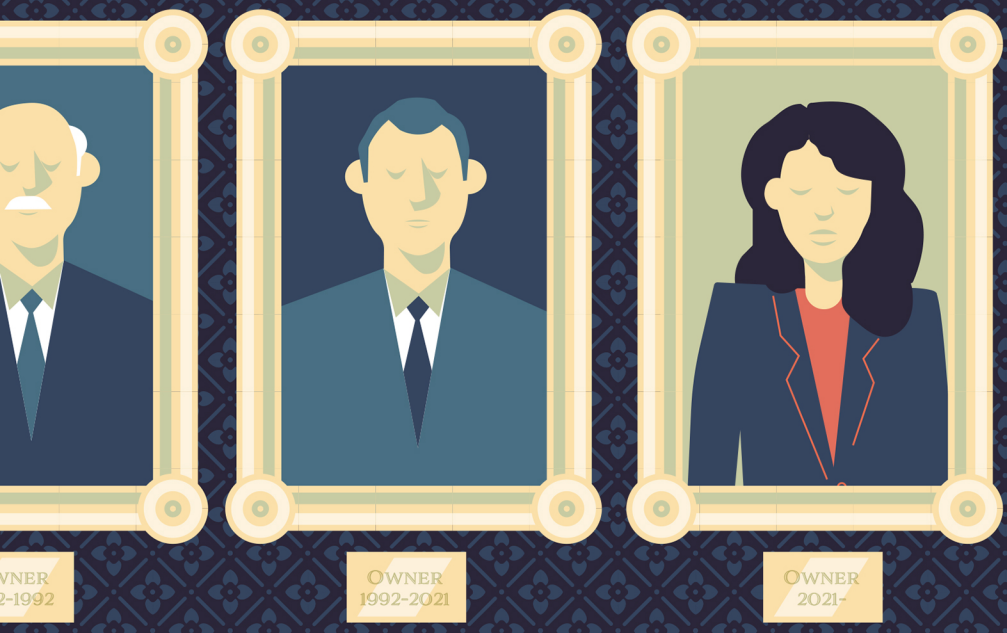


The Power of Inclusion in Family Business

Edited by

Rosa Nelly Trevinyo-Rodríguez
Miguel Ángel Gallo

The Power of Inclusion in Family Business

Praise for *The Power of Inclusion in Family Business*

"Through facts, professional experiences and rigorous research, this easy-to-read book stands as a ground-breaking contribution to the family business field and practice, highlighting how women owners' inclusion is strategic, profitable and harmonizing. A must read for families-in-business and their family firms' executives, board members and advisors."

Andrea Grobocopatel, President of FLOR Foundation and AMPATEL, Argentina

"Smart and extremely timely! Rosa Nelly and Miguel Ángel remind us of our responsibility, as entrepreneurs, to be involved in understanding and addressing correctly issues like inclusion, equity and diversity. Smart, extremely timely and brilliantly supported by great family business experts, this book leads us into a more inclusive environment."

José Antonio Fernández Carbajal, Executive Chairman of the Board, FEMSA, México

"*The Power of Inclusion in Family Business* provides an insightful roadmap for implementing diversity and genuine inclusion in family-owned businesses. The book guides us on how companies should prepare its next generation female leaders, shining a light on recognizing and consciously involving daughters in the succession line. More than a trend, diversity and inclusiveness are major assets for family enterprises to thrive and survive in a fast-changing world."

Rita Nabeiro, Grupo Nabeiro – Delta Cafés Board Member, Portugal

"This wonderful collection of essays on women in business families is a new reference in the family business field. Truly insightful and impactful, this is a must read for members of business families, advisors, and scholars alike."

John A. Davis, MIT Sloan School of Management, United States (U.S.)

"An impressive, accomplished and complementary team! Professor Gallo, a forerunner in the field of family business and a seasoned advisor, finds in the academic qualification, social sensitivity and hands-on experience of Dr. Rosa Nelly Trevinyo-Rodríguez the perfect tandem to address and expand an essential and unprecedented topic: women owners' inclusion in family firms.

Using a precise, powerful and simple language, this book is a practical guide not only for planning and implementing family business succession processes but also, and more importantly, to prepare daughters for occupying leadership positions in their family-owned firms. Female next generation members will find in this text a description of what is expected of them as potential responsible business owners and a roadmap to achieve it.

Moreover, *The Power of Inclusion in Family Business* offers an especially interesting view on the role of family business most trusted advisors, who by means of well-thought, gender sensitive mentoring processes, can help families-in-business train and empower next gen women owners so they can achieve the necessary moral authority to influence consensus building about what is reasonable, legitimate, beneficial and authentic for the family enterprise."

Javier Ormazabal Echevarria, President & CEO at VELATIA Group, Spain

"This book is an outstanding collection of equity and inclusion research in family firms, being a valuable guide book for practitioners. *The Power of Inclusion in Family Business* addresses critical, family and business-related issues that influence and shape the sustainability of 21st century family companies."

Su-Lee Tsai, Former Chairman & President; Board Member of Eastern Advertising Co., Ltd., Taiwan.

The Power of Inclusion in Family Business

EDITED BY

ROSA NELLY TREVINYO-RODRÍGUEZ,
Founding Partner and CEO, R.N. Trevinyo-Rodríguez & Associates Monterrey, México.

And

MIGUEL ÁNGEL GALLO,
Professor Emeritus, IESE Business School, University of Navarra Barcelona, Spain.



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2022

Editorial matter, Selection, Introduction, Chapters 1, 10 and Conclusion © 2022 Rosa Nelly Trevinyo-Rodríguez and Miguel Ángel Gallo. Published under exclusive licence by Emerald Publishing Ltd

Individual chapters © 2022 Emerald Publishing Limited.

Reprints and permissions service
Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

ISBN: 978-1-80117-579-1 (Print)
ISBN: 978-1-80117-578-4 (Online)
ISBN: 978-1-80117-580-7 (Epub)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

To All the Families-in-Business we have had the privilege to serve worldwide.

To All the Women Owners we have had the honor to work with and learned from.

To All the Next Generation Members who we have had the joy to positively impact.

To All the Practitioners and Scholars who diligently nurture and build up the family business field.

To All Family Business Passionates and Entrepreneurship Enthusiasts who are currently transforming our societies.

Contents

List of Figures *xi*

List of Tables *xii*

About the Contributors *xv*

Foreword
Pramodita Sharma *xxi*

Introduction The Daughters' Inclusion Challenge
Rosa Nelly Trevinyo-Rodríguez and Miguel Ángel Gallo *1*

Part I: *Love, Learning and Freedom*: Enabling Women to THRIVE in the Family Business

Chapter 1 Are You Ready to Serve on Your Family Business Board? Women Directors' Governance Succession Insights
Rosa Nelly Trevinyo-Rodríguez and Miguel Ángel Gallo *21*

Chapter 2 Inclusive Survival and Innovation Through Householding: Interpreting Narratives of a Japanese Family Firm
Hikari Akizawa *43*

Chapter 3 Where Did All the Free Family Firm Labor Go? Women's Changing Role and Inclusion in the US Economy
Eric R. Kushins and Myriam Quispe-Agnoli *61*

Chapter 4 Negotiation, Women and Family Business: Challenges & Strategies
Kandarp Harsiddh Mehta *77*

Part II: *Acceptance, Confidence and Collaboration*: Enabling Women to ACHIEVE in the Family Business

Chapter 5 **The Social Sharing of Emotions and Threatened Identities in Family Businesses: Common Challenges and Women's Disadvantages**
Ethel Brundin and Markus Plate 95

Chapter 6 **Building Our Understanding of Daughters' Inclusion in the Family Business Succession Process**
Christina Constantinidis, Teresa Nelson and Issaka Oumarou Harou 113

Chapter 7 **Women in Family Enterprise: Understanding the Unique Ownership Challenges of Daughters in Business Families**
Neus Feliu and Ivan Lansberg 135

Part III: *Collegiality and Co-Evolution*: Enabling Women to BECOME Leaders and Stewards

Chapter 8 **Combining the Masculine and the Feminine in Family Business: A Case Study on Inclusive, Shared Leadership in a Second-Generation Family Firm**
Salvatore Tomaselli 155

Chapter 9 **Women's Experiences in Building Trust in Single-Family Office Activities: A Stewardship Theory Perspective**
Marjo Miettinen and Matti Koiranen 177

Chapter 10 **Creating Dynasties: Women Inclusion in Single-Family Offices Around the World**
Hung-bin Ding, Kelsey Hahn, Rosa Nelly Trevinyo-Rodríguez and Miguel Ángel Gallo 191

Conclusion **Family Business Inclusive Trends**
Rosa Nelly Trevinyo-Rodríguez and Miguel Ángel Gallo 215

Epilogue
Ernesto J. Poza 223

Index 227

List of Figures

Fig. I.	A Women Inclusive Environment – Crucial Aspects.	*4*
Fig. II.	Family-in-Business and Family Firm Female Inclusion Process (Model).	*11*
Fig. 1.1.	The Female Boardroom Capital Development Process.	*39*
Fig. 2.1.	Items Preserved from Fire: Public Certificate of the Company's Registration Dated 1904.	*46*
Fig. 2.2.	Genealogy of the Sanadas Since the Nineteenth Century.	*47*
Fig. 2.3.	Two Stories.	*50*
Fig. 2.4.	Ends Discovered Via an Effectual Process.	*53*
Fig. 2.5.	Innovation in Householding.	*55*
Fig. 3.1.	Unpaid Family Workers: Employment Level (Thousands).	*67*
Fig. 3.2.	Unpaid Family Workers: Employment by Gender and Sector (Thousands).	*68*
Fig. 3.3.	Employment Level: Nonagriculture Industries, Women.	*70*
Fig. 3.4.	Nonagriculture Industries: Women by Age Groups (Thousands).	*71*
Fig. 3.5.	Unpaid Family Workers: Women by Nonagriculture Industries (Thousands).	*72*
Fig. 4.1.	Summary of Strategies and Challenges.	*89*
Fig. 8.1.	Word Clouds Resulting from Anna and Raffaele's Interviews.	*168*
Fig. 9.1.	A Conceptual Model Describing Trust Building in SFO Activities.	*183*
Fig. 10.1.	Factors Influencing Daughters' Participation in Their SFO.	*200*
Fig. 10.2.	SFO Typologies – Based on the SFO Strategy, Vision and Activities.	*208*

List of Tables

Table 1.1.	NAICS – 15 Different Industries.	*28*
Table 1.2.	Quick Summary of Data and Findings.	*30*
Table 1.3.	Women Owners' Motivations to Join Their Family Firms' Board of Directors.	*35*
Table 3.1.	Women's Share in the Agriculture and Nonagriculture Sectors by Class of Worker, 1976–2020.	*73*
Table 4.1.	Summary of Literature Review.	*80*
Table 4.2.	Data at a Glance.	*81*
Table 4.3.	Classification of Strategies.	*90*
Table 8.1.	Ownership Distribution.	*161*
Table 8.2.	Synthesis of Financial Information 2015–2019.	*162*
Table 8.3.	Summary of Anna and Raffaele's Profiles.	*163*
Table 8.4.	Top Ranking Word Frequencies in Anna and Raffaele's Interviews.	*168*
Table 9.1.	Summary of the Main Concepts.	*182*
Table 9.2.	Basic Information About the Participants.	*184*
Table 10.1.	Summary of Data & Analysis.	*198*
Table 10.2.	Context Specific Philanthropic Efforts (Family-Foundations).	*199*
Table 10.3.	Ranking/Governance Structures Present in the Analyzed Global SFOs.	*201*
Table 10.4.	New Venture Creation.	*204*

About the Contributors

Hikari Akizawa, PhD, is the President of Oikos Research. She was a Professor at Chuo University, Visiting Scholar at HEC Montreal, and the President of the Japan Academy of Family Business. She received her PhD from the Department of Value and Decision Science at Tokyo Institute of Technology. She has written many publications, her articles are grounded on Japanese cases and mostly written in Japanese. She studies traditional practices in family firms and their relationship with the market economy. Moreover, she regularly holds executive seminars and dialogues with family business managers and owners.

Ethel Brundin, PhD, is a Professor in Entrepreneurship at Jönköping International Business School, Jönköping University Sweden, and at the Centre for Family Entrepreneurship and Ownership (CeFEO), one of the world-leading family business centers. She is Standing Visiting Professor at Witten Herdecke University, Germany and appointed Extraordinary Professor at the University of the Western Cape, South Africa. She is a recognized emotion researcher with an interest in the micro processes of strategic leadership and entrepreneurship with an emphasis on the role of emotions. She publishes on a regular basis in international journals and book collections and is an experienced advisor to family businesses.

Christina Constantinidis, PhD, is a Professor of Entrepreneurship in the School of Management at the University of Quebec in Montreal (ESG UQAM), where she leads the Entrepreneurship Certificate and is a Permanent Member of the GEST Research Group (Entrepreneurship, Society & Transformations Group). She focuses on studying gender dynamics in entrepreneurship and family business. Her research has been published in international academic journals, book chapters and reports. She is a Member of the editorial board of the *Revue internationale PME* and a Review Board Member of the *Family Business Review*. She is actively engaged in a diverse set of professional networks.

Hung-bin Ding, PhD, is the Associate Dean of the Sellinger School of Business and Management of Loyola University Maryland. He received his PhD in Management from the Rensselaer Polytechnic Institute. His research interests are in the areas of family business, family office, entrepreneurship, and corporate sustainability. His recent research projects focus on family offices and sustainability practices in family businesses. He has taught strategic management, corporate strategy, international business, and entrepreneurship courses at the undergraduate, graduate, and executive levels in the United States, China, and Taiwan.

Neus Feliu, PhD, is a Consultant, Researcher and Educator in the area of family enterprises. She is a Partner at Lansberg, Gersick and Associates. Building on her background in economics and organizational psychology, she has developed an expertise in the governance, long-term sustainability planning, and ownership strategies of family enterprises, specializing in large Latin American and European Family Businesses. She holds an MA in Family Mediation and a Postgraduate in Family Systems (Georgetown Family Center, Washington DC). She obtained her PhD from ESADE Business School (Barcelona, Spain) with a specialization in philanthropy in family enterprises from a governance perspective.

Miguel Ángel Gallo, PhD, is a Professor Emeritus of General Management at IESE Business School (Spain), where he served as a Full Professor (1975–2003) and IESE PhD Program Director (1980–1990). He was the Founding Director of the first Family Business Chair in Europe – acting as its chairman from its inception (1987) until September 2003. His areas of specialization include strategic management, boards of directors and family business. He is a Fellow of the Royal European Academy of Doctors, Strategic Management Society and serves as the Honorary President of the International Family Enterprise Research Academy (IFERA). He has participated on the boards of prominent firms: Grupo VELATIA, Fuertegroup, Grupo Senda.

Kelsey Hahn is the Co-Founder and CEO of Monark, an on-demand, digital leadership training and development platform, providing real and measurable growth using behavioral science. Prior to Monark, Kelsey spent seven years in a Canadian single-family office as Managing Director, Research, overseeing the birth, growth, and strategic direction of the research center, and a team dedicated to evolving society's knowledge about business leadership and evidence-based management. Kelsey continues to act as a strategic resource and trusted advisor for leaders in energy and investment, and regularly speaks in the areas of organizational behavior and leadership. Kelsey holds a MSc in Management from Queen's University.

Matti Koiranen, PhD, Professor Emeritus, has worked in the paper industry during 1970–1984 and as a Finnish Consul and Trade Commissioner for Scotland and Northern Ireland during 1984–1988. He has acted as a Professor in three Finnish universities: Eastern Finland (1989–1992),Tampere (1993–1994), and Jyväskylä (1994–2012), and as a Visiting Professor both in Lugano, Switzerland, and in Hasselt, Belgium. He has guided and supervised more than 70 PhD theses, and authored a variety of research publications, academic text books, and case study exercises. His research interests are mainly related to Entrepreneurship; Intrapreneurship: Family Business, Ownership, and Creative Industries.

Eric R. Kushins, PhD, is an Assistant Professor of Management at the Campbell School of Business at Berry College, in Mount Berry, Georgia, USA. He teaches undergraduate and MBA courses in HR, Social Entrepreneurship, and The Art of Negotiation. He engages sociological theories and methods in his research,

publishing articles ranging from race and discrimination in hiring practices to family influence on R&D in Chinese manufacturing firms. He completed his joint-PhD in Sociology and Management from Rutgers University. He is a Six Sigma Black Belt and a HRM Senior Certified Professional. He actively consults and teaches executive education courses.

Ivan Lansberg, PhD, is a Founding Partner at Lansberg, Gersick and Associates. He has consulted with complex family businesses globally, and has made significant contributions to the understanding of family business governance and succession. He was one of the founders of the Family Firm Institute and the first editor of the *Family Business Review*. After receiving BA, MA and PhD degrees from Columbia University, he taught at the Columbia Graduate School of Business and at the Yale School of Organization and Management. He is on the faculty of Kellogg School of Management at Northwestern University where he serves as Academic Director of family enterprise programs.

Kandarp Harsiddh Mehta, PhD, is a Senior Lecturer of the Entrepreneurship Department at IESE Business School (Spain) since October 2009. His research focuses on creativity in organizations and negotiations. He has been a Visiting Fellow at the Dispute Resolution Research Center of Kellogg School of Management, Chicago, USA. He received his PhD from IESE Business School, Barcelona; his Mediation certification from the Center of Conflict Resolution, Chicago, and his MBA from Gujarat University, Ahmedabad, India. He is also a theatre and television actor. He works as consultant with startups and family businesses on issues related to innovation and creativity.

Marjo Miettinen, PhD, is a Co-owner and Chair of Ensto Group, an international technology company. In 2019, she became the Chair of the Board of the Federation of Technology Industries in Finland; the first female Chair in this 125-year-old organization. She is also the Chair of the Board of TT-Foundation, a Board Member in Confederation of Finnish Industries, Technology Academy Finland TAF, Finnish Business and Policy Forum EVA, Economic Research ETLA, EM Group Oy, P2X Solutions Oy, Solidium Oy and partner at Boardman Oy. She is the Co-founder of the Women in Tech network in Finland and former Chair of Family Business Network, Finland.

Teresa Nelson, PhD, is a Full, Tenured Professor of Strategic Management and Entrepreneurship in the Business School at Simmons University in Boston, Massachusetts, USA. She also collaborates with the GEST Research Group at the University of Quebec in Montreal. She is internationally recognized for her work on gender, diversity & inclusion and entrepreneurship. She has published extensively in top academic journals. Being active in research, policy and practice, she served as an appointed member of the National Women's Business Council in the Obama Administration, and is Senior Research and Policy Director for Astia, an investing organization in women-led entrepreneurship ventures.

Issaka Oumarou Harou completed his Master thesis on the role of cultural diversity in managerial practices, and currently pursues doctoral studies in the family business research field at the University of Quebec in Montreal, where he is a Member of the GEST Research Group (Entrepreneurship, Society & Transformations Group). He has advised and supported organizations in the implementation of gender equality programs, as part of a cooperation program jointly conducted by the Center for International Studies and Cooperation, and the World University Service of Canada. In May 2021, he won the best research award on Family Firm Entrepreneurship & Innovation at the FERC conference.

Markus Plate, Dr, Dipl-Psych, is an Assistant Professor in Business Administration at Jönköping International Business School, Jönköping University, Sweden, and at the Centre for Family Entrepreneurship and Ownership (CeFEO), one of the world-leading family business centers. His research focus is on the interaction of identity, relationships and emotions in the family business, in particular in the owning family, family leadership and succession processes. He also works as communication trainer, counseling owning families on how to develop their business family strategy.

Ernesto J. Poza, PhD, is a Global Leader in family business education, research and consulting. He is Professor Emeritus of Global Family Enterprise, Thunderbird School of Global Management, author of the best-selling textbook, *Family Business 5th edition, 2018*, and five other books on family business management. His work has been featured by CNN, NBC, *The New York Times, Business Week* and *The Wall Street Journal*. As the third recipient ever of the coveted Richard Beckhard Award, the Family Firm Institute recognized him as one of the top three consultants in the field. He serves on the boards of several family-controlled corporations.

Myriam Quispe-Agnoli, PhD, is an Associate Professor in Economics and Business Analytics of the Stetson-Hatcher School of Business at Mercer University. She earned her PhD in Economics from the University of North Carolina at Chapel Hill and her MA in Economics from Vanderbilt University. She worked as a Research Economist and Assistant Policy Adviser at the Federal Reserve Bank of Atlanta. She, a native from Lima, Peru, has worked in the Corporation for Financial Development (COFIDE) for several years and was a Faculty Member at the Pontifical Catholic University of Peru, her undergraduate alma mater.

Pramodita Sharma, PhD, is the Schlesinger-Grossman Chair in Family Business at the Grossman School of Business (GSB), University of Vermont and is a Visiting Professor at the Kellogg School of Management and the Indian School of Business. A PhD from the University of Calgary, she has received honorary doctorates from the Jönköping University in Sweden, and the University of Witten/Herdecke in Germany. She is a well-regarded scholar with over 50 scholarly articles and 10 books including: *Entrepreneurial Family Firms* (w. Hoy), the *SAGE Handbook of Family Business* (w. Melin and Nordqvist), and *Pioneering Family Firms' Sustainable Development Strategies* (w. Sharma).

Salvatore Tomaselli, PhD, is a Tenured Associate Professor of Business Administration at the University of Palermo (Italy), and a Globetrotter Advisor to business families. He holds a PhD in Business Administration from IESE Business School, Barcelona, Spain. He is a Founding Member and Fellow of IFERA (International Family Enterprise Research Academy). He has developed a rich consulting and academic experience throughout Europe, Latin America (Mexico, Guatemala, Honduras, Costa Rica, Colombia, Ecuador, Argentina), Asia (China, Indonesia, Myanmar, Taiwan), Middle East (Jordan), Sub Saharan Africa (Nigeria), Australia, both in cooperation with top ranking consulting companies and as a free-lance consultant.

Rosa Nelly Trevinyo-Rodríguez, PhD, is the CEO of Trevinyo-Rodríguez & Associates – a global consulting firm advising multigenerational enterprising families – the Founding Director of the countrywide Tec de Monterrey (ITESM) Family Business Center, the Former Holder of the first ITESM Family Business Research Chair, and author of the bestseller *"Family Business: A Latin-American Perspective"* (Spanish). A PhD from IESE Business School (Spain), Prof. Trevinyo-Rodríguez became the first Hispanic President of the Academy of Management International Theme Committee and the Chair of the Management Consulting Division. She is a Visiting Professor in numerous universities worldwide, and a renowned Most Trusted Advisor and Board Member in leading family-owned companies and single-family offices.

Foreword

Pramodita Sharma

In today's fast-changing society, increasing numbers of well-educated and talented women are steadily progressing toward ownership and leadership positions in the world's smallest to largest business enterprises.

For family business leaders, the demographic, environmental and social trends together indicate that encouraging the development of women as responsible leaders, owners and wealth stewards is not only the right thing to do, but critically essential for their family wealth preservation plus business success and longevity.

In their superbly-timed book, an iconic octogenarian of family business education, Professor Miguel Ángel Gallo collaborates with his remarkable quadragenarian protégé Dr. Rosa Nelly Trevinyo-Rodríguez to address a provocative question: How can enterprising families strategically capitalize on the gender diversity within their family to develop productive and confident next-generation family members capable of building functional families and overseeing and/or operating high performing businesses?

Twenty active consultants and scholars from 10 countries spread across 4 continents collaborate with Professors Gallo and Trevinyo-Rodríguez to bring their transcultural perspectives on women owners' involvement in family enterprises. Authors like Ethel Brundin, Ivan Lansberg, Matti Koiranen and Ernesto Poza whose professional journey extends as far as six decades, have not only observed, but contributed to the evolution in female education, ownership of property and inclusion in management and leadership in family firms.

Other emerging stars of family business research and advising share insights not only regarding the inclusion of daughters in family firms, but also about their preparedness and self-efficacy in making a substantive difference. Examples include a focus on the role and possibilities of women's inclusion in operational enterprises and investment arms like the single-family offices. Stark differences are noted between symbolic and strategic inclusion of females within their family-owned companies.

Anyone – men and women alike – planning to own, lead, advise or work with a successful, long-lasting multigenerational family firm should definitely read *The Power of Inclusion in Family Business* from cover to cover. This easy-to-navigate book is full of practical tips to understand and traverse common stumbling blocks to empower authentic family business leaders to build a talented, collaborative and collegial next generation, coupled with a gender-inclusive architecture.

The forces of change are in motion and gaining rapid momentum. Ignoring them or doing nothing is not an option. Mindful of the once-in-a-lifetime

opportunity to make a substantial difference for their families-in-business and their family firms, astute purpose-driven owners are reimagining and transforming their families-in-business' culture and practices, along with their firms' business models and structures into more female-inclusive contexts, reaping, in turn, economic and social returns.

Professor Pramodita Sharma
Schlesinger-Grossman Chair of Family Business
Grossman School of Business, University of Vermont
Vermont, USA

Introduction

The Daughters' Inclusion Challenge

Rosa Nelly Trevinyo-Rodríguez and Miguel Ángel Gallo

Although multigenerational families-in-business are diverse by nature, not all business-families are inherently inclusive. Why? Because while diversity in the business-family context is a given, inclusion is a choice – and as a choice, it implies awareness, reflection and action.

Family members are innately dissimilar or diverse in terms of their traits and characteristics with regard to gender, race, age, religion, culture, income, knowledge, leadership styles, etc., not to mention their personal preferences which they reveal and reach thru their acts. Hence, the real challenge for business-owning families rests not in how to bring more diversity to their families, or even to their firms, but in learning (first) how to manage, integrate and capitalize the family diversity they are blessed with.

As families-in-business get bigger, and family firms become more complex, inclusion turns out to be a key factor if an all-encompassing multigenerational business dream is to be attained. If the family business is to survive and endure, passion for family unity is imperative. As the old adage goes: "United we stand, divided we fall." In this respect, genuine emphasis and conscious work on the topic can actually forge stronger bonds within and across generations, potentially bringing them together around shared values such as honesty, openness, respect, and acceptance.

Having said that, inclusion is not likely to be achieved overnight. So, instead of trying to do everything and deal with all potential types of family diversity, we must favor targeted efforts that in due time can yield a meaningful, exponential change. Thus, let's be specific and address, first and foremost, the most basic type of diversity: gender-diversity.

Accordingly, our book's notion of inclusion specifically deals with women-inclusion. We focus, for the most part, on *how* families-in-business handle their intrinsic gender-diversity, emphatically concentrating on *how* they can create environments where all family members – men and women – can feel loved, accepted, respected, fairly treated, trusted, supported, involved, and included.

The world and society are shifting at a fast pace, and so are family configurations and the business models of companies. This evolution is influencing and adjusting gender roles and behaviors making them more suitable to better survival in modern societies. In this regard, new family demands and market realities

The Power of Inclusion in Family Business, 1–18
Copyright © 2022 by Emerald Publishing Limited
All rights of reproduction in any form reserved
doi:10.1108/978-1-80117-578-420221001

are driving enterprising families to rapidly acquire the knowledge and skills to successfully navigate these transformations. To address this growing norm, we put together this book to help families-in-business approach and assess female inclusion in their own nucleus and in their family firms.

We want families-in-business to make a stop along the way, think and re-think the role and the standing that next-generation women owners or owners-to-be are taking, and will take, in their family businesses. Genuine female inclusion starts at home. If a business-owning family fosters an inclusive culture and environment where gender-diversity is esteemed, respected, and embraced so that all family members find a sense of purpose and self-worth, their family firm will most likely display those values and organizational culture.

Furthermore, evidence supports the premise that gender-diversity and inclusion have a positive impact on the business' bottom line. In this book, we aspire to help enterprising families understand the power of including valuable next-gen women owners in the family firm management, decision-making, ownership and investment structures. The impact of females in the family business cannot be overstated, particularly in terms of firm performance, innovation, management and leadership synergy, succession processes, stewardship promotion, and the advancement of entrepreneurship.

Cultural views, religious beliefs, and family conceptions and expectations influence the decision to add women next gens to the family firm. But considering the business continuity challenges that family businesses and family offices are currently experiencing around the world, a new, inclusive view on how the family business can take advantage of their own *familial* resources – namely, talented women owners – may well help them to increase their survival chances and preeminence around the globe. A wider and complementary talent pool of men and women, enhances collaboration, innovation, above-average profitability, and so on.

Research indicates that men and women do offer different, unique skills and resources. Women exhibit more communal attitudes and behaviors – social sensitivity and intuition, empathy, caring and cooperative stances, emotional expressiveness, and a desire for common ground. They demonstrate higher communication skills (verbal ability), strong attention to detail and a practice-oriented approach. On the other hand, men show more agency with regard to goals and power, being more dominant and competitive. They also exhibit higher geometric/spatial ability and tend to be more theory-driven and oriented toward justice.

Women's superiority in communal and men's advantage in agentic characteristics are not opposite, but complementary. In order to capitalize on these complementarities, men and women must understand each other and accept their valuable contributions, both in the family and the business. Moreover, they have to acknowledge, accept, and respect that due to their innate unique skills and resources, they will exhibit different leadership and management styles.

But, taboos, misconceptions, prejudices, and gender bias continue to hold female owners back from active involvement in their family firms, deterring them too, from reaching their full potential. So much so, that during our international consulting, research and teaching engagements, we have encountered many

ill-equipped next-generation owners or owners-to-be, especially among daughters. We coined this phenomenon "**the daughters' inclusion challenge**." Some common conditions we have observed among these women, which we address and provide solutions for in this book, are:

- Lack of ownership legitimacy or *auctoritas*, which translates to not having the social recognition needed to influence people and their decision-making. As business owners, next-gen women hold the firm's legal rights, but have not attained the moral authority to make their voices heard and followed.
- Inadequate understanding of family business matters and wealth management strategies due to limited business-investment socialization.
- Incomplete access to family business figures and family wealth (assets) information.
- Circumscribed ability to participate in the family firm's decision-making processes due to bounded involvement in the family business' Top Management Team and/or Board of Directors.
- Selective inclusion in single-family office governance structures such as the family office investment committee and/or family office board of directors.
- Underutilization of their negotiation skills due to inexperience, role conflict, or double bind.
- Inappropriate shared-leadership dynamics among gender-diverse teams of siblings and/or couples.
- Ineffective succession processes and outcomes due to unapprised gender-dynamics (predecessor-daughter successor).
- Skepticism and uncertainty as a result of the family-in-business lack of transparency.
- Unengaged proprietors with weakened and threated identities who are worried about communicating, negotiating, and settling their expectations, feelings, and concerns.
- Burn-out due to deficient work–family balance tools, coupled with the family or partner reluctance to adapt to the changing role of women in the family and business domains.

We bear worldwide experience in (1) training female next-gen owners to engage in management, governance and/or ownership roles within their family firms and family offices; (2) building up, developing, and adjusting family constitutions; (3) designing governance mechanisms and ad-hoc ownership configurations, and (4) solving wealth inheritance problems. In gaining and sharing this experience, we were enlightened about one irrefutable truth: Becoming a responsible owner is not easy; yet, nothing but good ownership makes for long-lasting family companies. In this regard, *The Power of Inclusion in Family Business* is a guide for grooming next-generation responsible women owners of family businesses.

Putting together this book took a remarkable international effort. Outstanding family business scholars and practitioners from 10 different countries – Canada, Finland, India, Italy, Japan, Mexico, Spain, Sweden, Taiwan, and the United States – come together and apply their theories, research methods and practice, to

serve the common purpose of providing novel insights, gender-sensitive consulting practices and culturally adapted recommendations to advance the daughters' inclusion challenge.

This book should be read completely or in segments by all male and female members of multigenerational families-in-businesses who have or will have ownership responsibilities in the family firm; who are involved or want to get involved in the family business; who like to contribute and add value to the family legacy; who are in charge of training future generations to become stewards; who are in the route of identifying and grooming potential successors and/or who are in the process of transferring their family wealth and aspire to create a long-lasting family dynasty (i.e., parents, grandparents).

Our book is also for non-family employees working in the family firm and the family office, like the CEO, COO, CFO, and CIO (to name a few), for all members of the Board of Directors, and for practitioners and scholars who mindfully acknowledge the need and advantage to transform enterprising families and family businesses' management, governance, ownership, and investment structures into more gender inclusive systems. Family business consultants, wealth management bankers, corporate and tax lawyers, trust attorneys, professional coaches, therapists, and mediators can certainly benefit from this text.

A Women Inclusive Environment

We have learned from several decades working with global families-in-business that fostering women-inclusion in the business-owning family and the family business is always a work in progress. As Fig. I shows, the process requires six crucial aspects: (1) Love, (2) Learning, (3) Freedom & Acceptance, (4) Confidence, (5) Collaboration & Collegiality, (6) Co-Evolution.

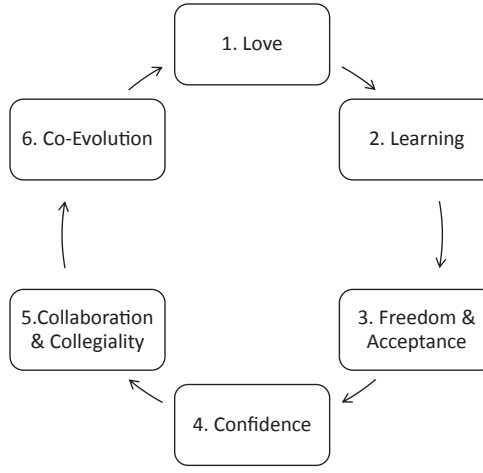


Fig. I. A Women Inclusive Environment – Crucial Aspects.

1. Love

Our dignity as humans rests in our rational nature. And, while material goods have prices; we, as people do not. Instead, we have *dignity* – meaning no substitution of one person for another can preserve exactly the same value. Given that as human beings, we are all equally dignified and no substitutions would work, there is no possible way we can justify any superiority of one person over another. The ultimate source of equality between women and men is their dignity as human beings.

Respect is the required minimal response to acknowledging human dignity. Respect "arrests our self-love" (Velleman, 1999, p. 360), controls our egocentricity and prevents us from treating other human beings as a means to our ends. To respect someone is to see that person as a separate and independent center of value. This would mean that love is at the core of respect, since love involves "respect for your beloved as the particular person she is, and this requires respecting her autonomy" (Helm, 2017, sec. 2, para. 6). Love is therefore and in turn a similar response to recognizing the dignity of persons.

Love is morally valuable because it builds and holds relationships, specifically loving relationships like family dynamics and bonds. Positive family relationships not only promote self-knowledge but also contribute to personal well-being, improvement, and fulfillment in life. Love increases our individual feelings of self-worth, allowing people to develop healthy identities. Feeling loved lowers our stress and blood pressure, and benefits our general health and longevity.

Love reveals itself by caring about the needs, concerns, and interests of others. In this way, "[t]he intention in love is to form a *we* and to identify with it as an extended self, to identify one's fortunes in large part with its fortunes" (Nozick, 1989, p. 78). Because love involves forming a *we*, we must understand other people, in particular other family members, as well as care for their welfare. Even so, in order for this love relationship to work, reciprocity is a key – it is not only for my sake alone or for your sake alone but for *our* sakes together. Viewed in this way, love goes hand in hand with promoting the common good, even if that means sacrificing our individual self-interest (such as a personal preference) for our common interest. This is precisely why love is the initial building block in the family-in-business and family firm female inclusion process.

If the family-in-business restricts women owners from being autonomous, it negatively impacts their development as human beings, diminishing their quality of life. Some business-owning families do not deliberately want to hurt the women in their family. They might say that their reasons are actually altruistic, done out of "love" for their female children: "I don't want my daughter to deal with the stress and donkeywork our family business entails; I want her to marry well, to devote time to her family and kids, and to enjoy a soothing life. Our firm is in the heavy industry, and that's not a place for her." The question is, would

the determined women in their families, women who have aspirations to work and make key decisions in the family business, see this as a positive kind of love?

A positive type of love requires having some sense of what "well-being" means for a beloved family member, and what actions might affect, positively or negatively, her future quality of life. Consciously or unconsciously not favoring women's knowledge acquisition has long been a global, historical problem. Not granting women learning opportunities and inclusion in the governance and/or management bodies of the family business is condemning them to "… become a parasite that lives from subsidies and inheritances…" (Yepes-Stork & Aranguren-Echeverría, 2008, p. 248).

In our work with enterprising families, we've discovered that, among women family members, while a positive type of love is beneficial for their personal and professional development and improvement; an unfair, negative type of "love" encourages physical and emotional separation from the business-owning family and from the family firm. Discernment of love is quite a topic, yet, we just want to put forward the idea that while we can love and continue to love for good reasons, we can also cease to love for good reasons.

Loving each other implies having the capacity to recognize, from time to time, the need to stop and reflect about *"our"* life together. Which means, collectively finding the humility and openness to recognize what kind of business family we are; evaluating and devising what kind of family-in-business we want to become, and acting in response. In this line, the female inclusion process implies working out and adjusting – for all the family members' sake and well-being – the family values and role identities. The corollary being that the family-in-business love materializes when *all* its family members *equally* engage in this evolutionary process. That requires being open to learning through trial and error, and jointly improving while on the move.

2. Learning

In order to reach our full potential and make the best out of our lives, being alive is a necessary but not sufficient condition. Breathing air is just a way of existing, but not of genuinely living. True living implies putting forth our many capacities and aptitudes as human beings. Hence, true living requires learning.

As a matter of fact, the quality of our life and our balanced development as integral human beings depends on many things like how much we comprehend and learn, why we learn, in what ways we excel in the use of what we've learned; how we practice what we've learned and by what means we share our learning. When we use our learning experiences in a reflective and critical way, self-awareness about our own life purpose arises. And, as we consciously make meaning of our lives, we shift our view from obedient acceptance to reflective and conscious choices (self-determination).

Learning makes us aware of tacit assumptions such as historic/traditional prejudices, unconscious biases or role identity expectations, allowing us to assess their relevance for making interpretations and decisions, as well as for facilitating behavioral transformations.

A family-in-business that is anchored to intolerant, unfair and marginalizing traditions that prefer one gender over another – men over women – discourages its female family members to advance, achieve and fit, dampening their spirit (resulting in emotional detachment), and deterring them from becoming autonomous, independent human beings. How do you expect these women to personally and professionally excel in life and in their work duties if they have been denied from exploring their capacity to know and form judgment? How can we hope that these next-generation owners will reach their full potential, add value to the family firm and feel welcome in the business family if taboos and preconceptions have kept them constrained to lower-level responsibilities, or worse, have discounted them entirely?

Our position is simple: All family members must acquire the necessary information, knowledge, experience, and attitudes – the *auctoritas* or legitimacy – in order to suitably work in the family business, actively participate in its decision-making processes and/or aptly make ownership and wealth management choices. All family members should have the opportunity to accurately fulfill the duties of their roles in the business, allowing them to properly exercise the *potestas* – granted power, faculty – inherent to the management, governance, ownership or wealth management position they occupy. Lack of doing so will put at risk the future of the family business, while markedly undermining the family members' quality of life and self-determination.

Even so, in our global consulting practice, we have seen how the long-lasting practice of hindering women's involvement in the management and governance positions of their family firms, restricts their possibility of retrieving relevant family business and family wealth information. Such limits on women means they are not granted access to early investment and business socialization and fail, through no fault of their own, to attain top management positions, i.e., CEO or Board Members, access to wealth management boards, and even might preclude them from inheriting shares (ownership) in the family firm – though they might get "compensated" with other assets.

In most of these cases, these decisions were based, first and foremost, on an inborn characteristic (gender) which they had no power to choose. As could be expected, these family attitudes and behaviors act as "chains," impeding (or slowing down) women's development – even if they are talented and well-educated. Although the how's are never simple, choosing to ignore the gender issues within family-owned businesses can create noise and dissatisfaction in the family and business-wide.

Family members have the choice to act as gatekeepers or gate-openers regarding gender-inclusiveness, and in preparing good managers, board directors, and responsible owners. Gatekeepers concentrate development opportunities and support on a select few; gate-openers shift the focus and give those same benefits to all family members – men and women. Are you a gatekeeper or a gate-opener?

3. Freedom & Acceptance

Learning equals freedom; this is indisputable. Mahatma Gandhi famously said: "Freedom is not worth having if it does not include the freedom to make mistakes" (Gandhi, 1931, p. 31). Humans have been given the gift and the ability to learn from their choices.

Being endowed with the capability to decide what we want to do, what kind of objectives we want to pursue, how we want to build up our personal and professional careers is a human right. Yet, having free will means accepting the aftermath of our choices. We are responsible and accountable for the consequences of our actions. For that reason, our free will must be an informed will.

Ironically, within families-in-business, freedom is not always the family member's own choice. How's that? Well, sometimes the "free will" of family members is contingent on the opportunities the family culture and context provides and often is based on selective perceptions and/or distortions of the reality induced by close others. This happens because our self as a knowledge structure is dependent on the knowledge structures of others – grandparents, parents, friends, teachers, the community we live in. Our individual ability to reason is fundamentally influenced and connected to the way other individuals, groups and communities around us think. Psychologists call this "interpersonal cognition."

Predecessors, parents, and generational peers must be aware of the fact that, consciously or unconsciously, their "interpersonal cognition" and biases might facilitate or hold back family members' chances to exercise their true free will, leading them to the enhancement or detraction of their quality of life. In the end, how we (positively or negatively) interact and connect with our family-in-business and with the reality of the family firm determines how we make our choices.

Taking the latter into account, the business-family culture and family firm context, as well as its prospects and occasions, must constructively (and consciously) offer learning opportunities and experiences to all family members – men and women. Openness, unbiased counsel, and moral support, can help next-generation female family members develop the acumen to make and face their own, independent decisions. These independent decisions ought to be concomitant with the acceptance by the family-in-business, of their free choice. The lack of desire, abilities, competence or means of the family-in-business to

respect and accept its family members' choices means that the business-owning family is unable (so far) to include them – even though they may be willing to do so. When you ask, you ask for things; when you accept, you accept people. That said, accepting others is not just about loving them and getting to know them, but about understanding the kind of future (i.e., personal and professional expectations) they are looking for. Acceptance means allowing in spite of not liking.

Being aware of implicit biases concerning the family-in-business culture and fit might be a good way to create genuine freedom. In this line, be wary about forcing family members to "freely choose" within certain norms and pre-defined options. Moreover, think twice about menacing, manipulating or "buying" family members' loyalty in order to "choose" the family-in-business or family firm way.

Due to our exposure and involvement in daughters' family business immersion and parting processes, we can confidently say that using rewards and punishments to persuade and convince them to join – or not to join – the family firm does not work. Families-in-business should rather use rational, well-reasoned communication, entrusting women to freely choose what to do to build up their future career, even if it is not within the family-in-business traditional framework, or even within the family business long-established structure.

Trusting daughters to make their mind is a key. When women owners feel accepted and supported, they increase their motivation to achieve and also make better personal and professional decisions. Acceptance and support is important since women tend to be more vulnerable than men when deciding under stressful conditions. If real inclusion is to be promoted in the business family and the family firm, staying away from the "it's my way or the highway" motto is a good idea.

The freedom to choose is a key element of human dignity but without acceptance there is no true freedom. Respecting that liberty is respecting family members' ability to make moral judgments based on notions of right and wrong and to be held accountable for their acts. Having said that, remember that freedom entails learning. Family members will, sometimes, make bad choices that we will have to accept. It is important that we allow them to make mistakes. In the end, rational truth cannot be imposed. It comes from seeking. And that is indeed, a personal maturation process we all have to endure if we want to achieve our full potential.

4. Confidence

Our family is our first learning place. Indeed, even though trust can be classified as a social virtue inherent to human beings, the truth is that our disposition to trust others is generally learned and developed during childhood, with the help of our parents and close others. We learn that trust in family members is

both, a need for survival and a psychological requisite. Trust reduces the family's internal complexity, decreases existential anxiety and promotes reciprocity in the family members' long-lasting relationship. To enhance trust in a family relationship, there are six basic components that are necessary:

- Openness – open to evaluate things, non-judgmental.
- Honesty – being clear about the family expectations, your individual needs and about what both (*we*) want to make happen in the future.
- Integrity – moral uprightness, exhibiting ethical values, guaranteeing fairness.
- Concern – showing generosity and care.
- Accountability – fulfilling promises, being responsible, reliable.
- Reciprocity – looking for the common good.

The expectation of the continuity in the relationship, "the shadow of the future," is fundamental to the creation of trust. "The shadow of the future" is captured by the occurrence and development of reciprocity. Reciprocity alters the dynamics of confidence because through our successive interactions, we learn and make predictions about our future family and business dynamics.

Family relationships that improve morale and performance tend to be based on mutual trust and reciprocity between the business family (as a collective agent) and the family members (male and female individuals). This is called bi-directional confidence.

- *Family-in-Business*: Confidence is the positive expectation that the family member will choose wisely regardless of the family's ability to influence and compel that member.
- *Family Member*: Confidence is the positive belief that the family-in-business (as a collective) will behave in a way that enhances *my* quality of life (as an individual), without using controlling elements that might limit *my* knowledge acquisition, learning experiences and freedom of choice.

Confidence is a two-way street: You have to give it if you expect to receive it. In our role as board members of international family-owned companies and family offices, as well as facilitators of multiple family councils, we have discovered that the best governance mechanisms are not those that dictate excessive rules and conduct guidelines; but rather, those that trust and accept its members as they are, along with their unique contributions, providing them guidance, responsibilities and feedback.

Viewed in this way, the family-in-business and each family member must put forth trust and trustworthy behaviors, pay back (extend reciprocity), learn from interactions and accept the positive or negative outcomes (choices) if an inclusive family-in-business and family firm climate it sought after.

Both, control and trust can lead to confidence. Yet, authentic confidence – the type of confidence built on learning and freedom – is formed on mutual trust and reciprocity. Still and all, when dealing with confidence in the business-family setting, some families-in-business have a tendency to talk about trust but to implement control, or in some other instances, to employ half-truths.

Half-truths enormously damage the family members' trust and confidence, but most importantly, place their self-identity at risk. In our advisory role, we have met next-generation women owners who freely chose to join the family firm, but who were not aware of the fact that the top management positions in the family business were actually and consciously "reserved" for their male siblings or cousins – independently of how much they worked, excelled and/or sacrificed.

We have also met numerous female next gens who were promised things that were not fulfilled. One woman prepared hard to become a responsible owner based on being told that "one day, you will be an owner." But she had not been informed with certainty and full veracity (even when her parents and male siblings knew it throughout and in advance) about the family wealth's future distribution i.e. family firm's shares allocation.

In business as well as in family units, all human beings have a basic need to know what to expect. This need extends to having the information to foresee and predict what could happen in the future. Yet, if the female owner doesn't have enough information to feel confident about the future or if there is uncertainty about the opportunities she will have, then she is not really free to choose. Inclusion in the family-in-business or in the family firm, should not be contingent on second intentions. Subsequently, whenever it comes to work opportunities, career development and future wealth transmissions, second intentions, half-truths or "we will see" attitudes are never a good sign.

Confidence is important for our well-being and for fostering better, more cohesive family relationships. Our experience has shown time and again that confidence facilitates collaboration and collegiality among family members, not only in the family-in-business but also in the family firm.

5. Collaboration & Collegiality

Our happiness, and as a result our quality of life, is determined by the character of the home we build and enjoy. Active participation by woman owners in the management, governance, ownership, or investment structures of the family enterprise should not limit their opportunity to build and enjoy a good home. Facilitating and making a robust home life possible, demands effort from the enterprising family, the family firm and most importantly, the female next gen's significant other.

While working with business-owning families, we identified that women owners who actively participated in leadership positions of their family businesses and who created a sane work–family balance, had normally received a great deal of social support from two primary sources: their spouses/partners and their mentors/advisors.

Yet, it is this specific topic – spousal supportive attitudes and behaviors – that most of the time creates a major challenge for next-generation female owners. Research indicates that the best spousal support directly influences stress, emotional fatigue, wellness and the successful balance between work and family responsibilities. A lack of spousal support negatively impacts women's professional productivity and career advancement, as well as family harmony, resulting in overwhelming anxiety, deficient negotiation and conflict resolution prospects, and marital strains.

Within this frame of reference and in order to better understand and facilitate daughters' meaningful contributions to their family firms plus their work–family balance, three main ideas should be considered:

1. The responsibility of building a good home is vested to, and relies in, both spouses. It is up to both of them to contribute to the household in different ways and with diverse means, yet each of their contributions is equally valuable.
2. Most of the time, building a good home does not require a woman's exclusive time and long-lasting dedication, as this shared-responsibility is compatible with other responsibilities – i.e., family business leadership roles. Still and all, work–family balance tools and mechanisms must be provided, especially during motherhood, since work and family relationships change.
3. If the women owner freely chooses to devote all her time and effort to raise her children, the possibility that she might contribute and play an active part in the family firm management, governance, ownership or investment structures later on must not be ruled out. *Everything in its own time*. Considering life expectancy is increasing, it seems plausible to say that nowadays there is time for almost everything. Even so, the only thing female proprietors cannot forgo is the occasion to learn and prepare as responsible business owners.

A trustworthy, sincere and permanent dialogue between spouses is needed if a solid household is to be developed. By expressing their candid opinions, listening to each other with the intent to understand, and being willing to change their minds when an unknown truth is expressed, spouses demonstrate mutual respect for each other. This kind of inclusivity opens the chance of having challenging conversations while feeling secure and supported.

Moreover, family support is a source of self-realization that motivates individuals to erect a good home and to achieve work performance, which facilitates work–family enrichment. In this setting, true collegiality calls for recognizing

what is important to each partner, while effective collaboration involves considering these needs in joint decision-making. It is only through mutual commitment to shared-responsibility, collegiality and collaboration that a meaningful household could be created and sustained.

6. Co-Evolution

After many years of research and of serving business-owning families and their daughters, we discovered that all inclusion processes require mutual, adaptive changes – from values, mindsets and behaviors, to spaces, structures and narratives. Both, the business-owning family and the family firm must develop their absorptive capacity in order to embrace and reinforce all of its members.

The biology term "co-evolution" refers to the idea that evolutionary change can occur between pairs of species as they interact with each other. As a metaphor for inclusion, when dealing with both the family-in-business and the family firm, creating an inclusive environment for women is like co-evolution because it entails learning, feedback, de-learning, assimilation, and change between differently gendered people.

Ultimately, when referring to multigenerational enterprising families and family firms, no one is able to carry out their role completely alone. Collaboration and collegiality are a must if survival is to be achieved. So, either for love and/or longevity for the family business, all family members and owners must coexist – along with their stakeholders. The quality of that coexisting relationship is what determines their co-evolution or de-evolution.

No responsible owner in their right mind will accept sloppy work, negligent decisions or chaotic relationships that could put at risk the goose that laid the golden eggs. Thus, progress will be attained in the family firm when both women and men:

- show a strong commitment to professionalism and firm advancement;
- feel and act freely in order to fulfill their duties;
- join their unique, innate and complementary capacities to have a more communal and productive firm; and,
- value, accept, trust and respect each other.

Men and women owners should make a committed effort to foster a balanced and positive coexistence within their families and firms. The latter is crucial given that our lifespan is extending, and that we will be coinciding and collaborating at work for longer periods of time.

Without an assertive and positive coexistence among family members, sustaining harmony, unity, and commitment to the family firm is challenging. And, without harmony, unity and commitment, building up competitive strengths in

the family business will be difficult; strategic and organizational weaknesses are bound to appear and evolve. Biologists would call this "de-evolution."

In order to coexist and positively co-evolve, time and space is required. Family members must know each other, explore and understand their views and thoughts, enjoy time together and base their interactions on realities, not lies; in justice, not discrimination. Only when family members interact on such terms, a worthy and meaningful community of values and principles is created. This cooperative spirit is then applied to the family business operational interactions, decision-making, investment and ownership resolutions.

In short, for the family business to move forward and last for generations to come, men and women owners of the enterprising family must jointly coexist and co-evolve, accepting that they are different but complementary, and recognizing that due to their equal human dignity they must hold equal opportunities to carry out important leadership responsibilities within the family firm.

Fig. II shows a diagrammatic representation of the six major components we have exposed above, and which all together form our **Family-in-Business and Family Firm Female Inclusion Process (Model)**.

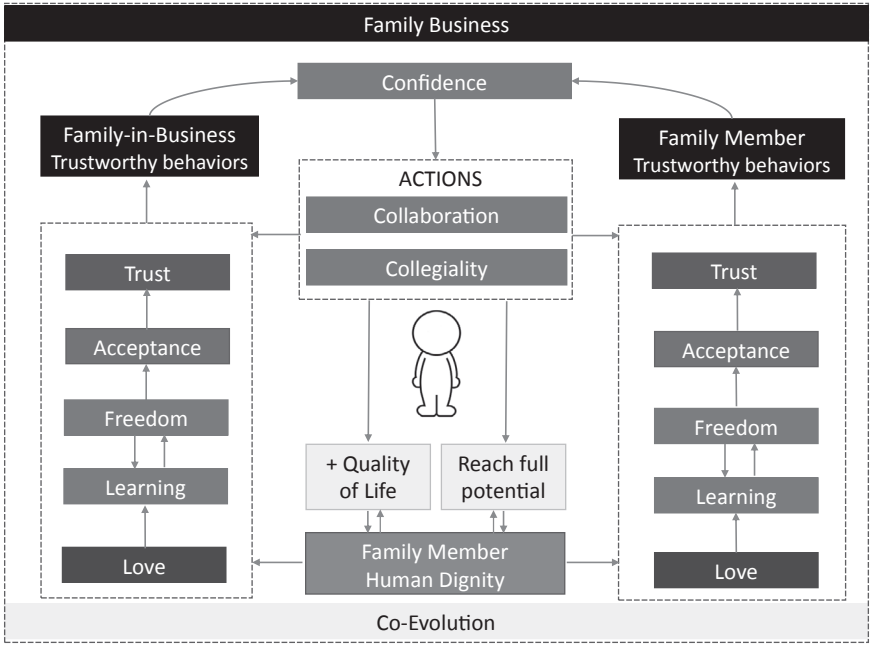


Fig. II. Family-in-Business and Family Firm Female Inclusion Process (Model).

Book Structure

This book is organized into three major parts: I. THRIVE, II. ACHIEVE, III. BECOME.

Part I. THRIVE, deals with the first three building blocks or necessary conditions of our inclusive process: *Love, Learning and Freedom*. Altogether and positively exerted, these three family-in-business principles and human rights allow women to thrive in the family firm. This means to visualize, develop and assess their standing and potential – personally and professionally, as well as to interrupt unconscious biases.

Chapters 1–4 discuss the following:

- how to prepare next-generation women owners as responsible, valuable board members and proprietors;
- how females' unique traits and resources influence business innovation, resilience and survival, plus business model adaptation in long-lasting family firms;
- how socio-cultural changing dynamics impact the way women incorporate (or not) in the family business; and,
- how gender differences in negotiation styles and behavior materialize in the context of family enterprises.

Chapter 1 discloses how families-in-business' women can boost and build up their boardroom capital and become valuable board members, providing a framework to facilitate training and immersion processes of next-generation female owners.

Chapter 2, written by Hikari Akizawa, addresses how inclusion, particularly householding practices, provide a competitive advantage that could lead to business model innovation and family firm survival during times of adversity.

In Chapter 3, Eric R. Kushins and Myriam Quispe-Agnoli provide us with a historical, macro-level view of the factors that have shaped the life and work trajectories of women, specifically focusing on the current availability of unpaid female family firm workers.

Within Chapter 4, Kandarp Harsiddh Mehta discusses gender differences in negotiation styles and behavior in the context of family firms, particularly addressing how women owners overcome negotiation challenges and turn them into opportunities.

Part II. ACHIEVE gives us a broad understanding of how *Acceptance, Confidence and Collaboration* influence the attainment or failure of our advocated inclusive process. Enabling women to achieve in the family firm means not only accepting them as they are and giving them the opportunities to show their value, but also bestowing them with true confidence, encouragement, resources and support (culture and context-specific) to help them succeed. It is nonsense to train and prepare female next gens if we are going to unconsciously sabotage them by, for example, believing they are not going to make it or not backing them while they are finding success and elevating their positions in the family firm. To help daughters succeed, we need to be aware of the latter, since whether we wish to or not, through our attitudes, behaviors and narratives, we tend to involuntarily communicate our real thoughts and expectations to others. And, pretty often, those others respond by fulfilling our expectations.

Chapters 5–7 focus on:

- how female next-gen owners cope with negatively emotionally charged events happening in the family firm;
- how these occurrences build up or threaten their ownership or manager identity;
- how gender-dynamics in the family and the business systems affect succession processes and outcomes; and,
- how female owners deal with the specific dilemmas they face when inheriting substantial wealth.

In Chapter 5, Ethel Brundin and Markus Plate raise our awareness about the disadvantages daughters face when intending to share negative emotions in the family business context, examining how that affects their self-identity, relationships and decision-making.

Chapter 6, authored by Christina Constantinidis, Teresa Nelson and Issaka Oumarou Harou reflects on succession processes at different levels, affirming that including daughters in the succession process is not enough, but that the family firm context must also be culturally and structurally prepared to receive them – especially when engaging in the process of shared leadership.

In Chapter 7, Neus Feliu and Ivan Lansberg shed light on the challenges daughters face when inheriting shares in their family's business, and on the factors that influence their decision to get involved as operating owners, governing owners or engaged owners.

Part III. BECOME concentrates on how *Collegiality and Co-Evolution* not only engage women into the family firm and family office, but also inspire them to become transformational leaders and conscientious stewards of the broad and rich family business-based wealth. Actually, the family members' wealth is composed by diverse types of capital. Spiritual capital involves family values, tradition, unity and harmony; human capital entails the family members' skills, knowledge and character; structural capital refers to the family and business governance structures; financial capital denotes the companies, money, assets and investments, and social capital stands for the responsibilies the family-in-business has with the community.

Chapters 8–10 concentrate on creating dynasties, exploring in a practice-oriented way, and with real life cases and experiences, the following:

- how to make male–female shared-leadership work;
- how certain female-specific skills can contribute to the continuity of the family wealth;
- how single-family offices actually work in regard to activities, philanthropic efforts, new business ventures, governance structures, strategy and vision;
- how next-gen women owners participate and add value in their single-family offices.

In Chapter 8, Salvatore Tomaselli explores how a gender-diverse team of siblings developed an inclusive model of shared leadership, which they adopted to

manage their family firm, explaining how this could be done and under what circumstances. Chapter 8 pinpoints that women have innate transformational leadership talents, for example, communication skills to resolve conflicts, build networks and support collective concerns. And, although transformational leadership is not fully linked to gender, next-gen female owners (more than men), demonstrate these leadership characteristics creating a "stickiness" factor, called togetherness, that fuels harmony and performance (Sharif, 2019).

In Chapter 9, Marjo Miettinen and Matti Koiranen turn to women's experiences in building trust in single-family office (SFO) activities. Trust is an essential element that glues families-in-business together and might be perceived as an "inclusion" pre-requisite whenever it comes to pooling wealth and investing it. Studying how women-specific skills can effectively contribute to enhancing trust in the family office context can have an important impact on the continuity of the family wealth across generations.

Empowering female owners to become leaders and stewards means making them aware of their resources and potential, as well as of their responsible ownership role and accountability to protect their heritage, continue building wealth and contribute to the best interests of the family, the firm and the community. Bearing that in mind, in Chapter 10, a multicultural group of authors analyze women owners' leadership and contributions within the activities and governance structures of 12 global SFOs located in Europe, North America, Latin America and Asia Pacific. This chapter allows us to better understand the SFO landscape and uniqueness in regard to female next-gens' participation and value, helping us to realize that location and culture do play a role whenever it comes to daughters' affluence management and preservation.

Each of this book's 10 different chapters end up with a set of takeaways and action-oriented recommendations to shape and build a better and more inclusive, dynamic future for multigenerational families-in-business and global family firms. We suggest that you pause at the end of each chapter, consider whether and how its insights and recommendations are relevant to your enterprising family or family business, and what you can do differently, given your new understanding of the situation.

On behalf of the authors, reviewers, and the editorial team, we sincerely hope that you find this multicultural, multidisciplinary and practice-oriented book a valuable and relevant resource. The daughters' inclusion challenge is not going to be solved overnight, but providing a fair, inclusive environment for next-gen women owners is a good start if the long-term success and survival of the family business is sought. **Families-in-business and their family firms must walk the talk and send powerful messages**.

References

Gandhi, M. (1931). *Young India*. Navajivan Publishing House. Vols. 13–14, Theme 2. p. 31. Original from, the University of Virginia. Digitized 2009.

Helm, B. (2017). Love. In E. N. Zalta (Ed.), *The Stanford encyclopedia of philosophy* (Fall 2017 Edition). Retrieved from https://plato.stanford.edu/archives/fall2017/entries/love/

Nozick, R. (1989). *The examined life: Philosophical meditations*. New York, NY: Simon & Schuster.

Sharif, K. (2019). Transformational leadership behaviors of women in a socially dynamic environment. *International Journal of Organizational Analysis*, *27*(4), 1191–1217. doi:10.1108/IJOA-12-2018-1611

Velleman, J. D. (1999). Love as a moral emotion. *Ethics*, *109*(2), 338–374.

Yepes-Stork, R., & Aranguren-Echeverría, J. (2008). *Fundamentos de la Antropología: Un ideal de la Excelencia Humana*. (Fundamentals of Anthropology: An ideal of Human Excellence). Pamplona: EUNSA.

Part I

Love, Learning and Freedom: Enabling Women to THRIVE in the Family Business

Chapter 1

Are You Ready to Serve on Your Family Business Board? Women Directors' Governance Succession Insights

Rosa Nelly Trevinyo-Rodríguez and Miguel Ángel Gallo

Abstract

How do families-in-business deal with intergenerational female succession in their company's corporate governance structures, i.e., the board of directors? How is female boardroom capital built up? This chapter explores the boardroom immersion processes and mentorship programs followed by 44 Mexican and Spanish next-gen women owners of 2nd, 3rd, and 4th generation, privately-owned, national and international firms, who were appointed for the first time to their family business' board of directors between 2005 and 2020.

Our outcomes show that intergenerational female corporate governance succession is driven more by particular families-in-business matters, like the inheritance of ownership rights, than by corporate governance codes or soft legislation. We discovered that next-generation women owners are more likely to be appointed for the first time to their family business boardroom when they're between ages of 38 and 47. Ninety percent (90%) of them will be appointed at or before 57. Our findings also reveal that 4th generation female owners are immersed in the boardroom at a younger age.

When analyzing the immersion processes, we noticed too that due to limited business socialization during their upbringing, some of these well-educated, professionally qualified females had to cope with holding legal ownership (*potestas*) in the family firm but missing business decision-making legitimacy (*auctoritas*) in the governance structure. Based on our results, we developed a families-in-business female boardroom capital development framework to help them achieve both: *potestas and auctoritas*, as well as to facilitate next-generation women owners' boardroom incorporation in family enterprises.

Keywords: Family business; women inclusion; governance succession; *Potestas*; *Auctoritas*; Female Boardroom Capital Development Framework

The Power of Inclusion in Family Business, 21–41
Copyright © 2022 by Emerald Publishing Limited
All rights of reproduction in any form reserved
doi:10.1108/978-1-80117-578-420221002

Introduction

Family business offers women abundant opportunities: professional careers and access to male-dominated industries, as well as more autonomy for job security. Today, countless women are making important professional advances in their family companies, while others have consciously chosen not to extend their titles and responsibilities. Even though women could decide which position within the family firm best fits their needs, traditional roles still reflect a number of social and cultural factors that influence women's participation and behavior, some of which limit their professional development within the business. Factors include skeptical parents and siblings, invisibility, motherhood and child care, gender bias in the socialization processes within the family company and in the development of human capital (education and experience of heirs).

Women are increasingly playing an active part in the ownership, governance, leadership and management of family businesses. They are also frequently questioning gendered roles and traditions, so understanding the different professional functions they play is imperative if the long-term success and survival of the family enterprise is to be pursued.

Most of the existing and rather limited literature on the professional role of women in family companies tends to converge on female managerial succession (executive succession). This narrow focus limits our knowledge and appreciation of other influential and legitimate succession paths woman can engage in within institutional family firms. These include board membership or ownership rights' exertion (shareholder).

For that reason, scholars in the field have recently stressed the need to understand succession as an interactive, dynamic and lengthy social process involving multiple roles and responsibilities, social identities and stakeholders. Trevinyo-Rodríguez (2010) underscores the fact that in established, institutional family firms, succession is one of the most complex events families-in-business face, since this social process takes place not only in one, but in four distinct spheres – management, governance, ownership, and the family system. Eventually, there are four parallel types of succession paths occurring at various times: (1) executive succession (management), (2) corporate governance succession (board of directors), (3) ownership succession (legal rights), and (4) family governance succession (family leadership/family council).

Although women's involvement in family business has been a topic of academic inquiry since the 1980s, specific research on the intergenerational role, involvement and impact of females on the board of directors of non-public family firms only began to flourish in the early 2000s. Sharma's observation made in 2004 argues that the family business field lacks systematic research about contextual and individual factors related to women's participation in family-owned firms, especially in leadership and decision-making positions. This remark is still as valid and true as it was in 2004. The current literature is scarce and sometimes superficial on its inferences. Not surprisingly intergenerational female corporate governance succession processes in family companies are understudied.

We can deduce that this lack of attention is mainly due to scholars' restricted access to the family business' boardroom interactions. Thus, not only is more

research on the topic needed, but so is further feedback from the actual practice. This is the only meaningful way to contribute to proper theory building in areas where lack of information, absence of factual evidence and dearth of data sets is present, and where a bifurcation in the literature exists (female directors on corporate boards vs the roles of women in family firms).

To advance theory development on the experience of next-generation women owners when incorporating into their family firms' board of directors, we chose to combine two methodological traditions. The first is grounded theory and the second is action research. We applied grounded theory to guide data codification, categorization and analysis, while action research was used to track and assess learnings, behavioral changes and identity constructions while in consulting meetings, boardroom interactions and individual mentoring sessions.

This longitudinal study analyzes 44 Mexican and Spanish next-gen women owners of 2nd, 3rd and 4th generation privately-owned, national and international companies, who were appointed and immersed into their family firms' board of directors between 2005 and 2020, and who agreed to pursue a specific mentorship program in order to do so. We evaluated our multiannual notes and consulting remarks for each individual female, coupled with her family and business archival records, family members' interviews as well as observations and reflections of the dynamics taking place in board meetings where we not only accompanied them, but also participated as fully-fledged members of the board of directors.

In this chapter, we explore, in depth, these immersion processes. We uncovered the main motivations these females had to engage as directors and participate in the boardroom dynamics, assessing the developmental routes they experienced in order to acquire and nurture an active board member identity. Based on our findings, we developed a multi-skilled, ad-hoc families-in-business' female boardroom capital development framework.

This study adds to the women in family firms' literature, to the family business succession research, to the women on corporate boards' discourse, and to the human capital development investigations – particularly on the legitimacy of the person, identity construction and female directors' training and mentoring. Our research has strong implications for preparing, developing and advising families-in-business' women owners so as to develop boardroom capital and become valuable board members. We expect our results will shed light on this phenomenon and provide a sound practice-oriented training approach to facilitate their incorporation in the family business corporate governance structures.

Literature Review

Ample investigation has been done on how gender diversity in the boardroom does and does not influence decision-making and firm performance. Also, there is some literature exploring the roles of women in family businesses, but very little research has been done integrating both lines of study. For this reason, it is important to acknowledge that when dealing with next-generation women owners participating on the board of directors of their well-established, institutional family firms, a bifurcation in the literature exists. Research on the topic is fragmented, scattered across academic journals and practitioner's publications and

most of the time is unacknowledged and inconsequential. As a result, two key questions remain unanswered: What do we know about intergenerational female family business corporate governance succession? What do we know about families-in-business' women boardroom capital development?

Female Directors in Corporate Boards

Corporate boards are responsible for major corporate decisions, influencing firm performance and acting as critical strategic assets that can enrich decision-making at the top of both listed and privately-owned companies. Yet, since corporate productivity is associated with the board characteristics, the effectiveness of such strategic decisions is without doubt determined not only by the board composition, but at the same time, by the abilities, powers, objectives and intentions of its directors.

Recently, the empirical evidence has related gender diversity to corporate financial execution. Most of the results reported so far derive from samples of publicly traded companies, leaving out closely-held family firms. But a few latter-day studies have devoted attention to examining the impact on firm performance of women's participation in the family business boardroom. Academic research has reported mixed results, exhibiting positive, negative, and neutral effects. On the positive side, female members in family business governance roles tend to be associated with superior performance, innovative management practices, and an overall better organizational climate. On the negative side, researchers documented adverse impacts related to nepotism, dynastic management, and strategic financial decisions such as dividend announcements.

Based on the positive results, and provided that corporate gender equality in the business world is still a social pending matter, multiple countries have put out policy efforts to promote gender diversity in the boardroom. For instance, Norway, Finland, Germany, France, Belgium, Iceland, and Italy (to name a few) implemented affirmative action legislation and established mandatory gender quotas. Alternatively, countries such as the USA, UK, Sweden, Denmark, Poland, Austria, Japan, the Netherlands, Mexico, Spain and Australia have opted for issuing soft law regulations, setting up voluntary gender balance targets, publishing and distributing good corporate governance guidelines and providing certain (tax) incentives – rather than sanctions – for companies that foster gender parity in their boards.

In our particular cases – Mexico and Spain – gender equality in the boardroom is encouraged by the legislation but not required. In Mexico, corporate gender diversity is only promoted through the guidelines for good corporate governance. Although in Spain, the Spanish Gender Equality Act passed in 2007, suggesting that all large public and private Spanish firms appoint a target of 40% of each gender to serve as board directors by 2015, at present, there are very few quota-compliant firms in the country, roughly 5%.

The Role of Women in Family Business

In 2009, Martinez-Jimenez published the first academic literature review on women's involvement in family firms, identifying two trends of research findings

since 1985. The first focused on the hurdles females faced when joining their family business, including the lack of recognition for their work. The second considered the opportunities that family firms offered women to develop their career paths into leadership positions, analyzing women's performance and professional achievements.

More recently, a couple of publications have clustered and explored current academic contributions on this topic, identifying general trends and pinpointing promising areas of future investigation. Although these reviews have been useful in mapping emerging research on women's involvement in family firms, the published works in the body of literature have little to say on the role of gender in privately-held, family business corporate governance succession – i.e., daughters' immersion in the family business' board of directors. We noticed that the current, constrained women-focused literature is mostly centered on studying father to daughter, mother to son and mother to daughter executive succession.

What do we concretely know about intergenerational female family business corporate governance succession? A few studies highlight that women are usually passed over as potential board members unless they are forced into leadership and decision-making structures through a crisis, ownership mandate or unicity – this means they are only daughters or there are only female descendants. We also know that female participation on the family business board is influenced by the generation in charge and by the age of the board members. Younger board members are more prone to gender diversity, and next-gen women boardroom involvement is noticeably more observed and practiced from the second generation onward.

Recent studies demonstrate that the presence of women in corporate governance roles, as board members in the board of directors, is more pronounced in family businesses than in non-family businesses. But findings from the 2019 EY and University of St Gallen Global Family Business Index – which contains 525 of the world's largest family businesses[1] – revealed that family members operating in their company's boards were overwhelmingly male, where just 5% of boards were comprised of female family members. Being family businesses – the most prevalent organization worldwide – the latter is truly thought-provoking, since it means that globally, only a few female family members actively participate in their company's strategic decision-making processes.

Last but not least, **what do we know about families-in-business' women boardroom capital development?** Almost nothing. While several contributions have dealt with the socialization processes taking place in the business-family and in the family business during managerial or executive succession, many of them pointing out specific learning processes involving knowledge and social capital transfers, none has explored gender socialization practices in family business corporate governance structures. More ethnographic collaborations between scholars and

[1]Located in Australia, Belgium, Brazil, Canada, China, France, Germany, Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates, India, Indonesia, Italy, Japan, **Mexico**, the Netherlands, Russia, South Korea, **Spain,** Switzerland, Turkey, United Kingdom, and the United States.

practitioners must be completed to bring up studies on when and how multigenerational families-in-business can develop their female-specific boardroom capital.

Methods

The purpose of this research was twofold. First, to understand next-generation women owners' boardroom immersion process, and secondly to identify the personal and professional development routes these women experienced in the course of their mentorship program as directors. Given the experiential nature of the topic, and due to our interest in producing useable knowledge in an unexplored area, we decided to integrate grounded theory and action research. We used grounded theory to systematically incorporate and analyze data. Action research's cyclic nature was used to detect inquiries, and assess identity constructions, behavioral variations and understandings acquired by the participants throughout the intervention. To guaranteeing methodological congruence between these two traditions, we recognized the researcher's role in constructing interpretations. As scholars and family business most trusted advisors, both authors made conscious, active attempts to enact an inbetweener approach[2] during the course of the whole mentoring and consulting practice. The inbetweener approach was essential not only from a consulting standpoint, but also in order to develop trustworthy mentoring relationships with the women we supported in their new corporate governance leadership role/responsibility.

We engaged in a careful selection of the instances in order to ensure diversity and variety of context. The data were obtained from our 2005 to 2020 family business consulting practice. Fifteen years of working materials that include family and business archival records, field visits, family member's in-depth interviews, board members' formal or informal interviews, board meeting proceedings, personal notes and direct observations as well as evaluations, were triangulated, coded, categorized, juxtaposed, interpreted and summarized.

It is appropriate to note that since we accompanied these women though their board immersion processes as full-fledged members of the board of directors, we were able to observe their interactions, listen to their questions, analyze their opinions and evaluate their professional performance on-site. Individual gatherings were also coordinated and carried out before and after each board session. While the main objective of the pre-meeting get-together was to examine and discuss the specific business information we formerly collected or received, the purpose of the post-meeting rendezvous was to reflect on the actual board meeting development, flow and accomplishments, as well as about their own role and professional execution as directors.

---

[2]While conducting qualitative research, scholars tend to position themselves as insiders or outsiders. Insiders have access to and an understanding of the history, culture, and social life of the analyzed group. Outsiders, don't have any identification with the group they study. An inbetweener approach is located somewhere on the insider–outsider continua. Being a "knowledgeable outsider," the inbetweener builds knowledge by constructing and co-constructing values, goals, meanings, and relationships with the participants.

Documented women's perceptions and reflections obtained from our pre- and post-meeting gatherings, and from our continuous exchange of views, were included in our data collection and analysis, thus complementing and adding value to the final grounded theory. Using multiple data collection and analysis procedures allowed us to obtain deeper insights into next-generation women owners' boardroom participation and dynamics. Our data collection ended when patterns were clearly detected. Our results are grounded in combined qualitative and quantitative techniques.

Sample Data

Forty-four (44) next-generation women owners from Mexico and Spain were considered. In order to be included in our sample each woman had to:

(1) Belong to the firm's owning family.
(2) Possess or be named to possess in the near future shares/ownership rights in the family firm.
(3) Be part of an institutional family firm, where a board of directors was in place.
(4) Pertain to a family firm[3] that has had market-operations for at least 40 years.
(5) Be selected and appointed to the board of directors for the first time.
(6) Have a Hispanic ethno-cultural background, which presumed similar shared-values, traditions and customs.

Bearing in mind that women's participation in family firms varies from region to region we ensured a broad representation of cases from the most representative regions in Mexico (North-West, North-East, Center and South) and in Spain (North, Center, East).

It is important to note that even when, in a number of cases, some of these women belonged to the same family-in-business (sisters, cousins, etc.), their immersion processes and experiences were not strictly linked and/or did happen at the same time. Thus, we exclude any potential methodological concern of studying the same unit twice, since each woman was advised, trained and analyzed independently.

Analysis

The mean age of the participants at the time they were mentored to participate, engage and add value in their family business' board of directors was 41.8 years. All of the participants reported having a bachelor's degree, with 11% of them also holding a master's degree in different disciplines: Business Administration, Human Resources, Finance.

---

[3]A family business is defined as a company in which one family holds sufficient percentage of the equity to control the company, actively participates in the company's corporate governance and management structures, and has a declared intention to pass on the enterprise to the next generation (Trevinyo-Rodríguez, 2008).

Table 1.1. NAICS – 15 Different Industries.

Industries represented (NAICS):
• Agriculture
• Manufacturing
• Primary Metal Manufacturing
• Health Care
• Food Manufacturing
• Animal Production
• Finance and Insurance
• Food and Beverage Services
• Retail Trade
• Real Estate
• Oil and Gas Extraction
• Tourism / Accommodation
• Fine Arts Services / Dealers
• Engineering projects
• Construction of buildings

Out of these 44 women, 54% belonged to the 2nd generation, 30% to the 3rd generation and 16% to the 4th generation. Ninety-three percent ($n = 41$) of these females possessed legal ownership of the firm (shares or ownership rights in a trust), whereas the rest (7%; $n = 3$) had been explicitly entitled to possess them in the near future, being legally chosen as future owners.

When these next-gen women owners were appointed to the boardroom, 43% were working in their family firm at top or middle management positions. Two out of the three women who had not yet received ownership rights at that time, but were called to receive them in the future, were actively involved in the top management team of the business. Finally, thirty-five (80%) of these females were married, two divorced (5%) and seven single (15%). Married and divorced women had, on average, two children.

The family firms these women belonged to and represented, operated in 15 different industries, which were classified in accordance with the North American Industry Classification System-NAICS[4] (see Table 1.1). Half of these companies had international operations, and just 13% ($n = 3$) were below the threshold of 500 employees. Based on their turnover, 80% of these family businesses were classified as large companies; 16% as medium-sized firms and 4% as small enterprises.

[4]Developed in cooperation with Canada and Mexico, the North American Industry Classification System (NAICS) uses a production-oriented conceptual framework to group establishments into industries based on the activity in which they are primarily engaged. NAICS was introduced in 1997.

Due to the Spanish Gender Equality Act and to the awareness raising measures introduced by the Spanish government on professional gender equality, we expected to see that next-generation Spanish women owners were introduced at early stages of their careers to the boardroom but the latter proposition did not hold. No significant differences[5] were observed between Mexican and Spanish women in terms of their entry age to the board of directors, education, marital status, number of children, and/or employment status. Both groups were fairly homogeneous. Moreover, we observed a prominent shared value among them: *familismo* – the valuing of family ties; dedication, commitment and loyalty to the family.

The latter suggests that when dealing with Hispanic family businesses, intergenerational female corporate governance succession is much more driven by particular families-in-business matters such as inheritance of ownership rights and legacy transmission, family values, dynamics and power relationships, than by corporate governance codes or soft legislation.

We analyzed too whether next-generation women's entry age to the boardroom varied by generational group (2nd, 3rd, 4th generation). Our findings indicate that although no significant differences[6] were observed in females' entry age among generational groups in the second and third generation, there was a meaningful and significant difference in the fourth generation. This outcome signifies that in the 4th generation, next-gen women owners are appointed for the first time as board directors at a yonger age, hence implying a higher age diversity in the family firm corporate governance structure.

This result can be attributed to the evolution of both, the family and the business. At this advanced stage – 4th generation: at least 100 years operating in the market – the family-in-business has significantly more experience in handling effective, parallel, succession planning schemes in the management, ownership, governance and family spheres. It also has in place family governance structures and tools, like the family council and the family constitution, to foster next-generation members' inclusion, training, commitment and shared-business dream. By the same token, eventually, the family business has also adapted, strategically exhibiting more diversity and inclusion (gender, race, age, thoughts, etc.) in its intergenerational ownership, governance and management/leadership structures.

Lastly, we employed event-time techniques[7] to predict *when* (time: age) next-generation women are more likely to experience *the event* of being appointed to the boardroom for the first time. Our findings show that this is between the ages of 38 and 47. Actually, 65% of women will be appointed at or before 47; 75% of females at or before 50; and 90% of them at or before 57 years. Next-gen women owners' probability of initial selection and appointment as a director in Hispanic family firms after 57 years-old, is truly reduced.

Table 1.2. shows a quick summary of our data and findings.

---

[5]Welch's *t*-test, unequal variances; p-value < 0.05.

[6]One-way ANOVA, p-value < 0.05; and Newman–Keuls, α: 0.05 plus Tukey-Kramer test, p-value < 0.05.

[7]Survival analysis, parametric Weibull regression: η:46.283887; β: 3.9286418.

Table 1.2. Quick Summary of Data and Findings.

Women's Age	**Education**	**Working in the Family Firm**	**Women's Entry Age to the Boardroom by Generation**
N = 44 Mean Age: 41. 8 years Minimum Age: 20 Maximum Age: 65 Standard Deviation = 12.1	*N* = 44 Bachelor's Degree: 44 Master's Degree: 5 Prominent Shared Value: *Familismo*	YES: 19 NO: 25 *From Those Working:* 2nd Gen: 12 3rd Gen: 4 4th Gen: 3	2nd Generation Mean Age: 47.5 years-old. 3rd Generation Mean Age: 46.7 years-old. 4th Generation Mean Age: 28 years-old. Statistically significant differences were found when analyzing women's entry age to the boardroom by generational group. **Fourth Generation women owners are appointed at a younger age** (compared to 2nd and 3rd next generation members). **The highest probability of being appointed to the boardroom for the first time happens between the ages of 38 and 47**.
Generation	**Legal Ownership**	**Family-Owned Companies Represented**	
N = 44 2nd Generation: 24 3rd Generation: 13 4th Generation: 7	YES: 41 NOT YET, but entitled to: 3 *From Those 3:* 2nd Gen: 1 (age 33) 3rd Gen: 2 (ages 23 and 28)	Companies: 24 International Operations: 12 National Operations: 12 Mean Number of Employees: 3 286 *Size* based on their Turnover: Large: 19; Medium: 4; Small: 1	
No statistically significant differences were found between Mexican and Spanish women in terms of their Entry Age to the Board, Education, Marital Status, Number of Children, Employment Status. Both groups were pretty homogeneous.			According to our data, 90% of women will experience the event of being appointed to the boardroom for the first time at or before 57.

Female Boardroom Capital Development Framework

While analyzing the data about our mentoring programs and how they impacted women's boardroom capital development, codes and memos accumulated and a pattern became obvious. The emergent categories were compared and contrasted. The results were complemented and enriched with the authors' discussions, experiences and insights. The final outcome is the ad-hoc multi-skilled, framework reported here.

Potestas, Auctoritas and Consensus Building

Our framework acknowledges the three different systems – family, business, and ownership – interacting within the family business. It also highlights that as the family and business evolve and become complex, they undergo multiple succession episodes in parallel tracks at different times, forcing ownership and governance mechanisms and structures to detach, professionalize and institutionalize. At this point in time, legal power or ownership (*potestas*) and corporate governance or decision-making legitimacy (*auctoritas*) disentangle and become two separate entities impacting the future of the family firm.

Legal ownership and its voting rights (*potestas*) are the most straightforward types of authority owners can exert, directly impacting board composition and consequently, firm performance. Legitimacy or *auctoritas* is, on the other hand, an intangible asset that provides the basis for cementing alliances and influencing decision-making. It refers to the moral authority tied to knowledge, prestige, reputation and status that is partly earned and partly inherent due to family name, far-reaching social or political connections and specific acumen.

Owners might have *potestas* but not *auctoritas*, yet for an owner to become a valuable board member, she must develop and possess both. Even if legal ownership of the firm affects family relationships and shapes business and corporate governance dynamics, it happens to be that this kind of power by itself is not enough when dealing with multigenerational family firms where ownership tends to be diluted among diverse family members. Thus, if the growth and long-term success of the family business is to be sought, next-generation members' owners participating in the board of directors must aspire to build up and strive to attain *auctoritas* too.

In practical terms, a good board of directors is a high performing team characterized by an above-average level of *auctoritas* or legitimacy, based on trust, respect, power sharing and a common goal. It is precisely on this basis, that its members are able to reach a consensus about what's reasonable, legitimate, beneficial and true for the firm.

But, what do we mean by consensus? Although the word consensus has its origin in the Latin word *cōnsentiō* meaning "feeling together; agree"; it should not be confused with unanimity or solidarity in decision-making. Instead, it is a process enabling all parties to contribute with ideas and to feel positive about their role and interactions in the group.

How do we achieve it? We must direct our attention to the family business owners' and board members' personal traits, values, talents and motivations; as

well as to their disposition in order to execute their value-added abilities in an enduring way – for instance, by avoiding conflict of interest. Hence, the practice of building consensus in the family business boardroom, starts with the family-in-business directors' attitudes, behaviors, emotions and strength of family ties.

In our conjoint consulting practice, we have observed and fostered several "best practices" that can help board directors encourage and advance consensus in their board decision-making processes, improving their personal interactions and business performance. These individual practices are:

- Having a tendency or an inclination to listen to others' viewpoints with a genuine desire to understand their logic, motives, and explanations.
- Be willing to change the individual opinion when judicious reasons are provided, that is, being humble enough to recognize value-added information.
- Sharing in a thoughtful, assertive, and sincere way what one truly thinks.
- Avoiding unnecessary delays in business, family, or personal matters or assessments, resulting in not postponing actions on purpose.
- Be willing to promote inclusion and flexible solutions, which translates into not arguing and repeating in a stubborn and wrong-headed way one's own arguments.
- Once there is commitment to go forward with a solution – which might not mean that all individuals agreed completely to the decision – accepting it without hindrances, exerting all the necessary works to implement it in a timely manner.

The process of building and reaching a consensus in the boardroom is grounded in the individuals' empathy, trust, cooperation, emotional intelligence, responsibility, reciprocity, business knowledge, long-term relationship-building, fair participation and acceptance. Directors must avoid at all times the use of impositions, wheeler-dealing and maneuverings.

Female Anthropological Traits' Significance and Impact

Since ownership and governance succession might result in next-generation women inheriting shares and voting rights in the family company, being therefore able to be selected and elected as board members, the best thing we could do is to prepare them to achieve the necessary *auctoritas* (legitimacy) to constructively propose and participate in consensus building and reaching.

Based on anthropological works, women turn out to be a value-added input in the process of consensus building and realization, since they attach more weight than men to the importance of listening in conversations. Being more focused on building and maintaining relationships and in strengthening connections and support among those around them, women exhibit higher empathy, intuition, generosity, nurturance and cooperative behavior. In addition, they tend to be more tenacious and specific than men when it comes to goal attainment.

During the course of this research study, we not only had the chance to witness and experience first-hand, how these female anthropological traits emerged

in the board meeting discussions as the immersion process advanced, but also we noticed how the appearance of these traits was linked to the development and strengthening of the females' board member identity. As women owners felt more confident about their own business knowledge, board responsibilities, and their person-boardroom group fit (knowing other directors and their views), they were able to use these feminine attributes to enhance communication and build better group dynamics. Gaining legitimacy or *auctoritas* in the boardroom allowed next-gen women owners to influence consensus attainment.

Phases of the Female Boardroom Capital Development Process

To become valuable, professional board members, next-generation women owners had to achieve a right and proper balance between their *potestas* and *auctoritas*. Mentoring programs were designed to navigate these two states, positively influencing business decision-making, consensus building and business performance. The immersion processes took, on average, 3 years (minimum 1 year; maximum 5 years), and were composed of three phases:

1. Inspire and Nurture Family Business Stewardship.
2. Female Board Member Identity Construction.
3. Female Board Member Identity Evolution.

Mentoring processes were conceived as a way of aiding these next-gen women owners to develop boardroom capital and achieve a *potestas-auctoritas* equilibrium. While most of the immersion procedures followed these three phases, there were 4 specific cases, out of 44, where the first and second stages were implemented simultaneously. Main reasons to do so included: (1) previous consulting work done with the family-in-business and its next-generation members, (2) women's high-executive profile – they have had family business and corporate governance training, and (3) serious health problems of one or more members of the senior generation.

Phase 1: Inspire and Nurture Family Business Stewardship.

Objectives:

a) To strengthen *potestas* or legal ownership; to develop a responsible owner identity.
b) To assess women's goals and know why they want to participate in the board of directors. To evaluate women owners' abilities, acumen, knowledge, experience, vision and behavior.
c) To decide if the immersion process should continue, and move on to phase 2, or be terminated.

To strengthen *potestas* and develop these women's responsible owner identity, we reinforced the family-in-business values, history and shared vision, plus educated them on ownership matters. This knowledge and insights, coupled with an

outsourced board of director's executive program and a company-specific curriculum, allowed these females to have an overview of their factual rights and responsibilities. It is important to note that even when our records reveal that when starting the immersion process most of these women lacked experience as board members, they did not at all lack business acumen, competence or education.

Our findings indicate that 95% of these women board of director's training programs were mixed in nature, format and content, including:

a) In-House, Specific, Family Business Ownership and Governance Courses:

> Implemented by the most trusted advisor. These training programs were designed to (1) reinforce the family-in-business values, history and vision and (2) ensure that all next-generation females understood their ownership role, how their governance structures worked (family council vs board of directors), the terms and conditions of their trusts and/or shareholders' agreements; shareholders' meetings and board of directors' rules, practices and etiquette; how to read their firms' financial statements; and how to use the existing family-in-business' communication and conflict resolution tools, etc.

b) A Corporate Governance Executive Program:

> Outsourced to a well-known university. Main topics covered include the stewardship and oversight functions of the board of directors, key responsibilities for board directors; law, finance, industrial relations, employee relations and tax matters; managing key personnel succession processes, management compensation and preparing for unexpected events, among others.

c) An Ad-hoc Company Immersion Program:

> Implemented by the most trusted advisor along with a group of executives working in the family firm. Key matters and activities included the following: getting to know the strategic business units (SBUs) of the family business; visiting every single SBU; understanding each SBU strategy and market potential, operational processes and budgetary elements; making sense of the ensuing family business policy concerning labor relations, collective bargaining agreements (unionized workforce) and employee relations; meeting with each SBU top management team to appreciate the executives' responsibilities, long-term vision and compensation packages; grasping how the family business holding company operated and provided support to each SBU, etc.

When assessing these females' main reasons for becoming involved and participating in their family firms' board of directors, our results revealed the following (see Table 1.3):

Table 1.3. Women Owners' Motivations to Join Their Family Firms' Board of Directors.

Next-Gen Women Owners' Motivations to Join their Family Firms' Board of Directors
*** Note: Topics ranked in order of importance.**
1. An intense desire to continue their "father's vision and business"—the older generation was not able to work in the firm due to illness, advanced age/ retirement or death.
2. To exercise responsible ownership and foster the transcendence of their parents' legacy.
3. To promote transparency and inclusion (trust enhancing mechanism) among siblings or cousins.
4. To participate and assist in the betterment of the family firm, shaping its future.
5. To open up a space in the board of directors for their own children (next-generation members).
6. To help their newly widowed mother to manage the family business.

We realized that an in-depth and meaningful communication between father and daughter, as well as affection and commitment to the father's vision and legacy, contributed to enhancing women's responsible ownership predisposition and stewardship behavior, i.e., decision to actively participate in the ownership and governance structures. Our findings confirm that women tend to define themselves not in terms of power and status, as their male counterparts do, but in terms of their relationships to others. Next-gen women owners exhibited more consistently, behaviors such as loyalty to their parents, affinity to the family firm, and concern for other family members.

This kick-off phase is critical in the board immersion process. It is at this stage that the most trusted advisor determines the female boardroom capital development process' strategic potential and decides whether or not to continue to phase 2. The bare reality is that, as most trusted advisors, we both experienced – not in these 44 processes but in other immersion procedures – times when, after wrapping up this phase, we decided not to go on with the involvement process. The most relevant reasons to terminate these projects were:

- the generation in charge (senior generation) changed their ownership succession plans;
- the next-gen women owner exhibited lack of competence, experience, and/or negative motivations to become a board member;
- the female next-gen owner did not intend to continue being part of the family business – she chose to fulfill an ownership liquidity plan;
- the woman owner did not mean to be trained or to work out to become a professional board member: she wanted to exert her *potestas* but had no interest in building up her *auctoritas*; and,

- the female owner displayed negative behaviors such as stubbornness, self-victimization, emotional blackmail and enlisting allies, affecting the harmony and unity among family members.

Phase 2: Female Board Member Identity Construction.[8]

Objectives:

a) To advance from being an owner and having *potestas*, or legal ownership, to building up *auctoritas* and becoming a legitimate board member, triggering the acquisition of the board member identity.
b) To promote vicarious learning through modeling, resulting in imitating the most trusted advisor's practice as a board member.
c) To develop a personal and professional mentoring plan.

Our outcomes indicate that being prepared to serve on the board of directors entails having a positive intent to exert ownership power (the right motivation), knowledge, abilities and a well-developed board member identity. Developing a mature board member identity requires being conscious of, and believing in, "*becoming*" a valuable board member (self-efficacy) in order to gain legitimacy (*auctoritas*). The latter was a demanding and arduous process for most of these well-qualified, educated women, not because of lack of competence but because most of them had not been involved or socialized into the family business during their upbringing or in their adult life. Moreover, some of them had to face overly specific gender expectations, conveyed since childhood, which influenced their self-conception. We noticed that those next-generation women who felt a meaningful connection to their family business developed their board member identity much faster than those who could only state their legal ownership power (*potestas*).

As data accumulated, three main actions became clear in this second phase: (I) building up the board member identity, (II) pushing forward business socialization processes to boost the board member identity salience[9] and position as a legitimate board member, and (III) developing a personal and professional mentoring plan.

I) Building up the board member identity.

> Building up the board member identity takes time, effort, high motivation and support. This process took, on average, between 1 and 3 years. We found out that women had to develop their board member identity simultaneously in three different sprints:

[8]An individual does not have one identity but several interrelated identities and these can be auto-imposed or granted according to the social roles one plays within a group. In the family firm, one switches between different identities in different contexts (ownership identity, board member identity, CEO identity) informing our cognition, attitudes, and behaviors.

[9]The probability that a given identity will be invoked in a certain situation.

- *In their own eyes*. Next-gen women owners had to believe in their capacity to act as valuable board members.
- *In the eyes of other family or non-family board members and investors*. Female next-gen owners needed to be included, fit in and interact in the social networks of board members, investors, and relevant stakeholders.
- *In the eyes of other family members*. Next-gen women owners ought to expand their current roles and activities within their own social network in order to reduce gender biases.

II) Pushing forward business socialization processes.

In order to strengthen the recently enhanced board member identity and foster identity salience, socialization processes were promoted. Examples include: female board members' participation in all of the family business official business events, meetings, public representations and/or social gatherings. The logic behind attending all these events was to gain visibility, interact with relevant stakeholders, understand better the firm's challenges and opportunities, and gain experience and legitimacy as a board member. We've also considered and capitalized on the fact that the more persons one is tied to by holding an identity, the greater the likelihood that this identity will be activated in a given situation.

III) Developing a personal and professional mentoring plan.

Although there are several highly customized executive programs with which to support women directors, there is no particular course that prepares you to deal with your intergenerational business-family boardroom dynamics. Such dynamics involve, for instance, how family relationships, culture and tradition shape, not only decision-making procedures, but also directors' developmental processes like legitimacy attainment or loss within the board. Consequently, an ad-hoc personal and professional mentoring plan was developed for each woman.

Since the most trusted advisor not only accompanied the female board member to the meetings, but also acted as a full-fledged member of the board of directors, a "*mimesis de praxis*" approach – that is, learning through observation, imitation, practice and rehearsal – was followed. We reaffirmed that the female board member identity is collectively constructed, since it is interdependent on the relationships with the most trusted advisor and the other board members and stakeholders.

The objectives of this accompanying and mentoring stage were to aid each woman to hold and advance her board member identity,

> foster her influence in the board setting, speak a "shared" language as a relational element, and fit in the boardroom. The most trusted advisor facilitated the woman's construction of legitimacy (*auctoritas*) on the board by assuming a transitional mentoring and board member role while nurturing her own board member identity.
>
> Our analysis revealed that, particularly in this 2nd phase, the most trusted advisor had to take care of, and positively deal with, women's own limiting attitudes toward their role as directors. By encouraging them to improve and apply their skills, knowledge, learnings and intuition, as well as by accompanying them to the board meetings, the most trusted advisor reinforced these next-generation women owners' self-esteem, self-confidence and self-concept.

Phase 3: Female Board Member Identity Evolution.

Objectives:

a) Evaluate outcomes and promote the female board member identity adaptation.
b) Immersion process completion and mentoring follow-up plan.

This phase deals with building influence, and with reinforcing and/or adapting the female board member identity in order to gain *auctoritas*. This legitimation process is a never-ending cycle. Why? Because identities are not static. They involve a constant state of "*becoming*" where continuous identity work is important, as well as learning, gaining experience and renegotiating roles and identities in relation with the others around us. Female board members need to monitor their own board dynamics and actions, assess others' reactions to whatever they do or say, as well as record, review and evaluate their outcomes. They should recognize the effects that their attitudes, opinions and actions produce in others' behaviors and interactions.

In practice, it is through mimicking and rehearsing the most trusted advisor's modeled behaviors that women acquire competencies and raise their perceived self-efficacy to execute board activities successfully, allowing them to improve performance and reduce their negative self-talk. Yet, in order to advance their own board member identity and adjust their behaviors to fit the boardroom's changing circumstances, feedback needs to be obtained, either from the most trusted advisor and/or from the board members.

We noticed that women in our sample took advantage of the feedback obtained from periodic board performance evaluations, specifically from those assessments that not only considered the execution of the board and its committees as a whole, but that also appraised and valued its individual members' skills, duties and collective dynamics. Moreover, in each and every case, the most trusted advisor provided the female member with improvement suggestions, acting as a sounding board for reflection on social interactions and board practices. The purpose of these mentoring relationships was to assist each woman in developing and/or refining her skills, knowledge, beliefs and values, helping her to reflect on

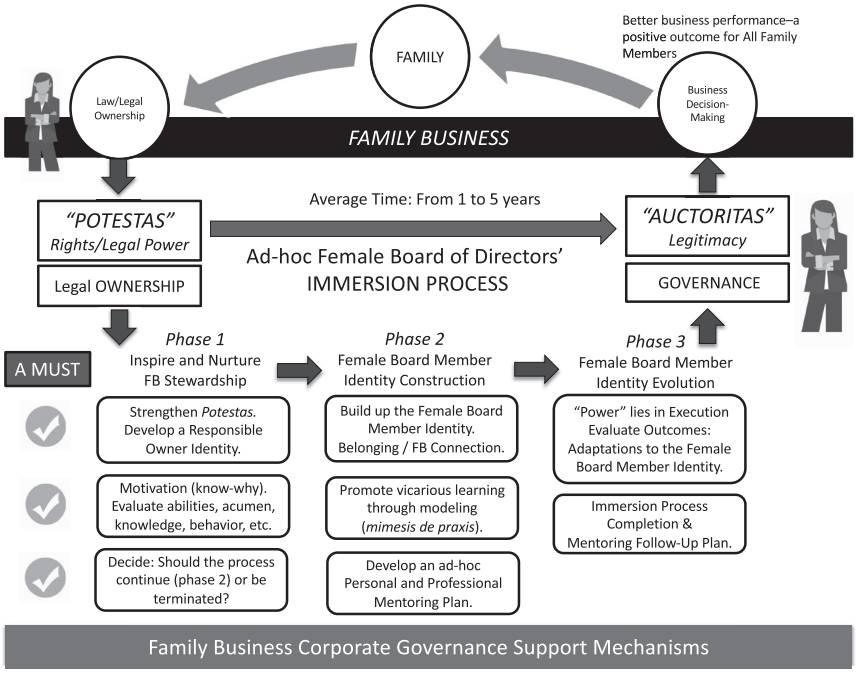


Fig. 1.1. The Female Boardroom Capital Development Process.

and examine her professional development and a more personal sense of self – for instance: integrating personal and professional lives, gaining self-confidence, sharing emotions and perceptions, and admitting difficult truths and challenges encountered in her family and/or business.

After several years of closely working with, and carefully evaluating the female next-generation members' achievements, the most trusted advisor recommended that the woman owner should take over, informing the board of directors that it was time for him/her to leave the membership post. Nonetheless, in order to continue monitoring her advances, or even retreats, the advisor provided the next-gen women with a mentoring follow-up plan for up to one more year.

Fig. 1.1 illustrates our complete female boardroom capital development framework, in a graphic form.

Concluding Remarks

Family business intergenerational female corporate governance succession, remain, to a very large extent, a black box. In this chapter, we moved on from the theory and focused on the study of what really happens when next-generation women owners are appointed for the first time as board members in their family firms. We wanted to shed light on the intricate emotional, cognitive and behavioral matters next-gen women owners experience when "being in the board." We also wanted to share specific actions most trusted advisors could promote, in order to

boost, build up and strengthen their female board member identity and business decision-making authority (*auctoritas*). Our study highlights the need to develop training, mentorship and consulting practices that are sensitive to women's needs and human capital development differences.

Major findings that emerged from our research are:

- Intergenerational female corporate governance succession in family businesses tends to be much more driven by families-in-business matters, such as the inheritance of ownership rights and the family values, dynamics and power structures, than by legislative actions or corporate governance codes.
- Next-generation women owners are more likely to be appointed to the boardroom for the first time between the ages of 38 and 47.
- 90% of next-generation female owners will be appointed as board directors at or before 57 years.
- 4th generation women owners are immersed in the boardroom at a younger age. Consequently, 4th generation family firms exhibit a higher age diversity in their corporate governance structures.
- Women highly value forming and maintaining close relationships with those around them. Likewise, they place significant importance to belonging (affiliation and inclusion). Indeed, *familismo,* the valuing of family ties and loyalty to the family, was an observed shared value among the studied next-gen female owners.
- Next-generation women owners experience boardroom capital development in an integrative way, encountering it as driven primarily by their personal motivations, self-conceptions and self-efficacy views, interpersonal and social interactions, imitation of modeled behaviors, plus feedback acquisition and sharing of emotions and perceptions.
- Our *Female Boardroom Capital Development Framework* provides a guide for business-families and their advisors to cultivate female next-generation member's stewardship, build up their identity as board members and increase their legitimacy (*auctoritas*) in the decision-making process. In a nutshell, *potestas* is not enough!

In the course of our consulting and mentoring follow-ups, we detected that these next-generation women owners rarely sat on more than one board of directors (their own family business). Since these females have been trained, mentored and accompanied during their family board experience, we suggest that they could be encouraged to take further directorships in other non-related family firms, public companies, foundations or charities, universities, etc.

Takeaways and Recommendations

1. If a woman is on track to be an owner of a multigenerational family business (*potestas*); if she is educated and well-prepared, has the right skills and discernment, and is positively motivated to participate and add value in both

the ownership and governance structures, we should train and mentor her to build up her *auctoritas*. To become a valuable board member, she needs both, *potestas* and *auctoritas*.

2. Women exhibit certain anthropologically distinctive traits that could add value not only to the boardroom dynamics, but also to the process of consensus-building and reaching. These traits' appearance and fine execution in the boardroom are associated with, and subjected to, the development and strengthening of the females' board member identity and *auctoritas* attainment. If we want next-generation women owners to capitalize their unique talents sooner, we need to provide them with numerous opportunities to acquire business experience and cultivate their responsible owner's identity, including early business socialization.
3. A strong family business corporate governance structure nurtures and promotes next-gen women owners' *auctoritas*. A well-established and respected board of directors, with defined rules, functions and responsibilities, and with a periodic board performance evaluation process in place provides a fast-track to female owners' legitimacy. Having non-family, worthy independent directors as members of the board, also supports this process.
4. Advisors can facilitate next-generation women owners' legitimacy advancement (*auctoritas* attainment) on the board. Actions to do so include acting as role models, assuming a transitional mentoring and board member role, and aiding them to develop and nurture their female board member identity.
5. In multigenerational family businesses, we must not overlap the family and business governance structures: they have different driving forces and goals. We should not confuse or mix the roles and responsibilities of the shareholders' meeting and the corporate board of directors, with those of the family assembly and the family council. Any family member can participate in the family governance structures. Yet, to participate in the business governance ones, the family member must be an owner, or owner-to-be, and exhibit the right balance between *potestas* and *auctoritas*. The law is the law, and the reality is the reality.

References

Martinez-Jimenez, R. (2009). Research on women in family firms. *Family Business Review*, *22*(1), 53–64. doi:10.1177/0894486508328813

Sharma, P. (2004). An overview of the field of family business studies: Current status and directions for the future. *Family Business Review*, *17*(1), 1–36. doi:10.1111/j.1741-6248.2004.00001.x

Trevinyo-Rodríguez, R.N. (2010). *Empresas Familiares: Visión Latinoamerica* (1st ed.). Pearson México. ISBN-10: 6074429618/ISBN-13: 978-6074429619.

Trevinyo-Rodríguez, R.N. (2008). Strategic planning and organizational integrity in family firms: drivers for successful postintegration outcomes in M&A procedures. In P. Phan & J.E. Butler (Eds.), Theoretical Developments and Future Research in Family Business. Charlotte, NC: Information Age Publishing, Inc. (IAP). Print ISBN: 9781593115517, 1593115512