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March 2024

Part B: Jack reflects back

It feels surreal to think back to 2007, a tumultuous yet transformative year for me. What I remember most is how Laura, my wife, amid her pregnancy and mourning her mother's loss, stood firmly by my side. Honestly, this period was the toughest time of my career and intense for my family life.

Receiving that legal notice from Judy was disheartening. I struggled to comprehend why my sister, with whom I had shared such a close bond, would choose such a drastic path. To this day, I can't help but see my brother-in-law's ambition as a driving force behind this turmoil. His influence is the only way I can explain the sudden shift in our family dynamics and the combative direction this conflict took.

The day the letter arrived, I had to consider how to navigate this conflict with Judy and John at Gaska. I terminated them a couple of months after receiving the letter. It may sound like a tough decision, but I did not take it lightly. Given the magnitude of the legal battle the company was facing, their continued presence on the team was problematic. I realized the once vibrant and collaborative workplace was undermined by the tensions arising from family conflict. While it was not without scrutiny and

Professor Andreas Widmer (The Catholic University of America) and Professor Tatiana Rodríguez (Universidad de los Andes) prepared this case. This case was not funded by the company. Funding for the development of this case was provided by EnFocus and the Institute for Entrepreneurial Communities. .

resistance that I dismissed an employee who was also a shareholder, my primary obligation was safeguarding the business.

The decision I faced wasn't simply about choosing between the business and my sister; the situation was far more complex. I felt that Judy's position was now influenced by her husband, and our once-close relationship was no more. Accordingly, my focus had to shift to my wife, our impending parenthood, and the dreams I harbored for my son and daughter.

We engaged in a challenging legal battle for over two years. I did what I could to preserve the company as well as uphold my position as CEO. Things were further complicated as the economic downturn progressed while battling to keep it afloat during an economic crisis.

I sometimes think about my father's role in how events unfolded. His decision to evenly split the shares between Judy and me was rooted in a deep sense of fairness. Yet, I wonder if there was not an alternative solution. Could he have set things up differently or played a more active role in mitigating the conflict? These questions linger, and perhaps no one can answer them perfectly. His intentions were pure, but the complexities of intermingling family and business life are real.

Between 2007 and 2009 was a period of legal battles and courtrooms. It was not until April 1st, 2009, when I signed the final papers, where I became the sole owner of Gaska. Over two years of tension and stress. During this period, Laura was pregnant with twins, we had a house under construction, the economy had collapsed, and I had my sister claiming she wanted to sell to a third party. Saying it was tough is an understatement, but the crises also allowed me to change things. I launched right-sizing and restructuring efforts that better aligned our operations with market demands. I invested in new technology and R&D that resulted in a competitive advantage.

Enduring this crisis has solidified my path, and my decisions have paid off. Gaska Tape has grown exponentially thanks to our full-on commitment to solving clients' challenges and providing exceptional service.

I feel proud of what we have achieved. I have created a solid company that, as I dreamt when I first became president in the early 80s, I can pass on to my children, just like my dad did to me and my sister.

Could I have avoided losing my sister to the Gaska dispute? We haven’t spoken in years, and that is sad. Was splitting shares 50/50 a ticking time bomb? Did my dad's hands-off approach to our squabble really help? Maybe our bylaws needed tightening, or our communication could've been stronger. I'm stumped. And this isn't a first for us. My dad and his sister also had their own issues. In my case, buying out

my sister cost us our connection. Now, it's on my twins. What can I do to tip the scales in their favor?