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June 2011

Volume 3, Issue 2

**Newsletter
highlights:**

- New STEP China Affiliates
- Upcoming Events and News
- North American Team Profiles
- Upcoming Summits
- A reflection from Rob

Volume 3, Issue 2

Welcome STEP Affiliates to the latest issue of *STEPout!* The past few months have been extremely busy for STEP with meetings around the world, and several new affiliates and scholars joining the STEP family! In this issue, we report on the events of this year and share profiles of our new affiliates.

It is also time to say good-bye to our very dear Rob Nason as he embarks on his doctoral journey to Syracuse! We all know well how integral Rob has been to the STEP project and wish him well in his doctoral studies. Read his reflections

Hope you enjoy this issue of welcomes and goodbyes.....

STEP 2011 Regional Meetings

This spring was a busy one for STEP with meetings on 3 different continents within one month. All were wonderfully hosted and helped to energize the regions. See below for more information on each meeting!

April 11 – 12 in Santiago, Chile: The STEP Latin American team held a productive meeting hosted by Universidad Aldolfo Ibañez. The meeting focused on sharing research topics and creating collaborations across university teams. The group left with fresh ideas to pursue and a plan to push forward for the next year.

April 28 – 30 in St. Gallen, Switzerland: The STEP European team held an academic summit hosted by the University of St. Gallen which allowed for a deeper exploration of the emerging research themes in the European region. All participants shared projects from their universities and received feedback from the group. We had a powerful on-site visit with a St. Gallen family firm which provided an interesting model for adding value to the families we work with. The group left with strong momentum for the year ahead.

May 5 in Grand Rapids, Michigan: We held an exciting first meeting with our newest team of STEP North American Universities. We focused on exploring the STEP framework, qualitative cases and the emerging findings. Many thanks to **Justin Craig**, who presented a compelling case of how Bond has been able to leverage their STEP involvement. Meet our new affiliates from Dalhousie University, Concordia-HEC-McGill Universities, Baylor University, Babson College, Northwestern University (Kellogg), Utah State University, University of Vermont and WPI! (see pages 5-10).



New STEP China Affiliates

Zhejiang University

Hangzhou, China

We welcome Zhejiang University as a new member from the Asia Pacific Region. Zhejiang Vice Dean Chen Ling has shown strong support and we are pleased that renowned family business scholar and Zhejiang visiting Professor Jess Chua will be participating on their team! The following scholars will be part of the Zhejiang team:



- **Chen Ling**, Professor of Family Business / Business History, Vice Dean for Research & Int. Cooperation
- **Wang Shiliang**, Associate Prof. & Deputy Director of Case Center
- **Ye Chunhui**, Associate Prof. & Deputy Director of Case Center
- **Dou Junsheng**, Associate Professor
- **Jess Chua**, Professor of Finance and holder of the Professorship in Family Business Governance at the University of Calgary and Visiting Professor at Zhejiang University. His two fields of research are family business governance and new venture financing.

Sun Yat-Sen University

Guangzhou, China



We are glad to welcome back Sun Yat-Sen University, who have decided to rejoin the STEP Project and will continue their history of strong cases and great contributions. Their team includes:



Hang Zhu is an associate professor in School of Business. His research interests are the entrepreneurial team, family governance, Guanxi and succession in family businesses.



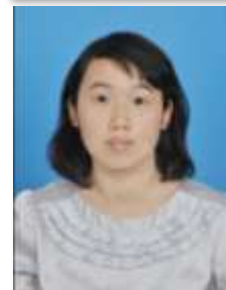
Chao GUO is a Doctoral student in the Department of Management at the School of Business and used to be an exchange student at ESSCA (College of the Commercial Sciences of Angers). Her research focuses on family business studies, transgenerational entrepreneurship and strategic entrepreneurship.



Xinchun Li is the professor of entrepreneurship and family businesses in School of Business, the director of the Research Centre for Chinese Family Businesses, and the former dean of BSSYSU. His research expertise lies in entrepreneurship, family businesses and corporate governance.



Weiwen Li is an Assistant Professor in the Department of Business Administration. His research interests include international entrepreneurship, corporate governance, family business, and CEO succession.
(allenliweiwen@gmail.com)



Lihong Song is a Doctoral student in the Department of Management at the School of Business. Her research focuses on family business governance, strategic entrepreneurship, family entrepreneurship and corporate social responsibility.

Upcoming Events

STEP Related	When	Where
<ul style="list-style-type: none"> Lunch Meeting for IFERA Conference 	29 June 2011	Sicily, Italy
<ul style="list-style-type: none"> STEP Webinar I: Getting Started 	30 July 2011 11:00AM EST	Virtual
<ul style="list-style-type: none"> Breakfast Gathering for AOM 	16 August 2011	San Antonio, TX
<ul style="list-style-type: none"> LA Case Presentation and Summit Planning Meeting 	6 – 7 September 2011	Quito, Ecuador
<ul style="list-style-type: none"> European Research Meeting 	14 – 15 November 2011	Antwerp, Belgium
<ul style="list-style-type: none"> Latin American Summit 	3 – 7 November 2011	CENTRUM: Lima, Peru
<ul style="list-style-type: none"> Asia-Pacific Summit 	17 – 19 November 2011	Sun Yat-sen, Taiwan
<ul style="list-style-type: none"> South Africa Summit 	25 – 26 November 2011	University of the Western Cape, South Africa
<ul style="list-style-type: none"> Joint LA & NA Case Presentation and Research Meeting 	10 – 11 May 2012	Montreal, Canada
<ul style="list-style-type: none"> Latin American Summit 	November 2012	Fundaç�o Dom Cabral: Brazil
General Conferences		
<ul style="list-style-type: none"> IFERA 	28 June – 1 July 2011	Sicily, Italy
<ul style="list-style-type: none"> FFI 	12 – 15 October 2011	Boston, MA
<ul style="list-style-type: none"> SMS 	6 – 9 November 2011	Miami, FL

Interesting Readings

- Learning to Help Through Humble Inquiry and Implications for Management Research, Practice, and Education: An Interview With Edgar H. Schein (2009)*
[Click here](#) to read the article in its entirety (subscription or payment required).
- Advancing the 3Rs of family business scholarship – Rigor, Relevance, Reach (2010)*
 From Volume 12 of *Advances in Entrepreneurship, Firm Emergence and Growth*. Written by Pramodita Sharma and edited by Alex Stewart, G.T.Lumpkin, and Jerome Katz. Recipient of Outstanding Author Contribution Award Winner at the [2011 Literati Network Awards for Excellence](#).
[Click here](#) to view the chapter.

2011 Research & Education Symposium



Family Business Australia

The FBA Research & Education Symposium is an annual one-day dynamic learning forum designed to bring together international scholars and educators to interact with each other and the family

business community to better understand what is already known, and identify what still needs to be known about family business. Following the Symposium, FBA will be holding its Annual National Conference in Perth from 1 – 3 September 2011.

31 August 2011: *Symposium @ Perth, Australia*

Visit www.fambiz.org.au for more details.

News and Publishing Opportunities

- This just in... [The University of San Andres](#) in Argentina will be joining as a STEP affiliate! They will provide important coverage in Argentina and make a great contribution to the group. Be sure to welcome them!
- **FERC 2012:** Behavior Issues and Micro-processes in Family Enterprises. [Click here](#) for guidelines. Deadline: January 31, 2012
- [Special issue on Entrepreneurship and Strategy in Emerging Economies](#), *Strategic Entrepreneurship Journal*. Deadline: July 1, 2011
- [Entrepreneurship and the family businesses longevity: to face risks and misfortunes in turbulent environments](#), *The Revue de l'Entrepreneuriat*. For more information, contact Lucie Bégin: l.begin@em-normandie.fr. Deadline: August 31, 2012
- [Special Issue on Behavioral Issues in Family Businesses](#), *European Journal of Work and Organizational Psychology*. Deadline: August 31st, 2012
- **2012 FERC Doctorial Consortium:** [Click here](#) for more information and to apply. Deadline: February 15, 2012
- Congratulations to **Philipp Sieger, Thomas Zellweger, Robert Nason and Eric Clinton** (and all contributing case writers!) for having their paper "Portfolio Entrepreneurship in Family Firms: A resource-based perspective" accepted into the Family Firm special issue of ***Strategic Entrepreneurship Journal***. This is the first paper using four different STEP cases from four different countries.
- Congratulations to **Justin Craig, Clay Dibrell, Donald Neubaum, and Chris Thomas** for receiving the Kennesaw State University/Coles College of Business for Best Empirical Paper award from the ENT Division of the Academy of Management. Their article is entitled: *Stewardship Climate Scale: Measurement and an Assessment of Reliability and Variability*.
- Congratulations to the 2011 winner of the **STEP Europe award** at the EIASM conference! The winners were **Frank Spiegel and Joern Block** for their paper, "[Family Firms and Regional Innovation Activity: Evidence from the German Mittelstand.](#)"
- **STEP Data Log:** Fill out the short survey of our new data log to share the cases and research topics that you are working on. [Visit the spreadsheet](#) to view others entries and connect to each other!
- **STEP Global Findings Booklet:** Visit our [digital knowledge site](#) to download it!

STEP BOARD DECISION!

STARTING IN 2012 ANNUAL STEP CASES WILL BE DUE ON JUNE 30 EACH YEAR.

Be sure to mark your calendars for June 30, 2012!



Congratulations to **Ken Moores** for receiving his honorary Doctorate from Bond University for his scholarly contribution to the family business field! Professor Moores earned his initial doctorate in the business discipline of accounting which was awarded by the University of Birmingham in 1982. For the next 10-11 years, to about 1992, his research and publications were focused on accounting. But over the years since, he has extended his reach into family business and has generated contributions to an emerging field of scholarship.

North American Launch

We would like to thank and welcome our newest affiliates from North America to the STEP Project! Below are brief profiles on each of the scholars from the North American affiliate academic institutions, including their teaching and research areas of interest.

New NA Affiliates: Canada

Concordia – McGill – HEC

Montreal, Quebec, Canada



Mick Carney is a Professor in the Department of Management and Senior Concordia University Research Chair in Management at the John Molson School of Business. Carney's expertise is in business groups, family business, and firm and national competitiveness.



Alexandra Dawson is an Assistant Professor in the Department of Management at the John Molson School of Business. Dr. Dawson's research interest focuses on investment selection and growth and entrepreneurial behavior in family firms.



Richard Gottschall is a Ph.D. candidate at Concordia working on the influence of family human capital on innovation in family firms. He is a lecturer in Marketing and Entrepreneurship and the State University of New York at Plattsburgh.



Luis Felipe Cisneros Martinez was professor and Dean at the Tecnológico de Monterrey in Mexico before joining the teaching staff of HEC Montréal. He currently teaches at the undergraduate and graduate level, and executive seminars specializing in the conflicting roles of the family business CEOs.



Colette Vanasse is the Executive Director of the McGill-HEC Montreal International Family Business Centre. As a professional in marketing, business development and philanthropy, she thrives in a challenging and dynamic environment. She has worked in diverse industries across Canada.



Mircea-Gabriel Chirita is a Ph.D. candidate at HEC Montreal. His experience as a tax and business lawyer familiarized him with SME issues. He taught the "New Venture Creation" course at the undergraduate level at HEC Montreal. His areas of interest are entrepreneurial teams, family business, and strategy.

Dalhousie University

Halifax, Nova Scotia, Canada



Peggy Cunningham is a Professor, Dean of Faculty of Management, and R.A. Jodrey Chair in Commerce. Her teaching and research focus on ethics, corporate social responsibility and partnerships within the field of marketing.



Elaine Sibson is Executive Director of the Centre for Family Business and Regional Prosperity. As a partner of PWC for 20 years, she has advised family businesses on a variety of matters including taxation, estate and succession planning.

Dalhousie University continued...



Robert Blunden is an Associate Professor of Strategic Management and Family Enterprise. His current research focuses on family business succession; especially the effect of life stages and the fit between the life stages of incumbents and successors in succession processes.



Gregory Hebb is an Associate Professor of Advanced Corporate Finance and Director of the School of Business Administration. His current research interests include conflicts of interest in commercial bank underwriting activities, bank-managed mutual funds, and the role of credit derivatives in bank management.



Manisha Singal is Assistant Professor of Strategy and Finance in the department of Hospitality and Tourism Management in the Pamplin College of Business at Virginia Tech University. Manisha's research investigates the effect of ownership and governance structure on firm strategy and performance especially within the context of family firms.

New NA Affiliates: United States

Babson College

Babson Park, Massachusetts, USA



Candida Brush is a full professor, F. W. Olin Chair in Entrepreneurship, Division Chair for Entrepreneurship, and Director of the Arthur M. Blank Center for Entrepreneurship. A pioneer in research in women's entrepreneurship, Dr. Brush's research interests include resource acquisition, strategy and financing of new ventures.



Patti Greene is a Professor of Entrepreneurship and holds the President's Distinguished Chair in Entrepreneurship. Dr. Greene's research focuses on the identification, acquisition, and combination of entrepreneurial resources, particularly by women and minority entrepreneurs.



Raghu Tadepalli is Murata Dean and Professor of Marketing at F. W. Olin Graduate School of Business. His research covers cross-cultural ethics, evaluation of performance for purchasing agents and salespeople, and the factors that affect salespersons' customer orientation.



Allan Cohen holds the Edward A. Madden Distinguished Professorship in Global Leadership. His expertise lies in leadership and influence, changes in organizations, educational methods, management and organizational behavior, management development for international work, negotiations, and strategic change.

Babson College continued...



Matt Allen is an Assistant Professor in the Entrepreneurship Division and has recently joined Babson from the College of Business Administration at Northeastern University. His research focuses on the impact of effective leadership and people management in small businesses and human capital management in both large and small firms.



Steve Gaklis is a family business owner, entrepreneur, Babson College Trustee, Alumni Association, President, and member of multiple College advisory councils including College Priorities (ACCP), Olin School (MBA), Coaching for Leadership and Teamwork (CLTP), Babson Alumni Resource Network (BARN), and STEP.

Baylor University

Waco, Texas, USA



Ray Bagby is the Robert M. and Louise Rogers Chair of Entrepreneurship in the Hankamer School of Business. Ray has been active in the U.S. Association for Small Business and Entrepreneurship, the Entrepreneurship Division of the

Academy of Management, the Southern Management Association and the International Council for Small Business.



William J. Worthington is Assistant Professor of Strategy and Family Business at the Hankamer School of Business, Baylor University. His research on organizational resilience and family firm succession seeks practical insight into leadership execution of mission fulfillment.

Northwestern University

Evanston and Chicago, Illinois, USA



John Ward is a Clinical Professor of Family Enterprise and Co-Director of the Center for Family Enterprises at the Kellogg School of Management. Dr. Ward teaches and studies strategic management, business leadership and family enterprise continuity.



Ivan Lansberg is the Academic Director and Lecturer of Kellogg's Family Enterprise Executive Education Programs. His areas of extensive research include succession, family business continuity and governance.



Carol Zsolnay is Assistant Director of the Center for Family Enterprises at the Kellogg School of Management. She coordinates, researches and writes on family business issues and topics.



Sachin Waikar is affiliated with the Center for Family Enterprises as a writer of family business cases, articles and books. He has background as a PhD clinical psychologist and as a strategic management consultant.

Utah State University

Logan, Utah, USA



Jim Davis is a Professor and Department Head of Management at the Jon M. Huntsman School of Business. Dr. Davis was an Associate Professor and the John F. O'Shaughnessy Professor in Family Business at the University of Notre Dame. His research interests and

publications are in the areas of corporate governance, strategic decision-making, trust, stewardship and social capital.

University of Vermont

Burlington, Vermont, USA



Pramodita Sharma is the Sanders Professor of Family Business at the University of Vermont, Global Director of the STEP Project for Family Enterprising and a visiting scholar at Babson College, and the co-founder of the Family Enterprise Research Conference. Her expertise lies in

entrepreneurship and family business studies, developing next generation leaders, governance, and succession planning.

Worcester Polytechnic Institute

Worcester, Massachusetts, USA



Frank Hoy is Director of the Collaborative for Entrepreneurship and Innovation, and Paul R. Beswick Professor of Innovation and Entrepreneurship School of Business.



Kimberly Eddleston is an Associate Professor and Tarica-Edwards Fellow at the College of Business, Northeastern University. She is a Research Fellow at the University of St. Gallen's Center for Family Business. Her research centers on the work-family interface of entrepreneurs & family businesses.



Mark Rice is Dean of Business and previously served as Murata Dean of the F. W. Olin Graduate School of Business at Babson College, where he also holds an appointment as the Frederic C. Hamilton Professor for Free Enterprise. His research interests include corporate innovation, entrepreneurship, technology strategy, and new business incubation.



Chick Kasouf is an Associate Professor of Marketing and Entrepreneurship at WPI, and he serves on the Board of Directors of WPI Venture Forum. His research interests are in opportunity recognition and marketing strategy in SMEs.



Wanli Zhao is an assistant professor of finance. His current research focuses on corporate governance issues that incorporate ownership structure, board of directors, financial reporting, and informed trading.



Soussan Djamasbi is an Associate Professor of Management Information Systems at the School of Business. Her teaching and research interests include innovation and IT-entrepreneurship. Her publications are in the areas of decision science and usability.



Hansong Pu is a visiting professor at the School of Business. Meanwhile, he is a professor and Director of Entrepreneurship & Family Business Center at Hangzhou Dianzi University, Zhejiang, China.



Justin Wang is an Assistant Professor of Economics in the School of Business at Worcester Polytechnic Institute. His research interests are in health economics, corporate governance, and applied microeconometrics.

The next STEP Summits



LA Summit

3 -7 November 2011
Centrum, Lima, Peru

The team at Centrum in Lima, Peru is delighted to be hosting the fourth Latin American STEP Summit on November 3-7, 2011.

This summit will continue in the tradition of engaging and lively meetings at each of our past STEP LA events with families. The Latin American team will invite family firms from at least 12 different countries to join us for this special event. The researchers and academic team will meet in Quito in September to plan the exact content and agenda of the Summit to ensure that it will be based on our new cases.

We invite you all to Lima for the Summit and look forward to a wonderful event!

AP Summit

17 – 19 November 2011
Sun Yat-sen University, Kaohsiung, Taiwan

Under the financial support from "Aim for the Top University Plan" of the National Sun Yat-sen University and Ministry of Education, Taiwan, R.O.C., the family business research team aims to explore the antecedents of competitive advantages in Taiwan's



family businesses, and tries to investigate the trans-generational entrepreneurship in Taiwan's family businesses based on the STEP project spirit and model. The team members include Professor Yeh, K.-S., Professor Chen, S.-J., Associate Professor Chung, H.-M., and Ph. D. student, Chan, S.-T. The team has completed 3 family business cases and 2 cases at hand. Besides the qualitative family businesses interview, we also try to collect the longitudinal data of Taiwan's family businesses, especially the large family business group data and the public family businesses in Taiwan.

The coming 3rd AP STEP Summit will be held at Kaohsiung, a beautiful and modern city located in Southern Taiwan. We are happy to announce that there will be almost 10 research teams from over 7 countries in the Asia Pacific region, including China, Japan, Hong Kong, Australia, India, Malaysia, Thailand, and Korea et al., that will join this fantastic Family Summit. The National Sun Yat-sen University team sincerely welcomes all the STEP Global team members to participate in this Summit. The finalized agenda will be released soon.

A reflection from Rob



I now know the difference between a theoretical model and a research framework. I have learned how to toast in at least 10 different languages.ⁱ I have discovered the per-unit cost of globe themed stress relief balls. I have had the (guilty) privilege of being the only one needing the simultaneous translation system. I have significantly improved my knowledge of scotch. I have seen a businessman cry because he rediscovered his family at an event in Mexico City. I have known the joy of wine and cheese on the streets of Paris in the early morning hours. I now know what RBV stands for. I have accrued a few frequent flyer miles. I now have a slightly less vague sense of how one should respond to a reviewer. I have experienced the surrealism of hearing Neil Diamond's Sweet Caroline in a Hong Kong taxi cab. I have learned the importance of references in scholarship.ⁱⁱ

I have seen, experienced and learned much from my time at STEP. It was exactly seven years ago that I started my job as an intern at the Institute for Family Enterprising at Babson College and I had no idea what an unbelievable opportunity it would be for me personally.

As an organization, I truly believe STEP does and will continue to play an important role in the larger fields of family business and entrepreneurship. Certainly we have come a long way from the Wellesley coffee shop conversations I had with Tim Habbershon seven years ago. We have followed the same entrepreneurial path as many of the families we are studying. We started with a good idea, bootstrapped it with few resources, got early commitments from key contributors, experienced pretty rapid growth, have gone through difficult but important professionalization, are beginning to see rich outcomes and now are in position for sustainable growth and success over the long term.

This vision and path has not always been so clear, but of that is the nature of the course. There were times when I would not have been able to say with confidence that STEP is on solid ground. But now I can move on knowing that STEP will carry on. We are in a good and improving financial place, we have strong support from all levels at Babson, and we have momentum in different but powerful ways in each region.

I can move on with confidence knowing that we have achieved nearly all of the original bullet points cooked up in PowerPoints years ago. We have built a unique qualitative database, developed and executed a distinct research oriented event model of working with families, implemented a governance structure, held a global Summit, brought STEP data into quality academic journals, enlisted universities in four major regions of the world and we are now on the verge of launching the quantitative portion of the project. Most importantly, though, we have built a truly special organizational culture and group of individuals. This no doubt, should be the lasting impact of STEP - that no matter what this group of individuals and institutions set out to do together - they will do it well and enjoy doing it.

Personally, I have been truly blessed to have had many people shape the path that I am on. Most directly, my supervisors, Tim Habbershon, Mattias Nordqvist, Thomas Zellweger, Candy Brush, Janet Strimaitis and Pramodita Sharma have taught me immeasurable lessons about leadership and scholarship. But in ways large and small, all of you have helped to encourage and inspire me.

As I worked in an administrative capacity on this project, I was increasingly pulled into the research itself. Through the people, experiences and data, STEP has encouraged me follow that call. And because of this experience, I could not be more excited to dedicate myself fully to a life of research, beginning with a PhD in Entrepreneurship next year at Syracuse University.

It is of course difficult to say goodbye to something where you have spent so much time.ⁱⁱⁱ The good news is that I am not going far within this community of business academia and I look forward to staying connected in a myriad of ways for years to come. Along all of our routes, I look forward to the great things that STEP will accomplish as it continues on its own entrepreneurial trajectory.

ⁱ Salud, Skál, A votre santé, Sláinte, Prost, Chin Chin, Cheers, Pura Vida, A la sature, Chin chin, Gom bui, Kampai

ⁱⁱ On a related note, the structure of this introduction is taken from David Foster Wallace's excellent essay "[Shipping Out](#)" (Harpers Magazine, January 1996)

ⁱⁱⁱ Nearly two years ago, for my birthday Thomas Zellweger calculated that I have spent 20% of my life in STEP. Now it's over 25%.