rise in vehicles makes it all the more vital for organizations to encourage safe driving habits, especially in high-traffic situations.

NEW VEHICLE TECHNOLOGY

In response to the rise in accidents on the road, many employers are resorting to new vehicle technology as a way to promote safe driving habits within their workforce. Specifically, some organizations have begun equipping their vehicles with telematics.

Telematics is a form of vehicle software that combines the features of telecommunications and informatics to help employers effectively manage their fleet. This software operates by connecting to various devices installed in a vehicle, including GPS technology, sensors, mobile applications, dashcams and vehicle engine diagnostics solutions. Common data collected by vehicle telematics software includes vehicle speeds, vehicle locations and driving behaviors (e.g., braking intensity or acceleration frequency).

Telematics can be used in a variety of different commercial vehicles. Many employers use this technology to monitor vehicle deliveries, determine routes, communicate with drivers, review employee driving practices and detect vehicle maintenance concerns. Utilizing telematics can reduce operational expenses, bolster fleet security, encourage safe driving habits and maintain effective vehicle maintenance practices.

Although some trends in 2021 point to riskier behavior, which in turn can mean a higher rate of accidents and an increase in operational costs, understanding what risks exist is the first step to exploring ways that you can manage them. Expect technology to play a major role in this for 2021.

For more information, contact RiskSOURCE CEO Jonathan Theders or Commercial Risk Advisor Seth Phillips at 888-779-2800.

Understand the Real Cost of a Data Breach

By Daimon Geopfert, Principal, RSM US LLP

As cybersecurity threats and data security events continue to evolve, understanding the costs and resources necessary to respond to a data breach is essential. While incidents at large organizations tend to grab the majority of the headlines, attacks on small and middle market companies often result in more harmful reputational and financial damages.

RSM US LLP is a proud sponsor of the 10th annual NetDiligence® Cyber Claims Study, which provides greater insight into data breaches and a glimpse into their associated damages. This year’s report is the most comprehensive ever, featuring analysis of 3,457 claims arising from events that occurred between 2015 and 2019. The data from these claims has been analyzed and distilled into over 100 categories, including types and amounts of losses, incident causes, types of data exposed, business sectors affected, revenue size of claimants, and the financial impact of 24 different variations of cybercrimes, including ransomware, business email compromise, phishing, malware and rogue employees.

To present more accurate pictures of the business impact of cyber events on smaller versus larger organizations, the NetDiligence report presents findings for small to medium enterprises (SMEs) separately from findings for large companies. For the purposes of this report, SMEs are defined as organizations with less than $2 billion in annual revenue, while large companies are defined as organizations with $2 billion or more in annual revenue.

To emphasize the ongoing, persistent cybersecurity threat to the middle market, 98% of claims in this year’s survey ($589 million in total) came from SMEs, while the remaining 2% ($410 million in total) came from large companies.

“Recent data has shown how much hackers and other criminal enterprises are increasing their focus on small-to-midsize businesses,” said RSM Principal and Leader of National Security, Privacy and Risk, Daimon Geopfert. “SMEs are often softer targets, because they typically don’t have the same depth of controls and protections in place as larger companies to quickly identify and prevent a breach. Knowing the costs associated with potential attacks can help organizations understand the challenges they are up against, and develop a proactive risk strategy.”

Additional key study findings include:

- The number of claims involving breaches from ransomware has increased dramatically in recent years, with 263 claims in 2019 compared to 19 claims in 2015.
- Overall, ransomware was the leading cause of loss in the survey, averaging $175,000 in ransom amount and $275,000 in incident cost, both a significant increase over last year’s report.
- Ransomware, business email compromise and staff mistakes were the leading cause of loss for SMEs in 2019, while large companies encountered hackers, malware and viruses and staff mistakes most often.

- Health care, professional services and retail were the SMEs that filed the most cyber claims in 2019, while larger companies in health care, financial services and retail were most affected.

For more insights into cybersecurity challenges middle market companies are facing, visit rsmus.com/what-we-do/services/risk-advisory.html.

Daimon Geopfert focuses on penetration testing, vulnerability and risk management, security monitoring, incident response, digital forensics and investigations, and compliance frameworks within heavily regulated industries. Daimon has over 20 years of experience in a wide array of information security disciplines. For more information, contact Daimon Geopfert at 313-335-3888 or Daimon.Geopfert@rsmus.com.
How to keep employees engaged as they work remotely

By Mark Palazzo, Senior Vice President, Commercial Team Leader, Cincinnati, Huntington National Bank

The COVID-19 pandemic forced many employees to work from home, and employers had to quickly shore up their network infrastructure and ensure employees had all the equipment they needed to do their jobs. Today, while most employers have largely resolved their technical concerns, they now need to address another critical issue—maintaining a positive culture and keeping employees engaged.

Matthew Hall, culture development director at Huntington, says this may be the first time many people have had to work from home.

**ASK ‘HOW ARE YOU DOING?’**

When so much has been disrupted, support means something different to each employee. Hall says leaders should ensure that their conversations with employees include questions such as, “How are you doing?” and “Do you have everything you need?” to address individual struggles and put employee well-being at the forefront.

And while the disruption warrants an increase in communication, this is not the time to micromanage. People were hired because you trusted them to do their jobs, says Hall.

However, for most employers, declines haven’t been an issue, says Hall. Isolating at home has instead created another issue, that of people working too much. Hall says it’s important for leaders to help employees manage their time so they don’t burn out. This could mean encouraging them to go for a walk during the day or helping them find other ways to disconnect.

“When you now have, in some cases, a spouse that’s working from home and kids that are now schooling from home, how do you fit all that in?” Hall asks. “Where is there fatigue, employees should consider how they can support that employee from a wellness perspective.”

**ONBOARDING ADJUSTMENTS**

Onboarding—where engagement starts—has had to go virtual. For employees who are hiring while offices are closed, Hall says considerations should be made so new employees have everything they need to do their jobs effectively. That means quickly shipping them equipment and being available to talk them through setup.

Onboarding processes should be refreshed to reflect the new realities of the job and work conditions. Hall recommends reviewing current onboarding plans and asking what new information needs to be part of virtual sessions and what can be eliminated because it no longer applies.

“The good thing is that this could actually benefit organizations in the longer term because they can learn some things now that can be built into their onboarding practices moving forward,” Hall says.

**CHANGE FOR THE FUTURE**

Organizations can take what they’re learning about employee engagement during this pandemic and create even better places to work.

“How are we taking what we’ve learned already and putting that into place, and thinking about what the workplace of the future might look like,” Hall asks. “Because if you’re not doing that now and you’re going to wait until you get to the new normal, you may be too late, because other companies have started to change the way they’re doing things.”

For more information, contact Mark Palazzo at 513-762-5189 or Mark.Palazzo@huntington.com.
Remembering Our Founder and Friend John Goering

MESSAGE FROM THE PRESIDENT
It is with great sorrow that we announce the passing of our founder John Goering. John was a humble man whose early recognition of the unique needs of family and private businesses led to the creation of the Goering Center 32 years ago.

John’s vision was so broad that it is difficult to fully describe. It can be seen in the interactions among the business owners who work with the Goering Center every day. It has been evident in John’s beaming smile as he has watched our members extract value from the Center’s numerous offerings over the many years. And it lives on in the stories and successes of our members’ businesses.

John’s contributions to the business community have been invaluable – he has had a profound impact leaving us stronger and better. We have lost a great friend who was a kind and generous community leader.

All of us at the Goering Center are proud to have known John and to have had the honor of working with him, sharing in his vision and mission to nurture and educate family and private businesses. He was a man of great character who lived a life of integrity. John leaves an enduring legacy that will carry on for many generations to come in this region.

He will be truly missed. Carol Butler President

As kind tributes are published and pour in from all over our region, our Goering Center team wanted to share fond memories of our beloved founder and this community he cherished.

John Goering 1933-2021

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