SHIDLER COLLEGE OF BUSINESS

FAMILY BUSINESS CENTER OF HAWAI‘I

Reflections for the Year

WINTER 2025

MESSAGE FROM THE FACULTY DIRECTOR

Aloha everyone,

As we come to the close of another year, it's a natural moment to pause and reflect on how much our FBCH community has grown and evolved. Through both big transitions and small day-to-day changes, we continue to see our member families adapting with resilience: whether by preparing the next generation to step into leadership, working on thoughtful employment policies, or formalizing their values and vision through family business constitutions.

We also had the joy of welcoming new members to our ‘ohana this year.

Together, we are learning more about the unique opportunities and challenges that come with being part of a family business. Mahalo for all that you do to support one another and our wider FBCH ‘ohana.

Wishing you and your families a warm, joyful holiday season.

With gratitude and appreciation,

Marjan Houshmand

Building Resilient Family Enterprises: A Cross - Generational Workshop

In August, we had the privilege of learning from two leading family business experts, Dennis Jaffe and Peter Begalla. They led us through a rich, two-day cross-generational workshop focused on building resilient family enterprises.

Key Focus Areas

- Generational Dynamics: Understanding how family, business, and culture evolve as an enterprise moves from one generation to the next.
- Intergenerational Dialogue: Dividing into groups of current and rising generations to reflect on contributions and expectations, which sparked meaningful conversations about common ground and differing perspectives.
- Family Purpose Statement: Exploring the creation of a family purpose statement that reflects the founder's vision, integrates newer family values, and aligns shared goals for wealth and business.
- Navigating Difficult Conversations: Emphasizing the importance of clarifying goals before engaging in difficult conversations and being prepared to revisit them as necessary.






Navigating a Successful Business Transition with Zachary Hammond and Kelli Domae Kao

In November, we welcomed Zachary Hammond and Kelli Domae Kao from J.P. Morgan. They guided us through various business transition options, focusing on the critical decision of whether to keep or sell the business.

Key Insights

- Decision-Making: Understanding the multitude of factors influencing the decision to sell or retain the business.
- Transaction Process: Acknowledging the complex considerations involved in the transaction process and the need for comprehensive understanding of each option's advantages and disadvantages.

Spotlight on Research

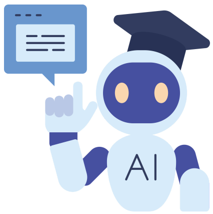
A recent article in Family Business Review by Burrows et al. (2025), titled *"Guardians of Reputation: How Stewardship Climate Mobilizes Nonfamily Employees to Defend Against Reputational Threats,"* provides valuable insights.

Findings

- Stewardship Climate: Creating a strong stewardship climate, characterized by long-term thinking, care, and responsibility, fosters a sense of "psychological ownership" among nonfamily employees.
- Reputational Defense: This climate increases employees' willingness to defend the firm's reputation, especially in times of threat.
- Hawai'i Family Businesses: For local businesses, cultivating a stewardship culture grounded in values like aloha can empower nonfamily employees to protect the firm's reputation effectively in a close-knit island context.

To read the full article, please visit: Family Business Review.

AI & Our ‘Ohana: A Holiday Conversation



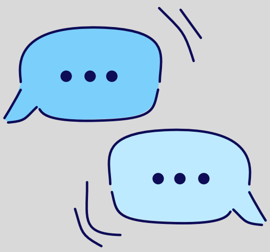
Over the holidays, consider setting aside an “AI & Our Family” evening for a relaxed, cross-generational conversation about AI.

Discussion Points

Daily AI Interactions: Each family member can share examples of how AI impacts their daily life (e.g., navigation apps, online shopping suggestions, chatbots, or creative tools).

- Future Aspirations and Concerns: Discuss what each person likes, worries about, and hopes for regarding AI.

- AI in Business: Explore questions such as:
  - How do we want to use AI in our business?
  - How should AI interact with our customers and employees?
  - What values should guide our AI-related decisions?



Creating an ‘Ohana AI Statement

Consider drafting a simple “family AI statement” to capture shared principles (e.g., respect, transparency, and care for employees and community) that can guide future decisions as technologies evolve.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Mahalo for being a part of our FBCH Ohana! Wishing you all the best in 2026 and we can't wait to see you at our next event.

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