

A clinical perspective on how the environmental urgency  
affects the psychodynamics between family members and within family businesses

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“You cannot get through a single day without having an impact on the world around you. What you do makes a difference and you have to decide what kind of a difference you want to make.” - Jane Goodall

To my grandfather memory, Henri, who managed to maintain a certain cohesion in the family so that the family farm could pass on to the next generation. Unfortunately, after his death, the family quest ended in court.

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## **1. Abstract**

One of the main factors which determines the survival of family businesses is their capacity to develop an entrepreneurial orientation in each generation. This is a major reason why leadership transitions are always a hazardous moment for them - the future of the family and its business are at stake.

This topic has been thoroughly researched especially the question of why new generations in family businesses succeed and fail. However, how family businesses' ambitions to tackle environmental challenges affects their intergenerational dynamics, in terms of accelerating or slowing down why and to what extent the current and next generations of family leaders are willing to contribute to the family quest, remains understudied so far.

This is a qualitative study using the interpretative phenomenological analysis methodology, and involving semi-structured interviews that dive into the inner theatre of 17 family members of 5 different French entrepreneurial families.

I believe that the findings provided insights into how a process using drawings merged with family genograms may be of use for trusted advisors in family governance. And I hope that this study might contribute to our understanding of how the entrepreneurial orientation of the next generations can be developed and encouraged when family businesses are facing transitions.

My research also suggests that success in family business transitions may be intimately linked to a broader, unconscious, collective challenge, which appears at the moment to be the environmental urgency and that the issue constitutes a major threat to family unity if it is not addressed.

Finally, the study suggests the integration of the findings with a fairy tale to create a coaching tool.

## **2. Keywords**

Family governance - Drawings - Genogram - Coaching - Environmental urgency - Family transitions - Fairy Tale

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## **3. Introduction**

Last year, I was talking to a client who is in his forties and is the second owner of a family business. He told me that a week earlier he had his first “adult” conversation with his daughter who was preparing to start university this year. She said to him : *“You know Dad, I do not think that I will join the family business after my studies”*. *“Why is that?”* he asked. *“You know, what we do is not good for the planet”*.

The intergenerational governance of family businesses is a well documented field (Bughin, Colot, Finet, 2010) (Hirigoyen, 2014). Research confirm that few are those who manage to reach the fourth generation (Holton, 2016). In addition, researchers have demonstrated that those who manage to transition from one generation to another share a common characteristic - they develop a strong and distinctive entrepreneurial orientation (EO) in each generation. This allows these companies to constantly reinvent themselves and succeed generation after generation (Mayaud, 2017). Researchers recently demonstrated that this EO was developed not only in response to a situation linked to the companies, but especially in response to the challenges within the families (Michael-Tsabari, Nava 2014). Finally, other studies have shown that there are also Emotional Ownership factors (Eow) (Björnberg, Åsa 2012) that can contribute to the (EO) including an ‘affective identity factor’ (Hogan, Gina 2013) that may be linked to generational challenges.

In this context, what psychodynamic effects could the current environmental urgency be having on intergenerational transitions?

We are entering a period of technological revolution. All of the economic models are changing. Consumers are changing too - they are increasingly concerned about their own social and environmental footprint. The millennials are especially concerned. According to a study by Spectrem Group, 67% of Millennials with capital want their investment to reflect their social, political and environmental values (Fournier, 2016). The Covid-19 crisis only heightens these concerns, indeed impact funds have already shown more solidity on the international stock exchanges. If our parents' generation fought to preserve peace after the two world wars of the 20th century, the current generation are fighting to preserve our planet and our children's generation will do the same.

Little scholarly attention has been given to how this environmental urgency is affecting the psychodynamics between family members and within their family businesses. At the same time, centennial family businesses have been investing in social and societal impact for generations (Jaffe, Lecent-Gilles, & Traeger Muney, 2019) regardless of the nature of their activities. But what is changing now is that they are moving from social investing motivated by philanthropy to impact investing in order to survive. The aim of this study is to attempt to see if the environmental urgency is an opportunity for the integration of new generations in a trans-generational quest for the family. According to the European Commission, family businesses represent more than 60% of European businesses, small and large, and provide 40 to 50% of jobs. Specifically, the aim is to identify what might happen to the decision making process during family transition if environmental components are not included in the family business decisions over the next 20 years.

I believe that the findings of this research might have laid the groundwork for an in-depth reflection on the creation of a coaching process to help decipher the challenges of future transitions for family governance specialists. Perhaps they could use this process to help their family business clients see and understand the barriers to the next generation joining the family enterprise.

I believe this because the major finding of this study is that merging the Participants' drawings representing the family business today and in twenty years time with their

genogram fashions a psychogenealogy tool which might help gain access, quickly and simply, to the individual unconscious of the Participants, and also, surprisingly to the collective unconscious of these family businesses - also perhaps even to of the collective unconscious of the world! The data collected during this research revealed the emergence collectively of Klein's paranoid-Schizoid (P/S) and depressive (D) positions involving splitting the family business into two positions (Hinshelwood & Fortuna, 2018), one representing a darker side of the family business and the other a brighter side. This splitting also includes masculine and feminine archetypes in these organisations - the *Animus* and the *Anima* in the Jungian perspective. The data also indicates that the wish for a better future might be intimately linked to the development of the family *Anima*, its feminine part and suggests that a clear intergenerational threat of a break with the family project is crystallized by the need for the family business to have an environmental impact.

Drawing on the Participants' personal situations, I will try to demonstrate that my process could develop into an intervention concept for family governance consultants specializing in life cycle and intergenerational transitions in which the environmental urgency appears as a trigger, a catalyst between future generations of entrepreneurs and their family histories.

At the end of this study, I will suggest the integration of my findings with a poignant and appropriate fairy tale.

#### **4. Research Aims and Objectives**

The nature and scale of the environmental urgency was proclaimed by the UN's ratification of its 17 Sustainable Development Goals, on August 2, 2015, and by its commitment of \$ 2.5 billion over 15 years. In parallel, mentalities are changing and the business world and consumers have entered a new era. Sustainable finance is growing, Brands emphasising their "greeness" are everywhere, "green washing" is now decried from all sides.

The ultimate aim of my research is to reveal whether the environmental urgency might provide an opportunity to help family businesses better understand themselves, and enable them to keep their joint quests alive across the generations so that they can succeed with their

next family transition.

I drew conclusions from a thematic analysis of interviews realized with seventeen Participants from 5 different families that I conducted and from the results provided by the use of drawings and psychogenealogy tool - the genogram. I asked the participants to draw what their family business looked like today, and what it would look like in 20 years time. I then used the Family Genogram in two steps asking them to merged the drawings with their genogram and then describe the emotional relationship between the business, themselves and their families. The objective was to allow a link to emerge (or not) with the current environmental urgency, and then to question the Participants on the reason why a link was, or was not, made. But more importantly, I wanted to find the common themes and repeating patterns in order to see how the environmental urgency would affect the family dynamic.

I also wanted to be able to imagine the emotional connection between the Participants and their family businesses twenty years from now, and to understand what part it could play in the family and the family project, particularly in its ability to create an opportunity to bring the family together around a project of even greater significance than just a family goal.

The survival of family businesses is intimately linked to the ability of new generations to take over the family business. But if this research shows that the low consideration of environmental criterias in the family project was an emotional barrier for the new generations to join the family movement, it would open an important field of research on the psychodynamic issues within entrepreneurial families in relation to family transitions and the environmental urgency. This thesis suggests a process to access quickly, and in a structured way, to the collective and unconscious parts of families in order to reveal the stakes and ambitions of the different generations. It could, for example, make it possible to identify the extent to which members of the new generations are emotionally ready to join the family movement.

Given the changing mentalities, and to avoid the bias of current external pressures affecting the results of this research, I decided not to talk myself of the environmental urgency during the interviews so as to avoid being in a situation where all Participants would claim to be

concerned by it. Does the environmental urgency *really* matters to them?

## 5. Literature review

The aim of this review is to outline what is currently known about the various factors that develop the entrepreneurial orientation of family businesses (which is a guarantee of their survival) and to identify the gap that exists in the literature with regard to the environmental urgency related to this field of research. It also examines the interest of using two psychodynamic tools, the genogram and the drawing, to connect with the emotional part of the family members, and shows that *the combination of the two has never been used* - as I will propose.

### a. Entrepreneurial Orientation and subsequent generations' motivations to continue

The intergenerational governance of family businesses has been well documented notably by Bughin (2010) and Hirigoyen (2014) and it has been established that few are those which endure into the fourth generation (Holton, 2016). Researchers have demonstrated that those which do manage to pass through multiple generations have on particular characteristic in common that allows them to constantly reinvent themselves and succeed generation after generation - the development of a strong and distinctive entrepreneurial orientation (EO) at each generation (Lumpkin & Dess, 2012).

All kinds of family businesses have been studied, from the smallest to the largest, and having varying degrees of capital control, including family and non-family management. There are numerous summaries of the research on EO but I would particularly draw attention to two relatively recent ones; Stenholm, Pukkinen and Heinonen (2016) and Lumpkin, Brigham and Moss (2010). Both studies focus on the ambivalence between an environment that would be favourable to the development of an EO within family businesses and the fact they have rather less appetite for risk-taking and innovation, and are relatively slow in terms of change management. However, Craig (2017) and Bennedsen (2014) argue that it is possibly the

ability of family businesses to continue to flourish over the longer term that allows this entrepreneurial orientation to emerge and persist because they benefit from their decision to seek sustainability before profit.

It has also been shown that elements of family dynamics, such as the weight of traditions, family history, and the values lived in it, can to some extent weaken the entrepreneurial orientation of these organizations. For example, Stenholm (2016) suggests that family businesses can take advantage of family life cycles during generational changes both in the management of the business and in the transfer of ownership of these assets. Most of these studies are rarely exhaustive because of the global extent of this topic, and also because of the huge variety of family businesses - their different cultures, values, histories, longevity, the number of generations involved in their family structures and the wish of the "next generation" to join the family business or not. All of these factors make it impossible to determine precisely the "recipe" for effectively bringing out the EO in each generation.

In 2016 Stenholm link entrepreneurial orientation, which they define as a state of mind, to entrepreneurial activities (EA), which they define as a company's behaviour with regard to exploring and exploiting new opportunities. They demonstrate and construct their original theory that these "new opportunities" exist independently of entrepreneurs and that their exploration is the key to their exploitation.

In addition, Michael-Tsabari, Labaki, and Zachary (2014) say that "*This EO develops not only in response to a situation linked to a company's business but especially in response to the challenges caused by issues within the family*". However, their study focuses on the "conscious" part of these organizations and the market, whereas as described by Kets de Vries (2007), the emotional stakes of these organizations are probably at least as important as the pure "business" stakes. It is argued that "*The most intractable family business issues are not the business problems the organisation faces, but the emotional issues that compound them. Applying psychodynamic concepts will help to explain behaviour and will enable the family to prepare for life cycle transitions and other issues that may arise.*"

These authors describe precisely how the achievements of one generation can be destroyed

by the next generation if the family does not address the psychological challenges it faces. They also recall some older studies that have shown that family businesses developing with a long-term orientation (LTO) (Lumpkin, 2010) are more conservative in their decision-making processes, particularly with regard to their Research & Development investments, and that their inclination to protect their financial assets could be a limiting factor to their own survival. Therefore entrepreneurial families with an LTO may be less entrepreneurial.

However, to be entrepreneurial, companies need leaders and entrepreneurs, and there is also an abundance of literature on why new generations decide to join the family business or not. Unfortunately, researchers generally agree that most family-owned businesses are poor in their ability to successfully transfer ownership.

Some authors focus on the relationship between the new generation and the company itself by proposing the variable "emotional ownership" (EOw) as a factor positively influencing the integration of this generation (Björnberg & Nicholson, 2012). Additionally, (Hogan, 2013) says that there are three factors which accelerate motivation for these next generation - the duty to family, the desire for leadership, the affective-identity factor, and they also lead to success in accessing leadership positions in the organisation.

There are a few studies that address the environmental urgency and family businesses. For example, Jaffe (2019) studied century-old family businesses, in particular their sustainable investments across generations. Their work focuses mainly on the largest family businesses in the world and their social impact that they have maintained from generation to generation primarily by helping their employees and their communities and getting involved in their local areas. These families have enhanced their reputations in this respect.

There are a large number of studies, including Mayaud's book (2017) about the Mulliez Family governance, showing that family businesses have focused for centuries not only on creating profits, but also on their social impact. Berger-Douce and Deschamps (2012) examined the development of clusters inside French companies, and how these clusters could be levers for the integration of new generations in family businesses. And there is an abundant literature on social and environmental impact through philanthropy.

However, I believe that there is a significant gap in the literature in relation to how the environmental urgency could have an impact on the Emotional Ownership factors (EOw) of new generations to join the family business. No study has approached the entrepreneurial orientation of family businesses from a psychodynamic angle related to environmental urgency. If the planet is really a generational issue for the generations currently in transition or to come then there is a major interest in understanding "*how the environmental urgency affects the psychodynamics between family members and within the family businesses*". The emphasis of this research will be on psychodynamic mechanisms involved rather than on the business aspects.

Figure 1 below summarizes the situation. The market has opportunities available for families to sharpen their entrepreneurial orientation through entrepreneurial activities (EA). These opportunities exist whether or not families seize them. Their ability to seize them is linked to the EOw factors and emotional stakes of the family. I hypothesize that the environmental urgency probably affects the EOw factors, and this research proposes to address this.

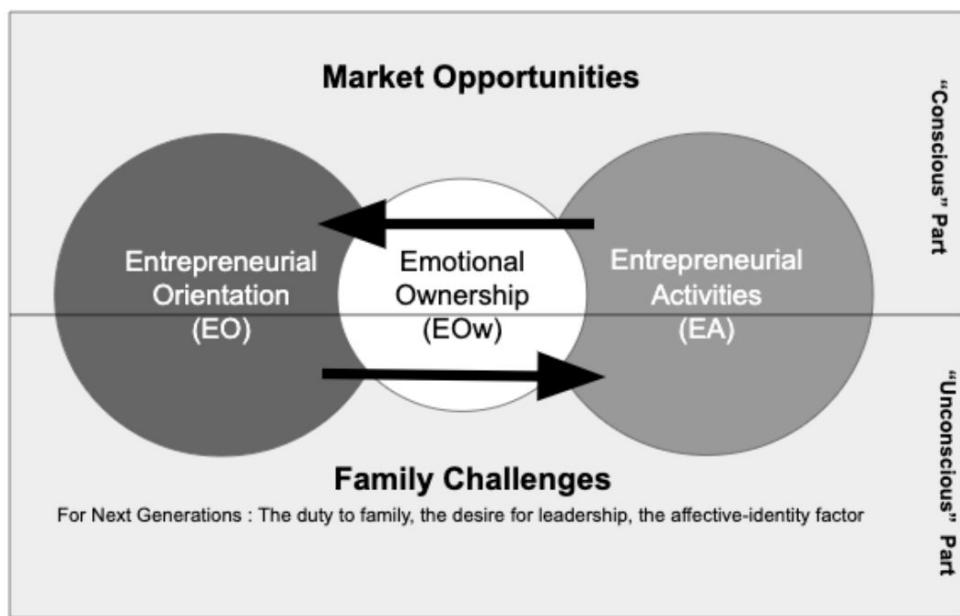


Fig. 1 : Potential Interaction between EA and EO through EOw - Julien LESCS (2020)

## **b. The Genogram**

The genogram is a psychodynamic tool that helps in assessing family dynamics (Hurley, 1982) by revealing possible transgenerational repetitions such as conflicts, ruptures, illnesses, and fusional and emotional relationships that could then be used to anticipate future potential repetitions in a family system and or explain the family dynamic (Browning & Hull, 2018).

When an individual draws their own genogram by hand, it provides the observer with additional informations from the patient/client's unconscious, and deepens their knowledge of the latter's psychological profile (Friedman & Allen, 2011). It also allows the observer to reflect on interactions between generations (Rohrbaugh, Rogers, & McGoldrick, 1992).

When using genograms, observers such as psychotherapists, and family business advisors should pay particular attention to a number of factors this tool might reveal about the patient/client and their family. These include; the order and place of births, premature deaths, conflicting relationships, addictions, diseases, the effects of external events such as wars, economic crises and changes in geographic locations. A genogram is above all a symbolic representation of a family (McGoldrick, 2016 ), from the point of view of the subject. Timm (2005) says that the size of the shapes, the colors used, and the errors made, while producing the document, all provide information which helps to put the subject's belief about the course of their life in perspective.

Genograms are used in family therapy (Gewirtzman, 1988) and, as Carlock (2019) points out, almost systematically in relation to the family businesses governance to help reveal the sources of family conflicts between generations by observing in particular the emotional relationships between family members. For example a genogram may show the presence of repeating fusional relationships in a patient's life, conflicts between siblings or cousins, or repeating divorces.

Once drawn, the genogram allows the observer not only to better understand the patient/client history in relation to the family group, but also *to open a discussion about its future*. An

analysis of the genogram could help to rewrite a patient/client's own past, and as a consequence change their future by breaking their beliefs forged over the years.

When I consider, the three elements of a family business (family, business and shareholders) I believe that the genogram is an extremely effective psychodynamic tool with which to study the family, and that it could also be very useful to study the shareholders' relationship with the business. However, it has not yet been used to study the relationship of family members with the company itself - clearly the business is not one person. However, some of my clients often say that "this company" was another child for them. So in my research I have taken what I think is a relevant opportunity, and a gap in the literature, to find a way to apply the genogram to this entity, the family business, to study, the dynamic relation to the next generations of entrepreneurs and their motivation to join or not to join the family quest.

### c. Drawings

Drawing is a language, a language projected by an individual and which can reflect in some ways his joys and sorrows (Handler & Thomas, 2014).

Drawing is used intensively by professional psychologists and psychoanalysts, and also by professionals in the fields of organisational support and in art therapy. In 1926, the American psychologist Florence Goodenough developed the "draw a man" test as a tool to make a non-verbal evaluation of intelligence and more precisely as a projective personality test or a cognitive test, to assess psychological facets in children. Multitudes of other techniques have been developed, notably I think, "The Symbolic Family Drawing Technique" which is a tool which asks participants to represent their family including themselves by any symbolic representation except human, for example a cat and a dog representing parents who often quarrel (Perryman & Hanback, 2014).

The use of drawings in coaching derives from art therapy (Handler & Thomas, 2014). It opens a door to the individual and collective unconscious of the Participants. This is also the central idea of social dream-drawing, another process which was built on the idea of illuminating the unconscious problems of organizations and systems, by combining the

process of free association with the external context in order to bring out the collective unconscious of these organizations. The drawings provide a "*physical representation of the original dream images, generally illusory and fantastic, which may ultimately describe more accurately the unconscious reality expressed verbally*". (Mersky, 2013).

Although drawings are used recurrently in the accompaniment of family businesses in vision definition exercises of the family and the business, I have not found a precise process to connect the individual unconscious of family members inside family businesses with the emotions that link them to the company itself. By combining the use of drawings representing the family business today and projected 20 years in the future, and the use of genogram, I hope to clarify the emotional relationship at stake in the family dynamics between each individual and within the family businesses.

#### **d. Synthesis**

I have not found any evidence in the literature of a family governance coaching process for entrepreneurial families that combines the psychodynamic tools of genogram and drawings together. There is an opportunity here to develop a new process that would allow researchers, thanks to these tools, to highlight how the (Eow) factors in family dynamics can be influenced by with regard to the environmental urgency.

### **6. Methodology**

In this section I want to explain why the use of the methodology of interpretative phenomenological analysis (IPA) was appropriate to this study, and how the combination of genogram and drawings representing the family business creates an effective process to bring out these (Eow) factors.

### **a. Interpretative Phenomenological Analysis (IPA)**

I used the methodology of (IPA) as the basis for the interviews and the analysis of the resulting data. (IPA) is a tried and tested method of qualitative analysis, which helps researchers to examine and understand an individual's lived experience, the meaning that they give to their life events and their underlying psychological mechanisms. It is an approach to qualitative psychological research that can provide an overview of how a particular person gives meaning to a specific phenomenon in a particular set of circumstances, in this case, the environmental urgency and the family quest.

I chose to carry out a qualitative based survey with a sample of 17 people from five different family businesses. My reasoning was that this study was in an unexplored part of a larger field and I was trying to establish a link between the global environmental urgency and the psychodynamics between family members and within their family business. The exploratory approach was therefore the most appropriate since it is from an analysis of what I observed and reflected on during and after the numerous interviews that I have been able to consolidate my findings, and arrive at some tentative conclusions.

I conducted semi-structured interviews. The objective was to explore and reveal how the environmental urgency affects the dynamics between family members and influences their contributions and commitment to the company quest.

### **b. Preparatory Work**

Most of my interviews were conducted via video-conference, and in order to shorten their duration and make best use of time available, I asked Participants to do a preparatory work for the interview, asking them to work on their personal values and prepare their genogram. When these interviews were carried out in a group setting however, there was no time pressure, instead there was an excellent opportunity to create an atmosphere and an environment of trust within the group which was important for group dynamic (Payne, 2007).

### **c. Use of genogram**

The tool is designed to measure the nature of the relationships between individuals and their family, but it has never been used to include “non-human” objects. However, family businesses are often described as “family member”, especially by the founder and their children and it seemed interesting to me to test the possibility of personifying the family business within the genogram and to understand over the period studied (between now and 20 years in the future) how the Participants thought their emotional bond with it would evolve over time.

The Participants had the choice to position in the genogram their two drawings of the family business as a man or a woman and in the generations that suited them. Therefore, I used it to *personify the family business* in the minds of the Participants..

### **d. Use of drawings**

The use of drawings in my research was intended to let the Participants access their inner theatres to reveal or not any specific symbolism related to the environmental urgency. By asking them to draw a representation of their family businesses today and in 20 years, the objective was to see whether or not the environmental theme was a key topic for the Participants and their family business, and, if this was the case, how these drawings would then be transformed into the genogram. I wanted to see what emotions linked to these representations would then be described by the Participants.

On the one hand, the genogram is one of the fundamental tools used in family governance to enable family members to become more aware of the family emotional dynamics. On the other hand, the use of drawings makes it possible to see more accurately the *unconscious* reality of the Participants than what could be expressed verbally. However, analysing the emotional relationships between family members is not quite the same as analysing the emotional relationships with a business. Also, I started from the premise that not talking

about the environmental urgency was the best way to know whether or not it held any interest for the participants, if it had an impact or not on the emotional ownership factors (EOw) that affect family members.

#### **e. The ultimate goal of the methodology**

The ultimate goal was to create a relevant coaching process for family governance consultant using the genogram and drawings merged together to create a safe space where it would be possible for Participants to transform their drawings into imaginary people in the minds of the participants and to integrate them with the genogram so as, in effect, to become full members of the family and see what would emerge. If the environmental theme was in evidence in one drawing, how would it be transformed into the genogram? Into a woman or a man? In which generation and with what emotional link? All these datas could then be used to explore further with the Participants the meaning of these informations, and see how it may affect their own (EOw) factors and their potential contribution to the family quest. Would it strengthen the wish to contribute to or join the family business?

#### **f. My role and biases**

My research involved five different families, three of whom include current clients of mine and two that are linked by close personal relationship. I had easy access to these families, and there was a pre-existing level of trust with individuals. Even though half of the Participants were not known to me before the interviews, clearly there was potential for bias on my part. So as not to influence their opinions, I needed to avoid talking myself about the environmental urgency to be as neutral as possible, and to avoid projecting any of my beliefs onto the Participants. I was also aware of the risk of bias on my part in that the information I gathered and the results of this research could well have benefitted my own current entrepreneurial project. I was launching a family office dedicated to impact investing at the time of the interviews, and knew that I needed to detach myself from the environmental topic in order to avoid projecting my prior belief that the environmental urgency did in fact play a

role in these families dynamics.

I asked myself whether I was capable of designing such a process. Did I have enough experience to work with genograms and drawings at the same time? What if it didn't help my own quest? How would I react, focus and not influence the Participants to give me the answers I was searching for?

## **7. Research setting**

The first step of my research was to recruit the Participants. I sent an email (Appendix 1) to seven family businesses who were already clients or with whom I had a personal connection. Seventeen individuals from five families agreed to take part of it out of about fifty people contacted.

A vital prerequisite of being granted access to the intimate aspects of a family is a high mutual trust between the interviewer and the Participants. Being in such a privileged position probably allows the interviewer to obtain more information more quickly, but on the other hand might create the risk of bias on their part because they are already anchored in the system (Morrow & Deidan, 1992).

Interviews were conducted between January and March 2020, face to face and by video-conference. With the agreement of the Participants, they were sound recorded and/or filmed in order for me to be able to scrutinise behaviors and reactions at key moments. Eight participants from two families were interviewed in family groups, the rest of the interviews were conducted individually and face to face. Extracts from these interviews are included throughout in the thesis and in the Appendices.

I wanted the Participants to be a diverse group and in no way selected for their appetite for the environmental topic.

### **a. Group Diversity**

- Gender : Eight men and nine women took part in the study.
- Business sectors : The Participants' businesses are in five different sectors, all of them affected by the environmental urgency: Textile and clothing distribution, construction, fossil energy distribution, food and specialised distribution and automotive industry service.
- Turnover : The turnover of the businesses ranged from 50 million to 50 billion euros.

All of the Participants were either from generations that are in the process of, or will eventually be taking over the family business, or who are or will eventually be starting their careers. No "outgoing" family members took part in this study.

The Participants were all family members, and either shareholders (10 out of 17) and or managers or workers (9 out of 17) in the business. Eight were family members, shareholders and managers or workers in the family business.

All the families are French, and since French is my mother tongue the interviews were conducted in French. Having a common native language also allowed me to have a better perception of the Participants' feelings.

### **b. Company Information**

The textile and clothing business has about 500 employees. Their industry is considered to be the second most polluting in the world after hydrocarbons. The family has recently moved from its first to its second generation leader. Two members of the second generation and one of the third were interviewed face to face in a group at their office. The Father is the company president and his wife is involved in the business. They are both in their forties. Their seventeen years old daughter is a student. I am the president's personal adviser.

The Construction company has about 100 employees and is in transition from an 80 year old

father of three children from different marriages with conflicted relationships. Only one of the next generation - a daughter in her forties - agreed to talk to me about the transition and the risk that this company might end with her father. The interview was face to face. I have a personal friendship with the daughter.

The fossil energy distribution company, is a family business in leadership transition between the third and the fourth generations. They have over 1000 employees. Six of the 50 family members agreed to participate in my research and were interviewed individually. I interviewed members from the fourth generation only, all in their thirties or forties, all shareholders, and four of the six are either involved in the family council or in the business. All the interviews were conducted online. This company is a client of mine.

The multinational food and specialized distribution company has more than 300,000 employees across 17 countries. I was able to interview two members - both in their forties - who are highly involved in the business and the family dynamic either as shareholder and board member of different companies or as an executive leader and part of the leadership of the family council. One interview was face to face and the other online. I have no business relationship with this family but a personal relationship with one of the Participant.

Finally, the company in the automotive service industry. They have about 100 employees. The board is made up of members of the second generation and managed by two brothers. This company was created by their parents, who are transitioning out. The group interview of five family members involved the two brothers and their wives (All in their forties) and the oldest son who is 17, and took place in the house of one of the brothers. I have a business relationship with this family.

## **8. Data gathering and reporting**

The data gathering has followed a particular process which is described below. The data consists of genograms, drawings and recordings that were all watched and analysed post-interview in order to organise reportings.

**a. Gathering**

**i. The six-part interview guide**

1. Prior to the interview, for ‘online’ meetings only, I have sent a preparation sheet (Appendix 2) to try to ensure that the video conferences would last around an hour. It included :
  - a. A task intended to reveal each Participant’s personal values. “*Could you outline the four or five personal values that are essential for you in your life and explain why they are important*”. The objective here was to create an initial opportunity to see if the environmental theme emerged naturally in their responses or not.
  - b. Preparation for the genogram (see Appendix 2). The production of a genogram requires a minimum of three generations according to McGoldrick (2016). But most groups of participants represented up to four : the grandparents’ generation, their parents, their siblings and their children.

NB: For all the face-to-face interviews steps 1a. and 1b. were carried out at the beginning.

All the Participants were given about fifteen minutes to discuss these two sub-steps in order to take time to understand their personal situation.

2. Then, I asked the Participants to produce two drawings by the Participants: one representing their family business today and the other depicting the business twenty years from now. Then I allowed up to ten minutes for the Participants to explain their drawings to me so that I could gain further understanding.

3. This stage is about the transformation of the two drawings into “new family members” and their integration inside the genogram. The aim is to allow the Participants to see and assess their own emotional relationships with both “new family members”. I asked the Participants to call them ‘2020’ and ‘2040’ and asked them to specify if they were men or women and to which generation they belonged.
4. Stage 4 is a questioning stage based on what has emerged from the preceding stages. At this stage, there was a need to summarise what we had achieved so far and let Participants explain or describe further what they had accomplished. Also, it was necessary to ask clarifying questions about the environmental theme that may have appeared during the drawing session, and the emotional link made with it by the Participants.
5. Last stage was a *say how long* concluding stage for the Participants to reconnect with their emotions after this demanding session.

All the interviews took place before the outbreak of the Covid19 crisis in France, and so I added a seventh element.

6. I sent an email to the Participants (Appendix 3) during the Covid-19 lockdown to gather additional data. I asked them how they felt about this crisis personally and professionally, and how they would *now* draw again their family business in 20 years. In view of the situation, I have had practically no relevant feedback apart from a few telephone exchanges.

## **ii. A test Interview**

Before starting the interviewing stage of my research, I conducted one test interview that allowed me to improve the preparatory work. Indeed, the feedback from the trial Participant made me realise that the production of the genogram and the discussion about the values of the Participants took too much time. This made the Interview too long at two hours, and

resulted in low energy levels during the second hour - which is in fact the most important. In order to shorten the individual interviews conducted by video-conference, I asked the Participants to do some preparatory work (Appendix 2) that consisted of pre-producing the exercise on values in addition to the genogram (see above). This allowed me to reduce the length of the interview by about 30 minutes.

### **iii. Interviewing questions and process**

I initially wanted to create a list of questions for the interviews so as to be able to structure and control their duration. I realised after the test interview that the interview protocol was already robust enough in this respect, and that few questions were needed to make progress.

However, observing and reviewing my interviews, the following elements emerged as being important for the process.

An introduction was necessary to remind the Participants that the intention of my interview was to allow them to get as much from it as me, and that they were more than welcome to ask any questions regarding the tools we were going to use and the different subjects we were going to talk about. None of them had ever done a Genogram exercise, and the exercise can be emotionally powerful. So it was important that they were prepared for it.

Questions were framed so as to encourage a free and open conversation. I tried to create intimacy by asking as much as I could about how they felt about what they were doing, or saying. *“How do you feel about it?”, “What comes to your mind when you look at your drawing?”.*

Valuing silence was important. I watched the Participants observing what they were doing and tried to give them as much time as I could to reflect in silence when they needed to before answering.

It was necessary to rewrite one question in order to make sure it was well understood by the Participants. The Participant needed to transform the drawings into *“new members of the*

*family*" and transfer them into the genogram. I actually struggled each time to make myself clear and had to repeat and explain several times what I was required. This repetition might have involved potential "anchoring" that could be a matter for future research.

The question changed as described below.

- from : "now imagine that these drawings are members of your family, could you integrate them into the genogram and trace the emotional relationship between you and this person?"
  
- to : "now imagine that these two drawings represent 'imaginary' members of your family - that is to say a person who does not exist in your family. It cannot be one of your parents, your brothers and sisters, or your current cousins - it must be a new fictional characters of the generation of your choice, a man or a woman. Could you integrate them into your genogram and trace the emotional relationship between you and this new person? The easiest way is to indicate inside the round or square, 2020 for first drawing and 2040 for the second drawing."

This is the *most important question of the process*, and given that I had to explain it several times to the Participants (even after rewriting it) it may be reworked again and again for future use.

The initial Pre-written questions were as followed :

1	<i>Have you been able to work on the pre work I sent you?</i>
2	<i>How did it go?</i>
3	<i>Did you learn anything?</i>
4	<i>Can you take me through your essentials?</i>
5	<i>Can you take me through your genogram?</i>
6	<i>Do you have any questions about this exercise?</i>
7	<i>Can you draw on a blank paper a representation of your family business today?</i>
8	<i>Can you take me through the drawing?</i>
9	<i>Can you draw on a blank paper a representation of your family business in 20 years time from now?</i>
10	<i>How do you feel about this interview?</i>
11	<i>Anything you would like to share or add ? Or any questions you may have before we conclude this interview?</i>

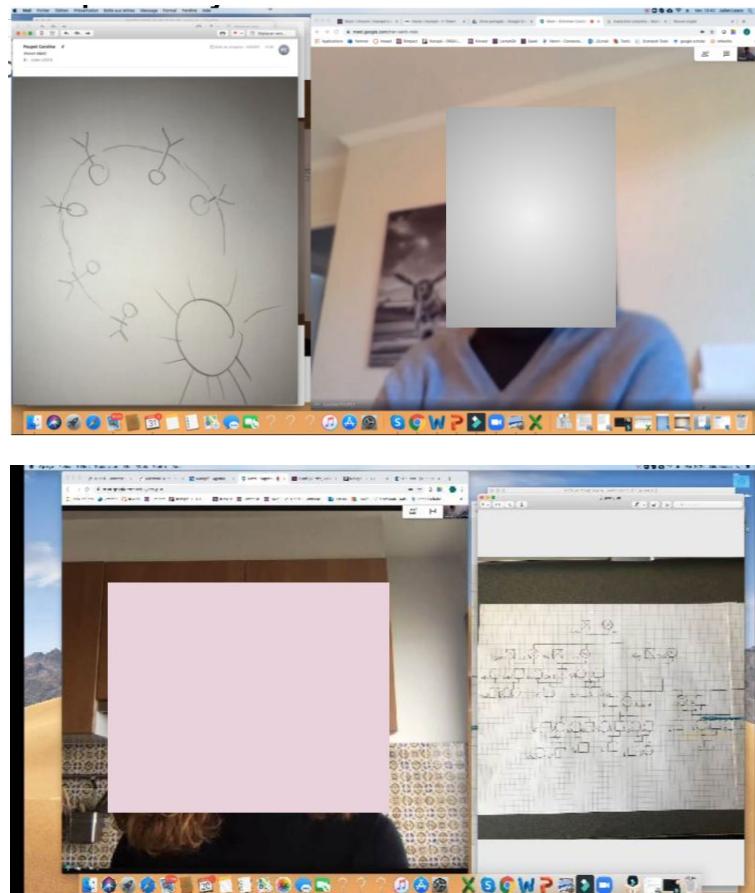
I also used, clarifying questions to better understand what the Participants wanted to say:

1	<i>Can you tell me more about this relationship ?</i>
2	<i>When you say “...” how do you feel about it ?</i>
3	<i>About your drawing, can you tell me more about these symbols? What do they represent for you ?</i>

#### iv. The use of video

In order to be able to do my interviews from a distance. I used a computer with a very large 27" screen on which I could record the entire picture. On one side was the image of the Participant and on the other side were the drawings and genograms which the Participants

emailed to me as the interview progressed. This allowed me to talk with the Participants about their drawings while having them in front of me. I used the Wondershare Filmorama 9 software with which one can record the entire screen, a function that is not available when using skype or similar video-conference tools. Figure 2 below shows two screenshots. The first one is of a drawing, and the second one is a genogram extract. The faces are blurred for reasons of confidentiality.



*Figure 2 - Screenshots taken during interviews.*

#### **v. Data Gathering conclusion**

The whole process - the interviewing questions, the drawings, and the genogram - was intended to link the environmental urgency with the Participants' family dynamics to see how it affects the (Eow) factors.

Each interviews was reviewed in its entirety in order to identify what emerged from the

process described above. Specific attention was given to references to environmental issues, and the transfer of the drawings into the genogram and the emotions involved.

Video recording the interviews visually allowed me to look at them not just from the position of the Interviewer, but also as an observer of my own interviews. In doing so I noticed things that I was unable to see during the interviews themselves.

It can also be hypothesized that each additional viewing of a given interview could bring new perspectives, especially over time. In addition, this technique makes it possible to use an external post-interview observer to obtain different and complementary interpretations.

### **b. Reporting**

I used two types of reporting to analyze the datas gathered - a 'transcribed report' for each interview and 'aggregated reports' to identify the emergence of common themes.

Figure 3 (next page) is an example of a transcribed report from my notes and proofreading of the video that I used to compare and contrast the interviews. The different stages of the interviews are shown in the vertical column on the left and the categories for the Participants' responses and my observations from left to right across the top.

Finally, it is obvious that engaging in a broader, multicultural study would be as interesting as distinguishing and comparing in greater depth the differences in the responses between the work done in groups and the work done on a one-to-one basis.

The aim of this study was to put the environmental urgency at the centre but we finally discovered that what it highlighted was a coaching process in family governance allowing the family dynamic to emerge with regard to the company itself by merging both the use of the genogram and the use of drawings representing the company.

Once datas were extracted from all interviews, the themes that emerged were identified and structured. I have aggregate them into four additional reports you will find in the next part to

illustrate the findings and discussion (figure 5 to 13).

XXX	Facts	Answers to clarification	Under the surface	Observations	Own Feelings	Time on video
Opening	"Everything is alright"		Look in a rush	Feeling sad	A bit stressed, this is the first video	
Essentials	Life balance - family - friends - passing - freedom	Very clear and sharp	Sounds too perfect	She said I am lucky several times.	Too fast?	3
Genogram	Only initials in the genogram, difficult to read. Nuclear family sounds close but bigger family sounds different. Emotional relationship complicated with the bigger family.	<i>"I have not put my other family, my mother family. I thought you were not interested"</i>	My grandparents it was less maternal. Called grandparents by first name and no nickname.	Splitting of the two families. Sounds like Love on the mother's side and money on the father's side	She prefers her mother's family.	14
Drawing 1	A cloud	Family is very foggy. I don't know much about this family business. It pollutes. I have too little information about this family business. I have my other projects	Clouds sounds darker than what the company is. Describe more the family than the family business	First indication of the environment. PS indication in this first drawing	Feelings are heavy	29
Drawing 2	Recycling symbol "let's be clear I do not want to work in the family business"	Life cycle. The future for the planet and our family	"It's hard to draw it. I do not know" > long blank 1'. Transference of her own objectives ?	Second indication of the environment. Drawing looks too perfect in 20 years time. Potential D position	Sounds too easy	34
From Drawing 1 to drawing 2	She is ready to contribute but she does not want to be employed by the family business	Making money is not what is important, I need to be more value driven	? Transference?	It seems to me far removed from the stakes of this society	Implicated	39
Drawing 1 into the genogram	The cloud is very far, at least two generations away. No relationship with the cloud. A man	She insists that the cloud is very far from her	transference still with her own relation with the family rather than with the business	She draw a cloud grey? It was white initially. A man with no relationship. The cloud is above her branch out of the seven branches of the family.	Excited by the exercise. Energy high	45
Drawing 2 into the genogram	"It could be my child", a girl. Strong relationship.	Why a kid ? > Next generation Why your kid ?	The question of the duty", "I want to change it to a wish to continue it. If it stops it would be sad"	She wants still a future for the family and the family business. She draws a woman	Excited by the exercise. Energy high	
Conclusion	<i>"I feel moved". "Don't screw up". I am so lucky to have this. I should do something with it."</i>	<i>"I was about to accept a job and stop my own business. But I realize I am an entrepreneur and maybe it's too heavy on my own."</i>	Ambivalence in the feelings. She does not want to work in the family business but then the second drawing is her baby.	This Family business sounds more important for her than she imagined	Empathic	53

Figure 3 - Example of a transcribed data report

## **9. Findings & Discussion**

The section will focus and elaborate on the major topics that emerged transversally during the interviews. The accumulated data will be examined as a whole, rather than at each interview being considered individually, though there may also be much to explore.

The findings were as follow:

- The environmental urgency is not anchored in the Participants' values (Figure 4 : The Participants' essentials relating to values).
- There is evidence in the drawings of Paranoid/Schizophrenic (P/S) and Depressive positions (D) from a Kleinian perspective (Figure 5 : Examples of Participants' drawings organized between P/S and D position and Figure 9 : Distribution of the 17 drawings on the P/S and D positions).
- In the drawings associated with the genogram, the depictions of today's world were related to the archetype of an old man and the world twenty years in the future to that a young woman. This will led me in the discussion to apply an analysis from a Jungian perspective about *Animus* and *Anima* and to reflect on the androgyny of the figures drawn by 2 of the Participants (Figure 6 : Distribution of the transformation of drawings in the genogram by gender and generation).
- Failure to take the environmental urgency into account in the 20-year strategy affects the (EOw) factors and is potentially a factor in the possible rupture within the families themselves.

This findings will be discussed to illustrate how the environmental urgency may affect the Emotional Ownership factors (EOw) of the Participants in relation to the family businesses and the Entrepreneurial Orientation (EO).

### **a. The environmental urgency is not anchored in the Participants' values.**

I began each interview with questions about the participants values and due to their time

constraints, one family group of five and one individual did not take part of the values exercise. Therefore, what follows about this ‘value stage’ relate to only eleven participants.

Here below, the report of the 11 participants (names hidden and rank from 1 to 11).

Your essentials in life : What matters ?					
1	Life balance	Family	Friends	Passions	Freedom
2	Life balance	Family	Trust	Creation	
3	Family balance(nuclear)	Family relationship	Love	Discovery	Freedom
4	Love	Family	Friends	Moto	Travel, discovery
5	Nuclear family	Family responsibility	relationships		
6	Personal developement	Family	Sociallife	Contribution	
7	Health	Family	Success	Security	
8	Personal developement	Family	Success	Challenge	
9	Work	Dog	Intimacy	Nature	
10	Nuclear family	Family	Love	Work	
11	Personal developement	Family	Friends	Work	Nature

Figure 4 - The Participants' essentials relating to values

All but one of the Participants regarded ‘family’ as a value.

*Only two Participants* talked about “the environmental theme” as a personal value in their lives. It is interesting here to note that *it did not emerge at this stage* but it will emerge almost systematically during the drawing stage later. This will be elaborate in the discussion part.

#### b. Evidence in the drawings of the Paranoid/Schizoid (P/S) and Depressive (D) positions from a Kleinian perspective

As you can see in figure 5 below, the Participants’ drawings of their family businesses today and twenty years from now reveal a strong dichotomy which might be evidence of the emergence of a collective, rather than an individual unconscious view of the world as I will explain later.

These thoughts led me to analyse the data from the angle of the Paranoid/Schizoid and Depressive positions of Klein.

Nature of objects and relationships		
Indication PS functioning Drawing 1	Splitting of the 2 drawings	Indication of D functioning Drawing 2
Darker than the reality, Splitting with Drawing 2 very black & white. Comments on both drawings with strong splitting indications	Splitting of the 2 drawings	Very light, very positive. Splitting with Drawing 1 very black & white. Comments on both drawings with strong splitting indications

Figure 5 : Examples of Participants' drawings organized between P/S and D position

Melanie Klein postulated two basic groups of anxieties and defenses, the paranoid/schizoid (P/S) and the Depressive positions (D). These theories are considered an important contribution to the field of psychoanalysis. (Lapierre, 1989).

Why does Klein use the word positions? Roth (2005) explains that it indicates "something different from the notion of stages, she used it to show the interrelating of impulses, phantasies, anxieties, and defenses against them in such a way as to form particular ways of relating to people, to the self and to the external world".

The paranoid and schizoid (P/S) position is seen by Klein as an archaic stage of human development. It results in two types of relationships with the object that are lived as separately as possible in an excessively good or extremely bad way. This position is marked by defences such as projective identification and object splitting in a dual mode of

idealization and envy. In psychoanalysis, projective identification refers to the phenomenon of projecting characteristics of the self onto an object in order to recognize oneself in it. It can become a defense mechanism that consists in controlling this object whose own characteristics are then denied. The P/S position is followed by the D position, which is seen as more mature and integrative. In this position, a developmental progress emerges and objects begin to be recognized as ambivalent impulses arise. This results in the emergence of feelings of loss and guilt, but also in the ability to make amends.

Joseph (2005) points out that this phenomenon does not completely disappear as we become adults and that these positions can be expressed unconsciously : “*we have to recognize that we all continue at times to use these mechanisms defensively throughout our lives if the emotional strains become more unconsciously we feel that we can manage*”.

Figure 6 shows how Participants drawings were classified. There are eight with rather important P/S position indications and nine with more moderate (for drawing 1). Fifteen have rather significant D position indications while two have more moderate ones (for drawing 2).

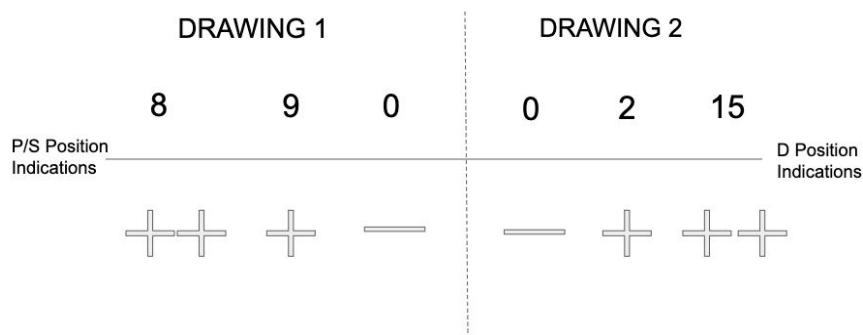
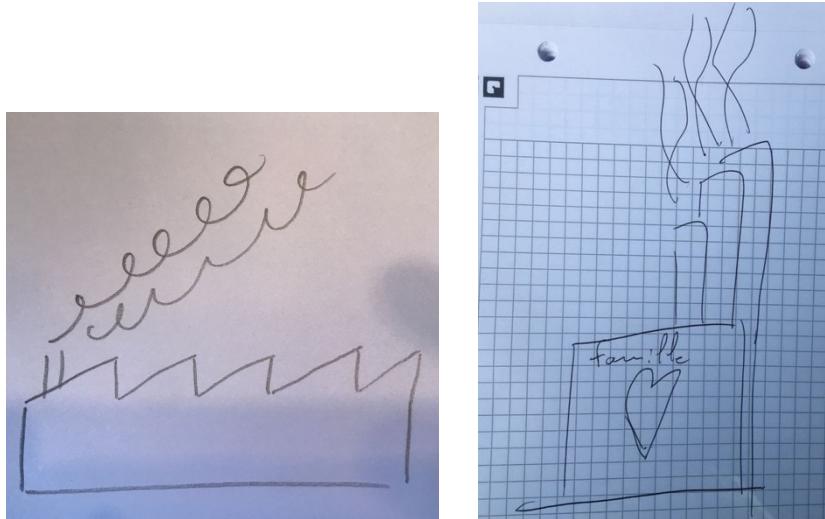


Figure 6 - Distribution of the 17 drawings on the P/S and D positions

It is important here, because of lack of datas, to acknowledge that Klein's P/S and D positions theory does not allow for the diagnosis of an individual person on the basis of a single interview. And so I would need more informations to be able to do this analysis at the individual level. However, in this study I feel able to suggest that within this group there seems to be indications of collective P/S and D positions. The Kleinian analysis makes a distinction which is accepted in this study.

On one hand the first drawings of a one-sided nature *were rather dark, not reflecting the 'present', but sometimes the 'past'*. Some drawings seem dramatic and this is confirmed by the conversation about them with the Participants. For example, the two drawings below, figure 7, showing smoking factories came from companies that do not have factories which can be seen as P/S positions indications.



*Figure 7 - Examples of drawings with P/S position indications*

On the other hand, the second drawings, seem to be *much more positive, perhaps too much* so in same cases, which reveals an almost utopian view of the question posed, and the time frame given.

Figure 8 below, the two drawings of the ecological symbol of circularity and the two drawings of companies which became global in less than twenty years and which are now only regional in France and have been so for several generations, are good examples of this.

Twenty years is not that long in which to transform a company as much as the drawings suggest.

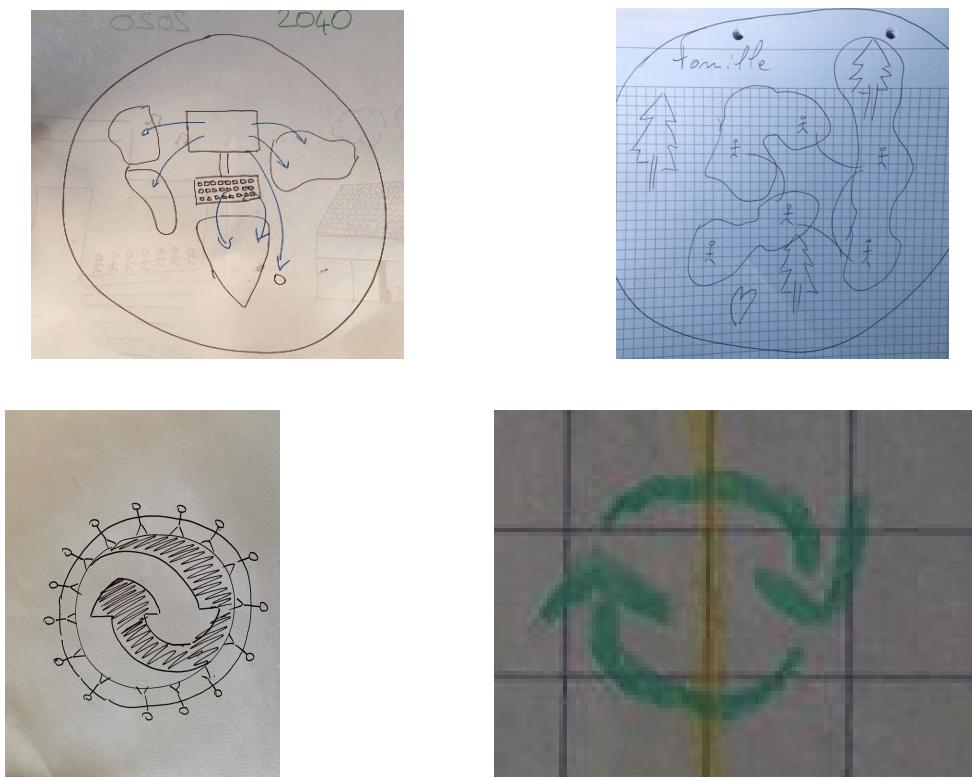


Figure 8 - Examples of drawings with D position indications

In the light of these initial observations, it seems fair to suggest that these drawings taken together represent darker and brighter parts of the collective unconscious of these five families. There is a kind of *polarization of the world* in them which is depicted by black and white positions, and as we will discuss below masculine/*Animus* and feminine/*Anima* in a Jungian sense.

From a Kleinian perspective, these positions often include the defense mechanism of splitting (Hinshelwood & Fortuna, 2018). In this P/S position, the drawings seem dark and obscure, representing only the ‘wrong’ side of the object’s image (here taking the family business as an object), since this was the question asked : “*can you draw the family business as you perceive it today?*”. It is possible that in this situation - and this is my hypothesis - the Participants may have projected more undesirable aspects of themselves onto the image of the business itself through their drawings. This could make sense as it is also another type of defence commonly observed in the P/S position. But it is also very likely that these aspects represent the truth. It is also interesting that all of the participants drew an almost perfect picture of the family business twenty years from now which reinforced the idea of a collective view of the

world rather than the description of their families taken individually.

It is important to bear in mind that through their drawings the Participants, may have shared a *deep rooted entrepreneurial desire* that makes them believe in their business more than any other. Their desire to contribute to the success of the family and its business which is evident in position D could be a sign of ‘making reparations’ which might be linked to the Emotional Ownership factors (Eow), the duty to the family and the desire for leadership (Björnberg & Nicholson, 2012).

However, an overly optimistic image can be seen as a recourse to omnipotent fantasies that are also an indication of the P/S position, splitting, and in some ways potentially the projection of desired parts of the self onto the object of the business and identification with it. This is especially so if the images do not correspond to the reality of the company's strategy and to realistic expectations. For example if one interprets the two drawings, projecting the family business internationally when it is only regional, that could be an individual projection of an international project rather than that of the company.

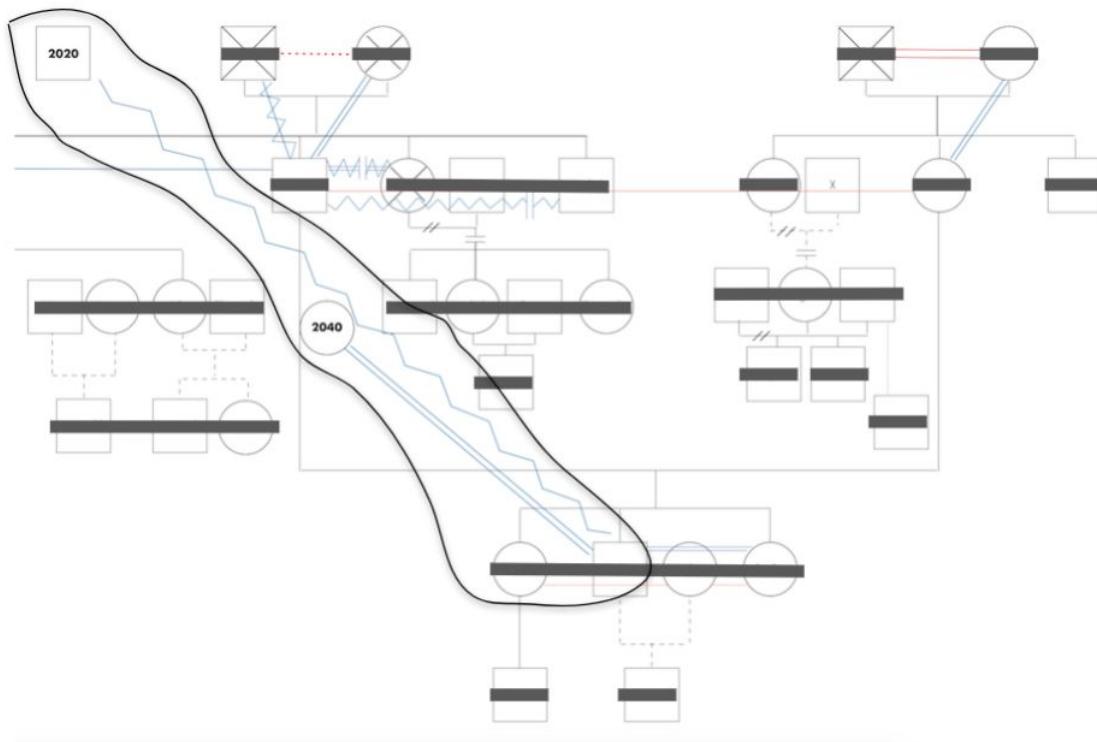
To conclude, it seems fair to suggest that these drawings contain parts of the collective unconscious of the world, calling in drawings number 2 for an environmental contribution, which could suggest the development of Entrepreneurial Activities (EA) that are about exploiting new opportunities.

The data gathered *thanks to this process* of using 2 drawings of the family business at the same time revealed the emergence *collectively* of P/S and D positions involving splitting the family business into two positions. One representing a darker side of the family business and the other one a brighter side link to the environmental urgency. We will see in the next part how these two positions have been transformed into the genogram.

The data also revealed that each interview could be analysed, with more interviews, at an individual level with the possibility of understanding and exploring what potential unconscious projections each participant might have done on the different drawings made. This would be extremely appropriate in the context of individual coaching.

### c. Drawings merged with genogram

In the genograms, a square represents a man, a circle a woman, '2020' corresponds to the first drawing, and 2040 to the second. Two or three parallel lines correspond to a strong or a fusalional relationship and the sawtooth symbol denotes a conflictual relationship (Appendix 2 p.60).



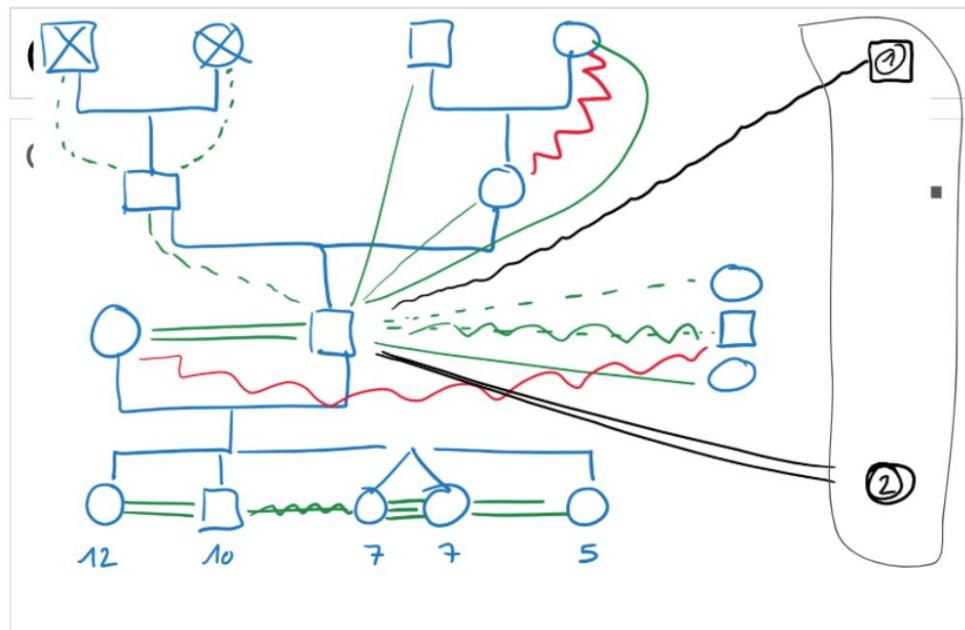
*Figure 10 - Example of drawings merged with genograms*

In Figure 10 the Participant, who is a man (a square), has depicted the first drawing (2020) as an old man (a square). He positioned him 2 generations before his own and depicted a conflicting relationship (sawtooth symbol) with him. The second drawing (2040) is a woman (a circle) of the same generation with a strong relationship with the Participant (2 lines).



*Figure 11 - Example of drawings merged with genograms*

In Figure 11, the Participant, who is a woman, has depicted the first drawing as an old man. She positioned him 2 generations before her own and depicted a conflicting relationship (sawtooth symbol) with him. She depicted the second drawing as a woman, her own child with a fusional relationship with her (3 lines).



*Figure 12 - Examples of drawings merged with genograms*

In Figure 12, the Participant who is a man, has depicted the first drawing as a man. He positioned him 2 generations before his own and depicted a normal relationship (1 line) with him. The second drawing is a woman, a generation after, but not his daughter, with a strong relationship with him (2 lines).

Figure 9, below, shows that the relationships between the Participants and the two drawings were always positively stronger with the second drawing than with the first, as developed above. It also shows how the Participants' first drawings systematically became an old man and drawing number two a young woman.

Out of the 17 drawings, 16 *became men* in drawing number one and 12 were positioned a generation before the Participants' generations. On drawing number two, 12 *became women*, 3 men and 2 were androgynous.

Participants	Drawing 1 into the genogram	Drawing 2 into the genogram
1	A Man G2 - normal relationship	G5 a woman - Strong relationship
2	A woman G4 - normal relationship	A woman G5 - normal relationship
3	A man G1 - normal relationship	A women in G3 - fusion relationship
4	A man G1 - conflicted relationship	A woman in G4 - fusion relationship
5	A man G1 - conflicted relationship	A woman in G4 - fusion relationship
6	A man in G2 - conflicted relationship	A woman in G2 - strong relationship
7	A man in G1 - no relationship	A woman in G5 - fusion relationship
8	A man in G2 - conflicted relationship	A woman in G4 - fusion relationship
9	A man in G3 - normal relationship	A man in G5 with strong relationship
10	A man in G3 with conflicted relationship	Androgynous figure in G5 with fusion relationship
11	A man in G2 - conflicted relationship	A woman in G4 - strong relationship
12	A man in G3 with strong relationship	Androgynous figure in G5 with fusion relationship
13	A man in G2 with strong relationship	A man in G4 with normal relationship
14	A man in G2 with strong relationship	A woman in G3 with fusion relationship
15	A man in G2 - normal relationship	A man in G3 with normal relationship
16	A man in G2 - no relationship	A woman in G3 - strong relationship
17	A man in G2 - strong relationship	A woman in G3 - fusion relationship

*Figure 9 - Distribution of the transformation of drawings in the genogram by gender and generation for each Participant*

*All but one* of the Participant's drawings of today's world depicted the archetype of an old man and the majority of the drawings of the world in 20 years hence the archetype of a young

woman. This led me to analyse the drawings from a Jungian perspective in relation to *Animus* and *Anima* and to reflect on the androgynous figures drawn by two Participants (Jung, 1933).

The masculine and feminine archetype were used by C.G Jung to illustrate the concepts of *Animus* and *Anima*. He consider them to be integral parts of the structure of the psyche and complementary to the *Persona* which he describes as a compromise between an external reality and the individual, whilst the *Anima* is a compromise between the individual unconscious and the collective unconscious. In short, for Papadopoulos (2006), this would mean that a man, behaving in a very masculine way (with his persona), would probably have a strongly developed feminine anima. . Or as Jung himself put it : "*Just as a man brings forth from his work a complete creation of his inner feminine nature (the anima), the inner male side of a woman brings forth creative seeds that have the power to fertilize the feminine side of a man (...)*" (Jung, 1933) .

The great majority of the family businesses in this study were founded and developed by men, and I postulate that the *Anima* within these entrepreneurs is probably one of the factors responsible for their entrepreneurial orientation given that the female archetype includes a creative element. Papadopoulos (2016) say that "*if brought to consciousness, they make creativity possible, adding meaning to life. This differentiation between ego and anima/animus is what Jung called the masterpiece of analysis.*"

For Jung, *Individuation* is a journey towards realising our full potential. In this process, the integration of one's *Animus* and *Anima* is an important step. Applied to organisations, *Animus* represents order, direction, goals and planning whilst *Anima* represents growth, creativity and innovation. It is arguably an equal combination of the two that allows an organisation to be balanced and survive. Too much order and inflexibility makes it impossible to create and innovate, but creativity without planning does not allow the company to survive (Khandwalla, 2006). One could interpret these archetypes (masculine in the first drawings, feminine in the second) as a call to the creativity of these organisations *in order to survive in a world changed by the environmental urgency*. A call perhaps for more entrepreneurial orientation.

To conclude, I believe it is fair to say that a weaker representation, of the male archetype represented collectively by the Participants in the first drawings, shows a need for change linked to an *unbalanced Animus/Anima* inside the family business. Therefore, it is fair to say as well that the environmental urgency, projected collectively in drawings number 2, may call for *regeneration*, symbolised by the feminine archetype. The *stronger* emotional relationships described by the Participants with drawing number 2 only reinforce this hypothesis. Finally, the gap between the two emotional relationships, the Participants declared having with the two drawings, could symbolise the level of difficulty of the business' paths to make drawing number 2 come true.

### **Androgynous Figure**

Androgynous Figure appeared only twice, both in second drawings. They were drawn by two members of the same family, but who occupy very different positions within it.

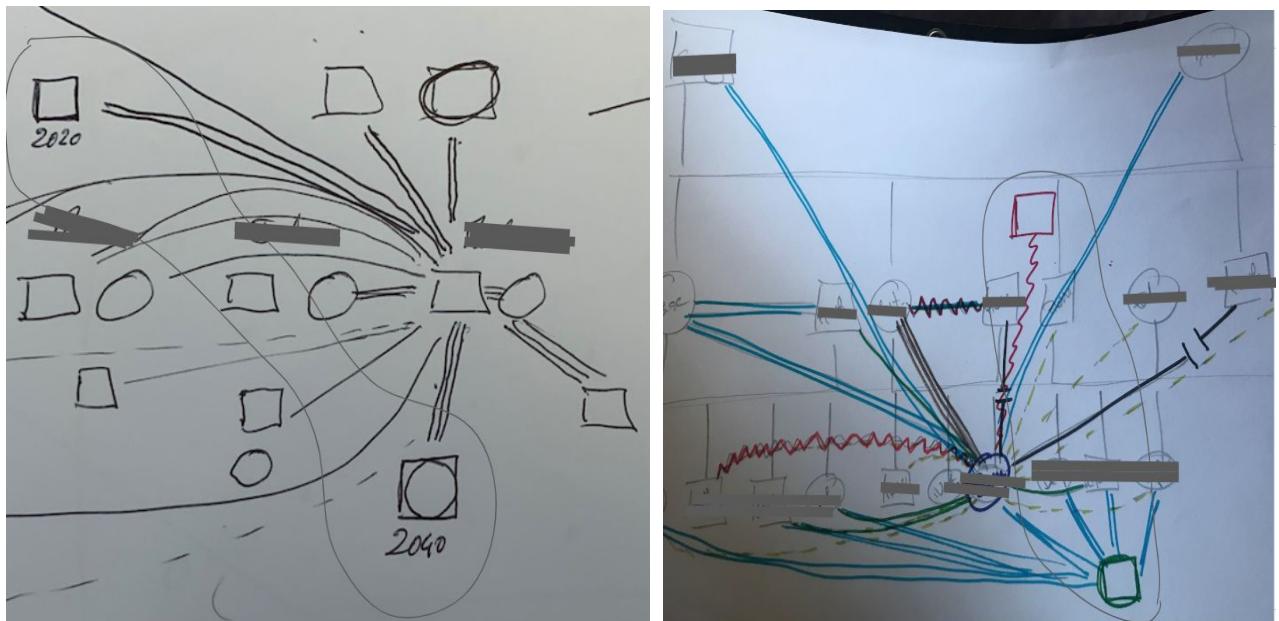


Figure 13 - Examples of androgyny symbols

One, a man, on the left side of figure 13, is the next CEO of this patriarchal family business where the place of women has been a complicated subject for several generations. The other, right side of figure 13, is a female shareholder who does not work in the company and who is

in a process which may end in her separation from it and the family. She projects a significant part of her relational problems with the family onto the company.

Participant 12 in figure 9 above shows rather strong emotional links with the first drawing, and participant 10 somewhat conflictual links. However, in Figure 13, they have *both* transformed their respective drawings from a man from their grandparents' generation into an androgynous figure from the next generation. Moreover, they both agree that this new relation will be fusional (3 lines).

Given that the place of women is such a sensitive subject in this family, I suggest that the androgynous symbols are for each perhaps a 'compromise' between the 2 opposing sides. They may be a way of saying, particularly in the second drawing, that there is still be a chance to take a step towards the other by leaving behind a part of the *Animus* representing the history of this family. With these androgynous symbols they might be expressing the need for a transition, and that a woman may be too far for them to go at the moment.

#### **d. The environmental urgency**

*No surprises* : all Participants talked about the environmental urgency!

The initial question was not whether but *how* the environmental urgency affects the psychodynamic between the family members and the family businesses, especially those who are in control today and those who may be in control twenty years from now. In order to avoid a cognitive anchoring bias on my part from the beginning of the interview, I chose never to refer to the environmental urgency so that I could see whether it was an issue among the family or not, and then I would be able to discuss the subject. The human minds being associative by nature, the order in which topics arose in the interviews was important so as to ensure that the environmental urgency did not determine or otherwise influence the priority which the Participants gave to them. It was no surprise, however, that the subject of the environmental urgency and its importance for all Participants came up in all the families - in the second drawing. What was more surprising is that it would appear that the Participants have de-correlated their family business in some respects from the world they observe and in

some ways have projected the vision of an ideal world that they might wish for and want to share within a collective unconscious. In the introductory work on the individual values of each Participant, the environmental theme, as we have seen, did not emerge. But it *did* emerge, systematically, when we talked about the company at twenty years in the future with drawing 2. So the environmental urgency therefore seems to be a collective generational, societal and economical issue. The environmental urgency has become a major factor in the collective unconscious that I believe should be taken into account in order for family businesses, in particular, to succeed in the marketplace.

However, when considering what would happen if these projections were not realities in twenty years time, this research shows, here after, that failure to take environmental urgency into account in any twenty-year strategy could be a factor in the demise of a family business, or even result in a rupture within the family itself. Clearly, the environmental urgency is a matter of great concern to family businesses members, and indeed poses a threat to their existence.

One Participant, a woman in her 40's, who is a Board member and shareholder of a multi billion euros company stated: "*We have to be stronger in 20 years, if we don't take the path to have a positive impact on our environment, then I could break up, get out of the family because I would not find my values again. (...) I'm going to insist on these subjects in my votes at the board, challenge the family if it doesn't go in the right direction, be as close as possible to those who decide today*" .

Another, a 17 years old teenager, highschool student, stated : "*If there is no environmental impact by the business, it will be very very complicated, very very conflicting. If nothing has moved, I won't take the family business back at all. And I would be very sorry because what we do today is not good for the planet.*"

The next President of one business, a man in his 40's, who is also a shareholder said : "*If we don't succeed in this energy transition, it would only be a total rethink as a captain, a feeling of failure and personal frustration. I'd be stepping aside as a conductor. We mustn't screw up, and not be hindered by the success of the current business.*"

A woman in her 40's, president of a family council and shareholder of the family business said: "*To succeed, we should stop burying our head in the sand. We must find a competent management team, and succeed in the energy transition by managing the end of oil and the advent of new energies*".

A 17 years old teenager, high school student insisted : "*If it doesn't have a positive impact on the environment then it will be complicated - against my better judgement. We'll have a trust issue.*"

The CEO of a family business, 45 years old recall : "*Ecology is a generational issue, they (the next generation) are going to remind us. To integrate the new generation, we'll have to integrate ecology. (...) But, If there's no unity on this subject we'll have no choice but to sell.*"

I suggest that this study might have given cause to consider whether the issue is not in fact simply the environmental urgency in itself, but rather an intergenerational issue that if not tackle may cause a major threat to the family survival.

#### e. Making sense

We have seen that Participants, taken individually, did not show any ecological or environmental orientation in their personal values, but did as a group on their second drawing. This research shows that the environmental urgency is a collective issue, a concern to all generations that may impact Entrepreneurial Activities (EA) which are about seizing available opportunities. It may be also important for the survival of family businesses and a real threat to the family stability.

It also shows that it may well be a *key* and a matter of great concern to the next generation of leaders that may sharpen their desire to continue the family quest or not if not tackled accordingly. Clearly here, the desire for leadership inside the family business, one of the (Eow) factors is at stake.

But what this research shows above all is the discovery of a new coaching process that can be useful in family governance to address intergenerational challenges. The use of the two

psychodynamic tools, the genogram and the drawings, are already used by trusted advisors in family business governance. But the unique side of my research was to *apply them in tandem* by asking the Participants to transform their two drawings into two people, then to integrate them into their own genogram as a new, *fictitious*, member of their family, and finally to ask them to draw the emotional relationship between them.

Applying them in tandem creates what Marie Louise von Franz, a close friend of Carl Gustav Jung, called, in her book ‘*Shadow and Evil in Fairy Tales*’ (1995), ‘a ghost trap’, which allowed me to bring out the Participants’ without bruising the ego and discover that there was a need for change linked to an unbalanced *Animus/Anima* inside family businesses.

This process help to access the emotional side of the family in a way to observe the entrepreneurial challenges of the family business through the drawings. The association of the drawings with the genogram, and the emotional links described by the Participants with these drawings, may give access to the emotional ownership factors (Eow), the duty to the family, the desire for leadership and the affective identity factor in relation to the family business and accelerate the desire to develop Entrepreneurial Activities linked to the environmental urgency - both (Eow) and (EA) contributing to the Entrepreneurial Orientation (EO).

This process also shows that the (EO) may be stimulated by freeing the *Anima* side of the family anchored in the drawing number 2 and linked collectively to the environmental urgency. The process, therefore, help to measure how unbalanced the *Anima/Animus* of the family business is by observing how much the different drawings of the family members are ‘splitted’ between P/S and D positions.

Finally, this research has demonstrated that the environmental urgency seems to be a *collective opportunity* to keep the family *quest alive*.

## **10. Limitations**

This research has a number of limitations. First of all, the sample size is small. Although this is accepted in IPA research, generalisations cannot be made from the findings of this study. The research interviews were limited to French families and it might be interesting to see how if other cultures would talk about the environmental urgency the same way. Also the research did not interview members of generations leaving the family business and retiring which could have given more data about the dynamic between the different generations.

Also, during the interviews, I was aware of countertransference on my part in connection with two facts, one professional and one personal. Firstly, I'm an experienced organizational consultant. This may have led me to 'judge' some Participants harshly, either because of their lack of knowledge about their own family business, or the nature of some of their general remarks about their family businesses in particular. Additionally, it enabled me to understand, feel compassion for and support the leaders in the face of their difficulties within the company, and the fact that it takes a long time to change things. Secondly, I'm a vegetarian and involved in a project aimed at protecting the environment. I'm aware that the Participants who were similarly minded may have reinforced the credibility of my own views on these subjects, and possibly benefited from a biased approval in my sensitivity to and interpretation of their answers.

## **11. Future research**

I think it would be interesting to deepen and strengthen the process that I have developed and I would recommend the inclusion of other themes related to family governance. For example, this process could be suitable to work on the specific relationship between the 'business' and each individual, without looking specifically at the future or the environmental urgency.

It would also be interesting to examine more closely how Participants could help the second drawing become a reality. The few answers I received in my research were rather vague and

it seems to me that there may be an opportunity here for in-depth research on the emotional dimension of the process.

I also think it would be of value to do this work with more members of each family and to interview them all in order of age to see intergenerational dynamics more clearly.

One to one interviews or group interviews remain an element to be explored, particularly by comparing group peer pressure with individual freedom in a one-to-one with the Interviewer, but also to see if the ‘splitting’ patterns between P/S and D position might be different, I have a feeling that group interview may produce more moderate patterns while the work done with individual interviews may reveal more ‘splitting’.

The same approach could be done to further analyse the ‘splitting’ patterns between Participants working in the family business compared with those not. Again, I have a feeling that Participants working in the family business may produce more moderate patterns while those who are not may reveal more ‘splitting’.

Last, it is important here, because of lack of data, to acknowledge that Klein’s P/S and D positions theory does not allow for the diagnosis of an individual person on the basis of a single interview. Therefore, at individual level, future research could look at the possibility of understanding and exploring what potential unconscious projections each participant might have done on the different drawings in relation with P/S and D positions. This would be extremely appropriate in the context of a specific family governance mission. In appendix 4, you will find some examples of individual projections that should be developed through additional interviews for better understanding. These examples include P/S position indications like, ‘splitting’; ‘projections of good or bad parts onto others’; ‘denial behavior of own responsibility, with external blame’; ‘anxiety mainly about oneself’. They include also, D position indications like ‘caring for others’; ‘being able to examine both sides of the situations’; ‘being able to see the story and take it into account’; ‘Reparation and willingness to do good for others’; and ‘grief and loss, feelings of guilt’.

## 12. Conclusion

I want to end this research for the integration of my findings with a poignant and appropriate fairy tale that could be used by family governance advisors. Fairy tales are often used in coaching (du Toit, 2016).

This one tells the story of an old king who, in the context of this study, represents the collective unconscious of these families, and the memory of the world (related to drawings number 1). Having collected all the archetypes of the long history of mankind, he imprisoned his daughter to protect her from the outside world. I think it could be said that she represents the collective unconscious of the new generations of entrepreneurs (represented by drawings number 2, linked to the *Anima* of the family, the creative side). Without her own experience, she cannot find her place in the collective unconscious of her family. She is overwhelmed by her family's emotional power, the weight of its history, and the world beyond calling for change (To be related to the emotional links between the Participant and the family business through the drawings merged with the genogram, and the Participants verbatims about drawings number 2).

She is waiting for a prince to free her. But unfortunately, Princes do not exist. Only a *key*, an active principle, that of her generation's concern, will, allow her to understand that she is not imprisoned by developing her own individuality, her entrepreneurial orientation, and keep the family quest alive. The *key* in our story is symbolized by the environmental urgency, or to put it more accurately, the ability of the youngest generations to invest in making significant social and environmental impact, not just to strengthen their reputational capital, but simply to tackle the market challenges of tomorrow and survive (to be linked to Entrepreneurial Activities).

I have summarized this fairy tale in the 3 circles below that represent the unconscious challenges of the entrepreneurial families. Each intersection creates different challenges: those of the family, those of the shareholders and those of the business (to relate to the Emotional Ownership factors and the Entrepreneurial Activities). I hypothesize that If they

are met, they could provide access to the intersection of the three, in the center, the entrepreneurial orientation.

I believe it is the princess' ability to connect with the *key* inside herself, by processing her own individuation, and the old king ability to help the family understand that nobody should be imprisoned that will unlock and reveal a diamond - the entrepreneurial orientation.

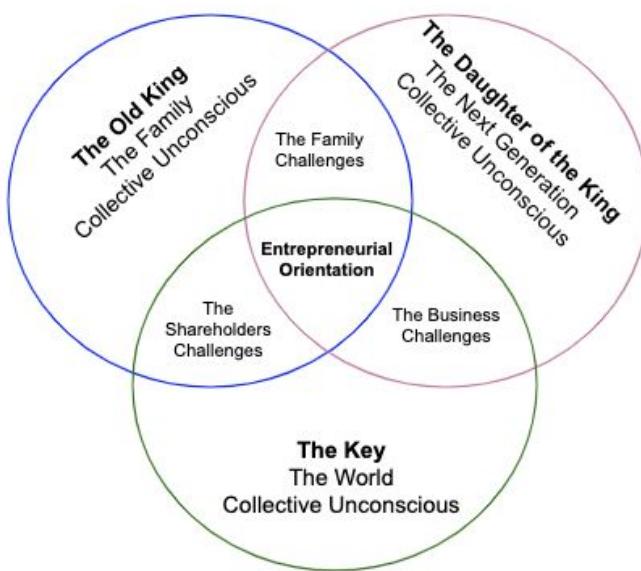


Figure 14 : Unconscious Challenges of Family Businesses - Julien LESCS (2020)

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## **APPENDIX**

## **APPENDIX 1**

### **Email to recruit participants**

(translation of the French email)

Dear XXX,

I am taking the liberty of contacting you as part of my research at INSEAD. As you know, I resumed my studies 18 months ago at this prestigious institution to study change. I had the chance to meet experts from all over the world, particularly on family businesses. And I chose to take this theme as my thesis topic.

The aim of my research is to study "How the environmental emergency affects relations between generations in a family business". It could help identify which factors linked to this emergency accelerate or slow down the family project. The ultimate goal is to help family businesses use this crisis as an opportunity between generations, particularly as a factor of integration and motivation to contribute to the family project. It therefore wishes to study the generations that are thinking of joining the family business (Les millennials or members in transition) and those that have taken a role in the organisation and are contributing to its development. Finally, she focuses her work on the psychodynamics between generations, i.e. the emotional and invisible part of relationships between stakeholders.

The objective of the interviews I wish to conduct is to enable the "interviewees" to get as much from these interviews as I come to get, in order to make the approach interesting for them as individuals. Interviews are ideally face-to-face, or by teleconference, ideally filmed or recorded so that they can be transcribed and analysed afterwards. Recordings are confidential, can be shared with interviewees if they wish and destroyed after transcription. All study results will then be shared with families who wish to participate in the study. Individuals will not be mentioned by name in the thesis, however the thesis will be published and made public.

The interviewees will come out of this interview with an analysis of their genogram (a psycho-genealogical tool allowing to place each individual in the context of his or her relationship with the family and the family business) and an exchange on the family project and their personal project. Each interview lasts approximately 90 minutes with a maximum of 2 hours.

If you are interested, I would like to be able to interview you to talk about your transition and the next generations.

I thank you in advance for your contribution and of course feel free not to participate.

See you soon.

Best regards

Julien

## **APPENDIX 2**

### **Preparatory work**

(translation of the French email)

#### **Email**

Dear XXX,

First of all I thank you for your contribution to this research work. You will find attached the elements of preparation for our interview. There is a little genealogy work to be done. Given the size of your family, it is not necessary to trace all the current branches, just your own. That is to say from your grandparents to your children including your brothers and sisters.

For our interview, I will need you to be equipped with this printed preparatory work as well as two sheets of white paper with writing materials.

Thanks a lot, Kind regards

Julien

#### **Attachments (3 pages)**

Page 1 -

Dear XXX, We will spend some time together on the subject of the impact of the environmental urgency on the psychodynamics between generations within family businesses. Thank you for agreeing to participate.

Before our interview, I propose 2 exercises that we will use during our discussions.

Page 2 -

#### **YOUR PERSONAL VALUES**

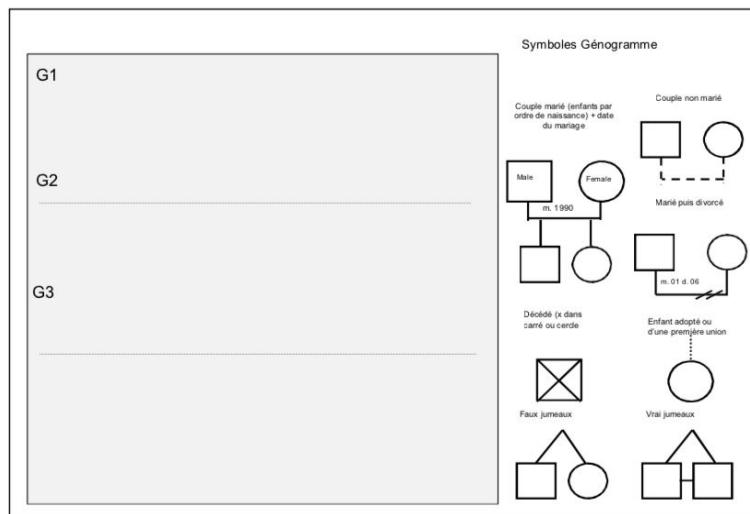
Could you prepare the 4-5 things that are essential for you in your life and why they are important.

## YOUR HISTORY

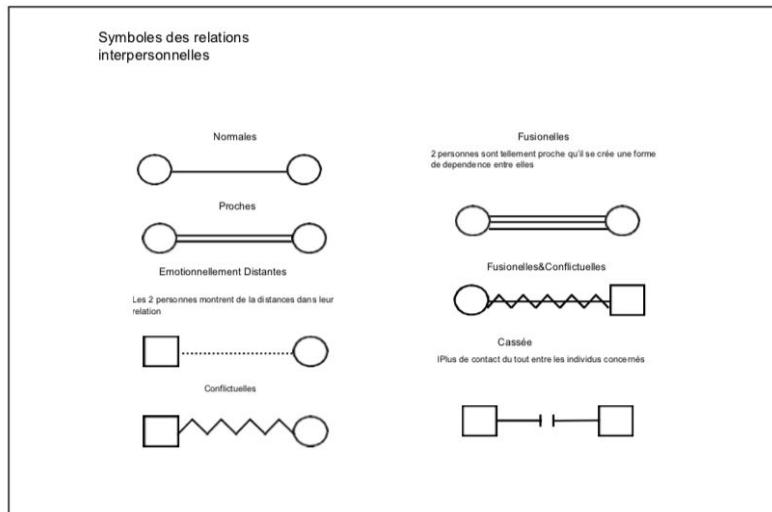
On a blank piece of paper, could you trace your family tree with pencils or markers over a minimum of 3 generations, ideally 4 or 5, from your grandparents to your children and complete it with the relationships between the different people involved. You will find below the symbols to be used to make your family tree

Page 3 -

Symbols to be used for the tree



Symbols to be use for the relationships



## **APPENDIX 3**

### **Email during Covid lock down Covid to the Participants**

(translation of the French email)

Dear xxx,

I hope all is well for you and your family during this time of confinement.

I'll get back to you after we've talked about my research work. Indeed, since our interview, the Covid19 crisis has impacted us all personally and professionally.

I would like, if you have the time, of course, to know:

- 1) Your personal and professional feelings regarding this crisis.
- 2) If you had to redesign your family business in 20 years, how would you redesign it?

Thank you in advance for your help

Yours sincerely

Julien

## APPENDIX 4

### Participants behaviors examples related to P/S and D positions

#### Participants behaviors related to P/S position

Individually, it is clear that the Participants have consciously and unconsciously projected individual good and bad aspects of themselves onto the family business. Even though I believe that further individual interviews are needed, I have been able to detect the emergence of different behaviours specific to the P/S position (Hinshelwood & Fortuna, 2018).

I have detected behavior involving '*splitting*' indications. For example one participant said : "*My mother has lost her energy (...) I have a real family on my father's side.*" Another insisted : "*Either I turn my heels and walk away, or I'm out of here.*"

I have also detected behaviors of '*projections of good or bad parts onto others*'. For example one participant said, "*I'm willing to work with a lot of people except one company in the group, it's too complicated*" and another one insisted "*The company takes up a lot of space, the family doesn't have any.*"

There were some indications of '*denial behavior of own responsibility, with external blame*'. For example, one participant said "*We don't talk about money, it's taboo.*" Another one insisted : "*This family pretends to exist, there's a lot of taboo and hypocrisy.*" Another one pushed back : "*It's not up to me to move on, I've given enough.*"

I observed some indications of '*anxiety mainly about oneself*'. One participant said, "*It's the third generation that's coming, we're leaving all this to them to be free and not to be slaves. Is this really a gift?*". And another one stated : "*I'm worried, I feel helpless.*"

## **Participants behaviors related to D position**

I was also able to observe at the individual level, on the drawings of position D, the emergence of specific behaviours related to this position.

I observed some indications of '*caring for others*'. For example one participant said, "*It takes a positive sense to continue to educate family members well, help them live well... while doing something positive for society.*"

I also found indications of '*being able to examine both sides of the situations*'. One participant stated : "*We've got 700,000 jobs to protect... it's not just financial capital.*"

There were indications related to '*taking responsibility for one's own actions within the company*'. For example one participant said : "*If I want to help save the planet, where better to do it than here? It sucks to go somewhere else, it's wrong not to*".

Another typical behavior in D position is '*Being able to see the story and take it into account*'. One participant said : "*He (the actual family CEO) doesn't have too much pressure from the family on environmental issues, he will initiate the movement (...) but it will be necessary to decentralize power in the family and in the company*".

I observed indications of '*Reparation and willingness to do good for others*'. One participant said : "*I would stay on the ship until the end ... communicate better, meet people ... with a social and societal aspect ...*"

And finally I detected indications of '*grief and loss, feelings of guilt*' behavior. One participant said : "*I feel guilty towards my siblings for having this relationship with my father that they didn't have.*"