

Gordon Institute of Business Science

University of Pretoria

Shared leadership as an approach toward family business sustainability

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A research proposal submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

07 November 2016

Abstract

The practice of shared leadership in family business management teams requires further study. Shared leadership is an emergent participative theory that requires team leaders to emerge and change naturally within a team. The study aimed to understand the prevalence of shared leadership, awareness of required team leadership qualities, and specific tasks prone to shared leadership, within the family business context. A family business team input-process-output model and sustainability constructs were adopted to study shared leadership in the family business environment. The general heterogeneity and intricacies of family businesses prompted a research case study approach. Incumbent and successor generation teams were interviewed. Findings showed prevalence of shared leadership where the incumbent generation was willing to share management control. In the absence of such willingness, a delegation structure prevailed. Further findings indicated that a family council communication platform can assist with the participation of the successor generation in an environment where the incumbent generation is unwilling to relinquish business control. During the final phase of the succession process, termed relinquishing of control, shared leadership was observed to assist with building of trust and confidence in the successor generation. The observations and conclusions contributed toward family business sustainability knowledge.

Keywords

Shared Leadership; Family Business; Sustainability; Succession

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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07 November 2016

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Chapter 1: Introduction to the Research Problem

1.1 Introduction

The world of business has become more complex, connected and fast paced. This environment requires highly effective business management to ensure the long-term sustainability of any business (Denning, 2015). Twentieth century companies were vertically integrated and run by a team of executives. Denning (2015) suggested that the twenty-first century successful companies must become more agile which requires horizontal integration across various internal and external company silos, while maintaining a culture of enablement. The new agile approach encourages self-governing teams that do not require oversight or hierarchical management to be successful. The agile methodology is equally applicable in corporate businesses and family businesses. Family businesses represent a rich environment to study team based phenomenon (Sharma, De Massis, & Gagne, 2014).

Although family businesses contribute approximately 75 percent of gross domestic product in free economies worldwide (Poza, 2010), they seem to have a high failure rate during the management succession process (Le Breton-Miller & Miller, 2013). Data on American family businesses indicated that 30 percent of family businesses survive to the second generation and only 12 percent to the third generation (Meggison, Byrd, & Meggison, 2013). The sustainability of family businesses is brought into question along with the factors that influence the intergenerational transition process.

Sustainability in family businesses is a function of both business success and family functionality (Olson et al., 2003). A study on the impact of stakeholders on the family business (Venter, Merwe, & Farrington, 2012) concluded that family harmony has a significant influence on the perceived future business continuity, while inactive family members and the incumbent (current) generation significantly influence family harmony. It can be argued that the incumbent generation's relationships directly impact the perceived future sustainability of a family business and its current operation. Should the incumbent generation not successfully operate the business, or fail to maintain positive relationships with the successive generation, or fail to adequately develop the younger generation, the sustainability of the family business may be at risk.

A recent small businesses global survey by PWC (2015) found that more family businesses perceive value in professionalising the family business by focussing on business principles to ensure a real economic return. The survey found that 38 percent of current family business leaders see value in having top management teams, instead of a hierarchical single leader

structure. Family business leaders further recognise that all skills may not be contained within the family, requiring the introduction of outside management skills. Thirty-eight percent of surveyed family businesses plan to hand over to the next generation while bringing in external management skills, compared to 34 percent whom will hand the business over to only the successive generation (PWC, 2015). The mentioned trends indicate a need to digress from studying single family business leaders into studying family business management teams, even in current hierarchical structures as these might change during intergenerational succession. There is a need to further understand family business team dynamics during all phases from inception through growth, diversification, succession, decline, closure or sale of a family business.

The study of relationships within an organisation is defined as organisational behaviour:

Organisational behaviour is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations, for the purpose of applying such knowledge toward improving an organisation's effectiveness (Robbins & Judge, 2013, pp. 44).

Research into organisational behaviour of family business are limited (Ceja-Barba, 2014; Pearson, Bergiel, & Barnett, 2014; Sharma et al., 2014). Further investigation into family business team dynamics and performance is encouraged as the literature is sparse (Pearson et al., 2014).

A study on team performance (Pearson et al., 2014) argued that family business management can be viewed in terms of team theory. As part of the literature on team theory, the study focussed on shared mental models that drive empathetic relationships and anticipation of team member's needs. A scoping study on gaps in the family business literature (Sharma et al., 2014) further highlights the need for the study of family business management teams on how trust, cohesion and shared vision is created.

A global survey on family businesses (PWC, 2015) further highlighted that the majority of family business owners see succession as a once off event, rather than a process (PWC, 2015, pp.19). Further research (Benavides-Velasco, Quintana-García, & Guzmán-Parra, 2013) has shown that most family businesses fail due to the lack of proper succession planning by failing to appreciate the complexities associated with inter-generational leadership succession and power transfer.

The sustainability of family businesses is thus brought in question. Part of answering the sustainability question is the study of the succession process (Steier, Chrisman, & Chua, 2015).

A study on inter-generational succession in small and medium-sized South African family businesses, from the current owner manager to a next generation owner manager (van der Merwe, 2010), suggested four factors that influence a successful leadership transfer: Perceived competence of the successor; preparation of the successor; participative management; and successor potential realisation. Successor preparation involves the early identification of potential successors, along with a formalisation of process and procedures to allow for career development, mentoring, training and exposure. The study further defined participative management:

The senior generation family members should actively create opportunities for the younger generation to grow and develop. They have to listen to new ideas from the younger generation, include the younger generation in key meetings with suppliers, customers and advisors, delegate authority, involve them in decisions that may affect him or her and encourage them to participate in and question key decisions (van der Merwe, 2010, pp.124)

As part of the succession process in family businesses, even between singular incumbent and successor individuals, a team-based approach, where both manage the business together as a team, has shown positive results toward family business sustainability (Salvato & Corbetta, 2013)

A global family business survey highlighted that many family businesses experienced ‘sticky baton’ syndrome, where the older generation hands over management of the business in theory, but in practice retains complete control (PWC, 2015, pp.19). Although van der Merwe, (2010) highlighted the importance of participation of successors in family business management as a factor of successful management transfer and family business sustainability, there is a crucial difference between participative management and shared leadership.

Shared leadership is defined as:

A dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both. This influence process often involves peer, or lateral, influence and at other times involves upward or downward hierarchical influence. (Pearce, Conger, & Locke, 2008, pp. 622-623)

In a family business environment, shared leadership will require not just delegation of authority as proposed by van der Merwe (2010), but the handover of full control and responsibility for certain aspects of the business or projects. The full responsibility allows the potential successor to manage and delegate authority as he sees fit, while leading the current business

owner or manager. A study on the role of temporary advisors to family businesses during the intergenerational succession process (Salvato & Corbetta, 2013) concluded the effectiveness of shared leadership as a tool for temporary advisors to utilise, but does not explore if and how the shared leadership phenomena represents in the absence of a trained advisor.

A further aspect of family business sustainability is the ability of the management team, consisting of only family members or including external team members, to function effectively (Venter et al., 2012). Apart from the mentioned potential intergenerational succession benefits, shared leadership has proved effective in team task environments. A study on a sample of consulting teams (Carson, Tesluk, & Marrone, 2007) concluded that team performance increased significantly if strong shared leadership principles were adopted by the majority of team members. A further study on shared leadership (Bergman, Rentsch, Small, Davenport, & Bergman, 2012) positively linked shared leadership to increased team performance, higher levels of trust, improved consensus, higher shared accountability for outcomes and lower levels of conflict between team members compared to teams that do not adopt a shared leadership approach in a complex and interactive task environment.

Conflict management research into top management teams (Mihalache, Jansen, Van den Bosch, & Volberda, 2014) concluded that shared leadership can be an effective tool to diffuse tension and resolve conflict between team members. Conflict management is crucial in family businesses as part of its sustainability, requiring mechanisms to deal with conflict. (Mihalache et al., 2014). A recent global survey on family businesses (PWC, 2015) found that 91 percent of family businesses had a mechanism to deal with conflict. Understanding the role and prevalence of shared leadership as a conflict management tool within the family businesses can provide further insight into family business sustainability.

Literature is sparse on how family business management teams apply shared leadership principals and in what contexts. Combined with the current family business succession trend toward business management teams (PWC, 2015), it is possible that the application of shared leadership in a family business environment may improve inter-team relationships and the long-term sustainability of the family concern. A recent literature review and future research agenda on family businesses highlighted the need for further research into the formation, functioning, performance and processes (Sharma et al., 2014, pp. 677) in family business teams.

1.2 Problem statement and research question

Family businesses contribute a large portion of world gross domestic product, but have a high failure rate and low intergenerational transfer success rate. With current family business succession trends indicating a preference for transferring to a management team, rather than an individual family member successor, the sustainable dynamics of family business management teams require further research. The benefits of shared leadership in non-family management teams have produced positive performance, succession and conflict management results. However, the application of shared-leadership principles in a family business team environment and succession process has not been well studied.

Main Research Question: How do family business management teams apply shared leadership toward sustainability?

1.3 Objectives of the research

The primary objective of the research is to assess the application of shared leadership theory in family business management teams toward sustainability. The secondary objectives support the primary objective:

- Assess awareness and understanding of shared leadership principles in family business management teams.
- Identify the circumstances when shared leadership is deemed appropriate in family business management teams.
- Explore how shared leadership can assist family sustainable inter-team and intergenerational relationships, subsequently improving team performance.
- Determine the practical application of the shared leadership phenomena within management team succession process.

1.4 Scope of the Research

The scope of this research is to determine the awareness and practical application of shared leadership theory toward sustainable family business management. Family business organisations and management team compositions are inherently heterogenic (Fletcher, Massis, & Nordqvist, 2015) requiring a qualitative research approach. Team dynamics in family business environments are understudied (Sharma et al., 2014) requiring the collection of primary data (Saunders et al., 2012). To study the relational phenomenon of shared leadership (Drescher, Korsgaard, Welp, Picot, & Wigand, 2014), an exploratory study

approach (Saunders & Lewis, 2012) was applied. Semi structured interviews were deemed the appropriate data collection tool (Yin, 2014). To gain a deep and rich understanding of the shared leadership phenomena within the family business management team environment, the study aimed to interview three family businesses consisting of at least two generational family members in each firm, in various stages of trans-generational succession. The study endeavoured to understand the practical application and appropriateness of shared leadership within family business management teams and the trans-generational leadership succession process. The results contributed toward better understanding of a management team relational process, and its impact on the sustainability of family businesses.

Chapter 2: Literature Review

2.1 Introduction

The previous chapter highlighted the need for assessment of the shared leadership phenomena in family businesses. In this chapter, the definition of a family business is explored followed by a review of current literature on family business sustainability, focussing on the succession aspect. Further exploration of shared leadership principles follow. The review identifies the aspects and circumstances where shared leadership may be effective in the family business management team environment before concluding with research questions.

2.2 Defining family businesses

Scholars have yet to agree on a single definition for family businesses. The inherent heterogeneity of family business composition (Fletcher et al., 2015) comprising of owner manager, shareholders, sibling management teams, intergenerational management teams, hamper the definition and study of family businesses.

A review (Poza, 2010) that considered a significant portion of research on family businesses defined a family business as the following: Where a family owned 15 percent more of a business; significantly influence the management, culture, or strategy of the family business; retains concern for family relationships and aim for continuity of control to the next generation. Although this definition allows for a large sample of family businesses to be included, it lacks elements that could not allow the study of team dynamics and intergenerational succession.

A further definition by Ibrahim and Ellis (2008) listed requirements as; the transfer of the family business to the next generation is anticipated; and that at least two family members are involved in the management of the business. This definition allowed for the study of family relationships within the business environment, but still focussed on a single-family member having majority control over the family business.

For the purposes of studying shared leadership in a family business environment, the choice of definition will draw on both proposed definitions. For the purpose of studying the phenomenon of shared leadership in the family business management team, requires that more than one family member be present in the management team of the business (Ibrahim & Ellis, 2008). For sustainability and the study of succession, the current managing and controlling family members must be planning to hand over the family business control and management to the next generation (Poza, 2010). To study the application of shared

leadership during trans-generational succession, the family business should have at least two generations of family members actively involved in the business currently or at some point in recent history. Family businesses may be in various stages of a succession process, providing a rich environment for the study of shared leadership.

2.3 Sustainability of family businesses

A sustainable family business depends on two overarching themes: Family functionality and a profitable businesses. Family functionality is the ability of a family to manage interpersonal relationships, manage conflict and have shared visions or goals. Business profitability is the potential of the family business to generate income on a continuous basis, providing continued motivation for the existence of the family business (Stafford, Duncan, Danes, & Winter, 1999).

Both the family sphere and business sphere compete for resources of family members involved in the business. Successful family businesses find a dynamic balance of the time and effort spent between the two spheres, making the business sustainable (Olson et al., 2003). Apart from continuous functioning of a family business Stafford et al., (1999) noted that managing or founding family members have additional non-financial motivations for continuing with a family business, often wanting to pass on the business to future generations. These non-financial motivations have been termed socioemotional wealth (Gómez-mejía, Takács, Núñez-nickel, Carlos, & Moyana-fuentes, 2007).

Socioemotional wealth is the non-economic motivations of controlling family members in a family business (Gómez-mejía et al., 2007). Sources of socioemotional wealth ideology included patriarchal duty, desire for family harmony, control over wealth and pride. These motivational factors often formed the basis of family business decision-making processes, even to the economic detriment of the family business. Managing members' non-economic socioemotional wealth motivations were often found to be higher than economic motivations (Gomez-Mejia, Cruz, Berrone, & De Castro, 2011).

Socioemotional wealth motivations affect the sustainability of a family business. These motivations were found to vary across the life cycle of a firm for example: a founder's motivation to pass on the business to the next generation was found to be stronger than the second or third generation's strength of motivation (Le Breton-Miller & Miller, 2013). Although socioemotional wealth may describe the underlying motivations upon which business decisions are based, the choice of successor and the succession process within family businesses have been deemed crucial for sustainability.

A successful succession is an outcome of a succession process. The succession process may be time dependant. A sudden illness or death in the family may require a family member to assume a management role prematurely or without any previous succession planning (Steier et al., 2015; L. Steier, 2001). This timing frame may have implications on the practice of shared leadership, which may require a certain time capacity to be effective in the succession process. A proposed succession process in family businesses (Le Breton-Miller, Miller, & Steier, 2004) identified four major stages namely: ground rules and initiation, nurturing and development, selection, hand-over and succession. Each of the four stages is underpinned by a performance evaluation and feedback processes. It is proposed that a shared leadership process can assist within some of the succession stages.

The socioemotional motivations for the family to retain control of a business, limits the talent pool from which to choose successors to family members (Gomez-Mejia et al., 2011). The limited talent pool may exclude certain leadership qualities or social capital, referring to trusted long-term relationships, which may be crucial for the sustainability of the family business.

The family functionality and succession process has important implications for the study of shared leadership. The functioning of intergenerational relationships and the choice of successors, be it socioemotional or economically motivated (Le Breton-Miller & Miller, 2013), may affect the relationship between the incumbent generation and successive generation in the business which may prove enabling or disabling toward shared leadership.

2.4 Shared leadership and family businesses

Prior to defining, shared leadership, leadership itself requires a brief review. Leadership is a social relationship that requires acceptance and granting of the leader-follower relationship between individuals. Who will follow, and who will lead, requires both follower and leader to enact and then accept an initial role (Derue & Ashford, 2010). As time progresses and interaction iterations increase, individuals either psychologically entrench within their initially accepted roles or challenge the initially adopted relationship in order to establish a new relationship dynamic (Derue & Ashford, 2010).

In shared leadership, the leader-follower dynamic must change periodically or task specifically within a team of individuals for a true shared leadership dynamic to exist (Pearce et al., 2008).

Shared leadership is defined as:

A dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or

both. This influence process often involves peer, or lateral, influence and at other times involves upward or downward hierarchical influence. (Pearce et al., 2008, pp. 622-623)

What is argued to be shared leadership often involves lateral influence between individuals on a similar level of authority.

One of the tasks of leadership—the creation of the vision for the organization—is the sole prerogative of the top leader. Again, we feel that the new generation of organizations built around alliances and joint ventures require strategic visions shaped by multiple parties—in these cases, the senior leaders of the partnership. In such cases, there is rarely if ever a single senior leader shaping the alliance vision. It is more often the product of shared leadership across a set of senior executives representing the different enterprise partners to the venture. (Pearce et al., 2008 pp.623)

In terms of family business in the founding generation, creation of vision is often the sole responsibility of the founder. However, moving into the second generation where a multi-generational team or second generation sibling teams may be prevalent in the business, the lateral influence described by Pearce et al., (2008) suggests that family members must be willing to work together as equals for shared leadership to be prevalent. This may require the founding generation to be inclusive in their approach toward the succession process, requiring participation of, rather than delegation toward, the successor generation.

Succession in family business is a process requiring time, as does the emergence of shared leadership practices. Derue and Ashford (2010) proposed that:

A prior history of reciprocal and reinforcing claims and grants between individuals will carry forward and increase the likelihood that current claims and grants will be reciprocated. (Derue & Ashford, 2010 p.637)

Shared leadership is rooted in the field of behavioural studies and has been deemed as an emergent participative theory (Dinh et al., 2014). Shared leadership requires strong interaction and mutual influence between team members. It does not require the appointment of formal leaders, rather having the natural leaders emerge from within the team, but with a sense of shared responsibility prevailing (Carson et al., 2007; Salvato & Corbetta, 2013).

Team members support one another through encouraging and recognizing individual and team contributions and accomplishments. This helps to create an environment where team members feel that their input is valued and appreciated. By actively participating in a team and feeling supported, team members are more likely to work cooperatively and develop a sense of shared responsibility for team outcomes. (Carson et al., 2007 p.1222)

As further defined by (Drescher & Garbers, 2016), shared leadership focusses on the team as a whole, not isolating single individuals into either leader or follower positions for the entire life cycle of the team. The principle of shared leadership suggests the transfer of power and responsibility of leadership between team members to achieve collective goals (Pearce et al., 2008).

Although the definition of shared leadership is clear (Pearce et al., 2008), its practical application and applicability in family business management teams require further assessment. To study the phenomena of shared leadership, a team-based approach was used.

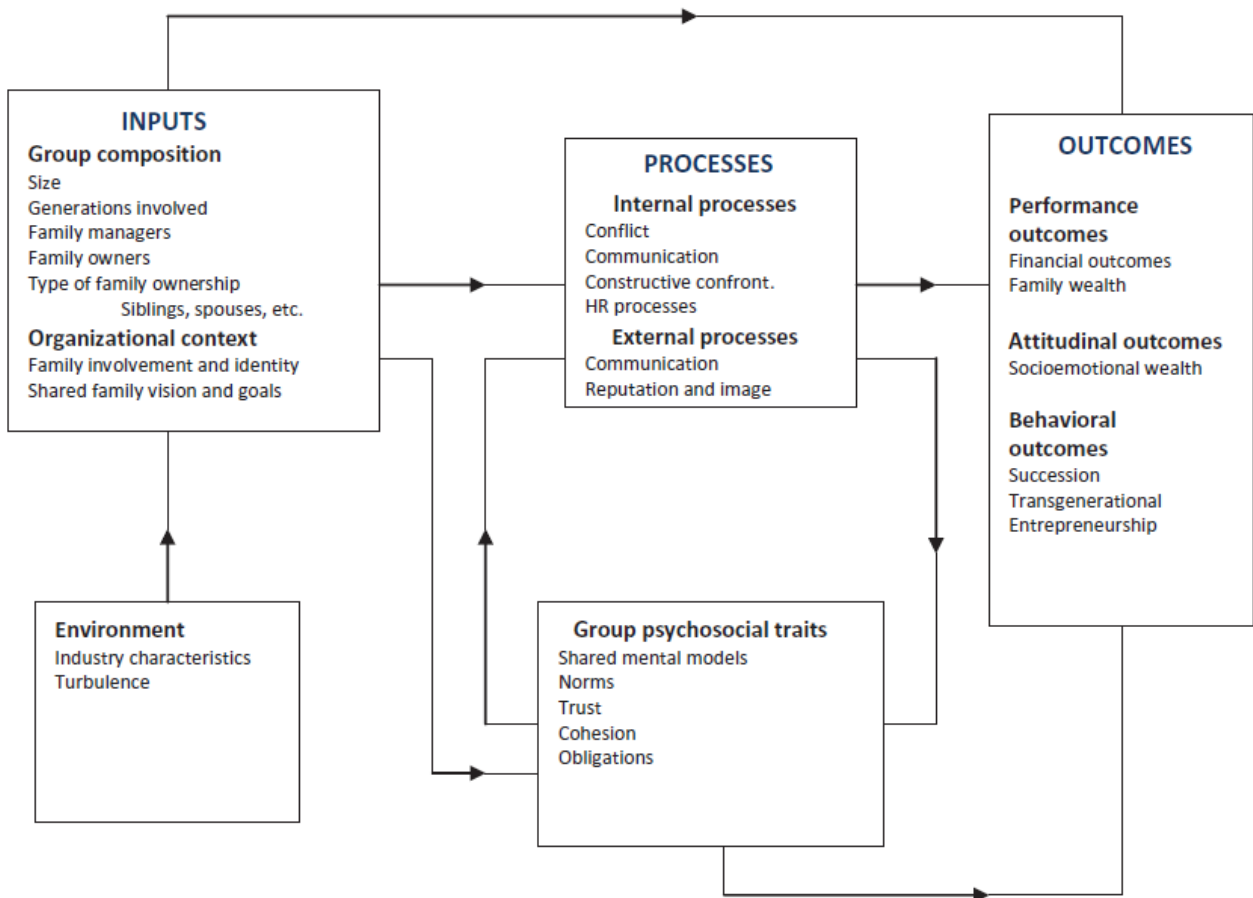
2.5 Team theory: an input-process-output model

Team theory was adapted by Pearson et al., (2014) to fit an Input, Process, Output (IPO) model initially suggested by Gladstein (1984), see Figure 1. The model indicated the iterative and continuous nature of the interaction between internal processes and group psychological traits. The boundaries between the two spheres is where team dynamics and personal interactions occur, with the outcomes representing the value gained by family businesses. One of the behavioural outcomes of the proposed model is succession and trans-generational entrepreneurship, which are factors of sustainability (Olson et al., 2003). Towards an understanding of shared leadership, the model describes the iterative group psychological traits, such as shared mental models, trust and cohesion that may play a role in shared leadership (Drescher et al., 2014). The model provides a useful structure toward understanding relationships between certain aspects and team dynamics in family businesses. The model formed the basis from which to further explore relationships and causal influences as described throughout the rest of the literature review. The inputs to the model (Pearson et al., 2014) namely size, generational involvement, family managers, family ownership, family involvement and shared family vision and goals, have been discussed in defining the family business earlier on (see section 2.2.1). The remaining factor namely ownership type was further explored in the literature review in light of shared leadership toward sustainability. The model's processes, namely conflict, constructive confrontation and communication was further discussed in the literature review in light of shared leadership toward sustainability.

It is proposed that exploring how input factors affected the prevalence of shared leadership, can provide insight into how shared leadership influences the identified sustainable outcomes of the input-process-output model.

Research Question: What is the prevalence of shared leadership within family business management teams?

Figure 1. IPO model for adopting team theory toward family businesses.



Source: Pearson et al., (2014), pp.659.

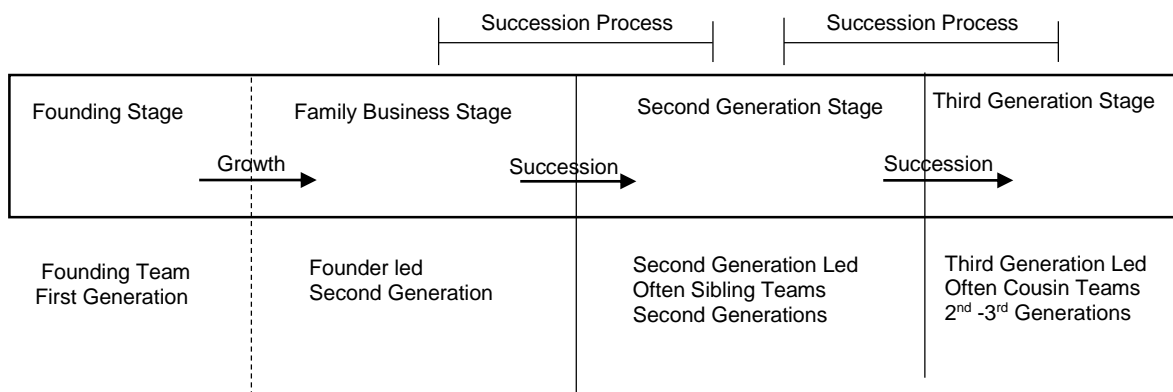
2.6 Family Business

Literature pertaining to the family business and shared leadership was explored. The aim was to provide deeper insight into the life stages and ownership structures of a family business.

2.6.1 The life stages of a family business

Successful entrepreneurial family ventures mostly follow evolutionary stages (Le Breton-Miller & Miller, 2013) and depicted in Figure 2 . It often involves various generational stages, pertaining to the succession and sustainability of a family business. The graphical layout provides a useful base by which to classify the literature review on shared leadership within the family businesses.

Figure 2: Stages of a family business evolution



Source: adapted from (Le Breton-Miller & Miller, 2013)

2.6.2 Ownership types

Founding members often hold the controlling interests in family businesses and run the business for a substantial period. Due to the concentration of power and a families' economic dependency on the founding member and the business, founding members often operate the business on sound economic principals. The founders are further able to manage family conflicts and ensure the business operates sustainably so as to eventually achieve the founder's socioemotional wealth goal of succession to the next generation (Le Breton-Miller & Miller, 2013) . Upon the succession to the next generation, more than one family business owner may exist which pertains to block holder theory (Jara-Bertin, Lopez-Iturriaga, & Lopez-De-Foronda, 2008). The dilution of ownership and block holder theory may be further aggravated during succession to the third generation where more controlling block holders enter the management team.

Block holder theory refers to shareholders whom have sufficient shares in family businesses as to influence strategic direction and decision making (Jara-Bertin, Lopez-Iturriaga, & Lopez-De-Foronda, 2008). A study on block holder influence in family businesses found negative team performance and higher propensity of conflict in top management teams if the majority

and second majority block holders are both family members (Pindado & Requejo, 2014). This has important implications for shared leadership application in reviewing how families apply shared leadership principles regardless of shareholding, power and ultimate legal authority.

2.6.3 Family meetings and councils

Another peculiarity of family businesses is the ability of a family to meet outside of a formal business environment and discuss business, vision and family socioemotional wealth motivations. These meetings can help with alignment of business vision, open communication informal communication channels and align family members within a business (Poza, 2010). The participative nature (Pearce et al., 2008) within a family meeting or council suggests that shared leadership principals may be prevalent. Research on the intersect between family councils and shared leadership is sparse.

It is suggested that a family council can assist with the sustainability of a family business:

The very existence of ongoing family meetings or a family council as a forum for family members reduces the likelihood that family concerns will be ignored or inappropriately exported to a board of directors or a top-management team, as occurred in the Bingham family. Attendance at these meetings represents a deposit in the family's emotional bank account—an investment in increasing trust and reducing the family's propensity to become a zero-sum entity. (Poza, 2010 p.273)

2.7 Shared Leadership

Shared leadership was distilled into five elements to better understand the relational principles. The five elements are team formation and composition, awareness of principles, team tasks, team performance and succession.

2.7.1 Team formation and composition

A natural environment for shared leadership principles to occur seems to be during entrepreneurial start-up ventures (Pearson et al., 2014). Family business management teams can form around spouses, siblings, nuclear family units or loosely related family. Teams are also open to non-family members whom might bring needed skills. As per the family business definition, there is no set definition for a family team, besides that it is a group of people

working towards an organisational goal, and have additional social family ties (Pearson et al., 2014).

The most relevant study of shared leadership applied to privately owned top management teams was a study of shared leadership compared with vertical leadership in entrepreneurial top management teams during the start-up phase of a business (Ensley, Hmieleski, & Pearce, 2006). This study provided strong evidence that the application of shared leadership practices increased new venture performance compared to vertical leadership practices. The study did not consider sustainability or long-term shared leadership application during succession or diversification phases of a business.

During entrepreneurial family team formation, social capital outweighs capabilities and skills. Blood relations and alignment of goals were found to be the main factors for inclusion in the initial team formation (Discua Cruz, Howorth, & Hamilton 2013). A further study on sibling management teams, found that physical resources, skills diversity and strategic leadership are important aspects of sibling team success whereas role clarity and competence is not. (Farrington, Venter, & Boshoff, 2012). Although both studies found that competence and skills are not important during team formation, from a business point of view, Schjoedt et al., (2013) noted that these factors may allow the exclusion of critical skills from a team, which may result in the long-term undermining of sustainability of the venture. The same formation factors may predispose or discourage a team towards practicing shared leadership. As a successful start-up venture typically matures from the entrepreneurial phase, more second generation family members may join the management team (Le Breton-Miller & Miller, 2013), responsible for specific business areas or that have specific skills sets. The diversification of the management team may lead to less shared leadership as roles become more defined and specific.

It is proposed that the influence of the business history and founding member's journey, can provide context to the role of shared leadership during the early phases of the business. Management team member's understanding of start-up team role dynamics may provide awareness of shared leadership principals or practice.

2.7.2 Awareness of leadership principles

A recent study (Bergman et al., 2012) on the process of shared leadership in teams positively linked increased team performance, higher levels of trust, higher shared accountability for outcomes, and lower levels of conflict to teams that practiced shared leadership. Bergman et al., (2012) theorised that effective team leadership requires four distinct leadership behaviours. It was argued that teams that practiced shared leadership would be able to include

more leadership behaviours due to their shared capacity and knowledge, compared to a hierarchical individual leadership approach. The four leadership behaviours described by Bergman et al., (2012) were:

- (1) Initiating Structure - task orientated towards increasing efficiency and team member coordination. Providing structure and direction toward the end goal;
- (2) Consideration - aimed at managing team relationships by facilitating inclusion, managing conflict and ensuring fairness;
- (3) Envisioning - fostering idea generation by creating vision in an inclusive manner (Bergman et al., 2012);

The strength of a team's shared vision functions as a bonding mechanism that allows for shared communication and integration of ideas (Pearson et al., 2014 p.660)

Inclusion of the next generation in a family business allows for adoption of new technology and generational perspective, crucial for the long term survival and revival of a family business (Poza, 2010).

- (4) Spanning - teams are affected by their operating environment which requires leadership skills to predict, navigate and manage (Bergman et al., 2012). This leadership quality requires an external focus past the team's boundaries and business or family boundaries toward the external environment.

The essence of the next-generation leader's mission is to appreciate all that has made the business and the family successful and harmonious thus far and to simultaneously focus on adapting and changing the family–management–ownership system to meet the new competitive environment and opportunities. In this way, continuing success and continuity across generations can be assured. (Poza, 2010)

Spanning, or making sense of the external environment, is deemed a difficult skills to teach or transfer in a family business due to its complexity (Poza, 2010), requiring time in the business, executive level exposure, external connections and social capital to be effective.

Family business management teams may or may not be aware of the mentioned leadership theories and findings of Bergman et al., (2012) but may be effectively practicing the mentioned leadership behaviours in a management team setting. Further insight into the awareness and prevalence of such factors can provide insight into the operation of the family business management team and family council.

Research Question: What is the awareness of leadership qualities toward shared leadership within family management teams?

2.7.3 Team tasks

A study conducted on leadership sources (Morgeson, DeRue, & Karam, 2010), identified various leadership sources which were best suited when performing team-related tasks. The study did not control for family businesses. Teams either functioned in a transition phase, when they planned and prepared, or in an execution phase when action was taken. The phases were cyclical, requiring renewal and iterations as new information was gathered or outcomes from certain actions determined. Morgeson et al., (2010) defined shared leadership as an informal internal locus source of leadership, best suited for situations such as:

- a) Structure and planning,
- b) Providing feedback,
- c) Performing shared tasks, and
- d) Problem solving.

Morgeson et al., (2010) further found that shared leadership was not well suited for tasks such as:

- a) training and developing a team,
- b) sense making - managing and interpreting external environmental events, and
- c) Managing team boundaries.

A further study of homo-generational sibling management teams in family businesses found that a poor understanding of shared leadership arrangements often led to the failure of the said teams (Farrington et al., 2012).

In family businesses, the family council is an additional forum through which the family can plan and communicate. Unstructured family councils, involving family members that are not involved in the business, leads to uniformed opinions and a general breakdown of the functions of a family council. The council must first be geared toward information and education of the family, then later becoming an effective management enhancing tool (Poza, 2010)

Feedback to next generation members in family businesses provides direction and security of their career and position in the family business. The absence of feedback can be extremely detrimental (Poza, 2010). It was further recommended that family and non-family provide each other feedback on their positions, including feedback toward the CEO and current owners to ensure uni-directional feedback.

Shared problem solving has advantages for family businesses, but requires upfront structure and alignment for the engagement to be successful.

Establishing principles and practices for group-level goal setting, for the review of performance in light of the established goals, and for problem solving and conflict resolution are particularly relevant.

Well-structured processes that involve family members in developing policies and setting direction can increase trust, a sense of unity, and commitment to goals (like continuity) deemed important by family members (Poza, 2010 p.40)

Research Question: Are there specific tasks in family management teams where shared leadership is more prevalent?

2.7.4 Team performance and cohesion

Another aspect of sustainability is linked to financial performance (Pearson et al., 2014), driven by management team performance. A family-business culture has performance enhancing advantages compared to a corporate culture (Denison, Lief, & Ward, 2004). The most plausible explanation of performance enhancing advances in family business culture is that of the founding member's core values, performance enhancing behaviours and policies. These values are carried forward by the succeeding generations and may become a source of competitive advantage (Denison et al., 2004).

Recent research (Sciascia, Mazzola, & Chirico, 2013; Uhlaner, Kellermanns, Eddleston, & Hoy, 2012) into the functioning of top management teams in family businesses has identified that multiple generational teams can prove to be highly effective as they provide multiple perspectives that may be more in touch with generational realities and current business environments. This effect was found to be further enhanced if family members consisted of a nuclear family unit consisting of parents and direct descendants (Sciascia et al., 2013). The combined knowledge and experience of the intergenerational team members, along with a team culture of valuing all inputs, lead to higher feelings of inclusion, increased team performance and better decision making (Drescher & Garbers, 2016). The team performance phenomena can be studied in all four phases of the family business evolution journey (Le Breton-Miller & Miller, 2013). A study of a founding team can provide insight into aspects of shared leadership that drive performance in the single generational team. Assessing a two generational team can provide further insight into how nuclear family units can apply shared leadership principles. Second and third generation phases may provide less family based, and more conventional team based insight into the application of shared leadership towards performance due to the potential lack of the nuclear family unit in the management team.

2.7.5 Succession and shared leadership

Succession is key for family business sustainability with many family members still perceiving succession as an event rather than a process (Farrington et al., 2012; Pearson et al., 2014). The importance of building and nurturing of social capital, referring to long-term internal and external relationships, subordinate trust and respect, and market wide successor acceptance, are often overlooked in the family business succession processes. The process of building social capital requires time and a successor inclusive culture (Siebels, zu Knyphausen-Aufseß, & Knyphausen-aufseß, 2012).

With reference to the proposed family business succession model (Le Breton-Miller et al., 2004), the four succession process stages were explored in terms of shared leadership.

Initiating the succession process requires the incumbent generation to realise the need for successors, pertaining to the incumbent's socioemotional wealth need of passing on the business instead of selling or closing the business (Poza, 2010).

During the initial succession stage, ground rules and first steps, founding values and culture may play a role in how the succession process is structured and planned (Le Breton-Miller et al., 2004). Only 10 percent of family businesses have a well-documented succession plan (PWC, 2015), eluding to the fact that for most family businesses, the succession process is a problem that needs a solution. As mentioned by Morgeson et al., (2010), shared leadership is significantly associated with problem solving tasks. The current management team can apply shared leadership during the development of the succession process. Further inclusion of the potential candidates in the process development can enhance the rationality and perceived fairness of the process.

The second suggested succession stage (Le Breton-Miller & Miller, 2013), namely nurturing and development, focusses on aspect such as early exposure to business and growing involvement. In this second phase, shared leadership can play a dual role of helping leaders emerge from the succession talent pool (Morgeson et al., 2010) and the building of social capital through increased responsibility and management exposure (Gomez-Mejia et al., 2011; Siebels et al., 2012). Both of these aspects require the succession process structure and incumbent management to be open toward shared leadership principles of periodic change in leadership, participation and shared responsibility (Pearce et al., 2008)

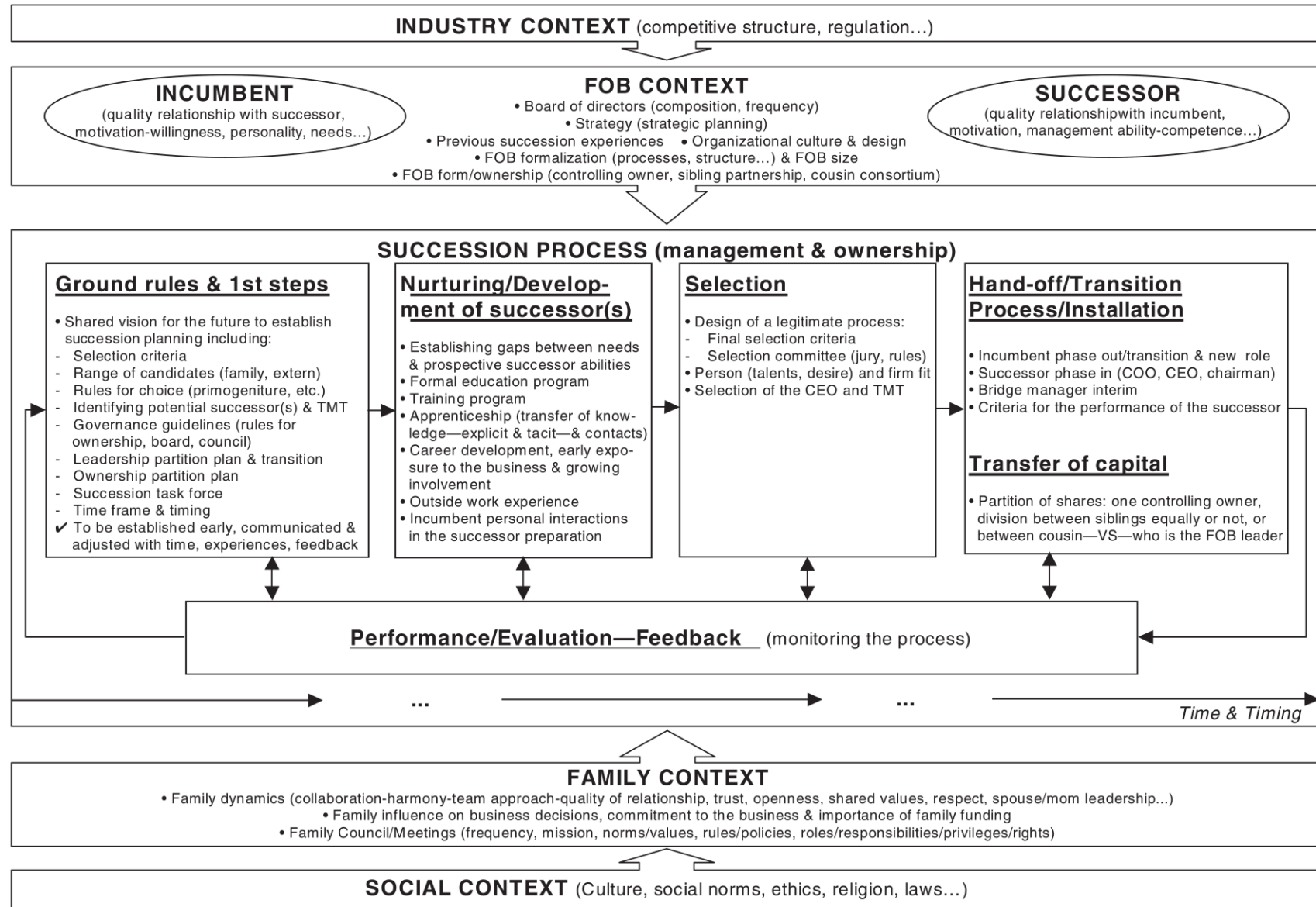
The third succession process stage, selection, is crucial. This stage may be influenced by incumbent leaders' socioemotional wealth perceptions (Berrone, Cruz, & Gomez-Mejia, 2012).

The team formation literature (Cruz et al., 2013; Farrington et al., 2012) places emphasis on personal trust and social capital, above competence and skill during team formation. Assuming that the social capital theory holds true past the formation of a family business, it may prejudice family members during a succession process regardless of a member's skills, competence or wider social capital standing. Family businesses should thus control for the influence of block holders (T. Zellweger & Kammerlander, 2015) during a succession process. Shared leadership principles can be implemented by the management team through the distribution of authority for certain criteria of the succession evaluation process, allowing for more inclusive and fair representation of all perceptions within the incumbent management team.

The final suggested succession stage (Le Breton-Miller et al., 2004), Hand Off/Transition, requires the incumbent management members to relinquish control and exit the management structure. The process involved the final handover stages where social capital and authority is transferred. In this phase, shared leadership can assist with the transition process as incrementally more and more authority is transferred to the successor. The role of shared leadership, managed by an external advisor, has been studied in this phase (Salvato & Corbetta, 2013). The study found positive influences on the succession process. The prevalence and applicability of shared leadership in this phase, without the presence of a trained advisor, is deemed to hold true, but requires further investigation.

Research Question: Do family businesses management teams apply shared leadership during different stages of the succession process?

Figure 3: Family Owned Business succession model



Source: (Le Breton-Miller et al., 2004, pp.318)

2.8 Summary

The objectives of the literature review was to assess the prevalence and application of shared leadership in family businesses toward sustainability. The literature review focussed on the three overarching constructs namely: family business, sustainability and shared leadership. Shared leadership is a participative group or team-based process that requires the leader-follower relationship within the group to change periodically or task specifically (Pearce et al., 2008). A team theory approach toward studying team dynamics in family business, suggested by Pearson et al., (2014) was used as useful model to assess shared leadership in a family business.

2.9 Conclusion

The literature at the intersect between family businesses and shared leadership highlighted that some cross-sectional studies have been conducted at various life cycle phases of a family business. The shared leadership literature, specifically pertaining to family businesses, was deemed sparse. The literature review explored studies of shared leadership in circumstances outside of the family business population to develop theories and insight. To corroborate or disprove the developed theories and insights, a research methodology was compiled to collect relevant data for further interpretation.

Chapter 3: Research Questions

3.1 Review of the research objectives

The research objectives are restated:

- Assess awareness and understanding of shared leadership principles in family business management teams.
- Identify the circumstances when shared leadership is deemed appropriate in family business management teams.
- Determine how shared leadership can assist family harmony and sustainable inter-team and intergenerational relationships.
- Explore the practical application of the shared leadership phenomena within the family business succession process.

3.2 Research Questions

Main Research Question: How do family business management teams apply shared leadership toward sustainability?

Investigative research questions:

Research Question: What is the prevalence of shared leadership within family business management teams?

Research Question: What is the awareness of leadership qualities toward shared leadership within family business management teams?

Research Question: Are there specific tasks in family management teams where shared leadership is more prevalent and applicable.

Research Question: Do family businesses management teams apply shared leadership during different stages of the succession process?

Chapter 4: Research Methodology

4.1 Research Philosophy

It is difficult to quantify or measure social phenomena such as human feelings, relationships and emotions. Interpretivism advocates that it is necessary for the researcher to understand differences between humans in our role as social actors (Saunders et al., 2012, pp.137). A further requirement of interpretivism, according to Saunders et al., (2012), is for the researcher to adopt an empathetic stance towards the mentioned social actors, understanding their unique environments and circumstances. The researcher, as a family business member, has relevant insight and empathetic capabilities to conduct the required research within this field.

4.2 Research Approach

A deductive approach requires the development of theories from academic literature and to developing a research strategy that will test the developed theories (Saunders et al., 2012). The literature review aimed to explore current theories and develop new propositions as to the applicability and prevalence of shared leadership toward family business sustainability. The data collection strategy focussed on either building theory through data collection, or verifying proposed theories through the interpretation of the collected data.

4.3 Research methodology and strategy

Recent research (De Massis & Kotlar, 2014; Fletcher et al., 2015) noted that family businesses are inherently heterogenic, requiring a qualitative approach to better understand underlying behavioural motivations of people associated with a family business. The qualitative case study method is the most widely used in the field of family business research (De Massis & Kotlar, 2014). Team dynamics in the family business environment has not been well studied (Sharma et al., 2014) allowing for an exploratory qualitative approach into a relatively unknown knowledge field (Yin, 2014).

Case study research is applicable in researching human relationships and dynamics in an exploratory topic. It aims to understand a decision or series of decisions, how and why those decisions were taken (Saunders & Lewis, 2012; Yin, 2014). Cases must be relevant to the research topic and fit the population definition (Yin, 2014). To provide compelling evidence, depth of insight and potential replication in case study research, a multiple case study method was adopted (Yin, 2014).

4.4 Research Time Horizon

A recent literature review of family business research (Sharma et al., 2014) noted that cross sectional studies are the most prevalent. Qualitative research lends itself toward cross sectional studies using interviews conducted over a short time period (Mark Saunders et al., 2012) and was deemed appropriate for the research.

Although the theories developed during the literature spans various time related stages of the family business life cycle (Le Breton-Miller & Miller, 2013) that could be explored through a longitudinal study of specific cases (Yin, 2014), the research time frame did not allow it.

4.5 Case study inclusive criteria

Selecting the specific cases required adherence to the following inclusive criteria as to the definition of the family business for the specific research.

For the purpose of studying the phenomena of shared leadership in the family business management team, required that more than one family member be present in the management team of the business (Ibrahim & Ellis, 2008). For sustainability and the study of succession, the current managing and controlling family members must have been planning to hand over the family business control and management to the next generation (Poza, 2010). To study the application of shared leadership during trans-generational succession, the family business should have at least two generations of family members actively involved in the business currently or at some point in recent history.

4.6 Population and case selection

The researcher aimed to interview three family businesses that met the inclusive criteria. To identify and gain access to the specific cases, a purposive selection method (Yin, 2014) was adopted. Longitudinal insight was gained through the choice of specific cases at various stages of first-to-second generation succession process, allowing for cross case synthesis and longitudinal insight in to a specific succession process. The case selection was further convenience based (Saunders et al., 2012), drawing from the researchers own network of contacts.

The researcher identified three cases that met the inclusive criteria. Refer to Table 1. The researcher approached the cases and obtained documented consent from a family business management team representative to conduct the research. The researcher requested access to family members for interview purposes and access to relevant documentation (Yin, 2014).

To ensure confidentiality, only the industry within which the businesses operates was disclosed with consent.

Table 1: Initial identified case studies

Industry	Management Team Structure	Succession Status
Construction	Multi-generational, extended family members	To commence
Agriculture	Multi-generational, nuclear family members	In progress
Heavy Machinery	Second generation, nuclear family members	Completed

Source: (Researcher's own)

4.7 Unit of analysis

Shared leadership has been defined as an emergent participative theory (Dinh et al., 2014) and classified as an internal informal leadership approach (Morgeson et al., 2010). The unit of analysis must be reconcilable with the phenomena under study (Yin, 2014). To evaluate shared leadership, individuals and their relationship within teams were studied. The unit of analysis was defined as the family business management team.

4.8 Data gathering process

4.8.1 Semi-structured Interviews

The research interview is a purposeful conversation between two or more people, requiring the interviewer to establish rapport, to ask concise and unambiguous questions to which the interviewee is willing to respond, and to listen attentively (Saunders et al., 2012, pp.372)

Interviews provide a rich source of data for case study research (Eisenhardt, 1989; Yin, 2014). A semi-structured questionnaire format allows the interviewer to guide the interview more deliberately in an attempt to elicit perspectives pertaining to specific topics or themes (Yin, 2014). A semi-structured interview questionnaire was compiled to address the mentioned research questions.

Triangulation in case study research requires multiple sources of information across which to corroborate findings (Yin, 2014). The researcher aimed to interview a minimum of two family management team participants per case, preferably across multiple generations, to gain

insight from an incumbent and successor perspective. Where the succession process involved more than one successor, the additional successors were also voluntarily interviewed. Participants' contact details were obtained from the management team representative. Participants were approached individually to request a voluntary interview and obtain documented consent. Confidentiality of participants was ensured by the unnamed documentation of responses.

The researcher's familiarity with the mentioned cases allowed for the establishment of trust and subsequent insight, but may introduce researcher bias (Mark Saunders et al., 2012; Yin, 2014).

4.8.2 Company Documentation

Access to relevant case documentation was requested and documented consent obtained. Access to financial information was not requested as it is not relevant for this research. Requested documentation included minutes of meetings, succession plans and business continuation plans where these existed. As found in a recent survey (PWC, 2015), only 15 percent of family businesses have formally documented succession plans. Where documentation was not available, the researcher aimed to interview additional management team participants, not directly involved in the succession process, to gain objective perspectives and better understand management team dynamics pertaining to shared leadership (G. Drescher & Garbers, 2016).

4.9 Analysis approach

A theoretical proposition approach was followed (Yin, 2014). To provide initial structure and coding framework, the collected data was grouped (Schmidt, 2004) using the thematic research questions posed. As a secondary approach, a case study description method was followed to highlight non-themed insights and differences between the researched cases (Yin, 2014).

Shared leadership constructs were coded toward the research objectives. These codes were then identified within the gathered data. The data was further analysed for constructs of the input-process-output (IPO) process (Pearson et al., 2014), to discuss the influence of shared leadership on the sustainability constructs through a process lens. Refer to Figure 4 for a diagrammatical construct of the analysis strategy. See Appendix D for a list of code families and individual codes used during data analysis.

To link the theories and findings, the thematically grouped data were interpreted using a pattern matching approach (De Massis & Kotlar, 2014; Schmidt, 2004; Yin, 2014). Further similarities between the cases was investigated using cross-case synthesis method (Yin, 2014).

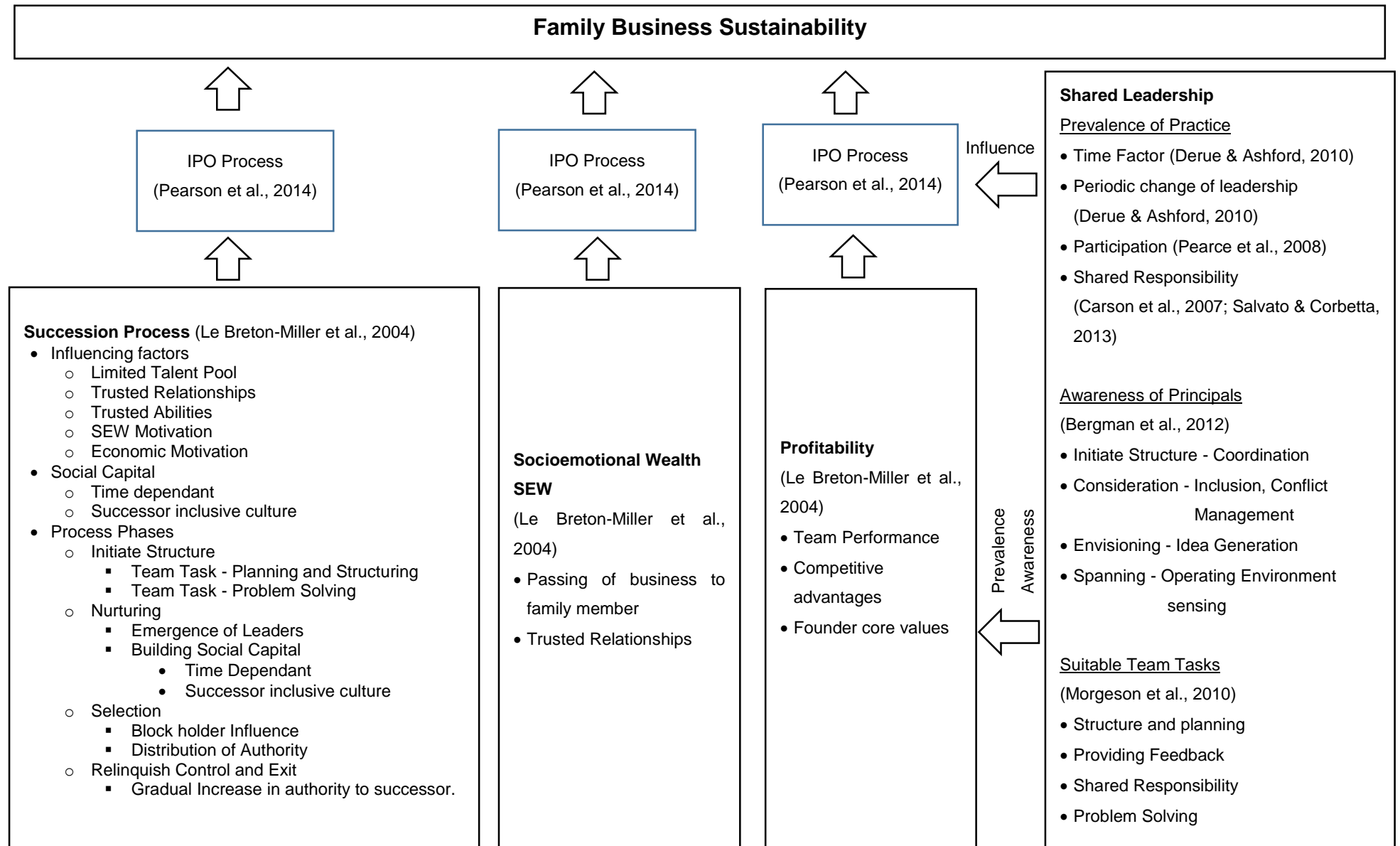
The Atlas.ti data analysis software (ATLAS.ti, 2016) was used as a tool (Yin, 2014) to assist in the analysis of the data. The tool allows for fast coding and grouping of themes. Codes and themes were identified in the raw data and further analysed in context of the specific cases. Cross-case synthesis through re-occurring codes and themes were identified (Yin, 2014).

4.10 Limitations

The researcher acknowledges that researcher bias and sample availability bias (Mark Saunders et al., 2012) do exist in terms of the initial convenience case-study sample. Extraordinary access allows deep insight into and access to case study businesses (Yin, 2014). The researcher's familiarity with the cases allow for extraordinary access and trust. The chosen cases all involved the founding generation and second-generation nuclear families. Although this makes for a more focussed study of succession from founding to second generation, the findings cannot be applied to other succession process involving later generations, or larger family businesses, where multiple families are involved.

In-depth multiple case study work may be beyond the abilities and time allocation of a single researcher (Yin, 2014). The researcher must limit the scope of the study by limiting interviews to a maximum of ten in order to complete the research within the time limitations. This may remove insight and introduce bias in terms of access to key personnel (De Massis & Kotlar, 2014) within the required time frame. The lack of succession documentation, availability and willingness of persons to interview, made the triangulation of the findings difficult.

Figure 4: Diagrammatic approach and coding of shared leadership influence on family business sustainability



Source: Researcher's own

Chapter 5: Results

5.1 Introduction

The results section serves to provide a summary of the relevant collected data for further analysis and synthesis in the following chapter.

The analysis of case study evidence is one of the least developed aspects of doing case studies (Yin, 2014, pp 133).

Making a valued contribution to the academic body of knowledge requires experienced researchers and an analysis strategy (Yin, 2014). The chapter further introduces the specific cases and relevant results of the data analysis. In accordance with the ethical requirements of the research, anonymity of respondents and companies are assured. All names have been replaced with pseudonyms.

5.2 Data types gathered

Succession related documentation was requested from all cases. Throughout all three companies, no succession documentation was available. One case did recently start documenting minutes of family meetings, but was not willing to share such minutes with the researcher due to a sensitive stage of the succession process. The researcher thus relied purely on interviews for the data gathering process. It is noted as a limitation on the construct validity of the research and triangulation requirements of a case study (Yin, 2014)

5.3 Brief case study overview

The data collection spanned three separate family businesses, hereafter referred to as cases.

Table 5.1: Cases and data collection interviews

Case	Management Team Structure	Succession Status	Respondents Interviewed (number of respondents)
AgriFarm	Multi-generational, nuclear family members	In progress	(2) Nuclear family - founder and successor
CSupplies	Multi-generational, nuclear and extended family members	To commence	(3) Nuclear family - founder and next generation siblings

HeavyM	Second generation, nuclear family members	Completed	(2)Nuclear family - sibling management team
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Family culture and choice of the successor may be influenced by cultural and social norms of a specific country, ethnic or religious group (Le Breton-Miller et al., 2004). To limit such variability in the research toward cross case analysis, the three cases share a common national and religious culture with a European centric family culture prevailing across all three cases.

The previously mentioned IPO model (Pearson et al., 2014) constructs will be discussed during the case introduction. Environment, Inputs, Processes and Group Psychosocial Traits all contribute toward understanding the intricacies of each case study. Relevant factors of the IPO model, relating to each case study, is evidenced toward contextualising the family culture inputs, team environment and prevalent processes. These factors provide insight into the relevant family business team dynamics that can provide further context to the shared leadership constructs.

5.4 Introduction to specific cases

Three cases were studied and interviewed. A minimum of two persons per case study was interviewed. A detailed introduction to the case, along with pertinent shareholding and structures follow.

5.4.1 Agriculture

AgriFarm is a family business in the process of succession from the founding generation to the second generation. The business cores are farming and diamond diggings. Both businesses are in existence for longer than 20 years. The farming business employs ten people while the diamond diggings employ 40 people. Both businesses remain profitable at time of writing. The succession selection process has been completed, allowing for the succession process to be historically studied. The nuclear family consists of founder and wife, three daughters and a son. The founder currently retains full ownership of the farming business, while having given 49% of the diamond digging business to the son-in-law, married to one of the founder's daughters. The biological son will inherit 100% of the farming business upon passing of the founder. The founder has relinquished full control of the farming business to the son, but management remains a team effort with the founder involved in an advisory

and coaching capacity. The case study will focus on the farming relationship between founder and son.

The founder had strong beliefs toward economic principals before socioemotional wealth motivations. The correct person for the farming enterprise had to show interest and commit to the business prior to selection. Other family members not interested or contributing toward the farming business would not inherit assets or portions of assets associated with such businesses. The founder further believes in handing over control of the businesses early on to build accountability and responsibility in the next generation. The founder is aware that succession is a process.

I spent my whole life to gather these grounds, these hectares to build a sensible [farming] business, it's about business. Now I spent my life building this sensible business, then I break it down [to give each child a fair piece], then my son has to start from the bottom again and try to build up what I ended with? ...That thing does not exist here by me. These grounds are not going to the kids, it stays in this business. The kids that are not involved in the business, tough. They don't get ground [assets]. (AgriFarm founder)

In terms of the selection process, the son has been selected as the successor and is currently being groomed for final handover. The son showed interest and intent from a young age and has proven himself over the past 5 years while being fully involved in the business. Although control of the business operations has been relinquished to the successor, the father and son team still farms together and will do so for the foreseeable future.

I now manage through him, not from an oversight point of view, because I have started giving over control to [my son] because I see he has the abilities to do it. So he carries on (AgriFarm founder)

Shared leadership was strongly observed between the nuclear family management pair during this phase of the succession process. The founder's sense of relinquishing control toward accountability, as well as good alignment of mental models, underpins the shared leadership prevalence observed.

Because we work together in this thing [business], it is a day to day thing, the one [eldest family member] will just eventually fall away. (AgriFarm founder)

He lets me go. If I make mistakes, then he helps, but he does not keep me under his thumb [oppression expression], that is enjoyable. Him and I are go-getters, we want to go, so I think if he held me back, then it would not have worked (AgriFarm son)

The founder's diamond digging business, 49% owned by the son-in-law, is not yet at succession stage. The founder is still actively involved in the business and does not want to relinquish control of this business at this point.

No, why must I? I worked too hard on the diggings, I don't want to pass it on as I did with the farming, not for nothing. No, I worked too hard there. (AgriFarm founder)

The founder still applies the same accountability and responsibility nurturing process toward the extended family member successor involved in the diamond digging business.

I'm not always... I give in. I leave him to teach himself, I'm not totalitarian (AgriFarm founder)

A formal family council or family meeting platform does not exist.

Because it's just two people [farming and diamond management teams], the hand-over occurs on a daily basis. It is a daily thing that carries on...It is not documented, because it is just two people. My wife knows it, his wife knows it, everybody [wider family] knows it, because we work together, it's day to day. (AgriFarm founder)

The AgriFarm case allows for the study of shared leadership in multi-generational teams during the final stages of the succession process. Shared leadership during the nurturing, selection and handover process was also historically evaluated.

Interpretation of observations toward the IPO model constructs (Pearson et al., 2014), indicated a weak sense of shared family vision due to the economic founder's principals toward only handing over to a single successor. It does create some tensions within the family that influences the founder, but does not override his economic principals.

The family group composition does play a role. There is only one biological son. Should the successor generations have incorporated two sons, both interested in the business, the founder's position may have been different, requiring the splitting of assets.

The size of the family business group, only one person from each generation of nuclear family, allows for a simplistic business environment devoid from the need to manage multiple relationships. The concentration of ownership in the founder further mitigates the need to manage multiple block holders. The structure of this team does allow for simplistic alignment and a high prevalence toward teamwork is expected.

In terms of processes, communication channels are highly evolved and open between the two generations. Conflict does occur, but toward constructive confrontation and solutions of problems. External communication, reputation and image has been extended to the successor

generation. The founder allows the successor to build social capital and reputation through leading interactions with external parties.

We plan everything together, I hand over to him - I taught him how to do it. So when the people [financiers] come then [son] does the presentations, I will sit in. But I let him do the presentations, I help him, but he is starting to carry the load, I'm just coaching him now (AgriFarm founder)

Group psychosocial traits were well aligned between the two generations. Core beliefs toward a shared passion for farming, stewardship toward the next generation, and valuing experienced input indicated that shared mental models and norms do exist. Cohesion due to positive long-term interaction between the two generations is prevalent. Obligation and respect was shown from the younger generation toward the older generation, realising the opportunity and privileged position afforded.

... Because he still is the 'boss', he did start this business and I need to respect him for that. (AgriFarm son)

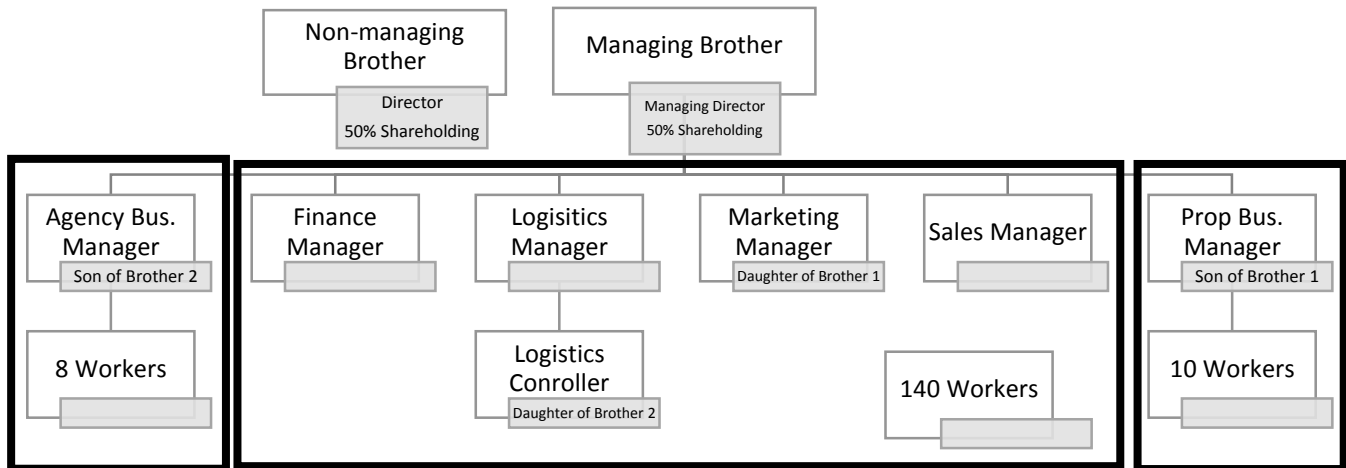
It doesn't help I push my child into this and he doesn't have a proper farming [business], because then he will - what two generations have built up [founder and son] - destroy it within five years. (AgriFarm Son)

The IPO model outcomes are aligned with the studied sustainability constructs, which will be further analysed in terms of shared leadership.

5.4.2 Construction Supplies

CSupplies is a family business started in the 1980s by three brothers. It consists of three subsidiary companies involved in construction supplies, a packaging machine agency and property. The business is profitable and employs approximately 180 people. At the time of writing, two of the founding brothers remain sole shareholders with 50 percent each. The remaining founding brothers each have a son and daughter working at various management and non-management levels within the business, indicating the involvement of two nuclear families. Both owning brothers are at retirement age of 65 years or older. Discussions around continuation and succession have commenced, but remains sensitive and at an early stage.

Figure 5: Organogram showing family positions in CSupplies case



Source: (CSupplies organogram)

Leadership, vision and decision making within the business remains with the two founding brothers. Both brothers remain in control of finances, expenditure approval and major decision-making.

Three of the four second generation children joined the family businesses after first having independent careers in various fields, unrelated to the businesses. The son of non-managing brother joined directly after completing a university degree. As opportunities presented themselves within the business, the other children joined.

Although the socio-emotional need for the business to be passed on to the next generation has been confirmed, no clear successors from a family or non-family background has been selected for successor nurturing and development.

The one nuclear family unit recently established a family council forum to discuss the family future and business succession plans. The family has further decided to hold additional family council meetings, including the other nuclear family, to form a holistic understanding of the succession process and family expectations.

The management style within the company was observed as autocratic and top-down. The Managing Brother is seen as the main decision maker. A lack of communication within the business and within the nuclear family was observed, leading to uncertainty as to appointments, positions and the families' plans.

I can honestly say sometimes my family feel quite hard done by, because if I know I want something, I am hell bent insistent on it. (CSupplies, Managing Brother)

The directors here want to be hands on with everything, and I think what's happened, it started initially as a small family business, where they were involved in everything, and now, it's still a small family business but it's getting more to[ward] a corporate thing... (CSupplies Daughter)

Early involvement of the next generation in the business was not encouraged within the nuclear family unit. The children were required to show own interest and volition to want to know more about the business or join the business. Subsequently the children grew up not knowing or understanding the business and showed little interest toward it while growing up.

Because we did not ever expose them. So it was by personal choice, volition to come here. There was never once that I said, guys, think about it. Not from [wife] and my point of view. (CSupplies Managing Brother)

Not really, not when I was younger. I remember, I remember my father worked incredibly hard...and as I grew up and I got more sort of aware at university and the later years. (CSupplies Son)

The managing brother and his direct descendants where interviewed, allowing for the study of shared leadership in the nuclear family context, block holder theory and succession process.

Interpretation of observations toward the IPO model constructs (Pearson et al., 2014), indicated general low levels of alignment between the generations in terms of group psychosocial traits, internal and external processes.

Group psychosocial traits indicated some low levels of shared mental models mostly attested toward low levels of incumbent generation communication about their intentions for the family and the businesses. Cohesion between generations where observed as formal.

And I had just, I said to my father once, we have no idea what to do if that be the case [father passing]. And we need to know and you have got to be a little more transparent and find out like, what happens. (CSupplies Managing Brother's daughter)

Internal processes were found to not be strong. Documented human resource policies and procedures for family and non-family employees was lacking. The responsibility remained concentrated between the two managing brothers.

I have mentioned a couple of times, but [non-managing brother] doesn't see the need, I think that we are lacking in that we don't have an HR department in this company. I mean we have six branches and nobody... He [non-managing brother] sort of oversees that, but it needs to be a department too. (CSupplies managing brother's daughter).

Constructive confrontation platforms and clear communication channels were not well established, but progress toward such was indicated.

They don't like to hear routs [between managers], but they don't always like to deal with conflict. They would rather it sort of rather it goes away. (CSupplies daughter)

External communication and reputation still largely resides with the incumbent generation having managed the business for longer than three decades. As successors have not been identified, the transfer of social capital and reputation have not formally commenced.

I think I have been able to build a trustworthy relationship with many of the people that we deal with, and maybe it is an area that the younger generation feel that people don't want to deal with that – they say, okay, thank you but I will talk to [managing brother], or whatever the case may be. (CSupplies Managing Brother)

Block holder theory was prevalent where elements of the successor generation expressed a willingness to not be linked to their extended family indefinitely, but confirming socioemotional wealth outcomes of continuing a family business within the nuclear family unit.

I think that, in an ideal world, I would like to work in this environment as a consultant and then go do my own thing with my father, my brother (CSupplies managing brother's daughter).

He [non-managing brother 2] still gets 50% of the share and he [managing brother] has been really good about that all along. Which I mean, it's his brother, but I think what he [managing brother] gets out of that is it's his way or the highway, I think. (CSupplies Son)

A family forum have recently been established in the CSupplies case. Insight and better alignment is expected between the block holding families in terms of socioemotional wealth outcomes and long-term sustainability outcomes of the family businesses.

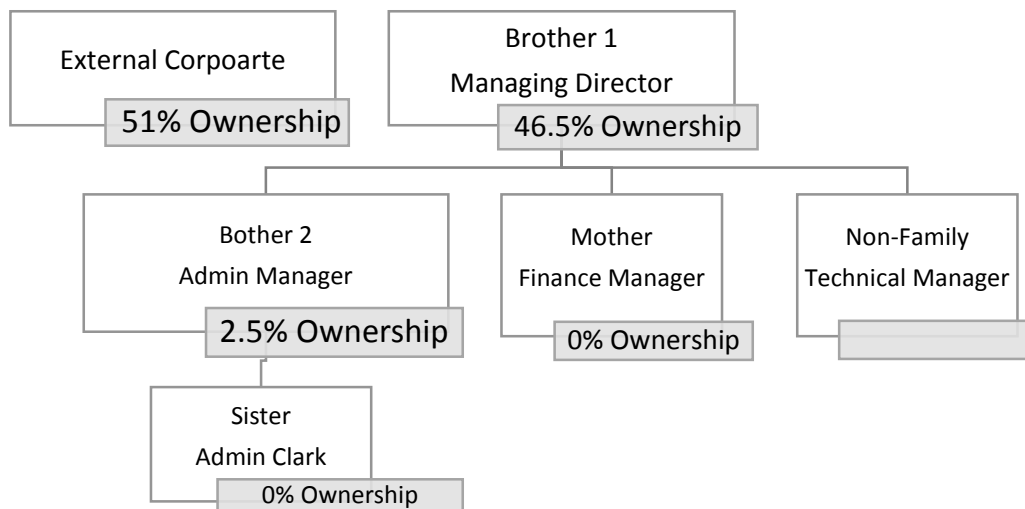
5.4.3 Heavy Machinery

HeavyM is a family run business that hires and sells heavy earth works machinery. The business was started and wholly owned by the founder, John Bless. When John was close to retirement, Kody Bless, the eldest son, was interested in taking over the family business, but was also approached by a larger external family corporation in a similar business field, at the same time. Kody then negotiated a joint venture deal between the larger family corporate and his father's business. The Bless family owns 49% of the HeavyM joint venture and the family corporate 51%. Through the joint venture deal, Kody purchased his father's shares through a

loan agreement, and currently owns 46.5% of HeavyM. John Bless then exited the business entirely and retired. Kody's brother, Jacob, purchased a minority share of 2.5% in the business. Kody acts in the position of managing director of the board, supported by three non-related executives from the external family corporate. The business also employs Kody's brother Jacob, mother and sister as salaried employees. The mother and sister has no shareholdings in the business.

The management team's structure is such that family members are placed in positions of trust within the business for example: management, accounting, payments and admin.

Figure 6: Organogram showing family positions in HeavyM case



Source: HeavyM organogram

The first-to-second generational succession within HeavyM is complete. Kody was involved and interested in his father's business from an early age. This allowed for a natural successor selection process, especially with the change in ownership structure when the joint venture was established.

There was sort of a vacuum where both [joint venture] parties were uncomfortable, but I was very comfortable in that vacuum and I then half stood up. Entrepreneurial and cowboy-ish I stood in that vacuum. And I think everybody sort of accepted it... 'If you are so brave, then be the managing director and show us this can work.' That's how I came into the leadership role. (Kody, HeavyM Managing Brother)

The physical office layout at HeavyM sees close working proximity with a shared space for administration staff and close proximity offices for the two shareholders. It allows for casual communication between family members.

The management style was observed as inclusive. Although the final decision-making remains with the Managing Brother, important decisions are discussed and family informed prior to decisions being finalised or taken.

We never come to a point where we need to vote about something. We never came to a point where we had to ask who votes 'yes' and who votes 'no', not in 13 years. If there is one person who has a burning unhappiness with something we want to do, then we will rather stand back and not do it, rather than bullying the person into it. (HeavyM Managing Brother)

You never make a decision on your own. It's never like that...It does not feel right. I want to ask someone additional: 'what do you think mom' or I'll maybe call my dad (HeavyM Admin Brother)

A formal family council structure does not exist within the family. The managing brother of HeavyM has eluded toward the need for establishment of such.

The first-to-second generational succession is complete within HeavyM, allowing the succession process to be studied historically. The close working relationship between the shareholding siblings, including varying shareholdings, allow for the study of shared leadership with emphasis on sibling teams and block holder theory. The two sibling brothers were interviewed.

Interpretation of observations toward the IPO model constructs (Pearson et al., 2014), indicated strong group psychosocial traits, internal processes and aligned attitudinal and socioemotional wealth outcomes.

The group structure involved two generations from the nuclear family working closely together as a management team. The families' identity is not tied only to the current business, with the family strategy looking to be more entrepreneurial in nature. The ownership structure eluded to potential block holder problems between managing siblings, but the opposite was observed. The managing siblings seem to have normalised into a managing director and admin role, with both leading the relevant functions without much interference from each other. Conflict is further managed through the normalisation of salaries. Dividends toward stakeholders are minimised indicating a low priority toward the actual ownership of the business.

Group psychosocial traits indicated shared mental models and aligned vision for the family business. High emphasis was placed on trust and family norms.

Internal processes was well developed. The normative culture of the family reduces conflict and increases communication. Informal inclusion in decision-making processes was observed that further enhances trust and a sense of participation.

5.5 Constructs and Occurrences of Shared Leadership

The aim of the data collection process was to understand the constructs and application of shared leadership within the family business environment toward sustainability, using the team theory adaptive model. The awareness and application of shared leadership principals was noted throughout sustainability constructs of Succession, Socioemotional wealth and Performance (Pearson et al., 2014). Various differences and similarities between the cases will be supported by evidence described in the format of the IPO model (Pearson et al., 2014).

Table 3 indicates the counted results for each shared leadership construct. The results across the three cases indicated that although some prevalent factors of shared leadership was present within the sustainability constructs, the awareness of shared leadership principals and appropriate tasks for the application of shared leadership, was less prevalent.

A breakdown of the constructs per case identified that the AgriFarm case, Table 4, showed the highest prevalence of shared leadership constructs followed by the HeavyM case, Table 6, and then CSupplies case, Table 5.

The prevalence of shared leadership constructs of each succession stage construct also depended on the case's stage of succession. CSupplies only recently commenced the succession process while both AgriFarm and HeavyM have already selected successors and are in various stages of relinquishing control.



Table 3: Occurrences of shared leadership constructs

Summary across cases		Shared Leadership Constructs											
		Prevalence of factors				Principal Awareness				Specific Tasks			
		Time Factor	Periodic Change in Leadership	Participation	Shared Responsibility	Initiate Structure	Consideration	Envisioning	Spanning	Structure and Planning	Providing Feedback	Shared Tasks	Problem Solving
Total for all Case Studies													
Totals		14	16	27	18	7	7	6	3	9	7	7	8
Per Case Study													
AgriFarm		3	9	9	12		1	4	3	6	3	4	4
CSupplies		3	3	5	1	5	1			1	2		
HeavyM		8	4	13	5	2	5	2		2	2	3	4
Per Sustainability Construct													
Succession Process	Initiate Structure	2	2	3		4	1				1		
	Nurturing	8	4	5	1	1	2				3		1
	Selection	3	1	5	1	1	1						
	Relinquish Control	1	4	1	7	1	1	1	1	3	2	3	2
SEW	Passing on of business			4					1	1			
	Trusted Relationship		1	4	3			1		1		2	2
Performance	Competitive advantage		1	2	2		1				1	2	1
	Trans generational Entrepreneurship		2	1	1			2	1	4			2
	Founder's Beliefs		1	2	3		1	2					



Table 4: Occurrences of Shared Leadership constructs in the AgriFarm case

AgriFarm		Shared Leadership Constructs											
		Prevalence of factors				Principal Awareness				Specific Tasks			
		Time Factor	Periodic Change in Leadership	Participation	Shared Responsibility	Initiate Structure	Consideration	Envisioning	Spanning	Structure and Planning	Providing Feedback	Shared Tasks	Problem Solving
Per Case Study													
AgriFarm		3	9	9	12		1	4	3	6	3	4	4
Per Sustainability Construct													
Succession Process	Initiate Structure												
	Nurturing	2	2	1	1								1
	Selection	1		2									
	Relinquish Control		3		5		1		1	3	2	2	1
SEW	Passing on of business			3					1	1			
	Trusted Relationship		1	1	2			1				1	1
Performance	Competitive advantage		1	1	1						1	1	
	Trans generational Entrepreneurship		1					2	1	2			1
	Founder's Beliefs		1	1	3			1					



Table 5: Occurrences of Shared Leadership constructs in the CSupplies case

CSupplies		Shared Leadership Constructs										
		Prevalence of factors				Principal Awareness				Specific Tasks		
		Time Factor	Periodic Change in Leadership	Participation	Shared Responsibility	Initiate Structure	Consideration	Envisioning	Spanning	Structure and Planning	Providing Feedback	Shared Tasks
Per Case Study												
CSupplies		3	3	5	1	5	1			1	2	
Per Sustainability Construct												
Succession Process	Initiate Structure	2	2	3		4	1				1	
	Nurturing		1			1					1	
	Selection											
	Relinquish Control	1										
SEW	Passing on of business			1								
	Trusted Relationship											
Performance	Competitive advantage											
	Trans generational Entrepreneurship			1	1					1		
	Founder's Beliefs											



Table 6: Occurrences of Shared Leadership constructs in the HeavyM case

HeavyM		Shared Leadership Constructs											
		Prevalence of factors				Principal Awareness				Specific Tasks			
		Time Factor	Periodic Change in Leadership	Participation	Shared Responsibility	Initiate Structure	Consideration	Envisioning	Spanning	Structure and Planning	Providing Feedback	Shared Tasks	Problem Solving
Per Case Study													
HeavyM		8	4	13	5	2	5	2		2	2	3	4
Per Sustainability Construct													
Succession Process	Initiate Structure												
	Nurturing	6	1	4			2				2		
	Selection	2	1	3	1	1	1						
	Relinquish Control		1	1	2	1		1				1	1
SEW	Passing on of business												
	Trusted Relationship			3	1					1		1	1
Performance	Competitive advantage			1	1		1					1	1
	Trans generational Entrepreneurship		1							1			1
	Founder's Beliefs			1			1	1					

5.6 Shared Leadership - Prevalence of Factors

The observed and interpreted instances of shared leadership constructs are presented.

5.6.1 Time Factor

For shared leadership to be effective, a time factor is required for leader-follower relationships to develop, change and progress through cycles (Derue & Ashford, 2010). In all three cases, the second generation has been formally involved in the business for 5 years or more. Regardless of this time factor, shared leadership was not prevalent in all cases. A relative low prevalence was observed in the CSupplies case.

In two of the cases, AgriFarm and HeavyM, the selected successors showed early interest in the businesses from school going age. This allowed the incumbent founding generation to informally start the nurturing process from a young age, allowing for a long term relationship and gradual confidence building.

I was involved from a young age, at high school as well...It wasn't work or effort, it was my passion and my love. (AgriFarm Son)

There was no formal plan, but we spoke informally about it from my school days. From a young age I was involved with my father and the business, very much so. (HeavyM Managing brother)

Where the data indicated that the incumbent generation was willing to relinquish control, the time factor allows multiple shared leadership iterations to occur. Should the outcome of such shared leadership iterations be progressively positive, and in line with the incumbent generation's expectations of the successor generation, the prevalence of shared leadership may increase. The opposite may also be true. Progressively negative outcomes can lead to a termination of the shared leadership relationship and hesitance toward future relinquishing of control.

It is enjoyable for me and her [wife] to give over [relinquish control] and the man [son] carries on. I see he is on the right path. But think again, if he wasn't on the right path, then I had a big job on my hands, because then I don't know what I would do with the business. (AgriFarm founder)

In the case of CSupplies, the incumbent generation deliberately did not involve the next generation in the business. It allowed for a much shorter business relationship time factor and less leadership interactions. The hierarchical decision and control structure in CSupplies seems to influence the lack of shared leadership prevalence.

Not when I was younger. I remember, I remember my father worked incredibly hard. He was always at work. (CSupplies Son)

No, for sure, I should have kept them more informed, without a doubt. They should have known more about what we have been doing. (CSupplies MD Brother)

In the CSupplies case, the second generation initiated action toward the establishment of communication channels through a family forum. The successor generation felt that the initiation could influence the succession process.

I think that the longer we leave it, and unfortunately that's how I feel, [non-managing] and [managing brother] don't want to address the things they feel uncomfortable with, they [these issues] are just going to, I don't know, sort themselves out? (CSupplies Daughter)

Early involvement in the Agrifarm and CSupplies cases further allowed potential successors the opportunity to be informally responsible for certain aspects of the business. This allowed for shared mental and business models to develop.

From my childhood days I was basically play-learning with my dad. We went through the phases together. So the day I walked in here, it wasn't strange or new for me. (AgriFarm Son)

But what my father did, from about high school age, we always had to spend half our holidays working in the workshops. (HeavyM Admin Brother).

5.6.2 Periodic Change in Leadership Factor

For shared leadership to be effected there must be a change in leader-follower relationship within a team toward achieving group or team goals. It requires that regardless of formal roles within a team, authority not always be delegated downwards in a structure. Leaders must emerge from within the team to lead situations or tasks they believe they are best suited for. (Pearce et al., 2008; Salvato & Corbetta, 2013)

Both hierarchical and inclusive leadership styles (Le Breton-Miller et al., 2004) were prevalent in the data.

That is the trust that I have in [AgriFarm Son]. I give over, don't keep everything until the day I die, then he has to wake up all-of-a-sudden... It gives him very good self-confidence. (AgriFarm founder)

Especially on the grain contracts this year. I sat the one day and decided to contract the final tons. I didn't discuss it with my father. (AgriFarm son)

And when we started the new business [HeavyM], then from day one I was managing director and my dad actually took a step back. So I took on more leadership, but I still sound-boarded with my father daily in the beginning, then less and less as time progressed. (HeavyM managing brother)

We actually have a larger picture than just this business [HeavyM]. We have a larger aim, not just each-to-his-own. We want everybody to be happy, everybody to do something they would like to do. (HeavyM Admin brother)

In the CSupplies case of hierarchical leadership style, it was found that the relinquishing of control was problematic. CSupplies showed some observations of forced periodic changes in leadership. It was mostly due to the hierarchical structure's downward controlling influence, requiring the leader to allow the follower sufficient authority to be effective. These incidents were mostly found to be role specific and not geared toward larger family succession goals.

And eventually I said to him, [Non managing brother's son], now you can't do anymore, you don't know these people face to face, now get in your car and go ...and I could see there was reluctance, he wanted me to come with him. And I said, no, no, jump in, you know the people telephonically, go and meet them. (CSupplies Managing Brother)

The day to day stuff is driven by me. Coming to them and saying 'look this needs to happen', they won't do anything. So they won't run with something on their own. (CSupplies managing brother's son)

My father was involved in the marketing, as marketing director, and now he isn't and I had to say to him: 'You have put me in this position, you cannot take it away, you can't run with it and then...' you have to have frank discussions like that. (CSupplies managing brother's Daughter)

It was found that the incumbent generation wanted strong leadership from the successor generation to naturally emerge. The successor generation required clarity in terms of their roles, positions and future career prospects to be able commit toward the family business and succession process. It implied a communication breakdown and a lack of structure or forums through which to air concerns and intentions. Through the establishment of a recent family forum, alignment and founder's beliefs discussions have commenced.

And I had just, I said to my father once, we have no idea what to do if that be the case [father passing]. And we need to know and you have got to be a little more transparent and find out like, what happens. (CSupplies Managing Brother's daughter)

Although indication toward unwillingness to share leadership in the formal business structure exist, CSupplies' incumbent generation was more willing to periodically relinquish leadership control in the family forum structure. It indicates a potential softening of principals when socio-emotional wealth triggers are involved.

5.6.3 Participation Factor

Participation and inclusion of team members in decision making processes, assist with the prevalence of shared leadership within such a team (Pearce et al., 2008). For participation to be effective, there must be a sense of mutual trust, respect and valued input (Salvato & Corbetta, 2013).

Participation in the leadership and decision making processes was the most prevalent shared leadership factor that emerged across the case studies. Across the cases, participants' opinions expressed that the management team could influence decisions regardless of the structure currently in place.

The HeavyM case placed the most emphasis on participation with a strong sense of family togetherness prevailing between the two interviewed shareholders.

We never come to a point where we need to vote about something. We never came to a point where we had to ask who votes 'yes' and who votes 'no', not in 13 years. If there is one person who has a burning unhappiness with something we want to do, then we will rather stand back and not do it, rather than bullying the person into it. (HeavyM Managing Brother)

We would like to take that on [diversification], but still within the group, but the person that it makes the happiest must manage that business. (HeavyM Admin Brother)

The advanced stage of succession in the AgriFarm case provided for high level of participation between the two generations. The founder has already relinquished control toward the second generation, wanting such to lead.

I did my thing [business management] my way, I took it this far, then we went together and now I have started handing over [to my son] (AgriFarm founder).

He gave me a division that I felt this was my part, he didn't hold me back, he let me get on with it. If I made mistakes then he would help, but he didn't keep me under his thumb, that was enjoyable. (AgriFarm Son)

In terms of the CSupplies case, there was a feeling of participation and influence through the young family forum that has been established.

Yes well I said to my father I'd put together an agenda, if you would like, so that we could just– none of us, have collectively spoken about it ever, there has never been a reason. (CSupplies Managing Brother's Daughter)

We take minutes and we discuss things like the property company, this company [company 2], what our goals are as a family, because we can't do it independently of each other. So we have now started doing that. Like it is a process, but I do think it's actually helping with that. (Managing Brother's Daughter)

I think we can influence, I feel like I can. Like, I'm not sure how the others feel, but I feel like I certainly can and I do feel like my father listens to what I, what I have to say. He acknowledges it and I often prompt him at certain times to move forward on things. I think, yes, I think we could [influence]. (CSupplies Managing brother's Son)

We have a monthly meeting as a family and we have looked at other opportunities and said what they would like to do. (CSupplies Managing Brother)

5.6.4 Shared Responsibility Factor

Shared leadership emphasises a collective approach toward achieving collective goals. Shared visions, mental models and goals provides fertile ground for shared responsibility to emerge (Carson et al., 2007; Salvato & Corbetta, 2013).

Across the three cases, shared responsibility was the second most observed finding. The AgriFarm and HeavyM cases indicated a strong sense of shared responsibility between the multi-generational team in AgriFarm, as well as the single generation sibling management team of HeavyM.

We are co-owners, co-managers of this one [AgriFarm]. We plan everything together I hand over to him - I taught him... that's what makes it so enjoyable, it's what makes it easy, when you share the same passion. (AgriFarm founder)

That word 'I' is not something we use. I think that is where you trip up [go wrong], when you start saying 'I this' and 'I that'. Until I have to hand over - if it is like that - to my son, I'll also teach him the same, because this is a single continual process [family business]. (AgriFarm son)

We respect each other; we always give each other the benefit of the doubt. It makes for relatively little conflict, not like other families I have heard of. (HeavyM managing brother)

Low prevalence of shared responsibility in the CSupplies case was observed in the second generation succession process. There is still a reliance on the incumbent founder generation's approval on business decisions.

Unfortunately I am known to do that [keep everything in my head] and then my family says, but why didn't you tell us that, and then I said, but it seems so obvious. (CSupplies managing brother)

And that is where the decision will come from. From our forums together. Invariably, my father will have the final say, the approval stamp on it. But he is becoming more amenable to influence, so I found that I am more able to sort of influence his decision as the business has grown in time and my time has gone here. (CSupplies managing brother's son)

5.7 Shared Leadership - Awareness of Leadership Principals

Overall, awareness of principals were lower than the prevalence of principals throughout the three cases. Leadership through initiating structure was observed in all three cases, however not always in an inclusive or shared leadership method.

5.7.1 Initiating Structure

Leaders that initiate structure allows for the optimal use of team skills and energy. Inclusion of such principals by members of the management team assists the team toward achieving their collective goals (Bergman et al., 2012).

Each case was observed to have at least one management member that was strong in planning and structuring. Awareness of the principal was low and was not properly articulated by any of the cases.

AgriFarm did show strong observations and prevalence of the leadership quality in the business, but showed little awareness of the actual leadership principal. In terms of shared leadership, it was observed that the format for new ventures took on the form of individual planning and presentation, followed by shared analysis and further development. This was

found to be in-line with relinquishing of control between the two generations. The older generation requires the younger generation to take the lead and then share the responsibility.

'Dad, that money for the cattle'...Right my son, put a plan together, come and present it to me. He drew up a plan that was very good... I looked it over and said 'let's do it.'
(AgriFarm Founder)

So I hand over to him. So I can see how he is going to run the race. It gives him confidence and I just coach him. It is enjoyable for me to hand over to him. (AgriFarm Founder)

The size of the management team, consisting of two people makes coordination and alignment easier due to frequent communication and close physical proximity of work and home.

We do talk about other things sometimes, but then we talk farming. It's a shared passion. (AgriFarm founder)

I said to him, son, take this big house, mom and I don't need it anymore. We moved into the flat [adjacent to the main house]. That is the trust I have in him. (AgriFarm founder)

In the CSupplies case, the second generation initiated structure toward the succession process, but through an inclusive process with the founding generation. This allowed a forum and engagement structure to be developed with which most parties felt comfortable. Although the leadership quality was observed and borne out of frustration, awareness of the leadership quality was not prevalent.

So it is a challenge [family obligation and respect] and there should be 'freer' channels to communicate about this kind of stuff, it hasn't been great. (Managing brother's daughter)

We haven't spoken about succession yet, cause it stills seems to be a kind of awkward topic, but they are talking about it, cause you know, [non-managing brother] is already [retirement age]. So what came out of the last meeting, was that we actually need to have a family meeting here [forum where both shareholding families are involved]. So that individuals that are involved in this business needs to meet separate of all the other staff members. (CSupplies managing brother's daughter).

Yes, well, I said to my father I'd put together an agenda, if you would like (CSupplies Managing Brother's Daughter)

CSupplies further showed an organic approach toward initiative, requiring the younger generation to take the lead and show interest, only then being supported by the founding

generation in a directing manner. The incumbent founding generation still seem reluctant to relinquish control in most aspects of the business.

I honestly believe that they [business families] do create an environment where people must think on their own two feet and look for opportunities themselves. Because often you have very successful fathers who have – [who] give a golden spoon to their youngsters who then go out and make a huge success in a completely different industry. (CSupplies managing brother)

Although the CSupplies managing brother showed awareness of the need to teach, no structure was created by the incumbent generation toward sustainability. The managing brother still assumes that some of the businesses will be sold rather than transferred.

The size, structure and coordination sessions within CSupplies may not be conducive toward shared leadership and initiating structure. Physical offices are separate and spread out across the building. Coordination meetings are held only monthly where directors are present.

I think the dynamism in this business evolves very organically. If you see a thing and you want to run with it then go for it (CSupplies managing brother's daughter)

Well, I do think we should be operating less in silos...It feels like the communication between managers is usually quite defensive - everybody wants to operate in their own silo. (CSupplies managing brother's daughter).

The HeavyM case showed elements of initiating structure and planning. The managing brother is naturally orientated toward initiating structure. Awareness of the principal remained low. Strong emphasis is placed on personal qualities, strengths and socioemotional wealth of the family in the business. Having worked closely together for an extended period of time, in excess of ten years, the family is well aligned and inclusive in their approach toward new initiatives and structure to best serve the family business holistically.

For me it's one of the strongest things, or one of the best ways to start a business, is to make it a family business for the start-up phase. There are a number of benefits...I know them well. If you want to give someone a specific position, [for example] you don't have to go interview people and make the wrong appointment. You know what your brother can do, and his shortcomings, you can enhance with another person strong in those aspects. Family is a definite strong point and family supports each other when needed. To work a few extra hours, a family understands that, because you are working towards something bigger. (HeavyM managing brother).

So then [with birth of grandchildren], then we could see we needed to start taking over, we must get her [mother of managing brothers] loose from all that stuff [administration workload]. (HeavyM admin brother).

5.7.2 Consideration

Consideration by team leaders aims at managing team relationships by facilitating inclusion, managing conflict and ensuring fairness. Shared leadership requires team members to be aware of nuances and relational quirks to best direct such teams toward collective goals (Bergman et al., 2012).

The awareness of consideration principals was strongly observed in the HeavyM case. Both managing and subordinate brothers remained considerate of family relationships and talents to ensure a working environment.

You know what your brother can do, and his shortcomings. You can enhance [shortcomings] with another person strong in those aspects. Family is a definite strong point and family supports each other when needed. (HeavyM managing brother)

My dad sort-of always hinted, but my father [believes] in each-to-his-own type of thing. They will never put you in a position that will make you unhappy. What my dad does not like is if you say it will make you unhappy without giving it a try first. (HeavyM admin brother)

If there is one person who has a burning unhappiness with something we want to do, then we will rather stand back and not do it, rather than bullying the person into it. (HeavyM Managing Brother)

The [family] support I would say, they leave you to battle on your own up to a point where they see you are stuck. Then someone will always help a little or give a little advice. I mean, for example, I'm not good with mechanics, I know nothing about mechanics, and my brother [managing] will always give me a resource, a mechanical guy, so I can use him. (HeavyM admin brother).

That [giving hierarchical orders] for example I don't do with my sister...I know [what] that [feels like]. Our age gap is close enough to know how it feels. So I leave her that she does her thing and eventually she'll come and ask me. So she and I, we actually work well together. (HeavyM Admin brother).

The AgriFarm case showed elements of consideration, but due to the advanced stage of the succession process, the management team was well aligned, not requiring conscious effort of

consideration. The trans-generational team proved to be a competitive advantage. The new generation has introduced new technology and more sophisticated selling techniques, further ensuring the long-term survival of the business. The conflict management process is mature as well as the block holder management. AgriFarm showed insight from both founder and successor generations toward managing conflict and relationships.

I know my limits, I'm not good with technology, this new technology, but [son], he knows about computers, those type of things...and he is now the next generation that takes the business further. (AgriFarm founder)

Look, it has happened that we bump heads [conflict expression] and then each one goes his own way and grumbles. Afterward then, we come together again and then I pertinently ask him [son]: 'why did you behave that way?' [He will respond} 'Dad, but you said this...' then I respond 'yes I did and here is my reason why I did that. Why did you say that?' Then we talk it out, but we don't leave it to fade away. No, we talk it out. We leave each other for a day or two then we take the thing [argument] and we sort it out. But it's not about big things. (AgriFarm founder)

So when it comes to those type of things then I leave him [father] sometimes that he carries on, but the same applies from his side. But then we see sometimes that the other one's advice was better. (AgriFarm Son).

I think that is what puts me in a privileged position - my father started from nothing, so he went through a difficult learning process. He made many mistakes in his life; his father did not support him because they had different backgrounds. And I think that helps very much that he has already gone through those learning processes, applied it to his farming and now also gives me advice from time to time. It helps tremendously (AgriFarm Son)

Although the leadership quality showed prevalence and awareness, it was noted that in the CSupplies case, assumptions were made from both incumbent and successor generations toward consideration of the respective other. This points toward a lack of communication. CSupplies showed a lack of consideration from the incumbent founder generation toward ambitions and role clarity within the current business environment. Mixed observations were observed in terms of consideration and communication of roles in the current business structure.

The second generation of CSupplies showed consideration and inclusion during the establishment of the family forum toward addressing the succession process with conflict management and fairness. The founding generation showed consideration for trans-generational entrepreneurial intent. Across the three interviews, it was observed that the

consideration shown by founding generation toward the succession and wellbeing of the successor generation, might not be aligned with the wants or needs of the successor generation.

In terms of managing the business, no, I don't, in fact I know because from our family meetings, she [daughter] has no desire to manage this business. It is a male dominated business...and you have got to know what you are talking about...it's serious technical stuff. (CSupplies managing brother)

But she [daughter], or both of them [son and daughter], has said; 'I definitely want to do something of my own'. And I have said, 'well, find something but don't chase after something and then peter out'. You have got to do this with absolute – without any compromise. (CSupplies managing brother)

It's interesting from both sides because I know that he [father] doesn't want me to feel frustrated or limited in any way and I don't want to feel like I'm disappointing him in any way. (CSupplies managing brother's daughter)

The last few years has been quite a bit of frustration for me ... but I think a lot of people don't actually know what I do in this company...But it happens because there are no communication about what I actually do. I don't know if it is up to me, but it's not clear to anyone else what I do around here. (CSupplies managing brother son)

I have been told the date by my father [for the combined family meeting]. I asked him to organise it - I doesn't look right if I do it. I might just irk some of the other individuals. (CSupplies managing brother's daughter).

5.7.3 Envisioning

Envisioning requires team leaders to foster idea generation by creating vision in an inclusive manner (Bergman et al., 2012). It is deemed to include entrepreneurial intent.

The AgriFarm case showed some awareness of the envisioning principals. The principal of idea generation toward entrepreneurship forms part of the founder's core beliefs. It underpinned observances of the principal in the succeeding generation toward sustainable trans-generational entrepreneurship. Toward shared leadership, the envisioning process is never deemed complete or concrete, allowing for change and input as circumstances unfold.

You have to keep growing, because when you stagnate, if you were still working like my father worked, then I'll close this place now, within one year then I can leave. You absolutely have to keep growing and [son] buys that vision. (AgriFarm founder)

He came out of his own... 'Dad, that money for the cattle'...Right my son, put a plan together, come and present it to me. He drew up a plan that was very good... I looked it over and said 'let's do it'. (AgriFarm Founder)

We are not caught in a single thing [business direction] because we are not scared to take on something else. So when we see a gap, doesn't matter on which level, we will take it. That I see as part of entrepreneurship. You are not stuck in a rut, you do what your father did, and his father did. We are quite open about things [opportunities]. (AgriFarm Son)

HeavyM showed some observances of the inclusive envisioning principal, but more from a participation perspective than idea generation. The founder's beliefs did include for entrepreneurial intent, but not toward an inclusive envisioning process. It was observed that the family has inclusively concluded a broad outline for the family business to diversify. Details have not yet been generated or specifically chosen.

From day one [of joint venture] I was managing director and my dad actually took a step back. So I took on more leadership, but I still sound-boarded with my father daily in the beginning, then less and less as time progressed (HeavyM managing brother)

Saturday afternoon, around the fire, I'll ask my mother, 'listen, here is an opportunity that has come up...and then I'll ask, but what do you think about it, should we take it on?' Very informally and then I'll make a call on my own. But I'll get everyone's [opinion]... we never get to a point where we have to vote about something. (HeavyM managing brother)

It's something that comes from my father... that is one thing about my father; he cannot work for somebody else. He just has this absolute drive in him to do his own thing, his own freedom, on his own time, what he wants to do, on a scale that he wants to do it. (HeavyM managing brother)

There is an agreed shared vision between the family members in HeavyM to expand the family business into a conglomerate of businesses. Idea generation and strategy toward such a goal has not commenced. No intention or awareness of the inclusive process was mentioned.

But I have relative clarity in my head that we, as a family we will diversify our family business. I am clear that that will happen and I'm also clear that at some point I'm going to move out of the daily operations of everything. I want to stand back a little and let someone [else lead]. (HeavyM, managing brother)

In the CSupplies case, including the next generation, again showed competitive advantages due to new relevant skills of the successor generation.

[Daughter] brought the social media to the website design. (CSupplies managing brother)

With business shareholding and management control currently remaining with the founding brothers of CSupplies, some inclusive envisioning was observed during the interviews in both founding and successive generations. Final decisions, mandates and visions remain with the managing brother. The family forum has emerged as the platform through which to discuss the envisioning principals.

Unfortunately I am known to do that [keep everything in my head] and then my family says, but why didn't you tell us that, and then I said, but it seems so obvious. (CSupplies managing brother)

What has been made clear and what has been spoken about, we will never, well my father is pretty certain that he won't sell the property company... At this point, that is how he feels about it. (CSupplies managing brother's Son)

[Son] has said that he wants to [become managing director] – well he technically manages our property company. More and more we have monthly sit together and say: 'okay here are our finances related to the property companies, this is where we are going, this is our spend and this is the revenue stream and we need to up this or decrease that, or whatever the case may be'. (CSupplies managing brother)

I also found the pace a bit frustrating and I wasn't sure if I wanted to be in this for the long haul. ... So I left, and it caused a great disruption I think, because, had it never been expressed to me at that point, maybe there had been a succession plan. It has never been communicated, it is something that was quite awkward to discuss here. (CSupplies managing brother's daughter)

So hopefully with these forums now, and our family forum and the new family forum that's hopefully going to happen here we can try and get some clear understanding as to what everyone else is thinking, their goals and everything else. (CSupplies managing brother's daughter).

5.7.4 Spanning

Teams are affected by their operating environment which requires leadership skills to predict, navigate and manage (Bergman et al., 2012). Inclusive spanning was the leadership principal that was least observed across the three cases. Only the AgriFarm case made reference to

their business environment and how the management team worked together to find creative solutions toward sustainability of the business.

Awareness of the spanning principal was observed in both founder and successor. A high degree of trust in the relationship and value of opinion was also observed.

And you learn, I have a certain ability to see opportunities long in advance. Then I tell him [son] 'start renting that ground, there is an option, that guys is going to go one of these days'. So then we hire the ground and a year or so later, he [owner] comes and ask, 'don't you want to buy this ground?' Then your foot is already in the door. (AgriFarm founder)

I taught him [son] that sentiment does not fill a stomach... we had a lot of cattle and last year things did not look right to us and cattle was not out strength. So we got together and predicted what would happen to the cattle price... Then we decided quite early to sell, lock-stock-and-barrel, everything. (AgriFarm founder)

Only a single reference in the CSupplies case was observed where shared leadership played a role in spanning.

And I have been pretty adamant about the issue that we need to make parking inside the building, not in the parking lot so people don't have to walk across the road. So when it comes to the detail, like the working of the tenants... I will say: 'Look, we have to do this'. It won't go down well, I mean, I probably won't phrase it like that, but kind of present the case a couple of times and eventually... so like that parking for instance, we are breaking through and creating more parking in that building which will solve a lot of issues for me, cause they don't see those issues. Cause tenants won't take the space because there is no parking in it. (CSupplies managing brother's son)

5.8 Shared Leadership - Specific Tasks

5.8.1 Structure and Planning

Across the three cases, structuring and planning of specific tasks were the activity most observed. The AgriFarm case showed highest observances associated with the final succession phase of relinquishing control. Further instances were observed in the Trans-generational entrepreneurship and socio-emotional wealth sustainability constructs. In terms of shared leadership; although planning has been handed over to the successor generation, the process remains inclusive toward shared accountability.

We plan everything together I hand over to him - I taught him how to do it. So when the people [financiers] come then [son] does the presentations, I'll sit in. But I let him do the presentations, I help him, but he is starting to carry the load, I'm just coaching him now (AgriFarm founder)

Because we work together that we both realise here we have a short coming, for instance on an [implement] (AgriFarm founder)

We started getting a problem here, and then we discuss the problem and we start finding out about solutions and what will fit best. If it fits, then we start looking at pricing. Then I'll say 'right, let's look at our financial planning and how we get there over the long term'. [Son] then works it all out, we look at it and then we finance or buy and we carry on. (AgriFarm founder)

So harvesting time, I complete my planning for the following year...then I take that plan, the summary of our complete farming operation and what we want to achieve next season, then I discuss it with my father. Then he will add 'don't you think we should look at this or this, or it looks right'. That is basically his approval... (AgriFarm son)

CSupplies case observed some instances during the establishment of the family forum toward the initiation phase of the succession process sustainability construct. Another observance was during Trans-generational entrepreneurship sustainability construct relating to the business environment and specific acquired knowledge in the successor generation.

So we finally now have these monthly meetings where we, that sort of thing needs to be discussed. So there is nothing in place at the moment... (CSupplies managing brother's son)

So hopefully with these forums now, and our family forum [nuclear family] and the new family forum [wider family] that's hopefully going to happen. Here we can try getting some clear understanding as to what everyone else is thinking, their goals and everything else... (CSupplies managing brother's daughter)

And I have been pretty adamant about the issue that we need to make parking inside the building, not in the parking lot so people don't have to walk across the road. So when it comes to the detail, like the working of the tenants... I will say 'Look, we have to do this'. It won't go down well, I mean, I probably won't phrase it like that, but [kind of] present the case a couple of times and eventually... so like that parking for instance, we are breaking through and creating more parking in that building which will solve a lot of issues for me, cause they don't see those issues. Cause tenants won't take the space because there is no parking in it. (CSupplies managing brother's son)

The HeavyM case provided two task constructs toward Trusted relationships and Trans-generational Entrepreneurship constructs.

About three months into this thing [joint venture opportunity], we had a [workable] agreement that explained the mechanics [of the deal]... that document kept me awake for many nights to get both parties [HeavyM founder and Family Corporate] to be satisfied. (HeavyM managing brother)

Saturday afternoon, around the fire, I'll ask my mother, 'listen, here is an opportunity ...' But I'll get everyone's [opinion]... we never get to a point where we have to vote about something. (HeavyM managing brother)

5.8.2 Providing Feedback

Feedback relates to reviewing of past team activities and tasks toward better preparation and planning for future tasks. It involves further nurturing and developmental feedback toward growing team members, rewarding performance and offering corrective advice (Morgeson et al., 2010).

Occurrences were observed in all three cases, mostly relating to the succession process phase of the specific case.

AgriFarm observed feedback tasks relating to reviewing of annual business plans toward better planning for the future. Further trans-generational entrepreneurship constructs were observed where the management team reflected together on results, or activities performed independently by the successor generation.

...then you make a call, and when your father returns and you show him the work, then he says to me 'you could have maybe done this or that'. It is comforting. (AgriFarm Son)

I'm fond of doing the planning and then going the next year [harvest month], when we have squared off [finished the season] then you look to see if you got to that point, if you made the cost estimates that you planned and if you reached your targets. (AgriFarm son)

Corrective feedback in the AgriFarm case toward further nurturing of the successor was also observed.

It did in the beginning [conflict]. He always said 'I know dad'...then he started with game, and I told him not to, but I left him then. He bumped his head hard that time [made a mistake]; a person must not be too hasty (AgriFarm founder).

Now I have already planned everything, now I can't say no to him, because he still is 'the boss', he did start this business and I need to respect him for that. That's when we bumped our heads a little [mild conflict] (AgriFarm son)

The CSupplies case showed feedback toward the nurturing phase of the succession process. With no successor being identified yet, the feedback is focussed toward development and strengthening the management team. Lack of communication from the founding management team does cause uncertainty.

No, it was tough for her because I threw her in the deep end and I said, sink or swim. No, not quite, but to be honest and I have got to be fair in this respect. I was sceptical because when you are talking cement, sand, stone, concrete, scaffolding, brickwork etcetera it is generally not a woman's domain. And [Daughter 1] is not a power tool person who knows how to – but she had a good grounding of marketing in other areas so she came to the party. (CSupplies managing brother)

I told him that these are my frustrations; I explained the whole thing the whole way down. And maybe he just didn't think that I was going to do it [resign from family business]...It is an interesting thing to work for a family business because you do sometimes feel, it's bigger than you. (CSupplies managing brother's daughter)

Potential misalignment between generation's expectations of the family forum meeting was initially observed in the founding generation. A lack of understanding of the family council process of informing, educating then incorporating (Poza 2010) may have contributed toward the misalignment.

So that was as much as it was a family meeting it was also a business meeting [another family example]. Whereas ours is a family meeting in many respects, so we talk about our property that [wife] and I live in....Our property companies, what is the value of these and how should we manage it in the future. (CSupplies managing brother)

So in that forum, we discuss his, his, buy-and-sell agreement maybe with [non-managing brother], what the options should be should they sell, should they not sell. Do they continue? We haven't spoken about succession yet, cause it still seems to be a kind of awkward topic. (CSupplies managing brother's daughter)

In the HeavyM case, feedback tasks were also observed toward nurturing of lateral succession and building skill redundancy within the family management structure. As part of the feedback, process, inclusive corrective feedback was also observed.

Or to say 'I don't think you are ready yet' where it was the case. Three years ago I thought I was going to take over the world, I was very cocky [arrogant]. And then my

father said to me 'you are not ready at all for this' and thankfully they told me 'no, just wait a bit until [you have learnt more]' And now it finally happened and it is quite successful. (HeavyM admin brother).

He [HeavyM founding father] never tried to get involved; he never said 'you are doing it wrong'. Other times the mechanics don't hand in their things [paperwork] correctly, then he [father] would say 'but you are not looking at it from their perspective, they are stuck in the [middle of nowhere] and do not have nice air-conditioned offices like you do'. Then you realise it... (HeavyM admin brother).

That [giving hierarchical orders] for example I don't do with my sister...So I leave her that she does her thing and eventually she'll come and ask me. So she and I, we actually work well together. (HeavyM Admin brother).

5.8.3 Shared Tasks

Shared tasks require more than one person or inputs from multiple people to be completed successfully. Shared leadership pertains to willingness to help team members and getting involved toward completing team tasks (Morgeson et al., 2010)

Observances of shared tasks were in the AgriFarm and HeavyM cases toward final relinquishing of the businesses to the succeeding generation. Competitive advantage constructs and Socio-emotional wealth sustainability constructs was also observed..

But I would like to stay part of the farming although he [son] carries on and has starting carrying the full load at this stage. I'm still young enough to manage alongside him, I mean; we are still doing all the things [activities] together. But I will exit later, and then just act in an advisory role - that's how I see it. (AgriFarm founder).

Then I discuss it with my father. Then he will add ' don't you think we should look at this or this, or it looks right'. That is basically his approval... (AgriFarm son)

So that is what makes this enjoyable for me, we are already here, then he [son] joined with the theory [from studies] and so we go together. (AgriFarm founder)

Family is a definite strong point and family supports each other when needed. To work a few extra hours, a family understands that because you are working towards something bigger. (HeavyM managing brother).

And the quicker I can do that [train sister to my job], the quicker she get someone to help her again and she can do something else. (HeavyM admin brother).

Although many shared tasks were described in the CSupplies case, hierarchical directing and hesitation toward relinquishing of control by the founding generation, has not resulted in observable shared leadership principals during complex or shared tasks. A general absence of shared team spirit across businesses, departments and family members in various aspects of the business was observed. Future alignment and better awareness across the businesses is expected if the family forum meetings are run successfully and inclusively.

The directors here want to be hands on with everything...there needs to be more structure so we are in the process of trying to put that in. (CSupplies managing brother's daughter)

My father was involved in the marketing, as marketing director, and now he isn't and I had to say to him: 'you have put me in this position, you cannot take it away, you can't run with it and then...' you have to have frank discussions like that. (CSupplies Managing Brother's Daughter)

So for another example, like, typical decisions, relatively big, so we got a [value] job we have to do for instance. You know it's a lot of money and we will sit and discuss it, and if I feel it is within budget and so forth that we'll go with it, but he [farther] will have to be the one to say 'ok cool, go ahead'. (CSupplies managing brother's son).

5.8.4 Problem Solving

Shared problem solving in teams can lead to more inclusive and expansive solutions due to multiple perspectives and inputs. (Morgeson et al., 2010)

Shared problem solving was observed in the AgriFarm and HeavyM cases. In the case of AgriFarm, it was noted as a competitive advantage due to alignment of norms and mental models.

Then I say; 'come' [he responds] 'Yes dad, I think this...' I speak to him, he speaks to me... (AgriFarm founder)

My father and I had to make a plan to get our cash flow right. (AgriFarm Son)

Further observations during the final succession stage - relinquishing of control - was observed in AgriFarm.

Because we work together...we both realise that we have a problem and then we discuss the problem and we start finding out, what [solution] is going to work for us... then we decide to finance or purchase and we carry on. (AgriFarm founder)

In the HeavyM case, problem solving was observed as a competitive advantage and part of trusted relationship and final succession phase constructs.

We sat together and everybody spoke about it. It was first offered to me...Then we all sat and discussed it and we realised that we [family] have grown a lot in this aspect... We won't be the best people for that position and we will actually be disadvantaging this living thing [HeavyM business] that actually feeds us all. (HeavyM admin brother)

So as I took on more leadership responsibility, although I contacted him [father] every day and sound-boarded everything with him in the early days (HeavyM managing brother)

Inclusive problem solving was not specifically expressed in the CSupplies case.

Sometimes it does, and sometimes I'm the guilty one, or we just come back the next day and just move forward and we'll come back to the point and start talking. Like the other night when we did have a small argument, we got over it immediately and continued. Ja, but the emotions do get into it, and you become father and son as opposed to boss and employee. Which is also hard to distinguish. (CSupplies managing brother's son)

5.9 Other observed constructs

5.9.1 Previous generational learnings

Another construct that was observed in the founding member of AgriFarm, was that of previous learning that influenced the founders core values toward shared leadership principals and a long-term succession process.

The lack of alignment between the founder and his father resulted in minimal inclusiveness and knowledge transfer between the said generations. This may have influenced the founder's perceptions and openness toward early relinquishing of control toward the successor generation.

They had two very different personalities. My grandfather was more involved in the dairy and my father with the planting, so I think they could not really help each other, so I think that is the background that made it difficult for the two. I did not know my grandfather very well, I was still small when he passed, but as I understand, he was not an easy going man, it was his way or the highway, very temperamental. (AgriFarm Son)

5.10 Conclusion

The prevalence of shared leadership factors was the most observed construct throughout the three cases. Although factors were prevalent, awareness of leadership principals toward shared leadership was sparsely observed, indicating a general lack of leadership theory awareness throughout the three case. Specific tasks, previously identified to be suitable to shared leadership showed some observances. The factors identified through the IPO model constructs provide further insight into underlying structural inputs and processes that either support or oppose the prevalence of shared leadership.

Chapter 6: Discussion

6.1 Introduction

In this chapter evidence stated in the previous chapter is interpreted and synthesised toward answering the research questions.

6.2 Prevalence of Shared Leadership in family businesses

Research Question: What is the prevalence of shared leadership within family business management teams?

Across the three case studies and seven interviews, 75 instances of shared leadership was observed. The observations were skewed toward certain cases influenced by various factors such as succession stage, incumbent generation's beliefs, openness to sharing control and succession process beliefs.

6.2.1 Time related factors

Propositions of the time related factors (Derue & Ashford, 2010) was supported by the data. Where there was indication of the incumbent generations' willingness to relinquish control and leader positions, shared leadership was prevalent and indicated to have strengthened over time. Where the incumbent generation was unwilling to relinquish control and operated the business in a hierarchical structure, the time factor did not indicate an increase in the prevalence of shared leadership.

Norms and shared mental models are seen as social resources within a team of individuals toward improving the performance of such teams (Pearson et al., 2014). Early involvement and interest by the successor generation (Le Breton-Miller et al., 2004), from a young school going age, may indicate advantages for shared leadership to exist. As suggested by Carson et al., (2007), shared leadership allows leaders to emerge from a team rather than be appointed or delegated. The early successor generational involvement and interest shown in a business may point toward a longitudinal emergence of leaders from within the family. It may embed shared leadership into a longer time frame toward succession and ultimately family business sustainability. The longer time factor may allow for group psychosocial traits such as trust, cohesion and shared mental models (Pearson et al., 2014) to develop and strengthen, underpinned by socio-emotional wealth motivations to hand the business over to the next generation.

It can be concluded that for the time factor to strengthen the prevalence of shared leadership, incumbent generational leaders must be willing to relinquish control which is in line with propositions by Derue & Ashford, (2010). Toward sustainability and succession, the time factor for practicing shared leadership must provide outcomes toward socio-emotional wealth and succession confidence in the founding generation. Should the outcomes of practicing shared leadership lead to management team failures that increase financial and business risk, the shared leadership time factor may also prove the unsuitability of a successor and subsequent termination of the shared leadership arrangement.

6.2.2 Periodic Change in Leadership

Derue & Ashford (2010) argues that persons with a hierarchical mental leadership model, will find it more difficult to allow for the changing of the leader follower identities. It implies that the incumbent leader has to take on a lower hierarchical follower position. The gathered data supports the propositions of Derue & Ashford (2010). Where a hierarchical structure has been established and embedded for a long period of time, the willingness to relinquish roles was not prevalent.

In the founding generation of a family business, ownership and control is concentrated (Poza, 2010). In the nurturing and succession process (Salvato & Corbetta, 2013), granting of leadership from the incumbent to the successor generation is deemed crucial for the succession process to progress. These findings were supported by the data.

In terms of the observed team processes (Pearson et al., 2014), the data showed the need for clear and open internal and external communication channels to allow for shared leadership to take effect. Allowing the successor generation members to convene and lead family forums can lead to inclusive constructs of socioemotional wealth and assist with the initiation of periodic changes in leadership. A family forum, may allow for an external communication channel outside of a hierarchical business structure. Relinquishing of control for the founding generation may be more amicable in this forum. This proposition will require further research to confirm.

Supported by the data, it is proposed that where the incumbent founding generation have difficulty in relinquishing control toward succession or nurturing, shared leadership may also not be prevalent. Founders often run businesses on sound economic principles (Le Breton-Miller et al., 2004) thus presenting a conundrum for founding owners: They are required to take on potential economic risk by relinquishing control in order to build trust in the abilities of the successor generation. Trust in abilities are required to reduce the founding owner's

perception of risk associated with relinquishing of control. In terms of the IPO process (Pearson et al., 2014), the collected data confirmed the conflicting motivations in founders. Economic principal inputs and socioemotional wealth motivational outputs may conflict in the process toward family business sustainability (Pearson et al., 2014).

6.2.3 Participation

Based on the opinions of Pearce et al., (2008), it was argued that shared leadership requires the inclusive participation of team members toward the management of the family business. Again the founder is required to allow participation, rather than delegation toward the successor generation for shared leadership to be prevalent.

In terms of the IPO model (Pearson et al., 2014), the data suggested prevalence of shared leadership participation where there is alignment between the incumbent and successor generation. Alignment of shared vision, shared mental models and open communication processes underpin the prevalence of shared leadership participation.

The data further suggested that where strong hierarchical structures exist within a family business, a family forum can assist with opening communication channels (Poza, 2010). Removed from the business, the forum allows a platform for shared leadership participation to emerge. In the establishment process of such a forum, if the establishment is not initiated and controlled by the incumbent generation, it provides proof toward shared leadership participation of the successor generation. It also points to relinquishing of control by the incumbent generation which is a requirements for shared leadership to be prevalent. The gathered data confirmed that participation in a functioning family forum allows successor generation participants to feel valued and included (Carson et al., 2007; Derue & Ashford, 2010) in decision making processes.

6.2.4 Shared Responsibility

As suggested by Carson (2007), shared responsibility is underpinned by team members perceiving that their input and presence is valued. The collected data supports these findings. The collected data suggests that shared responsibility is only really in force after a successor has been chosen and the relinquishing of control stage have commenced. Prior to that, during the nurturing stage, some delegation of authority for a division or department may instil a sense of shared responsibility for the business aspect while actual control remains with the incumbent generation. Delegation does not allow for real lateral influence or shared

responsibility for the entire business to prevail. It requires the incumbent generation to include the successor into a top management team arrangement and relinquishing sole control of the managing position toward managing together. This proposition will require further research to confirm on a wider sample.

Where shared responsibility was observed in the data, IPO factors such as shared mental models, trust and cohesion (Pearson et al., 2014) was interpreted to underpin decisions taken by individuals in a team. A strong sense of inclusion, shared problem solving and planning, as mentioned by Morgeson et al., (2010) also prevailed. The inclusive process allowed for commitment from all contributors toward the shared accountability for decision outcomes.

6.3 Shared leadership awareness in family businesses

Research Question: What is the awareness of leadership qualities toward shared leadership within family business management teams?

6.3.1 Initiating Structure and Planning

The structure and planning leadership quality was prevalent throughout the data, corroborating the recommendations of (Bergman et al., 2012). Although prevalent in observation, awareness of the leadership quality remained low. In terms of shared leadership and team formation, the low awareness may lead to the quality being unknowingly excluded from a team. It is further argued this skill is deemed a follow-on quality. It requires established vision and direction to be effective.

6.3.2 Consideration

Managing relationships is integral to the sustainability and succession in family businesses (Le Breton-Miller & Miller, 2013; Stafford et al., 1999). A high prevalence and awareness is expected to be observed in family businesses.

The Consideration leadership quality was strongly observed throughout the data as well as awareness. The data confirmed recommendations by Bergman et al., (2012) for the inclusion of this quality toward team leadership performance. The data further suggests that in terms of family team performance and shared leadership, consideration without communication and alignment between family team members can lead to incorrect assumptions and misalignment of goals, succession planning and socio-emotional wealth expectations.

6.3.3 Envisioning

Fostering of group ownership of central ideas is important for sustainability of family businesses (Pearson et al., 2014). The data corroborated recommendations by Poza, (2010) to include the next generation in the envisioning process toward sustainability of the family business. The data showed awareness of the leadership quality and awareness of advantages for both family business generations to be included in the envisioning process.

It is argued that an inclusive envisioning process does not only provide competitive advantages in terms of multi-generational teams as proposed by Sciascia et al., (2013), but further adds value in aligning socioemotional wealth goals of both generations. This in turn enhances family business sustainability. Alignment of socioemotional wealth goals through envisioning process may be better raised in a family forum rather than a business setting.

6.3.4 Spanning

Awareness of the need for the inclusion of this leadership principal within a team was only sparsely observed in the data. It is deemed important to include in the business as well as family council environment (Bergman et al., 2012; Poza, 2010). Due to the complexity of an external business environment, shared leadership can assist toward inclusion of the spanning quality within a family business team. The inclusive envisioning process can ensure multiple perspectives on complex issues.

6.4 Specific tasks more prevalent or applicable to shared leadership in family businesses

Research Question 3: Are there specific tasks in family management teams where shared leadership is more prevalent and applicable?

6.4.1 Structuring and Planning

Initiating structure and planning inclusively leads to greater team performance compared to individual leaders structuring and delegating work. It is further recommended that participants be part of the actual team going to perform the tasks and not be external to the team (Morgeson et al., 2010). The data indicated that inclusion of the family members in the business and family council planning and structuring did have normative effects. Feelings of valued input, participation in decision making and the ability to influence decisions were observed. Toward sustainability of family businesses, inclusion of the family in the planning and structuring roles seem crucial toward team performance, building trust and cohesion.

Where informed alignment between generations was observed, inclusive planning may lead to competitive advantages (Bergman et al., 2012) for the family business.

Where the task is to establish family councils, an inclusive planning approach toward the structure, agenda and rules of engagement can ensure a platform where all members feel included and valued (Poza, 2010). The data suggested that without the initial informing and education stages, as suggested by Poza, (2010), uninformed opinions might stifle progress and future clarity in family businesses. Further research is required to confirm this proposal.

Again, as noted in the leadership construct of planning and structuring, the task is deemed a follow-on task towards action, already having direction and vision toward what a team would like to achieve.

6.4.2 Providing Feedback

Inclusive, focussed and relevant feedback can enhance team performance as it allows them to reflect and adapt their processes. It further cultivates a learning culture thriving on feedback toward bettering itself (Morgeson et al., 2010). The data corroborated the proposals without contributing new knowledge to this area.

Where close cooperation in the planning phase was observed, shared feedback and review of outcomes was also observed. The data indicated that the shared responsibility for the planning can lead to inclusive feedback toward improving future performance. Feedback can also be in the form of confirmation or agreement with decisions already taken. The feedback can build confidence and leadership in the successor generation. The data confirmed previously stated findings of Poza (2010) without new constructs being discovered.

6.4.3 Performing Shared Tasks

Performing shared task requires leadership awareness and sensitivity toward assisting team members to achieve the group goal. Leaders are required not to alleviate team members of their duties, but to assist, support and encourage the team (Morgeson et al., 2010). The collected data supported the recommendation made by Morgeson et al. (2010) without new knowledge being generated.

The data did highlight that various tasks and responsibilities are often performed by singular persons, especially in smaller family businesses. It is proposed that the shared task construct in family business sustainability be focussed toward building entrepreneurial and multi-skill

sets in family members where role clarity is second to trust (Farrington et al., 2012) and relationships (Cruz et al., 2013). It may prove to be a competitive advantage in terms of adaptive capacity (Poza, 2010) as well as having multiple members with insight into various aspects of a business. This shared leadership task may enhance the sustainability of a family business by allowing various family members to lead departments when required to do so.

It is further proposed that family council meetings can be used as an additional competitive advantage where alignment between various levels, departments and businesses can be formed. It poses potential for informal networks to develop, supported by the aligned family goals and vision. This proposal will require further research.

6.4.4 Problem Solving

The Solving Problem construct includes for solving business and team relationship issues (Morgeson et al., 2010). The data corroborated proposals by Morgeson et al., (2010) that multiple perspective be sought during the problem solving process.

Where the data showed alignment of vision and goals in a family business team, shared problem solving was interpreted to be a competitive advantage (Poza, 2010). Shared leadership allowed for multiple perspectives and inclusive solutions to emerge. It was further shown that problem identification becomes a shared leadership function, not just problem solving.

The findings further corroborated that alignment of vision and goals enhances the families' abilities (Poza, 2010) toward shared problem identification and problem solving. It is concluded that shared Problem Solving can enhance the sustainability of family businesses.

6.5 Application of shared leadership during the succession process in family businesses

Research Question: Do family businesses management teams apply shared leadership during different stages of the succession process?

Reviewing the previously discussed shared leadership constructs in terms of the succession process will provide longitudinal insight into how the previously described and observed constructs of shared leadership is applied toward the sustainability of family businesses in the succession process.

6.5.1 Initiating Structure

The founder's socioemotional wealth needs of passing on some of the businesses to the next generation (Poza, 2010) was confirmed by the research findings. Where clear family successors was not prevalent, founders considered either selling the relevant businesses or hiring external management. These finding were in-line with founder exit strategies suggested by Poza (2010). The findings did indicate that where such socioemotional wealth visions were not discussed and made clear to the next generation, confusion and insecurity about the next generation's job security and career path did exist.

Shared leadership findings in the initial Ground Rules stage (Le Breton-Miller et al., 2004) were prevalent in initiating communication channels toward the succession process from the second generation. As mentioned by Poza (2010), the non-existence of a communicated succession process, identified successor, or lack of communication channels about the subject, can cause anxiety in the next generation. In the research findings, this anxiety prompted the emergence of shared leadership from the second generation toward initiating succession or continuity discussions.

The sustainability a family business is positively influenced by the establishment of a formal family council and succession process (Le Breton-Miller & Miller, 2013; Poza, 2010). In the absence of a family council platform or succession process within a family business, the data suggests that shared leadership principals can assist in the inclusive establishment of such. Where strong hierarchical structures are observed in a family business, it is proposed that the family council forum can provide a platform for the incumbent generation to share leadership and control. Not having the incumbent generation lead the council establishment process or chair the initial family council meetings can assist toward sharing leadership. The shared leadership constructs of Periodic Change in Leadership and Participation (Pearce et al., 2008) was observed to assist the initiating process. It must be noted that the family council structure must initially function as an informative and educational platform. It can later become an inclusive voting platform once successor generation participants are deemed ready (Poza, 2010).

Where early involvement and interest was shown by the next generation toward the family business, the Ground Rules stage (Le Breton-Miller & Miller, 2013) was not inclusively developed due to the young age of the successors. It often immediately led the succession process into an early nurturing stage. Due to the perception of long time horizons, the data suggests that the incumbent generation may never formalise the transfer of control or ownership processes. Allowing the process to remain informal, indirectly allows the incumbent generation subjective control of the process and time line, potentially never relinquishing full

control or ownership. It may potentially turn the succession process into a succession event upon death, rather than a gradual process.

It is proposed that awareness of shared leadership in the early initiating stages can assist the incumbent generation. Understanding the successor generation's ambitions and perspective on the succession process, through open communication and participation, can assist towards a supported succession process. Shared leadership may form the basis for the follow-on stages through incorporating the shared leadership principals of Periodic change in Leadership and Shared Responsibility into the ground rules of the agreed succession process. It can allow the Time Factor principal to either strengthen or weaken the shared responsibility assumed by a multi-generational management team.

6.5.2 Nurturing

The nurturing stage requires a combination of inclusion, formal and informal training, building of social capital (Siebels et al., 2012) and gradual increase of responsibility (Le Breton-Miller et al., 2004).

The findings from the study suggested that shared leadership strongly assists in the gradual increase of responsibility. Toward sustainability of family businesses, the shared leadership Participation principle can assist the incumbent generation in gaining the correct type of experience. The data suggested that participation at top management level is required for exposure and identifying of leadership gaps. Periodic changes in leadership into various sub-ownership or management roles may increase technical and operational knowledge, but may not heed the required top management exposure or experience. It is thus suggested that the successor generation participate in top management decisions and meetings to gain insight and relevant experience. As suggested by Sciascia et al., (2013) the research finding support, that participation may further enhance the management team through the introduction of multi-generational perspectives and technology skills.

To afford the successor generation the ability to build internal and external social capital (Siebels et al., 2012), the research findings suggests that periodic changes in leadership (Pearce et al., 2008) toward external interactions with the external business environment (Le Breton-Miller et al., 2004), breeds confidence and trust in the successor. This is deemed crucial for long term sustainability of the family business.

6.5.3 Selection

The literature suggested that socioemotional wealth may influence the founder's decision (Berrone et al., 2012) in terms of trusted relationships above competence, skill and social capital (Cruz et al., 2013; Farrington et al., 2012). The research findings suggested a more balanced approach. Founders exhibited a preference for business and economic principals, before socioemotional wealth constructs. These findings were in line with suggestions by Le Breton-Miller & Miller, (2013) toward concentration of control and ownership in founding generations. The findings suggested a need for successor-organisation fit, successor-incumbent fit, proof of worth and trust in abilities, also in line with suggestions by Le Breton-Miller & Miller, (2013).

As maintained by Le Breton-Miller & Miller, (2013), the selection stage is the outcome of a nurturing process. Shared leadership constructs observed in the data was more orientated toward the Time Factor linked to early involvement and interest shown by young successor generation participants. Where a clear successor generation leader is identified early and nurtured toward succession, it is argued that socio-emotional wealth motivations in the founding generation does have an influence. The long nurturing process may cause high value being placed in the successor by the founding generation. This may allow crucial successor shortcomings to be conveniently overlooked due to the long term investment made by the incumbent generation.

The early selection does not mitigate the need for formalisation of the selection process. At a suitable successor age, both internal and external business environments will need to be informed once the relinquishing of control process is underway. Early identification and nurturing can be seen as a competitive advantage toward business continuity and sustainability. It allows external and internal role players and employees time to experience and understand the successor over a long period of time. This can build or destroy trust in the long term sustainability of the family business.

Although selection was not directly observed in the data, it is proposed that incumbent family business generations may benefit from an inclusive selection review process. The process may include selected external stakeholders, strategic partners and family structures. Supported by the need to mitigate block holder influence during a succession process (T. M. Zellweger, Nason, & Nordqvist, 2012), the shared leadership factor of participation may allow for stronger support of the successor, or identification of leadership gaps for further nurturing. Should strategic external stakeholders be involved, or their views at least considered in a formal participatory setting, their support for the incumbent selected successor may be

stronger. This can further support long term sustainability of the family business. The proposal will require further research.

6.5.4 Relinquishing of control

Shared leadership factors indicated by the data were Periodic change in Leadership and Shared Responsibility during this stage of the succession process. Once a successor has been selected, it requires the incumbent generation to relinquish control toward finally exiting the business. The research findings corroborated the propositions by Le Breton-Miller et al., (2004) that this phase is not an event, but a gradual process. The findings revealed that where the incumbent and successor generations worked together in teams as co-owners, shared leadership was prevalent. Competitive and sustainable advantages of multi-generational (Uhlener et al., 2012) and nuclear family (Sciascia et al., 2013) management teams were also supported by the findings.

The data further suggests that a necessary underpinning for multi-generational management teams to exist, requires the incumbent generation's willingness to share control and risk with the successor generation. It requires the incumbent generation to be aware of shared leadership principals and incorporate such into the family culture (Denison et al., 2004; G. Drescher & Garbers, 2016). If shared leadership is part of the incumbent generation's core beliefs (Denison et al., 2004) it may automatically embed itself into the company and management culture. Where this willingness to share control was not prevalent in the research data, the management structure remained hierarchical with control and ownership remaining with the incumbent generation.

Depending on the exit strategy of the incumbent generation (Poza, 2010), and culture of the company and family (Denison et al., 2004), the data suggests that there is potential for the multigenerational management team to exist and work together for extended periods of time that may extend more than a decade. The incumbent generation may remain a stakeholder or shareholder, but have relinquished full control to the successor. The incumbent generation then act in an advisory capacity. In either observed situations, shared leadership principals of Participation, Time factor and Shared Responsibility can assist toward the sustainability of the family relationship and the family business.

6.6 Potential new factors

Although all cases were in the process of succession between the founding and second generation. A specific case that showed strong shared leadership qualities of Periodic Leadership Change, Relinquishing of Control and Shared Responsibility, highlighted that the

founder was part of a previous hierarchical family business structure during the founder's upbringing. It pointed toward a previous succession experience that was not inclusive and a family management team environment that was not participatory. It sparked the proposal that previous succession or family business experience may influence a founder's belief system toward a more inclusive and participatory succession process in the future. This proposal will require further research.

6.7 Conclusion

The answers provided to the research questions have contributed knowledge, findings and propositions toward answering the overarching research question of how family businesses apply shared leadership toward sustainability.

Shared leadership can be applied to certain tasks to enhance family business team performance toward creating competitive advantages. The task of inclusive Problem Solving suggests a higher level of shared responsibility by participants for the outcome of such tasks.

Shared leadership can further assist toward the inclusiveness and fairness of the succession process in a family business. It does require the incumbent generation to be willing to share control and accept risk associated with shared control.

Toward family councils, shared leadership can assist with the inclusive establishment of family councils. Through incorporating shared leadership principals into the family council structure, the family council can become a platform for participatory debate and inclusion of the successor generation into the incumbent generation's socioemotional wealth perspectives. It can further serve as a platform for informing and educating the successor generation as well as a platform for the inclusive discussion of the succession process.

Chapter 7: Conclusion

7.1 Introduction

The previous chapter discussed the interpreted findings of the gathered research data and proposed how shared leadership can benefit family business sustainability. This chapter will revisit and summarise the gained findings, insights and recommendations.

7.2 Research background and objectives

The aim of this study was to understand the application of shared leadership toward the sustainability of family businesses.

The modern business environment often requires multiple perspectives to effectively navigate and sustain businesses (Pearce et al., 2008). A large portion of family businesses have realised that the required talents to sustain the family business may not be present in a single person or family. This has sparked a trend toward having family business management teams, away from singular managers or owners (PWC, 2015). Where singular successors are chosen, the handover process often takes the form of a management team that includes both generations (Salvato & Corbetta, 2013). The relinquishing of control in management teams can either be through delegation or shared leadership where the leader follower relationship changes periodically between team members (Pearce et al., 2008). Although proven to have team norming and positive performance effects, shared leadership in family business teams have not been well studied.

It was proposed to study shared leadership in the business management team environment, throughout the succession process and in the family council environment.

The study objectives was to understand the prevalence of shared leadership in family business, the awareness and benefits of inclusive leadership qualities within a team, and the understanding of specific tasks more prone toward shared leadership.

To ensure cross case synthesis and minimise cultural and longitudinal variances in the case study samples, three South African family businesses were interviewed. All were in various stages of succession from the founding generation to the second generation. All had European centric cultures.

7.3 Summary of the findings and conclusions

The data findings supported Prevalence of shared leadership constructs namely Time Factor, Periodic change in Leadership, Participation and Shared Responsibility, as proposed by Derue & Ashford, (2010). A key underlying theme, as proposed by Pearce et al., (2008), was the willingness to split control and ownership into separate people in the family business. Without this willingness from the incumbent generation, it was found that periodic change in leadership is absent, with the relationship remaining hierarchical. The time factor does not play a role toward cohesion in team members or strengthening the shared leadership phenomena if a hierarchical control model remains. Where hierarchical structures exist within family businesses, the findings suggest that the family council platform may provide an alternative platform for the family to share control toward shared leadership principals. Having the successor generation initiate, structure and lead a family council can force the sharing of control between the generations and potentially progress inclusion in the succession and socioemotional wealth envisioning within the business. In line with sustainability proposals by Pearce et al. (2008), willingness by the incumbent generation to share control of the business allows the successor generation time to learn and share responsibility.

Awareness of the need for inclusion of the four leadership qualities identified by Derue and Ashford (2010), that enables effective team performance, was found to be lacking across the data. It indicated that leadership qualities were being practiced but could potentially be excluded from a team without realisation. It proposes a potential diminishing of team performance. Toward sustainability of the family business, education of general leadership in the incumbent and founding generation, can ensure leadership qualities are included within the management team. There must be a willingness to manage within a team.

Tasks found by Morgeson et al., (2010) to be orientated toward shared leadership was not specifically identified by participants, but prevalence observed. Where Problem Solving was inclusive in a team environment, it was found that the team had a stronger sense of shared responsibility for the outcomes of decisions taken. This process was proposed to enhance learning and cohesiveness in teams. In the family business environment, it was found that multi-generational teams were able to better address problems, combining experience and new technological skills from the younger generation. The findings corroborate previous findings by Sciascia et al., (2013)

Shared leadership was observed across the four family business succession stages proposed by Le Breton-Miller & Miller, (2013). Where succession processes were not in place or initiated as yet, findings suggest that the inclusion, by the second generation can have positive effects on the family. It can provide clarity, direction and a sense of participation by the successor

generation. The shared leadership constructs of Participation can play a role toward sustainability of the family business. Where family councils were not present in a family business, the inclusive establishment of such will support family sustainability (Poza, 2010). The shared leadership principal of Periodic change in Leadership can potentially be practiced in the family council forum by having the successor generation establish the family council, in an inclusive manner, and chairing the family council meetings. As noted by Poza (2010), family councils must initially remain a platform for informing and educating successor generations, only later transforming to a potentially effective family business voting platform.

During the nurturing phase of the succession process, the gradual increase of responsibility (Le Breton-Miller et al., 2004) was supported by the findings. Shared leadership principals of Participation and Time Factor was observed to assist in this phase. Early involvement and interest in the business by the successor generation has clear time advantages toward participation in the management team. The Participation principle can enhance the management team through the inclusions of multiple generational perspectives, keeping the family businesses relevant and sustainable.

The selection process requires the inclusion of external perspectives to counter potential block holder influence (T. M. Zellweger et al., 2012) and socioemotional wealth motivations (Gomez-Mejia et al., 2011). The findings suggested a more balanced approach. Founding generations, in line with proposals by Le Breton-Miller, Miller, & Bares (2015), often run businesses on sound economic principals. Although findings were confirmed to be in line with previous studies, no new contributions were made in this phase of the succession process.

The final succession phase of Relinquishing Control indicated strong prevalence for shared leadership. Positive outcomes were found where incumbent generations were willing to treat the selected successor generations as equals, managing together in a team environment rather than a delegating structure. The outcomes indicated positive team performance, positive successor responses, increased trust and steady transfer of control. Where incumbent generations are willing to split control and ownership to support the final succession phase, shared leadership was prevalent and indicated positive sustainability outcomes for the family business. The crucial shared leadership element of Periodic change in Leadership (Pearce et al., 2008) is supported to positively influence the successor generation's confidence, abilities and external social capital. These are all requirements for a sustainable succession process (Le Breton-Miller et al., 2004).

7.4 Limitations of the study

Qualitative research aims to understand complex social phenomena (Yin, 2014). The research adds value to a body of knowledge, but does not claim to be all inclusive or conclusive on the applicability of shared leadership in family businesses.

The South African context of the three cases present alignment in terms of cultural orientation and succession phase. In the wider South African context, the study will need to include for varying input factors such as cultural variations, management team genders, values and beliefs, and different shareholder structures (Le Breton-Miller et al., 2004). This may ensure applicability to a wider range of South African family businesses. These factors elude to the general heterogeneity experienced within family businesses.

The unavailability of relevant documentation, although expected (PWC, 2015), limited the ability of the study to triangulate across multiple sources of information, thus purely relying on interviews as the data gathering method. Respondent availability and time constraints further limited the amount of interviews that was completed toward triangulation.

7.5 Recommendations for Future Research

To include for a wider application of the research and findings in the sphere of family business, it is recommended to enhance and repeat the study on a larger sample of family business, allowing for heterogeneity of sample inputs as described by (Pearson et al., 2014).

An enhancement study on the selection phase of the succession process described by (Le Breton-Miller et al., (2004) is proposed. Supported by the need to mitigate block holder influence during a succession process (T. M. Zellweger et al., 2012), the shared leadership factor of Participation may allow for stronger support of the successor, or identification of leadership gaps. Should strategic external stakeholders be involved, or their views at least considered in a formal participatory setting, their support for the incumbent selected successor may be stronger, further supporting long term sustainability of the family business.

A further proposal is to study the impact of founder history and experience on the founder's core values and beliefs toward the prevalence of shared leadership awareness. The research findings indicated that previous family business succession experience in the founder generation may influence a founder's belief system toward a more inclusive and participatory succession process in the future. This proposal will require future research.

7.6 Contribution

The research has contributed toward how shared leadership is applied by family businesses toward sustainability. The report evaluated the prevalence of shared leadership factors, awareness of general leadership qualities to be included within a team, and specific tasks more prone to shared leadership activities. The report aimed to contribute knowledge toward understanding the complex social phenomena of shared leadership in a family business context. The findings concluded with recommendations for practitioners and avenues for future research.

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Appendix A: Team task breakdown (Morgeson et al., 2010)

Appendix Team Leadership Questionnaire (TLQ)

Transition Phase Leadership Functions

Compose team

1. Selects highly competent team members
2. Selects team members who have previously worked well together
3. Selects team members that have previously worked well with the leader
4. Selects team members so there is the right mix of skills on the team
5. Selects highly motivated team members

Define mission

1. Ensures the team has a clear direction
2. Emphasizes how important it is to have a collective sense of mission
3. Develops and articulates a clear team mission
4. Ensures that the team has a clear understanding of its purpose
5. Helps provide a clear vision of where the team is going

Establish expectations and goals

1. Defines and emphasizes team expectations
2. Asks team members to follow standard rules and regulations
3. Communicates what is expected of the team
4. Communicates expectations for high team performance
5. Maintains clear standards of performance
6. Sets or helps set challenging and realistic goals
7. Establishes or helps establish goals for the team's work
8. Ensures that the team has clear performance goals
9. Works with the team and individuals in the team to develop performance goals
10. Reviews team goals for realism, challenge, and business necessity

Structure and plan

1. Defines and structures own work and the work of the team
2. Identifies when key aspects of the work need to be completed
3. Works with the team to develop the best possible approach to its work
4. Develops or helps develop standard operating procedures and standardized processes
5. Clarifies task performance strategies
6. Makes sure team members have clear roles

Train and develop team

1. Makes sure the team has the necessary problem solving and interpersonal skills
2. Helps new team members learn how to do the work
3. Provides team members with task-related instructions
4. Helps new team members to further develop their skills
5. Helps the team learn from past events or experiences

(continued)

Appendix (continued)

Sensemaking

1. Assists the team in interpreting things that happen inside the team
2. Assists the team in interpreting things that happen outside the team
3. Facilitates the team's understanding of events or situations
4. Helps the team interpret internal or external events
5. Helps the team make sense of ambiguous situations

Provide feedback

1. Rewards the performance of team members according to performance standards
2. Reviews relevant performance results with the team
3. Communicates business issues, operating results, and team performance results
4. Provides positive feedback when the team performs well
5. Provides corrective feedback

Action Phase Leadership Functions

Monitor team

1. Monitors changes in the team's external environmental
2. Monitors team and team member performance
3. Keeps informed about what other teams are doing
4. Requests task-relevant information from team members
5. Notices flaws in task procedures or team outputs

Manage team boundaries

1. Buffers the team from the influence of external forces or events
2. Helps different teams, communicate with one another
3. Acts as a representative of the team with other parts of the organization (e.g., other teams, management)
4. Advocates on behalf of the team to others in the organization
5. Helps to resolve difficulties between different teams

Challenge team

1. Reconsiders key assumptions in order to determine the appropriate course of action
2. Emphasizes the importance and value of questioning team members
3. Challenges the status quo
4. Suggests new ways of looking at how to complete work
5. Contributes ideas to improve how the team performs its work

Perform team task

1. Will "pitch in" and help the team with its work
 2. Will "roll up his/her sleeves" and help the team do its work
 3. Works with team members to help do work
 4. Will work along with the team to get its work done
 5. Intervenes to help team members get the work done
-

Appendix (continued)

Solve problems

1. Implements or helps the team implement solutions to problems
2. Seeks multiple different perspectives when solving problems
3. Creates solutions to work-related problems
4. Participates in problem solving with the team
5. Helps the team develop solutions to task and relationship-related problems

Provide resources

1. Obtains and allocates resources (materials, equipment, people, and services) for the team
2. Seeks information and resources to facilitate the team's initiatives
3. Sees to it that the team gets what is needed from other teams
4. Makes sure that the equipment and supplies the team needs are available
5. Helps the team find and obtain "expert" resources

Encourage team self-management

1. Encourages the team to be responsible for determining the methods, procedures, and schedules with which the work gets done
2. Urges the team to make its own decisions regarding who does what tasks within the team
3. Encourages the team to make most of its own work-related decisions
4. Encourages the team to solve its own problems
5. Encourages the team to be responsible for its own affairs
6. Encourages the team to assess its performance

Support social climate

1. Responds promptly to team member needs or concerns
 2. Engages in actions that demonstrate respect and concern for team members
 3. Goes beyond own interests for the good of the team
 4. Does things to make it pleasant to be a team member
 5. Looks out for the personal well-being of team members
-

Note

1. We adopt the definition of teams proposed by Kozlowski and Bell (2003: 334) who suggest that teams are "composed of two or more individuals who (a) exist to perform organizationally relevant tasks, (b) share one or more common goals, (c) interact socially, (d) exhibit task interdependencies (i.e., work flow, goals, outcomes), (e) maintain and manage boundaries, and (f) are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units in the broader entity." Although some have made distinctions between groups and teams, the differences tend to be ones of degree rather than kind. In keeping with past research, we use the terms *group* and *team* interchangeably.

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Appendix B: Interview Questionnaire

Demographic Data:

Position and current role in the business

Relationship to current owner(s)

Time spent in current role and in the business

Aspirations in the company

Tenure of current owner(s)

Planned timeline for succession

Interview Questions:

Question 1: Describe the current ownership structure of the company and how it developed.

Question 2: How are important decisions taken in the management team?

Question 3: Are there any policies or procedures in place to mitigate for majority shareholders authority during important decision making processes?

Question 4: Describe the founding member's core values and beliefs.

Question 5: From your experience, if any, how are people included or excluded in new start-up entrepreneurial venture teams or project teams in the family business?

Question 6: From your experience, if any, how do roles form and change in start-up entrepreneurial venture teams or project teams in general?

Question 7: What are the leadership qualities that you value and how do those qualities enhance, develop or harmonise the management team?

Question 8: What benefits or disadvantages do you perceive if each member of the team could contribute their unique leadership qualities in the management team?

Question 9: Are there specific tasks where you would not mind being led by any of your management team counterparts, should they be best suited for a task or role?

Question 10: Are there reservations to you being led by any of your management team counterparts, should they be best suited for a task or role?

- Question 11: Has there been a situation where the leadership was shared between the team members and what were the outcomes of the situation on team performance and cohesion?
- Question 12: If a succession process exists, how was the succession process developed?
- Question 13: Has the succession process been clearly documented?
- Question 14: What do you perceive as the best suited succession outcome for the business?
- Question 15: How does the management team and processes control for individual emotional attachments, biases, shareholder authority during the succession process?
- Question 16: If applicable, what was the final succession process stage and how did the exiting owner relinquish relationships and control to the successor?
- Question 17: Describe how your personal development plan and succession plan, if applicable, were developed?

Appendix C: Consistency Matrix

RESEARCH QUESTIONS	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
Question 1: Research Question: What is the prevalence of shared leadership within family business management teams?	(Jara-Bertin et al., 2008) (Pindado & Requejo, 2014)	Question 1 - 4	Data coding, pattern matching, observation, cross case synthesis
Question 2: Research Question: What is the awareness of leadership qualities toward shared leadership within family business management teams?	(Sciascia et al., 2013) (Drescher & Garbers, 2016) (Le Breton-Miller & Miller, 2013)	Question 5 -11	Data coding, pattern matching, observation, cross case synthesis
Question 3: Research Question: Are there specific tasks in family management teams where shared leadership is more prevalent and applicable.	(Bergman et al., 2012) (Morgeson et al., 2010) (Siebels et al., 2012)	Question 12-14	Data coding, pattern matching, observation, cross case synthesis
Question 4: Research Question: Do family businesses management teams apply shared leadership during different stages of the succession process?	(Berrone et al., 2012) (Gomez-Mejia et al., 2011) (Zellweger & Kammerlander, 2015)	Question 15-17	Data coding, pattern matching, observation, cross case synthesis



Appendix D: Data Analysis Code List

Independent Code list

Succession - Competition
Nuclear family
Lack of alignment
Succession - Lack of mentorship
Succession - Threats
Selection - SEW
Succession - Early Involvement lacking
Core Belief - Customer is king
IPO - Processes - Communication lacking
Input - Lack of family talent
Block holder Theory
IPO - Inputs - Family Managers
Internally focussed - all family work in the business
IPO - Environment - Industry Characteristics
IPO - Inputs - Shared family vision and goals
IPO - Inputs - Conflict
IPO - Input - Family Ownership
IPO - Input - Autocratic Hereditary structure
IPO - Processes - Conflict
Blocking Siblings from business
IPO- Input - Family Involvement
Historical Learning
IPO - Processes - Communication
IPO - Outcome - Trans Generational Entrepreneurship
IPO - Outcomes - Financial Performance
IPO - Group Psychological Traits - Trust
IPO - Group Psychological Traits - Obligation
IPO - Outcomes - Succession
IPO - Inputs - Family involvement
IPO - Outcomes - SEW
IPO - Inputs - Type of family ownership
IPO - Processes - Constructive Confrontation
IPO - Processes - HR Processes
IPO - Group Psychological Traits - Shared Mental Models
IPO - Group Psychological Traits - Cohesion
IPO - Processes - Reputation and Image
IPO - Input - Family Involvement and Identity
IPO - Group Psychological Traits - Norms
Core Value - Economic Principals
Nurturing - Structure and Planning
Founders Beliefs - Spanning
Initiate Structure - Envisioning
Trusted Relationships - Shared Tasks
Nurturing - Shared Responsibility
Trusted Relationships - Problem Solving
Trans Generational Entrepreneurship - Shared Responsibility
Initiate Structure - Providing Feedback
Initiate Structure - Consideration
Relinquish Control - Participation
Founders Beliefs - Periodic Change in Leadership
Selection - Periodic Change in Leadership
Competitive Advantage - Envisioning
Relinquish Control - Spanning
Founders Beliefs - Consideration



Nurturing - Problem Solving
Relinquish Control - Shared Responsibility
Relinquish Control - Periodic Change in Leadership
Relinquish Control - Problem Solving
Nurturing - Consideration
Initiate Structure - Periodic Change in Leadership
Trusted Relationships - Time Factor
Competitive Advantage - Shared Tasks
Competitive Advantage - Participation
Trans Generational Entrepreneurship - Initiate Structure
Selection - Shared Responsibility
Selection - Problem Solving
Selection - Providing Feedback
Competitive Advantage - Spanning
Trans Generational Entrepreneurship - Consideration
Founders Beliefs - Structure and Planning
Trusted Relationships - Structure and Planning
Passing on Business - Participation
Trusted Relationships - Envisioning
Selection - Spanning
Trans Generational Entrepreneurship - Time Factor
Trans Generational Entrepreneurship - Spanning
Selection - Structure and Planning
Nurturing - Time Factor
Selection - Shared Tasks
Selection - Envisioning
Relinquish Control - Consideration
Passing on Business - Spanning
Passing on Business - Providing Feedback
Nurturing - Participation
Initiate Structure - Structure and Planning
Trans Generational Entrepreneurship - Participation
Trusted Relationships - Periodic Change in Leadership
Relinquish Control - Envisioning
Trans Generational Entrepreneurship - Providing Feedback
Competitive Advantage - Periodic Change in Leadership
Competitive Advantage - Time Factor
Relinquish Control - Initiate Structure
Selection - Initiate Structure
Initiate Structure - Shared Tasks
Initiate Structure - Shared Responsibility
Passing on Business - Initiate Structure
Trusted Relationships - Providing Feedback
Passing on Business - Time Factor
Passing on Business - Shared Responsibility
Competitive Advantage - Shared Responsibility
Founders Beliefs - Problem Solving
Competitive Advantage - Providing Feedback
Initiate Structure - Time Factor
Passing on Business - Periodic Change in Leadership
Competitive Advantage - Consideration
Nurturing - Shared Tasks
Passing on Business - Consideration
Trans Generational Entrepreneurship - Structure and Planning
Initiate Structure - Initiate Structure
Trusted Relationships - Spanning
Founders Beliefs - Providing Feedback
Selection - Participation



Founders Beliefs - Time Factor
Passing on Business - Envisioning
Relinquish Control - Time Factor
Trusted Relationships - Initiate Structure
Nurturing - Envisioning
Passing on Business - Problem Solving
Passing on Business - Shared Tasks
Trusted Relationships - Participation
Initiate Structure - Participation
Competitive Advantage - Initiate Structure
Trans Generational Entrepreneurship - Envisioning
Trans Generational Entrepreneurship - Problem Solving
Relinquish Control - Providing Feedback
Selection - Consideration
Competitive Advantage - Structure and Planning
Founders Beliefs - Participation
Initiate Structure - Problem Solving
Initiate Structure - Spanning
Nurturing - Initiate Structure
Founders Beliefs - Envisioning
Trans Generational Entrepreneurship - Periodic Change in Leadership
Trans Generational Entrepreneurship - Shared Tasks
Founders Beliefs - Shared Responsibility
Competitive Advantage - Problem Solving
Nurturing - Providing Feedback
Relinquish Control - Shared Tasks
Nurturing - Spanning
Nurturing - Periodic Change in Leadership
Founders Beliefs - Shared Tasks
Founders Beliefs - Initiate Structure
Trusted Relationships - Shared Responsibility
Selection - Time Factor
Trusted Relationships - Consideration
Passing on Business - Structure and Planning
Relinquish Control - Structure and Planning
Early Normalisation
Perception of Fairness
Shared Leadership - Acknowledgement of group strength
Shared Leadership - Redundancy
Core Value - Preservation
Start-up - Trust
Succession - Expectation
Succession - Organic
Shared Leadership - Nurturing - Time to develop
Shared Decision Making
Succession - Early planning
Shared leadership - Mediation
Succession - Accepting of successor and authority
Shared leadership - Involvement
Shared Leadership - Communal Agreement
Core Value- Independence
Succession - External Candidates
Succession - Technical Knowledge
Family Trust
Family - Start-up
Shareholding - Structured Take-over
Lack of role clarity
Leaders Qualities



Shared Leadership - Conflict Management
Cousin Consortium Issues
Shared Leadership - Task Specific - Different Roles
Family Meetings
Succession - No formal plan
Core Value - Fairness
Lack of communication
Shared Leadership - Transfer of authority
Succession - Lack of knowledge
Succession - Talent Pool Restrictions
Hierarchical leadership
Succession Process - Prove one self
Shareholding
Core Value - Success
Sibling Rivalry - Effort vs Reward
Sibling Teams
Succession Process - Not Shared SL
Group Psychological Traits - Stewardship
Succession - Knowledge Transfer
Succession - Development - Reassurance
Shared Leadership - Respect
Core Value - Families
Group Psychological Traits - Shared Mental Models
Shared Leadership - Task Specific - Structure and Planning
Group Psychological Traits - Shared Vision
Succession - Relinquish of control
Shared Leadership - Team Performance - Multi-Generational Teams
Shared Leadership - Accountability
Sustainability - Trans generational Entrepreneurship
Succession - Obligations
Succession - Exit
Succession - Relinquish Control
Shared Leadership - Block holder Theory
Shared Leadership - Task Specific - Not - Sense Making
Succession - No Documentation
Team Processes - Constructive Confrontation
Succession - Nurturing
Core Value - Open Conversation
Performance - Cohesion - Other Income
Succession - Sticky Baton - Work Effort
Specific Tasks - Technical Orientation
Specific Tasks - Experience
Q10: Specific Tasks - Not shared leadership
Succession - Development - Self Confidence
Succession - Selection - Family Trust
Succession - Selection - Proof of worthiness
Succession - Selection - Experience
Core Value - Entrepreneurial Intent
Core Value - Tenacity
Founding Team
Q04: Founder Values and Beliefs
SL Task Specific - Problem solving
Shared Leadership - Problem Solving
Succession - Selection confirmed
Q08A: Benefits of each team member contributing
Succession - Trust confirmed
Performance - Multi-generational Team
Sticky Baton

SEW

Succession - Lack of shared vision
Shared Mental Models
Succession - Social Capital transfer
Succession - Final Handover
Shared Ownership
Awareness of SL principals
Nurturing
Cohesion
Succession - Early interest
Succession - Early Involvement
Core Value - Shared vision
Economic Principals
Q01: Company Structure

Code Families

Code Family: Awareness - Initiate Structure

Codes (9): [Competitive Advantage - Initiate Structure] [Founders Beliefs - Initiate Structure] [Initiate Structure - Initiate Structure] [Nurturing - Initiate Structure] [Passing on Business - Initiate Structure] [Relinquish Control - Initiate Structure] [Selection - Initiate Structure] [Trans Generational Entrepreneurship - Initiate Structure] [Trusted Relationships - Initiate Structure]
Quotation(s): 9

Code Family: Competitive Advantage

Codes (12): [Competitive Advantage - Consideration] [Competitive Advantage - Envisioning] [Competitive Advantage - Initiate Structure] [Competitive Advantage - Participation] [Competitive Advantage - Periodic Change in Leadership] [Competitive Advantage - Problem Solving] [Competitive Advantage - Providing Feedback] [Competitive Advantage - Shared Responsibility] [Competitive Advantage - Shared Tasks] [Competitive Advantage - Spanning] [Competitive Advantage - Structure and Planning] [Competitive Advantage - Time Factor]
Quotation(s): 10

Code Family: Consideration

Codes (9): [Competitive Advantage - Consideration] [Founders Beliefs - Consideration] [Initiate Structure - Consideration] [Nurturing - Consideration] [Passing on Business - Consideration] [Relinquish Control - Consideration] [Selection - Consideration] [Trans Generational Entrepreneurship - Consideration] [Trusted Relationships - Consideration]
Quotation(s): 11

Code Family: Core Value

Codes (11): [Core Belief - Customer is king] [Core Value - Independence] [Core Value - Economic Principals] [Core Value - Entrepreneurial Intent] [Core Value - Fairness] [Core Value - Familiness] [Core Value - Open Conversation] [Core Value - Preservation] [Core Value - Shared vision] [Core Value - Success] [Core Value - Tenacity]
Quotation(s): 28

Code Family: Envisioning

Codes (9): [Competitive Advantage - Envisioning] [Founders Beliefs - Envisioning] [Initiate Structure - Envisioning] [Nurturing - Envisioning] [Passing on Business - Envisioning] [Relinquish Control - Envisioning] [Selection - Envisioning] [Trans Generational Entrepreneurship - Envisioning] [Trusted Relationships - Envisioning]
Quotation(s): 5

Code Family: Founder's Belief

Codes (12): [Founders Beliefs - Consideration] [Founders Beliefs - Envisioning] [Founders Beliefs - Initiate Structure] [Founders Beliefs - Participation] [Founders Beliefs - Periodic Change in Leadership] [Founders Beliefs - Problem Solving] [Founders Beliefs - Providing Feedback] [Founders Beliefs - Shared Responsibility] [Founders Beliefs - Shared Tasks] [Founders Beliefs - Spanning] [Founders Beliefs - Structure and Planning] [Founders Beliefs - Time Factor]

Quotation(s): 10

Code Family: Initiate Structure

Codes (12): [Initiate Structure - Consideration] [Initiate Structure - Envisioning] [Initiate Structure - Initiate Structure] [Initiate Structure - Participation] [Initiate Structure - Periodic Change in Leadership] [Initiate Structure - Problem Solving] [Initiate Structure - Providing Feedback] [Initiate Structure - Shared Responsibility] [Initiate Structure - Shared Tasks] [Initiate Structure - Spanning] [Initiate Structure - Structure and Planning] [Initiate Structure - Time Factor]

Quotation(s): 14

Code Family: IPO - Group Psychosocial Traits

Codes (5): [IPO - Group Psychological Traits - Cohesion] [IPO - Group Psychological Traits - Norms] [IPO - Group Psychological Traits - Obligation] [IPO - Group Psychological Traits - Shared Mental Models] [IPO - Group Psychological Traits - Trust]

Quotation(s): 33

Code Family: IPO - Inputs

Codes (9): [IPO- Input - Family Involvement] [IPO - Input - Autocratic Hereditary structure] [IPO - Input - Family Involvement and Identity] [IPO - Input - Family Ownership] [IPO - Inputs - Conflict] [IPO - Inputs - Family involvement] [IPO - Inputs - Family Managers] [IPO - Inputs - Shared family vision and goals] [IPO - Inputs - Type of family ownership]

Quotation(s): 29

Code Family: IPO - Outcomes

Codes (4): [IPO - Outcome - Trans Generational Entrepreneurship] [IPO - Outcomes - Financial Performance] [IPO - Outcomes - SEW] [IPO - Outcomes - Succession]

Quotation(s): 20

Code Family: IPO - Processes

Codes (8): [IPO - Outcomes - SEW] [IPO - Outcomes - Succession] [IPO - Processes - Communication] [IPO - Processes - Communication lacking] [IPO - Processes - Conflict] [IPO - Processes - Constructive Confrontation] [IPO - Processes - HR Processes] [IPO - Processes - Reputation and Image]

Quotation(s): 40

Code Family: IPO Process

Codes (8): [IPO - Outcomes - SEW] [IPO - Outcomes - Succession] [IPO - Processes - Communication] [IPO - Processes - Communication lacking] [IPO - Processes - Conflict] [IPO - Processes - Constructive Confrontation] [IPO - Processes - HR Processes] [IPO - Processes - Reputation and Image]

Quotation(s): 40

Code Family: Nurturing

Codes (12): [Nurturing - Consideration] [Nurturing - Envisioning] [Nurturing - Initiate Structure] [Nurturing - Participation] [Nurturing - Periodic Change in Leadership] [Nurturing - Problem Solving] [Nurturing - Providing Feedback] [Nurturing - Shared Responsibility] [Nurturing - Shared Tasks] [Nurturing - Spanning] [Nurturing - Structure and Planning] [Nurturing - Time Factor]

Quotation(s): 37

Code Family: Participation

Codes (9): [Competitive Advantage - Participation] [Founders Beliefs - Participation] [Initiate Structure - Participation] [Nurturing - Participation] [Passing on Business - Participation] [Relinquish Control - Participation] [Selection - Participation] [Trans Generational Entrepreneurship - Participation] [Trusted Relationships - Participation]

Quotation(s): 30

Code Family: Passing on Business

Codes (12): [Passing on Business - Consideration] [Passing on Business - Envisioning] [Passing on Business - Initiate Structure] [Passing on Business - Participation] [Passing on Business - Periodic Change in Leadership] [Passing on Business - Problem Solving] [Passing on Business - Providing Feedback] [Passing on Business - Shared Responsibility] [Passing on Business - Shared Tasks] [Passing on Business - Spanning] [Passing on Business - Structure and Planning] [Passing on Business - Time Factor]

Quotation(s): 9

Code Family: Periodic Change in Leadership

Codes (9): [Competitive Advantage - Periodic Change in Leadership] [Founders Beliefs - Periodic Change in Leadership] [Initiate Structure - Periodic Change in Leadership] [Nurturing - Periodic Change in Leadership] [Passing on Business - Periodic Change in Leadership] [Relinquish Control - Periodic Change in Leadership] [Selection - Periodic Change in Leadership] [Trans Generational Entrepreneurship - Periodic Change in Leadership] [Trusted Relationships - Periodic Change in Leadership]

Quotation(s): 23

Code Family: Problem Solving

Codes (9): [Competitive Advantage - Problem Solving] [Founders Beliefs - Problem Solving] [Initiate Structure - Problem Solving] [Nurturing - Problem Solving] [Passing on Business - Problem Solving] [Relinquish Control - Problem Solving] [Selection - Problem Solving] [Trans Generational Entrepreneurship - Problem Solving] [Trusted Relationships - Problem Solving]

Quotation(s): 7

Code Family: Providing Feedback

Codes (9): [Competitive Advantage - Providing Feedback] [Founders Beliefs - Providing Feedback] [Initiate Structure - Providing Feedback] [Nurturing - Providing Feedback] [Passing on Business - Providing Feedback] [Relinquish Control - Providing Feedback] [Selection - Providing Feedback] [Trans Generational Entrepreneurship - Providing Feedback] [Trusted Relationships - Providing Feedback]

Quotation(s): 8

Code Family: Relinquish Control

Codes (12): [Relinquish Control - Consideration] [Relinquish Control - Envisioning] [Relinquish Control - Initiate Structure] [Relinquish Control - Participation] [Relinquish Control - Periodic Change in Leadership] [Relinquish Control - Problem Solving] [Relinquish Control - Providing Feedback] [Relinquish Control - Shared Responsibility] [Relinquish Control - Shared Tasks] [Relinquish Control - Spanning] [Relinquish Control - Structure and Planning] [Relinquish Control - Time Factor]

Quotation(s): 29

Code Family: Selection

Codes (12): [Selection - Envisioning] [Selection - Initiate Structure] [Selection - Participation] [Selection - Periodic Change in Leadership] [Selection - Problem Solving] [Selection - Providing Feedback] [Selection - SEW] [Selection - Shared Responsibility] [Selection - Shared Tasks] [Selection - Spanning] [Selection - Structure and Planning] [Selection - Time Factor]

Quotation(s): 12

Code Family: Shared Responsibility

Codes (9): [Competitive Advantage - Shared Responsibility] [Founders Beliefs - Shared Responsibility] [Initiate Structure - Shared Responsibility] [Nurturing - Shared Responsibility] [Passing on Business - Shared Responsibility] [Relinquish Control - Shared Responsibility] [Selection - Shared Responsibility] [Trans Generational Entrepreneurship - Shared Responsibility] [Trusted Relationships - Shared Responsibility]

Quotation(s): 17

Code Family: Shared Tasks

Codes (9): [Competitive Advantage - Shared Tasks] [Founders Beliefs - Shared Tasks] [Initiate Structure - Shared Tasks] [Nurturing - Shared Tasks] [Passing on Business - Shared Tasks] [Relinquish Control - Shared Tasks] [Selection - Shared Tasks] [Trans Generational Entrepreneurship - Shared Tasks] [Trusted Relationships - Shared Tasks]

Quotation(s): 8

Code Family: Spanning

Codes (9): [Competitive Advantage - Spanning] [Founders Beliefs - Spanning] [Initiate Structure - Spanning] [Nurturing - Spanning] [Passing on Business - Spanning] [Relinquish Control - Spanning] [Selection - Spanning] [Trans Generational Entrepreneurship - Spanning] [Trusted Relationships - Spanning]

Quotation(s): 4

Code Family: Structure and Planning

Codes (9): [Competitive Advantage - Structure and Planning] [Founders Beliefs - Structure and Planning] [Initiate Structure - Structure and Planning] [Nurturing - Structure and Planning] [Passing on Business - Structure and Planning] [Relinquish Control - Structure and Planning] [Selection - Structure and Planning] [Trans Generational Entrepreneurship - Structure and Planning] [Trusted Relationships - Structure and Planning]

Quotation(s): 14

Code Family: Time Factor

Codes (9): [Competitive Advantage - Time Factor] [Founders Beliefs - Time Factor] [Initiate Structure - Time Factor] [Nurturing - Time Factor] [Passing on Business - Time Factor] [Relinquish Control - Time Factor] [Selection - Time Factor] [Trans Generational Entrepreneurship - Time Factor] [Trusted Relationships - Time Factor]

Quotation(s): 20

Code Family: Trans Generational Entrepreneurship

Codes (12): [Trans Generational Entrepreneurship - Consideration] [Trans Generational Entrepreneurship - Envisioning] [Trans Generational Entrepreneurship - Initiate Structure] [Trans Generational Entrepreneurship - Participation] [Trans Generational Entrepreneurship - Periodic Change in Leadership] [Trans Generational Entrepreneurship - Problem Solving] [Trans Generational Entrepreneurship - Providing Feedback] [Trans Generational Entrepreneurship - Shared Responsibility] [Trans Generational Entrepreneurship - Shared Tasks] [Trans Generational Entrepreneurship - Spanning] [Trans Generational Entrepreneurship - Structure and Planning] [Trans Generational Entrepreneurship - Time Factor]

Quotation(s): 13

Code Family: Trusted Relationship

Codes (12): [Trusted Relationships - Consideration] [Trusted Relationships - Envisioning] [Trusted Relationships - Initiate Structure] [Trusted Relationships - Participation] [Trusted Relationships - Periodic Change in Leadership] [Trusted Relationships - Problem Solving] [Trusted Relationships - Providing Feedback] [Trusted Relationships - Shared Responsibility] [Trusted Relationships - Shared Tasks] [Trusted Relationships - Spanning] [Trusted Relationships - Structure and Planning] [Trusted Relationships - Time Factor]

Quotation(s): 14

Appendix E: Ethical Clearance Report

Dear Mr Philippus de Weerd

Protocol Number: **Temp2016-01509**

Title: **Shared leadership as an approach toward family business sustainability**

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

Adele Bekker

Appendix F: Turnitin Report (First 5 pages)

Appendix G: Signed Consent Forms