

Case Study How our family healed and why it broke up.

R017-zd-

A spiritual outcome

I have been vindicated. By my suffering at the hands of my family, today, by the grace of God, my family is being regenerated by the next generation. And I do not only mean my immediate family, but also my extended family. First let's turn to the breakup.

“Why our family broke up.”

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Preface

The following is a case study of a break up of a business family of five children and their father. It involves in birth order, an older sister, an older brother, a middle brother, a younger brother and a younger sister. I have written about this topic as the younger brother replacing names with family position.

Before God, I am an honest man. I decide matters not on the basis of something I want but on the basis of God's will for me. If I am wrong I say I am wrong. Honor thy father and thy mother is a commandment of God. To me, the break up occurred because our

father's wish to keep a company he started in the family for the benefit of all his descendants was not honored. And our mother's wish who wanted us to be together was not honored.

My father began a company that he wished to be like a mother ship to help all of his children. He wanted the company to be professionally managed for the benefit of all of his children and their descendants to help those who wished to go into business on their own to be able to do so, and for the company never to end up in the hands of one person. In his words he would rather that “The company go down the tubes than ever end up in the hands of one person.” He believed that if the company ended up in the hands of one person, his children would receive a mere sum of money. Those who knew how to make money would make more money. Those who did not know how to make money would end up without money. Some family members would go back into poverty like he had experienced.

My father's hope was that the company he started would remain in his family forever. He believed that behind every strong family was a strong company. He did not want his family to experience poverty as he did. My father stopped at nothing to help each of his children financially and with counsel and advice to be successful in business.

His idea for his family was that if each child was in a business of their own, as opposed to all under one roof, then one would be down and another would be up, and they could help each other. The irony of the passing of ownership of my father's company into the hands of one person is that my father helped each of his 5 children to get started in a business of their own, including the one into whose hands the company passed. He hoped that those who knew how to make money

would use their skill to see that my father's company thrived. In business matters, I knew him to be a respected, wise, and honorable man.

Truth in God

I have mystically known God the Father, God the Son, and God the Holy Spirit, three persons in one God. The whole point of knowing God is loving all before me.

God gives me chastisements and consolations. The chastisements are needed. Heeding God's word is needed.

I went thru a horrible time in my family's abandoning my father's wish to keep his company in the family forever and my mother's wish to keep the family together always.

Yet God is the victor. God has captured my heart or rather I have given my heart over to God wholly and completely. God has given me consolations that bring grace to me to carry on with conviction.

God has never abandoned me. God has held me up. God will hold up any who come to God as I have come to God.

Family friends

I seek good friends of God to help me in my work. My work is to love all before me. I am not innocent. All it takes to be innocent again is God's will. To discern God's will for me I rely on my conscience and on a three legged stool: the teaching Magisterium of the Catholic church, the bible taken as a whole, and the tradition of the early followers of Jesus. The early followers of Jesus were the ones who personally knew Him as God the Son.

All it takes to re-unite is forgiveness and friendship. My family is so big I have found I have friends in my family. The family unit is the most powerful socializing unit on earth. All it takes to know if my friends who are my family have succeeded at my father's will and my mother's will is to ask if they help each other and to ask if they have a sense of community.

By sense of community I mean an environment characterized by togetherness and sharing as opposed to cool detachment. The leaders in the environment know the members and go out of their way to be helpful. Though the members are quite diverse, personal diversity is celebrated for its contribution. There is a sense of group loyalty and group support. The atmosphere is cohesive. The environment is a community.

Sibling meeting

The following paper was as read by myself November 20, 2013 to my siblings each of whom also presented on the topic, "Why our family broke up" except that I have removed specific names.

First Question: From your perspective, please relate the events that transpired that led to the family breakup, from the beginning, middle, and end.

So now I, as younger brother, answer question #1. From your perspective, please relate the events that transpired that led to the family breakup, from the beginning, middle, and end.

Truth, justice, security and protection were violated which led to the family demise. Conversely, **truth, justice, security, and protection**, when present, lead to **peace** and

the building up of a family. I will identify the role that each of these components played, as I go along explaining the family break up from my perspective.

Beginning

Older brother and I helped finance Middle brother in his new business, myself by buying stock, Older brother by loaning money. Middle brother needed the money to finance early losses in his business and continued to raise money from many other sources until he had, I believe, over 50 shareholders.

Older brother and I also donated time. We served on Middle brother's Board with others of Middle brother's choice. Older brother was practical and had very strong sales experience. I offered financial insights. I had sold a portion of my holdings in Middle brother's company to get my investment back, and I could afford to let the rest run in a somewhat more disinterested manner. The other shareholders looked to Older brother and I for our opinions. Middle brother had profound energy and creativity. He was a quick learner and was fearless. Largely the board helped him to accomplish what he wanted, but Middle brother was the driving force.

He was also impetuous and the Board discussions were enlightening. The Board in my opinion was working because of its genuine search for **truth**, a **truth** of what would be best for the company.

I was invited by Middle brother to a meeting with a bright attorney who offered an idea to force out all shareholders, except the controlling shareholder. The attorney said a reverse stock split law was written to prevent undue influence from minority interests. He also said the law was rarely used and he did not understand why it was so rarely used. To me, I knew the law went against my personal

moral values. Many shareholders would view being pushed out as an **injustice** and as against loyalty.

I was concerned because Middle brother was drawn to the reverse stock split. I expressed my disagreement several times. I offered Middle brother an idea to leave the ownership of Middle brother's company alone, and start other businesses 100% owned by Middle brother, something Middle brother was capable of doing.

Eventually Middle brother said to me that he was moving ahead with his plans to force out all shareholders, which I held to be an **injustice**, and at a price of 1.5 times book value, which price I also held to be an **injustice**, because the company was growing, and highly profitable. Under the split, there would be no legal **protection** for a minority shareholder because attorney's fees would eat up a minority interest. Whereas, the control party could afford full legal fees because of the relatively larger stake. Thus the minority shareholder was facing an **injustice** and was not likely able to stop it.

There were many loyal shareholders. By loyal I mean those who had gone above and beyond to help the company to succeed. I, for one, spent countless hours without pay because I believed in the **truth** of all of us working together for a common goal of success of the company. As an example of loyalty, some time earlier Middle brother called me saying he was unable to make payroll and wanted to know if Dad, Older brother, and I, were going to help. I discussed this with Dad.

Dad was brilliant at finding the **truth**. Dad said that there was no question we would help Middle brother. The question was should we let the company go under, if it was not worth saving, and help Middle brother after the

company went down, or to help the company directly because it was worth saving. Dad told me that I was to be the one to decide this. After a deep analysis of one week of my time, I told Dad there was no question. The company was worth saving. Middle brother was sole supplier to a majority of his clients. Middle brother believed he had a manufacturing problem. The company had pricing flexibility that it was not using. Middle brother had a pricing problem, not a manufacturing problem.

Middle brother came to the same conclusion at about the same time as I, but the difference was that Dad and loyal shareholders had the cash needed to save the company. Now I do believe that with or without our help, Middle brother would have succeeded on his own. He had countless stories of overcoming insurmountable odds. He was known to have the **truth** about succeeding in business.

I told Dad, and several other shareholders. We created a new round of financing that ultimately left Middle brother stronger with 2/3rds voting control, as opposed to 51% prior to the deal. Once I put together the financing deal, I tried to get in myself, because it was a winner, but Middle brother told me he did not need my money because now he had enough subscriptions. I felt used. To me that was an **injustice**. I could not tell Middle brother because I would be saying something bad about Middle brother which went against a family code that said never to say bad about any family member. To me there was a double standard to ask for help, but not provide it. I just gave negative body language and was angry. After our successful financing, Dad gave his share to Middle brother. That was generous of dad, built Middle brother's control, and was a generosity freely given, which was a good example of **truth** for our family working together.

I was concerned about what forcing out all shareholders meant for the family as a whole, since Middle brother was viewed as the leader of our generation of the family. He was and is the most successful business man I ever met. Middle brother was preaching business and business power to boost the extended family in the generation after us. I knew his example would mean a lot to the norms of our family. A norm is an expected behavior of a group. If Middle brother could take out his shareholders, who could be left standing, around Middle brother?

My concern for the family was this. Was a family norm of helping each other, something to be set aside for self interest? Was the message from the force out to win at business regardless of the cost, even to those who had been loyal to you? Would other family members likewise follow suit? Would weaker family members be cast aside, when it was convenient?

And what of the message of preaching business? Would that demean those who did not want to go into business, teachers for example? In **truth** each person must follow their own area of meaningful expansion. Would the family norm say that the only profession worthwhile was business? If so, would all the other members of the family, who pursued careers other than business, be second class citizens?

A family follows what the leader does. There was no **security** to our family because if Middle brother could do this to his shareholders, what would keep him from doing something similar to a family member where Middle brother's interests would come ahead of the family member?

A norm of the family was to love each other. We were to help each other.

Truth is a direction not just facts. For example to love is a direction that ultimately leads to love all, all the time, far different from selective giving. There was no **truth** because our family had adopted a code of silence about behavior of a family member that hurt or harmed others. We were expected to never say anything bad about any family member.

To me this silence was at the crux of the problem that eventually undid our family. The problem with never saying bad is being unable to fix a problem of bad behavior, ethics if you will, if you cannot talk about it.

I corresponded with Middle brother in writing, each sharing our viewpoints on the force out. We came to an impasse. I lost faith that Middle brother would hear me. I sent out all correspondence to all members of the family. I wanted to just put the **truth** out there. I hoped that at least the family would be aware of what they would be getting into with Middle brother.

Thereafter, I also followed the code of silence with other shareholders about the shares I owned in Middle brother's company. I believed there would be others who would hold out against this unfair price, and by being the last one out, I would at least get a higher price, at least equal to the price given to the last previous holdout person.

There was a corresponding side drama taking place. Dad charged his 5 children with a responsibility to be a board of directors at Dad's company, a different company than Middle brother's company. We were charged with a responsibility to operate according to majority rule. We were to provide continuity to Dad's company for the good of all family members. As Dad neared retirement, he discussed his estate plans. Dad

saw his lifetime's work, Dad's company, as a mother ship that could provide capital, to help those future family members from his line who wished to go into business, but who were without the capital to do so. Dad believed that behind every great family was a great company. He had experienced severe poverty which he wished his children to avoid. If the company could be **protected**, the family would not slip back into the deep poverty that he had experienced.

Dad had me fly and speak to each of my siblings, saying that Dad would rather have the company "go down the tubes than ever end up in the hands of one person." Dad believed that if the company ended up in the hands of one person, then those who knew how to make money would continue to make money. Those who did not know how to make money would receive a mere sum of money, which would be gone in a matter of time.

Another side drama was this. Dad's company was not doing well and Dad had seen conflicts of interest between Older brother as President and his compensation, including but not limited to taking control of the whole company, and was concerned about Older brother's methods relating to his personality type. Dad and I had the same personality type, "executive" personality type. Older brother had a different personality type, a "pragmatist" personality type. It was hard for Dad to trust Older brother's personality type, largely because it was different from his own, but also because at times it appeared too self interested. Older brother had many business successes integral with his personality type. Dad feared that **injustice** might occur to his family.

There was yet another side drama taking place. Dad retained absolute voting control of Dad's company. So the Board was charged

with the responsibility of continuity, but not given authority commensurate with its responsibility. Dad was the ultimate control person, though he was not present at board meetings. Rather he kept control to be able to take charge again in some way if needed. This absentee control created a leadership vacuum on the board and violations to majority rule at Dad's company were significantly occurring.

Middle

Whereas, before the force out idea, Middle brother and I were in agreement on most business matters, and our board at Middle brother's company had been a working board, now, on the Board at Dad's company, it seemed to me that Middle brother would side with Older brother on conflicts of interest issues, and the sisters were confused because Middle brother was the business leader. I wondered if Middle brother had written off working together for the good of the whole family. And it seemed to me that the girls, who weren't business people, were uncomfortable saying ill of Older brother, or any family member, because of the family code of not saying bad about anyone. Not resolving conflicts in **truth** for the good of Dad's company was hurting a potential positive outcome for Dad's company.

Injustices relating to conflicts of interest were hurting the potential positive outcome for Dad's company. Many things were done by Older brother that went against majority rule because they could be done. The Board would not hear about them until after the fact. Older brother was being a pragmatist, but it was draining power from the board, and was confusing.

Security of being a board member was absent because Dad held the voting control but was not present at the Board meetings. I was trying my hardest to look out for Dad's

goal for good of the whole, but was getting nowhere.

Protection for the family was absent because Middle brother was not acting as a protector of the family since he was willing to disagree with me on any matter, even on Dad's goals, seemingly if I did not respond to him on his force out.

As a solution, I offered the idea to Older brother of Older brother taking a portion of Dad's company, that he chose, to start his own business, leave the rest as Dad's company, hire an outside manager and use that remaining portion to serve the family as Dad had wished. I had Dad's blessing on this idea, but there was no Board traction on the idea.

Finally I had had enough. To stop the side conflict with Middle brother, I turned over my stock certificates in Middle brother's company to Middle brother, crying, meeting him at an airport as he deplaned, thus placing myself totally at Middle brother's mercy, but hopefully leaving the conflict behind us. I hoped I would get a fair return for my stock. I put in place no **security** and no **protection**. I was silent.

After leaving the airport, I called dad, again crying, and for the first time explained in detail the side drama of the force out, and Middle brother's going against me on the Board of Directors at Dad's company, and that, with my turning over my stock to Middle brother, my hope was Middle brother's Board behavior would change.

At least by giving my stock to Middle brother I had acted at the core of my being, spiritually, rightly in non cooperation, non violence with evil, I saw occurring. After I gave my stock to Middle brother, Middle brother issued a letter to the rest of his

shareholders forcing them out at 1.5 times book. So it appeared to me that I had been some kind of a lynch pin. Nothing was said to me by Middle brother about my interest.

Then some time later Dad told me Middle brother had set up a trust for my kids with my money, without discussing anything with me. I did not want Middle brother influencing my children, with my money. I saw an attorney. The attorney told me that based on the facts my stock in Middle brother's company stock was still in my estate, which was a potential estate tax liability for me.

I filed a gift tax return on the stock to try to keep it out of my estate. To get closure, I gave my interest in the stock to a charity. A judge eventually ruled that the stock was a gift to Middle brother.

So my conflict with Middle brother continued on anyway and no Board behavior changed at Dad's company.

Concurrently I tried another tactic, enormous work. The one thing that Dad's company Board was charged with was majority rule. So I documented what was happening as an **injustice** to majority rule. The output was a detailed document titled 79 violations to majority rule. My initial list was much larger. I threw out anything that I thought anyone could quarrel with.

The end

I also spent an enormous amount of time at the library doing research about what others before me, who faced harsh environments, had done. I found Tolstoy, Gandhi, Martin Luther King all faced harsh environments, and all quoted Jesus Christ.

That day I went to mass. The Gospel was this. If your brother does you wrong, go and have it out alone with him. If your brother hears

you, you have won back your brother. If your brother does not hear you bring one or two witnesses. A witness is needed to sustain any charge. If your brother does not hear the witnesses, bring it to the community. If the brother does not hear the community, you are still to love the person, but recognize that the person is in a different community, and therefore the opportunity for interaction is reduced because you are apart.

I went over what I planned to do with my document of 79 violations to majority rule, with my wife, with several close friends, and with my spiritual advisor. It became clear to me that I would have difficulty getting a family member to be a witness to the **unjust** behavior cited. If I could get no witness I could get no traction to face up to the problem. I proceeded first with Dad. I asked Dad if he saw **injustice** in what I had written with my 79 violations. In private, Dad said "As many pages as there are, that is how many pages of **injustice** I see."

Next, I went to Older brother. Older brother said "Do what you have to do."

I showed the document to Middle brother. Middle brother said "You are my enemy."

I showed the document to my sisters. They seemingly disagreed with the approach of using the document. Older sister at first sided with me and then changed. I believe Younger sister said I was as much to blame as any. It appeared as if Younger sister just wished to avoid conflict. For the Board to arrive at consensus in **truth**, I believed we needed to pursue **truth** even if it was painful.

An informal meeting occurred at Dad's summer home at our family summer complex including Dad and all my siblings except Older brother. In that meeting my father reversed course and would not be my

witness. Instead he said my name, directing his comment to me, and then said “You are capable of much more than this.” It was the 4th of July. Middle brother followed me around at our celebration monitoring what I would say to others. That was when the family broke up for me personally. I was drummed out of the family.

Some months later, Dad’s housekeeper, called and told me that Older brother and Middle brother had been brutal with my father on the subject of Dad’s company. I spoke to my father. In one estate plan, he had Older brother and Middle brother out of the control loop of the Board at Dad’s company. I had told Dad “You do not need to protect me from my brothers.” We went back and forth.

One day I said “Dad, you are blaming everyone but yourself. You can do anything you want but you have to tell them while you are alive.” After that, he put his control shares back in his estate plan where everyone had equal say. He seemed beaten and said “If my children have feet of clay, I cannot help them.”

I did not understand then, that when making a transition in business, having only one person in control who would best carry out Dad’s wishes for the company, as Dad saw it, was essential to a successful transition. Trusting the chosen person, while the one giving up control was still around, would build **security** and **protection** for all. Dad’s presence, while he was alive and had faith in his children, would have moral persuasion, and his wishes may have been carried out, that the company never end up in the hands of one person.

Instead my father took his life 9/14/86. Three months after my father’s death, Dad’s company ended up in the hands of one

person, Older brother. Middle brother’s company ended up in the hands of Middle brother, alone.

When a leader acts in self interest and not as a servant leader, then that leader and that family of which he is the leader, can expect self interested behavior to be replicated. In my opinion, it is the self interested behavior of our generation that went against **truth, justice, security, and protection** that resulted in business fighting of the next generation. What happened before was replicated, one generation down.

Notice the trans-generational pattern that resulted in the family breakup: an initial attempt to love, a felt **injustice**, an inability to arrive at a common shared **truth**, a breakdown in **security**, and a breakdown in **protection**. Taken as a whole, the family behavior went against **truth, justice, security, and protection** and resulted in the demise of the family as a structured whole.

In the fall of 1985, one year before Dad’s death, I prayed and fasted for forty days. I had a vision that left me with no doubt that God existed. It is one thing to believe in God. It is another thing to experience God.

From that time forward God spoke to me directly. I could not control when, but generally when I was in deep prayer, if God was to speak to me, He spoke then.

God laid out for me, that when I non cooperated, non violently, as a suffering little one of an environment, like my family, God would do the rest. It was God who put down our family. I am sure of this. I could not believe how fast the family unraveled after Dad’s company was sold.

To go against our father’s wish, who loved each of us, by helping each of us in so many

ways, is **injustice**. As a father or mother ourselves how can we expect **justice** from our children unless we live out **justice** in **truth** for our own parents. Honoring our mother and our father is how we live out **justice** in **truth** from one generation to the next. This is elemental for family **justice** of any family. **Truth** can only be chosen as best we are able in the here and now.

Any family at any time can move towards its rebirth thru servant leader behavior that promotes **truth, justice, security, and protection**, which brings... **peace**.

I had told Dad that he did not need to protect me from my brothers. And that has proven to be true. Years later I faced financial adversity with my own company. Both Older brother and Middle brother helped me. That really was what my father had in mind. When one sibling was down, another would be up, and they could provide help, and they did for me... but never to the degree that Dad had in mind for all of his lines thru his legacy company.

It is just as my father said. Today those who know how to make money, have money. Those who do not, have not.

Second Question: Openly describe how you personally suffered from these events.

That from the moment of the meeting with the attorney who offered the force out idea, I feared for our family. Until that point in time, my family had meant everything to me. I did everything together with them. I had more fun with them than even with my closest friends. We had a real sense of community. Now, I went thru terrific internal turmoil, a premonition of foreboding if you will. I worried about this often, but had no one to

talk to, except my wife. I struggled to make things right. It was an uphill battle.

I missed Middle brother very much, especially when I was going thru my own personal financial adversity in my own company. He would not see me. And every time I saw him, he would punch me in the nose, figuratively. I personally suffered the most from Middle brother. I give good advice on forgiveness today because I have followed my own advice. Eventually I got my **peace** back. Eventually I suffered no more.

I suffered from my marriage with my wife. She wanted all these problems to go away. It affected us. She longed to have our close extended family back again. For years she would go to family events while I stayed home. All that I had was my God, and knowing that to the best of my abilities I had done the right thing.

When I was drummed out of the family, I felt all alone. My concept of family was that it was gone completely. That lasted for years. I would not attend family events. Then something happened that changed that attitude. I faced employees going into business against me, and on the ride home I desperately needed a friend. I deeply missed my father. I knew he could and would help, except he was gone. Then I got the idea of friends in my family who would step up to the plate for me. I called on those friends. They came running.

Today I believe in family friends, not family. I no longer suffer loss of family. I have many friends in the family.

I suffered the loss of the power an extended family can have as an example of being close for my own family. I want better for my own family. My own family is intact. I am grateful. My family does not have a lot of

financial resources but I do have a good attitude. I try to be a servant leader. I try to provide for my family, the things that they need to progress.

Yet, I see all men as my equals. That is a direct result of my religion. The adversity I faced brought me closer to God. Without God I can do nothing. With God I am at **peace**. I wish to do good for all men, including all in my immediate family, as well as in my extended family. Yet some are far removed from me. So the family as a structure does not exist for me.

I have forgiven Older brother and Middle brother and any whom I felt I needed to forgive. Both my brothers have helped me. That was really what dad had in mind for us.

When it became clear that Dad's company would be sold to Older brother, I suffered. I had bought the dream of my father of the company continuing on for the good of the whole family. There was nothing I could do. I let it go.

Third Question: Now that we have heard everyone's view, if you had it to do over, what would you have done differently?

I would have advised my father to put **one in charge**, make it clear what he wanted, and then watch what happened. I would have urged him to stay alive because he had important work yet to do, to see how things worked out, to know they were working. Without my father, there was no leader strong enough to stand up to Middle brother, much less Middle brother and Older brother. But clearly my father's work was unfinished when he took his life. I wish he could have seen it through. I wish I could have done more to help him see it through.

I would early on **speak ill** of each other when appropriate, as opposed to the code of silence that our family followed, never saying bad about another. There are a myriad of outcomes possible by addressing problems. It is an interactive process. For example, I have learned about how to seek Wisdom from scripture. Give up everything for perception. So you can see things clearly. Never trust your own perception. So you realize you may be biased or self interested in your perception. Trust the perception of scripture. So you have an objective third party point of reference. Clearly my path has been towards God and I praise God for all that has occurred.

Communication. I would have sat on Middle brother's doorstep to discuss the matter of the force out and its potential impact on our family. I would have done this time and again. I would not have relented.

I would have **prayed and fasted** more.

I would have **abandoned all self interest** in my Middle brother's company stock in non violence, non cooperation of the force out. Middle brother's company represented half my net worth. I should have abandoned it entirely. For example, I would not have heeded my attorney's advice and filed a gift tax return. I still would have given my interest to a charity to get closure.

I would root out **injustice**. I would talk more at our meetings whenever **injustice** took place. I would stand my ground. I would find ways to address any perceived **injustice** of others. I would come towards another to strengthen **justice**. In receiving **justice**, I would accept not getting everything that I wanted, and I would make what I would settle for enough, because another was coming towards me.

I would reward **servant leaders** to build the family. Young adult owners of my tree fort originally built at our summer complex for my children, now used by all lines, are a good training ground for servant leaders building the common good.

I would put **security** and **protection** in place. I would have managed Dad's company Board as much for **security** and **protection** as well as for **justice**. I would provide mechanisms for **security** and **protection**, so **truth** would be safe.

Every person has free will. No person can make another do anything. Yet I would have faith in each other and keep talking.

I would have more **hope**. Today talking to my siblings and hearing their view of the breakup is one such day of hope.

On 12/4/17, I, younger brother, wrote the following Postscript to my document "Why our family broke up."

Postscript

The spiritual outcome

I have been vindicated. By my suffering at the hands of my family, today, by the grace of God, my family is being regenerated by the next generation. And I do not only mean my immediate family, but also my extended family.

First - my extended family

Other leaders from each of my siblings family lines have emerged who seemingly set the tone for the entire next generation. They are nieces and nephews from all of my

siblings family lines. A few stories will suffice.

One nephew gave to a regularly known homeless person cab money to go to a dentist prearranged to fix his missing teeth, as well as private acts of monetary support in moments of need or outright joy to other family members, some one-shot deals and some long term arrangements, but all without strings and with great humility on the nephew's part which leads to strength on the part of the one helped and the family as a whole.

Another nephew graduated number one in his law school class. He became a public servant revered and honored by his peers, publicly awarded, and individually known to be a deeply faithful family man. Until he contracted pancreatic cancer, he was not necessarily elevated into the limelight of the family, though he was always personally revered including by myself. But once under scrutiny by the entire family, his deep faith, selfless atonement, and personal devotion to Almighty God rippled through the family like a tidal wave, as he faced his pancreatic cancer.

A niece left practice as a family doctor to become a pioneer in holistic medicine. Patients I have spoken to praise her selfless giving, dedicated research, and real help in difficult comprehensive treatment.

Another niece owns a luxury dog spa with clients who provide amazing stories which when told by her bring tears of laughter and joy to all. The dog stories inspire the human spirit.

Today **Justice**, **Truth**, **Security**, and **Protection** tracks through the family like the blood of the Lamb, our Lord Jesus Christ, and like God's blessings of abundance.

I have been given to know that by my suffering at the hands of my family, God has redeemed each in my extended family. And what is even more profound is that my close friendship with each of my siblings has been elevated into full restoration of friendship before death of any. I praise God and profess the supreme order of accepting my cross, suffering for another, and drawing that other to Christ in me.

Praise God!

My Immediate Family

As for our own immediate family, my wife and I are deeply blessed as we age. We have four children that we love deeply, two older daughters, and two younger sons. Each are devoted to their own families. Our oldest daughter purchased one of our companies from us. She runs it today on her own. Seemingly there is nothing she cannot accomplish. Yet she chooses flexibility to work out of her home to raise her son. She includes everyone in her sense of community.

Another company which is independent of our older daughter's company but whose investment research results are licensed to our older daughter's company provides a source of income to ourselves. After my wife and I are gone, a second older daughter has agreed to be in charge of **Truth, Justice, Security** and **Protection** for the other company. Through her, after we are gone that company will be professionally managed by another chosen by her for the equal good of all of our children and their descendants. So our dream in that company continues on through our family to be a mother ship for our children and their descendants. We would rather have that company go down the tubes than ever end up owned by one person.

Our land at our summer home is in an LLC managed and operated by our children for the good of all. Servant leaders are given responsibility. Those of our children having more combined spousal income, help those having less combined spousal income. With our own eyes we have seen success in this transition.

I await the outcome that God alone may have in mind for all of our descendants.

A charity takes up all my time outside of my retirement pleasures, like dam building in an 8' x 16' sand and water play area with my grandchildren and other children near a tree fort with a zip line open to all who receive training.

May God bless all mankind!

Amen.