Index

Ackoff, R. 244
adaptation 85, 86
Adler, P.S. 41
adults, treating grown children as 26–7
advising family businesses, trust
   building 106–14
   congruity 106, 108, 114
   connection 106, 110–12
   justice of process 107
   opposite of trust 112–13
   outcomes 107
   strategy 106, 109–10
   value 106, 109
advisors 28, 149–50
   Conference comments 248–9
affection 85
agreements 22, 23
Air Force, fatal pilot accidents in 54–5, 56–7
alcoholism, protection of family from 7, 125–6
anger 119
APGAR see Family APGAR (Family Functional Integrity Tool)
appropriable organizations 36
area probability sampling 84–5
Argyris, C. 244
Arregle, J.L. 42
Arthur Andersen 53
Aspen Institute 241
associability 41
attention, channelized 54–5, 56–7
autonomy 51
aviation, channelized attention in 54–5, 56–7
Bailey, J.V. 170
Bailey Nurseries, case analysis 170–77
   accountability 175
   caring for family 172–3
   common vision for company 171
   employment 174–5
   family development 171
   family meetings 175
Family Member Involvement Policy 173–5
family ownership 170
governance 175–6
inclusion and communication 173
involvement roles 174
management of family business
   relationship 173–5
policy goals 174
protection of family and business 171–2
banking crisis 53
Baxter, L.A. 30, 125
belligerence 119
belonging, sense of 123
Bennett, L.A. 126
Bennis, W.G. 33
bilateral dynamic 49
   examples 47–8
Black, C. 126
Blodgett, R. 208
board development committee 49
board of directors 48–9
Boll, E.S. 122, 124, 127
bonding 129
bonds 39, 74, 130
   emotional 6, 15–21, 33
Bossard, J.H.S. 122, 124, 127
“bottom lines” 56, 57, 59
Braithwaite, D.O. 30
bravery 74
breakdown of family unit 27, 146–7
breast-feeding 18
bridging 129, 228
Brookfield, S. 244
Bruess, C.J. 5, 6–7, 9, 10, 20, 26–7, 115, 122
budgets 157
business
case analysis 142, 179–80
communication in 135–6
capacity for 155–68
contribution of 230
dynamic nature 198–9
in business 179–80
in family 180–81

communication
channels of 3–4, 13
Chief emotional officer role (case analysis) 21, 178–84
in business 179–80
in family 180–81
child-rearing 160
Carr, J.C. 3, 12, 15–16, 18, 33, 45
case analysis 132–6
channels of communication 3–4, 13
collective thinking 34–5
case analysis 140–42
Columbia Accident Investigation Board (CAIB) 53
Commitee 11, 16, 17, 18, 22
collaboration 23, 37, 80, 191, 228
collaboration 23, 140
collective trust 15, 225
case analysis 140–42
Columbia Accident Investigation Board (CAIB) 53
communication 3–9, 129, 223–4
acts of 115
in business 135–6
case analysis 132–6
channels of 3–4, 13
Committee 11, 16, 17, 18, 22
Community 51, 60, 61, 84
collaboration 23, 37, 80, 191, 228
collaboration 23, 140
collective trust 15, 225
case analysis 140–42
Columbia Accident Investigation Board (CAIB) 53
communication 3–9, 129, 223–4
acts of 115
in business 135–6
case analysis 132–6
channels of 3–4, 13
Committee 11, 16, 17, 18, 22
Community 51, 60, 61, 84

Calvinist work ethic, case analysis 201
capital, defined 82
caring for family 18–19
case analysis 172–3
Carr, J.C. 3, 12, 15–16, 18, 33, 45
case analysis/examples
Bailey Nurseries 170–77
communication 132–6
creation of family and business social capital 129–45
employee welfare 201–2
family and business history 131
family-firm identity 200–208
family member capabilities and assets 131–2
family reunification and identification 205–7
family social capital 130–31
fifth-generation family businesses 13, 14, 23–4, 205–7
norms and expectations 137–9, 143
professionalization 203–4
work ethic 201
centrifugal impulse 52
*Challenger* disaster (1986) 53
Chan, K.W. 30, 114
channelized attention 54–5, 56–7
collaboration 23, 37, 80, 191, 228
collaboration 23, 140
collective thinking 34–5
case analysis 140–42
Columbia Accident Investigation Board (CAIB) 53
commitment 11, 16, 17, 18, 22
common ground 70
cases 123, 224
case analysis 136–9
case analysis 132–6
channels of 3–4, 13
collaboration 23, 37, 80, 191, 228
collaboration 23, 140
collective thinking 34–5
case analysis 140–42
Columbia Accident Investigation Board (CAIB) 53
communication 3–9, 129, 223–4
acts of 115
in business 135–6
case analysis 132–6
channels of 3–4, 13
Committee 11, 16, 17, 18, 22
Community 51, 60, 61, 84
communication patterns and behaviors, as ritual 118–19
negative 227–8
positive 227, 228
and relationships 6–9, 8, 10, 26
family business 7–9
new 22–3
toxic 119
communication rituals 217
communication rules 5–6, 10, 125
Community 51, 60, 61, 84
Conference, St. Thomas University see Family Capital, Family Business and Free Enterprise Conference, St. Thomas University (2009)

conflict, family 28, 64–72
Family Business Conflict Identification Tool 80, 97, 98, 101
recognition of 69, 70–71
reframing 65–8
unresolved 92
work–family research 158–9

congruity 40, 106, 108, 114
connection 106, 110–12
constancy 40
contempt 66, 67, 119
continuity 16, 188, 230, 240
contracts, fragile trust based on 16, 38
Cook, J. 40
cooperative action 41, 80
core identity 22
corporate scandals 52–4, 60
council, family 13, 50, 157
courage 74
coworkers 160
criticism 27, 58, 66, 67, 119, 147
Cronin, M. 28–9, 106
cultivating of ethical values 51
culture, family 115–16, 162–3
cultures, group 51

Danes, S.M. 2, 8, 14–15, 79, 80, 82, 85, 93, 99, 100, 101, 103
Dayton-Hudson Company 60
decision-making 28–9, 54, 57
strategic 190–91
defensiveness 28, 66, 67, 119
detachment 53, 54, 65, 66, 67–8, 70, 75–6
hazard of 59–60
dialectical approach 125
dialogue
among couples 14
equal access to, providing 239
and frankness in family business 58–9
open, encouraging 51–2
preparation of participants to engage in 238–9

structured dialogue process see structured dialogue process summary 146–51, 209–19
dinner, family 7, 21, 181
disagreement 17–18, 22, 25–6
disease 66
disruption, processes during time of 83
distrust, in family relationships 3, 18, 29
divorce 49
Drucker, P. 55
Durenberger, D. 233, 241, 242–3
Dyer, W.G. 43
dysfunctional behaviors 42

Eddleston, K. 11, 24, 29, 186, 198, 199, 208
egalitarianism 37
embeddedness, relational 35
emotional bonds 6, 15–21, 33
employee welfare, case analysis 201–2
engagement 60, 68
Enron 53
enterprise-first families 156, 158, 168
entitlement, problems with 213–14
essence approach 186, 192–4, 195, 199
ethics 51–63, 73–8
ethnic-minority families 215–16
European models of business/family structure 217–18
expectations
behavioral 189
case analysis 137–9, 143
facilitators 26–7
family
caring for 18–19, 172–3
case analysis 129–45, 172–3
chief emotional officer, role in 180–81
contribution of 230
as external resource 191–2
integration with work 230
as internal resource 189–91
leveraging family member capacity for 155–68
prioritizing business over, changing of rituals 123–4
promotion of trust in 46–9
Family business and social capital

relationship with business, dynamic nature 198–9
roles and rules 83
as societal and economic institution 52
as society in embryo 144
as a team 120
trust building in, examples 47–8
utilizing business practices in 217
see also business; family businesses
family agenda 195
Family APGAR (Family Functional Integrity Tool) 80, 85–9, 101, 103
business-owning families, use with 88, 90–91
scores 86, 87, 88, 89, 102
Family Business Conflict Identification Tool 80, 97, 98, 101
family-business identity 10–12, 13, 24–5, 209–13
commitment to 22
developing and maintaining 12–15
development, case analysis 212–13
disagreement about, effect on trust 17–18
identifying/not identifying as a family business 209–10
positive aspects 211–12
potential negative impacts of identity as family business 210–11
see also family-firm identity
family businesses 33, 42, 60, 188
advantages of family social capital for 2–3
advising, trust building in 106–14
communication patterns and relationships 7–9
communication rules 5–6, 10, 117–18
frankness in 4, 58–9
non-family businesses compared 3, 129
participation in business 8–9
perspective in 56–7
research, summary of history 218
resilience capacity 79–103
spouses, role in 178, 186–7
structure in 46–7, 49, 50
sustainable 8, 79, 92, 99
see also SFBT (Sustainable Family Business Theory)
tensions at interface of family and business 89–98
trust and ethics in 73–8
trust paradox 47
uniqueness of 230
women as contributors to social capital in 99–101
see also family firms
family capital 199
Family Capital, Family Business and Free Enterprise Conference, St. Thomas University (2009) 5, 9, 65, 73, 148, 150, 223
comments from advisors 248–9
comments from family business owners 245–6
comments from family business researchers 249–50
comments from family members 246–8
conference sessions, building common body of knowledge across 240
groups represented at 1–2
participant biographies 233–7
summary of comments 245–50
family conflict see conflict, family
family council 13, 50, 157
family dinner 7, 21, 181
family-firm identity 195, 198, 200
case analysis 200–208
importance of building 186–95
organizational identity theory 188–92
integrating with involvement and essence approaches 192–4
strength of 189–90
see also family-business identity
family firm social capital
cognitive dimension 36
implications for family firms 41
relational dimension 37
social capital within family firms 35–7
structural dimension 36
trust in 33–44
key role 38–9
Index

family firms 12, 102, 186, 187, 190
and ethics 60, 61
family-business identity 10–11
leaders 188–9
leveraging family social capital
within 37, 42–3
vs. non-family firms 36, 37, 39, 41, 186, 195
and trust 38, 41
see also family businesses
family histories 20
family identity 10, 22–3
aligning with business 229
case analysis 140
celebrating 228
changing of roles 124–5
commitment to 22
creating 115–16
and family-business identity 13
reconstructing 121–6
see also family-business identity
family member capacity, leveraging
155–68
families leveraging family and
business to benefit both 156–8
leveraging family for business and
business for family 159–67
norms 163–6
relationships 166–7
values 160–63
work–family research, overview
158–9
family members, numbers in business 7
family networks 25
family ownership 37, 170
family point of view (FPV) 52, 59, 116, 157, 224
family practices and communication
advisors/outside perspectives 149–50
breakdown of family unit 27, 146–7
criticism 147
questions, pertinent 150–51
solutions, strategies for 147–9
using to develop social capital
146–51
family social capital
abundance or lack 113
advantage for family businesses 2–3
case analysis 130–42
definitions 1, 29, 80, 155
developing 223–4
elements of, case analysis 132–6
as family business resilience capacity
79–103
improving 118
leveraging within family firm 37, 42–3
and perspective 56
recommendations for building
227–31
stocks of 8, 80, 81
strength of 42
and trust building 113–14
family business and business
development 216–18
family-supportive work culture, and
values 160–62
family unit, breakdown 146–7
Field, J. 82–03
Fiese, B. 122, 123
fifth-generation family businesses, case
analysis 13, 14, 23–4, 205–7
financial budgets 157
financial success 83–4
fixation 27, 53, 59, 60, 65, 66–7, 75–6
hazard of 54–7
Ford Motor Company 60
forgiveness 50
formal communication 3, 4, 5, 9, 23
fragile trust 16, 38, 39, 74
frankness 4, 60, 61, 68, 69, 70, 74
in family business 58–9
Fukuyama, F. 33, 42
functional integrity, family 8, 80, 85–9, 96
Galvin, K. 117
gender 99, 162, 214–15
George, B. 53
Ghoshal, S. 30
Gilbert, D. 50
Global Crossing 53
goal-setting 47
Goldsmith, J. 33
Goodpaster, K. E. 4, 27, 51, 65–6, 68, 241–2
Gottman, J. 65, 66, 99, 118, 119, 149
governance
caring for family 18–19
family business, case analysis 175–6
leverage of family member capacity 155–68
poor, leading to different identities 27–8
social 25–6, 28, 29, 60
institutional view, organizational identity theory 188
integrity 8, 40, 85–9
see also Family APGAR (Family Functional Integrity Tool)
interaction, family 19–20
interpersonal relationships 25–6, 33, 34
involvement approach 186, 192–4, 195
Janis, I.L. 34
justice tensions 92–3
Kaemmer, J. 234–5
Kant, I. 52
Kaye, K. 46, 94
Kelley, S. 235
Kinhardt, D.W. 50
kinship bonds 39
knowledge, body of 240–41
Knowles, M. 244
Kwon, S.W. 41
laissez-faire cultures 43
Lansberg, I. 37, 41, 208
leadership, organizational 40
Leana, C.R. 41
legacy, family 20
leveraging of family-business identity to access family and business resources 209–19
of family for business and business for family 159–67
of family member capacity, for business and family 155–68
of family social capital, within family firms 37, 42–3
liability, family relationships as 3, 18, 29, 130–31
Likert scale 85–6
Loehr, J. 55
marriage ceremonies 16
masculine norms 160–61
Mauborgne, R. 30
McEnaney, T. 18–19, 20, 29
McGee, D. 50

Handy, C. 60
Hayes, K. 27–8, 64
hazards
detachment 59–60
fixation 54–7
rationalization 57–9
Hedberg, P. 56
hierarchy, organizational 5
histories, family 20
Hoff man, J. 30, 60
honest communication 4, 58–9, 60, 61, 68, 69, 74
Hubbard, J. 233–4, 239
Hubler, T. 20, 45, 50
Hughes, J. 234
human capital, vs. social capital xx, 81
humor 111–12
identity 9–15
bridging across generations 228
clear and unifying, developing 228
common see common identity
family see family identity
family-business see family-business identity
family-firm see family-firm identity
organizational see organizational identity theory
poor infrastructure leading to different identities 27–8
tensions 92, 94
types 9–10
image, family 119–20, 125
inclusion and communication, case analysis 173
Industrial Revolution 158, 159
informal communication 3–4, 5, 9
information sharing 41, 56, 133, 229
infrastructure
moral 224–5

Index

McNeely, H., Jr. 70
memories, recalling 134–5
Messer, T. 178
Minneapolis, social infracture 60
Monson, W. 227, 240, 241
moral beliefs/values, case analysis 136–7, 143
moral infrastructure 224–5
moral insight 51
Moral Judgment of the Child, The (Piaget) 51
Morgan, E.A. 93
mortgage crisis 53
multi-generational families 30, 198, 199
Murphy, J. 54
Nahapiet, J. 30
NASA 53
National Family Business Panel (NFBP) see NFBP (National Family Business Panel)
networks 25, 56
next-generation adults/family members 9, 22, 110
see also fifth-generation family members
NFBP (National Family Business Panel) 80, 101
Family APGAR scores 88
sample 84–5
tensions scores, distribution 93
wives' and husbands' tension means 95
normative and non-normative disruptions 84
norms 37, 125
and beliefs 22
case analysis 137–9, 143
declared 37
Family APGAR (Family Functional Integrity Tool) 87
family norms become business norms 11, 22, 24
gender 215
leverage of family member capacity 155–6, 160–61, 163–6, 168
masculine 160–61
and relational social capital 27
and rewards 165–6
and social capital 37
and role design 163–5
Notarius, C.I. 99
nuclear families 16, 18, 26, 30, 224, 228
obligations, enduring 37
Olson, P.D. 94, 100
open communication 4, 51–2, 85, 227–8
optimism 74
organizational culture 53
organizational hierarchy 5
organizational identity theory 188–92, 198, 199
discussion 194–5
family as external resource 191–2
family as internal resource 189–91
integrating organizational identity with involvement and essence approaches 192–4
outside perspectives 149–50
ownership, family 37, 170
participative cultures 43
partnership 85
paternalistic cultures 43
Pearson, A.W. 3, 12, 15–16, 18, 33, 45
Pearson, J.C. 122
perspective 69, 70, 116
and ethics 55, 56–7, 60
Piaget, J. 51
pilot accidents, fatal 54–5
policies and practices, family- and business-friendly 230
policy-making 47
positive regard, communicating 134
Poza, E.J. 45, 50, 178
Prichard, John 178
Prichard, Walter 178
Prichard, William 179
Prichard, A. 14, 15, 21, 178
Prichard, Joseph 179
Prichard Auto Company, case analysis 178–9, 180, 182
Prichard Family Auto Stores, case analysis 178–84
background 178–9
chief emotional officer, role 179–80
in business 179–80
in family 180–81
tensions and growth 181–3
professional cultures 43
professionalization 203–4
Psychodynamics of Family Business
(PDFB), spring 2010 meeting 46
Putnam, R. 30
rationalization 27–8, 53, 54, 60, 65, 66, 67, 75
antidotes to 68
hazard of 57–9
Rauenhorst Mahoney, J. 235
reciprocity 52
relational bonds 130
relational commitment 16
relational dimension of family firm
social capital 37
relational embeddedness 35
reliability 40, 88
reputation 225
researchers, family business 249–50
resilience capacity, family business
definitions 80
family social capital as 79–103
stock of 85
resilient trust 43
defined 16, 38
vs. fragile trust 16, 39, 74
generating in family firm 39–40
resolve 85, 86–7
resource of firm, family as 186–96
external resource 191–2
internal resource 189–91
organizational identity theory
188–92
resources, sharing 229
respect 52
Revens, R. 244
reward systems, and norms 165–6
rituals, communication 217
rituals, family
alcoholism, protection of family
from 7, 125–6
changing those prioritizing business
over family 123–4
changing toward reconstructing
family identity 121–6
and communication 6, 115–27
communication patterns and
behaviors as ritual 118–19
creating family culture and identity
115–16
family-business identity 212
and family identity 10
family image as ritual 119–20
family stories as 21, 121
fruit salad metaphor 120–21
images, rules and norms: challenging
and changing 125
manifestations of 116–21
negative 119, 122–3
positive, establishing 20–21, 122–3
rules as ritual 117–18
as “symbolically significant”
interactions 115, 116
Rockwell, J. 235–6
role adaptability 229
role design, and norms 163–5
role tensions 92, 93
Rosplock, K. 236
Rothausen, T.J. 6, 19, 155, 170, 172–3,
176
routines 83
Royce, J. 51
rules, communication 5–6, 10, 125
family rules as ritual 117–18
Salter, M. 53
Sarbanes-Oxley Act, US 53
scandals, corporate 52–4, 60
Schein, E.H. 143
Schoorman, F.D. 40
Schwartz, T. 55
S.C. Johnson (business) 192
selfishness, illusion of 51
Senge, P. 244
SFBT (Sustainable Family Business
Theory) 8, 80, 81–4, 101
disruptions, normative and non-
normative 84
family/business overlap in 83
tenets 81–2, 92
shared meanings 83
shared values 11–12, 34
shared vision/purpose 36
shareholders, adult family members
as 159
Index

Shepard, S. 12, 13, 19, 20, 23, 24, 198
sibling rivalry 45–6, 94
siblings 7, 9
Small Business Administration, US 85
Smilkstein, G. 85, 86, 89
Smith, T.S. 73, 146, 209, 227, 245
social capital
benefits 35, 52
building between family and business 229–30
building in family 227–8
concepts xx, 1, 2, 33, 155
development 146–51
in families xx, 2–3
family firm see family firm social capital
within family firms 35–7
see also family firm social capital greater 118
high levels 80
vs. human capital xx, 81
investment in 228
in non-family firms 41
text 32, 34
women as contributors to, in family businesses 99–101
see also family social capital
social constructionist view, organizational identity theory 188
social infrastructure 25–6, 28, 29
of Minneapolis 60
social networks 25
social relationships, strong 34, 35
social support 166
soft start-up 149
solutions, strategies for 147–9
Sorensen, R. 1, 59, 129, 155, 223, 227, 238, 245
sounding boards, family members as 135, 180
Space Shuttle disaster, NASA 53
Spain, business types 156, 158
spouses, role in family business 178, 186–7
St. Thomas Conference see Family Capital, Family Business and Free Enterprise Conference, St. Thomas University (2009)
stability, processes during times of 83
Stafford, K. 2, 8, 14–15, 79, 80, 101, 103
stakeholders/stakeholder thinking 56, 229
Stewart, C.C. 99
Stone, E. 121
stonewalling 28, 66, 68, 70, 119
stories, family 21, 121
strategies
communicative 115
emotional 47
participative process 190, 191
for solutions 147–9
strategy, and advising family businesses 106, 109–10, 114
structural dimension, of family firm social capital 36
structure, in family businesses 46–7, 49, 50
structured dialogue process xx, 238–44
contributions to body of knowledge 241
equal access to dialogue, providing 239
guidelines 239
origins 241–4
preparation of participants to engage in dialogue 238–9
purpose 1
summarizing applications based on accumulated body of knowledge 240–41
succession tensions 92, 94
Sullivan, M. 236
sustainability, business 8, 79, 92, 99
long-term 100, 101
see also SFBT (Sustainable Family Business Theory)
Sustainable Family Business Theory (SFBT) see SFBT (Sustainable Family Business Theory)
taboo topics 117
target fixation 54
team, family as 120
teamwork 37
teleopathy 59, 60, 65
antidotes to 68, 69
and ‘four horsemen’ 65–8, 70–71
identifying/treating 69–71
manifestations of 54
symptoms 66–8, 71
see also contempt; criticism;
defensiveness; stonewalling
temporal awareness 57
tensions, family business 89–98
achievement indicators by total
levels of 96
case analysis 181–3
constructive or destructive 92, 94,
97, 103
content areas 92–3, 94, 102
Family Business Conflict
Identification Tool 80, 97, 98, 101
NFBP, wives’ and husbands’ tension
means 95
Thompson, J.C. 236–7
ties 37, 38–9, 129
see also bonds
transparency 4, 134, 157
Troubled Asset Relief Program
(TARP) 2008 53
trust 15–29
avenues to 73–4
building of see trust building
caring for family 18–19
collective 15, 225
case analysis 140–42
definitions 15, 45–6
emotional bonds 15–21
emotional breakdowns of 45
and ethics, in family business 73–8
in family and business 75–6
in family firm social capital 33–44
family interaction 19–20
fragile 16, 38, 39, 74
highest levels of 16
hindrances to 74–5
key role of in family firm social
capital 38–9
measurement of levels 40
in non-family businesses 3
open communication channels 4
opposite of 112–13
promoting in family and in family
business 46–9
resilient see resilient trust
violation of in family 50
see also distrust, in family
relationships
trust building
advising of family businesses
106–14
in business, examples 48–9
and common identity, promoting
28–9
in family, examples 47–8
and family social capital 113–14
of mutual benefit to family and
business 45
trust paradox, of family businesses
47
Tsai, W. 30
Tyco 53
universalization principle 52
unpaid labor, family as key source of
187
urgency, culture of 58
value, and advising family businesses
106, 109, 114
values
articulation of 230
and business-supportive family
culture 162–3
Christian 200
collaboration 228
ethical 51
see also ethics
and family-supportive work culture
160–62
leverage of family member
capacity 155–6, 160–62, 168
and moral beliefs, case analysis
136–7, 143
organizational identity theory 188
shared 11–12, 34
work 161
Van Buren, H.J. 41
violation of trust 50
Wall, T.D. 40
Ward, P.C. 237
Ward, R. 57, 60
Warren, C. 237
wealth, problems with 213–14
“wingman,” role of 56–7, 60, 61
women
- exclusion from business discussions
  9
role in development of family/
family-business identity 14–15
as social capital contributors in
family businesses 99–101
strengths brought to family firms
102
in workforce 158–9
see also gender
work
- employee welfare 201–2
- integration with family 230
- interpersonal trust at 40
see also business; family business
work cultures 160–62
work ethic, case analysis 201
work/family balance tensions 92, 93,
102
work–family research
- business-supportive family culture
  162–3
- caring for family 19
- family-supportive work culture
  160–62
management of work–family 159–67
- norms and reward-systems 165–6
- norms and role design 163–5
overview 158–9
recommendations 167–8
relationships 166–7
values 160–63
working together 228
WorldCom 53
Zellweger, T. 192