

The background is a vibrant, stylized illustration of a tropical scene. At the top, a yellow sky with a white, textured pattern contains the year '2025' in pink. Below the sky, a dark brown volcano with a white crater sits on a green hill. In the foreground, blue waves with white foam crash onto a sandy beach. Large, colorful hibiscus flowers in shades of pink, purple, and orange are scattered throughout the scene, particularly in the corners. The overall style is reminiscent of mid-century modern graphic design.

2025

SMACNA ANNUAL CONVENTION

Maua, Hawaii

OCTOBER 26-29

HELP! I work with my family!

- Dr. Devon Madon, Madon Sheet Metal
- devon@madonsheetmetal.com

Resources

Books

- HBR Family Business Handbook (Baron & Lachenauer, 2021)
- The Soul of Family Business (Hubler, 2018)
- Keep the Family Baggage Out of the Family Business (Fleming, 2000)
- 9 Elements of Family Business Success (Fishman, 2009)

Tools & Networks

- FFI.org
- HBS Family Business Program
- Peer groups
- ChatGPT/Gemini for scripts

What You'll Leave With

- Tools to balance business and relationships.
- Frameworks for clarity and communication.
- Permission to lead with empathy without losing structure.

A decorative illustration at the bottom of the slide. On the left, there are brown mountains and green foliage. In the center, there are blue waves crashing against a yellow background. On the right, there is a large pink hibiscus flower. The text "2025 SMACNA ANNUAL CONVENTION" is written in a bold, sans-serif font across the yellow background.

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Family Businesses

■ *“Family businesses are the backbone of the economy — responsible for about 60% of U.S. jobs and nearly 70% of GDP.”*
— *U.S. Small Business Administration, Family Enterprise USA (2023)*

Family businesses don't just create jobs; they create belonging. They keep values, craftsmanship, and community alive.

Purpose and Connection

-  *“The soul of family business lies in shared purpose and connection.”*
- — *The Soul of Family Business* (Hubler 2018, p. 4)



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Discussion #1

- Do we share the same definition of success?
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- How do we celebrate wins as a team, not just as owners?
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- What balance do we want between profit and purpose?

Clarity and Roles

■ *“Teams thrive when accountability is clear and emotional roles are named.”*

— *9 Elements of Family Business Success* (Fishman 2009, p. 57)



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Discussion #2:

- Where does authority live, and do we all know it?
- Are family and non-family employees treated consistently?
- What decisions fall through the cracks?

Conflict and Curiosity

■ *“Curiosity turns conflict into connection.”*

— *The Soul of Family Business* (Hubler 2018, p. 108)



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Discussion #3

What's our "house rule" for disagreement?



When have we used curiosity instead of control?



Who could help us mediate when emotions run high?

Invisible Labor

■ *“Unspoken labor is still labor. Honor the unseen.”*

— *The Soul of Family Business* (Hubler 2018, p. 96)



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Discussion #4:

- Who carries the mental load behind the business? Are we honoring invisible labor and emotional work fairly?
- How do we show appreciation beyond paychecks?
- Where could a small thank-you change everything?

Humility & Shared Work

■ *“True leadership in a family business means remembering that no one is above sweeping the floor.”*

— Synthesized from *The Soul of Family Business* (Hubler 2018, ch. 8 “Service as Leadership”) and *9 Elements of Family Business Success* (Fishman 2009, Element 6 “Respect Across Levels”)



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Discussion #5

What does “no job is below me” look like in practice?



When did you last jump in simply because it mattered?



What message do we send when we lead by doing?

Legacy and Stewardship

■ *“Legacy is built by owners who behave like stewards, not heirs.”*

— *The HBR Family Business Handbook* (Baron & Lachenauer 2021, p. 213)



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Discussion #6:

- What do we want to hand down: values, skills, or equity?
- Who are we mentoring to lead after us?
- How will we know we've passed on something worth keeping?

✓ **1. Define “Winning Together.”**

Hold one family meeting to write down what success means — in one sentence. Post it in the shop.

✓ **2. Document Roles and Responsibilities.**

Create a one-page org chart or job list. Use names, not titles. Review it every quarter.

✓ **3. Write a “No-Go Zone” Policy.**

List three topics that belong *only* at home (e.g., parenting, marriage issues) and three that belong *only* at work.

✓ **4. Create a Conflict Protocol.**

Decide now: when we disagree, do we pause, bring in a neutral voice, or vote? Write it down before it’s needed.

✓ **5. Review Finances Together Quarterly.**

Even a 15-minute walkthrough builds trust. Keep business transparent to family stakeholders.

✓ **6. Honor Invisible Labor Publicly.**

Pick one person a week to thank — in writing or aloud — for behind-the-scenes contributions.

✓ **7. Build a Succession Habit.**

Start teaching one key skill or responsibility to the next generation, one task at a time.

✓ **8. Bring in an Outside Perspective.**

Invite a trusted non-family advisor (accountant, peer owner, mentor) to attend one family-business meeting per year.

Please take a moment to complete the session survey provided to you.



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