Who's the Boss? Challenges Daughters Face When Managing the Family Business

by

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Abstract

The purpose of the present research was to conduct an in-depth investigation of daughters' perspectives on the father-daughter relationship when working together in a family-run business. Because this particular topic is under-studied, it was important to take a qualitative approach to investigate daughters' perspectives on their reasons for joining the family firm, the nature of work and family conflict with their fathers, their coping strategies for addressing areas of concern, as well as other factors of importance to them. These issues were investigated within the theoretical frameworks of work and family balance theory, and work and family overload theory. Women's perspectives on factors that both assisted and impeded them with successfully balancing a viable career in a family run business with family life were explored. Results from the present study filled an existing gap in the literature, and may also be useful for knowledge translation purposes.

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Dedication

I would like to dedicate this thesis to my wonderful grandparents Donna and John Anderson, and Helen Asselin. Although John and Helen are not physically here with me today, I know in my heart that they are so proud of me and my accomplishment. You are always in my thoughts and prayers. I love you all very much.

I would also like to dedicate this thesis to my two best friends in the entire world, Ron and Suzanne Anderson. You two are the most amazing, kind and loving parents a child could ask for. Thank you for everything you do for me.

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Chapter 1

Introduction and Literature Review

Family run businesses are common place in Canada. It was estimated that approximately two-thirds of businesses across Canada were at one point in time family run businesses (Shanker & Astrachan, 1996). Recent research on family businesses has called for a more comprehensive understanding of the psychology of family businesses, including the nature of the family relationships within them (Pieper, 2010). Although most previous research on family run businesses has focused on men and emphasized father-son relationships (Jimenez, 2009), there are many businesses in which daughters play a major role as manager or director of the family firm. The purpose of the present research was to examine daughters' perspectives on father-daughter relationships when working together in a family run business. The dynamics of this relationship, including how the business setting and business relationship interacts with the family relationship, were investigated.

Due to the complexity of combining personal and business relationships, there are a number of factors that need to be considered in order to fully understand this topic. First, the roles and expectations pertaining to business and family relationships, as well as possible overlap that may exist between them have been identified as an important theme in the literature. Second, the nature of interpersonal conflict between fathers and daughters in a successful business, and the re-occurring stressors and pressure related to these conflicts, are also important themes. Strongly related to interpersonal conflict are the emotions involved for both fathers and daughters, and the role their feelings play in the process of conflict resolution in the business and family settings. Finally, whether the family business thrives or fails is also a crucial component for a better understanding of

this complex relationship.

In summary, the overall goal of the present research was to investigate the understudied topic of father-daughter family firms and explore how family and business relationships interact. To this end, the following review will address definitions of family run business, and theoretical frameworks that are relevant for understanding roles and expectations connected specifically to family businesses. The nature of father-daughter conflict in adult family relationships will be reviewed, with an emphasis on the influence of business stresses on personal relationship dynamics.

Defining the Family Business

Although family businesses are important contributors to the global economy (Shanker & Astrachan, 1996), they are not always easily defined or regarded as distinct entities. Shanker & Astrachan (1996) reported that very few studies actually determine the precise cumulative size and economic impact of family business, and that little research is done on these businesses because few academics, governmental agencies, or data gathering enterprises regard family business as a distinct entity. There are currently no standardized definitions of family business in the literature. One definition provided by Rosenblatt and his colleagues (1985) proposed that a family business is "any business where the majority of the ownership is controlled by the family, decisions about management are influenced by the family, and two or more family members are employed and actively participate in the management of the firm" (p. 322). Pieper (2010) defined family business as "an organization where a family (or several families) has effective control over the strategic direction of the business, and where the business, in turn, makes important contributions to that family's wealth and identity" (p. 26). Taking these definitions into account, family run business in the present study was defined as a

business in which the father was acting as either chief executive officer, president, or chairperson of the company, with a daughter who manages all daily operations as well as having significant senior management responsibilities.

There are several different subgroups of family businesses that could fall under this definition. For example, according to Shanker & Astrachan (1996) 60 percent of public companies were at one point or another family businesses. Public companies that begin as a family business are often later sold and no longer run by family members. For private companies, it is difficult to make assumptions about the degree of family involvement inherent in a corporation (Shanker & Astrachan, 1996). Because public and private corporations are normally large in size, it can be challenging to determine the exact degree on family influence. Partnership and sole proprietorship often share the same business dynamics because they are often small and have potential to include high levels of family involvement (Shanker & Astrachan, 1996). Unfortunately, there are currently no standardized definitions for family businesses reflecting these differences in private and public companies.

It is also important to take gross margins into account when defining businesses. For the purpose of the present study, family run businesses that operate with approximately 20 to 50 employees with a gross margin ranging from one half million to two million dollars in annual sales were examined. This definition was created in order to ensure medium-sized businesses were not excluded. Gross margins defined in a flexible manner in order to be inclusive to many different businesses.

Women as Business Leaders

The number of women in managerial positions has grown significantly in the past 20 years, and they are now found in the same industries as male-managed businesses

(Allen & Langowitz, 2003). While women were historically not perceived as business leaders, owners or managers, they are succeeding more and more in family run businesses because of the leadership skills they exhibit. Women are being considered transformational leaders who are charismatic, persuasive, and able to intellectually stimulate others (Alimo-Mecalfe, 2002). Research also shows that women are succeeding in business because they generally tend to be less distrustful and directive, and more conciliatory, attentive, supportive, flexible, and cooperative in their business dealings then are men (Brush, 1992). These qualities are an advantage to women in managerial positions, and allow them to advance the well-being of their families and their businesses (Vera & Dean, 2005).

Women are under-studied as business leaders, especially in the family business area. According to Nelton (2004), women are rising to positions of top leadership faster than expected. If ownership and leadership of family firms follows recent patterns of women's ownership of all businesses, within twenty-five years fully one third of America's family firms will be owned and operated by women (Nelton, 2004). Therefore, more research is needed on the role of women in business, as most of the existing research focuses on men and male run family businesses (Hollander & Bukowitz, 2004). When women take on senior responsibilities in a family run business, particularly when they are the daughter of the business owner, many role complexities and conflicts can emerge. Two theoretical frameworks that are well suited to explain these complexities are work and family balance theory, and work and family overload theory.

Work and Family Balance Theory

Work and family balance theory addresses the overlap between work roles and family roles faced by daughters in family run businesses. Carlson and his colleagues

(2000) found three forms of conflict exist when women attempt to balance their work life with their personal life. These three conflicts include time-based, strain-based, and behavioral-based conflicts (Tremblay, 2004). Time-based conflicts exist when multiple roles create difficulty coordinating competing demands (Tremblay, 2004). For daughters working for and with their fathers, struggling with time-based conflicts tend to be predominant in the research; however, it is also critical to examine strain-based and behavioral-based conflicts in order to fully understand the challenges daughters are faced with when working with their fathers.

According to Tremblay (2004), strain-based conflicts result when the strain experienced in one role inserts itself into another role thus interfering with the quality of roles. Researchers have identified different ways in which demands and strain are carried over from work to family and back again. For example, the spillover effect is a within-person transmission of strain from one area of life to another (Bakker et al., 2009). Behavioral-based conflict on the other hand, occurs when the behavior specific to a role is incompatible with the expected behavior in another role, and the individual does not make the adjustment needed (Tremblay, 2004). In the context of daughters working in a family firm, behavioral-based conflicts can affect many different relationships, including the daughter's partner, children, and other family members (Tremblay, 2004).

Factors shown to influence time-, strain- and behavioral-based conflicts include support from partners, parents and other family members, size of business, length of work week, and educational level (Tremblay, 2004). One major limitation to this body of research is that it lacks significant data on the impact of emotions on both strain-based and behavioral-based conflict. In addition, no previous work has examined two or more of these types of conflicts in father-daughter relationships simultaneously. Therefore, the

present study addressed this gap in the research by exploring daughters' perspectives on the interaction of multiple types of conflict (time-, strain-, and behavioral-based) in father-daughter relationships in family run businesses. This study also considered characteristics correlated with types of stressors, for example marital status and number of children. In addition, the present study also took into consideration the emotions involved when these conflicts occur, in order to determine if daughters experiencing multiple conflicts with fathers in the workplace also experience serious emotional consequences.

Work and Family Overload Theory

Related to work and family balance theory, work and family overload theory provides a complementary theoretical framework for understanding the challenges daughters face while managing a family business. This framework emphasizes the mutual interaction between business and family relationships; the effects business conflict has on the family setting are equally important as the effects family conflict have on the business environment (Bakker, Westman, and van Emmerick, 2009). When conflict arises in either the business or the family setting, there is a degree of confusion and disorientation among what roles are played in which setting (Freudenberger et al., 1989; Jimenez, 2009). For example, if a father and daughter experience conflict in the business setting, it can become difficult to avoid continuing that same conflict in the home setting. This, in essence, is the notion of the work and family overlap theory. Smaller conflict issues can overlap in both environments leading to the inability to shift roles, negatively affecting both business and family dynamics.

In addition, because there is significant psychological and emotional investment when working together in a family business, this intensity can contribute to conflict

(Freudenberger et al., 1989). Previous research has identified some of the linking

mechanisms between work and family relationships, such as spillover, compensation and

resource drain (Edwards & Rothbard, 2000). However, little work has focused on

potential mechanisms that influence the father-daughter relationship specifically. It may

be the case that linking mechanism concepts such as mood and reward may also apply to

father-daughter relationships, since they would be at risk when business conflict is

overlapped in the family setting and vice versa (Edwards & Rothbard, 2000). One goal of

this exploratory study was to identify potential linking mechanisms specific to work and

family overload for father-daughter relationships.

In summary, work and family balance theory and work and family overload theory

jointly provide complementary frameworks for understanding how the two worlds of

fathers and daughters in a family run business interact. Work and family balance theory

emphasizes three main types of conflicts, while work and family overload theory focuses

on potential role confusion and overlap. A key component of both theories is how the

clash of roles and expectations mutually influence one another; the nature of these

interactions is reviewed next.

Roles & Expectations

While there are numerous ways that roles and expectations can potentially

influence father-daughter relationships at home and at work, three particular issues have

been identified by previous research. These issues include: a) reasons for joining the

family business, b) business succession, and c) role conflict, including the emotional

impact of role conflicts (Vera and Dean, 2005). Each of these is discussed in turn below.

Reasons for Joining the Family Business. It is crucial to begin a discussion of roles and

expectations by examining why daughters joined the family business. Research has

indicated that daughters have a number of different reasons for doing so (Vera & Dean, 2005). Vera and Dean (2005) state that daughters choose to participate because they fill positions unwanted by others in order, and most importantly, to help their family at times of need. Daughters often get involved in the family business on a temporary basis, which then leads to later full time and permanent employment (Vera & Dean, 2005). One potential limitation of this research was that it did not address if women placed their own personal goals and achievements temporarily on a back burner because they feel obligated to help the family firm. Feelings of resentment may develop later in life, requiring further research attention.

Other emotional reasons for joining and staying in the family business also need to be considered. Daughters may initially join a family business because they do not wish to disappoint family members, and then remain in order to avoid a sense of guilt. In contrast, being considered a viable successor by the parent in charge may encourage feelings of success and acceptance. These positive feelings may then become the primary reason for remaining in the family firm. It may be the case that both short and long term reasons play a role in the decision to join or remain in a family firm. Therefore, both temporary and permanent themes were further explored in the present study, by investigating initial reasons for joining the business and as well as how reasons for staying in the family business may have changed over time.

Being Considered a Viable Successor. After choosing to join a family-run business, one major reason why daughters may continue to participate is that they aspire to take over the business from their father. However, because of gender stereotyping and discrimination, women still face difficulty in being considered as viable successors (Keating & Little, 1997). Although statistics indicate that during the past 10 years

women have gained significantly more managerial experience and education (Keating & Little, 1997), many families still do not consider their daughters to be viable successors for their family-run businesses, preferring their eldest son instead (Olson, 2001). This preference may be based on the historical right of primogeniture. Primogeniture is defined as the right of the first-born son to the inheritance of the estate, while excluding younger siblings (Chu, 1991). This patriarchal tradition is still very dominant in many societies and common in family business today; therefore, regardless of the fact that daughters may be first born, or more competent business leaders, they are not considered to be viable successors as often (Stavrou, 1999). This, in turn, can greatly affect the quality of the father-daughter relationship in both the business and family setting if daughters feel that their business talents are not being recognized and that they are being passed over unfairly. Tension and anger concerning this issue may undermine this relationship. Therefore, it is important to investigate daughters' perspectives on succession, including their own desire to be considered as a viable successor and their perception of their father's preferences.

Role Conflict. Role conflict is another important issue to consider when daughters participate in a family business with their father as owner. According to the Vera and Dean (2005), there are two significant areas that primarily contribute to role conflict for women: balancing parenting and employment responsibilities, and dealing with conflicting expectations between themselves and their parents. The first issue arises when daughters choose to start a family while at the same time continuing their position in the family business (Vera & Dean, 2005). Balancing motherhood with the family business can create role conflict and overload, which can contribute to difficulties in either family life or family business. Recent research has found women who work more than 45 hours

a week report having conflicts managing family and work (Cadieux, Lorrain, & Hugron, 2002). This would be even more of a concern for daughters in family businesses, who tend to work approximately 70 hours a week which can cause severe work and family overload (Cadieux et al., 2002). Working long hours can delay or prevent women from choosing to have children, which can then raise doubts concerning identity, and conflict with societal expectations about having children (Vera & Dean, 2005). The ability to successfully balance their professional role with their personal role by finding the time required to run the family business without taking away from time with their own family at home was identified as a significant concern by previous research (Vera and Dean, 2005).

Although Vera and Dean (2005) identified role conflict as an important issue for women, they did not investigate specific coping mechanisms that daughters use in their efforts to resolve or successfully balance their personal and professional lives. In addition, these authors failed to examine whether unsuccessful balancing or roles might contribute to a greater likelihood of divorce or separation. The present study addressed this gap by investigating particular strategies women use to address their perceived role conflicts, and their assessment of the effectiveness of their strategies.

A second aspect of personal role conflict arises when daughters struggle with conflicting expectations between themselves and their parent. Daughters' own expectations for themselves may conflict with family expectations for them. For example, Vera and Dean (2005) described the "double message" daughters receive from their parents. Parents can place enormous pressure on their daughters to produce children of their own, while at the same time complaining that they are neglecting the family business (Vera & Dean, 2005). Litz (2010) has explained these conflicts using double

bind theory. This theory proposes that while daughters are struggling to manage and operate the family business, parents may be putting substantial pressure on their daughters to produce grandchildren (Litz, 2010). These conflicting expectations may contribute to daughters experiencing their own internal conflicts, such as putting their own needs aside regarding their personal life in order to please their fathers by taking on the succession of the family business. Conflicting emotions and tension can build when daughters place their own needs and desires on the back burner in order for the family business to succeed, and gain approval and acceptance from their father by doing so.

Balancing both personal needs and successfully managing a family business can not only produce interpersonal conflict between fathers and daughters but it can also take a significant toll on daughters' self-identity, mental stability and emotional well-being. These effects can produce conflict which can then interfere with other life decisions. As noted above, recent research has not addressed strategies daughters might use to cope with conflicting expectations. Therefore, the present study also explored how daughters attempted to resolve these differing expectations in the context of the father-daughter relationship.

Role Conflict and Emotional Well-Being. Daughters working with their fathers in a family business may struggle predominantly with a large degree of confusion and disorientation concerning whether their business role or personal role is dominant, and when it is appropriate to play each role (Freudenberger et al., 1989). According to Freudenberger and colleagues (1989), the confusion centers primarily around role definition and boundaries between business and family. Freudenberger's research was conducted on individuals recruited from treatment centers where families had registered for therapy sessions because of family and business conflict, and results showed that

daughters who entered the family business found themselves playing the role of either victim and/or nurturer (Freudenberger et al., 1989). At times, daughters felt like they had to produce a "superwoman" persona by seeking to balance the needs of the business along with the needs of their families (Freudenberger et al., 1989). When working for or with family, high emotional investment may strongly impact the resolution of conflict, which may then overlap into the family setting (Freudenberger et al., 1989).

Although the work by Freudenberger and colleagues (1989) was useful in uncovering these emotional issues for daughters, a major limitation of their study was that it included only clinical sample; the broader population of families who do not seek help concerning conflict in a family business was excluded. Freudenberger's research also failed to mention specific demographic characteristics of the families in this study, including age, socioeconomic status, and ethno-cultural background. Lastly, this study did not address successful strategies daughters used in order to alleviate these conflicts, such as role separation strategies, or how the transfer of roles can be done with minimal conflict.

In summary, role conflict has the potential to negatively affect daughters' emotional well-being. Role confusion can create distress for daughters who find it difficult to simultaneously act as a competent professional and as a nurturing and supportive daughter. Given these challenges, it is important to understand the nature of the father-daughter relationship in more detail both in the business setting as well as outside of the business setting. Recent research on these relationships is discussed in more detail below.

The Father-Daughter Relationship

Business Relationship. Research shows that for the most part, daughters tend to have

good business relationships with their fathers (Vera & Dean, 2005). In their qualitative

study of 10 daughters who had taken over their families business from a parent, Vera and

Dean (2005) found that with the exception of one daughter, all reported good professional

relationship with their fathers and did not report any conflict between the roles of

daughter and businesswoman. However, one drawback to this study was that these

daughters did not work directly with their fathers but rather worked closely with non-

family member employees. This arrangement may have contributed to the lack of role

conflict found.

Other research has reported that conflicts may arise because fathers and daughters

exhibit different leadership styles (Freudenberger et al., 1989). Dumas and his colleagues

(1992) confirmed that father-daughter relationship can be undermined by role-carryover.

Fathers who owned the family business may fail to clearly define their daughter's role in

the company. For example, they may sometimes treat their daughter as a fellow

professional, while at other times treat her as "daddy's little girl" (p.327). These mixed

messages may generate confusion and frustration because of the many different roles

attached to daughters' identity in the business environment (Dumas, 1989).

Unfortunately, an investigation of the quality of the family relationships has often

been neglected by those who are doing research on family run businesses (Dyer & Dyer,

2009). Very little is known about working relationships between fathers and their

daughters. According to Dyer and Dyer (2009), in order to measure family effectiveness,

research must get at the underlying family processes that occur in both business and

family settings. In summary, Dyer and his colleagues have argued that much more

research needs to take family relationship characteristics and processes into account when

examining family run businesses.

Personal Relationship. In general, much of the research on relationships between adult children and their parents thus far has focused on the quality of mother-daughter relationships, rather than on father-daughter relationships (Birditt et al., 2009). However, it is critical to examine personal relationships between fathers and daughters in order to better understand the complexity of this relationship in a family run business. According to the literature, mothers report more emotional closeness with daughters than fathers on average, although fathers can also foster emotional intensity and closeness with their adult daughters (Birditt, Fingerman, and Lefkowski, 2009). Closer relationships have been linked to more conflictual behavior for both the mother-daughter and father-daughter relationship (Birditt et al., 2009). The term "intergenerational ambivalence" refers to the common findings that parents tend to perceive their relationships with adult children more positively than adult children do, and that adult children report more mixed feelings concerning their interactions with their parents (Birditt et al., 2009).

Unfortunately, little research has specifically examined the personal relationship between an adult daughter and her father. Instead, the literature has examined specific variables such as the role divorce plays in the relationship between a father and her daughter (Cooney, 1990), the relationship between mothers and adult children, as well as older parents' perception of ambivalence in relationships with their children (Peters, Hooker, & Zvonkovic, 2006). Therefore, the present study may make a significant contribution to the literature by examining both the professional as well as the personal father-daughter relationship, and the interaction between them. To date, no research has been conducted on the nature of daughters' ambivalence towards their fathers in family run business. Therefore, a goal of the present study was to investigate daughter's perceptions of ambivalence in their relationships with their fathers, and the role

ambivalence might play in the overlap between their personal and professional relationships.

Summary

In summary, the main goal of the literature review was to conduct an in-depth exploratory investigation with women about their relationship with their fathers when working together in a family run business. It is hoped that the results of this investigation will provide information that will be useful to educate families as well as the business community on the importance and relevance family businesses have in today's society. Because this particular topic is under-studied, a qualitative approach was chosen so that daughters' perspectives on their reasons for joining the family firm, the nature of work and family conflict with their fathers and their definitions of a viable successor can be explored. A qualitative approach also allows for other factors that are important to daughters to emerge, and is essential in order to broaden existing knowledge concerning relationship dynamics in family-run businesses, and to bring to light the challenges daughters are faced with when working in the family business firm.

Research Questions

Based on the review of the literature, four main research questions were addressed in the present study:

1) What are some of the major challenges daughters face when managing the family business?

2) What are some coping strategies that daughters use to balance work and family demands?

3) What is the most difficult or challenging part of working in a family business?

4) What is the major type of conflict experienced by daughters when working with their father?

See Appendix A for a complete list of interview questions and follow-up probes.

Chapter 2

Methods

A qualitative approach was used for this research topic because it is under-studied and not well understood. This approach provided an opportunity for daughters to express their thoughts and feelings on the nature of work and family conflict with their fathers. Recruitment methods, data collection methods, and ethical concerns are presented below.

Recruitment

One of the major recruitment methods that was used was a "snowballing" approach, in which word of mouth was used by contacts in business settings. In addition, the study was advertised by posters placed in appropriate settings, such as the Asper School of Business, and at regular meetings of business groups and foundations. For example, "Eye for Business" is one such group that meets on a regular basis to discuss issues in Manitoba, and this group may consist of a number of women who may be interested in participating, or may have possible contacts appropriate for this study. Posters included an email address and/or telephone number for interested participants to contact. Also, the Canadian Association of Family Enterprise (CAFE) was another source of recruitment. This is a national not-for-profit organization that promotes the well-being, understanding and success of families in business.

Participants

Participants included 8 women who were currently managing or working for their fathers' family firm on either a full- or part-time basis. They included daughters managing as well as owning their family firm, although it was preferred that fathers be directly involved in the family business. Family run businesses that operate with approximately 20 to 50 employees with a gross margin ranging from one half million to

two million dollars in annual sales will be targeted. Participants included women

between the ages of 25 and 50 years of age, with a mean age of 25. The majority of these

women (87.50 %) were married or cohabiting with a significant other and most (62.5%)

did not have children. All of these women did work directly with their fathers. The types

of businesses that were looked at were construction, insurance, cleaning, transportation

services, engineering, as well as retail businesses.

Qualitative Approach

Interviews were conducted with the goal of saturation of themes. This research

investigation followed a heuristic approach. The foundational question of heuristic

inquiry focuses on the researcher's experience of the investigated phenomenon, and the

essential experience of others who have also experienced this phenomenon intensely

(Patton, 2002). This method of inquiry looks at the personal experiences of both the

researcher and co-researchers, while growing self-awareness and self-knowledge (Patton,

2002). It allows the researcher the opportunity to be concerned with meaning rather than

measurement, quality not quantity, and experience versus behavior (Patton, 2002). The

heuristic approach allows reflection, as well as a sense of connectedness to the

investigated topic. This connectedness between the researcher and the co-researcher

shows the intense interest regarding the topic at hand. Heuristics is concerned with the

meaning of lived experience, and the data collection protocol is designed to capture the

perspectives of the participants concerning the meaning of their experiences as a daughter

in a family run business (Douglass and Moustakas, 1985).

Data Collection Protocol

Data was collected by open-ended interviews, conducted in person, or over the

phone, or via Skype for no longer than one hour. Interviews had a firm one hour time

limit in order to be sensitive to the limited time participants have available. At first contact, potential participants were screened to determine if they meet the eligibility criteria, and interviews were then scheduled at a mutually convenient time and location. Following informed consent, participants were asked interview questions to allow them the opportunity to share their personal experience (See Appendix A). Open-ended questions were sometimes followed by probes designed to further explore potential issues in the father-daughter relationship. The interviews were recorded, and the interviewer took appropriate notes. Interviews were transcribed, and both transcripts and written notes were coded.

Personal Lens

As a researcher I took a very personal interest in this field of study because I am a daughter that works with her father in a family run business. I have worked with my father for 15 years, selling and manufacturing windows and doors to residential and commercial contracts here in Winnipeg. I joined the family firm at the time because the secretary at the time needed assistance managing the office. My position was temporary until I began university. Fifteen years later I am still helping out! The succession plan for our family is that one day I am able to take over the business and continue the success and growth the company has had over the years.

My personal experience and perspective on working with my father in a family run business was very narrow prior to completing my thesis. I was unsure on how to deal with conflict. I did not see the importance of clearly defining roles and setting boundaries with my father. Now I realize that by doing so, I am better able to communicate with my father both in our personal and business lives. Prior to me completing my thesis I did not see the significance in better communication. Better communication is the key for my

father and I because it allows us to have a more productive relationship both as father-daughter as well as father-daughter working together. By being aware of such issues, our business has improved. Prior to this awareness and knowledge our family run business had potentially suffered because we did not follow the appropriate guidelines necessary in order to balance work and the family setting. This thesis has taught me a tremendous amount of knowledge as well as shaped my perception about challenges daughters are faced with when working with their fathers in a family run business. By comparing my perception prior to this thesis, I feel like I have grown to have a wonderful knowledge base on how to help daughters alleviate conflict in their personal and business lives. I was unable to help women prior to this thesis because I did not have the appropriate skills and knowledge in order to help them understand this phenomenon.

Ethical Considerations

Research Ethics Board approval was granted prior to data collection (see Appendix for approval certificate). The interview protocol was piloted before data collection proceeded. All interviews began with a review of the informed consent form, including confidentiality, risks and benefits. All participants were asked whether or not they would like a copy of the results for their own records and were informed of plans for dissemination.

Chapter 3

Results

Inductive analysis was used to discover patterns, categories, and themes in each of the open-ended questions, as well as across all questions. Open coding and selective coding were used to determine categories and themes using the constant comparison method. Open coding involved grouping similar terminology and meaning expressed by the participants in order to create and build appropriate themes. Selective coding followed, which focused on specific similarities and differences. Comparing each interview with the next allowed the opportunity to continuously revise and solidify themes that arose from the text. Interviews were analyzed until saturation of the themes was achieved. Dependability of the data was assessed by constant comparison of the categories and concepts across participants. The degree of transferability is a direct function of the similarity between two contexts, also called "fittingness" (Patton, 2002, p.584). In the present study, only those categories that applied to multiple participants was judged to be dependable. A summary of themes is presented in Table 1 using relevant examples to illustrate and distinguish themes. Coding resulted in 6 themes: 1) Obligated to Succeed 2) My Way or the Highway 3) Unclear Boundaries 4) Coping Strategies 5) Reasons for Joining 6) Business Related Conflict.

Obligated to Succeed

Daughters expressed having difficulty sharing their feelings towards their fathers with their fathers because of their obligation to please him by meeting his expectations and the pressure to succeed in the business. One married 32-year-old woman with three children noted that although she is very busy with family demands, she felt that at no point was she ever able to let her father down when asked to do something work related

after business hours. She commented "It always got done regardless of how busy I am". She often wondered whether she would ever feel comfortable expressing to her father the truth that she was completely overwhelmed with juggling family and business demands. She did admit that a lot of pressure was self-inflicted expectations that she had placed on herself. "I never feel like I can let my dad down regardless of how busy I am" reflects her huge sense of felt obligation. These women not only talked about a sense of obligation but also a selfless approach when dealing with their fathers. Another woman commented that "I want to be as successful as my dad is and that puts a lot of pressure on me". Women were more likely to suffer with juggling their own lives and rather carry on then tell their fathers how they are really feeling. One participant described that when she did try to express to her father that she felt her role as a mother was at times negatively affected by her involvement in the family business, conflict would then arise leading to discomfort at the family dinner table.

Participants also challenged the stereotype that adult children working for a parent in a family business don't work as hard as other employees and can come and go as they please. These women felt quite the opposite. Because they were the "boss's daughter" there was more pressure placed upon them to succeed and to be good role models for other employees. According to one participant who was 28 years of age and married "As long as I did it the way he did it, I would be a great role model to other employees". She expressed that the pressure to succeed had a lot to do with following in her father's footsteps. There were tremendous amounts of pressure majority of these participants felt while working with their fathers, "I always wanted to do the absolute best I could so that the business would thrive, then dad would be so proud of me."

My Way or the Highway

Women indicated another major challenge was the difficulty their fathers had delegating work to them. One woman complained that her father underestimated her abilities and would not delegate more challenging tasks: "I won't accept just filing so we would fight". Other women mentioned that fathers had a difficult time fully including their daughters in the business because they themselves were accustomed to doing everything themselves. One participant laughed because she recalled her father saying over and over "Oh dear not to worry, I'll just take care of that on my own." Letting go of certain duties in the family run business became difficult for fathers which, in turn, lead to conflict. Most of the women interviewed felt that their fathers had a "certain way of doing things" and it was difficult for them to accept and adjust to different ways of thinking and organizing. "My dad is so stuck in his ways that it is next to impossible for him to see things my way" commented a single 30-year-old woman that had been working with her father since she was a teenager. This same participant expressed that at first her father wanted her to even answer the phone as he did because he felt that was the best and only way. Participants expressed that it took time before their fathers were able to delegate important tasks to them.

Once their fathers were able to delegate the work appropriately and the roles were clearly defined, less conflict had occurred. One participant who was single and had worked with her father for a number of years stated "Once dad and I got on the same page, it was clear sailing!" These comments confirm that delegating work was difficult for fathers to do at first but once guidelines and boundaries were in place it became easier for fathers to adjust to other ways of thinking. A number of participants expressed that it was easier for their fathers to be upset or frustrated with them than it would be for their fathers to be upset with non-family member employees. Because daughters perceived

that fathers preferred to run the family business their way, involving them in this process was challenging and required negotiation and compromise.

Unclear Boundaries

Another theme that emerged from the data concerned the lack of clear boundaries between business and personal matters for both fathers and daughters. Although all participants commented on difficulty separating personal from business lives, their comments were unclear as to who was responsible for talking about business matters during personal time. Most of the participants stated that "dad had a hard time not talking about work" but the context of the conversation was unclear. According to one participant who was recently married with no children stated that "my dad could never have fun in a family setting unless he was talking about work". Even in family settings outside of the work atmosphere, the topic of work was dominant in family discussion. These discussions affected all family members, such as siblings, the other parent, and the daughter's partner. One participant had mentioned that "my husband would ask me on the way to dinner not to talk to my dad about work". Another woman mentioned that her sister would often confront her prior to the family dinner and ask her not to talk about work with dad. Boundaries needed to be clear and in place in order for the family setting to not be affected by conflict. Alleviating business talk at the dinner table allowed families the opportunity "to just be a family" stated one participant who just recently had this discussion with her father.

The majority of women who were mothers expressed that their role as a mother was at times sacrificed because of working long hours. By working long hours, multiple women felt that they had missed out on family and children events. "I would often miss my son's soccer game because I was stuck at the office", expressed one participant who

juggled her professional demands with the activities of three children. These women seemed to have this underlying motto that "you do whatever it takes" to help out the family business, regardless of how it affects other aspects of their lives. The difficulty in distinguishing boundaries negatively affected both their work and family life.

A number of participants mentioned that once these boundaries were in place, they were then able to then have tremendous amounts of flexibility. "Once dad got it, it was smooth sailing" stated a participant who was married with three children. She now felt that her father allowed her the flexibility she needed to take her children to appointments, outings, and the ability to stay home when her children were sick. Once these boundaries were clear, their lives became much less stressful and their work became much more enjoyable. Overall according to the research, this lead to a better father-daughter working relationship as well as personal relationship.

Coping Strategies

A number of women used similar coping strategies to deal with working for their fathers, including such things as going out with friends and family, spa days, phone call chats, and taking lunch breaks. As one participant commented, "Just going out after work with a girlfriend to vent was so helpful!" These coping strategies were essential in dealing with day to day pressures and the high stress of working in a family business. One interesting strategy was to hire employees from outside the family into a managerial position as a way for them to feel a sense of normalcy and common practice. One participant stated that the non-family member that was hired was to join the management team because daughters and fathers tend to be the only ones in leadership positions, so having an outsider provided a buffer between fathers and daughters, alleviating conflict. "I was working less directly with dad which was a good thing because then we won't

argue as much." Another participant who was married with a child stated that "When dad hired a total stranger, I was able to feel like I had someone to talk to that wasn't biased". Not only did hiring someone outside the family provide another point of view, but also provided a buffer so that she was not alone with her father as much "Now it's not just dad and I always together".

Another interesting conclusion showed that some participants expressed that when they had business related conflict, mom was a great sense of support. "Mom has a way with him that makes him listen" expressed one participant that had worked with her father for many years. This participant felt that in order for her to cope with the pressures of the family business, she needed that support and kind words of her mother. On the other hand, the present study did not investigate whether involving mothers in the family business discussion would cause more conflict in the family setting between husband and wife. Another participant also felt her mother would be better able to reason with her father in a conflict situation. "Mom is a better listener than dad so I thought by talking to her she would be able to help us resolve the issues at hand."

Reasons for Joining the Family Business

Women shared many reasons why they joined the family business. Wanting the family business legacy as their own was one of the major reasons given. One participant stated "I joined because I wanted the legacy my dad had built". When elaborating on this statement this particular daughter not only wanted the legacy of the successful family business but also she wanted to have the lifestyle her father had. Seeing the perks that dad was able to experience because of the successfulness of his business made daughters envious of their father's lifestyle according to the findings of this study. Daughters also joined the family firm because they felt that they wanted to share some of the business

responsibility because their fathers were getting older and not enjoying the perks of life. One daughter who was single with no children stated that "I just wanted to see my dad enjoy life and because I am single with no kids I was able to take some of the responsibility off his shoulders". This particular participant felt that her father was aging because of the stress of the success of business.

Another reason why daughters joined the family firm related to guilt they felt. One participant expressed that "I felt so guilty watching my dad take on this company that a part of me just wanted to help him out for a while, but rather now I am stuck here and I would have tremendous guilt if I left!". Therefore, daughters not only joined but also stayed in the business due to feelings of guilt. Another participant mentioned that there was some direct pressure from her mother to join the family firm; she speculated that this was perhaps because her mother would not then feel obligated to join and that her daughter was the replacement. "I often wondered if mom wanted me to work with dad because then the pressure was off for her to work with dad". None of the participants felt that their fathers had intentionally put direct pressure on them to join the family business.

Daughters also chose to join the family firm because they felt it was an opportunity to bond with their fathers. One participants expressed that "dad and I didn't really talk much before I joined the family business, so I thought that by joining we would become closer." By working together and having something in common, the father-daughter relationship was able to grow closer. All participants stressed that both their professional and personal relationships with their fathers were very close at this point in time.

Major Conflicts

Another main theme was major conflicts daughters experienced when working

with their fathers in the family firm. These conflicts often centered around how business was conducted. One participant mentioned that conflict arose when a modern approach to business was discussed. "My dad would panic when I would discuss scanners, laptops, and computers!" Because of the age difference, daughters felt that such things as technology were a little more difficult to convince their fathers to use. A number of participants also stated that because of the relationships their fathers had with their long time clients, it was difficult to establish new relationships with these clients. One participant who had been working with her father for many years still felt that this was a major conflict that occurred between the two of them. "My dad's clients would deal with me but they would always ask me if I had run that by my dad". This was frustrating for daughters with experience and expertise of their own. One participant stated that "I would become super frustrated that these clients were not trusting me that I would take it out on dad".

Participants were asked how they alleviated conflict with their fathers. The majority stated that talking things out was the most important way for them to alleviate conflict. One participant who had been working with her father for many years expressed that "although it was difficult dealing with conflict and at times awkward, it was manageable". The majority of participants felt that it was achievable when differing opinions were respected. An interesting aspect of this theme was that daughters felt involving a non-family member into conflict situations aided them to alleviate conflict with their father more easily. Although conflict occurred among all participants, the majority said they were still able to maintain a positive relationship with their fathers.

Self Reflection

Using a heuristic approach has allowed me the opportunity not only as a

researcher but as a daughter working with their father in a family run business to grow in self-awareness and self-knowledge about this particular topic that I am very passionate about. I have learned reasons as to why this conflict occurs as well as how conflict can be alleviated in order to balance differing roles. The most important finding for myself while conducting this research was that the first step in alleviating or eliminating conflict is to mutually define all roles involved. Still being dad's daughter was important for me and I still wanted him to treat me that way when the time was appropriate. But on the other hand, it was important for me to feel adequate as a business partner. Once these roles and boundaries were clear, I loved working with my father! While conducting these interviews I completely understood these women's perspectives, feelings, and reasons as to why they felt what they felt because I could empathize with them about issues they were having and feeling. Because of my experience I felt a huge sense of connectedness and passion to this topic as well to the participants. By interviewing these women I realized that I am not alone and that there are many women going through these same thoughts and feelings when working with their fathers. What I have learnt about myself is that understanding the boundaries involved and balancing personal and professional lives can be done with the appropriate coping strategies. Eliminating conflict is achievable!

Each of the themes related to my personal experience as well. I have always felt that there is a huge sense of obligation to succeed. I am the type of person that never wants to let anyone down, especially my dad. I have seen how hard he has worked over the years and my only hope is that I one day will succeed how he has succeeded in life. I didn't so much relate to the theme my way or the highway because my father has always been very respectful of my thoughts and opinions. He has never taken on the attitude that

his way was the best or only way. He is a very open minded and fair individual. I did feel that I related to the theme of unclear boundaries when I first began working with my father. After 14 years of working together, I feel we have this down pat! This was a struggle in the beginning but once I was able to express my feelings about defining and refining my role as a daughter working with her father I was better able to communicate.

One of the themes that I related to most pertained to using a modern approach to run the business; my own father was unfamiliar about computers and other technology. Not that there was an abundant amount of conflict but the resistance he demonstrated at times lead to tension in the business setting. One major coping strategy that I also related to most was "talking to mom". Whenever there is conflict I rely on my mom to be there for me as my friend but also to be level headed when my dad and I are in conflict. I rely on her to calm dad down and tell him how I am feeling by taking another approach. This has always helped my father understand my perspectives and visions.

Summary of the Results

The six themes that emerged in the present research gave a snapshot of daughters' experiences when working with their father in a family business. Daughters talked about both the challenges and rewards of working with their fathers, including struggles to create healthy boundaries between their personal and professional lives, frustration with trying to influence business practice, particularly around incorporating new technology and gaining client trust, as well as a sense of pride in their participation in their father's accomplishments and maintaining a family legacy. All shared a close bond with their father, despite the complexity of having dual roles that combined family and business responsibilities. They shared their experiences and insight into the specific strategies they found effective to manage this complexity, including sharing with other family members

and self care activities. These daughters also provided reasons why they continued to work closely with their fathers in the family business.

Chapter 4

Discussion

The main purpose of the present study was to examine the father-daughter relationship in the context of working together in a family run business. The quality and processes of family relationships have often been neglected by those who are doing research on family run businesses (Dyer & Dyer, 2009), and little is known about working relationships between fathers and their daughters. The present study made a significant contribution to the literature by examining daughters' perspectives on the underlying family process that occurred with their fathers in both business and family settings. Daughters indicated they had very intense and often ambivalent feelings about their business and personal relationship with their father, and they identified specific areas of concern. Despite the challenges that were noted, daughters found successful coping strategies that helped them feel a very close bond with their fathers. These findings not only build upon those concerning fathers and sons in the literature, but can also be used for future preventions and interventions to help family businesses.

The main themes such as feelings of obligation to succeed, unclear boundaries, coping strategies, and reasons for joining the family firm reflected the main theoretical frameworks. Concerning work and family balance theory, daughters indicated a huge sense of obligation to their fathers on both a personal and professional level. These feelings of obligation influenced them in their decision making process about their careers and their personal lives. At times, daughters felt that there were unclear boundaries between balancing their professional and personal lives. This may have been the case because of the sense of obligation they felt towards their fathers which clouded their vision to balance their home lives with their professional lives. Their feelings of

obligation also reflected work and family overload theory. These women indicated they had difficulty saying no to their fathers and often compromised their own well-being or the well-being of their family to fulfill business responsibilities. Many commented they felt they had taken on too much but could not pull back because of the guilt or obligation they felt towards their fathers.

Daughters also provided their perspectives on the multiple types of conflict they experienced, including time-, strain-, and behavioral-based conflicts in the father-daughter business relationship. Topics included staying late at work which resulted in missing family events, talking about business issues during personal time such as family events, and feeling treated like a daughter rather than as a colleague in a business setting. Daughters felt that they were unable to alleviate these conflicts until boundaries were in place. A number of women stated that at the beginning of the working relationship with their father they experienced these types of conflicts regularly until they were able to have a discussion with their father about how they were feeling. Although a majority of these participants did not have children, they still had their own lives with husbands or significant others so determining that boundary was just as important for them as for women with children. Although single women did not have the challenge of balancing motherhood with their careers, they still felt that balancing their private lives with their professional lives had to be taken into consideration so "dad won't take advantage of the fact that I had no kids" as stated by one participant.

Regarding roles and expectations within the family business, daughters indicated their fathers had a difficult time delegating their own duties to them when they joined the business. These difficulties at times lead to conflict affecting the father-daughter relationship. Among most participants, the findings showed role confusion between

business and family was common –daughters and fathers seemed to have difficulty separating business from their personal lives. Role confusion was also evident in reasons why daughters joined the family firm. Many indicated they joined to help out short-term and to alleviate feelings of guilt that would stem from not assisting their family, but some also indicated having business ambitions, as well as wanting a similar lifestyle to that of their fathers.

The findings of the present study also replicated major themes in the literature. For example, Vera and Dean (2005) also found that women in their study felt enormous obligation to their fathers on both professional and personal levels, and that daughters had some difficulty separating their professional and private lives, such as establishing boundaries between motherhood and career. In addition, Vera and Dean (2005) found that daughters joined the family firm for very similar reasons, including feelings of guilt, obligation, and a sense of family pride. In the same study, daughters often got involved in the family business on a temporary basis, which then leads to later full time and permanent employment (Vera & Dean, 2005).

However, the study by Vera and Dean (2005) did not address if women placed their own personal goals and achievements temporarily on a back burner because they feel obligated to help the family firm, and if potential feelings of resentment developed. The present study did address this issue; some daughters expressed resentment that their personal life suffered as a result of working in the family firm. A number of daughters in the present study felt that at times they would miss family gatherings or outings because of the long hours they worked with their father. One participant expressed that "sometimes I'd miss my children's sporting events because of working long hours". Father-daughter conflict reflected these feelings of resentment towards fathers.

The present study also made a significant contribution to the literature by identifying specific father-daughter dynamics in the family business that daughters found to be especially challenging, as well as coping strategies that they found effective. These findings build upon past work that took a more general approach and did not investigate in detail how women deal with the stress of balancing two roles (Vera & Dean, 2005). By taking a heuristic approach, the present study was better able to pinpoint specific challenges daughters are faced with when working with their fathers. These findings are of great importance because it will help women who are in these particular situations. For example, daughters indicated that their fathers had difficulty delegating work to them because they were used to doing things their own way. Implementing such things as technology caused tension and friction in the father-daughter relationship. Past research did not identify this issue, nor how fathers and daughters were able to alleviate conflict when such topics occurred.

The present study further contributed to the literature by illuminating daughters' perceptions of ambivalence in their relationships with their fathers, and the role this ambivalence played in the overlap between their personal and professional relationships. Daughters indicated they had a very strong bond with their fathers, but this was tempered somewhat by feelings of frustration and resentment. "I had some feelings of resentment when I was missing my children's events, but after expressing to dad about these feelings, he completely understood." When negative emotions were addressed, they did not last long term. Most participants expressed that "working with dad made us much closer". For these women, working together enhanced shared interests and activities, and forged a stronger father-daughter bond.

It is currently unknown if these dynamics may differ from father-son relationship

dynamics in the context of the family business. Do fathers and sons potentially deal with conflict differently than fathers and daughters? Would this result in more or less conflict? Given that more and more women are business leaders and are exhibiting greater leadership roles in the business setting, it may be the case that women have the upper hand in terms of processing conflict more constructively than men. In other words, daughters may initiate more processing of conflict with their fathers than sons would. It may also be the case that men may tend to be more forgiving than women leading to shorter and less intense conflicts. Women may be more likely to express emotion and more openly discuss their feelings, but this may be detrimental in terms of how long the conflict may last. It may be easier for fathers to delegate business tasks to their sons rather than their daughters because of perceived similarity. In addition, sons may join the family firm for different reasons, such as a sense of duty or expressed expectation for succession, rather than feelings of guilt and obligation expressed by daughters. Sons may experience less conflict than daughters regarding balancing work and family demands if they are less likely to have families, or if their partners are more likely to offer support at home, alleviating some of the pressure to balance work and family. All of these potential differences need to be addressed by future research.

Future research that investigates other family structures in the context of family business is sorely needed. For example, businesses run by women who employ their husbands, sons, daughters or other family members in an important area for further study. Comparing mother-daughter and mother-son relationships in family businesses is just as important as comparing father-son and father-daughter relationships. Each of these is quite different, and the potential impact on family business is currently unknown.

It is also important to note that there are many other family structures such as

stepfamilies, sons- and daughters-in-law, grandchildren, and other extended family members that could impact the dynamics of a family-run business. Stepchildren may or may not have as much pressure or obligation to succeed in the family run business; this may also be the case for the partners of sons and daughters. Some family businesses involve more than two generations, while others include multiple siblings. Each of these family structures may differ regarding how conflict is managed, how and if boundaries are set, as well as reasons for joining and reasons for staying in the family firm.

Strengths and Limitations

Strengths of the present study included an in-depth qualitative approach to better understanding issues and dynamics of challenges daughters are faced with when working with their fathers. The heuristic approach adopted in the present study provided a unique perspective; as a woman working in family firm with my own father, I was able to provide unique insight into the challenges that were faced and the coping strategies that were effective in resolving these challenges. In addition, the focus of the present research was on daughters who worked directly with their fathers in the family business, in contrast to previous research on daughters in which fathers were not directly involved (Vera and Dean, 2005).

The present study was limited in that the perspective of fathers was not included. Incorporating the perspectives of both daughters and their fathers would not only provide a richer description of the experience, but it would also allow a comparison of similarities and differences in their perspectives. Because the present research study focused on the relationship between daughters and their fathers who work together in the family firm, information about other family members, such as the other parent (mothers), siblings, significant others such as partners was not included. Taking a variety of perspectives into

account would allow a greater understanding of the complexity of the whole family dynamic and how business affects all family members.

The small self-selected sample size was another limitation. While it allowed for in-depth and personal interviews, it also limited the generalizability of the results. Women who feel better about their working relationship with their fathers may have been more likely to voluntarily participate in the present study as compared to women who have great difficulty working with their fathers. Finally, the one-time measurement of the present study did not allow for a longitudinal perspective that could describe how the father-daughter dynamic may change over time.

Implications for Practice

Understanding the challenges daughters are faced with when working with their fathers can not only aid daughters and fathers who work together, but also other business owners, employees as well as families. The present findings can be used to develop guidelines for family businesses, and can also be very helpful for counselors who may encounter clients dealing with these issues. Based on the present results, the recommended guidelines would include: 1) define, refine, and clarify both personal and professional roles early in the family business career; 2) enhance communication skills so that conversations about roles can be constructive; 3) provide tips for self-care and coping strategies for family members who work together, and 4) include non-family members in the family business managerial team to help provide objectivity and differing perspectives to decision-making.

Implementing these guidelines may help alleviate conflict and stress in the business setting as well as the family setting. All business owners should be informed and educated on how they could help their employees deal with the demands of balancing

personal and professional lives. The business community needs to be better informed

about issues women are faced with on a daily bases, such as having regular seminars,

talks and training seminars or focusing on this issue in newsletters or magazines. It would

also be useful for counselors who work with family firms to become more aware of these

issues. With the help of future research, hopefully this topic will no longer be

understudied in the business world.

Directions for Future Research

Future research should look at the similarities and differences that daughters with

children feel compared to daughters without children. The demands of balancing family

and business may differ for those women who have greater family responsibilities. As

noted above, future research should also examine a variety of family structures, including

the dynamic between mothers and their children who own and operate family businesses

together, and the role other family members and significant others play in the family

business setting. It would be interesting to better understand how significant others

impact conflict between fathers and daughters working together. Some women

successfully take over the family business from their fathers and their mothers, while

others choose to stay only temporarily and leave to follow their own pursuits. An

investigation of how personal characteristics and family dynamics of women who adopt

leadership roles in family businesses may differ from those who pursue other avenues

would also be an interesting avenue for future research.

Conclusion

To conclude, the present research conducted an in-depth investigation of

daughters' perspectives on the father-daughter relationship when working together in a

family run business. Because this particular topic was understudied, the present findings

can aid in both business and family settings. By illuminating the challenges daughters experienced, it is hoped that women who work with their fathers in a family business will feel less alone, and will be better able to identify with other women in the business community who share their situation. The present study was beneficial in that successful coping strategies on how to deal with conflict in the family business, as well as strategies for balancing personal and professional lives were identified. These results contributed to the creation of guidelines recommended for women who work with their fathers as well as professionals who counsel and assist them.

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Table 1

Themes of Challenges Daughters Face When Working With Their Fathers

Theme	Definition	Participants
Obliged to Succeed	Participants felt enormous obligation to their father on personal and professional levels	"I always felt that I had a huge obligation to my father" "Didn't matter how, but it got done regardless" "Just wanted Dad's legacy to live on" "At times there was so much pressure to succeed"
My Way or the Highway	Participants found that their fathers had a hard time delegating work because they were used to doing everything themselves	"Honey, that is not the way I do it" "Dad is so stuck in his ways" "No dad, I'm not just gonna file"
Unclear Boundaries	Participants described difficulty in separating business from their personal lives	" I never knew how to separate my work from my business life" "Dad had a hard time not talking about work" "My dad could never have fun in a family setting because all he wanted to talk about was work"
Coping Strategies	How participants dealt with working with their fathers and coping with conflict	"I use to cope by going out lots at the lunch hour, just to get a break from everything" "Mom was a great coping strategy" "I just needed a walk to cool down"

Theme	Definition	Participants
Reasons for Joining	Reasons as to why these daughters joined the family firm	"I joined the family business because I felt like dad really needed time and that he was taking on too much" "I felt that dad needed temporary help at the time, and now look I'm still there!" "I joined because then mom won't be pressures to work there"
Business Related Conflicts	Participants mentioned different business conflicts that arise when working with their fathers	"I would get frustrated when dad won't listen to me about my business ideas" "Dad and I would fight when we talked about technology" "I had my own way to run a business and that was difficult for dad"

Appendix A

Interview Questions

1. What are some of the major challenges you face working with your father in the family business?

     A) Participants were asked about potential linking mechanisms specific to work and family overload, in relation to their relationship with their father.

     B) Participants were also asked about temporary and permanent succession themes, including: 1) initial reasons for joining the business, 2) how reasons for staying in the family business may have changed over time as well as your perceived ease of exit. Participant's own desire to be considered as a viable successor and their perception of their father's preferences were also explored.

     C) How do you feel at the end of the day?

2. What are some coping strategies that you use to balance work and family?

     A) Participants were asked about particular strategies they use to address potential role conflicts, and their assessment of the effectiveness of their strategies.

     B) Participants were also asked about differing expectations in their relationship with their father, as well as what strategies they may use in order to alleviate conflicting expectations (e.g., role separation, strategies, or how the transfer of roles can be done with minimal conflict).

3. What is the most difficult part about the role you play as a business woman in your father's business?

     A) Participants' perceptions of ambivalence in their relationship with their father, and the role ambivalence might play in the overlap between their personal and professional relationships were explored.

4. What is the major type of conflict you experience when working with your father?

A) Participants were asked about different types of conflict (time-,strain-, and behavioral-based) in their work, and how these conflicts may be related to their relationship with their father? Participants were asked how do these types of conflicts interact, and what kind of emotions are involved when these conflicts occur.