

AN ABSTRACT OF THE THESIS OF

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Dr. Judith Bowker

The purpose of this study is to investigate the influence of a daughter's managerial style and her personal relationship with her father in father-daughter work relationships in family-owned businesses. This research is an attempt to reveal daughters' perceptions of these occurrences and interactions which often are overlooked in current research and everyday practices. The theoretical framework stems from four distinct but connected areas of research: family-owned businesses, father/daughter relationships, father-son relationships in and outside of family-owned businesses, and men and women in management. The data in this study revealed that the majority of the daughters chose and implemented managerial styles different from their fathers'. However, the daughters reported that differences in style did not create substantial problems for their father/daughter work relationships. Six of the seven daughters reported that having had the

experience of working outside of their family-owned businesses provided them the opportunity to develop their own personal differences in management styles. Yet, the apparent incongruence of these daughters' reports reveals that the daughters were more concerned with preserving intergenerational continuity than with facing up to conflicting beliefs in management. Furthermore, the research found that the decision-making styles in which the fathers and daughters engaged did differ and the differences affected their familial relationships in limited ways. Overall, the daughters perceived the interaction between their managerial style and personal relationships with their fathers to be compatible and not debilitating.

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The Influence of the Daughter's Managerial Style on Father-Daughter  
Work Relationships in Family-Owned Businesses

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# THE INFLUENCE OF A DAUGHTER'S MANAGERIAL STYLE ON FATHER-DAUGHTER WORK RELATIONSHIPS IN FAMILY-OWNED BUSINESSES

## INTRODUCTION

As of 1986, women held nearly 33% of all management positions in America's largest companies, yet only 2% of the senior management jobs (Brenner, Tomiewicz, Schien, 1989). This percentage is an increase over the years, but it still does not compare to the percentage of men in management and senior management positions. In the last two decades, with more women entering the work force, managerial women have become the focus of a growing body of research. Yet that focus seems to be tapering off. Some scholars believe the reason behind the research in the late 1960's, 1970's, and early 1980's was the feminist movement. Regardless of the motivation of the research, the increasing number of women entering the work force demonstrates a compelling need for this research.

In addition, in the United States alone, 90% of all businesses, including corporations, partnerships, and sole proprietorships, fall into one of the various definitions of family controlled businesses. Some scholars report that family firms produce half of the Gross National Product and employ half of the nation's work force (Lansberg, Perrow, and Rogolsky, 1988, 2). Despite their impressive numbers, the images of family businesses still come under fire.

Some like the Rockefellers or Carnegies are virtual icons of free enterprise. Others feel family business equals nepotism and endless conflict. When business is good, the family's capabilities are praised, even idealized. When it is bad, family problems are believed to be the cause (Budge, 16, 1992).

In other words, no matter the size of success or failures or the strength or weaknesses of family-owned businesses, they still attract an abundance of attention.

Attention given to family-owned businesses is matched by attention given to women in the work force. As they study women in business, researchers often have asked these questions: Are women really equipped to play the corporate game? Do they fear success? Do they have what it takes to become successful managers? What do top executives think about women managers? How do men feel about working women? Who or what is responsible for the stereotype that female managers are less competent than their male counterparts? (Staley and Shockley-Zalabak, 1986). These questions focus on women in management; given the overwhelming number of family-owned businesses, the questions also should be asked in regard to daughters who are managers in family-owned businesses. These daughters face issues presented not only by their sex but also by their familial relationships.

Because of the unprecedented influx of women into the work force, we can expect more daughters in family-owned businesses to aspire to managerial levels just as sons have done in the past. Significant investigations have been made into issues concerning sons as managers in family-owned businesses. However, daughters have not received that same attention. Therefore, the objective for this study is to make an initial inquiry into daughters' experiences in family-owned businesses. More specifically, the goal is to discover starting points for studying the ways in which family relationships impact a daughter's managerial style.

To discover those starting points, stories will be elicited from daughters who presently hold lower, middle, or upper-management positions in their own family firms. Inquiry about their managerial styles will remain general in nature to allow the women to create the significant issues and the direction for future research.

Regarding this topic, a definition of "family business" is needed. A particularly useful and succinct definition comes from Ward and Arnoff: "A family firm is one that includes two or more members of a family who have financial control of the company. Sometimes, all family members are in the same generation: siblings, husband-wife teams, and occasionally cousins" (Ward and Arnoff, 1990, 33). However, businesses often recognize themselves as family firms when "at least two generations are involved: an entrepreneur parent and his or her children" (Ward and Arnoff, 1990, 33). Rarely do entrepreneurs start a company with the preconceived notion that it will someday be a family firm. Oftentimes, a family firm occurs through the evolution of business and owner maturity.

Family businesses often are characterized by having longer-term perspectives. The outlooks are generally geared not only toward personal accomplishments but also the aspirations and goals for future generations. These visions for the family firm, as intentions for future generations, often give rise to the most critical issues of a family firm, such as long-term strategic orientation, careful estate-tax planning, and concern for leadership and owner succession planning (Ward and Arnoff, 1990). Furthermore, family firms are more often noted for humane treatment of employees and strong community ties than are nonfamily firms (Lansberg, Perros, Rogolsky, 1988). In addition, a commitment to high-quality products seems to be greater in

family firms because the name of the proprietary family is attached to the product, thus exemplifying the family's values and integrity.

As it will be used in this study, "family business" will encompass both parts of the definitions presented by Ward and Arnoff. Their definition creates a wide latitude of interpretation; since this is an initial inquiry, this definition also will allow for a greater field of participants. A wide variety of participants is necessary to optimize active involvement that will in turn result in a broad survey of issues. The significant characteristic of family business that will be retained throughout this study is the personal attachment family members may feel as employees in their family-owned businesses.

In the literature review that follows, four distinct but connected areas of research are presented. After the literature review, methods are explained and data from this study are reported. In the last chapter, a discussion of the data concludes with recommendations for topics of research regarding daughters in managerial positions in family-owned businesses.

## REVIEW OF LITERATURE

Research on daughters in family-owned businesses is scarce. To create a research context for this study, I have researched communication among fathers, sons, and daughters in family-owned businesses; managerial styles; sex-role stereotypes; and gender differences in management. In order to provide a strong theoretical background, a broad range of literature was investigated which resulted in a panoramic view of several related topics. Since the literature is lacking in integration, cohesion was achieved by organizing this review into four major areas.

First, research is reviewed that explores the characteristics of family businesses with particular emphasis on company founders and organizational culture. Background in these topics is important because often founders of companies are men who eventually entrust their companies to their children. Likewise, they influence the development of culture in the organization. This literature may illuminate experiences and histories of family culture, particularly in regard to the fathers, in the daughter/father relationship.

Second, studies concerning the familial relationship between father and daughters are presented. In particular, the focus is on fathers' perceptions of their daughters and differences between father/son and father/daughter relationships. Considerable attention is paid to the work by Colette Dumas who designed seven constructs to describe father/daughter relationships in family-owned businesses.

Third, father/son relationship research is reviewed. Developmental research about the father/son experience in a family-owned business might

provide a tentative guide to the kinds of issues that may emerge from discussions with daughters about similar instances.

Last, literature about the effects of gender and sex in business creates a broad base of information that may be used as a context for the more narrow focus of daughters as managers. This literature includes the topics of stereotypes and expectations, subordinates and supervisors, managerial styles, leadership, and implications for the future.

### Family Businesses: Founders and Culture

Since a family firm is in most cases the brain child of the founder, it seems relevant that research concerning the character make-up of the founder be discussed. The founder of a family business is often characterized as being the initiator and vital life force of the business (Hollander and Elman, 1988). Several researchers have addressed the entrepreneurial personality in their discussion of family-owned business founders, because the founders of family businesses are often by definition entrepreneurs.

Bork (1986) characterizes the founder as highly deprived. The founder was often orphaned or alone; fathers were frequently absent through death or emotional withdrawal, and mothers were long suffering and deserving. Alcorn (1982) reports that founders often come from homes where affection was withheld and parents were highly authoritarian and often rigid in their religious beliefs. Another motivating factor for founders is the attempt to escape from poverty. "The founder is often depicted as a hungry waif facing a hostile environment. Often, he becomes the 'man in the family' at a young age and feels guilty for displacing his father" (Hollander and Elman, 149, 1988). The founder, after leaving his family to start his own business, often

sends for his father and finds work for him in the business. Because of childhood deprivation and emotional instability, the founder learns not to be dependent and to distrust situations in which others have control. Striving for independence and unable to trust others leaves the founder often unable to function in a bureaucratic setting. The founder emerges as the rugged individualist whose establishment of his own business is a reaction to past dissatisfactions and failures (Danco, 1975).

The managerial influence the founder brings to the business stems from his/her individual propensities, values, and operating rules, which result from his/her character and developmental history. The founder assumes multiple roles within the business and, as the business grows, stretches to assume a variety of functions (Hollander and Elman, 1988). It is likely that the founder will become involved with production, sales, marketing, purchasing, finance, personnel, delivery and development of new products. Often, the implicit relationship between the founder and subordinates is that he/she reserves the right to interpose at all organizational levels. Furthermore, the founder is usually not a planner; he/she is secretive and intuitive and he/she does not delegate. In the founder's relations with subordinates, colleagues, and associates, loyalty and trustworthiness are more important than performance (Hollander and Elman, 1988).

As one could assume, family businesses are highly informal and resemble an extended family. Rarely is there an effort toward extended training and development of management personnel. Moreover, the first-generation business can be characterized as a one-person show, reflecting the needs of the founder for centrality. "Thus the culture of the business



becomes, at least in part, an embodiment of the founding personality; this culture then influences operational style, which in turn affects both the development of the business and its ability to respond to change" (Hollander and Elman, 149, 1988).

The culture that is created in family business results from the combination of two parallel components, each an entity that stands in some continuous relationship to the other (Hollander & Elman, 1988). These two entities, the family and the businesses, are interactive, interrelated, and powerful components that individually and together can influence or mold the history of the family and business. However, even though these components work to create history, they also can create conflict. Conflict arises when the needs and goals of the two components do not mesh. Yet, it is through the interaction of family and business that a culture is created for the firm that in turn establishes the accepted behaviors and business practices. Each corporation, family or not, has some type of culture that is created through time and is passed on through the years of business.

Schein (1988) describes organizational culture as "the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration--a pattern of assumptions that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." However, it is important to note that the organizational culture to which this definition refers is not observable on a visit to the firm; it is not the "philosophy" or "mission" that is often articulated by the founder in various "charters." Rather, it contains the assumptions that underlie the values and determine

not only behavior patterns, but also such visible artifacts as architecture, office layouts, dress codes, and so on (Schein, 1988).

Culture also encompasses the problems of social survival and, thus, becomes passed on and preferred as a set of solutions to successive generations. The pattern of culture that is adopted or inherited often serves to reduce anxiety by providing a set of guidelines as a basis for action; it gives purpose, value, and meaning to what might otherwise be experienced as overwhelming or confusing events (Kepner, 1983).

The cultural foundation for families can be described by the way they manage differences and conflicts, individuation, emotional expressiveness, the congruence of their perception of reality, and separation and loss (Kepner, 1983). In addition, families develop rules to enforce their culture; these rules, often covert, are inferred from behavior and communications. In family firms, the family culture is a basis for the development of the organizational culture. Through experiencing the creation of one's family and the culture it represents, a founder is given a framework on which to base the organizational culture.

The influences of that culture on the specific father/daughter relationship--or the inverse, that is, the influence of the father/daughter relationship on that culture--may determine in part the character of the work relationship between them. The following section examines the more specific interaction between father and daughter.

#### Dyads: Father-Daughter Relationships

A father's relationship with his daughter differs from the relationship he has with his son. Intons-Peterson (1985) found that fathers often described

their daughters as nice, sweet, peppy, energetic, and humorless. Sons, on the other hand, were characterized as having better athletic ability, brightness, good behavior, and level headedness (Intons-Peterson, 1985). This research also found that a father's most common aspiration for his daughter was that "she do what she wants to do." However, the daughters wanted their fathers' approvals, even for choices or lifestyles the daughters knew the fathers did not accept (Walters, Carter, Papp, Silverstein, 1988). Yet, when daughters seek both approval and "independence," they become distant and afraid to discuss their choices with their father. This often results in an angry and disapproving father or a daughter who may seek "autonomy" through reactive defiance and rebellion.

On the other hand, sons were expected to get good jobs or be successful in their jobs more often than daughters (Intons-Peterson, 1985). "Sons are brought up with one goal in mind, success, whereas daughters are expected to divide their efforts between career and children" (Appelton, 77, 1981). However, fathers did not expect their daughters to seek success; instead, they must overcome several obstacles to gain success and respect. For example, when a woman seeks originality, the first requirement is strength. In addition, a woman must have confidence in her own thinking power, a willingness to stand up to questioning and even attack, and the courage to query the conventional wisdom and try something new in order to achieve success (Appelton, 1981).

Fathers have been noted to give their sons only one message in terms of their careers: success. However, daughters are given one of three messages: career, motherhood, or both. Appelton (1981) suggests that fathers who encourage their daughters to remain childless and work produce high

achievers who pursue their careers with little hesitancy. On the other hand, fathers who push for motherhood and view work as unnecessary or unimportant are most likely to have daughters with little career ambition.

Not only do fathers have different relationships with their daughters than their sons, they also influence their daughters' career concerns differently as well. The influence stems from the sex role a daughter derives from both of her parents. These sex roles are specifically created by learning from their parents what they are not, what they can never be, what they wish they were, and what they might become. "Usually it is what her father gave her that affects the way a woman enters the work world more than her mother's influence, although the latter is also important" (Appleton, 72, 1981). Appleton (1981) suggests two specific influences a father exerts on his daughter's career. The first centers on the level of development the daughter has reached and the degree to which she has separated herself from her father. A woman whose father has helped her reach maturity is more ready for the business world than a woman who has had no influence from her father. Appleton suggests that a daughter is more ready for a career with her father's help because with a father's assistance during maturity, daughters become "grown-up" and "independent." However, according to Appleton (1981), just because the father has aided in the daughter's maturity does not necessarily ensure that she is ready for a career. The reason he suggests is that the daughter is still considered a navigator in uncharted waters.

The second influence plays heed to the perception and encouragement the father has for his daughter, as well as the examples he has set for her. How the father relates, what he expects, and whether he instructs, all take part in the career development of the daughter. However, these depend on

the character of the father and his own personal expectations for himself and his children.

Research shows that the relationships between daughters and fathers do differ from father-son relationships. It seems evident that the background previously presented provides a framework for the upcoming literature which specifically focuses on the relationship between fathers and daughters in family-owned businesses.

The father-daughter relationship and the daughter's development in the business is more complicated in the family business than in most other business organizations. With some rare exceptions, daughters are usually not considered in the line of succession. Instead, most family businesses operate on the principle of primogeniture; the mantle of leadership is passed on to the males in the family--usually to the first born son (Kepner, 1983). In addition to problems developing in the firm and succession, a father is sometimes ambivalent about the role of daughters in family-owned businesses, thus causing a double-bind situation for the daughter.

Colette Dumas (1989) compares the findings of an empirical study of the father-daughter dyad in family-owned business with the literature on the father-son dyad in family-owned businesses. Until this point, studies of dyads in family-owned businesses have focused on the father and the son. This focus is due in part to the historical consistency of the pattern of succession in family businesses. Primogeniture is the common pattern, which results in the oldest son being viewed traditionally as the only acceptable candidate for the succession. However, Hartman (1987) feels that "Daddy's Little Girl" is probably a better choice than her brothers; she is better suited to the transition, better motivated, and more often than not better

trained for the job. "The very hurdles she has to leap even to be considered an appropriate heir make her more likely to succeed, and more eager to keep her father happy as he eases out of the saddle" (Hartman, 41, 1987).

In using the literature on father-son dyads as a comparison in the current study, Dumas placed emphasis on the conflicts that arise between fathers and sons in family businesses. Most of the conflicts pertain to issues of control, power, and competition. These issues are connected with the father's desire that the business do well and that his hard-won achievements not be undermined with the son's conflicting desires for parental approval and autonomy. Using this data as a foundation, Dumas proceeded with her research on daughters in family-owned businesses.

Dumas's (1989) research on daughters in family businesses involved in-depth interviews with forty family members in eighteen family businesses in Southern California. Two types of questions were asked: factual questions and developmental questions. The factual questions sought information about the ages of family members, the business industry, etc. The developmental questions were aimed at generating discussion of such issues as father-daughter relationships, reasons for joining the firm, and the effect of working together on the father-daughter relationship.

Significant results obtained by this study supported information presented in Dumas's literature on fathers and sons in family businesses. In addition, seven constructs were created to categorize the information derived from the study: 1) "Daddy's Little Girl" represented the role that was learned at an early age, a defenseless dependent and the need to "please daddy"; 2) "Rites of Passage" concerned the difficulty daughters face in establishing their own sense of identity; 3) "The Invisible Successor" referred to daughters in

Dumas's sample who had not originally been seen as potential members, managers, or successors in the business; 4) "The Usurper" emphasized the daughter's struggle for visibility, role management, and identity with the father and other important male managers (triangulation); 5) "The Snow White Syndrome" highlighted the struggle with triangulation but includes the mother in place of the other important male manager; 6) "The Caretaker of the King's Gold" exemplified daughters whose primary motivation in family firms is taking care of their fathers and the business; and 7) "Silent Voice" suggested that daughters either passively accept their position of inferiority in the business or deny and silence their voices.

Dumas's findings create a new insight for those with interests in family businesses. Her study, one of the very few which focuses on daughters in family-owned businesses, reports findings consistent with the other studies about daughters in family-owned businesses. Such agreement would suggest that some patterns have developed in terms of the treatment and participation of daughters in family-owned businesses. For example, the underlying theme of Hollander and Bukowitz's (1985) research is how the family promotes or limits options for its female members, thereby expanding or restricting opportunities for both family businesses and the female participants themselves.

Hollander and Bukowitz (1985) adopt views similar to Dumas's, in that family culture and business culture merge in family businesses to create a framework in which all decisions, as well as the glue that holds the family together, are developed. Family patterns become automatic responses "how we do things around here" (Hollander and Bukowitz, 1985). The rules, roles, structures, and triangles that each family adopts are illustrations of family

culture.

Hollander and Bukowitz explain that the rule concept focuses on the notion that some rules are gender-based. For example, the rule of primogeniture in the context of the family-owned business stipulates that the first-born son will inherit the family leadership (Hollander and Bukowitz, 1985). This concept adheres specifically to the ideas presented by Dumas. Roles are alternative behaviors from which the family believes its members must choose as they move into adulthood. In addition, those rules reinforce roles. With rules reinforcing roles, it is not surprising that the roles which are often established for daughters in family-owned businesses reinforce the primogeniture idea. Three roles specifically were established by Hollander and Bukowitz for daughters in family-owned businesses: "The Overnurturer," which implied a smothering kind of caretaking; "The Invisible Woman," suggesting women who were not viewed inside or outside the business in the same manner as men; and "Relieving the Double Blind," indicating women who struggled choosing between traditional and nontraditional female roles in the business as well as the family.

According to Hollander and Bukowitz, the hierarchial structure, also described as the "rites of passage," suggests that the process for sons has been romanticized into a fairy tale of the young hero displacing the old regime. The female successors, on the other hand, tend to avoid conflict and often are associated with the role that women have "traditionally" played within the family--protectors of generational continuity.

The triangulation concept consists of creating emotional "legs" of "distance" or "closeness" with other family members in the family business. The most healthy relationship is exemplified by an equilateral triangle which



represents equidistant/equiclose distances among members of the triangle. The authors concluded their work with the suggestion that since many of the dynamics of the family business are gender related, more consideration be given to females in the family-owned businesses.

Colette Dumas (1990) reiterated the issue concerning the lack of consideration daughters receive for succession in family businesses. Dumas set out to aid in the preparation of both fathers and daughters for a successful succession. The main goal of the preparation was to establish a daughter's identity in her relationship with her father, as well as the relationship with herself.

Dumas (1990) offered two different identity formations: insufficient structuring and rigid structuring. Insufficient structuring brings out a sense of inner emptiness in individuals as well as a lack of purpose or direction. Rigid structuring develops the over-achiever, who wants to be independent. Through the process of establishing one's true identity, Dumas felt that daughters would be ready for successful succession.

Examining the relationships between sons and fathers might provide insight into one way successful succession has occurred in the past. Remembering that fathers and daughters share different relationships than fathers and sons, the following literature will not be used as a standard or measure; rather, it will be viewed as one example of many possible patterns.

#### Dyads: Father/Son Relationships

A father-son relationship, although different from a father-daughter relationship, also has its problems. From a developmental perspective, the father-son relationship is fraught with ambivalences on both sides and is a

difficult one to manage (Kepner, 67, 1983). It is common for the son to both (1) identify with his father and want to be like him and (2) compete with him for the mother's attention. Problems become compounded when the son enters the business and is faced with his father as his supervisor or boss. For example, a study of 200 father/son business teams revealed that the stages of their lives had a profound influence on the father/son relationship (Benson, Crego, and Drucker, 1990). The findings indicated that between the ages of 17 and 25, sons seek their own identities and strive for independence from their parents. Between the ages 27 and 33 time is spent developing their careers, and a role model is sought (often the father). In addition, sons tend to seek both independence and recognition; they are apt to be risk-takers in the desire to build their own monuments.

Fathers, on the other hand, go through their own phases as well. From 40 to 50 years of age, fathers tend to put their efforts into the growth of the businesses and expand their personal power bases (Benson, et al., 1990). In their fifties, fathers' drives mellow; the competitive urge lessens, and fathers often make the transition from "doer" to "teacher." After age 60, fathers become more conservative and tend to want to hold on to what they have built, both financially and in terms of their position of power. Because of the various phases fathers and sons experience while in businesses together, it is quite apparent that conflict will arise. Conflicts that arise in family businesses often vary in their intensity, yet if not properly handled can be very detrimental to the firm and to the relationship between fathers and sons.

Levinson (1971) placed emphasis on the rivalries involving a father and his son, brothers, or other family members who hold positions in the business. Oftentimes, the rivalries or difficulties of the family business

occured in relationship to the founder, who often is also the father to some of his employees. According to Levinson (1971), the firm has three important meanings for the entrepreneur. First, the entrepreneur uses the business as an escape from authority and rivalry of more powerful figures. Second, an entrepreneur sees his business as his "baby" and his "mistress." The entrepreneur feels that those who work with and for him are shaping the organization and are allowing a bond to form. Third, the business is seen as an extension of the entrepreneur himself. It is often the source of personal gratification and achievement.

These three meanings suggest that an entrepreneur has a hard time letting go of his authority and passing it on. In many instances, difficulty is experienced when the time comes to delegate authority. In these instances, fathers often feel the need to continue to demonstrate their competence, as well as their masculinity, while sons long for "increased responsibility and the freedom to act responsively" (Levinson, 1971, ). Furthermore, these emotions and needs fester inside both individuals until a willingness to communicate their concerns with each other is established. Levinson stresses that fathers and sons need to re-evaluate their positions in the business and take into consideration each other's worries and needs. Without re-evaluating the positions of both individuals, rivalries will continue to build, thus creating more resistance from the father to delegate that yearned-for authority.

Thus far family businesses have been discussed in regard to culture and specific relationships. It is important now to discuss management more broadly. In particular, the next section will focus on management styles between men and women.

## Effects of Gender and Sex in Business

### Stereotypes and Expectations

Many females enter the labor force and soon realize that they do not know how to act because many of their mothers were not career women. The fortunate ones have had visible and interested fathers, but a large portion of the women do not know how to be assertive, when to speak or listen, whether to be strong or pretty girls, how to handle sexual attractions and offers, whether to raise their voices with emotion or even to cry (Appleton, 1981). Such stereotypes as these have been documented as far back as 1949 and may have in some instances preceded documentation.

For decades it has been suggested that men were perceived as more aggressive and independent than women, whereas women are seen as more tactful, gentle, and quiet than men. Brown (1979) reported that the ideal manager is perceived as male in character: competitive, aggressive, dominant, firm, vigorous, and rational. Other researchers confirmed that it is the male, not the female, sex-role stereotype which coincides with the managerial model, "since the characteristics most commonly ascribed to males comprise a competency cluster including such attributes as problem-solving and decision-making ability" (Brown, 1979, p. 275). However, as Brown (1979) summarized William Goode, "If our stereotypes of women are correct, the skill and behaviors that are acquired in becoming a woman are exactly those of a good manager; they are trained in human relations, not test tubes and machinery and insight; in the organization and maintenance of a social unit, the family, in command not through arbitrary orders, but through persuasion and participation; in taking care of subordinates and serving their

needs so that they will produce better. If they can become good homemakers, surely they could become excellent managers" (p. 277). As summarized by Brown, the same skills that women use daily in their home lives to keep everything running smoothly are what are expected of individuals in management. Therefore, women have been suitably trained to perform as managers in the work force.

In addition to these stereotypes, researchers have found that the self-concepts of both men and women are very similar to their respective stereotypes. However, research suggested that stereotypical masculine characteristics have been found to be more socially desirable and similar to the characteristics of a healthy adult (Schein, 1973). In addition, a number of myths concerning women and their abilities to manage have been dispelled. Some of the unsupported stereotypes are that women are too emotional to make rational decisions; women have a lower commitment to work than men; women lack motivation to achieve; men are inherently more assertive than women; and men are intellectually superior to women (Pearson, 1985). Even though some of these myths are being dispelled in the literature, women still appear at a disadvantage because of such stereotypes (Pearson, 1985). As Schein reports in the following study, these sex-role stereotypes then can be seen as causes for preventing many women from achieving in the work force.

Three hundred male, middle managers rated either women in general, men in general, or successful middle managers on 92 descriptive terms. The results confirmed one of the two hypotheses stated by Schein. It was confirmed that successful middle managers were perceived to possess characteristics, attitudes, and temperaments more commonly ascribed to men

in general than to women in general. However, no significance was reported between the strength of requisite management characteristics and older and younger managers.

Moreover, in 1975 Schein replicated her 1973 study by having 167 female middle managers rate either women in general, men in general, or successful middle managers on 92 descriptive terms. As was found in the 1973 study with male subjects, successful middle managers were perceived to possess characteristics, attitudes, and temperaments more commonly ascribed to men in general than to women in general. In addition, it was found that this relationship between sex-role stereotypes and perceived requisite management characteristics was strongest among female managers with limited experiences. Moreover, the results implied that female managers were as likely as male managers to make selection, promotion, and placement decisions in favor of men when the association between sex-role stereotyped and requisite management characteristics foster the view of women less qualified than men in managerial positions. Thus, the sex of the manager may have less influence on decisions relating to the presence to women in management than previously thought. Therefore, Schein (1975) felt that simply increasing the number of women in management may not significantly enhance the ease of entry of other women into these positions.

In 1989, Schein's original study was again replicated to see what impact, if any, 15 years had had on the relationship between sex-role stereotypes and perceived requisite management characteristics. Four hundred and twenty men and 173 women managers responded to Schein's 92-item descriptive index about the characteristics of women in general, men in general, and successful middle managers in general. Results indicated that male middle

managers still adhere to a male stereotypical role. However, female middle managers no longer sex-type managerial jobs. Results indicated that women viewed successful middle managers as possessing characteristics, attitudes, and temperaments that are associated with both men and women in general. These results exemplified a change in women's attitudes concerning the view of women. Although the results derived from the women were encouraging, the men's results were discouraging.

While Schein's studies in 1973, 1975, and 1989 sought to discover behavioral stereotypes among men and women in general, Colwill (1982) sets forth seven common sex-role stereotypes relating to the work place she felt were present and needed some further consideration: 1) men work to support their families, whereas women work merely for pin money; 2) men are intrinsically motivated by their work, but women would not work if they could afford not to; 3) men are more concerned with career advancement than women are; 4) men are more concerned than women are that work be meaningful; 5) women are more content than men are with intellectually undemanding work; 6) women are more concerned than men are with hygienic factors such as pleasant surroundings; and 7) women are more concerned than men with the socioemotional aspects of the job. However, research found these stereotypes do not ring true. Research established that American women do not work for pin money. Instead, 40% were economically independent; 33% were sole wage earners; and 8% earned the bulk of the family income (Colwill, 1982).

Furthermore, women and men reported equally a desire that their work be meaningful and intellectually demanding. In addition, Colwill found that women and men in equally unstimulating jobs expressed equal

dissatisfaction and that women were more likely to quit such unstimulating jobs (1982).

Colwill (1982) states that according to various authors who have discussed men's organizational roles, the essence of the male organizational role is power, power gained through a subtle blend of competition and cooperation. In American culture, competition and cooperation are often tied to the idea of playing team sports. Some scholars suggest that men have an advantage over women in the world of organizations because men better understand the psychology of team sports (Colwill, 1982). Some argue that boys learn the perspective of team work; males' socialization teaches them to cooperate in order to compete, regardless of their personal feelings about team members. Women, on the other hand, are accused of refusing to play the game with those they don't like; some suggest that many women are held back from corporate success because they fail to understand traditional organizational structure which holds that personal likes and dislikes are irrelevant to the workings of the organization (Colwill, 1982).

Female organizational roles are still far from being equivalent to those of men. The most common work role played by women is that of helpmate; assisting others is a prominent feature of most occupations traditionally held by women. The nurse assists the doctor, the secretary helps the executive, and millions of other women serve the public in a variety of ways (Colwill, 1982).

Another female organizational role often assigned to women is "The Queen Bee Syndrome" (Colwill, 1982). The "Queen Bee" is a successful woman who has succeeded in reaching the top and who hurries to close the boardroom doors behind her. The Queen Bee has worked hard to get where



she is, harder than most men have had to work for comparable success. She will resist reaching down to help some other woman on the climb (Colwill, 1982). The Queen Bee Syndrome does not fairly describe the many women who have gladly offered assistance to others who are struggling with the climb to success. However, the syndrome is fitting to some and can be commonly associated with the male syndrome of "I-had-to-suffer-so-you-will-too" (Colwill, 1982).

It is important to note that certain sex roles may be expected by the organizational culture. Upon entering a new organization, certain roles may be attributed to success in that organization; therefore, if success is to be attained, various roles may need to be acquired and implemented in order to reach the goal.

Other studies have researched speech style, gender stereotypes, and corporate success and have found that speech style has a significant effect on the expectations of "success" and "acceptance" in managerial positions (Wiley and Eskilson, 1985). More specifically, this study suggested that applicants for managerial positions using powerful speech patterns are rated more positively on situation-related traits regardless of their sex.

### Subordinates and Supervisors

Current research has tried to answer the question about whether or not men and women manage differently. However, sufficient time has not been spent trying to decipher the different behavioral styles that are employed by men and women in management. Henning and Jardim (1977) define behavioral style as the behavior in a work situation which appeared to contribute to women's executive success. While behavioral style is crucial to

male executives as well, Henning and Jardim suggest behavioral style may be even more important for females: "Since the crucial issue for a woman may lie in getting others to accept any women, however superior, in what they consider to be an exclusively male role, behavioral style is a factor even more critically important to women executives than it is to men" (Henning and Jardim, 1977, p.72). Oftentimes women in superior roles who work with both male and female subordinates instantaneously face the challenge of being independent and stern without being deemed a "bitch" (Henning and Jardim, 1977, p. 73). Henning and Jardim feel that because negative connotations and a lack of confidence are more frequently used as descriptors of a woman's behavior and mannerisms, women are more in tune with their behavioral styles and make conscious efforts not to over step their bounds.

In 1973, Rossen and Jerdee examined the way sex-role stereotypes (perceptions) and expectations of what is appropriate behavior for males and females influence evaluations of male and female supervisory behavior. It was suggested that the appropriate societal expectations for women include sympathy, humanitarianism, compassion, and dependence on others. Other expectations include non-aggression, spiritual values, artistic inclinations, and concern for the welfare of others (Rosen and Jerdee, 1973). Males, on the other hand, were viewed as powerful, initiating, and prestigious. Rosen and Jerdee are concerned with how these general societal expectations regarding male and female behaviors influence more specific occupational role expectations for male and female supervisory personnel in formal organizations.

After respondents evaluated and selected one of four supervisory styles, results indicated that sex-role stereotypes do influence evaluations of

supervisory effectiveness for some, but not for all of the supervisory styles. For example, the reward style was rated more effective for male supervisors than for female supervisors, while a friendly-dependent style was rated more effective for supervisors of either sex when used with subordinates of the opposite sex. In addition, threat was rated as extremely low in effectiveness and helping as extremely high regardless of the supervisor's sex. Therefore, the stereotypes of men as aggressive and threatening and women as compassionate and helping were not upheld in this experiment.

Rosen and Jerdee (1974), in a similar study, confirmed their hypothesis that male administrators tend to discriminate against female employees in personnel decisions involving promotion, development, and supervision. On the other hand, male employees were found to be discriminated against when personnel decisions involved competing role demands stemming from family circumstances. For example, Beutell (1984) found that males whose mothers had worked tended to express more favorable attitudes than those whose mothers had not worked. Moreover, firstborn men have been indicated as having the least favorable attitudes toward women as managers. Also, among firstborn men, the sex of the next sibling was related to differences in attitudes toward women in managerial roles.

### Managerial Styles

"Are men and women different as managers?" (Pearson, 1985). Research has yielded contradictory conclusions regarding men and women being significantly different in their managerial styles. For example, men and women do not appear to differ in motivation to change; subordinates do not distinguish between male and female leaders in their use of positive and

punitive rewards; male and female supervisors have been perceived to exhibit similar patterns of leadership behavior and to be similar in terms of effectiveness; and male and female leaders who exhibit similar behaviors are not judged by their subordinates (Pearson, Turnner, and Todd-Mancillas, 1985).

Statham, in her article, "The Gender Model Revisited" (1987), took the perspective that women perform as well as men in comparable situations. This is combined with the notion that men and women may approach their jobs differently, but in ways that may actually enhance a woman's job performance. It may be that women managers are equally effective in accomplishing desired ends, yet use somewhat different styles to accomplish those ends. However, it is because these differences do exist that women managers, even though they may be as effective, are not perceived as such.

Past literature has been fairly consistent in assuming that women are less effective than their male counterparts. This literature tended to emphasize the female personality traits that contributed to this low performance. These traits included low self-esteem, lower organizing skills, fear of success, lower motivational skills, need for dominance, poor understanding of organizational power, and inadequate socialization (Statham, 1987). Because of these seemingly dysfunctional traits, women have been counseled to overcome these barriers in order to compete in the man's managerial world.

Due to the lack of studies about the differences of men's and women's managerial styles, women have had to become conditioned for a man's managerial world. Statham's (1987) study, however, failed to recognize previous male and female typologies and used focused interviews which

allowed the subjects to tell the researcher about their work with no boundaries on behavior. Twenty-two women and 18 men managers and their secretaries were analyzed to provide insights into gender differences in managerial styles. The findings suggest that women are both task and people oriented, while men appeared image engrossed and autonomy invested (Statham, 1987).

Women were seen as focusing on the task to be done and the people working for them, paying attention to what is happening in their areas of responsibility and interacting with others a great deal, encouraging individual career growth in their secretaries and other subordinates (Statham, 1987). Men, on the other hand, were seen as focusing on themselves and the need to "back away" from those who work for them, emphasizing the power they have, and the contributions they make in a situation; men felt the ideal way to manage was to stay out of it (Statham, 1987). Pearson et al. (1985) found that women are capable of assuming managerial roles. Female managers may provide some unique qualities and some special experiences men do not possess or have not developed. In addition, while male executives are commonly discharged because of their lack of sensitivity when dealing with others, women are frequently appreciated because of their ability to work effectively and courteously with others (Pearson, et al, 1985).

Arkkelin and Simmons (1985) cite recent studies which have indicated that people describe a "good manager" in masculine terms. Thus, it was hypothesized that this description could simply reflect cultural stereotypes rather than people's perceptions of what combination of traits is most desirable in a leader.

In Experiments 1 and 2, subjects were asked to rate the most desirable managerial personality traits of a hypothetical manager. The trait options were, "all masculine," "all feminine," or a combination of masculine and feminine (androgynous). In these two cases, the feminine trait combinations were significantly less desirable than either the masculine or androgynous traits. Experiment 3 analyzed trait likableness and sex-role orientation. The findings here were opposite from Experiments 1 and 2. In this experiment feminine combinations were rated as the most desirable, and the masculine combinations were rated as the least desirable. The findings suggest that the perceived desirability of a manager is dependent on the traits that are exhibited by the manager whether masculine, feminine, or androgynous. These findings are representative of the previous studies concerning sex-role stereotypes and managerial traits. As stated previously, most studies have shown that predominantly female traits in managers result in stereotypes concerning management abilities.

Further research has found that males tend to be task oriented in their communication while females are socially oriented (Baird and Bradley, 1979). In addition, females tended to exceed males in rewardingness of communication, exhibiting more warmth, helpfulness, and affiliation, as well as being more sensitive than males (Baird and Bradley, 1979). Finally, Baird and Bradley (1979) suggested that females are better able to express emotions and to interpret emotions expressed by others than are males.

These findings helped to explain the discrepancy in findings about differences between men's and women's managerial styles. Indeed, men and women do seem to manage differently, and these differences undoubtedly cause misunderstandings. Further research is necessary to explore other

factors of men and women managers and their management styles.

Bruning and Snyder (1985) set forth to determine whether or not the perceived competence of women was dependent upon more social cues and less upon societal cues. Previous research stated that the perceived competence of women was more dependent upon social cues and less upon situational information than was the competence of men, while other theorists (Hay, 1980) have concluded that the opposite was true. The authors examined the relevant contribution of these two classes of variables to the perceived competence of 583 employees of social service organizations in 23 states (Bruning and Snyder, 1985). The researchers hypothesized that occupancy of a supervisory position, not sex, is a more likely modifier of the relationship between competence and either social or situational factors (Bruning and Snyder, 1985). Bruning and Snyder's results suggested that no significant sex differences existed in sensitivity to social cues or situational information. Furthermore, occupancy of a supervisory position may have had a direct impact on perceived competence, but position occupancy did not moderate the relationships between competence and social cues or situational information.

In addition, a study conducted on the gender and organizational success and survival of small businesses by Kalleberg and Leicht (1991) found that gender and organizational performance were not directly related to each other. In fact, their results showed that in examining the survival and success of small businesses headed by men and women, there were no determinants based on sex (Kalleberg & Leicht, 1991). It was found that businesses headed by women were not more likely to go out of business, nor were they less successful than those owned by men (Kalleberg & Leicht, 1991).

Again supporting the notion that has been expressed by several researchers, one cannot say whether a masculine or feminine manner of conducting business has any greater positive or negative ramifications.

Baird and Bradley (1979) sought to investigate sex differences in the perceived communication style of organizational managers. They found that in communication content, females generally were perceived to give more information about other departments, to place greater emphasis upon happy interpersonal relationships, to be more receptive to subordinates' ideas, and to be more encouraging of subordinates' efforts than were males (Baird and Bradley, 1979). Communication styles between the two sexes differed as well. Females generally were perceived to be more concerned and attentive than males, who in turn were perceived to be more dominant, more directive, and quicker to challenge others than were females (Baird and Bradley, 1979). Again, this study showed that men and women exert managerial styles in their own manners; nevertheless, one sex was not seen as being more effective than the other.

### Leadership

It has been suggested that leadership requires a social conditioning. That conditioning would include characteristics traits such as dominance, assertiveness, competence, status, intelligence, and high levels of participation, all of which are often associated with men. Because of this association, men are seen as leaders more often than women. Women, on the other hand, are assigned traits such as submissiveness, passivity, and dependence, which do not suggest leadership. Therefore, it has been suggested that if women cannot be seen as leaders, their chances to become



leaders are diminished.

Porter, Geis, & Jennings (1983) examined the effect of sex-role stereotypes on an unrelated social cue to leadership status in a group. In the absence of behavioral cues, the sheer physical positioning of persons in a group often identifies the leader (Porter, Geis, and Jennings, 1983). Participants rated each member of a five-person group on leadership attributes. Each participant was asked to choose one of the five group members who was seen as "contributing most to the group." The subjects viewed a photograph in which five persons were seated around a table. One of the five seated was positioned at the head of the table, promoting leadership. Leadership attributions were thus made to males and females seated at the head of the table in mixed-groups and same-sex groups. Findings suggested that women were seen as leaders only in all-female groups. Furthermore, sex stereotypes still controlled social judgments and discrimination operated nonconsciously and in spite of good intentions (Porter, et al., 1983).

Offerman (1986) suggested that the traditional sex role stereotype for women was seen as incompatible with leadership and management roles. Even when traditionally defined roles were consciously rejected, individuals, despite their intentions, may make use of sex role stereotypes in a nonconscious manner. In terms of leadership, women may have little chance of being seen and acknowledged as leaders even if they are performing behaviors that would lead to the perception of leadership in men; therefore, these women would be "invisible" as leaders (Offerman, 1986).

The results of Offerman's study indicated that the person displaying leadership behaviors was identified as leader regardless of leader sex, group

member sex, the performance level of the group or the sex of the viewer. However, although female leaders were equally visible and were evaluated the same as male leaders, the probability of continued success was seen as lower for groups with female leaders of all-female or all-male group members. Offerman implied that if the success of a woman leader is perceived as a fluke rather than as a reflection of her ability and potential, her opportunities for organizational advancement may be limited.

Kushell and Newton (1986) analyzed the effects of sex leadership style on subordinate satisfaction. They felt that as women continue to enter and advance within management ranks, how sex and leadership style influences subordinate satisfaction remains a significant issue.

In their study, each participant was assigned to one of four experimental groups: male autocratically, female autocratically, male democratically, or female democratically lead. Results suggested that subjects were more satisfied in democratically led groups and the sex of leader did not significantly affect satisfaction. However, female subordinates were more dissatisfied than males in autocratically led groups.

In contrast to the previously mentioned research, Osborn and Viscars (1976) found that leader sex does not appear to have a consistent influence on either leader behavior or subordinate satisfaction, either by itself or in interaction with leader demographics, subordinate demographics, leader behavior, and subordinate sex.

### Implications for the Future

Articles have been written on the do's and don't's for women supervisors, as well as those encouraging women in management to "do

their own thing" (Veiga and Yanouzas, 1976). Yet much of the research and writing on this topic is lacking in the realization that, even though the stereotype of women in business is changing, we still do not know and do not seem to be asking questions about what women managers really want in their careers (Veiga and Yanouzas, 1976).

Forty women in lower to middle management positions were chosen as subjects of Veiga and Yanouzas's (1976) study. The subjects were surveyed to gather information about their management activities. The survey consisted of 35 managerial activities, 7 corresponding to each of the 5 traditional management functions of planning, organizing, staffing, directing, and controlling.

Findings suggest that younger women managers tended to have a high level of disillusionment relative to staffing. Staffing is a mechanism for managers to influence the kinds of people the organization will hire and advance. It was suggested that this disillusionment is a reflection of younger women's feelings of increased pressures to influence not only society's attitudes but their employers' as well. In addition, younger women also felt more disillusionment than older women in regard to directing those activities which involve the act of supervising employees. The authors felt that this result was a product of younger women managers being found in lower level managerial positions, thus tending to minimize the importance of their contributions as managers because they were less often found in middle and upper management positions.

Further studies have found that female managers and their supervisors tend to disagree about the proficiency of the female managers in

terms of communication competence. As a group, the female professional rated themselves as proficient in 12 of 15 communication competency categories, whereas their supervisors only saw proficient behavior in 3 of the 15 areas. Researchers did not expect agreement in all categories, yet they felt that such extreme disagreement is a factor of the promotional difficulties that women face.

Berryman-Fink (1985) suggested that the workplace of the future would combine norms of competitiveness with cooperativeness, aggressiveness with supportiveness, rationality with emotionality, discipline with compassion, and impersonality with empathy. In essence, these workplaces of the future would be using what is referred to as behavioral flexibility-- combining skills that males have typically demonstrated with skills females have demonstrated in order to allow an organization to utilize and benefit from the multifaceted potentials of all of its members. Berryman-Fink, (1985) investigated whether current managerial perceptions acknowledged the possibility that women may already possess communication skills related to managerial effectiveness, in addition to surveying perceptions about the communication training needs of women as managers. The findings suggested that both male and female managers perceive listening, verbal/writing skills, and nonverbal communication skills as three communication skills women possessed that were relative to effective management.

The study also showed that male managers' total perceptions of the effectiveness of women managers' communication varied. The question elicited 11 communication traits that the females felt they used effectively; however, the men did not agree. Furthermore, three communication traits--

attention to detail, voice quality, and keeping the listener's attention--were perceived by the men as traits that female managers used effectively, whereas, the females did not list these same traits. In addition, both male and female managers perceived that women managers need more effective training in the following areas: assertiveness, confidence building, public speaking/making presentations, and dealing with males. This study exemplified the discrepancy caused by male and female managers in terms of what managerial traits were considered as "real" versus the "ideal" managerial traits. It is this same discrepancy that caused the confusion in opinions of the choice of managerial style put to use. Questions remain about effectiveness and preference in regard to masculine and feminine characteristics in managerial styles.

### Conclusion

Both everyday experiences and scholarly investigation have established that stereotypes exist among both men and women in management. In order for men and women in management to be completely successful in communicating with each other, these stereotypes must be examined. A first step would be to remember that these stereotypes were established some time ago and may not necessarily be accurate representations of current managerial practices. Women are creating a niche for themselves in the work force. Research must continue to follow women and their efforts to join managerial teams in various organizations.

From the literature that has been presented here, several conclusions can be drawn. First, family businesses are very prominent and influential forms of enterprise in the United States. Within the structure of the family

business, much of the organizational culture stems from the "family" side of the firm and not the business side.

In terms of the family relations present in the family firm, father/daughter and father/son relationships differ. Fathers take active roles in both children's career development, but the father's influence on the career development differs in terms of strength and direction. Daughters and sons may suffer from their fathers' control; yet the type of control illicit by the father differs between the two relationships. In addition, because of the limited research available about daughters in family-owned businesses, several conclusions are based on development and occurrences in the father-son relationship. Drawing conclusions about father/daughter relationships in family-owned businesses from conclusions generated by father/son relationships in family-owned businesses creates an unstable foundation about the father-daughter relationships that exist in family-owned businesses. Furthermore, research shows that men and women differ greatly in terms of same-sex and different-sex relationships. Thus, predicting outcomes of a father-daughter relationship from a father-son relationship would seem to cause some misconceptions.

A similar conclusion about women in management can be drawn in terms of fair representation. Male managerial typologies, stereotypes, and findings are used to create or draw assumptions about female managerial typologies and stereotypes. In addition to the lack of research aimed directly at women, the research in this area is quite dated. The number of women entering the managerial field are increasing, yet research has failed to keep up with this influx.

Research that has pursued these issues is contradictory. Researchers have not been able to agree on consistent patterns among topic areas involving sex, gender, and management styles. In this study, I do not anticipate finding definitive answers; the purpose of this study is to find the questions. The following is a description of the methods used to collect data, a report of that data, and discussion and interpretation of the information provided by daughters holding managerial positions in family-owned businesses.

## METHOD

### Introduction

A researcher could approach the current study concerning father-daughter work relationships in several ways. A quantitative approach could be implemented to gain insight on the number, frequency, and intensity of different occurrences and communication in the father-daughter work relationship. However, a human can provide data nearly as reliable as that produced by "more objective" means ( Lincoln & Guba, 193, 1986). Ethnographically, one could immerse one's self in the family business environment and study a variety of verbal and nonverbal communication patterns. However, studying the environment and the communication exchanges within the environment were not my primary interests. Finally, a qualitative approach could be taken where humans are used as instruments. Lincoln and Guba (1986) state that qualitative methods come more easily to the human-as-instrument. The authors assert that "qualitative methods come more easily to hand when the instrument is inclined toward methods that are extensions of normal human activities: looking, listening, speaking, reading, and the like" (Lincoln & Guba, 199, 1986).

The data in this study were qualitative in nature. The purpose of qualitative research is to discover answers to questions through the application of systematic procedures. Qualitative research is also descriptive; data consist of words and pictures, not numbers as in quantitative research. Qualitative research is concerned with the process rather than simply the outcomes or products of the research. In other words, in qualitative research the ways in which data are generated, the feelings and experiences people feel



and express, the language chosen to describe these feeling or experiences, and the process of making connections with feelings and experiences are of utmost importance. The analysis of qualitative research is inductive; meaning is of essential concern. As information is generated and expressed by the subjects in a qualitative study, a researcher can focus on what that data means to the subjects by placing concern on the examples, language, and types of communication used. As a researcher, I agree; I tend toward interviewing, observing, mining available documents and records, taking account of nonverbal cues, and interpreting inadvertent unobtrusive measures.

Kerlinger, in Foundations of Behavioral Research, (1973) writes that the interview is probably the "oldest and most often used device for obtaining information. It has important qualities that objective tests and scales and behavioral questions do not possess. When used with a well-conceived schedule, an interview can obtain a great deal of information; it is flexible and adaptable to individual situations, and it can often be used when no other method is possible or adequate. Most important, perhaps, the interview permits probing into the context of, reasons for, answers to questions." (Kerlinger, 1973, 480.) As a result, using interviews as characterized by Kerlinger would be effective, appropriate, and consistent with this topic because the goals of the current research are 1) to identify salient issues about managerial styles from the perspectives of these daughters in family-owned businesses; 2) to survey in breadth and depth the daughters' experiences to find undiscovered questions; and 3) to compare and contrast the daughters' real life experiences with Dumas's theoretical framework.

## Statement of Research Questions

The literature provided as a theoretical background fields several possible research questions. The purpose of this research is to investigate these questions with the intent of discovering salient issues as they exist from the perspectives of the daughters in family-owned businesses. Three questions about daughters working in family-owned businesses with their fathers will guide this study.

**RQ 1:** Does a daughter's choice and use of managerial styles differ from her father's?

Does the daughter feel obligated to manage like her father? Does she feel that he sees his managerial style as the only way to manage? Given the literature about founders, it seems evident that a father might prefer his daughter to manage in a manner similar to his own. He may feel that his is the only way to manage successfully. Literature about differences between father/son and father/daughter relationships suggests the father may also attempt to influence a daughter more than he might a son. Given these speculations, do daughters establish their own managerial styles distinct from their fathers'?

**RQ 2:** Does the managerial style chosen by the daughter affect the father/daughter work relationship in family-owned businesses?

Since fathers and daughters need to maintain not only their business relationships but family relationships as well, does the style of management chosen by the daughter interfere with or facilitate the family relationship?

Have these women experienced episodes related to their managerial styles that had significant impacts on their familial relationships or their work relationships with their fathers?

**RQ 3:** Has the influence of a father's managerial style affected the father/daughter work relationship in family-owned businesses? If so, how?

In focusing on the effects of the father's managerial style on the daughter, speculation can be made about the daughter's assertiveness in her relationship with her father. Such a speculation might lead to discussions about the daughters' abilities to establish their distinct identities.

### Sample

Eleven daughters in family-owned businesses were contacted; these eleven included daughters who currently held lower, middle, or upper management positions in Oregon-based family businesses. The daughters were selected from a list generated by the family business program at Oregon State University. Daughters were chosen who currently held a management position and were either currently working or sometime in the past had worked directly with their fathers in the family-owned business. The daughters were notified first by letter and then by a follow-up phone call in which the nature of study was explained, and their participation for the current study was solicited.

Participants were narrowed from eleven to seven because four candidates either 1) had never worked with their fathers or 2) had worked only on a family farm. The remaining seven represented firms ranging from

printing and publishing to petroleum marketing, retail grocery, waste and recycling, fence material manufacturing, and auto repair. The firms were either second or third generation family businesses, with two of the seven daughters as CEO's (Chief Executive Officers) and one as a CFO (Chief Financial Officer). Current sales for the family businesses ranged between \$750,000 to \$50 million and the number of employees ranged from 17 to 645.

To insure that the data were representative of daughters who were functioning as full-time employees at a managerial level, I interviewed daughters who were at least twenty-five years in age and had management responsibilities ranging from office manager to CEO and CFO. The daughters interviewed ranged in age from twenty-nine to fifty-three years and have all been active in their family firms for at least four years.

A smaller sample of seven daughters was selected because of the ground-breaking nature of the study. A smaller sample allowed the information shared and the findings generated to be more in-depth and greater in breadth. Because the substance of the study is personal, longer interviews were necessary to establish appropriate rapport between myself and the participants.

This research is descriptive in nature; the analysis of information will be done qualitatively. Due to the small sample size, data generated from the interviews will lack generalizability. But generalizing is not the goal of this study. The small sample size effectively accomplished the objective of discovery; in-depth interviews of seven women provided rich data, data which indicate several starting points for research. In addition, the group interview accomplished elaboration of topics that were discussed in the individual interviews. In this research, the individual and group interview

methods functioned congruently with the purpose of the study.

### Interviews

Two separate interviews were conducted. The first interview consisted of structured questions which attempted to establish the parameters of topics provided by the interviewees. An interview guide, pre-tested to verify clarity and the level of understanding, was used in all cases. These interviews were performed on a one-to-one basis and were tape recorded with the consent of the interviewee. This interview was conducted in a structured manner to offer clarity, direction, and purpose. The structure functioned to cause each of the participants to respond to similar topics so that comparison and contrast could be made.

Individual interviews were conducted at the family business the daughter represented. These locations were used to provide a comfortable environment for participants to promote a more relaxed exchange. These interviews ranged from one to two and a half hours in length. The length of the interview was determined by the responses given by the participants.

In-depth interviews were used in this study; they were chosen because they could provide rich data generated by people about their experiences. Interviewing can be implemented several different ways; however, the aim of interviews as stated by Garrett (1972) is to gather in-depth, personal information, to either obtain information about the subjects or problem, give help to those in need, or a combination of acquiring information and providing help. Therefore, several interviews offer a panoramic view of the subjects and information. For this study I chose to interview more extensively a small number of subjects so I could gather information in

breadth and depth.

In addition to face-to-face interviews as an information gathering technique, group interviews also were used. Frey, Botan, Friedman, and Kreps (1991) suggest that group interviews be used as supplements to the traditional face-to-face individual interviews particularly where the topic is benign and not embarrassing. Research shows that group interviews can be a more efficient use of resources and a means of adding valuable insight to the interpretation of a social or behavioral event (Frey, et al., 1991). The authors suggest that group interviews can be sources of validation for previously gathered data via one-on-one interviewing; they can bring the researcher closer to the "truth" by the addition of embellishing interpretative data.

The second interview was conducted to allow verification, validation, and elaboration of information gathered in the individual interviews. The second interview was unstructured in nature, implemented with four of the seven original interviewees in one large group. All seven participants were to have attended this session; unforeseen circumstances caused three women to cancel their attendance hours before the interview took place. With four participants, the group interview still achieved its purpose of reinforcing, validating, and elaborating issues introduced during the individual interviews. Again, the session was recorded with the permission of the interviewees.

In the case of the current research, because the daughters in family-owned businesses have not received much research attention, providing the daughters an opportunity to share experiences with other daughters in their same situations enabled me not only to verify information I gathered from individual interviews but also to obtain more information about the

participants and their perspectives about their positions. In addition, the group interview enabled the daughters to create associations that helped them better understand their experiences or establish labels for their experiences. In this way, the group interview fulfilled the ethical objective of contributing positively to the participants' knowledge, understanding, and involvement in their careers. Participants became aware of their own valuable contributions not only to their businesses but to their own self worth. In addition, this research provided participants opportunities to network with other women in similar positions.

### Means of Analysis

While qualitative research of this kind produces data rich in detail of human experience, it also allows for a variety of interpretations of those human experiences. The two-interview method used in this study was designed to promote the gathering of rich data and reduce the field of error in interpretation. Each individual interview was transcribed to provide a tangible record to facilitate that interpretation. After each individual interview, the transcriptions were reviewed. Major points discussed by the participant were recorded.

Major points of discussion were determined by one of the following: 1) if discussion of the issue included detail, description, or extensive explanation that distinguished this issue from others treated with less depth; 2) if the interviewee expressed or implied that the issue held special importance; 3) if the issue was repeated by the interviewee either within the same answer or in a restated version in another answer (such as, "As I said earlier. . ."); or 4) if the issue related to one of Dumas's seven constructs. During the individual

interviews, Dumas's constructs were neither introduced nor were they discussed.

During the group interview, Dumas's constructs were presented and explained. Hypothetical examples were provided for each of the separate constructs. The floor was opened for discussion. Each daughter was invited to explain whether any of the constructs applied to her and if so, how she perceived herself as exemplar of that construct. The daughters' responses were used to verify interpretations made after the individual interviews. This verification was not reported during the group interview to the women.

Since only four of the original seven interviewees took part in the group interview, careful scrutiny was given to the comparison of interpretations after the individual interviews to the daughters' self-interpretations during the group interview. Given the discovery nature of this study and the high congruency that emerged between the two sets of available interpretations, conclusions and recommendations seemed valuable. Regardless of the perceived impurity of the method, the enthusiasm of the participants about the information they learned from each other supported the usefulness and validity of this study.

One way I analyzed the data was by using Colette Dumas's seven constructs which were developed in a prior study of daughters in family-owned businesses (Dumas, 1989). The findings from my individual and group interviews were analyzed to discover patterns and connections that applied directly and indirectly to Dumas's seven constructs. Participants' responses were categorized as complying or not complying with Dumas's findings. Responses that were complied were assigned to the appropriate Dumas construct: "Daddy's Little Girl;" "Rites of Passage;" "The Invisible



Successor;" "The Usurper;" "The Snow White Syndrome;" "The Caretaker of the King's Gold;" and " Silent Voice."

However, the data analysis in the present study was not limited to Dumas's work. Instead, Dumas's constructs offered guidelines for analysis, allowing me to create comparisons with the present findings as well as create other explanations for different behaviors and relationships among the fathers and daughters in these family-owned businesses as represented by these women.

In cases where the women provided information that was not relevant to Dumas's work, I created my own constructs. Given the broad scope of this study, I endeavored to identify conspicuous areas that were named as significant by these women. My role as a qualitative researcher was to translate their experiences into images that could be comprehended and evaluated by scholars and academicians.

### Limitations

The most significant limitation of this research is also its strength: relying on normal human activities for gathering and interpreting data. In a topic as complex as this one, problems arise trying to distinguish among the reasons for certain behaviors. Deciphering all the elements of the reactions given by participants in a study like this one is a critical act, but one that is impossible to verify. Deciding whether a participant's response is the result of her being female, being a daughter, or being in this interview situation, for example, tests the generalizability of each individual interpretation.

To accommodate this limitation, close analysis of the data has included acknowledgement of bias and the nature of being human. Observations and

interpretations are explained in detail; examples are used to illustrate conclusions. These efforts provide the reader access to pertinent information, thereby enabling him/her to draw individual conclusions.

## Conclusions

The literature review has established the deficiencies in research, deficiencies that will be addressed by this study. The qualitative method of this investigation will allow for a survey of new information about daughters in family-owned businesses. Such a survey can provide a framework for further inquiry. In the following chapter, data collected from seven daughters working in family firms in Oregon will be presented. In the last chapter, interpretations and conclusions about that data will be discussed.

## RESULTS

The results from both the individual and group interviews will be presented in this chapter. Data gathered during the group interview only are specifically identified as such. Otherwise, all information emerged from individual interviews and was verified during the group interview.

The data were generated from answers to interview questions (see Interview Guide, Appendix A) and have been organized into four topic areas: history, managerial philosophies, work relationships, and personal development. Frequently, the topic areas include verbatim illustrations and examples contributed by participants in this study. These examples provide the reader with direct access to pertinent data, allowing the reader to monitor otherwise undetectable researcher bias.

### History

#### Joining the Family Business

Daughters provided information about 1) how they came to join the family business and 2) why they joined it. When asked how they came to join their family firms, two daughters answered that their fathers had invited them. One daughter's mother offered her entry into the firm. Three joined their family firms via openings for which they applied; one of the three began in a temporary basis:

I took a part time job here and when I realized the money I could make if I worked full time, I applied for a supervisor's job and got it. It was more like a necessity in the beginning and then I grew to be excited by the business.

Only one participant replied that she had been a part of the firm since her

childhood and intended to remain with the firm indefinitely.

The daughters expressed five reasons for having joined their family firms. The first was a sense of family and their desire to work with family members. These daughters reported that at work they enjoyed a sense of family, belonging, and importance that they could not easily find working outside of the family business: "Well, I have a real sense of family. The value of my opinion is greater and I'm not just a number. There's a greater sense of value. . . ."

The second reason mentioned for joining the family firm was raised by two daughters who felt that the business had a need and that they filled that need. Closely related to the second reason is the third which was described by four participants. These daughters said that because they knew the industry, connections, and the job, the position was more comfortable, enjoyable, interesting and enriching. A fifth participant explained that she joined her firm because she had fulfilled her personal need to establish herself outside of the firm. "I think when Dad originally asked me to come to work, it was very difficult because I had always hoped to go out on my own, prove myself on my own."

Three participants discussed a fourth reason for entering the family business, that is, that they wanted the benefit of their father's tutelage. Learning their jobs through their fathers' experiences and knowledge was felt by the daughters to be an added bonus to joining the family firm: "I felt it was better for me to come in while he was here and train and learn how he had been doing it for 30 years." In addition, some daughters felt that a family member working for a family firm was more willing to contribute more time and effort than a nonfamily member. The last reason given for joining the

firm was that three of the daughters believed their hours were better; money, benefits, and pensions also were frequently mentioned as added reasons the daughters joined their family firms.

In summary, these women joined their family firms either by invitation or through application for employment. Their reasons for joining the firm were more broad. Although the sense of family emerged as the most pervasive reason, the data reveal that business needs, knowledge about the firm, opportunity for tutelage from their fathers, and improved compensation and benefits influenced these women to join their family firms.

#### Contributions to the Family Business

Knowledge of the industry and the competition, business experience in various specialized areas, and education were the strengths the daughters felt they brought to their family firms. One daughter stated, "I'm educated. I have a good marketing background so I brought more public relations and I bring a lot of the business experience. It wasn't here prior." Another daughter felt that she brought "knowledge from growing up in the industry or around the industry and experience with another firm in our industry."

In addition, most of the daughters responded that they brought in characteristics that benefitted the family aspect of the business. They reported that relationships and communication among family members became stronger and that efforts were made to better integrate the family ideal. Furthermore, two daughters asserted that a stronger element of cohesiveness

among family and nonfamily members was developed, in addition to a higher level of trust.

In regard to how the family businesses benefitted when the daughters joined the firm, all the daughters stated that they were able to 1) locate problems that had gone unnoticed or unattended; 2) create bridges among employees and the various areas within the business; and 3) modernize both physical equipment as well as attitudes, organizational plans, and ideas. One daughter felt that she was able to bring in fresh ideas and a younger sense of business: "You need to get some fresh ideas and there's a lot more energy in a young mind." Moreover, three of the daughters filled either a vacant or unwanted position within the family firm. For example:

It was easy for the brother--my father and his brothers--to have me deal with the real estate that they weren't interested in because they had trust in me. I remember the first day I came to a board meeting, and they said, "Well, what's she going to do and why do you want her here?" And my dad said, "Well, I can trust her with a checkbook!" So I filled an area that wasn't filled within the family.

In another example, the daughter further developed an aspect of the family business that had been successful in past years; she felt this aspect was in need of more attention and that it was important for her family business. "I've really changed the level of recognition that the company has received for [its] giving [to charities] and increased its presence and the goodwill in the community."

In addition to bringing both beneficial and needed characteristics to their family firms, a majority of the daughters recognized that they were women in male dominated industries; because of this, these women felt they brought in a different level of understanding and sensitivity to employees,

family members, and the business:

I think a sense of being a woman, there is a difference in sensitivity. I come from an employee background, a personnel background, so I probably had a little bit more sensitivity to employee benefit plans, the concerns of the employees as far as family wages, things like that. Whereas before, the old school is still entrenched as far as you work here 8 hours, we pay you enough, all you should deserve and that's all you should expect.

In conclusion, the contributions the daughters reported bringing to their family businesses were attributes the daughters previously believed to be missing from the firm. The daughters described their contributions of different levels of organization, new ideas, formal education, and sensitivity to employees and family members. They believed they helped modernize their family businesses.

#### Perceived Advantages/Disadvantages of Working for Family

Participants offered many responses about advantages and disadvantages of working for their family firms. Two common advantages communicated were financial rewards and flexibility . Five of the daughters felt that they enjoyed more flexibility in terms of hours and overall job performance in their family firms.

Flexibility. I have a 6-month-old-baby and the first two months I brought him to work and I know I couldn't have done that somewhere else. Also, the work hours--if I need to work at night I can.

Another advantage cited was being around their families more. Not only were relationships strengthened, but five of the daughters felt that they were better able to help their family members in times of need as well as in business adventures. Three daughters cited their increased abilities as

important to the success and pride of the family business in addition to striving for a common goal. Two daughters also described a different level of understanding and empathy that occurs when family members work together. As one woman explained, "Being a blood member of the family, certain understandings do not have to be verbalized. Knowing each other fairly intensely most of our lives helps in this." Finally, having the opportunity to learn from their fathers, help their fathers see their generational dream, gain trust of their fathers, and allow their fathers to retain their places in the business were other advantages daughters noted.

The daughters cited career advantages they accrued by working for their family firms. Four daughters said they felt more able to express their opinions freely and have those opinions taken into consideration more frequently. Also, four daughters experienced greater promotional opportunities. They noted that their movement upward in the company would be less difficult and be made with less competition. Another advantage mentioned by one daughter was the amount of respect and authority she gained from being a daughter in a family firm. This daughter felt she gained a certain amount of acceptance; her word carried more clout and was more freely accepted:

You have a little more authority than you would otherwise, and it's not even that maybe your job responsibility is any different from anyone's else but you're looked on a little differently. And when you're out in the community you are treated differently; doors open for you a little bit easier.

On the other hand, the daughters interviewed felt they experienced quite a few disadvantages working for their family firms as well. Two of the daughters felt their fathers held some kind of preconceived notion about the



roles their daughters should and should not play in the family business. A common result of the preconceived notions held by the fathers was the daughters' inability to explore different business opportunities. In other words, the women believed their fathers steered them into certain positions without regard to their daughters' personal interests or needs. The daughters explained that overcoming these preconceived notions was a trying process.

To further understand some of the disadvantages faced by the daughters, the participants in the group interview were asked about the preconceived notions and behaviors that were referred to in the individual interview. To gain a more complete understanding of how they either overcame or succumbed to these notions, the group was asked how the preconceived notions their fathers' held about the daughters' abilities and behaviors affected involvement in the family business or careers inside the family business. One daughter responded that because of her father's visions of her, she was channeled into more support oriented roles within the company instead of management and eventually CEO of the company. However, the daughter further expressed that she found it very difficult to express her differing interests to her father because she had to juggle both the father/daughter relationship as well as the boss/employee relationship and did not want to jeopardize either one. Instead, she followed her father's judgments and was channeled into the direction he felt best suited her.

In addition, three daughters felt that their work was credited to their being daughters rather than to their abilities. Often the daughters felt that other employees thought the only reason they got the job was because of their family relationships and not their abilities. As a result, jealousy often arose between family and nonfamily business members. Family members found

themselves working a lot harder to prove that their abilities got them their jobs. As one participant noted, "It's a disadvantage in that people assume that you got your job because of your blood and not because of any ability on your own part and so you have to prove yourself more."

A fourth disadvantage mentioned by four daughters was that when business conflicts arose, focusing on the problems was difficult without involving emotions. Three daughters reported worrying more about preserving family relationships than solving the problems between them.

A fifth disadvantage was that business was always the topic of conversation away from work and at home. "Whenever I see my brother socially, outside of work, we talk about work. Whenever I was with my father, it was work that eventually came up." Three daughters felt that they could never completely escape their work: "As family, you have all of your eggs in the same basket. You know, if there's a business failure, if there's a concern, it affects you equally so it could be devastating to a family."

### Challenges by Others

These women were asked whether they perceived their status as daughters in the family businesses as particularly problematic. They discussed challenges made by other employees or even by their fathers. In four individual interviews, the daughters responded that at some time or another they had been challenged by both subordinates and superiors. Two of the daughters said that their open door management style allowed other employees to challenge them more easily. As one daughter discovered, "I think having an open door policy, it allows them to challenge and it's kind of like they've always been able to." Another daughter stated that she felt she

had made too easy challenges from both subordinates and superiors.

I've probably made it too easy for them to disagree with me because that makes it real hard then when it's something that I don't care if they disagree or not; they're going to do what I said.

Another reason challenging occurs is in response to changes the daughters implemented when they joined the family business. One daughter explained her experience with change:

People are very hesitant about change. Everything had always been the same. They were comfortable with it, even if it wasn't working. Any time I initiated change, I was told that, "It will never work. We just can't do that."

In some cases daughters felt they had been challenged by other employees who believed that their jobs were in jeopardy or who felt threatened in some way. The threat to employees was thought by three of the daughters to be a result of the changes they had implemented. Due to the changes, the daughters felt that the other employees began to feel a sense of insecurity. Also, some daughters experienced challenges because of their sex, age, and relationship with the business. One daughter was the first daughter in the history of the company to have a management position and thus experienced a significant amount of challenging.

I was the first woman in management. These men were not used to a woman being brought in and made their equal and being a daughter I'm sure added into it but it was my youth, my sex, and then the relationship.

A final reason for challenges were preconceived notions about the daughters' attitudes and abilities within the company. One daughter stated that the employees still saw her as "Tom's little girl" and were not ready to accept her.

However, it is important to note that three of the daughters felt they were never challenged. One daughter said the reason she was not challenged was the negotiation process used when decisions were made. Since everyone had a chance to voice their opinions, no challenge to the final decision was necessary. Another daughter reported she did not interact with many employees and so she encountered few challenges. A third participant communicated that challenges arose only during discussion processes when someone saw a more beneficial solution to a problem. The only other time a challenge occurred was when someone in the company felt that a customer's needs were not being met.

Sometimes they ask why and we'll figure out better ways of going it. Or because the nature of our goal is always for the customer. If some-body challenges me it's because they think the customer got the raw end.

Aside from challenges from employees, the daughters were asked during the group interview if their sex or their familial relationships created any other obstacles or barriers outside of the firm. If those obstacles existed, did these women experience difficulty in establishing or preserving relationships? One daughter said she did not feel challenged because of her sex. She reported that at times when she was the only female representative for her firm, she never felt as if she did not belong nor did she feel unknowledgeable. Another woman stated that her obstacles came when she became the first woman in management, the first to be allowed in the "sacred halls" of the management conference room to participate in meetings. She said she felt that not only being the first woman but also being a daughter made her hurdle more difficult. However, she reported that she learned what to do to be accepted and did just that; now she finds no management

problems. One daughter went into her family business by implementing a lot of changes. She demanded an acceptance of the changes she was making or the employees could, "Hit the road, Jack!" However, she reported that she soon realized that changes and acceptance had to be two sided and that she, too, had to accept employees' behaviors in order to gain the respect and accomplishment she desired.

In summary, the women who experienced challenges in their family businesses experienced them for the changes they were implementing and for the relationship they had to the business. However, the daughters reported that as soon as their subordinates and supervisors realized their managerial capabilities, they said the challenge seized.

### Managerial Philosophies

#### Daughters' Managerial Philosophy

Although only two daughters used, "open door policy" when referring to their own managerial style, the characteristics mentioned by six daughters suggested that they engaged in open-door management. One daughter described her managerial style both as open door and "managing by walking around":

I just get out of my chair and I walk around the whole site to see what's going on and that way I know what projects people are working on. Because here at the office, our employees over on the other side of the office may not even see us in a week's time, so I get up and walk around.

This daughter's description of her actions inside her office begins with trying to hire the right kind of people for the job. She also places a lot of emphasis on educating her employees for the job as well as communicating her

expectations of them.

Similarly, in describing how she managed by using an open door policy another daughter said:

Mine is very much open door policy. My employees are my best source of information. They can be my quickest guide to a problem. So I feel it's important that they feel that they can come to me. They don't feel they need a suggestion box or that there are negative ramifications if they make a comment that may not be flattering.

Four women in this study stated that flexibility, open communication both upward and downward, fairness, honesty, and valuing the opinions of employees best describe important managerial characteristics.

Furthermore, a majority of the daughters felt that it was important to get to know their employees and understand the make-up of each individual. For example, one of the daughters stated that because of the different cultures her employees represented, it was important to her to learn about cultural differences.

I think that it is important that you understand cultural differences if you have different people working for [sic]-- I have 40% Hispanics working for me. It is very important as a manager to understand culture; I think by taking the time to understand culture, maybe language skills, your employees feel that you have taken time to get to know them, too.

In addition to understanding culture, two women felt that it was necessary to understand and take into consideration the feelings of the employees. One daughter stated that envisioning their employees as either family members or significant members to the family business was also important. Another woman placed high priority on creating an environment in which continual team building flourished and working together as a team was significant. One woman stressed as important having

the opportunity to provide pros and cons for various management situations as well as working together with employees in a relaxed manner.

Each daughter developed her managing process differently. One daughter advocated careful hiring followed by employee training:

First I try to hire right. Then from there they have to be willing to work and willing to get along and they have to have the right kind of personality to be working with the public. From there I try to teach them what I expect of them.

Two women made sure the employees understood that top priorities directing decisions were the customer and the business. These women felt that once this understanding was reached, employees could be given a lot of independence to create and execute their own plans. Instead of providing the direction for the employees, one of the daughters stated that she enjoyed being the resource for her employees: "I try to let them come up with their own plans and execute them and then be a resource person to them for questions that they might encounter."

One daughter, however, did not enjoy being in charge of people. As a result, she placed herself in a position which provided her with job satisfaction and helped the company, but in which she did not have to directly manage individuals. She described her managing style as "progressive": "I am always positive in spending the dollars for the classes and the things that will make the company a team and so I guess that's the best answer." She interpreted "progressive" as spending time and money towards management and team building seminars for her employees.

### Daughters' Perceptions of Fathers' Managerial Philosophy

When this same daughter was asked how her father's management style differed from hers, she stated that her father was from the "old school." "In the old days if you didn't like someone, you got them mad at you and they left, you know, and that was it." She used this example of her father's managerial philosophy to demonstrate what she further described as his definitively authoritarian style. She equated "old school" with authoritarianism.

A similar response was expressed by other daughters as well. In addition to the "old school" managerial style, two of the daughters agreed that their fathers felt that policy was law. When problems arose, these fathers did not engage in discussion and procedure was not changed. Traditions and rules were very important to some fathers. One daughter stated that traditions and rules in the family business were the governing elements of the business. Those rules and traditions established company policy, leaving the father's managerial style without options for change. Furthermore, one woman reported that her father felt speaking to or associating with lower personnel was not necessary. Productivity and the customer needs were the main concerns, not the employees: "There was a lot of information that flowed downward through formal policies or formal procedures but not a lot of gates open to come back again." In this family business a small circle of management ran the business. The prevailing attitude reported by the daughter was that present management believed going outside this management circle for advice or information was unnecessary.

However, not all the daughters described their fathers as "old school"



managers or authoritarians. Instead, two of the daughters stated that as managers their fathers did not like to involve themselves with problems; the fathers felt that the problems would work themselves out so they felt no need to fuss and worry about them. Another daughter summed up her father's managerial style by saying:

I guess we're both pretty loose style of management [sic] and we are more proud picture people. We communicate that we are very group oriented and try to get lots of people interested in what it is that we need in order to accomplish things.

Interestingly, this same daughter felt that her father still had an old-fashioned view of women and their positions in the business:

I think he has a little bit of a problem in how he sees women. And he's made great strides in that but I think one of the reasons that I'm not the CEO of the company is because he was unable to visualize me in that role. He always envisioned me in staff or supporting roles rather than line management.

One daughter described her father's managerial style as having an inward concern towards the feelings of employees and family members but an outward emphasis on productivity, efficiency, and perfection. In addition, the daughter felt that her father had a constant struggle with being equally fair to all employees and family members in the business:

This is a family business in all respects that the people that are working for us are part of that family business. Some days Dad wants to treat them like that and other days he doesn't. For the most part he's very fair. To the degree that if he ever recognized that he was being unfair or if anyone ever pointed it out to him, he'd be crushed because being fair in all areas is very important to him.

Beyond how the daughters felt their fathers treated employees and other family members in the family business, two daughters identified their fathers' managerial styles as conservative. One daughter described her father

as financially relaxed, yet she also stated that her father never gambled or expanded the business or its affairs financially. Another stated that her father is at a stage where he feels it is necessary to protect what he's built because it is who he is.

In summary the daughters most often described their own managerial style as one that allows communication to flow both directions as well as allowing employees to be involved in decision making. Many of the fathers, on the other hand, were perceived to manage in an "old school" manner. The data provided by the daughters suggests that in regard to their fathers, policy is law and communication flows downward. However, daughters reported some fathers felt managing was a matter of letting things work themselves out. The last two sections reviewed data about father/daughter managerial styles; the following section focuses on the perceived interaction between managerial philosophies.

### Perceived Interaction Between Managerial Philosophies

When participants were asked if the interaction between their fathers' managerial philosophies and their own affected the father/daughter work relationship, the daughters' responses varied. Daughters mentioned such issues as control, generational differences, and protectionism. Some daughters felt that they made efforts to work with their fathers' management styles, yet they did not completely give up their own managerial beliefs. One daughter stated that if she worked with her father in a manner that allowed him to feel he was still in control of the final decisions, decisions that were agreeable to her were more often decided upon. "We were more like friends, I think, than father and daughter. So I would try to approach

him on the situation that made him comfortable in his management style in that he got to make the ultimate decision." However, this daughter also said,

I knew when I talked to Dad, I talked to him more like daughter to father as opposed to supervisor to underling. You have an advantage in that, especially being a daughter, there are certain things you do to make your father do what you want him to do and I think most daughters will know that.

Another daughter described the interaction of the two styles differently:

It forces us to express to each other how we feel. Ultimately, he and my mother have the final say, but I like to feel that they are getting different options that I can give. I give my opinions, and they take the opinion and the decision is made from there.

One daughter differed from the rest by stating that the problem she felt that arose when her own and her father's managerial styles interact is generational rather than procedural. She felt that because of the generational as well as experiential gap between her and her father, they tended to handle some matters differently. All in all, however, she assessed their managerial styles as similar.

In comparing styles, another daughter said her father was trying to protect her from tough situations or decisions by not leveling with her about what he was really feeling because she is "his little girl." Instead of clearly stating the problem or instance, she said her father protected her from anything he felt might hurt her feelings. In return, though, the daughter stated that, "A lot of times his efforts to shield my feelings or to be real careful make matters worse." Furthermore, the daughter felt that at times she had to compensate or change her decision-making process in order to please her father. This adjustment left her feeling as if she could not do all the things she would have liked to do.

Some of the daughters identified two reasons they had not

encountered problems when their managerial styles interacted with their fathers'. One reason was that two of the daughters felt their fathers saw them as unable to do wrong. The father had been able to create a work environment that was well suited to the daughter; thus, no problems occurred because father and daughter were in agreement from the beginning. The second reason the women had not encountered problems was that the fathers were grateful their daughters had joined the family firms while the fathers were still able to teach them. The daughters reported the fathers as pleased to give the daughters the opportunity to learn everything needed or important to the daughters.

As was noted in the individual interviews, most of the management styles used by the daughters differed from their fathers. However, none of the daughters ever mentioned any conflict that arose when the two managerial styles clashed. In order to determine whether or not conflict did arise between the two managerial styles, the daughters were asked about their experiences with differences in management styles. One daughter stated that she and her father's managerial styles were different; however, "he was very willing to shove the whole thing off, you know, I'm tired of this, I've worked hard at it, do what you want to do." A second daughter agreed that, she, too, felt at this point in time her father had found other tasks to keep him busy and would rather someone else take care of all the "stuff." Another daughter expressed that she and her father's management styles did differ; however, in terms of conflict, she felt that there were times where

One should avoid conflict because it's more important to preserve the relationship than it is to be right on a particular issue unless the entire fortune of the family is involved and so we tend to skirt around issues rather than confront them. . . .

In terms of the father/daughter relationship withstanding the variations in managerial styles and decision making, three daughters felt that their fathers acted differently toward them because they were women and their fathers' daughters. One daughter felt that during term negotiations most men weren't going to bend; she felt that it had to do with a degree of stubbornness on the male's part. Another daughter stated that instead of settling for a decision she felt was not the best or that she could not live with, she just kept at her father until she received the answer she wanted. Furthermore, others stated that their fathers seemed to expect them to "just know" aspects of the business because they were women: "I think fathers will always train a son but expect a female to just kind of know and I'm sure it's probably because of our nurturing habits at home." Another daughter expressed that her father was not that way; instead, he never wanted her to be dependent on a man, so he took the time to help her become established in the business world. She stated that her father took the time to train her and he believed in her and her involvement in the family business.

Although the daughters reported that their managerial styles, for the most part, differed from their fathers, they also reported that little conflict ever arose. Instead, the daughters implemented various tactics in order to calm the situations, generate decisions more favorable to them, and allow their fathers to remain in control. The daughters stated that they found more success in integrating the two different managerial styles if their fathers were left in control and family continuity was achieved.

### Comparative Decision-Making Processes

After assessing the relationships between fathers and daughters, the daughters were asked to describe their decision-making process. Most of the daughters responded that they decided in one of two ways. In one process, they gathered as much information as possible; looked at all of the variables, options, or sides of the situations; and made their decisions. In a second process, they would network for advice and information. One daughter said her choice of processes depended on the problem:

If it 's a financial decision, I try to get as much background as I can, compare it to other costs of a similar nature, or research it by calling someone else in our industry that may have had a similar thing happen. If it's a personnel decision, I first and foremost step back and look at the whole picture.

Trying to determine who the problem is affecting and how she would like to be treated in a similar situation also aided in her personnel decision making.

Some of the daughters were on two opposite ends of the spectrum when it came to their decision-making styles. Four daughters responded that a majority of their decisions came from a "gut feeling" or an "instinct." Oftentimes they described themselves as rapid thinkers or felt that their decisions came quick, therefore resulting in a gut reaction. Two women said that they would never make a hasty decision or would rarely make a major decision without family advice. Their decisions, on the other hand, were thought out through the process of looking at both sides of the issues or by making a list of the pro's and con's. On occasion some of the daughters felt that they procrastinated, thought about the problem themselves, or sought the advice of other relatives. One daughter's family business used meetings, rules, and guidelines to aid the employees in their decision-making

process. In one instance the daughters agreed on their decision-making process: that instance is when a customer is involved. The decision made in these cases was that which favored the best interests of the customer.

When describing their fathers' decision-making processes, the daughters' evaluations again differed. Two daughters felt that their fathers' processes were very similar to their own. One daughter stated,

Well, I think it's probably pretty similar to mine but he's learned more diplomacy over the years and realizes that people have to be given their hearing and they need to feel that they have communicated everything to you.

Another daughter reported that,

Most of the time it's pretty much the same. Get as much background as possible, step back and look at the whole picture, who is it affecting, put your emotions aside. He is probably as emotional as I am, so both of us we really have to make an effort to put our feelings aside.

On the other hand, one daughter stated that her father did not rely on professional insight as much as the daughter felt she did. Yet, her father was always looking for new information and ideas and was open to change.

One daughter described her father as having entrepreneurial insight. She described him as the risk taker who felt that in the end everything would work out as intended: "Just do it and work it out later." Another daughter stated that her dad was the procrastinator. He would say that he needed time to study something but that was his way of not making a decision. She also felt that her father made his decisions to best benefit himself rather than the company. "He looked at the company as a sole proprietorship as opposed to a corporation. I look at it in that I have to look out for the best benefit of the stockholders."

One daughter stated her father's decisions were based on the premise

that "what he said was final." She described him as a very authoritarian, stubborn man who acted as if he did not care what others thought of the decision or the process. A different daughter stated that her father acted hastily, whereas she would feel uncertainty when making decisions and often found herself responding in a nonjudgemental manner.

Three of the daughters described their fathers as either making quick decisions, reacting instead of responding, or relying on "gut" feelings for decisions rather than analyzing the complete situation.

In conclusion, most of the daughters and fathers make their decisions by either looking at the whole picture or basing it on their "gut" feeling. Some fathers have chosen to steer away from the decision-making side of the business and one father steered away as an escape to procrastinate their final decision. The daughters reported they rarely found themselves steering away from decisions but instead seeking out information or other family members to aid in their decision-making process.

## Work Relationships

### Daughter/Father Dyads

Aside from the differences in and the intertwining of two managerial styles, the daughters described their father/daughter work relationships. One daughter described her relationship with her father as tense at times, especially when her father tried to shield her feelings. Another daughter described her relationship with her father as fine.

He doesn't bother me and when I need advice he's always there so he has a lot of good ideas and when I get really upset he can kind of take the long prospect in and suggest new ways of looking at things.



A third daughter described her relationship as changing.

When I first came in, he was kind of on top of the totem pole and we were the kids learning from him and I think he relished that. He thought that was kind of neat.

From that point she believed her father felt a twinge of jealousy. She reported believing that her father was afraid of being shown up by the changes she and her brother were making and that his pride was in jeopardy.

Four stated that their relationships with their fathers were good. They described the fathers as taking time to listen to and value each others' opinions and from there work together toward agreement. One daughter described her relationship with her father as excellent. She said they never had any problems with each other and he was proud that she had concerns about money.

One daughter said she felt she was a poorer worker or employer because her father was unable to evaluate her performance and give her feedback: "I think you need feedback and somewhat objective feedback and he was unable to divorce himself from the relationship in order to provide that." However, she did not feel that the lack of her father's feedback caused a strain on their relationship but rather a frustration on her part. She now believes she and her father are equals; she said she felt that her father recognized her as a manager and showed concern about her future. She perceived him as being available to offer her advice; she reported that he sees her as a successor and the caretaker of the family.

While on the topic of their relationships with their fathers, the daughters in the group interview were asked if they felt their fathers had different relationships with male family members in the firm. The daughters agreed that their fathers still had notions about roles for men and roles for

women. For example, when it came to job training and selection for the daughters, their jobs often were support positions or office jobs, whereas the male family members were trained for upper management positions. Also, the daughters felt their fathers went out of their way to get the male family members socially groomed for their positions in the family business, such as country club memberships, Rotary memberships, etc.

### Work Expectations

The daughters were asked if any work expectations between them and their fathers were factors of their father/daughter relationship. Three daughters felt that their fathers did not necessarily expect more from them, but their fathers did realize their daughters' capabilities and what could be expected from them. Three of the daughters felt that having been raised in a family business ingrained in them a strong work ethic and a commitment to their family business. In addition, the daughters felt that loyalty, honesty, integrity, and trustworthiness were products of their having grown up in their family businesses.

However, one daughter felt that her father carried different expectations for different family members within the company; she believed that in order to reach her father's expectations, she had to do twice as much to be half as good. This same philosophy was voiced by another daughter as well. She felt that her father expected her to get to work earlier, work later and produce more. A third daughter stated that her father expected the right choices and in the event that he was unable to perform business as usual, she would carry on as he would.

One daughter felt she set high expectations for herself. She felt that

she, rather than her father, expected a certain amount of work from herself. In the end, she often found herself feeling guilty for not working hard enough but also found herself working too hard. However, she did say that she was able to benefit from her hard work by learning a lesson about expectations. On the other hand, another daughter felt that her father may have expected less from her because she was his daughter; however, on the other hand, she felt that at times he expected more because of her likeness to him and her grandfather. Moreover, a third daughter stated that her father did not want to ever feel that a man could be doing his daughter's job better than she could.

When the daughters were asked in the group interview to discuss expectations, they were not sure whether or not the expectations they set for themselves were theirs or their fathers'. In some instances, the daughters felt that just being a daughter in the family-owned business was the core of their expectations; from there the daughters lived up to their fathers' expectations or performed how they believed their fathers would have liked them to perform. One daughter stated that she felt just being a daughter meant that she had to give "150%" of herself everyday; however, in time she realized that that much time and effort was not necessarily needed and the business would not fold if she reduced her time. Another daughter stated that her father never would have expected her to give as much as she did. His theory for his daughter was, "Don't work too hard. Do your job and do it well. If you finish, you can go home."

In summary, the daughters struggled establishing the fine line between their expectations and their fathers. The daughters felt they had expectations to meet because they were daughters and members of their family business.

## Personal Development

### Professional Mobility

All seven of the daughters claimed that being a daughter in their family business had affected their work progress in both positive and negative ways. In terms of positive affects, the daughters sensed that they had gained higher levels of respect outside of their family businesses. Six daughters asserted that they had had other outside opportunities they would not have had as easily if they had not been involved in their family businesses. Also, three daughters stated that being involved in their family businesses allowed them to gain a deeper understanding of their business as well as the opportunity to form a deeper understanding and a stronger level of support for the firm.

In addition to having a stronger sense of attachment, four of the seven daughters noted that joining their family firms allowed them opportunities to advance more quickly in the field and find success sooner than they would have been able to outside the family firm. Furthermore, two of the daughters also expressed that they were given more responsibility, authority, and stability in their positions with the family business. As one daughter stated

I don't know if it's because I'm a daughter or just because of my age. I'm only 33 and I'm already a CEO, and 5% of all women nation-wide are CEO's and only 3% of those are under the age of 45. Being a daughter probably got me on a lot faster track in this company, that's for sure. If I would have come in as a clerical or with a different area, I don't know if I would have moved up the same. I wouldn't have had the advantages nor would I have been able to take the risks that I did.

Another daughter stated that her family would not have hired a nonfamily

member to work the position she does; therefore, being a daughter in her family business offered her a position that would not necessarily have been open to her outside of the firm.

However, three daughters disagreed that being involved in their family businesses had given them greater opportunities for advancement. Two of the daughters felt that joining their family businesses prevented them from venturing down other interesting business avenues. Of these, one realized that although she had not been able to explore all the areas of the business that interested her, working outside of the firm would not have resulted in her reaching the CFO position she currently holds. On the other hand, one daughter related that when she first joined the family business, her brother did not deem her job as important as his own. What was important in her father's eyes, relayed this daughter, was the daughter's ability to mediate during family problems and to be the one family member who placed emphasis on the family relationships within the business. "I think my father always accepted that equal worth but for myself and my brother to accept that equal worth took a lot of work on both of our parts to do that. . . ."

In the group interview the women agreed that their roles as women gave them more opportunities for advancement or expression, opportunities that would not have been as easily accomplished working outside of the family business. One daughter felt that working for her family business allowed her the opportunity to prove herself enough to her father that he would eventually want her to run the business. This same daughter said, "Nobody says, 'I want you to own this company.' They don't tell you that in the corporate world, and so that makes a big difference."

Also, the daughters were asked if working for their family firms and

with their fathers enhanced their abilities to be more assertive as women, especially in the male-dominated fields in which they were employed. One daughter said that when she deals with government agencies, for example, she finds herself more assertive now than she had been in the past and accredits some of it to her position and attachment to her family firm.

Another daughter felt that having the weight of her firm behind her and the family name attached to it gave her more power to deal with people outside of the firm and keep the traditions of the family firm strong. However, she did not credit her father for building her own assertiveness.

Overall, the data suggested that different daughters gained various positive effects from working for their family firms: swifter promotional opportunities, more responsibility, more freedom of expression and higher recognition in the community. However, the negative effects experienced by some of the daughters were a result of their fathers not seeing them fit for certain areas of the business.

### Professional Growth

All of the daughters expressed some gratitude towards the positive affect of being a daughter in their family-owned businesses. However, part of this gratitude (in all but one case) came from the daughters' experiences working outside of their family firms. The daughters who worked outside of the firm found their experience critical in developing their own sense of value. Some daughters described working outside of their family firms as, "satisfying a need within myself that I did something on my own without the benefit of my mother or my father." The daughters were able to establish both their levels of self-confidence and the roles they were to play. Working

outside the family business helped the daughters understand their true value in the work place.

The biggest thing that I think it does for you is that it makes you understand that you have value. It's much easier for a boss who is not your father to give you positive strokes, to tell you you are doing a good job.

Three of the daughters reported learning a different sense of responsibility, such as holding down a job and being accountable.

Six daughters concluded that outside employment enabled them to learn about different management styles and eventually implement their own. Furthermore, three of these daughters felt that they were forced to learn about limitations and trust. In terms of being women in the work force, two of the women learned to deal with other women in both superior, subordinate, and equal positions. In addition, they were able to learn how their age, education, sex, and background affected how they were treated by others; they said they gained knowledge about how to keep those factors from inhibiting development of their self-concept and identity.

Having the opportunity to work outside of their family-owned businesses was reported by six of the seven daughters to have enabled them to have established their identities, managerial styles, and preferences in the business world. All seven of the daughters expressed appreciation for perceived positive influences they received from their family businesses.

### Dumas's Seven Constructs

The final questions in the group interview were based on Dumas's seven constructs, behavioral characteristics Dumas found present in

father/daughter relationships. Not all of the daughters believed that each construct applied to her; at times no one felt any construct fit. In the group interview, daughters discussed their interpretations.

The first construct referred to the daughter as "Daddy's Little Girl." Only one daughter said she fit this construct because she did take care of her father but not in the business sense that Dumas implied. The daughter described her relationship as that of a concerned daughter caring for a retired father. Since this daughter described herself as filling this construct, her response will be interpreted as fitting here. However, since her description is not congruent with Dumas's description of "Daddy's Little Girl," conclusions about this category will remain tentative.

The second construct suggested the difficulty daughters often have in establishing their own identities when joining the family firm. Only one daughter stated that she thought she was still trying to figure out what she'd like to do. She felt that she had narrowed her options in the firm; yet, she felt that if she did not progress as she desired she would leave the firm to find satisfaction. This same daughter stated that when she first started with her firm, she had a tough time establishing her identity. She had never worked outside of the firm and often her superiors and subordinates would remember her childhood and young adult mistakes and behaviors; they behaved as if nothing had changed over the years. The daughter struggled to prove herself and establish her identity.

Three of the daughters had in some way struggled with the problem of being seen as an invisible successor, the third construct. The image of an invisible successor often is created by other members in the family firm, even when the daughters are not being considered for succession. In one case, a



participant in this study asserted that her chances of being seen as a successor were inhibited by others in the family firm and not necessarily by her father. Some of the daughters expressed that their fathers still held to the notion of primogeniture and, therefore, they had not been considered for succession.

The fourth of Dumas's constructs deals with a triangulation struggle a daughter has with her father and one other male manager in the firm. The struggle usually entailed the father and the other male manager not identifying the daughter as a viable candidate for upper management. All four daughters in the group interview identified their experience with this struggle. One daughter said she tried to avoid this type of triangulation between herself, her father, and her brother by staying away from the grocery side of the business and placing her emphasis in the real estate concerns of her family business. To her, the fighting was not worth the energy or the strain it was causing on their relationship. Most of the daughters did agree that they felt this type of triangulation occurred most when the women first entered the firm; with progress and success, they found the struggle less evident. One daughter stated that when she started, she was introduced not with her name but as "Ted's daughter." She felt this action aided in her struggle for identification as manager.

The fifth construct, the "Caretaker of the King's Gold," was only experienced by one of the daughters. The caretaker role occurs when the daughter's primary motivation is taking care of her father as well as the business. One daughter immediately recognized herself in this description. Not only did she care for her retired father, she also carries the vote for the block of stock her family owns in the business. However, she felt that by voting she was in essence caring for her siblings rather than her father. The

other daughters felt that they did not fit into this category.

Five of Dumas's seven constructs were interpreted by these women as applying to at least one woman in this particular study. Even though Dumas's constructs were not as evident in this study, their presence offered insight to certain behavioral and relational aspects these daughters faced with their fathers in their family-owned businesses.

### Conclusion

Individually and as a group, the women interviewed reiterated several themes in their talk about their experiences as daughters in family-owned businesses. They cited a sense of family as important; they noted their desires to work for their families and their assessments that their presence improved family relationships and family communication.

Daughters expressed desires to learn their fathers' business practices; they pursued their fathers' tutelage. Advantages of their positions as daughters named by these women included increased responsibility and flexibility; freedom to express opinions; and greater promotional opportunities, although three daughters voiced exceptions to the promotional advantages. Expectations by the fathers as perceived by these women included their fathers' expectations about the daughters' roles as women and their roles as daughters. Lastly, the women noted their fathers' styles of management and decision-making, styles described as different from their own.

In the following chapter a discussion about the research data will be presented. In that chapter the data revealed by the daughters in the individual and group interviews will be analyzed in accordance to the

research questions presented. In addition, Dumas's constructs also will be compared and contrasted to participants' stories.

## DISCUSSION

### Introduction

In this chapter, the data gathered from both the individual and group interviews will be discussed as they relate to the three research questions that guided this investigation. The discussion format will be organized in accordance with the topics presented in the last chapter: history, managerial philosophies, work relationships, personal development, and Dumas's seven constructs. In each area relevant findings will be discussed and recommendations for future research will be provided.

### History

The assessment of the issues about the daughters' choices and implementation of managerial styles begins in this section; the main theme that emerged here was that daughters worried more about preserving the family relationships than about solving work problems. In other words, in the work environment, these daughters perceived themselves as investing significant energy attending to family relationships. This investment is in keeping with Hollander and Bukowitz's (1985) notion that women have "traditionally" protected the continuity among the generations within the family. The women offered varied descriptions of how they attended these relationships.

One of those descriptions evolved from stories about how the daughters came to join their family firms. Two daughters were invited by their fathers; a third was asked by her mother. A fourth daughter considered herself a member of her family business since childhood and intended to

remain indefinitely. These four daughters were asked on several occasions to join their family firms.

The daughters explained that by complying with these invitations, they were responding to needs of their fathers, needs of the business, and possibly needs of other family members. Responding to family needs is a message that recurs throughout the interviews. That these women felt compelled to respond to their family's needs creates interesting questions about their accepting of their fathers' invitations.

If a daughter feels she is answering the need of a family by joining her family firm, might her decisions about managerial styles be influenced by her desire to fulfill those same family needs? Are the daughter's choices of managerial styles limited by her acceptance of her father's invitation? Do these invitations set expectations for accommodation by the daughter?

Trying to decipher whether or not invitations set expectations for accommodation is a specific area in need of research that has emerged from this study. When the fathers invited their daughters to join, did they extend the invitation because they wanted their daughters involved in the business? Was the father anticipating that the daughter would fulfill the need for generational continuity? Both fathers and daughters need to be included in research in this area.

All seven daughters stated that their most important reasons for joining their family firms were the sense of family they enjoyed, the notion of "belonging," and the feeling of importance they gained from their positions and relationships within the family firm. These reasons represent the daughters' personal attachments to their family-owned businesses. Since the need for belonging was reported by all seven daughters, its significance is

strong in relationship to the daughters' choices of managerial styles. Later in analysis of conflict, this sense of belonging will have a substantial impact.

Three other ways the women described their relationship orientations included their examples of helping the family in time of need, their efforts to juggle both work and family, and their strengthening of family relationships. The women perceived that relationships and communication among family members became stronger when they entered the firm. Furthermore, one daughter believed her father perceived her as important because she placed an emphasis on family relationships.

The previous example suggests that at least one father was perceived as having the expectation that his daughter would provide generational continuity. Although the daughters describe themselves as interested in relationship dimensions, have their interests evolved from their fathers' expectations of them?

If these daughters privilege family relationships over work issues, does that privilege then affect the daughters' choices of managerial styles? The overlap of relationship orientation and desire to fulfill family needs may have had some connection to the "open door" policy selected by the majority of the daughters. Having discovered in this study the daughters' pervasive desires to serve the needs of their families, new directions in research can investigate how these desires relate to daughters' choices of managerial styles. Intriguing questions still remain, given the contradiction presented by women in this study that they 1) felt strong desires to accommodate family needs and family business needs and yet reported 2) that their managerial styles differed significantly from their fathers'. The women asserted that their own styles had escaped their fathers' influence; perhaps data to be discussed

later about the daughters' employment outside of the firm help explain these contradictions.

As the preceding discussion concerns the first research question in this study, other perspectives address the second research question. Do the needs of her family take precedence over the daughter's managerial style preferences? These women reported that although they chose managerial styles different from their fathers, that the father-daughter work relationship was not affected by that choice. Do the fathers, as perceived by some of these daughters, already recognize the daughters' relationship contributions both in regard to the daughters' management styles and their family relationship? Research directed toward the fathers is necessary to discover the fathers' perspectives in this regard.

### Managerial Philosophies

The daughters reported that they did not choose managerial styles similar to their fathers; interestingly, the majority of the daughters also reported they did not experience any difficulty or conflict in choosing and implementing a managerial style that differed from their fathers'. The daughters also reported little difficulty keeping their management styles enforced and working to benefit both the employees and the family business.

These findings appear to be contradictory particularly since a majority of the daughters perceived their fathers as managing with styles significantly different from their own, styles the women typically described as "old school." The daughters reported that their fathers placed importance on traditions and rules that were held by each family-business. Some daughters also reported experiencing the founders' resistance to change and the founders' needs to

adhere to those rules and traditions. The daughters suggested that following rules and traditions and resisting change allowed the founders to use past success stories as foundations for why things are performed as they are and why change was not needed. Some women said they thought their fathers' reliance on rules and traditions were strategies for steering away from new growth and knowledge. Two fathers were described as believing that "policy is law."

Yet the daughters also reported that they introduced change into the business and that change was neither easily accepted nor easily implemented. One daughter described her experience by saying that when she initiated change, she was told that "It will never work. We just can't do that." Daughters even described challenges to their authority, challenges they attributed to unrest they had created by implementing change.

More evidence of contradictory information included talk about protectionism and presumption. Protectionism and presumption were two behaviors the daughters observed in their fathers and described as problematic to the daughters. The women explained that they found their work made more difficult by their fathers' efforts to protect them from unmanageable situations or decisions. Also, the women discussed the "trying" positions in which they found themselves because their fathers held preconceived notions about their capabilities as women and as daughters.

The introduction of change within the context of traditions and rules would seem to evoke conflict; likewise, issues of protectionism and presumption would seem to insight conflict. However, these daughters reported that little conflict existed or occurred between theirs and their fathers' management styles. Even though their assessments were that no



conflict existed between their management styles, questions arise in response to other comments and examples given by the daughters.

For example, one daughter noted that during decision making, she took positions that would allow her father to feel as if he were in control of the final decision. She reported that if she enabled him to remain in control, she was more likely to get decisions she found agreeable. Another daughter explained that fighting was not worth the energy or strain it caused the relationship. One daughter noted that "one should avoid conflict" because she perceived the relationship to be more important than "to be right on a particular issue." Daughters also cited their advantages of knowing how to approach their fathers in ways that brought about the results the daughters desired.

This study has revealed an apparent incongruity in regard to conflict between management styles of some father/daughter pairs. The precise nature of the incongruity is not clear. Further research could investigate more specifically daughters' perceptions about conflict between their own and their fathers' management styles. Although this study cast a large survey about the topic, a more specific focus on conflict management within management styles would be useful. In addition, fathers' perceptions of conflict between their own and their daughters' management styles must be explored. Third party observation of conflict management within the management style could bring a third perspective to bear.

Nevertheless, from the broad field of this study, questions about conflict between management styles must include issues that affect relationship, given the findings in the first section of this chapter. For example, if conflict avoidance is part of the communication strategy being

used by daughters with their fathers, might it be based on a desire to preserve the relationship and keep family affairs out of the public eye? In addition, questions about conflict between management styles of fathers and daughters also must address differences between sex role expectations and father/daughter role expectations held by both daughters and fathers.

Not all fathers were reported to follow "old school" management. The daughters whose fathers have steered away from old school tactics stated their fathers claimed to have grown tired of the mundane decision making and problem solving and wished those tasks to be transferred to someone else. However, in four of the cases the secondary decision maker turned out to be a family member, which again provided the founder with a sense of security that a "correct" or at least comfortable decision might be made. The other exception provides us with a father/daughter team described by the daughter as being very similar in their management styles. Yet this daughter interpreted her father as holding an "old fashioned view of women." She said her father had a difficult time envisioning women in positions other than secretarial and aides to upper management.

The central questions raised by this study in regard to managerial philosophies are questions concerning the differences in conflict management strategies in the managerial styles between fathers and daughters as reported by these daughters. Discrepancies invite questions about the interaction between the two styles as described by participants in this study. Further investigation including the fathers' perceptions is necessary before further conclusions can be drawn.

## Work Relationships

Taking a closer look at the father/daughter work relationships in family-owned businesses, does the managerial style chosen by the daughter affect the father/daughter work relationship in family owned businesses? None of the daughters reported facing any problems with their choices of management styles. In fact, they asserted that having different managerial styles, in all but one case, allowed various viewpoints to be considered and decision-making processes to be accomplished. At times, the fathers still remained in power and made the final decisions. However, the daughters indicated that complying with their fathers' bids for power often were managerial tactics they used when dealing with their fathers. As long as the fathers felt that they were still in control of the issues, the daughters were able to present more information that favored decisions preferred by the daughters. In addition, because a majority of the daughters' viewpoints were discussed, the fathers did not necessarily make the same routine decisions.

In the case where the daughter chose a managerial style similar to father's, she reported that her choice was not influenced by her father, but was a reflection of her personal beliefs about management. Moreover, some slight differences allowed her to justify her choice as her own. For example, this daughter reported that she held a more modern view of women in the work force; she allowed herself be a strong resource for her subordinates and have an open path of communication between them and her.

Choice of managerial styles did not emerge as the salient issue for women in regard to their father/daughter work relationships. Instead, the women reported their dilemmas revolved around proving themselves as

capable managers. They articulated several barriers to being accepted by others, including their fathers.

Triangulation created problems between some of the daughters and other subordinate and supervisor members of the family-owned business. An important detail revealed in this study concerned conflict that arose when daughters first entered their family-owned businesses. Three reasons mentioned by the daughters for this conflict included 1) that the daughters were related by family to the owner of the firm; 2) that upon entering the business, the daughters often implemented change; and 3) that other employees felt their jobs were in jeopardy or felt threatened in some way.

The first important note is that the daughters said they experienced the most evident conflicts caused by triangulation when they first entered the firms. Although Dumas described triangulation as occurring among the father, the daughter, and some other male manager, these triangulations occurred not only in that form, but also among the daughter and two other subordinates or supervisors. These women concluded that issues of family relationships and sex roles seemed to play parts in some of these triangulations.

For example, the episode relayed by one daughter where she was introduced as "Ted's daughter" emphasized the woman's relationship to the father as a means of identification for the woman. Such an emphasis increased the awareness of her family relationships both for the woman and for those with whom she worked. In addition, speculation can be made that such an introduction diminished this daughter's abilities to establish a first impression with her co-workers that she had an independent identity. Research evolving from this study might attempt to contrast effects of

triangulation on managers' credibility based on their sex and their familial relationship to the father. In other words, a researcher might compare the effects of introductions of managers as sons and introductions of managers as daughters; do differences occur in perceptions by co-workers based on sex-role expectations or family relationships?

Other ways that work relationships affected daughters' managerial styles were that some of these women reported working "twice as much" to be "half as good." One daughter also reported feeling guilty for not working hard enough but then found herself working too hard. Another daughter said she felt that "just being a daughter" meant she had to give 150% a day. The women reported feeling the need to establish themselves as capable aside from their familial relationships. Their remarks also might suggest that the women's barriers in managerial level of business are difficult to overcome.

The idea that these women have to work harder to achieve equal status might emerge from the women's collective opinion that they worked in male dominated industries. One woman stated that her father did not want to ever feel that a man could do her job better than she could. The father's comparison of the daughter to the male standard incited her to set particular guidelines for her own work. Another example of the male standard in the industries was agreed upon by all of the women in the group interview. They noted that the fathers still had separate notions about roles for men and roles for women; the daughters also agreed that the fathers carefully groomed the sons socially. These instances of special attention to one sex was acknowledged by these women as contributing to problems they faced as women as well as daughters in managerial positions.

In summary, daughters saw less relationship between their managerial

styles and their work relationships than they saw between their perceived needs to prove themselves and their work relationships with their fathers. Further research can pursue mechanisms by which daughters and sons are groomed for managerial work in family businesses. In addition, attention can be given to daughters' work expectations and the sources of those expectations.

### Personal Development

Overall the daughters reported positive personal as well as professional gains from working in their family businesses; however, the most important single discovery in this part of the research is that daughters who worked outside the family firm at some time in their careers felt that experience was vital to their professional growth and to the development of their personal identities. The opportunity to gain some experience prior to joining their family-owned businesses enabled these women to develop their beliefs and foundations as well as identify themselves in their managerial roles. In addition, the daughters said they were able to experience variations in business practices and discover the different professional settings in the business environments. Since these daughters had the opportunities to experience various professions and professional people, they reported being able to overcome some struggles with role identity that are often experienced by daughters in family-owned businesses.

The daughters reported that as a result of their opportunities to work outside of their family-owned businesses before becoming members, they faced little difficulty in establishing their own managerial styles with their fathers. They also explained that they experienced little conflict among

themselves, their fathers, subordinates, and supervisors. The daughters described themselves as being able to integrate their managerial styles and decision-making processes with their fathers'.

In drawing a conclusion as to why the daughters chose managerial styles different from their fathers and experienced no difficulty in implementing those styles, I observed that all but one of the daughters decided to work outside of their family firms before entering their businesses. By doing so, the daughter's first working experience did not have the parental influence of their father; therefore, the daughters were able to develop positions in management they felt best fit their own needs. In addition, the daughters were able to develop a sense of who they had become as well as envision themselves in their various working worlds. The development of identity and a sense of self is what Dumas found in her studies to be a challenge to most daughters.

On the other hand, the daughters suggested that they gained higher levels of respect and upward mobility inside rather than outside of their family-owned businesses. The advantages most often expressed by the daughters were the career advantages gained by working for their family businesses. The daughters found that they were able to express their opinions more freely as well as be taken into consideration more often.

In terms of disadvantages, the daughters expressed that even though they received increased upward mobility, oftentimes, the direction of their mobility was chosen by their fathers. Some of the daughters felt that their fathers prohibited them from experiencing areas of their interests inside the family business. This restraint by the fathers on their daughters' positions in the family firm might be attributed to what they described as their fathers'

preconceived notions about the roles women should play in the work force. Also, the fathers' behaviors of filtering their daughters into support roles functioned to keep the daughters from being considered for succession, thus allowing male family members to remain in line for successor.

Further research needs to be done on the professional movements daughters make in their family-owned businesses. Do the daughters move more quickly upwards or downwards in family businesses than in businesses where they are not related to management? Is the movement based on the relationship between their managerial styles and the styles of their superiors?

In this study, having outside experience seemed to influence the development of the daughter's managerial styles and individual identities. Ironically, the greatest influence on the daughters' managerial styles developed during their experiences outside their family businesses. A whole study could be done about what daughters gain in regard to development of managerial styles from working outside of their family-owned businesses.

### Dumas's Seven Constructs

Analyzing the data according Dumas's constructs reveals that these women conform to four of Dumas's constructs and do not exhibit three of them. The seven constructs will be discussed in regard to the daughters' managerial styles; Dumas's constructs will be presented in the same order in which they were presented in the literature review.

The first construct, "Daddy's Little Girl," suggests that daughters experience difficulty managing the ambiguity of their roles in the family and in the business. Is she a manager in charge of other employees and a division of the work or is she still her "daddy's little girl?" In some cases, non-family



members in family-owned businesses felt that family members landed their jobs because of their relationships and not because of their abilities to manage. Daughters cited problems implementing changes they felt were needed or that would be beneficial to the firm; daughters also noted problems arose when other employees felt their jobs were in jeopardy or they were threatened. All of these factors deal with the relational aspect as well as the notion that family ties tend to be stronger than others, therefore producing a feeling of fear or unacceptance throughout the work environment and the relationships within that environment.

Several daughters reported that they fit into this category in some part or other. One daughter specifically stated that when she faced a challenge, she sometimes felt as if she were being protected by her father from displeasing information or situations. She cited this protectionism as detrimental to her managerial abilities. Given the discussions by women in this study, speculations may be made about how such interaction between father and daughter affects the daughter's managerial style.

One such speculation may be that the relational bond between the father/daughter team as represented in this construct may evoke a protective impulse by the father if he believes a situation has arisen in which the daughter may be bruised or hurt from additional information. However, the daughters explained that facing their fathers in these uncomfortable role situations exposed them to chances that they could hurt their fathers in return. Their concern about hurting their fathers affected their choices. In Dumas's study, this construct was more prevalent than in the current study. However, given the survey nature of this study, this contrast is not significant.

The second construct, "Rites of Passage," suggested that daughters had a tendency to struggle with their own sense of identities in their family businesses. However, this present study revealed the opposite; the daughters said they knew their capabilities, their fathers' capabilities, and capabilities their fathers expected from them. Unlike Dumas's findings, then, findings in this study reveal that daughters felt confident about their managerial styles and identities. Daughters attributed this confidence to having worked outside of their family businesses before joining their family firms; all but one of the daughters had done so. According to the daughters, the experience of working outside of the firm had allowed them to establish who they were, how they liked to work, and their management styles.

In addition, the daughters said that they had come to understand their strengths and weaknesses and were able to understand others' strengths and weaknesses as well. Working with non-family members to gain experience may have allowed the daughters to take more risks and challenges because they were not fearful of harming a family member in their attempt. In taking more risks and challenges, the daughters believed they had developed a sense of responsibility as well as a sense of accomplishment. Furthermore, taking criticism and complements from a manager or superior who is non-family might be more easily accepted because the relationship between the superior and subordinate is professional and lacks the influence of the family.

Dumas's "Invisible Successor," the third construct, suggests that many daughters were not originally seen as potential members, managers, or successors in the business. Participants in the present study, however, did not feel that they had been excluded as potential members or potential lower-level managers. The women stated that their fathers or mothers had wanted

them to join the family business. With only the daughters' perceptions of their fathers' expectations, questions still exist about whether or not the daughters' had to prove to their father's that they were capable business people. Although, of the seven daughters interviewed two were CEO's and one was the CFO, whether the fathers originally envisioned their daughter's in these positions is not known.

Other daughters noted that even though the time had not come for a succession decision to be made, they felt their fathers believed in primogeniture; however, the daughters expressed their intentions to create different options for their fathers in the future. The intentions of these daughters to make their presence known could substantially affect their managerial choices.

Whether the problems encountered by these daughters were founded in their sex or their familial relationship is not discernible. Much research reveals the lack of women in high management situations. This is not a new phenomena, but one that reflects our history. The percentage of women in upper and middle management positions is much lower than the percentage of men. Although times have changed in allowing women to enter the professional world, women still are not being seen, treated, and rewarded equally to men.

In terms of experiencing a usurper situation--Dumas's fourth construct--a majority of the daughters felt that upon entering their firms, they experienced significant difficulty proving themselves to their fathers and other male managers. In most cases, the women said they had more problems with other male managers than with their fathers. Dumas found that the struggle for visibility, role management, and identity was often

expressed as a triangulation between fathers, daughters, and a third important other, the male business manager of the firm.

In addition, Dumas felt that in a usurper situation, the daughter may steer away from conflictual events and would not necessarily express her feelings to her father or her manager. This triangulation represents one of the central findings in this study. On some occasions, depending on the instance, the daughters refrained from revealing their true feelings to their fathers and/or managers. The daughters cited as reasons they refrained their fear of hurting their fathers' feelings or overstepping their bounds as daughter. Needing to maintain relationships with their fathers both inside and outside the family businesses was noted by the daughters as a critical reason for them to hold back their true feelings.

However, the outside experience a majority of the daughters had before joining the firm may have enabled them to express themselves on issues they felt strongly about. By having outside experiences, they had more opportunities to deal with conflictual situations and adjust their managerial styles accordingly. Again, this learning experience primed these daughters for working with both family and nonfamily relationships in management situations.

In the present study, not all of Dumas's constructs were identified by the participants as being familiar to them. The daughters concluded that they did not fit into two of Dumas's categories, "The Snow White Syndrome," or the "Silent Voice." Only one daughter placed herself in the category of "Daddy's Little Girl," based on her description, I would place her instead in the "Care Taker of the King's Gold." This tentative assignment results in the emergence of only four of Dumas's seven constructs. Perhaps differences

between researchers observation--such as Dumas conducted--produces different results from observation. Research is needed to compare and contrast these two different view points.

### Summary

This research on daughters in family-owned businesses has resulted in a clearer picture of the possible relationships among issues surrounding daughters in managerial positions. Some of the major findings include information about daughters' concerns about the sense of family, their perceptions of conflict between their own and their fathers' managerial styles, their efforts to prove themselves, and the benefits they accrue from working outside the family businesses.

According to the women in this study, the daughter's choice and use of managerial styles differs significantly from her father's. These daughters reported that they did not feel obligated to manage in a manner similar to their fathers. Unanimously, the daughters stated they had established managerial styles distinct from their fathers.

The daughters reported that their "open door" policy of management both facilitated and impeded various of their work relationships with their fathers. The daughters stated that their experience outside of the family-owned businesses helped generate choices and alternatives they used to facilitate balancing their managerial style and their work relationship with their fathers.

Last, the influence of the father's managerial style is not clear in regard to the father/daughter work relationship. While the participants evaluated their work relationships with their fathers as nonconflictual, they also

contributed experiences that appeared contrary to those claims.

Recommendations are for research that would clarify the incongruencies discovered in regard to this last research question.

Research should continue in regard to daughters' relationship investments in family-owned businesses, perceptions of conflict in father/daughter work relationships, and effects of daughters' working outside of their family-owned businesses. Valuable research also could be conducted concerning the triangulation of fathers, sons, and daughters. This information would be useful to the family business community and therefore could aid many different aspects of the family-owned businesses and the various relationships within the businesses. Because family businesses contribute to the vast majority of the GNP and have so much to offer communities, states, and the nation, gathering useful information about them is important.



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## APPENDICES

## Appendix A

### Interview Guide

Developmental Questions (further questions regarding clarification will be implemented if needed)

- 1) How did you come to join the firm?
- 2) What were your reasons for joining the firm?
- 3) What do you feel that you have brought to the firm?
- 4) What are the advantages of working in your family firm?
- 5) What are the disadvantages of working in your family firm?
- 6) What is your philosophy of management? How do you manage people?
- 7) How does your philosophy of management differ from your father's?
- 8) Does the interaction of your philosophy with your father's affect your work relationship with your father?
- 9) How would you describe your work relationship with your father?
- 10) How do you make decisions? (What decision-making process do you use? If you have to make a decision how are you likely to approach it?)
- 11) How does your decision-making process compare with your father's?
- 12) Does anyone in your firm challenge your decisions? What is their work relationship to you? Why do you think they challenge you?
- 13) Are there any work expectations between you and your father that you believe are factors of your father/daughter relationship?
- 14) Do you feel that being a daughter in a family-owned business has in any way affected your work progress?

15) Did you work outside of your family business before entering? If so, how have you benefitted from that experience? If not, did that decision affect your involvement or position within the family business?

## Appendix B

Letter of Acceptance

May 19, 1992

Dear . . . . ,

Thank you for agreeing to participate in my study about daughters in family-owned businesses. As I stated earlier, the research is concerned with determining the influence of a daughter's managerial style on the working relationship she has with her father.

As a reminder, the research will be done through two interviews, one with each daughter individually ( approximately 1 hour) and one as a group interview with all other daughters participating in the research (approximately 1-2 hours). The interviews will be held at the family business if possible; if not, the interviews will be held at a neutral location agreed upon by the participant and myself. The first interview will be tape recorded; however, all identities will remain anonymous.

There are no foreseeable risks involved with participating in this research. However, through this research, participants have the opportunity of gaining insight about how other daughters involved in family-owned businesses cope with managerial, relational, and business problems and incidents. In addition, the findings from this study will be available to participants upon their requests.

If any questions should arise, they may be directed to me, Michelle Reser. I can be reached at either of the following phone numbers:

(503) 752-5962 hm, and (503) 737-5391 wk. Please remember that your participation in this study is on a voluntary basis; if for some reason you no longer wish to participate or if after the interviewing starts you change your mind, your decision will be honored. You will not be penalized in any way.

If you agree to the above information, please sign and date the statement below and return it in the self-addressed, stamped envelope provided. Again, I would like to thank you for your interest and participation in my study. I feel that a lot can be gained from you and others in your situation as a daughter in a family-owned business.

Sincerely,

Michelle Reser

I \_\_\_\_\_, hereby agree to participating in the above mentioned research. I am fully aware of the conditions involved in this study. Signature: \_\_\_\_\_ Date: \_\_\_\_

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## Appendix C

Questionnaire

What are the ages of family members in the business?

Family Members

Ages

What is the industry in which the business operates?

Mark the appropriate box for your company's current sales figures

- |                                |                                   |
|--------------------------------|-----------------------------------|
| ° \$0 to \$500,000             | ° \$5.1 million to \$25 million   |
| ° \$500,001 to \$750,000       | ° \$25.1 million to \$50 million  |
| ° \$750,001 to \$2 million     | ° \$50.1 million to \$100 million |
| ° \$2.1 million to \$5 million | ° more than \$100 million         |

How many employees work for the business?

## Appendix D

### Family Business Genogram

#### Family Business Genogram

A genogram is a chart listing all family members involved in the firm, starting with the founder and moving downward. It is similar to a family tree. The genogram includes the family members' relationships in the family (e.g. daughter, sister, aunt, grandfather, etc.), the year in which they became involved in the firm, their positions, and whether or not they are still active in the firm. Please include members who are no longer in the firm as well. The genogram is clearer if a label is assigned to each member in terms of their current activity. For example, if the founder is retired or deceased he/she can be labeled as inactive (IA) or active (A) and so on for all members.