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A Narrative Analysis of Mother-Daughter Family Business Dyads

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A thesis submitted in fulfillment of the requirements for the degree of Doctor of Philosophy in Management
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The literature on parent-adult child family business dyads is traditionally focused on father-child led firms. These studies are predominantly concentrated on intergenerational transfers in family firms and include both father-son dyads and a growing body of father-daughter literature (cf. Davis, 1982; Davis & Tagiuri, 1989; Dumas, 1990; Hollander & Bukowitz, 1990; Humphreys, 2013). Less visible are mother-son family business dyadic studies (cf. Kaslow, 1998). Higginson’s (2010) recent contribution examining relational factors and knowledge transfer in mother-daughter businesses and Vera and Dean’s (2005) comparative study of succession in father-daughter and mother-daughter led firms are among the very few examining the mother-daughter family business dyad.

This study examines four mother-daughter family business dyads who own their firms. Each daughter is also a mother. Using the life story interviewing techniques and tools of Atkinson (1998) and McAdams (2008), and an adapted family history method (Miller, 2000), this research takes an interpretive, narrative approach to examine the key influences shaping these dyads.

Firstly, this study identifies key influences and then explains how these have contributed to shaping these family business women, their families and their approaches to their business undertakings. Within-dyad and across-dyad findings across four overarching themes: the influence of family of origin, the influence of created family and motherhood, the influence of mother-daughter relationship and career, business and opportunity journey contribute to shared narratives for both
generations. A “baseline understanding” (Gross, 1998; Shenton, 2004) informing a baseline typology was derived for the four mother-daughter family business dyads in this study. This was garnered from the shared narratives using axes of business approach: entrepreneurial or small business, income and time. The categorizations that emerged were ‘The Lifestylers’, ‘The Artisans,’ ‘The Growth-Opportunists’ and ‘The Dependents.’ This baseline typology or characterization of these four dyads provides a starting point towards further understanding of the mother-daughter phenomenon in future studies.

The dearth of studies on mother-child firms indicate that a potentially rich contribution in family business discourse is being largely overlooked. Nelton (1998), Vera and Dean (2005) and Higginson (2010) have called for more research on mother-daughter family business successions. This study, examining two generations of family business women leading their own family firms, contributes to further gendered discourse on the influences shaping mother-daughter family business dyads and goes some way towards answering their call.
For Rodney, Kathy, James and Dana…. 

…you are my daily inspiration and my raison d’être.
I would like to thank Associate Professor Christine Woods and Dr Deborah Shepherd. Thank you for your confidence in me. I am grateful to you both for your supervision of this project including your support, enthusiasm, wisdom, constructive criticism and practical advice over the years. Your professional guidance and your extended support have been very deeply appreciated.

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Finally, I don’t even know where to begin to say thank you for the love and support of my husband Rodney. Rodney, you have made many sacrifices while I have been on this PhD journey and you have supported me and the children through the ‘unforeseens’ along the way. I am deeply blessed to have you in my life. Thank you.
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The photo of my grandmother Sybil in Figure 0.1 is used with permission from the Wanganui Chronicle. Permission is included in Appendix E.
Setting the scene

During the course of taking my youngest daughter to her ballet classes I was fortunate enough to observe (in a limited way as a client of the business) a fascinating relationship play out between three generations of dance teachers who ran the local ballet studio as their family business. It brought back many memories of working with my own grandmother in piece work that she completed at her home when I was younger, a story retold in the vignette that follows.

I had the privilege to work with someone whom I considered a remarkable mentor, as a child and young adult: my grandmother. This led to a further collaboration with my own mother when I was older. Reissman (1993) suggests that “the construction of any work always bears the mark of the person who created it” (p.v). She goes on to “locate [herself]” and the contexts that shape her work and authorize its point of view” (Reissman, 1993, p.v). The personal contextualization that follows is my story and thus my attempt as the researcher to locate myself and authorize my point of view for this study towards the origins of my interest in women in family business and how this mother-daughter dyadic study was conceived.

My family’s story

My grandmother Sybil was a tailor and kilt maker by trade having gained these skills during an apprenticeship after finishing her primary school education at about 12 or 13 years old (her only
schooling). In addition to general tailoring, the business in which she worked, serviced Scottish Highland bands who would order new kilts and band uniforms to be made, and have old kilts and uniforms mended. Scottish in heritage, Sybil loved learning her trade and worked as a tailor and kilt maker up until her marriage to my grandfather in the mid1930s.

At this time, as a housewife and mother, Sybil still took in piece work for her old boss, and later when her former employer relocated to the much larger city of Wellington, Sybil continued to be the go-to person for local Scottish pipe bands and a new clientele of Scottish highland dancing students who needed kilts and uniforms, in the city in which she lived. She also had a new stream of customers who wanted dolls of different sizes ‘dressed’ in kilts and Scottish highland outfits. She worked from her home with regular clients for the next fifty years.

Sybil had three boys, none of whom showed any interest in learning the trade. Sybil had always wanted to train someone in the skills needed to make and repair kilts and band uniforms, so when my mother married into the family, they decided to make some kilts together, starting with one commissioned by another relative. My mother’s sister, a sewing teacher, was also interested in learning these now rare skills. Sybil spent a great deal of time with her daughter-in-law teaching her and her sister, working on various skills related to kilt making, sewing and tailoring. Reminiscing, my mother, comments that it wasn’t an easy relationship. Even though she wanted to ensure that these scarce skills were preserved, my grandmother was also protective of her knowledge and skill. By the late 1960s, early 1970s, traditional hand sewn kilt making was becoming a rare but lucrative skill to have in New Zealand. My mother shares stories of working with her mother-in-law using phrases like “she was very guarded”, “had high standards”, “I was constantly having to prove my worthiness,” “only allowed to learn parts of the process, not all,” and “waiting to learn the next skill on a project, to then find that Sybil had gone ahead and finished it all herself.” In the end it wasn’t to be a successful learning experience for either of the mentees.

As both my parents worked fulltime, I spent a great deal of time as a child with my grandmother (then a widow). As a preschooler, I was aware of her skills and fascinated that these pretty garments were handmade. I remember playing with the scraps of pretty material (tartans). As I grew older, probably about six or seven years old, I was allowed to help pin the tartan for her and
to remove the pins as she hand sewed each kilt she was working on. Also fascinating to me was her old treadle sewing machine that she used for other tailoring (but never on the kilts – these were always hand sewn), uninterested in upgrading to an electric machine. People came to her house and tried on their uniforms and kilts. I recall the bright colours of the tartan kilts against the somber black jackets of the highland band uniforms. I recollect being old enough to start Scottish Highland dancing myself. I was about four years old and was so proud as my grandmother stood me on a stool in her bedroom, measuring the hem, in front of a big old 1940s mirrored dressing room set, as I tried on my first kilt. I remember the collection of old kilts that my grandmother had made and been given back across the years and the pride in her face and her lovingly moving her hand over them to remove lint and fluff when she brought them out to show me.

My experience was very different to my mother’s experience. When I was about nine or ten years old I was allowed to help with the making of the dolls clothes for the dolls that she dressed in Highland costumes and I would get money for helping with these. As Sybil got older, I was more involved in unpicking seams and helping to re-sew them as needed. I had started a small doll dressing cottage industry of my own by this stage using many of the skills that I had learned from watching and then working alongside my grandmother. My dolls were different to Sybil’s in that I was commissioned to dress bridal dolls for weddings, make replica gowns for dolls, and to make dolls for a myriad of other special occasions.

When I was starting out, doing my own dolls as a young teen, my grandmother would pass my details on to church friends and contacts. I remember feeling proud that I was worthy of her recommendation. Her standards were very high, and her thinking well of my ability meant a great deal. Although much of my time was spent on the orders for bridal dolls for cars and dolls for wedding cakes, I would still work with my grandmother on the Scottish dolls.

Kilts were the final bastion! I remember being about fifteen years old and finally being allowed to help work on a kilt. I remember having to unpick many times when I got something wrong, or didn’t have the tartan checks aligned correctly or my work failed to meet her high standards. I remember my grandmother gently explaining that the garment that I was working on was a
traditional military uniform and that as its creator, I needed to mindful of the heritage in what I was creating. At the time, I’m sure I failed to understand the significance of this.

Then it all came to a short sharp stop! Religious intolerances from Sybil’s working class upbringing meant that when I chose to attend a high school of a different faith, we fell into a very difficult period. I remember continuing my own doll business throughout my later high school years but never again experiencing that special place in my grandmother’s life. Interestingly however, when I was busy with school work and exams my mother would finish off dolls for clients, by picking up some of the work. By the time I emerged from high school, kilts were being machine made. Fashion dictated that there be a women’s version whereby it fastened on the opposite side to a man’s kilt. My grandmother couldn’t and wouldn’t adjust to this, the kilt was a uniform and one didn’t interfere with its heritage. She was very old by this time. She was in her eighties and she was finally ready to really retire from kilts and dolls.

She died a few years later, when I was an undergraduate at university, but from her I received a very special gift that I treasure to this day, her kilt collection, many of which are nearing one hundred years old. The first kilt I helped to work on is there among them, saved - a lovely surprise! The collection is part of my heritage, for sure, but I also like to believe that it was a legacy from our time spent together.

As a young woman in my early twenties I grew busy with finishing my undergraduate course and then completing postgraduate study. Orders for my dolls continued to come in and my mother helped me to finish these off. I was now in the role previously held by my grandmother, the artisan and perfectionist and she was the assistant and pupil. With my creative visions in mind, I needed to be mindful that I needed my mother’s help to get the dolls completed. I was trying to study as well as sew and she had a full-time job. I had to learn to let some of the creative control go. Parts of her house were covered in my doll making detritus, she was a cleanliness fanatic and I wasn’t. It wasn’t easy but we negotiated our way. My oldest daughter has shown an interest in completing dolls, with my youngest not far behind. Although I didn’t know it at the time my experiences with my grandmother had sown the seeds for an interest in family women spending time working together.
When I returned to post graduate study a few years ago, it came time to choose a topic for a small research component. Given my family background and the interactions that I had observed in the mother-daughter led ballet school discussed earlier I was drawn to examining this curious mother-daughter family business team.

**My earlier research study as part of a Master’s programme**

The modest, early research project that I completed investigated succession in small New Zealand women-owned family businesses focusing on mother-daughter dyads. The study involved a short

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1 This was a course work based Master’s program and a included a small research component.
half to one-hour interview slot with mother and daughter participants, and was designed to raise some initial themes of interest in the mother-daughter succession dyad, given the dearth of research on this dyadic group. Interestingly entrepreneurship was not examined in this research study. The businesses in this study were examined in relation to succession models in the family business literature (Cadieux, Lorrain & Hugron, 2002; Handler, 1994). Some findings that emerge from this exploratory study included the strength of the mother-daughter bond. Further to this, two possibilities emerged once the daughter had arrived in the business: some of the daughters had worked elsewhere to gain experience and brought in much needed management skills, others, under the umbrella of the family business, with their mother’s guidance and partnership started innovating, expanding and in one case even starting another venture in parallel. The daughters (and any siblings) had been around the business since its inception, being exposed from a very young age as the result of juggling the work and familial demands of her (or their) mothers. In two of the mother-daughter dyads, two of the adult daughters were also mothers and their interviews hinted at some interesting dynamics, not explored in the Master’s study.

Based on this research some years ago, areas in need of further exploratory study emerged. These included: the early and adolescent life influences of the either women’s family of origin’s business activities; the mother’s work and family related reasons to start her own business; and the daughter’s work and family related reasons to jointly start and/or join her mother’s business. Also identified as needing further examination was the understanding of how the business and family relationship worked and an understanding as to what point the daughter (and her siblings) were introduced to the business in a visible role and how. Finally, the study also indicated that entrepreneurship was potentially at work within these businesses including opportunity recognition and how decisions to pursue such opportunities are made within the mother-daughter partnership.

What this study ignited, was a deep interest in some of the other forces at work within this dyadic group. Since completing this initial research study, I have become more aware of mother-daughter business combinations in the popular media. In addition to this, acknowledging my continuing research interests in this area various colleagues and friends have pointed out other (smaller and less visible) mother-daughter business teams that are starting ventures together, or who have been
quietly doing so for years (as is the case of my daughter’s ballet school). These factors, along with my own back story, have embedded in me a growing awareness that this mother-daughter business team warrants further study.

Welcome to *Maternal Matters: a Narrative Analysis of Mother Daughter Family Business Dyads*…

Let the story begin…
“Your son is your son till he gets him a wife: but your daughter’s your daughter all the days of her life” (17th century English proverb) (Shrier, Tompsett & Shrier, 2004).

1.1 Framing

In her book, Of Women Born, Adrienne Rich (1976) called the mother-daughter relationship “the great unwritten story” (p.225). Academic writers have barely added any pages in the business chapter of this story (cf. Coyne-Schaeffer, 1997; Greene, Han & Marlow, 2013) and only marginally in relation to entrepreneurship and family business (Campbell, 2001; Higginson, 2010; Vera & Dean, 2005). For nearly 20 years researchers have been calling for more research on parent-child dyads, including mother-daughter family businesses (cf. Nelton, 1998; Higginson, 2010; Vera & Dean, 2005). My personal interest, as outlined in the Preface for this study, and the dearth of existing literature have prompted this research. This study examines mother-daughter family business dyads and contributes to filling some pages in “the great unwritten story” (Rich, 1976, p.225).

The organisational context for this study is family business. Complexities are revealed in the literature with respect to what constitutes a family firm. In the very first issue of Family Business Review in March 1998, Lansberg, Perrow and Rogolsky asked, “What is a family business? People seem to understand what is meant by the term family business, yet when they
try to articulate a precise definition they quickly discover that it is a very complicated phenomenon” (p.1). Handler (1989) suggested issues arise when researchers try to capture these complexities. This study is not exempt from this. The main actors in this study are two generations of family members who are related matrilineally, and who also work together; their emotional connection with the business interweaving through their family and professional lives. The family business literature is considered in Chapter Two and a definition is adopted for this study that acknowledges these complex intergenerational factors.

A consolidating position in the gendered entrepreneurship literature is that family and wider socio-cultural factors significantly influence women entrepreneurs (Brush, de Bruin & Welter, 2009, Jennings & Brush, 2013). This means that when examining this population, researchers need to be aware of the potential impact of these influences. Underpinning this study is the position that mother and daughter\(^2\) participants are embedded in a web of multiple overlapping environments and social relationships. Firstly, they are each embedded in the context of their own family of origin and the families they have created as adults, as spouses and mothers. Secondly, they are connected in the context of their mother-daughter relationship. As a parent (in these dyads this also happens to be biological), each mother has been the primary caregiver for her daughter from birth and through her childhood and adolescence. Thirdly, the women are situated within a business context. The daughter’s life since childhood and/or adolescence has been spent in and around her mother’s (and sometimes the wider family circle’s) business activities, and mother and daughter now own and manage a business together. Finally, they are operating in a wider socio-cultural context where they navigate the norms, expected parameters and role definitions of their gender in their family and business undertakings.

Jennings and Brush’s (2013) derivation of four key insights into how women’s entrepreneurship informs the wider entrepreneurial landscape has influenced how women business owners are viewed in this study. These authors determined that: 1) entrepreneurship is a gendered phenomenon; 2) entrepreneurial activity is embedded in families; 3) entrepreneurial activity can result from necessity as well as opportunity (push and/or pull factors); and 4) entrepreneurs pursue goals beyond economic gain. These insights are important for this study given its focus on examining family businesses, and especially as these

\(^2\) This study does not examine family business relationships of mothers and daughters who have been separated by circumstance during the daughter’s childhood, or who have become family through blended families. Nor does it examine mothers and daughter-in-laws.
businesses are led by two generations of women from the same family. Also of interest in this study are the potential push/pull dynamics (Ducheneaut, 1997) arising for these women who are mothers with primary childcare responsibilities, and who also contribute to household income, and finally who may not have traditionally perceived goals for being in business.

Further underpinning this study is the question of whether the complex overlaps in the environments that mothers and daughters inhabit influence them to operate as small businesses, or to pursue a more entrepreneurial approach. The entrepreneurship and family business literature is considered in Chapter Two and two definitions adopted for these concepts. Chell’s (2000) definition of entrepreneurship sees it as socially constructed and contextually embedded, and as extending beyond the act of venture creation. As outlined earlier in the Preface, having interviewed a small sample of mothers and daughters working together several years ago while completing another study, I determined that entrepreneurship was potentially occurring within some of these dyads. The definition by Carland, Hoy, Boulton and Carland (1984) for small business allows for an orientation towards more personal goals and profit stability, with financial gain and pursuit of growth not being the only drivers for women owning small family firms.

With the gendered parent-child focus of this study in mind, literature in the family business field is examined in Chapter Two to determine what is currently known about various intergenerational combinations (cf. Davis & Tagiuri 1989; Dumas, 1990; Rosenblatt, de Mik, Anderson & Johnson, 1985). The dearth of studies on mother-child firms indicate that a potentially rich contribution in family business discourse is being overlooked. This study, examining two generations of women leading their own family firms, contributes to further gendered discourse on the complexities in women-led family businesses and towards further understanding of mother-child dyadic combinations leading family firms.

With mother-daughter family business dyads as the focus, this study sits in the family business literature and is informed by the entrepreneurship (including small business) field. Further informing the study are gendered findings examining women in family business and women entrepreneurs. Family businesses are a rich environment for studying the dynamics of parent-child interactions. Accordingly, family business literature examining intergenerational
relationships also underpins this study. Figure 1.1 summarises the theoretical framing for this research; the contribution that this study makes is in the overlap between the factors outlined.

Figure 1.1 Framework for this study

1.2 Research purpose and approach

The overall purpose of this study is to further research on women-led and intergenerational dyadic combinations in family business. Two broad objectives focus this purpose:

1) To identify the key life influences in mother-daughter family business dyads
2) To explain how these shape mothers, daughters, their families, and their approaches to businesses.

Therefore, the research question for this study is:

**What key influences shape mother-daughter family business dyads?**

As outlined in Chapter Three, a narrative approach using life story interviewing techniques of Atkinson (1998) and McAdams (2008) facilitates this study to achieve these objectives and answer the research question. This method is employed to capture the thick rich data (Geertz, 1973) from both mother and daughter participants from four mother-daughter dyadic teams
who lead their own small and medium-sized enterprises (SMEs). An adapted holistic-content narrative analysis, using components of categorical-content analysis, facilitates analysis and interpretation of collected data (Lieblich, Tuval-Mashiach & Zilber, 1998).

Using the theoretical framing and method outlined, this work proposes to contribute to answering the call from the field for further research on the mother-daughter family business dyad (Higginson, 2010; Nelton, 1998; Vera & Dean, 2005).

1.3 The thesis as a life story

A life story is the story a person chooses to tell about the life that he or she has lived, told as completely and honestly as possible, what is remembered of it, and what the teller wants others to know of it, usually as a result of a guided interview by another (Atkinson, 1998, p.8).

Through a person’s life story, told in their own words, we garner a vantage point from which to see how someone experiences and understands their life over time. It provides a personal narrative that arranges the experiences of a life in a way that gives them a rational order (Cohler, 1988), and a method for deriving meaning, identifying life influences and interpreting experiences from the insider’s point of view (Atkinson, 1998). The researcher and the interviewee (the storyteller or narrator) are collaborators in composing and constructing the story (or life story narrative) that replays these experiences for an audience. Metaphorically this thesis is also a life story. It is the life story of a piece of empirical research that is being replayed for an audience (the readers).

Figure 1.2 outlines life story oriented headings that are used to order the material in this thesis. They are mapped alongside the traditional chapter headings one might expect to find in a thesis. For example, this chapter is titled ‘Chapter One - Setting the Scene’ in this thesis, while in a traditional thesis it would be called the ‘Introduction.’
The thesis is further grouped into three larger sections, comprising the three background and action chapters (Chapters One to Three), three results and outcomes chapters (Chapters Four to Six), and the discussion and future implications chapters (Chapters Seven and Eight). Figure 1.3 depicts this structure of the thesis. Each of the main sub-headings in each of the chapters are included to provide an overall thesis map. Following this, each chapter is briefly overviewed.
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Figure 1.3 Thesis Map
1.3.1 Background and action
As depicted in Figure 1.3, the ‘background and action’ section is comprised of the introduction, literature and methodology chapters.

Chapter One - Setting the Scene - Introduction
This chapter introduces the study and provides an overview of the framework guiding it. This includes positioning the literature and method as precedent to the origin, aims and the research question in this study. This chapter also provides the plot summary of the research by introducing the study and overviewing the structure of the thesis.

Chapter Two – Exploring the Background - Literature
This chapter reviews pertinent family business and entrepreneurship literature, and briefly examines the overlap between the two fields. It also provides definitions of family business, entrepreneurship and small business for this study. Gendered family business and gendered entrepreneurship research are also introduced and a brief examination is provided of intergenerational family business relationships. Finally, a review of the sparse existing literature on mother-daughter family business dyads identifies the gaps in the existing research, providing justification for this exploratory study to examine mother-daughter family business dyads.

Chapter Three – Journey Planning - Method
This chapter discusses the research methodology. The philosophical underpinnings for the study are examined and the research approach is introduced. Rationale is provided for using life story narratives (Atkinson, 1998; McAdams, 2008) and family history (Miller, 2000) for data collection, and holistic-content and categorical-content analysis (Lieblich et al, 1998) for data analysis in this exploratory study. Finally, a descriptive account is given of the data collection and analysis processes. Reliability validity and ethical considerations are also addressed.
1.3.2 Results and Outcome

As depicted in Figure 1.3, the ‘results and outcomes’ section is comprised of three results chapters.

Chapter Four – The Small Business Owners

This chapter introduces the two mother-daughter dyads that self-identified as small business owners. They are Dee and Dianne Davies who own the Delightful Divas Dance School and make up Dyad One; and Eve and Emma Evans who run Exceptional Events, an events management company, and make up Dyad Two. The findings from the narrative analysis for each dyadic participant across four overarching key influences are presented. These themes are: family of origin, created family and motherhood, mother-daughter relationship, and career, business and opportunity journey. A resulting individual ‘portrait’ is provided for each dyadic member, and a within dyad review then provides a subsequent ‘profile’ for each dyad.

Chapter Five – The Entrepreneurs

Similarly to Chapter Four, Chapter Five provides the findings from the analysis of the narratives for two mother-daughter dyads who self-identified as entrepreneurial owners. Dyad Three, Alice and Angie Anderson, operate Attractive Apparel, a small clothing retail chain. Susan and Sandra Saunders, who make up Dyad Four, have a rapidly growing specialist fashion business, Sophisticated Styles. Individual ‘portraits’ and dyadic ‘profiles’ derived from analysis are also provided for these participants.

Chapter Six – The Key Themes

This chapter identifies key influences in the lives of study participants emerging from the individual ‘portraits’ and dyadic ‘profiles’ in Chapters Four and Five. Cross-dyadic analyses provide shared narratives of these key influences. These are organised in sections with the four overarching key influences as headings. In each section the mother participants’ shared narratives are provided first, followed by those for daughter participants.
1.3.3 Discussion and future implications

As depicted in Figure 1.3, the ‘discussion and conclusion’ section is comprised of a discussion chapter and a concluding chapter.

Chapter Seven – The Key Scenes

This chapter draws on the individual, dyadic and cross dyadic shared narratives, anchored in the key influences in the lives of mother and daughter participants determined in Chapters Four to Six, to develop a mother-daughter family business baseline typology of the dyads in this study. This baseline typology positions the dyads and their businesses according to their income and business approach over time, to arrive at the following categories for mother-daughter family businesses in the study: ‘The Artisans’, ‘The Dependents’, ‘The Lifestylers’, and ‘The Growth-Opportunists’. The four characterisations are then discussed in relation to the literature.

Chapter Eight – Future Chapters

This chapter concludes the thesis by revisiting the framing and the aims and key research question of the study. The main arguments of the thesis towards answering the research question is outlined. This chapter also outlines the contribution that this study makes methodologically and to knowledge in the gendered and intergenerational family business literature. It also discusses potential implications for practitioners, family business academics and women owned family business advisors. The chapter concludes by indicating the limitations of the thesis and future research possibilities, followed by final remarks.

Let the story continue…
This chapter provides a review of the bodies of literature underpinning this exploratory study. As depicted in Figure 2.1, this literature review serves four overarching purposes: 1) it reviews family business and entrepreneurship (including small business) literature towards adopting definitions appropriate for the study; 2) it introduces the gendered subfields of women in family business and women entrepreneurs and considers intergenerational transfer and parent-child dyads; 3) it considers the studies that are most closely aligned with this enquiry demonstrating that little is known about mother-daughter led family businesses or the relationship between these women leading family businesses, and 4) this chapter then concludes with a short discussion as to how this study will address “unexplored aspects of this phenomenon” (Stebbins, 2001, p.43).

Figure 2.1 Chapter Two – Exploring the Background – Literature Review
The literature for this review for this study was examined in a nine-step process. Each of the steps is briefly explained in Appendix A to outline the modified process used in this exploratory study given the dearth of existing studies on the mother-daughter family business phenomenon (Stebbins, 2001). It also outlines where links have been made and where studies are emerging between the bodies of literature. The discussion now turns to the first section of the literature to be discussed, that of family business.

2.1 Family business

This section on family business begins with an introduction to the field of family business and an appropriate working definition is adopted. The concept of family business is defined. As the mother-daughter family business dyads at the centre of this study are family business women, gendered family business literature is surveyed for insight. This includes examining the changing role of women in family business. A selective review of family business succession literature concerning intergenerational relationships and parent-child dyads is also examined. Finally, the single research study that exists on mother-daughter dyads from a family business perspective is overviewed later in the chapter.

2.1.1 Overview of the field of family business

Family business as an academic field is relatively young, although less so now than a few decades ago. Research publications started to appear in earnest in 1988 when the Family Firm Institute launched the publication, *Family Business Review*. This was the first publishing vehicle for early family business research, with much of the research of the day written by family business therapists with little academic research experience. From the turn of the millennium, more articles began appearing in mainstream business journals (Sharma, 2004). Joining *Family Business Review* are new field-specific family business journals like the *Journal of Family Business Strategy* and the *Journal of Family Business Management*. As interest in family businesses has grown an increasing number of empirical studies are being undertaken with more consideration towards theory development than to practice. However, it took the arrival into the discipline of seasoned (and often social sciences, seasoned) academics with such research experience to allow theory formulation in the field to expand (Brockhaus, 1994).
As interest in family business research has developed, research professionals have taken stock of the field at different points in time, with a number of authors providing frameworks and literature reviews for viewing the field (cf. Bird, Welsch, Astrachan, & Pistrui, 2002; Churchill & Hatten, 1997; Sharma, 2004). As the discipline has developed and more research has been added, these frameworks have become more refined with clusters of topics in the field beginning to emerge. These include: succession; the distinctiveness of family businesses; conflict; management and strategy; helping family businesses; the macro view’ i.e. economics and policy; and women (Bird et al, 2002). Key groups of stakeholders have also been identified in the family business literature. Sharma (2004), in her outline of the field of family business, suggested that there are five key stakeholder groups: the founder; the next generation; non-family employees, family members ‘not’ included in the business and women. What can often be seen in such attempts to take stock of the field is that women are singled out as a ‘category’ of study separate to the ‘normal’ or ‘male.’ An increasing trend however within the family business literature is an increase in the numbers of studies featuring women in family firms. Aronoff (1998) for example examines ten megatrends3 in family business that are changing our understanding of the field. Two of these in particular are pertinent to this study and one of these involves women, they are intergenerational transitions and the changing role of women. Both will be considered shortly.

2.1.2 Defining family business for this study
Aldrich and Cliff (2003) suggest that traditionally businesses have been family businesses and it is only relatively recent sociohistoric changes that have seen the two domains develop separately. Early research in the family business field highlighted the two coinciding systems at work, the family and the business, with people fitting into the structures and cultures of both environments (Gersick, Davis, Hampton & Landsberg, 1997). Building on these two systems, Tagiuri and Davis (1982) discuss the often cited three system or three-circle model that outlines the relationship between family, business and introduces ownership, acknowledging that further distinction is needed between ownership and management to better portray the complexities of the family firm.

3 “Identified trends include focusing on generational transitions rather than business succession; team management and ownership as a developing norm; the increasing importance of strategic planning in family business; increasing financial sophistication; increasing managerial professionalism; refining retirement; expanding roles for women; increasing sensitivity of professional service providers to family business; and increasing availability and quality of family business education and consulting” (Aronoff, 1998, p.181).
Despite further developments to this model, for example Gersick and colleagues included consideration of change over time, it is still simplistic in its attempts to encapsulate what constitutes a family business. A family member, for example, might not work in the business but be an owner or they might work in the business with no ownership. Alternatively, a person might not be a family member but work in the business. A person with multiple circles can sit in the overlapping areas between the circles (Gersick et al., 1997). As family and business overlap, there is potentially space for permeable boundaries between the systems which in turn can mean systems influencing and/or spilling over into others and with this can come conflict (Knapp, Smith, Kreiner, Sundaramurthy & Barton, 2013; Lyman, 1988). Further complexity arises when extended family or more than one family are involved in a business. Additionally, clouding the understanding of family firms, is determining how to distinguish them from non-family firms.

As outlined much difficulty is expressed throughout the family business literature in trying to define a family business given the different levels of involvement of family in these businesses and who these people might be in relation to the family and the business (Sharma, 2004). This study is not exempt from these issues as the main actors are intergenerational family members related matrilineally and working together, so their emotional connection with, and vision for, the business, interweaves through their family and professional lives. Sharma (2004) suggests that given the heterogeneity in the types of family firms, a range of definitions or classifications may even be needed to encompass the extent of involvement of family in these firms. The complexities involved in the overlapping social systems of family firms cannot be underestimated. This section overviews difficulties experienced in the literature in trying to define family businesses and outlines the adoption of an appropriate initial working definition underpinning family business for this thesis.

Early attempts at the consolidation of, and examination of, definitions across studies (c.f. Handler, 1989) began to highlight these difficulties and further emphasized the heterogeneity of these firms. By 1989, Handler had found at least twelve definitions for family business in the early literature. Nearly a decade later, however, deriving an appropriate definition from within the literature was still a problematic endeavor but what was emerging was new ways of trying to conceptualize firms to better encompass understanding of the levels of heterogeneity (cf. Chua, Chrisman & Sharma, 1999). When examined these early definitions provide evidence across a nearly thirty-year period of these complexities. For example, Handler, (1989)
suggests that defining a family business has proven difficult given the diverse convolutions in ownership and management (cf. Alcorn, 1982; Barnes & Hershon, 1976; Dyer, 1986; Lansberg et al, 1988; Stern, 1986). Also featured in various early definitions have been attempts to capture the complexities in family involvement (cf. Beckhard & Dyer, 1983). Some definitions attempt to capture the nuances of succession (cf. Churchill & Hatten, 1987; Ward, 1987). And others have tried a to explain family firms using a combination of factors (cf. Donnelley, 1964; Rosenblatt et al, 1985). Chua and colleagues (1999) concur with earlier attempts that differences in early definitions came from difficulties in distinguishing between ownership and management, but have further suggested that a lack of clarity frequently occurs when family involvement deviates beyond a nuclear family’s ownership and management.

Contributing to the development in understanding of the heterogeneity of the family firm, is the work of Habbershon and Williams (1999) who introduced the concept of familiness to family business literature by taking a resource-based view of the firm. They defined familiness “as the unique bundle of resources a particular firm has because of the systems interactions between the family, its individual members, and the business” (Habbershon & Williams, 1999, p.11). This has been an important development in a field that has grappled with understanding the distinctiveness of this type of business. The concept of familiness has been held by some researchers in the field as a way to potentially answer queries as to the differences between family and non-family firms (Frank, Lueger, Nose & Suchy, 2010). Recent advances in the field have seen the refinement of scales to measure familiness (cf. Frank, Kessler, Rusch, Suess-Reyes & Weismeier-Sammer, 2016).

To further consider how much the family has involvement in, and influence on its business, the F-Pec (F-family: P- power, E- experience and C- culture) scale was also developed, by Astrachan, Klein and Smyrnios (2002). The power subscale takes into account the influence that a family in the business can have in relation to its involvement in ownership, governance and management. The experience subscale takes into account the family members in different generations in relation to succession, contributions and the number of family members involved in the business. Finally, the cultural subscale, assesses the extent to which the values of family, the business and commitment to the business, overlap (Astrachan, et al., 2002). Although both familiness and the resource-based view of the firm, and the F-Pec scale, are significant developments in a field still trying to conceptualize the family firm, none provide the best starting position for a working definition for an exploratory, and social constructionist
study of intergenerational dyads, where how mothers and daughters potentially construct their family business will likely emerge.

A more appropriate initial working definition for this exploratory study is the one derived by Chua and colleagues (1999), developed following their consideration of alternative definitions and attempts to distinguish family from non-family firms. These authors suggest that a family business needs to be distinguished from other businesses, simply because a “family business…behaves like one” (Chua et al., 1999, p.24). In doing so it looks beyond trying to define a family business by its components or along scales but rather it considers the family as behaving in a way that shapes and pursues the vision of the firm. This may be done with or without controlling ownership, and while working towards intergenerational sustainability. This initial working definition supports this research project because it refers to family involvement, pursuit of vision and the potential to sustain the business across generations, as well as giving flexibility to the purpose of the family firm. In line with the objectives for this research study, the potential for intergenerational sustainability and the shaping and pursuing of a combined vision are important factors. This definition has been used by De Massis, Chua and Chrisman (2008) in the context of intra-family successions and Kellermans, Eddleston, Barnett and Pearson (2008) in relation to family member characteristics and involvement in entrepreneurial behaviour in the family firm.

2.1.3 Women in family businesses

Although gendered research on women in family businesses has been developing across a nearly 30-year period, women have not traditionally been well represented in what has been patriarchal focused literature (Hamilton, 2006). Although, women in family business, as a sub-field, needs a more cohesive framework, recent movement in the field has seen a shift from findings of women facing obstacles in family businesses in the late 20th century research, towards more positive outcomes for women in family firms in the early millennium (Martinez Jimenez, 2009). Although women may still be being separated out as a category in the wider field, growing awareness of gender and gender-related issues is leading to an increasing number of studies featuring women in family firms with commentators like Aronoff (1998) naming the expansion of women’s roles as one of the megatrends in family business research.

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4 A summary of the findings and the gaps in the literature for this section is provided in Figure 2.2 later in this chapter.
Additionally, where gendered studies previously often focused on the obstacles that women face, a second generation of research focuses on visibility and opportunity, with women depicted as enjoying professional careers in family firms (Martinez Jimenez, 2009; Gupta & Levenberg, 2013).

Towards the end of the millennium, researchers began to start to derive models around aspects of women’s participation and development in family business and to test existing ones on this population. Arrival into the family business field of family researchers like Sharon Danes, has seen family systems models like the Family Fundamental Interpersonal Relationship Orientation (FIRO) model being used in the family business field. It has also seen the application of such models to women in family business. This is a model of interpersonal dynamics and change that has been used in the family research sphere (cf. Doherty, Colangelo & Hovander, 1991) and has only been recently applied to family businesses by Danes, Rueter, Kwon and Doherty (2002). Findings include “the sense of inclusion (such as membership and boundaries) in a family business and the manner in which control issues (power and conflict management) are managed, and that order, have important influences on family business integration (achievement, health and fellowship),” (Danes & Olson, 2003, p. 54-55). There have also been mixed findings (Haberman & Danes, 2007).

Several themes have emerged from the literature that provide insight on this population to inform the current study. What is interesting with each of these themes is they almost exclusively pertain to research on women in family firms that are either male-led (or dominated). The first of these is the invisible roles that women play.

**Invisibility**
Common in number of studies is an undercurrent of women as often the invisible and/or last choice as possible heirs within family firms (cf. Curimbaba, 2002) or undervalued but performing vital yet invisible roles behind the scenes (cf. Rowe & Hong, 2000). Historically, across many cultural perspectives, women have traditionally taken care of home and family first, and any professional component to their lives is second (Gillis-Donovan & Moynihan-Bradt, 1990). Hidden within this, for women this has often been roles in family firms, where a male family member, often a father is the leader and public face of the firm and a woman has a supportive but behind the scenes role, potentially keeping the books while also caring for the children. As such women have actively contributed to family businesses in often
unrecognised, uncompensated (Frishkoff & Brown, 1993; Gillis-Donovan & Moynihan-Bradt, 1990; Lyman, Salganicoff & Hollander, 1985) and under-valued ways (Rowe & Hong, 2000). Wider social attitudes towards women’s roles can manifest in the family business, and a woman’s own attitudes on her capabilities can be attributed to her socialization (Salganicoff, 1990). The impact of wider socialization of a woman’s place is also important as women also contribute to and compound the invisibility in firms for other women, with Cole (1997) contributing that customers still enter a firm looking for the ‘man’ of the business. Missing in the literature is an understanding of the visibility of women non-owners or women managers in women-owned family businesses and the roles that they play.

There can be power if not recognition in this invisibility. Apparent in looking across gendered family business literature (and some mainstream) literature is that women often hold powerful roles within family firms even when these are not always visible or formally recognised on an organisational chart. The literature again focuses on male owned and/or managed businesses where a third, and often invisible but influential woman is frequently triangulated with two other family members within the business (Gillis-Donavan & Moynihan-Bradt, 1990). For example, in relationships between a father and son, a mother can exert significant influence, and a wife or wives might exert power in a relationship between brothers. Little however is understood of this powerful influence including triangulation when some of the more formal power players are women, for example a female founder and her daughters or a daughter and a son. Although some research suggests tension when a mother is triangulated between father and daughter in formal roles in firms (Resnick, 1994). Salganicoff (1990) suggested that women in family businesses need to be taken more seriously as they make up half the firm’s talent and to continue to overlook them jeopardises opportunities for growth and even continuation of the firm. This has been somewhat mitigated in the findings in some of the more recent research examining father-daughter successions as will be outlined shortly.

**Juggling family and firm**

Another thread across gendered family business research is the suggestion that work/life balance is an issue for many family business women. Of note is that this again is usually in relation to their roles in firms where they have a supporting rather than a leading role. Juggling work in the family firm with children is considered a problem for women (Cole, 1997), with men never being asked how they balance business and family (Blondell, 2005). There is
division in the sparse research on this but women are sometimes subjected to “mixed messages” regarding managing work and children with family members pushing for them to have children (and provide grandchildren) but also to be at work (Cole, 1997). This was not found in Vera and Dean’s (2005) study when daughters who already had children joined the firm. They propose that this may contribute to them taking over the leadership of a firm later than in father-son successions. In one of the few studies to acknowledge this concern in women-led family businesses however, these authors found that in both father-led and mother-led businesses all daughters experienced some work-family conflict. Haynes, Avery and Hunts (1999) however, suggest that it is less likely in family businesses that women will outsource their childcare compared to women in families that work identical hours outside the business, with the family business providing a lifestyle choice to facilitate both work and family. This suggests some flexibility provided within the family business context.

Blondell (2005) proposes that work-life balance can be easier at some levels of the company compared to others. Day (2013) discusses family business daughters’ experiences of tensions between being a good mother and a good worker. She suggests that the values of the founder of the firm are important. These values can create a work culture that enables flexibility for family emergencies but often they do not provide elasticity for ongoing caregiving of children. What is missing in the literature in relation to this, is research that examines how the values of a woman, and especially a mother, leading a family business might influence other women, and/or the wider culture in the firm, in relation to work and home/family life balance.

**Emotional leader**

Developing in the literature is the theme of women leading, socialising and influencing the next generation, and transmitting the values of the family and the firm to their children (Dugan et al., 2008; Martinez Jimenez, 2009). Existing work pertains to this in predominantly male-led firms, and is a role that can harbour and reinforce gender biases. Building on Schein’s (1985) model of culture to include emotional processes, Hollander and Bukowitz (1990) suggest that these develop over time in families and move into the family business. The rules and roles from the family are reinforced in the business and some of these are gender-based, for example primogeniture.

Salganicoff (1990) suggests that women define themselves in terms of relationships and their roles in these, taking into account their feelings for, and ability to read others, role specialisation in the home and in childcare, and contextual thinking. Men in contrast, she
suggests, are concerned with autonomy and independence, success, moral judgement and have more ordered thinking. She further implies that these defining characteristics in women can support family business success: “Because of women’s ability to carry out several roles simultaneously, they often provide the pliable adhesiveness that hold changing families together” (Salganicoff, 1990, p. 132). What is not clear in the literature is how women perform this role and what differences there might be for both the mother and her children, if she is also managing the family and running the firm.

**Categorising and changing roles**

Several studies attempted to derive typologies of roles for this population (Curimbaba, 2002; Poza & Messer, 2001). What is interesting about the typology derived by Curimbaba (2002) is that she attempts to go beyond observations and moves towards providing dimensions and degrees to women’s visibility. She also provides a platform for further development in the literature for beginning to understand how women’s roles in family firms can change over time. Her typology provides the basis for extension by further studies in the field (cf. Barrett & Moores, 2009a,b) and highlights the ongoing experiences and interactions that women in family firms have in relation to their gender. Curimbaba’s categorisation of visibility is of women heiresses in relation to male heirs in the firm, and birth order, where she derives the categories: invisibles, professionals and anchors. Invisible daughters were not groomed from a young age to lead in the business, as a male was already the chosen heir. Their shareholder wealth often meant that they could come and go as a by-product of their invisibility. Professional women were more highly educated, had skills that they brought in from outside the firm, and they separated family from business and were determined to keep it this way. The more visible anchors were from businesses where there were few or no males. They were close to the founder, put the business first in their lives and could be both successful and feminine. Curimbaba (2002) determined that women could move between these roles over time. The most visible changes were invisible women becoming anchors or professionals, and professionals becoming anchors. Subtle changes were also possible between the roles. Barrett and Moores (2009a,b) built on this model and added a fourth role, that of the entrepreneur – a role that women can access from either being an anchor or professional as they lead the firm in a time of transition, or start a family firm. This role encompassed not only founders, but also those women performing entrepreneurial activities in other ways beyond venture creation.
Crucial to Poza and Messer’s (2001) findings in relation to the roles women fill, and similar to Curimbaba’s (2002), is these roles change over time, often in relation to the life stages of the women, their spouses, the family and the business. This suggests a flexibility in the roles that women play, not only holding sway in the company but in the family as well. As “stewards of the family legacy” (Poza & Messer, 2001, p.33), their contributions were to “[seek] to preserve and strengthen family unity and the feasibility of family business continuity” (p. 34). Although the work of Curimbaba (2002) and Poza and Messer (2001) advance and provide further understanding of roles that women play, they also support and link some of the earlier findings in the field, that women fulfil important roles and machinate strategically in families and family businesses, this however might not always be done in visible or recognised ways.

**Joining the firm**
Several studies identify motives for women joining family firms (cf. Dumas, 1992; Salganicoff, 1990; Vera & Dean, 2005). These include both personal and family-based initiators including helping family, family transitions, flexibility, job satisfaction; continuing the legacy; filling a vacancy, and joining initially in a temporary role that is transitioning to permanent (Dumas, 1992; Salganicoff, 1990; Vera & Dean, 2005). Salganicoff (1990) found that family businesses provided access to male dominated industries, job security, lifestyle options, and flexibility for childcare. Crutzen, Pirnay, and Aouni (2012) reported similar findings, but additionally indicate that some daughters feel duty to join the business. Day (2008) outlined that daughters are often attached to the business. This attachment might be financial or emotional, including parental attention seeking. The work of Vera and Dean (2005) in particular, is of interest to the current study as it is one of the few comparative pieces of literature in the field that identifies motivations for daughters joining their mother-led firms. Additionally, it enables comparison of these findings with daughters joining father-led firms. One of the disadvantages in this study however, is its small sample size with findings generated for only five of each type of parent-daughter dyad.

**Leading roles**
As the field of gendered family business evolves, more studies are emerging that consider positive aspects of women’s involvement in family business (Martinez Jimenez, 2009). These include pursuing professional careers in the family firm and running or leading the family firm. A professional career in the family firm can mean being able to avoid pitfalls common to women in other business environments (Dumas, 1998; Frishkoff & Brown, 1993). The
emergence of more frequent studies on leadership denotes a growing maturity in the field towards the role of women but as outlined shorty, findings are still mixed.

Paralleling the small number of gendered studies in the family business field at the time, until the 1980s, women had little chance of running the family business (Nelton, 1998). However, commentators at the end of the millennium (cf. Nelton, 1998; Frishkoff & Brown, 1993) began to note an evolution in women in family businesses towards the more recent findings of Martinez Jimenez (2009) and Dumas (2011) who outline the variety of roles that women find themselves in within family businesses today. These include women: founding their own companies; co-founding businesses with their spouses, as equals; co-founding with other women as partners; inheriting businesses as successors; working for their parents as managers and forming management teams with their siblings; and governing as board members (Dumas, 2011, Frishkoff & Brown, 1993; Martinez Jimenez, 2009; Nelton, 1998). One of the earliest contributors to gendered family business literature, Dumas, who provided often cited early research on daughters in family firms (cf. Dumas, 1989, 1990, 1992), commented again in 2011 that a changing socio-cultural awareness means more acceptance of, and expectance for women to succeed and lead family businesses within the last twenty years. She tempers this however, by suggesting that issues relating to gender endure, even though societal and family business evolution now sees women leading family firms.

Most women, especially the daughters of family business owners are not headed for the CEOs office. Primogeniture continues to dominate the value system of many family businesses; sons are more likely to join the business while daughters are given a choice or not invited. When a son doesn’t succeed his father in the family enterprise, and when a daughter does, this is still a newsworthy event in the local and national press” (Dumas, 2011, p.10-11).

Towards the end of the millennium, women as wives and mothers started to feature more prominently in the literature, but with mixed findings (cf. Dumas, 1998; Rowe & Hong (2000). The invisible yet powerful theme remained representing the position of women in some firms but more studies began to highlight women in power positions as well. For example, Hamilton (2006) suggested that male-led models of leadership were often presented to the outside world, but copreneurship and women in senior roles, and party to decision making, were also often the case. However, Lewis and Massey (2011) found that despite wives continuing to be in roles
critical to the business, and other family women in supporting roles, they are still often invisible. Marshack (1994) found that traditional gendered roles continued to be re-enforced in co-owning couples. Women in family businesses are often still viewed by the outside world as “only being involved because [she’s] married to the boss or [in a role] subservient to the husband” (Lewis & Massey, 2011, p.109). Blondell (2011) suggests that there has long been a significant exception to women visibly leading a family business: the death of her husband. Traditionally, it has not been uncommon for a woman in such a role to successfully manage the business, either until the children came of age, or permanently. This aligns with earlier work by Curimbaba (2002) on ways women can move in terms of visibility in the family firm.

In one of the biggest studies of women in family firms (702 respondents) Dumas (1998) found that like their male counterparts, entry to the firms for women can occur through several pathways. These include entry-level ingress, leadership and project management roles, and through starting a business. Building on some of the earlier findings on motivations for joining a family firm, emerging from the study, was that some women see their work as a job, not a career. Others however, knew from childhood that they wanted to be a part of the firm and completed training (often outside the business) to support this (Dumas, 1998). Humphreys (2013) later study found childhood experiences are important in a daughter’s decision to enter the family firm. Both familial factors including a positive childhood experience, followed by an active decision to enter the family firm, and personal factors such as determination to fit in and commitment to stay and succeed factored towards success in leadership and succession. Dumas (1998) proposed a three-stage model for women’s participation in leadership in the family firm: initiation, pathways to participation, and pathways to leadership. Family influence and support were important factors in successful involvement. This participation led to leadership when the right motivating factors were in play alongside family support and mentoring. Dumas’s (1998) framework for women’s involvement in the family business shows the crucial initiation stage and factors that can influence or determine participation in the business and, under the right circumstances, leadership.

More recent work by Barrett (2010) advises that women’s pathway to leadership in family firms is often not as strategically planned as their male counterparts, nor is necessarily linear (Barrett & Moores, 2006). Using light and performance metaphors that once again links to the theme across the field of visibility and invisibility, Barrett and Moores (2009b) outline four ways in which a woman can become a family business leader: 1)“stumble[ing] into the
spotlight,” and finding themselves leading a business unexpectedly because of a death or an opportunity presenting itself, 2) “building [their] own stage,” when excluded from or deliberately avoiding family business succession, they start their own firms; 3) “directing the spotlight elsewhere,” and leading the firm but from behind the scenes and finally 4) “coping with the shadows,” after having clawed to the top, they now face a problem-some legacy (Barrett & Moores, 2009b, p.63).

What is interesting in relation to the current study is that that women family business leaders (Dumas, 1998) but little is known as yet how this might work in mother-daughter dyads. Daughters can work well with their fathers, with this often being a natural mentoring relationship (Dumas, 1990) but further research is needed to further understand the mentoring relationship between mothers and daughters in family firms especially when one or both are in leadership roles. Although ambiguity exists in the literature as to whether it is a positive experience or not, it indicates that more and more women are starting or joining family businesses (Nelton, 1998), and more are becoming leaders of these firms (Dumas, 1998), although this is still far from the norm (Dumas 2011; Barrett, 2010).

2.1.4 Succession and intergenerational relationships5,6

Given the intergenerational nature of family firms, succession has long been the subject of significant research interest in the family business field (cf. Bird, et al., 2002; Le Breton-Miller, Miller & Steier, 2004; Sharma, 2004; Sharma, Chrisman, & Chua, 1996; Wortman, 1994). Across the literature, succession has been examined from the founder’s perspective (cf. Sonnenfeld, 1988), and from that of the successor (cf. Handler, 1994; Patrick, 1985). But as the field of research grows, researchers are beginning to understand that successions are rarely straightforward and do not simply see the handing over of the reins from a predecessor to a successor. Instead “generational transitions” are what is beginning to be researched as opposed to succession and these are what is briefly introduced in this section.

Succession rarely involves only an incumbent and a successor. Instead, the process requires the perspective of a multigenerational time frame and takes place in a rich stew

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5 The introduction to succession in this section is selective and dyad focused.
6 A summary of the findings and the gaps in the literature for this section is provided in Figure 2.2 later in this chapter.

The relationships between the two generations feature in a number of studies (cf. Davis, 1982; Dumas, 1990; Higginson, 2010), which are centred around and interwoven with research on the succession ‘process’ in the family business literature. As such the father-son, mother-son and father-daughter family business dyads are briefly considered in this section. This is important as Aronoff (1998) further suggests that the complexities of these transitions “can only be encompassed by the broadest and deepest-possible understanding of the totality of ‘generational transitions’ in family business systems” (p.182), with Lambrecht (2005) adding that succession is not meant to be a process that is timed in phase and intervals; rather it is a life-long process.

Family business succession is defined by Sharma, Chrisman, Pablo and Chua (2001) as “the actions and events that lead to the transition of leadership from one family member to another in family firms. The two family members may be part of the nuclear or extended family, and may not belong to the same generation” (p.239). Handler’s (1994) work on succession represents this as a process with multiple stages7, involving mutual role adjustment between family business founders and next generation successors. In an often-cited study she models a phased process whereby the founder/predecessor’s involvement in the business decreases over time across phases while correspondingly, the successor’s involvement occurs in phased increases over time. A “lagging” occurs when the successor moves into their next role while the founder is still in the previous corresponding role having not moved. Important in the process is the transfer of “leadership experience, authority, decision-making power, and equity” (Handler, 1994, p.136). She suggests that the process is not necessarily an easy or positive one, with a successor often not progressing beyond the stage of a helper stage if the predecessor does not move from the sole leadership position. The process can be conflictual and can be unexpectedly disrupted, for example by the untimely death of a predecessor. Other studies suggest that this is problematic across both genders, with retirement also found to be an issue in both father-son successions (Dumas, 1989); and father-daughter successions (Humphreys, 2013); with Cadieux and colleagues (2002) and Vera and Dean (2005) also

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7 She acknowledges earlier work both in executives and in family businesses in developing succession as a process with stages (c.f. Churchill and Hatten, 1987; Farquhar, 1989; Friedman, 1991; Gabarro, 1979; Gilmore & McCann, 1983; Gordon and Rosen, 1981; Longnecker & Schoen, 1978; Vancil, 1987).
finding that mother-owners had trouble letting go of major decisions even after they had left the business.

Important to this current study of women-owned family businesses and contributing to both the gendered and succession-based literature is the work by Cadieux and colleagues (2002). These authors built on Handler’s (1994) model of succession and the work of other researchers (cf. Barnes & Herchon, 1976; Churchill & Hatten, 1987; Handler, 1990; Holland & Oliver, 1992; Longnecker & Schoen, 1978) to examine succession in women-led firms. They suggest that succession begins before the heir enters the firm and ends with the incumbent’s retirement. The process includes the stages of initiation, integration, joint management and retirement (Cadieux et al., 2002, p.19). Like Handler (1994), they suggest that the succession process can often stop before completion. However, they suggest this is often before the third phase is concluded. This means that joint management with transfer of “know-how responsibilities leadership power/authority and ownership” has not fully occurred (p.19). When examining succession in four women-owned businesses these authors found that “trigger events”, for example death, serious accident, and children finishing studies, led to both founder and successor realising they held an interest in the business continuing past the founding generation – and the heir then joining the business (p. 24-25). They also found it took further such triggers, for example certain age reached by parent, need to fill management roles, and child asking for the opportunity, to move the succession process into the next phase. In line with Handler (1994), the successions with women business owners in Cadieux and colleagues’ (2002) and Vera and Dean’s (2005) studies were not necessarily smooth. Lack of planning, lack of external interests outside the firm, non-delineated roles and communication challenges caused significant issues in the succession reaching conclusion. Harveston, Davis and Lyden (1997) found gender-based differences in managing succession. The organisational characteristics and capital all impacted women by impacting comprehensiveness in the process. Although these studies provide a much needed gendered contribution to the succession literature, they suggest further significant dynamics between the incumbent and succeeding generations in women-led firms.

So while the literature, including the few gendered contributions, suggests that successions are often conflictual and can even fail to reach conclusion in the lifetime of the incumbent

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8 This was the one of the few studies to consider mother business owners and their relationships with their potential successors, including daughters, for several years – until Vera and Dean (2005) gave this consideration as part of their study.
generation, Hamilton (2013) argues that the business world constantly changes and therefore the second generation in a family firm can bring to the family business new ideas and keep it moving forward, often at a time when the first generation is not managing the changing business landscape. Although they normally have the same family values and same family business practice, they can often change the scale of operations and growth focus, have a wider view of the world and be better at delegation than the preceding generation.

**Primogeniture**

In what has traditionally been patriarchal-focused literature, one of the underlying themes running through the narrative has been that of primogeniture. Additionally, it has been a significant finding in several studies. Even when their leadership skills are better, daughters and younger sons have been found to be lower in the succession order than their older brothers. If they do become CEOs of their companies they face “incongruent hierarchies” (Barnes, 1988, p.20), where they are at the top of the family business structure but at a lower level of the family one – and often in situations of inevitable conflict. Absolute rights to succession have long been thought to belong to eldest sons regardless of their aptitudes (Barnes, 1988; Nelton, 1998). Stavrou (1999) even suggests that some owners even considered selling the firm as opposed to having their daughter lead.

Keating and Little (1997) studied succession in family-owned farms in New Zealand, finding that gender proved to be “the most important criterion in determining who would be the successor” (p.168). Daughters were not assessed for their commitment to the family farm as sons were, “invariably [being] encouraged to train for other careers [while] sons were encouraged home for a period of apprenticeship” (Keating & Little, p.168). Wang (2010), after reviewing the literature on daughters in relation to succession, suggested that daughters are actively excluded as candidates, but when a daughter successor is considered, she is usually complimentary to her father not conflictual. Conversely Vera and Dean (2005) found primogeniture was not rife in the firms that they studied rather the eldest child was considered regardless of their gender, with their work being significant for this study in that they compared mother-led firms with those led by fathers. Given Keating and Little’s (1997) traditional farming approach, correspondingly, with respect to the current study, what is missing from this literature is the implications for succession in firms, including women-led firms when they are operating in traditionally female industries.
Socialisation

Early socialisation research in the field examines how the next generation acculturates into the firm, focused on father-founded businesses. For example, Dumas (1998) found that exposure to family businesses can occur early in life, with a father influencing a daughter throughout her upbringing. She found that fathers had often not considered their daughters as possible successors (Dumas, 1989), nor had daughters foreseen themselves in that role. Later research by Humphreys (2013) both supported and countered this more than a decade later. Interestingly, Overbeke, Bilimoria and Perelli (2013) found that sons considered the possibility of joining the family firm from a young age, and were often explicitly invited into the firm, with the family believing that they could successfully run the firm. Daughters, however, only considered a role in the firm once a critical event prompted them. They also often found themselves aligning with prescribed gender roles.

Across the existing studies, there is discrepancy as to when socialization begins with some studies suggesting this is very early in a child’s life. Keating and Little (1997) found that socialisation begins young, this being especially true in the context of family farms. Home is literally ‘the business’ in most farming families, providing a conducive environment for early acculturation, although they found primogeniture, or eldest son inherits, to be rife. Although Handler’s (1994) early work assessed the personal development phase of children in family firms as commencing in adolescence (mid-teens) to early adulthood (twenties), Iannarelli (1992) found that children in family businesses initially became aware of the business when closer to being pre-teens in age when finances were not available for childcare outside the home. Humphreys (2013) corroborates this, finding that a daughter’s participation in the family business could be traced back to their early life experiences during their childhood and living at home years. Participants in her study had memories of the family firm being positive and the business being placed in the centre of the family’s life. Similarly to the findings of Dumas (1989), most of Humphreys’ (2013) participants, however, had not considered the family business as a career possibility.

Garcia-Alvarez, Lopez-Sintas, and Saldana Gonzalvo’s (2002) provides some structure around socialization in family firms, outlining the family socialisation process as occurring in childhood and inside the family. In this first step, founders teach values and identification with their family unit, including the family business. The business socialisation process is where a potential successor is ‘identified’ and begins formal socialization in the business upon formal
entry into the firm. These authors found that how the founder views the family business influences how they socialise the next generation to the business, and this in turn can affect the culture of the business long after they are the incumbent leader (Garcia-Alvarez et al., 2002, as cited in Sharma, 2004). Missing from the literature is research that specifically examines socialization in women-led firms. This is pertinent to the current study as women leading mother-daughter firms are also potentially primary caregivers for their children with possible implications for socialization of the next generation to the family firm.

Parent-child dyads
Given the intergenerational nature of family business and the potential for leadership succession to be from within the family, there is a cache of parent-child dyadic family business research. Father-son dyads dominate much family business succession research (Churchill & Hatten, 1987; Davis, 1982; Davis & Tagiuri 1989; Hollander & Bukowitz 1990; Longnecker & Schoen, 1978). Daughters feature in early studies, both in relation to father-daughter successions and comparatively with their younger brothers (Dumas, 1989; 1990), and a growing body of father-daughter literature has emerged post-millennium. Similarly to mother-daughter based research, there is a dearth of mother and son dyadic studies with either mother and son solely as the focus of the study (cf. Kaslow, 1998), or as part of wider studies, (cf. Cadieux et al, 2002).

Father-son dyads
Research on father-sons indicates both harmony and discord within this dyad. Patrick (1985) found both sons and daughters could have a satisfying working relationship with fathers in father-led family businesses. Some studies however, suggest that father and son successions are more problematic (Davis, 1982; Rosenblatt et al, 1985). Davis and Tagiuri (1989) found that sons rate their working relationships with family business fathers more harshly than fathers do. The authors further suggest that relationship quality can relate to life-stage. A working relationship between fathers aged 50-60 and sons aged 23-33, means a less controlling father and a son who perceives his father as a role model. Little comparative research on mother-daughter and father-son dyads exists (cf. Vera & Dean, 2005) and shows that daughters tend to be older successors to their parents than sons. Early comparative research on father-daughter and father-son dyads outlines issues in succession planning, as fathers’ approaching retirements and sons’ expectations for succession can cause conflict (Dumas, 1989).
Mother-son dyads

The sparse literature on mother-son dyads in family businesses is aging and it makes it difficult to determine the family business relationship in this dyad. Kaslow (1998), in one of the few papers to solely feature mother-son dyads, provides two cases to illustrate the dynamics she found as a consultant therapist. Kaslow (1998) describes the two successful business-owning mothers as tenacious, having built their businesses up with few resources and initial skills. Neither saw their son as successors, both wanted the businesses to remain in the family and both realised that it might fall to a grandchild to take this role on. Both families were conflicted triangles between mother and son and disliked daughter-in-law. Conflict with employees is also implied with several employees moving to avoid being subordinates, but again this is difficult to generalise as a feature of such businesses with limited research. In addition to this, the cases came to the attention of Kaslow (1998) because they required family counselling making it difficult to determine from her observations whether these conflicts are likely to occur in other such dyads.

Little research with mother-child dyads exist and only pockets of single cases appear in studies examining other phenomena. Some of these examples have been included where appropriate in this study, to highlight the dearth of research on these dyads, mother-daughter dyads in particular, but also to further illustrate that there are interesting chance discoveries and inconsistencies appearing in relation to these dyads that hint at dynamics worthy of further study.

Some mother-son dyadic cases that do arise in the literature as part of bigger studies show some similarities to Kaslow’s (1998) findings. In one such example, Cadieux and colleagues’ (2002) study of women-led businesses includes both mother-son and mother-daughter interactions across four cases. The succeeding sons in this study needed to prove themselves to their mothers. Conflict for one son came from the relationship with his father who was also an employee, and spilled over into the business. The mother needed to mediate between them when the son commenced permanent work. Another son, who had failed to reconcile with the role of the business from childhood, had had a conflictual relationship with his mother since joining the firm resulting in family and business counselling.

Another such case in Barrett and Moore’s (2009b) study of women in family business leadership concerns “Brenda”, the former CEO of a firm. One of the components to Brenda’s
case is that she is succeeded by her son. Brenda was the family business leader after the death of her husband. She has managed the succession of her business to her son despite problems with jealousy from his siblings and his lack of rapport with staff. As she is still often associated as the public face of the business, this has further compounded the transition difficulties for her son. With a dearth of mother-son dyads in the family business literature there is little scope for garnering further insight from this dyadic combination towards learning more about potential mother-child interactions that might have bearing on the current study.

**Father-daughter dyads**

Studies featuring father-daughter dyads have appeared in the literature for over twenty years and as outlined earlier, there have been instances of comparison in that time with other parent-child dyadic studies (cf. Dumas, 1989, Vera & Dean, 2005), with much of this comparative work now aging. Dumas (1989, 1990, 1992) provided early seminal publications on father-daughter relationships. A small vein of such studies then followed until a resurgence post-millennium (Halkais, Thurmon, Smith, & Nason 2011; Humphreys, 2013). Studies on father-daughter successions tend to speak to complementary, nurturing and mentoring relationships, once a daughter is identified as a potential successor. They also speak to the concept of invisibility in terms of identification and socialisation towards succession, lack of delineation of roles within the firm and finally blurring of boundaries between the familial and the business contexts. Nurturing can also be problematic, with women taking the role of “overnurturers” or “smothering” caretakers and fathers being protective of their daughters (Hollander & Bukowitz, 1990).

Given that the current gendered study features daughters in a parent-child dyadic relationship, father-daughter research is explored further in this section towards garnering pertinent insight. In her earliest seminal father-daughter research examining eighteen businesses, Dumas (1989) found that ambiguity in role definition was an issue for daughters. They were either “invisible” within the organisation in terms of clarity of role, or found that the role of being “daddy’s little girl”, “fragile” and “defenceless”, carried over into the business (p.37). Although sons faced identity and role clarity issues (Rosenblatt et al, 1985), for daughters this was compounded by not having been socialised towards eventual succession. Daughters often entered the business to care for their fathers, and ended up caring for the business too because of its importance to him. Daughters either teamed-up with their fathers, or found an unobtrusive niche alongside them (Dumas, 1990). They avoided conflict, perhaps a reflection of their more traditional role
in the family. Daughters also often found themselves in power triangles between their father and a non-family senior manager in the organisation (often male) (Dumas, 1992), vying for power and notice from the founder who had not made roles clear. They could often triangulate between both their parents, with mother and daughter contending for the father’s attention while the daughter found their role in the business.

Of particular interest to the current study is the insight Vera and Dean’s (2005) work that comparatively examines succession in father-daughter and mother-daughter family business dyads provides, including that daughters reported a positive relationship with their fathers in businesses where they succeeded their fathers. Linking back to earlier insight from the gendered literature on triangulation, with at least one of the trio being a woman in family business, is a recurrent theme in the literature in relation to both visible and invisible power and positive and negative influences in the firm. When both mother and daughter participate in the business with a father-daughter succession in progress, conflict can arise between a controlling mother and a critical daughter influenced by unresolved issues from the daughter’s adolescence (Resnick, 1994). Unlike earlier studies as outlined, Vera and Dean (2005) found few role conflict problems in father-daughter successions but boundaries could be an issue when disagreements between the family in the work space intruded into the home space. Additionally, shared vision was perceived as an advantage when it aligned between generations and a disadvantage when it did not.

Recent research by Humphreys (2013) found that although daughters were raised and socialized positively to the business as children, they often followed other pursuits before entering the family firm (for example tertiary education and travel). Depending on her circumstances, her availability and the needs of the business, a daughter often entered a business on a temporary or trial basis. Citing Josselson’s (1987) assertion that “communication with others is essential in female identity formation” and the concept of “anchoring” (Dumas, 1990, p.172), Dumas suggests that women anchor themselves to others, especially those they want to have meaning to. This anchoring can be developed around a mentor, and in this case a father figure. This can provide a daughter within the family business with key mentoring during their anchoring. The daughter can find working in the family business valuable because the business is important to her father, a significant figure in her life. Humphreys (2013) found that

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9 Discussed in Section 2.4.
daughter successors held their fathers in high regard in terms of business abilities and values. Dumas (1990) suggested that a relationship in the family firm with her father as a natural mentor, can help to foster leadership and potentially succession in daughters. Humphreys (2013) also found that daughters named their fathers as mentors.

International studies have been completed on this dyad with mixed results. The daughters in some studies are presented as the invisible successors of last resort and/or are included at the discretion of parents (Constantinidis & Nelson, 2009). A recent publication by Halkias, Thurman, Smith and Nason (2011) provides a cross-cultural perspective on father-daughter successions in family business, using biographical narratives collated from single case studies across the globe. The researchers propose that the socio-culture, history, tradition, life styles and educational background in and on which the succession is occurring also impacts the process – essentially “family relationships change and vary across culture” (p.5). Halkias (2011b) concludes that these studies share common ground, underpinning the need to understand the emotional bond between father predecessors and daughter successors. Reinforcing some of the earlier findings by Dumas (1989; 1990) of daughters trying to keep the family and business relationships intact and adjusting her role and style to do so, Halkias (2011a) suggest that “it’s as if the daughter was constantly involved in a type of course correction with every new and difficult step in the succession process in order to ensure a state of community with the father and among the various stakeholders of the family business” (Halkias, 2011a, p.303).

Humphreys (2013), when studying daughter successors, determined the relationship between successor and incumbent as having three factors: a successor who is passionate about the business with the skills needed; an incumbent who wants the business to remain in the family; and “the intangible ingredient of shared values regarding commitment to the business and the family” (p.32). This results in a solid working relationship between the two generations. “Clear roles, trust, mutual respect, and accommodation for each other’s styles and life stage were characteristic of the relationship,” (Humphreys, 2013, p.32).

Before moving onto the entrepreneurial literature informing this study, given that the focus of the current study is mothers and daughters who are business owners and who are leading their family firms, and additionally, building on the review of family business literature,
consideration is given in the next section to the overlaps between the fields of family business and entrepreneurship.

2.2 Linking family business and entrepreneurship including gendered perspectives

Rogoff and Heck (2003) suggest that in fact “family [is] the oxygen that feeds the fire of entrepreneurship” (p.559). Interest in the intersection of the fields of entrepreneurship and family business has grown since the 1990s indicating a growing awareness of the importance of this overlap, with several studies inspecting the overlay (cf. Brockhaus, 1994; Dyer Jr & Handler, 1994; Hamilton, 2013; Hoy & Verser, 1994; Nordqvist & Melin, 2010) and a special issue in *Entrepreneurship Theory and Practice* (1994, Fall). As this study is set in the field of family business and informed by entrepreneurship literature, a brief examination of the intersection of the two fields is provided, followed by an introduction to the perspective of family embeddedness (Aldrich & Cliff, 2003). Then families as a context for entrepreneurial influence and learning (Rae, 2005), including some pertinent gendered studies (Schindehutte, Morris & Brennan 2003; Greene et al., 2013) are examined.

**Nexus**

Some early approaches examined the overlaps between the fields and focused on the similarities in their developments finding some common ground including faults in research design and limits in theoretical approaches. Others attempted to provide a cohesive framework of the commonality between the entrepreneurship and family business fields. As Woodfield (2012) identifies this includes the work of Hoy and Verser (1994) who used Gartner's (1990) eight principal themes of entrepreneurship to describe the areas of overlap between entrepreneurship and family business. Gartner’s eight themes are “the entrepreneur”, “innovation”, “organization creation”, “creating value”, “profit or nonprofit”, “growth”, “uniqueness” and “the owner-manager” (Gartner, 1990, p.15). One of the themes that Woodfield (2012) picks up on in his work, that is also of interest in this study, given the entrepreneurial family business women being examined, is “the entrepreneur," which Gartner suggests is an individual with unique attributes. Across the eight themes including this one, Hoy and Verser (1994) built a continuum between the entrepreneurial and family business

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10 A summary of the findings and the gaps in the literature for this section is provided in Figure 2.2 later in this chapter.
domains. On the continuum, the topics within the entrepreneurship domain around Gartner’s (1990) “entrepreneur,” denote the he or she as the “risk-taker”, “creator”, and “founder” (Hoy & Verser, 1994, p.19). The crossover between the domains being the “owner,” whereas into the family business domain the “relative” and the “employer” emerge. And another example of interest in this study is the concept of “the ‘owner-manager” given the interest in the life courses of the women involved who Gartner (1990) suggests is entrepreneurial and the owner of their own firm. In the entrepreneurial domain themes on Hoy and Verser’s (1994) continuum, processes like “creation” and “purchase” are presented. The crossover between the two being the “business lifecycle” and within the family business domain, the “family life cycle” (Hoy & Verser, 1994, p.19).

What is not explicit in the overlaps between the two fields in Hoy and Verser’s (1994) work is what Dyer and Handler (1994) instead suggest: that entrepreneurial researchers tend to study businesses predominantly from the perspective of venture creation whereas family business researchers become involved around the issues of succession within an established business. They suggest instead that the entrepreneur’s career is a continuum with several important points through the course of the life cycle of the entrepreneur’s business “where family and entrepreneurial dynamics intersect” (Dyer & Handler, 1994, p. 72). This includes early experiences within the entrepreneur’s own family as a child, family involvement in the entrepreneur’s start up activities, employment of family members in the firm and further involvement of family members in the established firm.

Of further interest towards providing insight in the overlaps to inform the current study is the more recent work by Nordqvist and Melin (2010) which also discusses a nexus between both family business and entrepreneurship when introducing the concepts of the entrepreneurial family and the entrepreneurial family business. They suggest that “entrepreneurial family… refer[s] to the family as an institution, or social structure, that can both drive and constrain entrepreneurial activities” (Nordqvist & Melin, 2010, p.214), and entrepreneurial family businesses as organisational contexts supporting or constraining this.
Family embeddedness perspective

Building on the previous section, in recognizing that many entrepreneurial processes, decisions and systems impact and are impacted by family factors, Aldrich and Cliff (2003) introduced a family embeddedness perspective to entrepreneurship literature. Citing research that discusses entrepreneurship from a social embeddedness perspective (cf. Aldrich & Zimmer, 1986; Burt, 1992; Larson & Starr, 1993), they argue that one “social institution in which all entrepreneurs are embedded – the family” (Aldrich & Cliff, 2003, p.589) has long been ignored. This provides important insight for the current study and the development of the two fields given that family characteristics can have implications for the entrepreneurial process. Their proposed framework considers characteristics of family systems, like transitions, resources, norms, attitudes, and values potentially impacting the factors involved in venture creation. This includes recognising opportunity, deciding whether to start-up, gathering of resources, and set-up processes and systems. In addition to this, the outcomes of the business start-up process can feed back and in turn affect an entrepreneurial family, its resources and can affect some of its transitions, norms, attitudes and values.

Recent research by Hamilton (2013) introduces the proposal that family businesses are communities of practice which more formally introduces the concept of learning. She argues that entrepreneurial preparedness is not just related to the founder setting up the business, but includes the succession process and the preparedness of the founder towards succession. It also concerns the preparedness of the successor, including experiences in the family firm, other early and adult work experiences outside the firm, formal preparation like education or training, the decision to join and what happens afterwards. According to Hamilton, this is not “an individual phenomenon but a complex social phenomenon, involving two generations and the wider networks of customers, suppliers, employees and other stakeholders” (Hamilton, 2013, p.147), a sentiment not only reinforcing the embeddedness perspective but the wider social web in which entrepreneurial families operate.

A gendered family embeddedness perspective

The development of a gendered perspective on entrepreneurial embeddedness (Jennings & Brush, 2013) has benefited from the framing that Aldrich and Cliff (2003) provide but reciprocally gendered work underpins their very framework. The literature on women entrepreneurs in this review is divided at this point to include discussion in this section highlighting family embeddedness and the overlapping between the two domains of family and
business, and later discussion reviews development of the field of women entrepreneurs. It should be noted that this literature is difficult to separate given its integrated nature but the decision has been made to do so to better align with the overall framing for the literature review.

As will be outlined shortly in Section 2.3 the development of a body of gendered work towards understanding the overlaps between business and family can be seen in some of the earliest work in the field including the typology developed by Goffee and Scase (1985) and the integrated perspective pursued by Brush (1992). Multiple early studies in the field also indicated that many women enter self-employment and become business owners to try and balance work, family and lifestyle (cf. Chaganti, 1986; Cromie & Hayes, 1988; Goffee & Scase, 1985; Scott, 1986), with other studies outlining that this is often not achieved (Kirkwood & Tootell, 2008; Longstreth, Stafford & Maudlin, 1987).

Recent attempts in the field have tried to further conceptualize ‘motherhood’ in relation to entrepreneurial behavior. Firstly, this has given rise to research to a recent vein of research on “mumpreneurs.” Kirkwood’s (2015) research on New Zealand mumpreneurs showed that most were in the 30-40 age group and married with children. She found motivations for business start-up or ownership included the desire for flexibility, the need for independence, spotting a gap in the market, and difficulty getting stimulating work on a part-time basis. Approximately half of the mumpreneurs worked from home and the other half from business premises and in growth-oriented businesses. Balancing work with caring for children meant minimum paid childcare but often long hours around children’s needs. As a fledgling subfield the handful of studies that exist are predominantly trying to understand what this concept is and how best to define it, (cf. Ekinsmyth, 2013; Korsgaard, 2007; Harris, Morrison, Ho & Lewis, 2008; Ho, Lewis, Harris & Morrison., 2010; Lewis, 2010; Richomme-Huet, Vial & d’Adria, 2013). Additionally research points to social conditions, access to the internet and social media and “movements” encouraging this population of women into self-employment (Ekinsmyth, 2013; Jean & Forbes, 2012; Richomme-Huet et al, 2013). What is not clear in the first strain of this research is how it differs from the already established work on the domestic complexities for entrepreneurial women, that have been examined in the literature for several decades. An interesting contribution however is that of an emerging virtual social movement of entrepreneurial mothers providing resources and support for their peers.
Secondly, consideration of the domestic and wider complexities that women face in running their own firms, has led to development of the cohesive ‘5M’ gendered framework (Brush, de Bruin & Welter, 2009). These authors propose that when examining women entrepreneurs, two additional factors need to be considered beyond “money, markets and management (the 3Ms) [that] are essential for founding any venture,” these are motherhood and the meso/macro environment (the other 2Ms) (p.9). Motherhood metaphorically represents the domestic context for women and is in the very centre to indicate its importance in trying to understand the complexities a woman faces when managing her firm. The model also includes the meso/macro environment meaning wider socio-cultural influences and political and economic considerations which in turn influence a woman’s role in the domestic sphere. Because of societal norms concerning women’s entrepreneurship: domestic role division, the attractiveness of entrepreneurship as a pursuit for women, and their socialization to opportunity, women may be missing out on opportunity recognition and entrepreneurial realization of these. The development of this framework contributes to providing further legitimacy for female entrepreneurs to be considered in relation to their domestic complexities.

**Parental including maternal influence on child’s entrepreneurial propensity**

Building on what is known about the potentially interrelated influences of the both family and business across the lifetime of both (Dyer & Handler, 1994), and the complexities facing women entrepreneurs in managing home and business spheres, there is a body of literature determining that parents, including mothers, can influence a child’s entrepreneurial propensity. For example, Kirkwood (2007) found that if children had an entrepreneurial parent they had a higher likelihood of becoming an entrepreneur themselves. Scherer, Adams, Carley and Wiebe (1989) determined that entrepreneurial parental role models can encourage their children into self-employment even if they were perceived by children as low performers. They could even role-model for their offspring how “not to run a business” and so the children “profit from and avoid errors made by parental role models” (Scherer et al, 1989, p.66). Kirkwood (2007) further found differences between female and male entrepreneurs in that male entrepreneurs were brought up to be independent and often in competition with the parents (usually fathers), whereas female entrepreneurs often looked to parents, and their father, for support and help in business.

Important to the current study of mothers in business with their daughters, are the findings that self-employed mothers influence their children, from early childhood, in considering
entrepreneurship as an option. Schindehutte and colleagues (2003) determined that choosing self-employment was likely in children of women entrepreneurs who had a positive experience with their mother’s self-employment during their formative years. Greene and colleagues (2013) found that stereotypes held by mothers when their daughters are children affect daughters as adults. For example, if a mother owns her own business when her daughter is born, the chance of her daughter becoming a business owner increases. This concurs with earlier research by Waddell in 1983 that “maternal role models play a critical intergenerational transmission role in entrepreneurial behaviour” (p.702). Schindehutte and colleagues (2003) further determined that entrepreneurial mothers impart entrepreneurial skills in their offspring at young ages, the children associating entrepreneurship with “freedom, control, and achievement but also with hard work, limited time, and stress” (p. 105) and disruptions and the blurring of boundaries between home and business. Many entrepreneurial mothers want their children to follow the self-employment route, but they also do not hold confidence that they will do so (Schindehutte et al., 2003).

Of additional interest to the current study, given the mother-daughter dyadic focus, is recent research that has progressed understanding of this entrepreneurial influence on daughters. Greene and colleagues (2013) examined the entrepreneurial propensity of adult daughters who had employed, self-employed or home maker mothers. Drawing on the literature (cf. Ahl, 2006; Eddleston & Powell, 2008; Gupta, Turban, Wasti & Sikdar, 2009). Greene and colleagues (2013) suggest that women’s entrepreneurship is significantly affected by the stereotypical portrayal of the masculinized entrepreneur. They suggest that that perceiving entrepreneurship as non-feminine is deeply embedded in the social construction of gendered differences (de Bruin, Brush, & Welter, 2007). Using work of Oakley (1972) they further suggest that a woman’s place was traditionally primarily domestic and any work she undertook was perceived secondary to this. Citing work by Beesley (2005) and Friedan, (1963) they suggest that feminist influences of socio-economic forces at the time the mothers in their study were coming of age (they used the 1970 British Cohort Study (BCS70)) contributed to the advancement in perception of women’s place in the workforce. The enterprises that women run reflect traditionally feminine activities meaning that socialized roles and stereotypes persist (Greene et al., 2013). Findings by Greene and colleagues (2013) suggest that a mother’s position on women in the workforce directly impacted their daughters in choosing self-employment. They further surmise that the worked-related roles that women pursue are shaped by significant life events like motherhood and marriage/domestic partnership. Shifting slightly from the notion
that women choose self-employment to have the ability to be able to provide income and manage childcare. Greene and colleagues (2013) suggest that self-employment represents a middle. They mean by this that when compared to home makers and employees, self-employed women were in the middle of the spectrum with respect to balancing childcare and self-employment.

2.3 Entrepreneurship

Anderson, Jack and Drakopoulou Dodd (2005) suggest that although family business and entrepreneurship fields as academic domains have developed separately, for the most part they are moving closer together as researchers consider entrepreneurial dimensions in family firms. Although this research is not positioned in the field of entrepreneurship, it is nevertheless informed by it. This section will begin briefly with an examination of research to determine how the concepts of entrepreneurship and small business might be defined for this study. The development of gendered entrepreneurial literature is also briefly examined towards discussing how this study contributes to an evolving field.

2.3.1 Defining entrepreneurship

Chell (2008) suggests that entrepreneurship has been a ‘hot topic’ over the past ten years on the back of “get rich quick fueled motivation of individuals” and corporate “fat cats” (p.1). She suggests that it is quite legitimate to ask ‘who’ is an entrepreneur. Researchers have been trying to unravel the maze that is entrepreneurship for over 200 years (Hebert & Link, 1989). They suggest that before entrepreneurial research can be considered a mature field, two questions need to be answered: “(1) Who is the entrepreneur? and (2) What does he(sic) do that makes him(sic) unique?” (Hebert & Link, 1989, p.1). The very nature of the language in this quote from the late 1980s epitomises much of the entrepreneurial literature, with the entrepreneur being referred to as male with masculine characteristics (Ahl, 2006; Greene et al, 2013). Further, it was not until 1976 that the first article focusing on female entrepreneurship was published, Eleanor Schwartz’s article entitled ‘Entrepreneurship: A New Female Frontier’ in the Journal of Contemporary Business. Its impact was completely unrecognised at the time, but it was succeeded by a body of entrepreneurial literature that finally started to acknowledge and then consider women business owners (Greene, Hart, Gatewood, Brush & Carter; 2003). Women’s entrepreneurship now has its own voice, with the release of the International Journal of Gender and Entrepreneurship by the Emerald Insight Group in 2009.
Early definitions

Long (1983), Hebert and Link, (1989) and Chell (2008) identified key early theorists who have made significant contributions in advancing the field of entrepreneurship over the last 200 years. The examples theorists in Table 2.1 show an increasing awareness over time of the crucial role that entrepreneurs play in economic growth, and a contradiction between equilibrium theory and the dynamic entrepreneurial force (Chell, 2008).

Table 2.1 Summary examples of key economists’ definitions of entrepreneurs (Adapted from Long, 1983 p.54-55; Chell, 2008, p 3-12)

<table>
<thead>
<tr>
<th>Theorist</th>
<th>Definitional Attributes</th>
</tr>
</thead>
</table>
| Richard Cantillon’s entrepreneur (circa 1730) | An entrepreneur is self employed  
This has additional uncertainty  
An entrepreneur acts in proportion to market demands |
| Joseph Schumpeter’s entrepreneur (circa 1910) | Entrepreneurship is the finding and promoting of productive factors in new combinations  
Entrepreneurship is the lead influence in creative socio-economic forces. |
| Israel Kirzner’s entrepreneur (circa 1973) | The entrepreneur is alert to and recognizes opportunity  
They market arbitrage opportunities.                                                          |
| T.W Schultz’s entrepreneur (circa 1975)      | Entrepreneurship may be displayed as a factor in people outside business.  
He or she may become entrepreneurial in a change in their circumstances at any point  
Education can assist in becoming entrepreneurial                                               |
| George Shackle’s entrepreneur (circa 1979)  | An entrepreneur is like an artistic ‘originator’ of ideas and subtle thinking.  
He or she understands keeping the competition ignorant and the relatedness of profit to the value of a good by different individuals |

Hebert and Link (1989) identified further distinct themes of the definitional attributes for entrepreneurs from the economic entrepreneurial literature. They separated these as either dynamic or static economic systems (see Table 2.2). These authors suggest that in a static world there is neither change nor uncertainty and the entrepreneur is then no more than a business owner or manager – it is only in a dynamic system that an entrepreneur becomes a “robust figure” (Hebert & Link, 1989, p.41). Chell (2008) also suggests that only in a dynamic system can the position of the entrepreneur make sense – as the entrepreneur functions as “an agent of change and development in a market economy” (Chell, 2008, p. 46).
Table 2.2 Examples of dynamic and static theories (Adapted from Hebert & Link, 1989, p.41)

<table>
<thead>
<tr>
<th>Dynamic Theories</th>
<th>Static Theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>The entrepreneur is the person who assumes the risk associated with uncertainty</td>
<td>The entrepreneur is the manager or superintendent</td>
</tr>
<tr>
<td>The entrepreneur is an innovator</td>
<td>The entrepreneur is the owner of an enterprise</td>
</tr>
<tr>
<td>The entrepreneur is an arbitrageur</td>
<td>The entrepreneur is an employer of factors of production</td>
</tr>
</tbody>
</table>

Other Views
Following early work by McClelland in 1961, subsequent researchers attempted to determine an entrepreneurial personality by examining personal characteristics and traits. Such research was concerned with what entrepreneurs do, how they do this and how this in turn leads to the creation of new organisations. The tools used to measure these traits were psychological instruments that had been developed for other purposes, and so not specific to entrepreneurial research. There was ambiguity across studies in their findings. Chell’s (2008) review of this work consolidated several personality traits that stood out above others: the need to achieve (Lee & Tsang, 2001; McClelland, 1961); locus of control (Borland, 1974; Brockhaus, 1982); and risk propensity (McClelland, 1961).

Chell (1985) further suggested that the psychological research can be grouped into three distinct models. First is the psychodynamic model (cf. Kets de Vries, 1977), whereby the entrepreneur, portrayed as deviant and atypical and unable to fit into organisational life, turns to proprietorship as a consequence of this. Second is the social development model which stresses individual social influences at key points in a person’s life that lead to the initiation of venture creation (cf. Gibb & Ritchie, 1981). And finally, the trait approach as suggested above, in which ambiguity appears as the most obvious finding (cf. McClelland, 1961). Research attempting to define an entrepreneur from a psychological perspective became the most prevalent form of research to be carried out in the field in the latter decades of the 20th century (Chell, 1985; Dupuis & de Bruin, 2004).
Further development in defining entrepreneurship

After a fertile period of psychologically-based research, Gartner (1989) surveyed entrepreneurial literature (cf. Brockhaus, 1980; Cole, 1959; Collins & Moore, 1970; Liebenstein, 1968; McClelland, 1961) and from these found views and definitions for the term entrepreneur. He suggested that trait approaches were not proving useful to the field and suggested that focus be shifted to what entrepreneurs do – and from his perspective this was venture creation. By suggesting venture creation as the entrepreneurial act however, it by definition eliminates anyone who inherits a business, buys an existing one, or an innovative employee from being an entrepreneur (Cunningham & Lischeron, 1991). Citing Schumpeter, Cunningham and Lischeron (1991) suggest that the “creative activity of the innovator” (p. 45) could be the defining point, but this would eliminate many who pursue entrepreneurial activities. Drucker (1985) suggested:

Entrepreneurs innovate. Innovation is the specific instrument of entrepreneurship. It is the act that endows resources with a new capacity to create wealth. Innovation indeed creates a resource. There is no such thing as a resource until a man (sic) finds a use for something in nature and thus endows it with economic value. (Drucker, 1985, p.27).

So, although Gartner (1989) provided a timely stimulus for development in the field by suggesting venture creation as the defining act, and he is certainly not alone in doing this (cf. Bygrave & Hoffer, 1991; Cunningham & Lischeron, 1991; Shaver & Scott, 1991), he was compounding the definitional problems that had plagued the entrepreneurial landscape.

Shane and Venkataramen (2000) took the position that entrepreneurship is concerned with both discovering and exploiting opportunity leading to profit. Both the individual and the process are needed in order for entrepreneurship to occur. In definitional terms, this perspective brings entrepreneurship closer to the positioning of this research project. Shane and Venkataramen’s (2000) entrepreneur is one for whom behaving entrepreneurially is transitory and not necessarily centered around creating a new venture. They argue that in order to have entrepreneurship, one must have opportunities and that these opportunities tend towards an innovative focus. They also suggest that entrepreneurship requires people to hold different views about resources. Entrepreneurs need to have different views on an opportunity, otherwise people would all be exploiting that opportunity at the same time. For Shane and Venkataramen’s (2000) entrepreneur, an economic focus is important.
A social constructionist approach - defining entrepreneurship for this study

One of the criticisms of existing research in the field is the predominance of positivistic and often quantitative approaches (Korsgaard, 2007). Lindgren and Packendorff, (2009) suggest that lost in the correlations and cause-effect predictive models is the richness of social interactions, which can be reduced to simplistic models. A growing body of social constructionist work, in predominantly the last two decades, is developing language rich, research focused on understanding how entrepreneurs socially create and interpret their entrepreneurial realities (cf. Downing, 2005; Flectcher, 2006; Lindgren & Packendorff, 2009); and given the socially interactive focus, their entrepreneurial interactions with others (cf.Anderson, et al., 2005; Drakopoulou Dodd & Anderson, 2007; Lindgren & Packendorff, 2009). Chell (2000) provides a social constructionist perspective to entrepreneurship and this is adopted for this study as will be outlined shortly.

A social constructionist perspective suggests that “entrepreneurship is inter-subjectively interpreted and constructed in social interaction between people,” (Lindgren & Packendorff, 2009, p.33). However, various constructionist approaches have been used in entrepreneurial research and the nuances between them have not been well understood leading Fletcher (2006) to proclaim that the label has been “malignated and misappropriated” (p.422). Her attempt to provide distinctions between social constructivism, social constructionism and relational constructionism were to help remedy this. Additionally, underlying constructionist approaches, are a range of linguistic forms through which conceptualizations are conveyed, including narrative and discourse (Steyaert, 2007); metaphors (Dodd, 2002); storytelling (Pitt, 1998); and dramatization (Downing, 2005). Although more studies are using constructionist approaches in the entrepreneurial field, they are still relatively few in number (Korsgaard, 2007).

The vein of constructionist research studies provides significant opportunities within the field of entrepreneurship, for new and more open-ended approaches, and enables fresh interpretive perspectives to be considered in idling areas of existing enquiry (Korsgaard, 2007; Lindgren & Packendorff, 2009). Researchers have heavy involvement in the research process and in the development of findings and theory in constructionist research (Lindgren & Packendorff, 2009), this may be a limitation and grounds for criticism of the approach. As such researchers need to be aware of this and their responsibilities in conducting this type of research. The importance, however, in expanding the perspectives by which a field develops is further provided in argument by Lindgren and Packendorff (2009) who highlight that ongoing
conversations in the entrepreneurship field, including those that have traditionally circled issues like defining entrepreneurship, will continue to be problematic because many of the basic assumptions that should underpin research are not well addressed. This is not to suggest that a social constructionist perspective provides completely free license, researchers must still make explicit statements regarding their basic research assumptions and underpinnings. Nor is it a panacea for all that might be flawed in current entrepreneurial research approaches, rather when basic paradigmatic assumptions are well-considered the best decisions regarding methodological approaches can be made (Fletcher, 2006, Lindgren & Packendorff, 2009). Social constructionism is a research perspective that is thorough in its assumptions regarding ontology, epistemology and methodology (Fletcher, 2006, Lindgren & Packendorff, 2009), and in this is its strength in establishing legitimacy in the field that has long been focused on generalizable results, if these are well articulated by the researcher. In other social science fields where such fundamental debates have already occurred, it is a well-established perspective (Gergen, 1999).

Returning to the perspective for this study, Chell’s (2000) socially constructed entrepreneur is “an active agent who shapes and creates his or her own reality and as such is simultaneously the driver of the entrepreneurial process operating within a reality which sets limits on the choice of action possibilities” (p.66). Thus, he or she is contextually based so in effect he or she is an entrepreneur in the situation that he or she is in, not in general. This does mean that entrepreneurial behaviours can be both recognised at the start and throughout the life of the business and in instances when a firm has been purchased or inherited. It can be sustained in the venture as long as profit can be maintained by the owner. A second argument is that entrepreneurship can be differentiated by the entrepreneur’s persistent quest of opportunity, regardless of whether they have the resources under their control to do so. Going further than the normal behaviour of the business owner who is desiring to stay in business, these differentiating behaviours are: “the ability to recognize and proactively pursue opportunities for business development and growth and… be confident that resourcing [will follow]” (Chell 2000, p.72).

To stay in business, a profit needs to be generated and small businesses are an example of this. Entrepreneurially, the difference is between holding ground in terms of staying in business and maintaining profit and growth. Chell (2000) suggests that it means “relentless pursuit of opportunity [which] permits capital accumulation and wealth creation” (p.72). This enables
“sustained entrepreneurial performance” (Chell, 2000, p.72). From this Chell (2000) summarises a set of characteristics that distinguish entrepreneurial behaviour and underpin the operational definition for entrepreneurship for this study. These include: “the motivation or intention for wealth creation and capital accumulation… [and] the ability to recognize opportunities as ‘opportunities’ [not threats]” and “the ability to imagine or envision the development or exploitation of opportunity” (Chell, 2000, p.73). Kirzner (1982 as cited in Chell, 2008) suggests that the entrepreneur’s role is to notice opportunities that have been overlooked; these are opportunities that actually exist. “For Shackle, such opportunities exist in the imagination and successful entrepreneurship is the ability to create one’s imagined future” (as cited Chell, 2008, p.43). Drawing on Casson (1982), Chell suggests that judgement is needed to know which opportunities to chase. It also means careful, “mindful” consideration of that process. How one envisions the future and then attempts to realise it is a further possible trait.

Chell’s (2000) entrepreneur cannot be disconnected from the entrepreneurial process. Her entrepreneur possesses active entrepreneurial intention, strategically plans action and has the ability to determine which opportunities to pursue, then acts on these by mobilizing resources to do so. Further, the social construction of her entrepreneur means that time and space are constructed through mental models. Both the small business owner and the entrepreneur can envision “possible futures” (Chell, 2000, p.73), and entrepreneurs can also creature futures. She further suggests that business owners create space, as do entrepreneurs; the difference is their sense of that space and this is a significant differentiator between the two. Small business owners are what she terms the “locals” naming these traders as “the craftsman or caretaker [who] tends to choose small spaces in which to work - the workshop, the corner shop, home - and they tend to trade locally” (Chell, 2000, p. 73). For Chell (2000), entrepreneurs envision more widely, think globally, actively use contacts and networks and are instead “cosmopolitans” (p.74). She suggests that opportunities are social constructions “which become part of the mental space between the entrepreneur and their perception of reality” (Chell, 2000, p.47).

Chell (2000) refers to ‘the entrepreneur’ but is clear that he or she cannot be separated from the process or social context. A social constructionist perspective of entrepreneurship provides space to contradict the traditional heroic entrepreneur and supporting this are those studies that not only provide findings to the contrary, but emphasize the need to study social interactions
and networks and entrepreneurial processes beyond the individual (cf. Anderson, et al, 2005; Drakopoulou Dodd & Anderson, 2007). In this vein, an important contribution in the field that a social constructionist perspective provides is that because entrepreneurship emerges within the social interactions between people, even if a single entrepreneur performs an entrepreneurial act it has been within a team or at the very least, a cradle of supporting social interaction (Lindgren & Packendorff, 2009). Interesting for the current study, is that there is a growing stream of literature that examines teams co-preneuring together (cf. Lounsbury, 1998; Birley & Stockley, 2001; Clarysse & Moray, 2004). This is an important consideration given the dyadic focus of this research if one considers that an individual can be one of two or even several individuals who through social interaction are co-constructing themselves and are co-constructing the entrepreneurial processes together (Downing, 2005; Hosking & Hjorth, 2004; Lindgren & Packendorff, 2009).

Another consideration is that needs of women entrepreneurs may be different to those of their male counterparts (Ahl, 2006; Brush, 1992), with profit making often not the only focus of women-owned entrepreneurial businesses (Jennings & Brush, 2013). This is an important point, as this is a study of women in family business who may be “trading locally” as opposed to thinking entrepreneurially as Chell’s (2000) “cosmopolitans.” Lee-Gosselin and Grise (1990) conclude many women keep their businesses compact, not as a temporary stage but as a strategy to support the dual demands of their lifestyles. And for some women entrepreneurs, their businesses are unable to grow as quickly as they would like them to because of family impacts (Jennings & Brush, 2013; Schindehutte et al., 2003). This is discussed further shortly. A definition needs to be adopted for this study that allows for a gendered entrepreneurial perspective and what this might encompass for those involved. It needs to enable two individuals, mother and daughter to be studied together; where participants may or may not have been through a venture creation or other entrepreneurial activities, and enable there to be more than one vision for the business, and where ownership of, or access to resources, within the business, is not equal. The approach also needs to be one that accommodates success not necessarily measured by physical growth or the size of the actual the organisation, but rather growth by other measures including as it is perceived by the business owner or entrepreneur. This may include capital gain but also include possibilities for lifestyle-orientation to be a goal driving entrepreneurial behaviour. The definition adopted in this study is the social constructionist approach, as proposed by Elizabeth Chell (2000).
Under this approach it is possible for business people who may or may not have congruent entrepreneurial experience or future envisionings to be compared together, and potentially in the same business. In this case this is the family business context. It is this social constructionist definition of entrepreneurship that underpins this research study.

**Defining small business for this study**

Carland and colleagues (1984) suggest that entrepreneurship is often paralleled with small business ownership/management and the terms are used interchangeably, but there are differences. As outlined, although entrepreneurship may be occurring in some of the businesses in this study, there is potential for business venture creation to have been the only entrepreneurial act. That some of these firms might be small businesses as opposed to entrepreneurial ventures requires consideration. Building on the previous discussion by Chell (2000) on distinctions between business owners and entrepreneurs, this section further examines features of small businesses towards a working definition for this study.

Schaper, Volery, Weber and Gibson (2014) provide a practical framework from which to compare differences between entrepreneurs and small business owners. Examples include entrepreneurial businesses ranging from small to large, with varying numbers of employees\(^\text{11}\). Small businesses however, tend to be small in size with low numbers of employees. Like Chell (2000), they further suggest that small businesses vary in growth focus, whereas entrepreneurial businesses are highly growth focussed. Carland and colleagues (1984) suggests that “all new ventures are not entrepreneurial in nature. Entrepreneurial firms may begin at any size level, but [are] key on growth over time. Some new small businesses may grow but will remain small businesses for their organizational lifetimes” (p.357). This difference includes the strategic orientation of the firm, a factor also suggested by Chell (2000) in relation to intention. Using Schumpeter’s (1934) work in which to anchor them, Carland and colleagues further suggest that the critical factor to distinguish entrepreneurs from non-entrepreneurs is innovation.

Schaper and colleagues (2014) also frame small businesses as tending to be lower risk and operating in the private sector. Entrepreneurial risk however can be variable, with

\(^\text{11}\) Ministry of Business, Innovation and Employment (2016) suggest that in New Zealand an SME has less than 20 full-time equivalent employees.
entrepreneurship occurring in a range of sectors from private, to government, to not-for-profit. Stewart, Watson, Carland and Carland, (1999) examined the proclivity for entrepreneurship among entrepreneurs, small business owners and corporate managers in terms of achievement motivation, risk-taking propensity and preference for innovation. They found that entrepreneurs scored more highly than managers and small business owners on these psychological constructs. Emerging from their research was a portrait of entrepreneurs as achieving, creative risk-takers. Small business owners were found to be more analogous to managers than entrepreneurs, excepting that they scored significantly more highly in risk-taking propensity than their corporate counterparts. Stewart and colleagues (1999) suggest that this represents “a measure of riskiness inherent in business ownership that is not necessarily present in the managerial role. This propensity to take risks appears to delineate the choice of business ownership from the choice to assume a managerial position” (Stewart et al., 1999, p.204). When compared to entrepreneurs, small business owners were less risk-oriented, less motivated to achieve and had less proclivity for innovation. From their findings, the authors suggest that given the significance of entrepreneurial innovation, creativity extends risk, and small business owners in their study lacked the “coalition of creativity and risk-taking” (Stewart et al., 1999, p.204).

Stewart and colleagues (1999) further found that psychological antecedents were linked to owners’ ambitions for their businesses; they had “goals that are related to their personalities” (p.204). Entrepreneurial owners had psychological traits that were congruent with their goals to grow and make money from their businesses, and strategically planning to do so. Small business owners however were “more attuned to their personal goals and family income” (Stewart et al., 1999, p.204).

With respect to this study it is important to determine whether the businesses in the study are simply small businesses, or whether they are entrepreneurial businesses. To guide the further exploration of the mother-daughter family businesses in this study, the definitions adopted in this study for a small business owner and a small business venture are those derived by Carland and colleagues (1984). These authors suggest that “a small business venture is any business that is independently owned and operated, not dominant in its field and does not engage in any new marketing or innovative practices” (p.358). At an individual level, they suggest that “a small business owner is an individual who establishes and manages a business for the principal purpose of furthering personal goals. The business must be the primary source of income and
will consume the majority of one’s time and resources. The owner perceives the business as an extension of his or her personality, intricately bound with family needs and desires” (p.358).

**Definitions underpinning this study**

Before turning to examining the development of women’s entrepreneurship in the next section, Table 2.3 summarises the definitions underpinning this study for: family business, the entrepreneur, the small business owner, the entrepreneurial approach for this study, and the small business approach for this study.
Table 2.3 Definitions

<table>
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<th>Definitions for this study[^12]</th>
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<tr>
<td><strong>Family business</strong></td>
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<tr>
<td><strong>Entrepreneur</strong></td>
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<td><strong>Small business owner</strong></td>
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<td><strong>Therefore: Small business approach</strong></td>
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[^12]: Given the focus for the study is mother and daughter dyads, excepting in quotes, the choice was made in this table to use ‘her’ and ‘she’ as opposed to both ‘him’ and ‘her’ and ‘he’ and ‘she.’
2.3.2 Women Entrepreneurs\textsuperscript{13,14}

As determined earlier in this review when examining gendered research on the overlap between business and family, women face significant levels of complexity in managing the overlap of both domains. Greene and colleagues (2003) argue that “female entrepreneurship – looking specifically at women founders, their ventures, and their entrepreneurial behaviours [are] a unique subset of entrepreneurship” (p.2), and as such should be studied as a separate group. Their rationale: “good research on entrepreneurs should generate theory applicable to all ‘no matter what size, shape, color or sex the entrepreneur might be’” (p.1). However, what has been found in gender comparative research to date is that, although there are similarities in the demographics of men and women entrepreneurs, there are differences in their businesses, the industries they choose to work in, growth and financing strategies, and governance structures. Greene and colleagues (2003) use the analogy that “clinical trials conducted on an all-male population, do not necessarily provide accurate information about the diagnosis or treatment of female patients, [the researchers] see[ing] that scholarly research focused only on male entrepreneurial ventures leaves many questions unanswered for their female counterparts” (Greene et al, 2003, p. 2).

As outlined earlier, the overlap in the family and business domains, was recognized in the earliest of studies. Seminal work completed by Goffee and Scase (1985) was one of the first studies to categorise and frame female entrepreneurs when research focusing on this population was in its infancy. The authors classified women entrepreneurs along two dimensions: their attachment to entrepreneurship and its dimensions, and their attachment to traditional sex roles and the acceptance of these. They determined a typology of four categories: conventional, innovative, domestic and radical. Conventional female entrepreneurs value succeeding domestically as well as in proprietorship. They often trade in traditionally female fields. Innovative female entrepreneurs run growth-oriented businesses and are less attached to traditional female roles. The domestic traders are family-oriented women who often organize simple part-time businesses around children and domestic roles. Finally, radical female entrepreneurs start businesses for political reasons or to further the social cause of women. They are less concerned with economic success. Cromie and Hayes (1988) later considered women entrepreneurs in relation to Goffee and Scase’s (1985) scale, finding similarities and

\textsuperscript{13} This section is selective and predominantly framework focused.

\textsuperscript{14} A summary of the findings and the gaps in the literature for this section is provided in Figure 2.2 later in this chapter.
differences to the earlier researchers in arriving at their derived typology. Goffee and Scase’s (1985) work is not without critics who express concern that it overly simplifies the dynamics affecting women entrepreneurs (cf. Carter & Cannon, 1992). Other studies have contributed to determining classifications for women entrepreneurs (cf. Cromie & Hayes, 1988; Orhan & Scott, 2001).

Perspectives on women’s entrepreneurship
As also outlined earlier, the influences of family, relationships and business were also explored by Brush (1992) in her early framework ‘the integrated perspective’. She argued that the integrated perspective is “rooted in psychological and sociological theories that submit women’s social orientations are more focused on relationships” (p.6). Brush (1992) continues that the women business owner is “at the center of a network of various relationships that include family, community and business. In other words, when a woman starts or acquires her own business she is not creating/acquiring a separate economic entity, rather she is ‘integrating’ a new system of business relationships into her life” (p.6). It is important to note that even at this early point, research was showing that a woman can often not separate her social, family and business relationships.

An extensive literature review of women’s entrepreneurship across a 20-year period by Greene and colleagues (2003) resulted in a framework (also endorsed by Dupuis & de Bruin, 2004) examining the subfield from economic, psychological, sociological, and feminist perspectives. The authors considered research on women from the 1980s to be “laying the groundwork” (Greene et al, 2003, p.5), and research from the 1990s to be “developing research agenda” (p.10). The categories they loosely map early in their review are to: gender, personal attributes, motivations, founding strategies, initial resources; investment processes; networks; inhibiting factors; international research; and public and government policy.

Motivations
Motivations for women to begin their own businesses are diverse and include both push and pull factors (Ducheneaut, 1997; Orhan, 2005). Push factors lead entrepreneurs towards business ownership out of necessity rather than choice and can include disenchantment of women in their current positions as employees, need for more income, and flexibility between home and work life (Ducheneaut, 1997; Orhan, 2005). Pull factors draw or attract people into business ownership. This includes factors like wanting independence and self-achievement
Brush (1990) suggested that there is rarely a definitive push or pull into entrepreneurship, but rather a combination of the two.

Women’s motivations for business start-up were found to be consistent across countries (Ljunggren & Kolvereid, 1996; Shabbir & D’Gregorio, 1996), with one British study suggesting that women’s motivations could be a ‘trade-off’ – with work and family being major influences (Stanworth & Stanworth, 1997). Kirkwood’s (2004) gender comparative study of New Zealand entrepreneurs suggested that women’s motivations for business start-up were also more likely to be family related, while men were more likely to cite autonomy and job dissatisfaction. Both work and family factors are important for women in considering venture creation. Although Kirkwood and Tootell (2008) found that some women entered entrepreneurship to try to achieve work-life balance, the reality proved different with their businesses proving more time consuming and leading to more guilt about time split between home and family than their previous roles.

Developing further gendered frameworks

As the research based on women entrepreneurs has increased, academics in addition to Greene and colleagues (2003) have taken stock of the field at different points in time (cf. Brush, Carter, Gatewood, Greene & Hart, 2006; Carrier, Julien & Menvielle, 2008; de Bruin, Brush & Welter, 2007). Additionally, a number of authors have advanced both earlier frameworks in the subfield of women’s entrepreneurship, and incorporated gendered lenses into frameworks from the wider entrepreneurship field. One such example already discussed was the ‘5M’ model by Brush, and colleagues (2009).

Foundational questions and findings

Although gendered entrepreneurial research has raised the profile of women entrepreneurs and questioned measuring women using instruments developed around male entrepreneurs (Greene et al, 2003), researchers across time in the development of the field have still often been unable to effectively explain the differences and discrepancies that have come up in seemingly similar studies. This section leans heavily on the work by Jennings and Brush (2013). These authors reviewed over 600 papers15 pertinent to gendered entrepreneurship, suggesting that four

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15 These authors used previous bibliographic analyses of published research on women’s entrepreneurship, Boolean key word searches in key academic databases, special issue articles and all articles in the subfield specific...
foundational questions underlie much of the research to date in the women’s entrepreneurial subfield. These are: 1) are women and men likely to engage equally in entrepreneurship?; 2) do female and male entrepreneurs tend to differ with respect to financial resource acquisition?; 3) do female and male entrepreneurs tend to enact different strategic, organisational and managerial practices within their firms?; and 4) do female-led and male-led firms perform equally well? From the extensive review of the literature Jennings and Brush (2013) derived what they term “illustrative findings” (see pp.666-7).

In the studies reviewed, Jennings and Brush (2013) found that women are less likely than men to be involved in venture creation, nascent entrepreneurship, running new or early phased firms and owning/managing established businesses. They are less likely to be self-employed or commercialising in scientific fields. Women in start-ups have less initial and less formal external financing options than their male counterparts, and they operate with lower debt. They are also less likely to have angel and venture capital funding, or public share options. Female-led firms often trade in retail and personal services, but are less likely to be found in manufacturing, raw materials and business services. Women are also more likely to be in businesses run from home, to not export, and to undertake social tasks. In addition to this, “initial evidence suggests, however, that female and male entrepreneurs are just as likely to run their firms with a mix of feminine and masculine approaches” (Jennings & Brush, 2013, p.666). Finally, the authors advise that the literature shows women-led businesses to be smaller than men’s on a number of measures including number of employees, revenue and assets. They also make less profit, earn less income and their businesses grow more slowly. The authors also suggest that “there is some evidence to suggest that female-led firms perform similarly (or even better) than male-led firms on certain financial ratios and risk adjusted measures” (Jennings & Brush, 2013, p.667).

**Women’s entrepreneurship literature informing the wider field**

Building on their earlier work on the gendered findings within the field, Jennings and Brush (2013) further suggest that as a subfield, women’s entrepreneurship is now informing the wider field of entrepreneurship. They have derived four key insights from the literature through which the subfield is doing this: 1) entrepreneurship is a gendered phenomenon; 2) entrepreneurial

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*to International Journal of Gender and Entrepreneurship to gather a total of 710 articles. Removal of duplicates and non-gendered articles took the total to 630.*
activity is embedded in families; 3) entrepreneurial activity can result from necessity as well as opportunity (push and/or pull factors); and 4) entrepreneurs pursue goals beyond economic gain. Women attach less emphasis to financial performance than men and they may pursue “hybrid goals” (Jennings & Brush, 2013, p.691), where both economic and non-economic goals are pursued. These authors call for approaches and models that address measurement and consideration of achievement in both.

**Feminist Lens**

Feminist perspectives have provided a fresh critical perspective on the field, with researchers being encouraged to understand that there is considerable heterogeneity among women entrepreneurs, not just in comparison to men (cf. Green & Cohen, 1995). Ahl’s (2006) article was not the first to suggest that the image of the entrepreneur has predominantly been portrayed as unquestionably male, nor that the literature is also problematic in relation to male entrepreneurs (cf. Green & Cohen, 1995). She was, however, one of the first to really challenge why this might be the case and to do this in relation to studies that were actually about women entrepreneurs. She found that those who were seeking to bring women entrepreneurs out of invisibility were providing further disservice to those they sought to elevate and understand. Ahl (2006) is clear that research that is constructionist should be undertaken, that investigates gender not as “something that is”, but rather “something that is done” (p. 431).

Hughes, Jennings, Brush, Carter, and Welter (2012) have interpreted Ahl’s (2006) work, highlighting the need to ensure that questions directing studies are broadened and that explanations arising from this broadening of questions and context are appropriately investigated using appropriate methods. A 2012 special issue of *Entrepreneurship: Theory and Practice*, on women’s entrepreneurship, examined who had in fact answered Ahl’s (2006) research call. Recent contributions to women’s entrepreneurship literature show that, although traditional research questions are still being examined in objectivist studies (cf. Wu & Chua, 2012), non-traditional questions are now being asked within this epistemology (Hechavarria, Ingram, Justo & Terjesen, 2012). Studies addressing Ahl’s (2006) call for constructionist research include such examples as Humbert and Esser (2012), who examined the construction of identities and business processes of female entrepreneurs through a life history approach to gender and culture, and James (2012), who called for further understanding of the positive aspects inherent in being a female entrepreneur.
Researchers in the subfield of female entrepreneurship are starting to question the masculine connotations long associated with entrepreneurship. They are realising that in order to do justice to the study of women entrepreneurs, it is up to them to question the language traditionally used in connection to this subject and then embrace new research methods as conduits in achieving this. As Hamilton (2013) suggests these are “representation matters” (p. 91), and that the “ways in which we research entrepreneurship [are] not neutral and not innocent” (p.92).

Excepting the few existing studies on the mother-daughter family business dyad which are examined in the next section, the bodies of literature deemed mostly aligned with the current study (see the modified process employed for this literature review in Appendix A) have been examined this far. Figure 2.2 below provides a summary of the findings and the gaps in each of these bodies: women in family business, intergenerational relationships, and women entrepreneurs. It also provides the findings and the gaps in the literature for the overlap between the domains of family business and entrepreneurship. It does not provide these for the existing mother-daughter dyadic studies which we will now move to. The definitions derived from the wider fields of family business, entrepreneurship and family business (the other components of the modified literature review) have already been summarized in Table 2.3. The findings in this figure are incorporated into the discussion in Section 2.5. The discussion now turns to the few studies that are closest to the current study, mother-daughter family business dyads.
Findings:
Limited research, lacking cohesive framework.
Women in firms often present as powerful forces but this power is intertwined with inconsistency in their visibility. Implications, expectations, and inequalities in these roles, potential opportunities, and support from family and the business. Predominantly patriarchal field mirrors the often patriarchal traditions of the family firms themselves. Little is known about women-led family firms. Changing roles and emergence as leaders not always intended or linear in pathway.

Gaps in the literature:
Deeper understanding needed of the potentially complex, long-term, intergenerational influences in the mother-daughter family business dyad, and what this might mean for the business. Needs for further research on father-daughter and mother-daughter family business dyads. Concept of ‘mother’ in mother-son and mother-daughter family business dyads. Women in family business and in particular in women-led family businesses.

Findings:
Established literature including a significant body of gendered work.
Examines the overlap and complexity between the entrepreneurial and family business domains. Early literature emphasized differences towards a continuum.
Family embeddedness provides better cohesion for understanding that the two domains go beyond overlapping; they are interwoven.
For women: additional complexities in personal motivations, familial influences, and responsibilities including childcare, societal expectations, and personal choice, including national influence, on entrepreneurial propensity of children from a young age.
Limited findings on what this might mean for daughters of women entrepreneurs. No studies that longitudinally consider the influence that having an entrepreneurial mother might have beyond the immediate two generations.

Gaps in the literature:
Deeper and broader examination of the complexity of the overlapping family and business domains for women for new insight. And given the intergenerational potential to influence entrepreneurship, the potential to influence subsequent generations.

Figure 2.2 Findings from and gaps in the bodies of literature next closest to this study
2.4 Mother-daughter family business dyads

As outlined in the introduction studies have examined the mother-daughter dyad in the business setting (cf. Coyne-Schaeffer, 1997; Greene et al, 2013), and only marginally in relation to entrepreneurship and family business (Campbell, 2001; Higginson, 2010; Vera & Dean, 2005). The discussion now turns to the studies that are most closely aligned with this enquiry; these studies examine mother-daughter and family business dyads.

2.4.1 From an entrepreneurial perspective

Campbell (2001) suggests that “within the family business domain the mother/daughter enterprise is a distinctive business configuration that creates fertile ground to cultivate present and future women entrepreneurs” (p. 2). Campbell (2002) examined mother-daughter dyads through a cross-cultural feminist lens, looking at a small sample of three businesses from Botswana and 10 from Canada. She classed these businesses as matrifocal (mother-focused) (Tanner, 1974), and matrilineal (descent or lineage through women) (Bamberger, 1974). Campbell (2002) found that for the women in her study, home and work were integrated and not separate. Leadership among the mother-daughter teams was “non-hierarchical/situationally appropriate” and “ceded to the individual most able to complete the task at hand” (Campbell, 2002, p.14). Power was a strength to be shared, not wielded by one over another. Campbell (2002) also suggested that mothers and daughters chose to work together and develop long-term strong, stable mentoring relationships, the interview data depicting joking around and laughing as evidence of tension-release. The dyads were also practical in their goals for their businesses, and defined success by more intrinsic means than money, for example having autonomy, being self-sufficient and building successful relationships. She suggested that the “mothers and daughters are forging entrepreneurial enterprises consonant with their lived experiences” (p.18), and their businesses are not weighed down by the conflict typical in father-son enterprises and prescription.

2.4.2 From a family business perspective

Vera and Dean (2005) comparatively examined succession in ten father-daughter and mother-daughter family business dyads. They found that daughters reported a positive relationship with both their fathers and their mothers (no jealousy when the mother was a non-participant

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16 This also had a cultural push-pull component – in Botswana this was survival based in necessity; in Canada this was often intrinsically based in realistically conceived opportunity.
in firm). Conversely, when both mother and daughter participated in the business conflict could arise between a controlling mother and a critical daughter, influenced by unresolved issues from a daughter’s adolescence (Resnick, 1994). Some daughters also found great difficulty working with their mothers. Vera and Dean (2005) suggested that “mothers tended to require perfection and were afraid of losing control” (p.338). They also found that daughters succeeding mothers had problems with mothers relinquishing control of the firms. A daughter successor was also likely to have her leadership style compared to that of her mother.

Similar to mother-son examples outlined earlier, some mother-daughter dyadic cases do arise in the literature as part of bigger studies. Two such examples are provided here to help to illuminate potentially interesting dynamics within this dyad, currently presenting inconsistencies that warrant further study towards deeper understanding. Cadieux and colleagues (2002) examined succession in women-led businesses, including both mother-son and mother-daughter dyads. These authors determined little conflict between mothers and daughters. Daughters did face a need to prove themselves to their mothers and encountered resistance from long-term employees. Daughters also had mothers who intended to be decision makers into the future, even post-departure from a formal role in the business.

Another example is one of the cases used in examining daughters in leadership roles by Barrett and Moores (2009b). This was a case of a mother-daughter succession, and both the mother and the daughter’s perspectives were considered. Deborah as family business leader became an unexpected business owner. Because of the nature of her business, Deborah’s son was not considered as a successor. From among her daughters, Robyn, the third and youngest, was chosen “by a process of trial and error: she simply tried out each of the daughters in the firm and encouraged those whose performance did not align itself with the firm’s values to leave” (Barrett & Moores, 2009b, p.69). Conflict had already come and gone with her second daughter in the business, as they did not agree on how to run it, or on the sweeping rapid changes the daughter wanted to make – and so she left. Robyn, however, followed her mother’s approach, worked up from the bottom and very slowly professionalised and expanded the firm in line with her mother’s values and comfort levels in doing so. This succession process took 17 years, with Robyn effectively running the business for ten of those years, and is reminiscent of the anchoring outlined earlier in father-daughter dyads (Dumas, 1990).
From Robyn’s perspective, she never encountered resistance from staff because her mother was confident in her as the leader and successor and because of her patient approach. Dissimilarly to her sister’s experience and presence in the firm, her relationship with her mother in the business was very close because of their alignment. What is interesting about this case in relation to the current study is the nature of the business in what might be considered a female industry, the elimination of the son as a potential successor on these grounds, and the long time that mother and daughter spend working together, in what they report as a close relationship, before Deborah eventually retired. So little is known about this dyad that it is not possible to infer as to whether such findings are common. More research is needed in order to do this.

2.4.3 Mother-daughter intergenerational transfer of knowledge

One of the most recent of the few existing studies focusing solely on mother-daughter dyads is by Higginson (2010), who examined succession in nine mother-daughter family businesses. The primary research questions driving her qualitative study were: “What are the relational factors that influence the transfer of knowledge from mothers to daughters in [family businesses]? And how do these factors influence this pattern of knowledge transfer?” (p. 2). Through a series of interviews the participants were asked to identify events where knowledge transfer had transpired across a preceding two-year period. The derived model for transferring tacit knowledge in this dyad considers succession as the mother predecessor preparing for eventual exit from the business, and the daughter as the successor preparing to take the firm over. The transfer is of “know-how” and “know-who” from mother to daughter in preparation for the succession to take place (p.6). Mediating this are four synergistic relational elements: structure, cognition, reflection, and affection.

In this transfer Higginson (2010) firstly reported extensive connective structures (structural element), consisting of social, supporting and inter-firm networks identified by each dyad. The mothers cultivated these networks, and then introduced their daughter to the contact points towards continuation of these once the mother had exited the firm. Daughters learned how to network through observation, followed by increasing interaction under the mother’s guidance until responsibilities were handed to them. Higginson further advised that cognition (cognitive element), in this case referred to “dialectical thinking and reasoning…analyz[ing] and weigh[ing] the merits of conflicting ideas within a problem-solving context in order to arrive at a logical, workable solution” (Higginson, 2010, p.9). The transferring of this element
between mother and daughter involved numerous and extensive side-by-side sessions together. One mother describing this as “being on the same page as [her] daughter”, or as aligned on the “big picture” for the firm and the development of a “common language” (Higginson, 2010, p. 9). Structured and sometime formal sessions outside the business were needed to turn quantity of sessions into quality. The challenge for mothers and daughters was in finding a balance between the intensive time together working on the cognitive factors, the analytical and logical processes, versus reflection (reflective element) alone. Higginson (2010) reported that reflections differed between mothers and daughters thinking through how daughters would manage after their business exit. Daughters reflected on the day-today operations. The final element is affection, an element influenced by relationships blurred by the family/family business permeable boundaries. For mother-daughter participants the right balance needed to be found between dependence and independence: “The dependence was necessary because of their dual roles as family members and business partners…independence meanwhile, was viewed as part of maintaining a healthy relationship… a need to establish ‘emotional boundaries in their relationship’” (p.11). Higginson (2010) suggested that synergy is needed between the elements for optimal transfer of tacit knowledge. Other important findings included the need to involve daughters in networking as soon as possible, and deriving a common cognitive experience including open communication and regulating of emotions.

As outlined earlier what is known is sparse and inconsistent, but indicative of some potentially interesting dynamics within this dyad. This includes how a daughter is socialised to her mother’s business and her experiences of this growing up, the opportunities afforded her in her mother’s business, and the relationship between mother and daughter, as well as with the spouses (of mother) fathers (of daughters), siblings and employees. Although Higginson’s (2010) study provides insight into intergenerational transfer and/or succession from the perspectives of both mother and daughter, and Vera and Dean’s (2005) comparatively examine this between father-daughter and mother-daughter dyads, absent from the literature is an understanding of how or why mothers and daughters decide to work together. There is a growing understanding of women entrepreneurs, their motivations for self-employment, their goals for their businesses and their practicalities in managing and leading their enterprises while caring for children. However, little is known about how this works for both women, their partners, wider extended families and the third generation, when there are two generations of entrepreneurial mothers in the business.
2.5 Positioning this thesis

Although Higginson (2010) advises that her study goes some way towards answering the call for research on mother-daughter dyads, she acknowledges that this dyad is a “small (but growing) segment of FBs…an important sub-set” (p.12) and one that “will become increasingly prevalent” (p.13). As such she joins Nelton (1998) in calling for more research on mother-daughter businesses (this was with a succession focus to address clear research gaps in that area at the time). She asked the question, “How does being the leader of a successful family business affect a woman’s personal life?” (p.217). This question was shortly followed in the same article by, “How do women prepare their own children to become the next generation of family business leaders?” (Nelton, 1998, p.218). Barrett and Moores (2006) suggest that “what has not been closely studied is the potential link between women entrepreneurs and family business” (p.4). In 2005, Vera and Dean, when examining successions, further suggested that additional research was needed to understand the daughter-mother/owner relationship within family businesses.

As outlined in the previous section, the sparse incidences of mother-daughter dyads in the family business literature indicate that there appear to be gaps in what we know about how mothers and daughters work together – because we don’t know enough as yet. Campbell (2002) suggests that mothers and daughters work well, together building a strong relationship where there are few boundaries between home and work. There is also evidence that some mother-daughter dyads are conflictual (Barrett & Moores, 2009b; Vera & Dean, 2005), especially when there are issues around control in successions, suggesting yet to be discovered dynamics within this dyad. Leadership may over time become non-hierarchical (Campbell, 2002), but daughters may also need to prove themselves first and mothers may never fully let go of the business even after retirement (Cadieux et al., 2002). Higginson (2010) provides evidence of factors that can support successful tacit knowledge transfer towards succession, with the right influencing factors including relationship management and appropriate boundaries between home and work in place.

Although there are some initial threads of knowledge beginning to appear, what is missing and being called for is a deeper understanding of this dyad. As outlined in Figure 2.3 findings from the gendered family business literature suggest that deeper understanding is needed of these impacting factors, potential pathways to leadership, opportunities offered, support structures
in place and the roles that women play in family businesses and in particular in women-led family businesses. The intergenerational family business literature reveals a dearth of studies on mother-child dyads, but hints at interesting dynamics in what have predominantly been father-child studies. Deeper examination is needed of the potentially complex, long-term, intergenerational influences in the mother-daughter family business dyads, and what this might mean for the both generations, and for their businesses. The gendered entrepreneurial literature suggests multiple push and pull factors for women to choose business ownership (Orhan, 2005), but not enough is known about: why and when a woman who has an influential entrepreneurial mother chooses the family firm over starting her own; or whether the daughter is the impetus for the business start-up, or they co-preneur a start-up. This literature also suggests that women’s firms often have alternate purposes, resources and strategies to male-led firms, but little is known as to whether this is also the case in women led-family firms. Further research is needed that seeks to draw upon new methods of enquiry, including constructionist, with broadened questions and aligned methodological approaches.

Overall, the gaps in the literature are indicating that understanding the multiple, and potentially dynamic influences, in the lives of mothers and daughters in family business dyads may be the best starting point for further understanding. This includes potentially understanding the antecedent and current influences in their leading their firm(s), and what these influences mean for these women, their families, and their businesses. Collecting the perspectives of both women is suggested, with precedent set by Hamilton (2013) for using intergenerational narratives within family business research, to garner a deeper understanding of this dyad.

Given the dearth of existing studies focusing on the mother-daughter family business phenomenon, an exploratory study into this dyad is warranted. This literature review has met the criteria for exploratory research, in that it “demonstrate[s] that little or no work has been done on the group, process or activity under consideration and that an open-ended approach to data collection is therefore wholly justified” (Stebbins, 2001, p.42). As such this study aims to further the academic research on women in family business, by identifying the key life influences in mother-daughter family business dyads and explaining how these shape mothers, daughters, their families, and their approaches to businesses.
As will be outlined in the next chapter, it will do this by taking an exploratory open-ended approach, using life-story based interpretive narratives, to answer the following research question:

What key influences shape mother-daughter family business dyads?

2.6 Chapter Summary

As the two fields of family business and entrepreneurship share common ground and this study sits within one field and is informed by the other, literature from both was briefly examined in this chapter. Gendered literature on women in family business and women entrepreneurs was also considered. Also examined was literature on intergenerational parent-child relationships as they pertain to family business succession. Definitions appropriate for this study for family business, entrepreneurship and small business were also adopted. Finally, this literature review narrowed in on the areas that sit most closely to this work: mother-daughter led businesses and mother-daughter family businesses dyads. Despite what little can be gleaned from these studies, the mother-daughter family business dyads is still largely “the great unwritten story” (Rich, 1976, p.225). This study will go some way towards contributing to this story.

We now turn to exploring the methodology in more detail…
This chapter provides discussion pertaining to the philosophical underpinnings and methods used in this study. The chapter is organised into six sections, as illustrated in Figure 3.1, starting with the philosophical underpinnings of this study as interpretive, constructionist, exploratory, narrative-based research. Section Two explains the rationale for why life story interviews were adopted to provide thick, rich data (Geertz, 1973) and for the examination of the life themes within context (Atkinson, 1998). The research design then unfolds in Section Three including an outline of how participants were selected for the study, an overview of the participants, how interviews were conducted and then transcribed and the narrative prepared for analysis. The approach for narrative analysis is then positioned in Section Four as anchored in holistic-content analysis (Lieblich et al, 1998). Section Five follows with a discussion of the criteria for evaluation of qualitative research, as this study is both life story narrative based and exploratory. The final section addresses the ethical considerations in this study.
3.1 Philosophical underpinnings and exploration

This section discusses the research philosophies and assumptions that underpin the research design for this study and considers the role of the researcher.

3.1.1 Philosophical assumptions

After examining multiple sources, Creswell (2012) deduced that the guiding philosophies for research have been called multiple names over time by various researchers. He suggests, however, that these all effectively refer to “ontology (the nature of reality), epistemology (what counts as knowledge and how knowledge claims are justified), axiology (the role of values in research), and methodology (the process of research)” (p.19). Broadly speaking, there are two general ideologies in research philosophy: interpretivism and positivism (Bryman & Bell, 2003). Positivist research seeks to construct reality from a single truth towards generalisability (Denzin & Lincoln, 2005), while interpretivist research seeks to understand human behaviour in the social world and suggests that people and their institutions are, by their very nature of being human, different to the natural world (Bryman & Bell, 2003). In effect, the researcher

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17 “These beliefs have been called paradigms (Lincoln, Lynham, & Guba, 2011; Mertens, 2010); philosophical assumptions, epistemologies, and ontologies (Crotty, 1998); broadly conceived research methodologies (Neuman, 2000); and alternative knowledge claims (Creswell, 2009);” (Creswell, 1998, p.19-20).
interacts with those being studied in order to understand them. This interaction is then subjective in nature. Where positivism looks to explain human behaviour, interpretivism seeks to understand it (Bryman & Bell, 2003). As such this study sits within an interpretive paradigm. Nordqvist, Hall and Melin (2009) suggest that the family business field increasingly requires “deeper insights” into the unique features of these complex social organisations and that the interpretive approach can go some way towards providing this (p.294).

One such interpretive framework “constructivism proposes that each individual mentally constructs the world of experience through cognitive processes” (Young & Collin, 2004, p.376). Social constructivism, Creswell (2012) posits, means that multiple realities are constructed in the experiences individuals have had in their lives and in how they interact socially. An understanding of the world in which they live, play and work is what individuals are seeking. “They develop subjective meanings of their experiences — meanings directed toward certain objects or things. These meanings are varied and multiple, leading the researcher to look for the complexity of views rather than narrow the meanings into a few categories or ideas” (Creswell, 2012, p.24).

According to Young and Collin (2004), “social constructionism contends that knowledge is sustained by social processes and that knowledge and social action go together. It is less interested, or not at all interested, in the cognitive processes that accompany knowledge” (p.376). They further suggest that ambiguity between the two terms constructivism and constructionism is often highlighted. They take the position however, “apart from consensus that they differ on whether construction is an individual cognitive or a social process (Young & Collin, 2004, p378). They propose that disagreement will continue as the development of these two concepts evolves. They also cite authors who have used the two terms interchangeably; Burr (1995) and Gergen (1999) for example. Using the perspective of Crotty (1998), the expression constructivism should be used when considering epistemology that focuses on meaning-making in the mind of a person, whereas constructionism is collectively deriving meaning and the sharing or transmission of that meaning.

The research assumptions for this research were predominantly constructionist: that is multiple realities exist. In the interview process the researcher and the participants are co-creating a shared reality, not only through constructing and revising their perceptions during the interview experience, but also in what they bring with them to the table from their own mental models.
(Bryman & Bell, 2003). Atkinson (1998) suggests that “both the interviewer and the person
telling their own story, then are involved in meaning-making work, which turns the interview
into an active process that is unavoidably collaborative” (p.40). As the researcher I met with
and interviewed the participants, using the life-story interviewing techniques and tools of
Atkinson (1998) and McAdams (2008). I asked participants to close their eyes and think about
their life as if it were the chapters of a book. I then asked the following questions: What would
the headings be on the table of contents? What would the main chapters be? I asked them to
give me a very brief overview of these chapters so that we could put some structure around the
interview, a plot summary, before we moved into capturing their full story (McAdams, 2008).
Broad, open-ended questions were then used to help to guide each ‘chapter’ of their lives. As
our discussion proceeded, together we formed a newly co-created, co-constructed reality: a life
story that was created and shaped in the interaction between me, as the researcher, and the
participant in this interview situation. Following this my research role continued as I interpreted
the sense-making of the participants. (Creswell, 2012). As such, this study, in line with the
positioning of Creswell (2012) on interpretive frameworks, used a social constructionist,
interpretive framework.

3.1.2 Reflexivity

Another important consideration is that of reflexivity and the influence of the researcher in the
study. This has been considered in a number of studies in the family business and
entrepreneurial literature (cf. Hamilton, 2006; Melin & Nordqvist, 2007; Nordqvist, et al.,
2009; Laakkonen, 2012; Rae, 2005). Interpretive research means relying on the judgments of
the researcher. A researcher brings “cultural, social, gender, class, and personal politics” to the
project (Creswell, 2012, p.214) and therefore needs to stand back and reflect on these as
potential influences during the research process. This includes the researcher’s influence on
the collection of data and how the results are interpreted, especially relevant in narrative
research given the process of co-construction between researcher and participant (Larty &
Hamilton, 2011). “The researcher ceases to be an objective finder of the truth … but turns into
a subject; a socially and culturally situated co-producer of the social reality. Abandoning the
sole role of the researcher – as an objective finder and transmitter of facts – interpretive
research means arguing for special understandings” (Nordqvist, et al., 2009, p.305).

Creswell (2012) advises a two-part process for reflexivity. Firstly the researcher should discuss
their interactions with the phenomenon being investigated. Wolcott (2010) advises: “Our
readers have a right to know about us…They want to know what prompts our interest in the topics we investigate, to whom we are reporting, and what we personally stand to gain from our study” (p. 36 as cited in Creswell, 2012, p.47). Secondly, Creswell (2012) suggests that the researcher needs to talk about how these experiences influence a researcher’s interpretation of what is being examined. This is where the researcher is “self-conscious about how these experiences may potentially have shaped the findings, the conclusions, and the interpretations drawn in a study. The placement of reflexive comments in a study also needs some consideration” (Creswell, 2012, p.216).

With respect to this research project, I made several reflexive decisions. These included providing a short explanation of my interest and experience with the topic being examined, describing the small research project I’d already completed, and sharing a story about work experiences with my grandmother. Further reflexivity involved acknowledging that I am also a mother who is running a busy household, working a full-time job, and completing a PhD candidacy. The parallels between my various roles and responsibilities and the participants’ experiences of motherhood, business ownership and the demands of balancing both were important. They were especially prevalent with the daughters as they were of a similar age to me at the time, and had similar aged children. Another weighty consideration was that, although this small talk was important in attempting to put people at ease and establish rapport (Curtis & Curtis, 2011), care needed to be taken to not unduly influence what the participants would share as part of relating their life stories. As Finlay (2002) suggests, researchers can affect the replies that participants provide which is important when “meaning is negotiated between researcher and researched” and the research is jointly produced or “co-constituted” (p.531) – in other words the very nature of socially constructed research.

3.1.3 Exploration

Exploration in the field of social science doesn’t necessarily need to be focused on confirmation (Stebbins, 2001). It is a methodological approach that is about the very beginning of a field of study (or in this case a subfield), where so little is known that the best way to start gaining knowledge in this area is from the people who are experiencing it (Creswell, 1998), with the researcher in the role of explorer (Stebbins, 2001). Exploratory research is by nature inductive.

Stebbins (2001) proposes that while both quantitative and qualitative methods can be used in exploratory research, qualitative methods predominate. As researchers start to understand more
about the phenomenon being examined across several studies, they and the emerging field, or subfield, of research start using more deductive approaches. Stebbins (2001) further posits that when little is known about a new area of enquiry, what he terms “little known phenomena” (p.7), both quantitative and qualitative inductive approaches can contribute towards building description. As knowledge begins to build in the field and the subject becomes a “partially known phenomena”, qualitative methods still mean an inductive approach but there is movement from exploration to generic conception (Stebbins, 2001, p.7). At this point quantitative methods begin to move towards prediction and hypothesis building. When the subject becomes a “better known phenomena” (Stebbins, 2001, p.7), both qualitative and quantitative methods use deductive approaches towards prediction and hypothesis building.

Exploratory research also needs to “demonstrate[s] that little or no work has been done on the group, process or activity under consideration and that an open-ended approach to data collection is therefore wholly justified” (Stebbins, 2001, p.42). As illustrated in the literature review in Chapter Two, this study met the criteria for exploratory research. Creswell (1998) suggests that when so little is known, the best way to start gaining knowledge in this area is from the people who are experiencing it; in this study the mothers and daughters leading family businesses together. As there are very few reports of mother-daughter family business dyads in the existing research, an exploratory approach was deemed appropriate for this study (Stebbins, 2001).

On a final note, before the discussion turns to the research methods, Stebbins (2001) suggests that one of the difficulties faced in exploratory research, where a study is one of the earliest in a new or subfield of enquiry, is its reception, often critical, by other social scientists in the field. There is a tendency for a new study in a new field of enquiry to be appraised by social scientists as if it were a confirmatory undertaking, by “fret[ting] over matters of design – notably, sampling, validity, and generalizability – and over the literature review and in doing this [they] tend to minimize the importance of the original ideas that have been brought to light” (p.5). Given that so little is known about the mother-daughter phenomena, this study was positioned as exploratory for the purpose of gathering theoretical insight. Generalisability was not its purpose, but consideration is given to the issues of validity and reliability later in the chapter.
3.2 Determining the research methods

This section serves two purposes. Firstly it defines the term ‘life story’, discussing why it was adopted over oral histories for this study. Secondly, mother and daughter participants as pairings in this study are positioned as ‘dyads’.

3.2.1 Using life stories

The decision to use life story interviews was derived directly from the research question. In addition, the gaps identified in the literature on entrepreneurial mothers and daughters in family businesses suggested that an exploratory, interpretive approach to this phenomenon was warranted. The lives of the mothers and daughters in the study have been entwined since the birth of the daughter. The mother participants also have a family of origin as well as the one created as an adult, as have their adult daughters. They have each had other experiences and influences around business(es), as well as within the businesses they now lead. As such, a method that allowed examination and understanding of both family histories and life influences was warranted. Both mother and daughters’ experiences as family business leaders and how these have shaped their families and their family business activities needed to be explored. Additionally, a data collection method was needed through which participants could give an account and tell ‘stories’ of these experiences or happenings across their life period (Berteux & Kohli, 1984). This led to a narrative ‘history’ method being used and required a judgement as to the type of narrative history method – life story or oral history.

A life history according to Atkinson (1998, p.8), “is the story a person chooses to tell about the life he or she has lived, told as completely and honestly as possible, what is remembered of it, and what the story teller wants others to know of it, usually as a result of a guided interview by another” (Atkinson, 1998, p.8). The life story gives the advantage of seeing how a person shares experiences and understands his or her life over time (Atkinson, 1998; Curtis & Curtis, 2011). From Atkinson’s (1998) perspective oral history, life story and life history are “different terms for the same thing.” “There is very little difference between a life story and a life history. They are usually different terms for the same thing. The difference between a life story and a oral history is usually emphasis and scope” (p.8).

Curtis and Curtis (2011) however, suggest that oral history relies on memory and recall in the interview and develops a biography, or parts of one. A life history often uses triangulation and
focuses on contextualising a life. One of the most important distinctions made by these authors is that an “oral history is atheoretical – the aim of an oral historian is to describe a life – whereas life history researchers are informed by social theory and use analytical induction” (p. 61). As such a judgement call was required about whether these interviews would be classed as life stories, life histories or oral histories. As this study was focused on capturing the key influences in the participants’ lives, it was the story across their whole life to date, including their business experiences (as they chose to share it, within a loose, semi-structured framework) that was captured and subjected to analysis. The life story interviewing approach (Atkinson, 1998, McAdams, 2008) was used to capture the interviews as holistically as possible, from childhood through to the time of the interview. While the interviewees were directed towards discussing business influences at various opportune moments, in line with Atkinson’s position above, it is through a life story approach, as opposed to an oral history, that participants’ stories have been captured in this study. Accordingly, these will be referred to as life stories in this thesis.

Based on the information gathered in the life story interviews with the two generations of participants in this study, a family history was also garnered, across four generations of the family. This spanned from the parents of the mother participants (Generation Zero) to the children of the daughters (Generation Three), with the two groups of participants sitting as the ‘target’ generations in the middle (Generations One and Two) (Miller, 2000).

Atkinson, (1998) outlines the uses of the life story in research. Although traditionally used in psychological studies (cf. Erikson, 1950; Freeman, 1992; McRae, 1994), sociological studies (cf. Stewart, 1994) and anthropology (cf. Geertz, 1973), life stories are more commonly used to look at whole or significant parts of either a life or lives in order to better understand the meanings that people place on the experiences within them (Atkinson, 1998). Under the umbrella ‘the narrative study of lives’ (cf. Josselson, 1996; Josselson & Lieblich, 1993; Lieblich & Josselson, 1994), and through the life story told from the perspective of the person whose life is being studied, researchers are “meaning making, identifying life influences and interpreting [the] experiences,” of these subjective narratives (Atkinson, 1998, p.13).

Narrative research is slowly being adapted in research on entrepreneurship (cf. Johansson, 2004; Rae & Carswell, 2000), in family business research (cf. Dawson & Hjorth, 2012), and in research that crosses between both fields (cf. Hamilton, 2013). This means that new research questions can be asked. In a field that still relies on surveys, “emphasizing relational, rather
than cognitive, aspects, studying and analyzing narratives helps us understand how family businesses are socially created and maintained in emerging interactions among people” (Dawson & Hjorth, 2012 p.342). Narrative was also courted by the publication of two special issues within prominent entrepreneurship journals, *Entrepreneurship Theory and Practice* in 2005 and *Journal of Business Venturing* in 2007.

Atkinson (2012) further suggests that “life narratives are needed especially of individuals from groups underrepresented in research studies, to at least balance out the databases that have been relied on for so long in generating theory” (p. 118). The life story method is an excellent way to provide a voice for those whose story is virtually untold. This includes mothers and daughters in family businesses.

McAdams (2001) proposes that a person’s life story can be considered as chapters in which the individual partakes in an evolving autobiography. He suggests that as children, we start to order our lives chronologically and as adolescents and young adults, we start to create our own personal histories to represent our past and anticipate the future. Through this we can begin to distinguish characteristics that make us unique and different from others and provide a clearer picture of who we are and where we have come from. Importantly for understanding the participants in this study, McAdams suggests that in establishing our own life story, and a picture of who we are and what our experiences have been like, we look for causal relationships. Life stories are a way in which we focus on events from our past that we believe are causally linked to our experiences. Johansson (2004) suggests that “the shortest way from experience to knowledge goes through stories” (p.273).

The life story is also a rich basis for interpretive research as it can provide thick description leading to thick interpretation, and from there to thick meaning (Ponterotto, 2006). Integrating the work of earlier scholars (cf. Denzin, 1989; Geertz, 1973; Ryle, 1971; Schwandt, 2001), Ponterotto (2006) advises that when a researcher describes and interprets within context, they are producing thick description. Thick description can assist in allowing the voice of participant experience to emerge, using long quotes where possible, with the researcher’s interpretations of these experiences creating thick meaning for the reader. This is demonstrated in this study in the results chapters (Chapters Four to Six).
3.2.2 Dyads

A case study approach is useful when the researcher “is [investigating] a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 1994, p. 13). However, to call the ‘pairings’ in this study cases would be atypical for several reasons. Pragmatically, and deliberately so, the data was sourced only from the two dyadic counterparts, mother and adult daughter, in order to learn about the life influences on both women regarding family business. Triangulation was not sought from third party informants (Eisenhardt & Graebner, 2007), such as non-family workers. It was sought only from selected secondary sources (Curtis & Curtis, 2011). Curtis and Curtis (2011) argue that triangulation is used in life story research to both cross-check and enrich the story, but not to “check-up on the interview data. The life history developed by the participants is considered to be authentic…Rather triangulation is used to inform the researcher. It is an aid to editorializing, to contextualizing a life lived and provides the basis for better informed interviewing,” (p.70). They advise that triangulation is not usually interview-based but as both mother and daughter were interviewed in this study, triangulation was usually obtained as part of this process. Evidence for substantiation was provided by each participant for her dyadic counterpart. Given the overlap between the lives of the two generations of women being studied, much corroboration of stories and chronology presented itself naturally in the narratives. Further corroboration was provided by magazine articles, websites and marketing information for the companies and the women being examined. The life story constructed may not be entirely factual as others see it. However, as Atkinson (2007) suggests, “historical truth is not the main issue in narrative. What matters is if the life story is deemed trustworthy, more than true” (p. 239)

According to Eisenhardt and Graebner (2007) each case in case research, “serves as a distinct experiment that stands on its own as an analytic unit” (p. 25). Theory building occurs through repeated cycling though the interviews and additional material gathered, generating emergent theory and then comparison to existing literature; a subjective approach, yet “surprisingly objective” (p. 25). Curtis and Curtis (2011) advise that life stories are a “case-centric approach” and can be appropriate for “multiple cases and multiple life histories,” (p.57). At the heart of this study, the mother-daughter pairings formed a central phenomenon in each women-led family business being studied, with each of the dyad member’s interviews analysed separately first. This was an interpretive and highly subjective process as I attempted to make meaning from the life experiences of each woman involved. Instead of being called cases, throughout
this thesis the mother-daughter groupings are referred to simply as ‘dyads’, the mothers as ‘mother participants’ and the adult daughters as ‘daughter participants.’

3.3 Research Approach

Leading on from the preceding discussion regarding where this research ‘sits’ philosophically and the research methods that influenced it, this section discusses research design. It discusses the selection process for choosing the four dyads taking part in the study. Initial information is provided on the sample including collated characteristics of the mother and daughter participants and the businesses they were operating. Finally the interviews and the execution of the interviews are discussed and the transcription process outlined.

3.3.1 Participant selection

The sample of participants in this study was a purposeful sample (Creswell, 1998; Miles & Huberman, 1994), with participants being identified from three sources. The first was follow-up. Two of the dyads in this study had previously been interviewed by the researcher. As outlined earlier, I undertook a short research project in which a small sample of mother-daughter teams were examined in relation to succession. Approximately half an hour was spent with each team. During these short interactions it quickly became apparent that there was a deeper story to tell. When the opportunity arose to again research mother-daughter dyads, following-up with these teams was a natural progression from my earlier research. The second source was personal recommendations by colleagues who, knowing my interest in this type of dyad, brought examples to my attention. The third source was the popular press; mother-daughter businesses are occasionally deemed to be newsworthy. An important criterion to participant inclusion in this study was that each participant needed to be either a ‘mother participant’ or an ‘adult daughter participant’, working together with her dyadic counterpart in their entrepreneurial women-led family business. Each adult daughter also needed to have been raised around her mother’s business activities since her childhood or adolescence. All the daughters in the dyads selected for the study were also mothers. Although this wasn’t part of the selection criteria, it formed the basis of some of the key findings in the results chapters (Chapters Four to Six) and the following discussion chapter (Chapter Seven).

Ten dyads were initially contacted with two immediately unable to participate. For the two dyads previously interviewed, a letter and then a phone call were used to determine their suitability for inclusion and their availability. For the other potential participant dyads, a phone
call provided a screening opportunity to determine whether the parties met the initial inclusion criteria. For the participants who met the criteria, the phone discussion was extended in length to gather more information. These scoping interviews quickly established whether the mother had been running a business or businesses (not necessarily the one that she/they now owned) while her daughter was a child and into her adolescent years. It also determined whether the mother and daughter were the main management team in the family business (or businesses) owned by one or both of them, or another family combination. Finally, it determined whether both the mother and the daughter were prepared to participate in order for the perspectives of both women to be attained. Those who did not meet the criteria were thanked for their time and advised that it would not be possible to include them on this occasion. At the conclusion of this process, four dyads, two who had previously been interviewed and two additional dyads, were selected for inclusion.

3.3.2 Sample

The dyads are introduced in significant detail in Chapters Four and Five. A summary of initial information is collated in this section for comparison. The names of the participants and the names of their businesses have been changed to pseudonyms to provide anonymity, but the industries in which the businesses were operating and the broad information provided in Tables 3.1–3.3 remain unchanged.

Table 3.1 provides an overview of the mothers including their approximate ages, ranging from mid-fifties to mid-sixties. It also shows that each mother in the study had started and operated at least one business during her daughter’s childhood and adolescent/young adulthood years. Three of the four mothers had operated their businesses at some point from the family home, or a place where their daughter spent a considerable amount of time while growing up. All had also been primary caregivers for their children while running their businesses.
Table 3.1 Overview of mother participants

<table>
<thead>
<tr>
<th>Mothers</th>
<th>Age</th>
<th>Has children other than the daughter who works with her</th>
<th>More than one daughter</th>
<th>Primary caregiver for children</th>
<th>Owned at least one business during daughter’s childhood/adolescence</th>
<th>Conducted business activities from home during daughter’s childhood or adolescence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dee</td>
<td>60</td>
<td>Yes</td>
<td>No</td>
<td>Yes - 2</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Eve</td>
<td>59</td>
<td>Yes</td>
<td>No</td>
<td>Yes - 2</td>
<td>Yes – in her young adulthood</td>
<td>No</td>
</tr>
<tr>
<td>Alice</td>
<td>61</td>
<td>No</td>
<td>No</td>
<td>Yes - 1</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Susan</td>
<td>65</td>
<td>Yes</td>
<td>No</td>
<td>Yes - 2</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Table 3.2 Overview of adult daughter participants

<table>
<thead>
<tr>
<th>Adult daughters</th>
<th>Age</th>
<th>Children</th>
<th>Primary caregiver for children</th>
<th>Owned business before current business with mother</th>
<th>Separate career, travel or other pursuits before current business with mother</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dianne</td>
<td>38</td>
<td>Yes</td>
<td>Yes – 2 (sometime 5 when 3 step-children are staying)</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Emma</td>
<td>36</td>
<td>Yes</td>
<td>Yes - 1</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Angie</td>
<td>33</td>
<td>Yes</td>
<td>Yes - 1</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Sandra</td>
<td>40</td>
<td>Yes</td>
<td>Yes - 3</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

\[^{18}\] Two of the mothers in the study had been serial business owners during the childhood of their daughters.
Table 3.3 Overview of the businesses the mother – daughter dyads currently operate

<table>
<thead>
<tr>
<th>Mother</th>
<th>Daughter</th>
<th>Industry</th>
<th>More than one current business</th>
<th>Multiple locations</th>
<th>Ownership</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dee</td>
<td>Dianne</td>
<td>Performing Arts</td>
<td>Yes</td>
<td>Yes</td>
<td>Both (mother’s share is now along with father)</td>
<td>Both</td>
</tr>
<tr>
<td>Eve</td>
<td>Emma</td>
<td>Events Management</td>
<td>Yes</td>
<td>Yes</td>
<td>Daughter</td>
<td>Both</td>
</tr>
<tr>
<td>Alice</td>
<td>Angie</td>
<td>Fashion</td>
<td>No</td>
<td>Yes</td>
<td>Mother (now along with father)</td>
<td>Both</td>
</tr>
<tr>
<td>Susan</td>
<td>Sandra</td>
<td>Specialist Fashion</td>
<td>No</td>
<td>Yes</td>
<td>Both</td>
<td>Both</td>
</tr>
</tbody>
</table>
Table 3.2 provides an overview for each of the adult daughters, all of who were in their early thirties to early forties. It also shows that all of the adult daughters in the study had a child or children of their own, for whom they were the primary caregivers, and whether they had spent some time in other pursuits, including travel, or a separate career, before working with their mother in the current business.

In terms of financial ownership of the businesses, one of the dyadic teams had mother and daughter in co-ownership of their business and two of the dyads had mother-father ownership of the business, with one of the daughters having recently bought in to the business. In the fourth dyadic pair, the business was owned by the daughter. In terms of management of the business, both mothers and daughters managed the business in all the dyads in this study.

As Table 3.3 indicates, two of the mother-daughter teams were operating in the fashion industry and although they only operated one business each, they operated these from multiple locations and there were multiple revenue streams. The dyadic teams in events management and performing arts each operated a second business closely related to their main business and did this from more than one location.

### 3.3.3 Interviews

The participants were invited to take part in a series of interviews in which their life stories would be captured. Participants were advised that the interviews would follow an adapted life story format. This approach use a tool by McAdams (2008) where participants were asked to consider their life as a book with chapters before beginning their story. It also used additional adapted directive techniques from Atkinson (1998). Further, the approach included questions that guided the participants to consider business influences in their lives. Coming into the interview, each participant knew that the focus of the study was mother-daughter family business dyads and that to be selected the daughter participant needed to have grown up and/or spent her childhood and adolescence around her mother’s business activities. Participants were advised in information provided prior to the interviews that in collecting their life stories we might discuss their families, careers, their mother-daughter relationship, and their businesses. Semi-structured questions and prompting questions in the interview, used only if needed, were in relation to these themes. In order to provide flexibility given the length of time needed to collect their life story narratives, participants were advised that they could either spend one
long session talking, or spread their story and experiences over a series of up to five interview sessions. Two participating dyads chose to have one long interview session, with the other two choosing up to four interviews. From this, approximately 500 pages of transcripts, interview and observation notes were generated. Additionally, approximately 800 hours of narrative analysis was undertaken after transcription to draft the results.

Each participant’s interview(s) was rich in stories. Care was taken to develop a rapport with the participants and by the end of the series of interviews, described by several of the participants as cathartic, we had shared tissues, laughter, food and drink. As stated above rapport is important in life story interviewing as it fosters a relationship of respect with the interviewee, and a smooth and productive interview. It also encourages an environment where topics can be more focused and more fully discussed (Curtis & Curtis, 2011). The interviews took place at the participants’ business premises. Although ‘individual’ life stories were being perused, the participants were given the choice of being interviewed separately or with their dyadic counterpart present. This was again to provide flexibility given the length of time needed to collect their life story narratives. In one of the cases, where the mother and daughter both worked for the same family business but in two different cities, the participants chose to be interviewed separately. In another case, one of the mother participants was present for her daughter’s interview, but the daughter was not present for the mother’s interview. The other two participants asked to be interviewed with their dyadic counterparts present.

The life story narratives included the key life influences that the participants chose to share. The history of the participants’ families were revealed as part of their narratives, frequently being the first significant memories related in their life stories, (Adler, 1931, as cited in Lieblich et al., 1998), as well as significant influences in their lives. In the case of the adult daughter participants, their mothers had been involved in business activities during their childhoods and adolescences and many of the questions about their family of origin were focused around this phenomenon. Among the mothers in the study however, there was wider diversity in what their own mothers did. Time was spent in the interview determining what their experiences in their family of origin were like. This loose structure, starting with childhood experiences, enabled the participants space to explore stories, memories, and feelings as they remembered and as themes came up. Semi-structured questions about early family influences, business influences, career and relationships were planned before the interview, and were used loosely and if needed.
to prompt. Participants were not constrained by having to answer set questions, but some participants needed more support from me as the interviewer than others. This style also allowed the pursuit of new lines of enquiry with questions evolving as the interviews progressed.

With some of the interviewees, the interview was necessarily conversational in parts to encourage and prompt the best life story. Sometimes, participants looked for a cue, a comment or a further question to guide them. For example, when the life stories were collected with both mother and daughter participants in the room, both parties began filling in the life details. In these cases, the conversation needed directing back to the life story and towards the mother and daughter participants taking turns in sharing their life stories where possible, while the other listened and waited for her opportunity. At times this wasn’t possible. Sometimes the life stories of the two needed to be captured in sections, or ‘book chapters’ (McAdams, 2008), moving between one and then the other and then onto the next section to obtain the story.

When the conversation did turn to negative experiences, the parties involved listened to each other. When I asked if they would prefer to discuss the matter privately with each other first, or perhaps with me without the other party present, on more than one occasion a participant would turn to me and say, “No, it is fine, I have heard this before”, at which time they would add to the experience or agree or disagree with the other party. Schatzman and Strauss (1973) suggest that relationships can be complex, and a ‘group’ or multiple-participant interview may actually be beneficial, as it allows the researcher to view how the participants interact together. Frey and Fontana (1991) add that greater formation of reality is likely when accounts take place in a group interview. They further suggest that this should make this type of group data collection attractive to researchers in the field with a phenomenological goal. McCarter (1999) suggests that “if mothers and adult daughters can jointly construct their interpretation of experiences and relationships, they can operate as a team, emphasizing mutuality and consensus” (McCarter, 1999, p.12). Hsu, (2005) adds, “The mother and daughter relationship involves at least two stories: of two different lives, of two different people although separated by a generation and by the changing roles of women, yet who remain connected by blood, by body and by womanhood” (Nice 1992, as cited in Hsu, 2005, p.41).
3.3.4 Transcription and preparation

All interviews were audio recorded and transcribed by a professional transcribing service. Permission was sought from each participant for this. Knowing this interview data would be transcribed was critical as it enabled me as the “interviewer to probe systematically and in-depth without the distraction of note taking” (Sanders, 1982, p.357). The transcription of the interviews by the transcribing service was only the beginning of the process. The transcribing service produced a verbatim copy of each interview including the researcher’s questions, along with the narrator’s life story. For those participants who chose to take part over a series of interviews, the initial transcriptions also contained the greetings and social conversation that preceded each interview. The transcripts also included comments from the dyadic counterparts in instances where mother and daughter had been interviewed together. The next step was editing to order the raw interview transcripts into life story narratives. Social chat and, where possible, interview questions that did not add to the context were removed. Those interviews that had taken place over a series of meetings were sequenced into one narrative. Care was taken in cases where mothers and daughters had been interviewed together to separate their life narratives, and as related in their own words. The outcome of the editing process was life narratives from the four mother and four daughter participants ready for narrative analysis.

3.4 Narrative Analysis

The purpose of this section is firstly to explain Lieblich and colleagues’ (1998) four approaches to life story analysis. This is important as it underpinned the use of their holistic-content analysis for this study. Secondly this section explains the eight-step process used to analyse the data using this method. Thirdly, practicalities with respect to the analysis are discussed and finally, the set-up for the results chapters to follow is outlined.

3.4.1. Classifying and organising life stories

Following an extensive review of the literature on narrative, Lieblich and colleagues (1998) deduced that there are “almost no comprehensive models systematically mapping the variety of existing models of reading narratives” (p.6). They provided four possible approaches that pertain particularly to analysing life story interviews. These aim to “systematize various readings, analyses, and interpretations of narrative research” (Lieblich et al., 1998, p.7). Their model determines two independent dimensions: holistic versus categorical, and content versus form. The two dimensions of analysis form bisecting axes and a two by two matrix. The vertical
axis extends from holistic to categorical and determines where the unit of analysis will occur. In line with a traditional content analysis, analysis at the categorical end of the spectrum refers to pulling the life story (or the life stories from several narrators) apart into components and then into categories. At the holistic end, the life story is taken as a whole story and the parts of the story are analysed with respect to the whole story. The horizontal axis represents the contrast between the content and the form of the life story. At the content end, a story focuses specifically on the content of an event: what happened, who took part or the outcome. Analysis at the form end of the spectrum is concerned with the structure of the life story, the sequence of its events over time, or even its complexity. The two by two matrix formed from the bisecting of these axes gives rise to four types of life story reading: holistic-content, holistic-form, categorical-content, and categorical-form.

Most studies identified used the categorical-content analysis and the holistic-content analysis together (cf. Burns, & Bell, 2011; Clark, 2001; Demertzì, Bagakis, & Georgiadou, 2009; Iyengar, 2014). Other studies have used other combinations of the four approaches (cf. Cermáč, 2004, Marshall & Long, 2010). The various combinations used however, have usually been in relation to only one group or population of people. For example Iyengar (2014) studied Asian American students and Zimmerman (2011) studied women practicing Eastern spirituality to recover from childhood trauma. The challenge for the present study was that there are two generations being examined.

The two modes from Lieblich and colleagues’s (1998) model not used in this study were the holistic-form and categorical-form reading of narratives. The holistic-form reading focuses on the formal aspects of narratives, including progression of plot or plot analysis. Changes in the plot can be presented visually as graphics with lines representing progression, regression and status quo (Lieblich and colleagues, 1998). Similarly, the categorical-form reading also looks at formal aspects, but for the separate parts of the life story. ‘Narrative’ was not the focus of this study so these methods were deemed not to be relevant, as it was the content of the life narratives that needed to be explored in order to respond to the research questions. The life stories provided a conduit to the life experiences of the family business women in this study. The research was exploratory and aimed to garner theoretical insight in an under researched area. The interest was in the life experiences of the women involved, and the contexts in which these occurred, and not in how the telling of the stories was structured. Accordingly content-based readings were used in this study.
3.4.2 Narrative analysis in this study

A holistic-content approach takes the whole story into account while also focusing on the story’s content (Lieblich et al., 1998). When using this type of reading, a story is read for its overall ‘global theme’. This main impression is garnered from the story and its interpretation is drawn from the ‘feel’ of the narrative. Attention is also paid to the content so that other themes related to this global perspective are also garnered from the story, and then discussed in relation to the whole life. This enables an overview of the lives of the participants to emerge, while still providing content on major themes within their lives. As the holistic-content type of reading “takes into consideration the entire story and focusses on its content” (Lieblich et al., 1998, p.15), the analysis taking place is deeply in context. This type of analysis is often applied to one, or a very small number of participants. Categorical-content reading outside a life narrative context is called a ‘content analysis’ (Lieblich et al., 1998). Usually, this type of reading focuses on the content of the story as separate parts, regardless of the context of the whole life story. The selection of subtext to be studied is made in relation to the hypothesis or research question. These sections are sorted and analysed independently. The categories to be studied are defined and the material is then sorted and conclusions drawn.

However, Reissman (1993) suggests that “more than one case study is essential if we want to show variation…comparative work is desirable” (p.70). This raised two points for the current study. First with eight participants, four mother and four adult daughters, the number of participants constituted a ‘small number’ of participants, as per the quote above, and more than one ‘dyad’. The second issue was determining how to examine the narratives of two generations within and across dyads. Given these complexities, the life stories in this study were subjected to an analysis using both holistic-content and categorical-content approaches (Lieblich et al., 1998). This is in line with aspects of studies by Kyriakidou (2011) in relation to using holistic and categorical components, and Iyengar (2014) in relation to some starter a priori themes.

3.4.3 Steps in the process

Figure 3.2 outlines the narrative analysis process used in this study. It consisted of eight steps that are explained in this section. It also outlines how this analysis leads into the results chapters.
Figure 3.2 Narrative analysis process
Step One
Step One of Figure 3.2 shows that all of the life stories were read openly and deeply, looking for an initial overall pattern to emerge in each that was unique to that particular story. Annotations were made capturing initial intuitive thoughts. As the researcher, in this part of the process I was looking for “aspects to which [to] pay special attention…their significance [dependent] on the entire story and its context” (Lieblich et al., 1998, p.62). Lieblich and colleagues (1998) advise the researcher to “believe in your ability to detect the meaning of the text and it will speak to you” (p.63). They also suggest that important themes can be discerned by the amount of time that the interviewee devotes to a topic, how repetitive they are about it and how much detail they go into. This was important initially in terms of getting to know the participants through their stories at a ‘global’ level. Initial notes were also made for each dyad on family members, relationships and family structure, and family involvement in the business, the information garnered from reading the life narratives. Preliminary information on each dyad’s business(es) was also completed in this step. For example, this included information on how many employees they had and how long they had been in business.

Step Two
Step Two of Figure 3.2 shows that a short life story summary was also completed for each participant, and initial and global impressions from each life story were put into writing. This was important because it was the start of putting together an initial individual ‘skeleton’ sketch that would later form the basis for further analysis. An excerpt from Alice, the mother participant from Dyad Three, is provided as an example. This gives initial impressions of Alice’s story, and some of the key themes and influences in her life that stood out upon initial interaction with her narrative. It also indicates at a surface level, some of the form factors in her narrative; for example how much of her narrative was devoted to her journey to and through business ownership.
Table 3.4 An excerpt from Alice’s global impression

Mother participant – Alice: Global impression

Alice’s life story around family business activities is one of a journey to and through multiple successful business start-ups and the significant influence of family on this. A mantra of ‘working to live not living to work’ comes strongly through. Alice constantly refers to her control over her businesses in not wanting them to grow too big so as encroach on her lifestyle and independence. Stories abound as to how she has managed not holding a good business back while still pursuing the lifestyle that she covets. Alice has tried her hand at many different businesses sometimes more than one at a time while also balancing raising her only daughter Angie. Amid a raft of start-ups in several industries, the fashion industry is the one that has continued to draw her back into it across a number of entities until she found her own perfect balance in achieving independence through a business that enabled her lifestyle. Alice’s journey has been to and through managing what she sees as an innate propensity for spotting and capitalising on marketable opportunities, maintaining a good income that is hers, and balancing her desires to have the time and means to parent her daughter better than she was parented. This journey features in approximately three quarters of her narrative. Alice speaks enthusiastically about her business projects over the years. Her language is colloquial and she swears unabashedly when she speaks on subjects that she is passionate about, for example when describing a working experience in a technical role before her first foray into business ownership, in describing the staff who worked around her she says: “and they were such dickheads, so I’d be, you know I’m bossy, so I’d be running [technical process] and signing all the documents and there’s all these bloody lulus running around”.

In Alice’s story, she constantly refers to others throughout, not just herself. Her family, her parents, her husband, her daughter and her granddaughter all feature prominently - both her family of origin and her created family with husband Alan. Her childhood and adolescence spent in her family of origin and key relationships in this with her mother, father and sister, proving to be significant learning experiences in both her personal development and towards the type of business owner she would become. Most of these influenced her to avoid pitfalls that she had observed and the constraints placed on her when she was younger. One example is being determined to never lose her independence again. This anchored in deep-seated experiences from her childhood when she was made to care for her sister “I’m still pissed off because I had to look after her and take her everywhere, like to school and everything, even now I can’t let go of the older sister role”. Pivotal to who Alice would become was also the socio-cultural influences on her of coming of age and being a ‘hippie’ in the 1970s after being raised by a ‘1950s’ homemaker.

Her created family have provided influences in other ways, including unwavering support from husband Alan from finances to prop up the firm in tough times through to significant caregiving for both her and new baby daughter Angie as Angie settled into a difficult babyhood. Mother and grandmother- hood feature most prominently with Alice’s relationship with daughter Angie and her granddaughter Amy appearing most often. Throughout her story Alice references both Angie and Amy as she speaks of long, deep, emotional ties that have only strengthened as Angie herself has become a mother and because of the time they have spent together in the business. Many of Alice’s stories signal significant parallels between her own life and Angie’s. Fascinatingly beneath this it becomes apparent that Angie’s pathway has made all the much easier by the journey that Alice has been on and the opportunities that she has afforded Angie. She wants the good things that she has worked hard for in her life, for both Angie and young Amy.
Step Three

Step Three of Figure 3.2 shows how initial information on family members, relationships and family structure gathered in Step One was collated and developed into a genogram for each dyad. Families are usually the first source of relationships, emotional support, and transfer of resources between generations and “act as an important link between individuals and the larger social structure in which they are embedded” (Miller, 2000, p.42). Miller (2000) suggests that families remain an important influence in modern life. In the life stories collected for this study, the histories of the participants’ families came as part of their narratives, frequently being the first and most significant memories in the lives of these women (Adler, 1931, as cited in Lieblich and colleagues, 1998). Tuval-Mashiach (2014) suggests that individuals construct their lives within social and cultural contexts. Therefore taking context into account is important when working with narratives, as there can be tensions between a life story being about a private person and conforming to social conventions. An examination of the context in which a life is constructed, in this case the family and family business, potentially has the ability to help understand the narrator in relation to his or her surroundings and their systems for meaning-making.

Each participant’s narrative was rich in stories about multiple members of her family, and overlaps between family members began to appear between mother and daughter narratives in each dyad. In order to structure this data during analysis, and to help the reader to understand who key family members are, family details were collated from the interviews with the mother and daughter from each dyad and organised into a family chart (Miller, 2000). These charts took the form of genograms, as outlined by McGoldrick and Gerson (1985), mapping the family structure, recording family information, portraying family relationships and family involvement in the business. They span from the parents of the mother participants (Generation Zero) to the children of the daughters (Generation Three), with the mother-daughter participants as the ‘target’ generations in the middle (Generations One and Two) (Miller, 2000). This enables both the researcher and the reader to see where key influential family members were positioned in relation to the ‘target’ individuals, mothers and their adult daughters, throughout the life stories. They also allow the following to be visualised: additional family members who have worked in or have ownership in the business, families of origin and families created by participants as adults. McGoldrick and Gerson (1985) suggest that “the backbone of a genogram is a graphic depiction of how different family members are
biologically and legally related to one another from one generation to the next. This map is a
construction of figures representing people and lines delineating their relationships” (p.9).

An example of a genogram used in this study is provided in Figure 3.3. This genogram was
produced from family information gathered from the life story interviews of Alice and Angie
from Dyad Three, who led a fashion retail chain, Attractive Apparel. It shows mother
participant Alice’s parents, Aloysius and Agnes, and her uncle Anson as Generation Zero. She
and her sister Abigail are Generation One. Only child Angie is Generation Two and only child
Amy is Generation Three. The key provided helps the reader to understand important
representations in the chart. For example, female family members are depicted by a circle and
males a square, making them quick and easy to discern. Shading and bold outlining is used to
indicate involvement in the business. As can be seen from this genogram, mother Alice founded
the business (dotted outline) and currently co-owned it with husband Alan (bold outline). She
also co-managed it with Angie (marbled shading), who was not a founder and did not as yet
have ownership (simple, non-highlighted outline). Alice’s husband and Angie’s father, Alan,
was now an employee of the business (shading), as was Angie’s sister-in-law, Ashley
(shading).

In this step a short summary was also completed of key information on each dyad’s
business(es). This outlined the number of businesses owned and led by the dyad, it’s size and
scope, the locations of these businesses; the number of employees, indications of current and
potential growth and some general introductory information pertaining to the industries in
which the dyad was operating. In the context of their business relationships, the four dyads
were at different stages of development, ranging from co-management through to nearly
complete succession.
Step Four

The narratives of the two generations of family business women needed to be viewed together, within and across the dyads to enable both perspectives to be examined. Care was needed as to how to best achieve this while maintaining the holistic integrity of the life stories of the individual participants. As outlined earlier, there is precedence for using more than one of Lieblich and colleagues’ (1998) approaches in data analysis. Kyriakidou (2011) also needed to consider comparability in her study of women engineering managers. To determine how these engineers described events and experiences in relation to their professional identity, and to compare and contrast these, she examined each narrative using a combination of the holistic-content and categorical-content perspectives.
Lieblich and colleagues (1998) suggest that a “categorical approach may be adopted when the researcher is primarily interested in a problem or phenomena shared by a group of people, while the holistic approach is preferred when the person as a whole, that is his or her development to the current position, is what the study aims to achieve” (p.12). Although they further posit that their classification is influenced by the type of research question, style of text and sample size, and the manner of reading the life stories, they also advise that the reality of working in narrative research is that it is not always possible to determine fine differences. In order to bridge between determining the individual experience and enabling some comparability towards understanding the life influences that have shaped the participants, their families and their businesses, a judgement decision was made to use both an inductive and deductive approach\textsuperscript{19}. The approach needed to take into consideration that the number of participants was small, four mothers and four daughters, and that as an exploratory study, the purpose was to gain insight but not necessarily generalisability. As outlined earlier this was guided by holistic-content and categorical-content approaches and the use of some initial a priori themes (i.e. inductive and deductive). These a priori themes were: families, careers, their mother-daughter relationship, and their businesses.

In a categorical reading, “categories are various themes that cut across the sub-text and provide a means of classifying its units” (Lieblich, et al., 1998, p.113). The authors further suggest that “in practice, it is a circular procedure that involves careful reading, suggesting categories, sorting…into categories, generating ideas for additional categories or for refinement of existing ones and so on” (Lieblich, et al., 1998, p.113). As outlined earlier this took time, patience and deep immersion in the text, all corroborated by Lieblich and colleagues (1998) as necessary when working with life narratives. Lieblich and colleagues (1998) advise that in addition to accounting for the researcher-participant interaction, “dimensions and influences are often hard to detect in the first reading, and the meticulous work of sensitive reading or listening is required for gaining understanding pertinent to the research questions” (p.10).

As Step Four of Figure 3.2 shows, the ‘global’ readings and the ‘skeleton’ sketches derived in Step One, along with initial a priori themes, were used as a starting point to re-read the eight narratives multiple times, while coding and annotating. Nvivo software was used for the

\textsuperscript{19} Miller (2000) also suggests when researching biographical and family history it can be difficult to pragmatically place oneself formally in a single “camp” (p.14) with respect to data analysis and that there is often overlap between approaches.
purpose of grouping into categories. Themes were then manually derived from these categories. Emerging patterns and themes were considered, revised and refined, moving multiple times between the original life story narratives and the analysis. Thirty-five categories emerged in this iterative process. This number was considered too large to use for a holistic approach for both the mother participants and then the daughter participants, and so the categories were coded into the overarching themes as depicted in Table 3.5 below.

The first column in Table 3.5 shows all 35 initial categories. Column two shows how the initial categories were grouped into four overarching ‘key themes.’ These were: 1) family of origin; 2) created family and motherhood; 3) mother-daughter relationship and career; and 4) career, business and opportunity. The third column depicts these themes as they were traced through the mother participants’ narratives in Step Five, and the fourth column does the same the for daughter participants. These results are reported in full in the within-dyadic results in Chapters Four and Five.
Table 3.5 Overarching themes

<table>
<thead>
<tr>
<th>Categories</th>
<th>Overarching themes</th>
<th>Mother’s family of origin</th>
<th>Daughter’s family of origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing up in and around family businesses</td>
<td>Family of Origin</td>
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<td>School</td>
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<td>Early interests</td>
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<td>Parents (and parents’ generation)</td>
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<td>Other family members</td>
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<tr>
<td>Spousal support</td>
<td>Created family and motherhood</td>
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<tr>
<td>Spousal influence</td>
<td>Mother’s created family and motherhood</td>
<td></td>
<td>Daughter’s created family and motherhood</td>
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<td>Death or divorce</td>
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<td>Income</td>
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<td>Being a mother</td>
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<td>Childcare</td>
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<td>Work-life balance</td>
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<td>Lifestyle including interests</td>
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<td>Third generation</td>
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<td>Early relationship</td>
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<td>Adolescence</td>
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<td>Adult relationship</td>
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<td>Spending time together</td>
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<td>Third generation – in relation to mother-daughter relationship</td>
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<td>Business relationship/personal relationship cross-over</td>
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<td>Expectations</td>
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<tr>
<td>Boundaries</td>
<td>Mother-daughter relationship</td>
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<td>Mentoring teaching and learning</td>
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<td>Systems and business</td>
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<td>Creativity and synergy</td>
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<td>Career Employment</td>
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<td>Education in Business</td>
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<td>Education/training that contributed to Business</td>
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<td>Jobs</td>
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<td>Skills</td>
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<td>Personal characteristics</td>
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<td>Entrepreneurship/venture start-up</td>
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<td>Opportunity</td>
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<td>Future planning</td>
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<td>Future business plans</td>
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Steps Five to Eight

Steps Five to Step Eight in Figure 3.2 show the process and outcome of the holistic-content analysis and the emerging within-dyadic analysis. Step Five shows that all eight life stories were thematically re-read in relation to each individual’s story. As new themes and subthemes emerged, they could be fed back into Step Four for further examination. Any theme or sub-theme particular to individual participants and their dyads could also be examined. This step was completed concurrently with Step Six. In Step Six the analysis of each participant’s life story developed in Step 5 was pulled into a ‘portrait’ of key influences for each individual participant. I chose to label these as ‘portraits’ as they depict the interpretation of each participant’s life story, along the four key overarching themes in Table 3.5. I liken this experience to the one outlined by Creswell (2012), when he relates the qualitative research process as “recognizing the highly interrelated set of activities of data collection, analysis, and report writing” (p.52), finding them “all interconnected processes, not distinct phases in the process” (p.52).

Step Seven of Figure 3.2 shows the arranging of the ‘portraits’ into their dyadic groups – the corresponding mothers and daughters were grouped together. Step Eight depicts the within dyad comparison and contrast that was completed toward creating a dyadic profile for each. These are captured along with the business summaries and genograms and life story summaries for participants in the first two results chapters, Chapters Four to Five. The emergent themes are then also discussed across dyads, for both mother and daughter participants, in the remaining results chapter, Chapter Six.

3.4.4 The practical process

Using the method suggested by Lieblich and colleagues (1998), in Step One of the analysis, the initial reading, colour-coding and note taking for each narrative was completed with coloured markers and handwritten annotations on paper copies. I chose to do this on paper for two reasons. Firstly, tracing with coloured markers on paper was suggested to me as an option, having been used successfully by other researchers. The second reason was personal: I simply preferred the tactile feel of paper and being able to spread the pages out to highlight and annotate them. Being able to physically see each life story with its emerging results laid out from end to end was preferable to a digital option. Steps Two and Three, the initial global impressions/’skeleton’ sketches, life story summaries, family genograms and business summaries, were completed in Microsoft Word and Power Point. In Step Four, deriving initial
themes for holistic-content analysis, a combination of NVivo and paper copies were used concurrently. Step Five, holistically examining each participant’s story, and Step Six, deriving a ‘portrait’ for each participant based on Step Five, were predominantly and concurrently completed on paper copies and in Microsoft Word. Steps Seven and Eight, bringing together and completing the dyadic ‘profiles’, were completed in Microsoft Word.

3.4.5 Set-up for Results Chapters Four and Five
As depicted in Figure 3.4 each of the first two results chapters comprises two halves. The first half of Chapter Four presents Dee and Dianne’s story and the second half, Eve and Emma’s. In the first half of the chapter, a short introductory summary of the Delightful Divas dance school is provided. This includes its size and scope, the number of employees, indications of current and potential growth and some general introductory industry information. Secondly, the Davies family genogram is also provided. This spans four generations, from Dee’s parents (Generation Zero) through to Dianne’s children (Generation Three). Derived from information provided in Dee and Dianne’s life story interviews, it is provided to portray the various family members introduced in Dee and Dianne’s narratives, where they fit in the Davies family tree, their relationship to other family members and depicts the family members involved in the business. Third, the life story summary and fourth, the findings of the holistic-content analysis for Dee are provided, taking the unit of analysis to the individual level.

The full holistic-content narrative analyses of participants in this study are lengthy given that each of the key themes is traced through the whole life narrative of every participant. Accordingly, the results of the holistic-content analysis of participants are provided instead. The resulting ‘Portrait’ emerging from the holistic-content analysis for Dee is presented next. The same components are then provided for her daughter Dianne. Finally, a dyadic ‘Profile’ is derived for the dyad, drawing together the preceding information and analysis. In the second half of the chapter the same is then provided for the second dyad, Eve and Emma. Like Chapter Four, Chapter Five also comprises two halves. Following the same format as Chapter Four, the first half of Chapter Five presents Angie and Alice’s story and the second half, Susan and Sandra’s.
Figure 3.4 Set-up for Results Chapters Four-Five
3.5 Criteria for evaluation of qualitative research and exploratory studies

Libelich et al. (1998) suggest that the “‘old’ criteria for evaluation of research were basically, reliability, validity, objectivity and replicability” (p.171). They see these criteria as contradictory to the purpose of the narrative approach, which can be interpreted in a wide range of ways. They suggest that this does not mean “inadequate scholarship”, but rather the multiplicity of such material and the “range of sensitivities” of different readers (p. 171).

Atkinson (1998) suggests that life story interviews are personal encounters, subjective by nature and anchored in the interview interaction. He advises that the creative relationship between interviewee and interviewer can influence what is told and how. The longer the interaction and the more amicable the exchange, the more consistent and rich the final interview is. Other considerations include internal consistency, corroboration with the interviewee reading the transcript and commenting on its alignment with the original narration, and persuasion and resonance as to whether the story is plausible (Atkinson, 1998). Ultimately, the story revealed is the storyteller’s and they are best positioned to determine whether or not it is a valid story. No two researchers will record or interpret a life story in exactly the same way even when given similar guidelines (Atkinson, 1998). On a different day with a different interviewer an alternative interview might be recorded. As Atkinson (2007) suggests, “some people may be as factual as is possible, some may invent pieces to satisfy some need, and some may be creative” (p.239).

Lincoln and Guba (1985) suggest the concept of ‘trustworthiness’ as appropriate for qualitative research, asking: 1) Is the research credible, and is there confidence in the findings? 2) Is there transferability in the research, and applicability in other situations? 3) Is there dependability in the research and consistency if repeated?, and finally 4) Is there confirmability in the research, and how supported are the results by the data collected? Shenton (2004) reports corresponding criteria for Lincoln and Guba’s (1985) constructs against a positivist framework: “a) credibility (in preference to internal validity); b) transferability (in preference to external validity/generalisability); c) dependability (in preference to reliability); d) confirmability (in preference to objectivity)” (p. 64). These criteria include internal consistency of the narrative, meaning that the narrative should not contradict itself in its parts and contradictions can be corrected for during the interview process by either the storyteller or the narrator (Atkinson,
1998, Curtis & Curtis, 2011). Riessman (1993) asks if the story is plausible, as in something that could actually happen to someone else.

While interview transcripts were offered to all participants, only one took up the opportunity to read their transcript. Instead the data analyses and the results were closely re-read by the researcher for internal consistency and plausibility, in line with Atkinson (1998) and Riessman (1993). The thick depth of the data generated in this study (Geertz, 1973) also supported consistency. Finally, Lieblich and colleagues (1998), based on the work of several other scholars commenting on criteria for evaluating qualitative interpretive research (cf. Runyan, 1982; Mishler, 1990), suggest the following four principles: 1) width, the comprehensiveness of the evidence; 2) coherence, the way different parts of the interpretation create a complete and meaningful picture; 3) insightfulness, the sense of innovation or originality; and finally 4) parsimony, the ability to provide an analysis based on a small number of concepts and elegance or aesthetic appeal. In order to meet these criteria, I followed the method used by Zimmerman (2011) and drew from my participants’ data resultant and narrative themes that overlapped. I then wove these into a meta-narrative of shared themes and key influences on mother and adult daughter entrepreneurial family business leaders.

3.6 Ethical Considerations

Although deemed low risk, this study underwent formal ethical consideration and subsequently received approval from The University of Auckland Human Participants Ethics Committee (UAHPEC). This section outlines the ethical considerations for this research project.

3.6.1 Informed consent

At the first interview, or the beginning of the long interview, depending on how the participants chose to participate, participants were made aware of what informed consent and voluntary participation meant in terms of this study. They were made aware of their rights and responsibilities in the study, including their right to withdraw, how their data would be treated and stored, and what the data would be used for. A signed consent form was sought at this time, including permission to audiotape.
3.6.2 Anonymity

An ethical consideration in this study was that the participants needed to be made aware that their anonymity might not be able to be protected, given that there were two prominent people in their business being interviewed: mother and daughter. Ultimately, the names of all the participants and the businesses in the study were changed to protect their identities and those of the people, usually family members, who were mentioned in their life stories. All family members discussed in the life stories have been given names starting with the same letter of the alphabet for each family. For example, Dyad One is Dee and Dianne – and the other family members for this dyad have also been assigned names starting with the letter D. Informed consent was sought from the participants with respect to anonymity from the beginning of the interview process.

Participants were offered the transcripts of their interviews at the end of every interview and given the opportunity to edit them, allowing full control to the mothers and daughters of their information. However, only one of the participants asked to see her transcript. This participant returned the edited script to me and, as noted previously, the only changes made to the transcript involved the spelling of some names. All participants signed a consent form to indicate that they understood the conditions under which they were giving their stories as data to this study.

3.7 Chapter Summary

This chapter has highlighted how the research questions informed the research design and narrative analysis in the results chapters that follow. The philosophical assumptions positioning this study as interpretive, constructionist and exploratory have been explained and the life story method used in this study discussed. Participant selection, conduct and transcription of the interviews, and preparation of narrative for analysis have also been overviewed. A description of the approach for the narrative analysis and the steps carried out, anchored in an adapted holistic-content analysis (Lieblich, et al., 1998), preceded a discussion of the criteria for evaluation of qualitative research especially in relation to this study, which is both life story interview based and exploratory. Finally the ethical considerations in this study were addressed.
The purpose of this chapter is to provide the findings from holistic-content analyses of the life story narratives for the two mother-daughter dyads in the study that self-identified as small business owners. Dee and Dianne Davies run the Delightful Divas dance school and make up Dyad One. Eve and Emma Evans run Exceptional Events, an events management company, and make up Dyad Two. As outlined in section 3.4.5 this chapter is comprised of two halves. The first half presents Dee and Dianne’s story and the second half, Eve and Emma’s. Figure 4.1 provides an outline of this chapter.

Figure 4.1 Chapter Four – Examination of small business Dyads One and Two - Results I
4.1 Dee and Dianne Davies

When famed ballerina Margot Fonteyn said in *A Dancer’s World* (1979) that “ballet is more than a profession — it is a way of life” (AZQuotes, n.d.), she could easily have been referring to Dee and Dianne Davies. These women are master artisans of dance, especially ballet. They believe it to be a pure art form — a craft that needs to be carefully taught and reverently preserved. For them, their ballet school is not just a viable business. It represents a legacy for the next generation and contributes to performing arts in New Zealand by providing jobs and opportunities for showcasing talent.

Dee and Dianne’s narratives were collected in consecutive interviews, each across one day-long session. Dee was interviewed on her own but she remained when it was Dianne’s turn to be interviewed. Her interjections in Dianne’s narrative were minimal, meaning two nearly distinct life story narratives were captured.

4.1.1 The Delightful Divas Business

The business is owned by both Dee and Dianne. Dee’s husband David is also an owner but is not involved in the day-to-day running of the business. Delightful Divas evolved out of an earlier business started by Dee. The business operates in a large New Zealand city. It also has four satellite studios in a number of nearby small towns.

The business has four full-time employees who work a traditional full-time week, as well as a substantial number of part-time staff members. The school teaches several forms of dance: ballet, jazz ballet, urban dance, contemporary, hip hop and musical theatre and offers classes for toddler aged children through to adults. Each form of dance follows a syllabus and students can elect to sit examinations in their genre. The business is also the New Zealand headquarters for a prestigious international examining institution in dance. It processes all New Zealand exams for this particular institution. It also trains examiners. This opportunity opened up for Dee several years ago, secured through her reputation in the dance community. Recent developments have seen daughter Dianne introduce new products including a range of urban dance clothing and potentially a new dance syllabus. Their complementary roles see Dee managing the international examination work for the dance school and teaching some of the ballet classes for older students while Dianne also teaches and manages the dance school, staff, systems and growth potential.
4.1.2 The Davies family genogram

The purpose of Figure 4.2 is to depict the Davies family as a genogram. The genogram (McGoldrick & Gerson, 1985) is centered around Dee and Dianne as the ‘target’ individuals (Miller, 2000). The genogram features the key people they introduce and discuss in their life stories. Under each name are the details of their relationship to both Dee and Dianne. Their relationship to Dee is listed first and then their relationship to Dianne. For example Dot is mother to Dee and grandmother to Dianne. The genogram also depicts who founded the business, its current ownership, its current management and the family members who are employees of the business. It also shows the relationships between family members.
Figure 4.2 The Davies family: family structure and involvement in the business
4.1.3 Dee

This section provides a short life story summary for Dee. It then presents the findings from her holistic-content analysis.

Life story summary of Dee

Dee is sixty years old and lives in a regional New Zealand city with husband David. They have been married for 40 years. Dee and David have her two children, Dean and Dianne, and seven grand and step-grandchildren. Dee grew up in a family with her parents, Digby and Dot, and three brothers, Desmond, Declan and Dante. As the only girl she had to learn to fight and be tough to keep up with the boys, but also had the support of her siblings when needed. Dee’s mother was a homemaker post-World War II. Her father worked in an office.

Dee’s family always had a passion for the performing arts, with one branch of the family talented in dance and the other in music. Aunt Dora taught her to play the piano while her Aunt Delva taught her ballet. Dee danced from a very early age. Her first performance on stage was aged four. At about ten years of age Dee started teaching dancing classes in her aunt’s dance school; indeed her Aunt Delva was to become a lifelong mentor. Dee completed her ballet education gaining qualifications throughout her childhood and adolescence. At school Dee won awards for sewing, a useful skill used for making costumes for dance productions in the following years.

After high school her parents saw her future in office work. Dee had other ideas. Teaching ballet to children was a more attractive option. Having taught in Aunt Delva’s dance school since childhood and gained her qualifications as a dance instructor, at about seventeen years of age Dee started her own business, ‘Dee’s Dance School’ (later to become ‘Delightful Divas’). She rented a hall as premises and worked in the afternoons and on Saturdays when children could attend dance classes. Dee also danced in productions on the weekends as well.

Dee met and married husband David when she was twenty. For many years David ran his own business in association with a larger business. Dee juggled caring for her two small children, Dean and Dianne, with running her dance school. The flexible nature of her dance school business meant that she could either scale back or generate more work in order to supplement
family income and still be able to care for her children. Freelance choreography was an option at this time as well. As the children grew older, Dee grew the dance school. The business could also be packed up and taken with her when David needed to move with his job. Several regional New Zealand cities became home to Dee’s business.

Dee’s business has now been in the same location for three decades. After staging some productions and making some money, Dee found permanent premises. The business had grown to four rented studios before she realised that Dee’s Dance School really needed to have its own rooms. Finding the current building in which the business is now located came after lengthy planning and interactions with council. Initially Dee was only able to afford half of the site, but as the business grew so did her resources and Dee was soon able to take over the whole site. She has owned it now for over 20 years.

The business has since grown to include a second revenue stream. Fifteen years ago, Dee was presented the opportunity to manage the qualifications process for a prestigious international institution. Having Dianne in the business has made this and the dance education aspects of the business manageable. Dee spent a period of time trying to juggle both before Dianne joined the business. At sixty years of age, Dee actively teaches dance classes and manages the school’s productions in addition to all of her other tasks. Dianne’s formal entry into the business has seen it undergo even further significant growth in the form of satellite studios and other product lines. A time will come when Dee is no longer able to take dance classes. She knows this is coming within the next decade but hopes to be involved for a significant period yet.

A portrait of Dee
Dee’s narrative begins with her family of origin. Hers is a story of being born into a family of artists. To suggest that this underpins her life is to understate its influence on her.

There was real solid background there as far as my life was concerned. I thought that everybody did this. This was everybody and on my father’s side my grandmother was a music teacher and then dad played the piano and his sister, she was a music teacher and we just went [to her for lessons], it was a forgone conclusion, we all went and piano-ed.
Multiple references in her narrative convey that although did she not have a choice in learning dance and music in accordance with her family of origin’s expectations, she enjoyed them. One of her first statements was, “Ballet had me by the short and curlies”. The outcomes from this have been many. Firstly, in a family of boys who went on to learn the piano, and with her father Digby also a pianist, dance was a way she could differentiate herself.

I remember [Dad] was a lovely pianist, classical pianist and I would practise my ballet and he would just play his Mozart or his pieces of music… Dad would play and I’d dance, you see.

It also allowed her to spend significant time with her Aunt Delva, her mother Dot’s sister, her dance teacher and life-long mentor.

[Aunt Delva] had a ballet school, yeah and she was big in the town and had a major business, I mean being a female [in the family] there was no way I wasn’t going to be learning to dance.

She saw first-hand that a career as a dance teacher could earn one a living and secondly that this was possible while one was a mother: Delva had five children. Dee helped out in her Aunt’s Delva’s dance school. This was the beginning of her education in teaching dance and provided her with valuable work experience.

I taught dancing real early for my auntie…[At that age] I wouldn’t call it working, [but] being involved. I suppose from about 10, 10 onwards. You know come in, would you help these children do this… and help the children do that. I never interpreted that as work [but a passion]….you can see it can’t you … I loved it.

Dee’s early exposure to ballet in particular helped her to master the discipline that she would need to not only progress in dance, but to also defy her parents and set up her own business at a very young age.

Dee advised in her narrative that neither of her parents were self-employed, although other family members were. Dee voiced few judgements or expectations about her mother Dot as a homemaker but it is clear in her narrative that this would not be the pathway for her. But Dee’s 1950’s parents, especially her mother, expected her to marry young and settle down – or at the very least settle into a respectable office job. One of the outcomes, evident in Dee’s narrative, was her confusion given how much emphasis was put on the performing arts in her family.
Another was the resolve leading to her first act of defiance. In the face of significant conflict with her parents, Dee started her own ballet dance school, Dee’s Dance School, in a local hall giving lessons in the afternoons after school let out.

Well I was about 16, 17, to start with, I rented a hall and I paid all the bills and did everything. In fact, I tell the kids I put on my first production when I was 15.

A contributing factor was that she had been stopped from pursuing a viable opportunity for a career as a dancer when she was much younger. This would have meant leaving her family.

[I] had an opportunity in [large city] when I was about ten to go and continue dancing outside of the [local] environment. But mum felt I was too young.

Clear in her narrative is that starting her own business was a turning point for Dee. She riskily defied her parents at this young age to pursue her passion. Even after Dee’s Dance School was established, Dee’s mother, a product of 1950s housewifery, continued to have strict ideas on what a young woman should be doing with her time. Dee describes this time as “pressured” and needing to be devious and hide some of her early success from Dot.

Because of Mum’s background in the home…she’d come over…and often I would cancel some lessons so she couldn’t see what I was up to - as I’d done something different to her…I used to sort of hide some of the truth of how much I was doing while she stayed.

Her mother emerges as a contradictory influence in her narrative, however. Dee outlined that, in a complete turnaround, on seeing her daughter’s success as a businesswoman her mother became almost “too interested in helping her”. The significant change indicated in the influence of her mother meant that she felt torn between striving to live up to Dot’s expectations, and being thankful for the “substance” that her mother instilled in her.

[My] mother was a perfectionist and quite frankly when she used to come and watch the students…she’d only leave me with three that were allowed to carry on. The rest weren’t up to it or the costume wasn’t right or the hair wasn’t in the right place… It's my mother that’s made me the teacher I am…successful because her perfection is on my shoulder the whole time. She’s there with me, she’s been dead ten years but she’s still with me.
Out of this conflict and confusion and her developing discipline and fortitude came the skills that Dee would need throughout her career in coming up against “the establishment” in the performing arts set, as she developed her role in the community. Finally, a strong theme in Dee’s narrative is that her early exposures to dance and her life-long role in it have left her unyielding in her view that dance, and ballet in particular, is an art form and dance education a legacy. And she has enjoyed this aspect. As such, preserving the purity of dance has been paramount and no corners have been cut for the purposes of commercial gain. Dance comes first, and despite defying her parents to prove she could make a living from it, especially in the early days, making money is secondary.

As Dee began to discuss her created family and what motherhood has meant, she reported husband Davis as a major influence in her life. Her parent’s wish for her to settle down was granted in many ways as Dee did marry young, but on her own terms. Throughout her narrative, Dee’s language is full of vibrant images making it easy to recognise her passions: her passion for dance, especially ballet, for music, and for life. Her passion for David, the “love of her life”, is also evident. Dee continued her dance school while settling into married life. One of the outcomes of her marriage was less consternation on the part of her parents about her vocation. As outlined, over time Dot became significantly more supportive. Providing two grandchildren, Dianne and Dean, to complete her created family helped in this. With husband David working, Dee was not the sole supporter of her family and so had flexibility in scaling her business up or down as needed. She could take her concept with her as they moved to different locations for David’s career. This was two sided however, as David’s income was often needed to support the cash flow in her business. He could also be relied upon to help with the large dance productions for which Dee’s Dance School became known. David has continued to be a supportive figure behind the scenes for Dee. However, his relationship with daughter Dianne has been more problematic, as will be outlined shortly.

Motherhood for Dee has been a significant influencing factor. Her narrative depicts love and belief in the art form of dance and the business that she has built around it. The business was flexible to a point, helping her to balance childcare and her career, especially as her children grew. However, the after school and weekend hours did not always fit with her children’s activities and pursuits, as will be outlined shortly. Not being involved in dance however, was not an option for Dee given its importance to her and her need to contribute to the household income. As a result, Dee found herself not only following long held family expectations that
her children would continue their education by learning the performing arts, but also that they would be taught dance by her. Dee’s story further suggests that this also meant her children growing up in and around the business. For Dianne this would continue into her teenage years. For Dean, there came a point where David intervened and decided that it would be more appropriate for him, as a boy, to pursue sports. The family then divided into these respective pursuits, spending time together along gender lines.

He did soccer, [David] took him to soccer, the boys [in the family] did their thing and the girls sort of did their thing if you like… But no [Dean] did not really involve himself. He would come and help a bit with the shows as [David was always] huge on backing me in helping with all the scenery and stage and that. But no [Dean] wasn’t involved.

For Dean, this resulted in a near permanent alienation from dance. For Dianne this strongly influenced her into a career in dance and the business.

[Dianne] would come and play the piano for class as well as teach, help me in the class morning and help with the little ones, you know.

Dee’s business was heavily reliant on after-school and weekend pupils. One of the underpinnings in her narrative is that the outcome of this, when her children were small, was the limiting of her involvement in her children’s extra-curricular activities. However, other performing arts training was the exception. Dee would pick her children up and drive them to and from music lessons in their school lunch hour, as the alternative was them not completing “their education”. For Dee, performing arts education is as important as the school curriculum. As Dianne developed in her music training she was able to help out with the younger children at the school and became the pianist for many of the classes.

I don’t call [learning the performing arts] ‘separate’ to ‘education’, that ‘is’ your education. You know I say to [my granddaughter] from time to time this is what our family does, you actually don’t have a choice, this is it. It was virtually spelled out, you know.

As mother and daughter, Dee’s and Dianne’s lives have been entwined in a strong relationship since Dianne’s birth and they now lead a family business together. Apart from the earliest stories about her family of origin, Dianne features throughout Dee’s narrative. Dee describes their relationship as “a privilege”, but there were periods of rebellion. One in particular saw
Dianne learn from another teacher.

There was a time during her growing years where she did battle me with the dancing and mum [Dot] came and she was watching this battle go on and she said, oh she said I don’t know what you’re putting up with this for, she said take her to someone else. This is mum’s wisdom and I said oh okay mum, I think that’s a good idea.

At thirteen however, Dianne started teaching her first dance class in her mother’s studio. The outcomes from this were significant time spent with Dee in a professional capacity from a young age, and the on-the-spot support provided for Dee with her pupils. The latter has been important for Dee as she ages because Dianne can bridge between the tradition and discipline of the balletic art form and the pursuit of more modern dance styles.

[Dianne’s] era of growing up [with] dancing is a different era to mine. The ballet, you see while I talk about ballet the whole time, she will talk other dance styles. I’ve done all the other dance styles but they don’t do it for me, no not at all, it’s the ballet. But the ballet in my era through the sixties…we sacrificed everything for ballet, do you see.

This has meant walking a fine line between remaining true to ballet and meeting the market with more contemporary offerings as well. For Dianne, her early start in the dance school saw her begin a teaching career in a manner similar to Dee when she began teaching in her Aunt Delva’s business.

Interestingly, given the resistance of her own parents of her pursuing dance as a career, Dee revealed in her story that she initially tried to persuade Dianne into another career path in which she showed interest. However, Dianne’s father David supported her choice to learn dance.

Dianne said I want to go to ballet school and I said no… leave it, just leave it alone. It’s been great for your childhood; we’ve had a lot of fun… Anyway I said you ask your father… well he was a blinking man [and] he would guide her right and he said well if that’s what you want to do dear we’ll back you all the way, I could have killed him.

However once Dianne chose dance she was fully supported from the beginning. Further explanation by Dee clarified that she did not want Dianne to feel that she had to go into the dance school just because this is what Dee had chosen to do.
As she looked back at her relationship with her daughter across the years, Dee’s language and the time that she spent discussing their relationship suggested that she and Dianne get along well for the most part. They have learned to stay away from areas where they would likely disagree. What was interesting in this part of the story is that as Dee talked through what their relationship has been like over the years, she recognised that they have realised that they need to get on: “We have to…we see each other every day”.

Dee outlined in her narrative that she and Dianne try to spend downtime away from the business when work allows, but talk invariably returns to either business or family. Inevitability, with a mother and grandmother in such a business, Dianne’s children are pupils at the school, and have been since birth. The gender roles by which Dianne and Dean were raised have played out in his children – to Dee’s dismay. There is no mention in her story of Dean’s children, Duncan and Dawson, learning the performing arts from family or elsewhere.

When Dee began to discuss her career, business and opportunity journeys her narrative implied passion, problems and philanthropy. Once established in her little business, Dee’s narrative suggested that she showed both resourcefulness and continuing fortitude and determination. Pushing through barriers in each place that she set up in on her way to settling in the town in which she has lived for decades, she further demonstrated the fighting spirit that she has honed since childhood. Dee’s language was combatant when describing how this often meant coming up against the “old guard” in the performing arts “fraternity.” After years of renting space in school and community halls, Dee’s Dance Studio finally settled in one location. Going up against the council in securing her premises, meant another fight to try and win.

I said to [David] see that hall, I’m teaching in that… So we had council, we had hearings, two hearings, you wouldn’t believe what people, how people tried to stop it. But we had two hearings, we fought and got approval so we purchased, we own the building.

Dee has become well respected in the performing arts community, as reflected in an extraordinary proposal presented to her. Dee was invited to take on exam work for an international examining institution. In discussing this in her narrative, despite feeling “loyalty” to and “reverence” for this institution, she did not see this proposal as an “opportunity,” per se. It is interesting that she did not see this as an example of what she believes an opportunity is.
[An opportunity is when] the environment out there will provide you with something that will be beneficial if you follow it… but you’ve got to have the foresight sometimes to see your opportunities.

Taking on this new challenge was certainly a great service to the dance community, but also very hard work. However, her belief that dance students should have excellent assessment systems and that teachers should be well trained meant she took on the responsibility.

Dee considers herself a small business owner and not an entrepreneur. Her ability to see opportunities was demonstrated by her decision to work for herself and the determination with which she pursued her first business opportunity, despite the opposition and mixed support she received as a young business woman. She has also seen a number of viable business opportunities as she successfully moved her business to new locations before settling into her permanent location. She was able to pursue some of these, childcare permitting. She perceives the exam work differently in that it came to her as a proposal, and being asked was considered an honour, albeit with a heavy workload attached. It is interesting given her frequent references to discipline and determination that the exam work came with its own very rigid formalised systems, and less creative control. The addition of this work has solidified both her and Dianne’s roles in the business.

Whereas I used to run the whole thing and when I got heavily involved into the [examination system] it became common sense I run that with help and she now runs [Delightful Divas].

Dee’s narrative suggests that the outcome of these influences has been a long term working relationship that has seen both women develop distinct roles. Dianne now manages much of the dance school and its growth and Dee manages the exam work. From Dee’s perspective, having Dianne in the business has helped them to have a close relationship. Dianne has had a sometimes difficult road towards reconciling issues from her childhood, as will be explored shortly.

Being invited to manage the exam work for an international body is a significant moment in Dee’s narrative. The invitation represented a substantial compliment to Dee as a master practitioner of dance and recognition of her position in the arts community. Her belief in service
and altruism is clearly evident. In relation to earlier comments about prestige and acceptance into the arts community, Dee sees great value in her involvement in community-based productions. Although these productions are not always money making, they raise the artistic profile of dance and provide opportunities to work with some of the very best local, and sometimes international, talent and production teams. For Dee this again relates back to dance and the performing arts being deeply and passionately centred within her, especially ballet, and appeals to her sense of “service in raising the art form”. This statement perfectly summarises her career in dance education, as she continues working hard to contribute to the legacy of the art form that she loves.

4.1.4 Dianne

This section provides a short life story summary for Dianne. It then provides the findings from her holistic-content narrative analysis.

Life story summary of Dianne

Dianne is thirty-eight years old. Born to parents Dee and David, Dianne grew up in a large regional city. Brother Dean completed the family. Dianne’s relationship with her father has been fractious her whole life, and has only recently begun to improve.

Dianne’s most vivid memories of growing up are her mother’s ballet school. From a very young age Dianne was a pupil at Dee’s Dance School. She began teaching in the school when she was about thirteen years old. Initially she played the piano for the dance classes and helped out with the smaller children’s classes.

Dianne completed high school, working for her mother throughout. Her long term intention was to go on and study in an unrelated field. After high school Dianne instead decided to continue to study dance. Dianne enrolled in a dance training academy in another city, and spent several years completing teacher training before returning to her hometown to work in her mother’s ballet school. The timing was fortuitous as the business was growing and taking on more work and Dee really needed the help.
Around this time, a difficult marriage break-up from first husband Denny saw Dianne suddenly become a single mother with sole responsibility for two children, Delia and Daniel. The dance school provided Dianne with employment as the sole breadwinner, and the flexibility to both care for her children and continue to work. Both children attended dance classes to help facilitate this. Dianne has now remarried and is back in the business full time. She and new husband Doug also share custody of his three children from his first marriage, often making for busy times as they juggle work with the children.

Dianne has introduced many systems required by the growing Delightful Divas and has bought into the business. With her formal arrival, the business has expanded into satellite dance schools in nearby towns, with further expansion options under consideration. She has also designed an entire urban dance syllabus as a new product offering, as well as an aligned range of clothing available from the school’s dance accoutrements shop.

**A portrait of Dianne**

From the very beginning of the interview Dianne came across as a complex person as she spoke about her placement in her family of origin as part of a higher order plan: “I was born to the parents that I’m meant to have so I can do what I’m doing”. For Dianne, life and experiences are bigger than her and bigger than her immediate family, providing a strong undercurrent in her story. Dianne’s family of origin comprises Dee, who she considers a strong mother figure and professional influence, father David with whom she has had a difficult relationship her whole life, and brother Dean. Dianne’s narrative depicts the significant influences from her family of origin as four-fold.

Firstly, Dianne’s often fractious relationship with her father has meant that she has had to prove herself to him. Dianne uses phrases like “hard man”, “difficult to please”, “he would make me cry”, and “never feeling good enough” to describe her relationship with him. Her verbalising of her earliest memories of David reveals Dianne’s retrospection on the impact that this has had on her.

I would say looking back he has loved me but it’s not in a way that I necessarily needed…[Love] wasn’t shown really I don’t feel. [David] did things, like he’d buy you stuff and that but he in himself, he’s not a warm tactile person, he’s not like that, yeah so it’s just how it was.
Expectations from both parents were high. In her reminiscing, Dianne portrays herself as a vulnerable teenager in a highly pressured environment. Her narrative also speaks to an adult Dianne feeling the need to prove herself as a consequence of these experiences.

I remember often through teenage years or even younger getting to probably about August, [exams] looming and I can’t handle my workload, the expectations, and just the tears and everything would come…. As I look back as an adult, I could never reach the bar. Even if I reached the bar I couldn’t reach the bar. I was never going to reach the bar.

This has driven her throughout her whole life to be independent.

My childhood made me very independent, very, very independent and you know that’s probably why it was quite good to have a marriage break up really because it makes you actually work it out and I did not want help from nobody because I would not be put in that position ever again.

Some reconciliation with her father has come about through influencing factors in her adult life. The first is the success of her second marriage (her first marriage ended in divorce). Secondly, Dianne has gained business skills and uses these to help David, despite being busy herself. Finally Dee has mediated between the two.

There was always probably pressure and traction going on all the time, you could never please [David], no matter what you did you couldn’t please him. You know if you had to vacuum he’d come back and tell you actually you’re going to go and do it again because there’s one speckle on the floor. So I have to say growing up you couldn’t please him and [Dee], she was always busy.

In addition to this she advised in her story that she “[doesn’t] take [David’s] crap” anymore, and “probably the last time he did that [she] went no more, no more of this… [she now] tells him to bite it20.

A second significant influence was that with mother Dee a successful dance teacher and a family expectation that she learn the performing arts, Dianne spent considerable time with Dee

20 In this context she means for him to stop judging her and stay out of her situation
in the business from a very young age. Thirdly for Dianne, she witnessed both parents running businesses in her childhood and could see firsthand that it was possible to earn a living this way. And finally, Dianne’s story suggests that a life of much introspection and reflection about who she is as a person, after a difficult adolescence, has given her perspective on some of the early relationships in her life. One outcome is that she calls her parents by their first names, not Mum and Dad. Dianne believes there is a higher power at play in her life, that helps to guide her in making sense of much of what she has been through and which can contribute going forward.

In her narrative Dianne reports a good relationship with brother Dean, but undertones of him being a threat are clear. Dianne has bought into the dance school business and shares ownership with Dee and David. The land and building on which the school operates is owned by Dee and David alone. Dianne can see a time when the amiable relationship she shares with Dean may be strained when they inherit their parent’s estate and she still needs to operate the business.

There’s two entities here, there’s a business and then there are buildings. And the buildings aren’t actually part of the business. Now if all things fail, or eventually my brother has an interest in the buildings… he wouldn’t give a shit about the business. Now I have a big interest in the business staying within the building. Now that’s where, there may in time come some major difficulties so I have to back my self in a financial position to be able to buy him out. Cause he will only want the money.

An outcome of this is that Dianne is working hard on her plans for growing the business, in part to ensure that she has enough capital to buy Dean out in the future.

Clear in her story is that her family of origin has been one of the significant influences in Dianne’s choice to pursue dance as a career. Interestingly, father David was the one who was initially most supportive of Dianne completing her dance teacher training and then following Dee into the dance school.

When discussing her created family and motherhood, it is clear in Dianne’s narrative her husbands, first Denny and then Doug and her two children, Delia and Daniel, have been major influences in her life. Her absent former husband Denny, father to her two children, left behind a significant legacy, as will be outlined shortly. There is meaningful contrast in how Dianne
talks about her new husband. Doug is from a similar performing arts background to Dianne, and understands her dance background and situation.

Family finances have dictated that Dianne work to support the family income, with first husband Denny being the main breadwinner when they were married. The result was a teaching role in Dee’s school, and for the children exposure to the dance school since birth, as they were cared for in the office by staff while she taught.

You know they were in here from very young, people would be up there [in the office] changing their naps and I’d give them a feed while I’m teaching and you know they were here all the time. I carried them and I danced right up to 40 weeks with the kids so you know it is actually their life.

The break-up of her marriage meant that the dance school, family finances and motherhood took on new dimensions. Dianne was suddenly a single parent who needed to provide for her children, with their father frequently absent from their lives.

I mean their father [Denny] has just buggered off… He cruises back into the country… he’ll take them away for a week or something but there’s still no financial support or anything like that. So over time I’ve, you know as mother I’ve been very fair about that, I’ve never [belittled] him in it in their eyes but as they’ve got older… I’ve actually given them the degree of truth and more truth as it comes.

As Dee had found before her, the hours of operation of the dance school made parenting and providing for the children problematic. Dianne home schooled for part of the day so that she could be with them and still earn a living. Clear in her narrative is that her vision of her children receiving an education in the performing arts matched her mother’s vision for her. It was seen as fate; a forgone conclusion that the next generation would learn the craft.

Another outcome was consideration of the long term future of her small created family. This led to Dianne not only buying into the dance school business, but also starting to grow it. She was not able to rely on the support of another income, as she was the sole bread winner for several years until marrying Doug. “Yeah [Dee] did not work like I did with my kids. It came on more gradually”.
It has also meant that Delia and Daniel, the third generation and still school age, are growing up in and around the dance school, and both taking on aspects of the roles that Dianne filled when she was a similar age. In Dianne’s narrative, motherhood is very central to her life. She believes that through motherhood she has learned how to really feel: “I felt what real joy was when I had my first daughter and I hadn’t felt this work at all, I had no idea of what it was to have a warm heart”. Delia is now rebelling somewhat, as her mother did at the same age. Effort is expected in this family in working to become the best: “She did not want to put the work in it and [in dance this] is inexcusable because you can’t fudge it”. There is no talk in Dianne’s narrative of sending Delia to another teacher, as Dee did with her, but neither is there any indication of her giving up dancing, or being allowed to give up. Brother Daniel is embracing his education in the performing arts, something that Dianne believes is helping his social skills. As with Delia, absent from Dianne’s narrative is any expectancy of a future role for Daniel in the firm. Her description makes it apparent it is a creative outlet for him, and will continue to be so.

Now that he’s done music… he was designing shows, he was writing a script, he was composing the music, he had ideas for costume and he’s got that sort of mind that can map it out. Now if he’s going to do that you’ve got to have the meat in the sandwich from young age so it’s second nature.

Second husband Doug, from a dancing background and with a similar family of origin to Dianne, features prominently in her narrative. One of the outcomes of their pairing has been his deep understanding of and commitment to the vision Dianne is undertaking.

[Doug] understands [the] business, he loves it, he thinks it's great, you know it’s a world that he had shut off to him,” and “[Doug] supports me… and I support him - he supports me” and “cause he loves this stuff.

Dianne’s narrative suggests that his background in the performing arts has made all the difference in this second marriage.

There’s a lot of history there and that’s why our relationship works because traditionally I don’t think me being in the workforce as a dancing teacher works socially for a, well you can make it work for a family but it doesn’t work for the guys. If they need a mother
my industry doesn’t suit that. So he grew up with a mother who was working after school piano teaching.

He brings with him a second income for the family and three stepchildren for whom he has shared custody with his first wife. He is not involved in the school but is a supportive partner behind the scenes, and has provided Dianne with significant support in reconciling her difficult relationship with her father. His support means that even when there are sometimes five children in the house, Dianne can now take more time for herself than has been possible in years.

Dianne’s relationship with her mother Dee has been close for the most part, but more so in Dianne’s adult years. Dianne suggests in her narrative that she felt somewhat abandoned with Dee away teaching class while she was left to face a difficult father. For Dianne, Dee was the easier of the two to relate to. Dianne could also rely on her mother. This feeling was mutual. Dee relied on Dianne to help her be accessible to the younger generation: “Dee has really had to get off the old bike and do it a different way”. Both mother and daughter are headstrong and know to stay away from topics they know will cause certain disagreement. Well-defined roles have helped with this too. Dianne’s narrative suggests that her buying into the business has given her more credibility with Dee in taking a leading role. A natural division in the business has formed: Dianne mostly runs the dance school, and Dee now administers the exam work instead.

Yeah whereas [Dee] was spreading herself thin across everything, this is what you’re good at just you just stay over there and you just do that, don’t talk to people until you’re tolerant.

Through much of Dianne’s narrative there is an underlying theme of retrospection and reconciliation to her fate at the hands of a higher, wider purpose. For her there was no moment of realisation about what her mother did: “[Dancing] was my life…It was just always there. There was always the dancing”. She uses words such as “entrenched”, “bathed in it”. and even on occasion “not liking it” to describe her earlier experiences. She “start[ed] teaching stuff when I was about 13, that’s quite young. I played the piano, used to come and play the piano on Saturday mornings”. In Dianne’s eyes, dancing simply just always “was”. Although sometimes unhappy with it as a child, she feels reconciled that there was a reason for all of this: so that she can now be doing what she loves, and be doing it well.
I always did what was expected of me and did not know otherwise. But looking back I
wasn’t happy, I just did what I had to do. But then now [I’m] thrilled to bits that I did
[continue in dance] because I’ve got this material to work with. I mean I had some quite
big revelations in my life that [have] made it make sense, you know and the sadness
actually wasn’t from now, it’s from a different time... So now I’m a better teacher. So
all the things that I’ve had I’m really glad I’ve had it, you know because I have a better
understanding for [it].

A rough patch arose in her pre-teenage years when Dianne started to rebel, citing her mother
as “too busy”. After a hiatus at another dance school during these maturing years, Dianne
returned to her mother’s dance school committed.

Dianne calls Dee by her first name. Her dialogue around this suggests that this is both a remnant
of reconciling the difficulties of her childhood and also an illustration of the maturing of the
relationship to one of perceived equality. The discipline of ballet and some of her mother’s
entrenched attitudes apparently causes consternation, with difficulty perceived in Dee being
able to let go.

[Dee’s] taught me a lot, not just in the dancing and in life, it’s just her being here on the
planet... I’ve had to learn about through the journey of my childhood I suppose. We’re
good friends but with all good friendships there's been times where there’s been traction
backwards and forwards where [Dee] can be quite like, will not budge, will not change
and you even hear the words I will not change.

Dianne advised that she and Dee share downtime by going out for lunch and talking about
grandchildren and the business. Formal meetings per se do not take place. Dee and Dianne can
discuss most things informally, once again demonstrating the maturing of their relationship,
with Dee seeing Dianne as an equal.

When Dianne discusses her career, business and opportunity journey it becomes clear that her
influence in the dance school has been significant. In Dianne’s narrative she describes the
business that she came back to after dance teacher training: Dee was being stretched too thin,
the goals for the business were misaligned and there were few business systems in place. Once
she came into the business, the school was renamed Delightful Divas and Dianne was
determined to change things for the better expanding into some small satellite studios and making the onsite shop profitable.

This was not just reactive. Her description of her actions shows she was thinking ahead to future opportunities. As an example, she recognised the need for a new dance syllabus. She is writing one, is working on music tie-ins and some aligned clothing.

For Dianne, expanding the business is anchored in the same discipline-based approach to her dance craft as her mother’s, and also goes further in that she genuinely wants to help artists and teachers in the performing dance arts. Her concept of family extends beyond blood. She sees the dance school as providing a “higher order” family as well. Dianne paints a vivid picture of the ways in which this satisfies her idealistic and emotional as well as business needs. Although she thinks about moving beyond her immediate geographical vicinity, her plans are locally focused and small in scale.

Dianne advised that she considers herself to be an entrepreneur, yet personal goals, anchored in her identification with her craft are still paramount underpinnings in her rationale for this. Although she believes she has the skills to pursue opportunity she quantifies the business as small in scale in comparing herself to her mental picture of what she considers a really successful entrepreneur to be.

[An entrepreneur is] self-made person who has the gumption to create something from new. Now an entrepreneur, you know a lot of people associate that with big dollars and things like that but it's not. It’s somebody who has the, I guess the creative ability the guts to actually go out and stand alone and do something for themselves. [So] probably by my definition yes but I [am] but I wouldn’t on the Donald Trump [scale].

In Dianne’s narrative her dogged determination comes through in phrases like “I will make it work”, “I am determined to see it through”, “I have the skills” and finally, “this is what needs to be done”. As Dianne explains her aspirations for the future of the business, her rationale for her actions are apparent: still central is dance as a craft and art form.

It’s not for the ego of it, it’s so that children have the opportunity to learn good quality dancing…I want people who are going to do it, the staff to be the right sort…[ I] will
continue to keep training them because they have the right stuff and have it here [indicates to chest/heart region].

Important in all of this she says, is that husband “[Doug] supports me, he supports me and I support him but he supports me cause he loves this stuff”. Running under all of this is Dianne admission that she needs her mother: “[Dee] and I are running the business. I run the business and she [teaches] and does her side of it [international institution exams]. I can’t do what she does. I cannot do the productions and the creative side”.

4.1.5 A profile of Dyad One

For both Dee and Dianne, the road to business ownership has had some similarities. Both women suggested that there is a family legacy of children training in the performing arts, and for this training to come from older family artisans. For Dee, her Aunts Delva and Dora taught her dance and piano respectively, and for Dianne, Dee taught her how to dance. Both women advised that they learned the business of dance education at the knee of an older and more experienced family mentor. Both women took risks in different ways. Dee’s risk was defying her parents at a very young age to begin a business and run it in a similar manner to her Aunt Delva. Dianne’s risk was buying into the family business and pursuing some small locally focused growth strategies as a single parent with young children. Neither of Dee’s parents owned a business, yet she started one. Both of Dianne’s parents owned businesses and rather than start one herself, she chose to join one of them. The narratives of both women depict dance as a way of life: it is more than a career or a business; it is a way of being. For Dee, her life has been a structured and disciplined by a passionate approach to dance as an art form, especially classical ballet, beginning in her childhood. For Dianne, life has been spent fully immersed in the performing arts since childhood with her mother as the master practitioner teaching her the skills that she would need to follow a similar path.

Further, maternal role modelling in their respective families of origin is depicted in their life stories as different for both women. Dee described her mother as providing a contradictory influence, going from not supporting her in her initial ambition to begin a dance school to later becoming almost “too helpful”. Dianne’s narrative depicted an entire childhood spent learning from her mother. This role modelling shaped Dianne’s future. Although Dianne had for a short period intended to train in an unrelated field, her path has lead her in the same direction as her
mother. Both women’s narratives depicted juggling raising children and the business, and both have had to reconcile being away from young children. Dee outlined that this often meant mediating a fractious relationship between husband and daughter after periods of absence. For Dianne as a single parent, home schooling the children allowed them to have contact with a parent for at least some of their day.

Both women’s stories showed that they have raised their children in and around the dance school from a very young age. Enrolling their respective children in classes meant that not only were they gaining a performing arts education, but the dance school also provided childcare and a playground for the children. Both Dee and Dianne’s narratives discussed Dianne’s children performing, singing, dancing and playing music at family occasions, with the children understanding already that this is what this family does. These are talents that both she and Dee have demonstrated with the children watching. Dianne advised that daughter Delia is beginning to help with the younger students in the school, as her mother did, and Daniel is beginning to display talents in production, music and script writing. The business is supporting the third generation of new talent to emerge.

Strong in Dee’s narrative is the support of her husband David for his wife’s business undertakings. As David was the main breadwinner in the family, although Dee’s income was needed she had some flexibility in being able to scale the dance school up and down in line with the demands of parenting. David’s income was often needed to support the dance school’s cash flow. Dianne’s story showed that while she had some flexibility, it was less than her mother. Her role as primary caregiver and sole provider for her children for a number of years meant a focus on growing the business in order to provide long-term for her children. This meant sacrifices in parenting that her mother did not have to make. Dianne’s depicted her second marriage to Doug as meaning possibilities for support and flexibility for her family, more akin to her own two parent, two income childhood. Dianne took the initiative to finance herself into the business before her second marriage and to pursue some growth. She reported that David’s financial support for the business has receded and Doug has never needed to provide such support to the business.
In her narrative Dee showed strength in her early defiance of her parents and later in coming up against “the old guard” in the performing arts community. She has proved herself more than a match for others in her field and craft. The invitation to manage the international accreditation processes for dance exams in New Zealand represented huge recognition. Dianne has shown her strength and resolve in managing growth and change in the business and in her personal development across difficult relationships through her life. Both recognise and are aligned with the goals of the business and they are cognizant of each other’s strengths in achieving this. For Dee and Dianne running the Delightful Divas business is about remaining true to the art form of dance and contributing to the legacy of the performing arts. For Dee it is also about the discipline and the love of dance, especially ballet. Dee’s narrative in particular suggested that even without the business, she would have found a way to succeed in dance. For Dianne, being an artisan is about professionalism in business and having some strategies towards growth and innovation. She is also altruistic in that she wants to provide opportunities for other teachers and performers by contributing to jobs in the performing arts. She depicted these accomplishments as art forms too. Under her guidance the business now includes small satellite operations in a number of neighbouring towns, and some new product offerings soon to be released.
4.2 Eve and Emma Evans

Exceptional Events, an events management business in the hospitality industry, is owned by Emma Evans and managed by both Emma and her mother Eve. Both women are dependent on its success. For Eve, her immigration status and life in New Zealand is contingent on the business and by necessity she lives with her daughter and grandson. Single parent Emma is reliant on the business to provide an income for herself, her son and her mother. And the future growth of the business itself is dependent on the decision making and resources of larger companies. However, the business is in an industry that Emma is passionate about. It also provides a role for Eve in using the numerical and bookkeeping skills she has honed across her career.

Eve and Emma’s narratives were collected across multiple interviews. Both women wanted to be interviewed together. The life story narratives of these two women were derived from these interviews.

4.2.1 The Exceptional Events Business

Eve and Emma’s events coordination company operates in a large New Zealand city. It is located in an exclusive suburb and targets individuals with higher incomes and corporate clients. The company provides three key offerings: firstly, they provide advertising and marketing on behalf of their suppliers to the clients of their business; secondly, they provide an event planning and management service to the clients who hire them; and finally they manage an event venue. The first two services combine to form one small venture in the company, and the third offering is a second small business. Some growth in the local market has seen the company expand to provide the three services it now offers. The event venue side of the business comes with some uncertainty however, as the venue isn’t owned by the firm but rather managed by it, putting Emma and Eve in the hands of the owners when it comes to some decisions.

It is a very small business in terms of the number of permanent employees that work directly for the company (three). However, this number swells with numerous casuals in proportion to the size of the events that are coordinated at times. The business was begun by both mother and daughter but Emma owns the business. It employs mother Eve, as necessitated by her residency requirements.
4.2.2 The Evans family genogram

As with the Davies family earlier, the purpose of Figure 4.3 (overleaf) is to depict the Evans family as a genogram. The genogram (McGoldrick & Gerson, 1985) is centered around Eve and Emma as the ‘target’ individuals (Miller, 2000). The genogram features the key people that they introduce and discuss in their life stories. It also shows the relationships between family members. As in the previous genogram, under the name of each figure is listed their relationship to both Eve and Emma. The genogram also depicts who founded the business, its current ownership, its current management and the family members who are employees in the business.

4.2.3 Eve

This section provides a short life story summary for Eve. It then provides the findings from her holistic-content analysis.

Life story summary of Eve

Eve is fifty-nine years old. She is the middle sister of three sisters. Eve’s mother was a homemaker and did not work outside the home. Her father had escaped a difficult childhood by running away to sea. He later worked for a communications company. Eve came to New Zealand, following her daughter, as an older mature adult in her mid-fifties.

Eve’s pathway to owning her own business was through a series of jobs in related fields. After high school and marriage to Edgar, Eve’s first jobs led her to discover a lifelong love of numbers and bookkeeping systems.

As a young wife, Eve moved to a new country with Edgar and her young daughter Emma. A second child followed, her son Ernie. The family’s financial position was often difficult, meaning that Eve needed to return to work when her children were young. An initial job in an accounts department led to two head of department roles in different companies.
Figure 4.3 The Evans family: family structure and involvement in the business
When her husband Edgar started his own business, Eve went with him. This was her first foray into business ownership, although the business was viewed as her husband’s Widowhood created a serious change Eve’s financial situation. As a result, she set up her own business as a bookkeeper and had a solid group of regular clients. The lucrative business enabled Eve to have a lifestyle and independence, as she finally got her debts and money worries under control.

A major change for Eve came when her daughter Emma moved to New Zealand. A dangerous pregnancy meant that Emma needed Eve to support her and so Eve made the decision to leave the business that she loved and migrate to New Zealand. However, complications arose for Eve in doing so. As an immigrant and with age against her, she had no work permit. This provided the impetus for mother and daughter to start their current business, Exceptional Events. As the owner, daughter Emma employs Eve. Furthermore, Eve also lives with Emma and her grandson Edward.

**A portrait of Eve**

Some of the significant influences portrayed in Eve’s narrative come from her family of origin which comprised her father Earl, her mother Erin and her two sisters, Eleanor and Evelyn. Neither of Eve’s parents, Earl and Erin, were business owners. Her mother was a homemaker in the 1950s and her father was not self-employed, but an employee. There were important lessons to be learned from her parents however. She learned first-hand what life with little money was like; this would be something that would plague her well into her adulthood and married life. Although he was a man of limited means, Earl was able to demonstrate to Eve throughout her childhood, that independence could come from not being in debt, despite tough financial circumstances.

But one thing I will always say in my father’s favour, you never ever entertained debt. If he did not have the money he would save up and he would buy. But he never ever entered into sort of HP or any sort of money owing sort of thing, which I think is really fantastic.

Earl would be the first of the influences on Eve in terms of money, instilling in her a “huge fear of and [hatred] of debt” that has stayed with her. When Eve was finally able to earn her
own money after her husband’s death, she felt absolute joy in what financial independence meant. She had never had this before.

Eve also acknowledged a generational gap in approaches to raising children. An outcome of this was desire to parent her children differently.

I mean I look up, my mum and dad which obviously was in a completely different generation altogether. I mean immediately post war in [country given] so it was a very, very different situation. I think back to some of the things, the way they used to handle situations, the way they used to handle myself and my sisters and I must admit consciously trying to avoid doing the same way, reacting the same way with my children… And that was really because I think I just felt that they were too or they weren’t involved enough.

In Eve’s narrative, the sparse number of comments about her family of origin are revealing. As a young mother and wife Eve left her country of birth with her husband Edgar and daughter Emma, after Edgar was transferred with his job. Precarious family finances were to prevent a family reunion for 20 years. Neither Eve nor the family she left behind in her homeland had the means to change this.

I did not see [my family] for 20 years, literally did not set eyes on them. [Emma] did not meet her grandparents until she was 20.

Another outcome of this was that her created family in her new country of residence would be her only close family. It was a small family, even when son Ernie completed the unit. It was also the first intercontinental move that she would make to support her family. Eve explained, “You see there aren’t close relatives”. She was referencing not only the separation from her family of origin, but also the small size of her created family. The impact of her created family, especially her husband and daughter, has been life changing for Eve. Both have been catalysts for her continued physical and emotional journeys.

Husband Edgar, daughter Emma, and son Ernie comprised Eve’s created family. Eve’s narrative suggests that husband Edgar was a significant influence on her. He was extremely supportive in ensuring that she completed her education and undertook training at night school: “He basically said right you’re going back to school”. This would be important in other areas
of her life, as in her early jobs Eve discovered a passion for accounting and numerical systems that would set her up for the rest of her working life. Her language suggested that these are things that she not only enjoys doing, but is good at, and she has developed her marketable skills across her career.

So I just worked in a [financial institution]. Loved it, absolutely loved it. Realized at that stage, I am a very numerate person and numbers really excite me… and to this day…when I’m balancing my cashbook, when it balances and I have to say it always does, I go ‘yeah.’ Numbers still excite me.

Eve and Edgar ended up working together in one of the companies in which Edgar was a partner. Eve was the bookkeeper. Concern about leaving the children to work for money the family needed permeate her narrative. However, she also saw this as an opportunity to work with “numbers”. Later she joined Edgar in his own business.

[Edgar’s] partnership in that lot dissolved as we could all see it was going to, I basically went with him and worked with him at home doing all his accounts in his own business.

Eve’s narrative suggests that Edgar was also bad-tempered and a poor businessman. This is something later confirmed by Emma in her story. This also meant further significant financial difficulties for the family. Daughter Emma termed him “volatile” and, as one of his clients said, a “misery guts”. Being with Edgar in his businesses meant spending a lot of time together, but being out and working with people as a bookkeeper was something that Eve enjoyed doing. She was sought out by other businesses for these skills.

Eve’s language around the death of her husband two years later suggests both sadness and at the same time the chance for real independence. Eve had been quietly honing her numerical and business skills, and doing so very successfully. “My husband died, and my whole financial situation changed. From then I just went into business for myself”. The outcome of this was a business with a strong client base and a lifestyle that Eve loved.

In her narrative Eve currently considered her family to comprise herself, her daughter Emma and her grandson Edward. Motherhood for Eve, as depicted in her narrative, has been very closely entwined with Emma but she has had a somewhat distant relationship with son Ernie, especially as an adult. Ernie is mentioned only briefly and is undeveloped in her narrative. As
he works in a career that sees him travel extensively, he “lives wherever”, meaning she rarely sees him. Ernie’s lack of presence in Eve’s narrative is similar to that seen for her family of origin.

Eve’s references to ex-son-in-law Ewan relate only to him in the business. She reveals nothing about how she saw him as a husband and father. Eve acknowledges that he was needed to financially support the Exceptional Events in its earliest days, but this was not on the terms that she and Emma wanted.

He’s got an MBA so he believes that he knows everything about business. But business on his side, and business on our side is very, very different.

Eve’s narrative suggests she needed patience to bide her time, avoid problems for her daughter and manage her immigration status.

I have to say, it was something I wasn’t keen on [Ewan being in the business] in the first place, but because he was helping us out financially… to a very small degree, he more or less claimed ownership… which I wasn’t happy with, but because it was going to make it very difficult for [Emma], we both sort of said well okay he’s got to come in. But unfortunately it did not work out and then the marriage did not work out, so we got him out.

Ewan’s departure from the business had ramifications as the business is the only source of income for both mother and daughter, meaning that it needs to work.

Eve’s comments around her current relationship with Emma suggest complexity in their working and domestic arrangements and some significantly blurred boundaries. In the earlier years, moody Edgar had brought closeness for mother Eve and daughter Emma. There are strong intimations of a difficult home life because of husband Edgar’s moodiness. “He also brought ‘mood’ home and brought the [work] problems home”. Other relationship influences between mother and daughter included when Eve had a life threatening illness and they were living apart. Permeating her narrative when she discussed this time are comments like: “The worst was [my illness] scare for [Emma] because she was a two-hour plane journey away”, and “We were at opposite end of the country so that was a big one”. Compounding this were
finances and responsibilities: “[Emma] was at a stage in her life when there was just no way she could just fly down and be there”.

One of the biggest influences for Eve was the closing up of her beloved business, the one she started after Edgar died, to travel to New Zealand where Emma had emigrated to support her in during a difficult pregnancy and birth.

I planned on coming out in February to come meet my grandson for about a week or so…[Emma] had a horrendous pregnancy and an even worse birth, and I had a terrible, I mean I’ll carry it with me to the grave, this terrible phone call, I received in [country given], saying Mummy please come. So Mummy came.

Major outcomes from this were that Eve gave up what she perceived to be her independence, as well as losing what she describes as a “fabulous, fabulous life”, including the business that she enjoyed running. Due to her immigration status, Eve is now reliant on Emma for both employment and accommodation in New Zealand. Mother and daughter not only work together but live in the same house, meaning some very blurred boundaries between work, home and family. One of the key reasons behind the launch of Exceptional Events was the need to provide employment and an income for Eve. As a New Zealand resident, Emma is the owner, while Eve, although co-leader in the business, is not an owner.

At the beginning of our interviews Eve reported a close working relationship with Emma, suggesting that “we complement each other incredibly well”, and “together we are quite a team”. By the time of my second visit to collect her life story, it became apparent that these initial statements were confirmatory in relation to the working relationship between the two women, but did not completely depict some of the underlying currents in their personal relationship. The blurred boundaries mean mother and daughter run their business together but also return to the same dwelling at the end of the day; often in the same vehicle. Other comments also suggested a shared love of social activities and mutual friends. Contradictorily, Eve believes that working together has “strengthened” their relationship, but there is an undercurrent in the narratives of both women suggesting that, even at the best of times, “it does tend to be a little bit all-consuming at times because we share a house together”.

Because of the concern over Eve’s immigration status, a potential contractual opportunity in the business and a shared social life, tensions have arisen between the two women. Eve seemed
reconciled that some things were about to change that she has no control over. She is presenting a brave face as she is dependent on many of them. There is a growing need to address home and business boundaries. An outcome of this is that both would like to look for a bigger residence with more space and privacy. Problems in the office are mitigated somewhat in that both women have clearly defined roles: Eve brings the systems and the processes to the dyad and Emma the creative contribution. There are indications in Eve’s narrative suggesting that their relationship is a little problematic. However, it is also evident that special effort is made when it is important. Eve has a milestone birthday approaching: “[Its] a big one - we’re celebrating, we’re already booking our trip to [holiday destination given] because we’ve never been and we’re going to go and pamper ourselves”.

Grandson Edward is central to the relationship between mother and daughter. Emma’s pregnancy and his birth are what brought Eve to New Zealand, leaving her previous life behind her. The business allows for Edward to spend time in and around it as he is growing up. Mother and daughter report that he is beginning to incorporate this into his play. Although still a small child, he knows “all the venues” and “all the suppliers”. Eve even suggested that “[she] wouldn’t be surprised if [he did] something around the industry because of the influences he’s been exposed to”. With son Ernie living abroad, the family unit is very small comprising just mother, daughter and grandson.

There have been a number of influencing factors in Eve’s career and business journey. Finishing her education, a history of limited finances and unexpectedly finding bookkeeping to be a vocational passion coalesced to start Eve on her current career path. Learning accounts in one of Edgar’s affiliated companies, then doing account work for him in his own business, meant that Eve learned about business ownership. She was also quietly growing a significant and marketable skill set that would see her sought out by other companies for account management jobs. Her language became very affirming as she vocalised discovering “absolute joy” in running her own bookkeeping business.

Working with Edgar brought with it further unanticipated positive aspects as she was able to revel in setting up her own systems, rather than working with existing ones. This set her in good stead for when she ran her own business and again later at Exceptional Events. Given Edgar was “a difficult character”, their working together was surprisingly harmonious as she
wasn’t in the office much. Eve went to client businesses to demonstrate accounting software packages and loved the autonomy, independence and social interactions this afforded her. Eve’s described this time, and later when working with her own clients, very positively with language like “loved being with clients” and “being one of the girls”. Being her own boss in a business that she loved gave her a “fabulous, fabulous life.” Debt, an early theme in her story, was now a thing of the past.

I had total independence. I had financial independence, personal independence. I had no worries, everything I had was mine. Not a cent of debt.

At this point in her narrative Eve’s story is that of a successful small business owner. It becomes apparent that Eve was finally financially independent. She was also able to instigate a reunion with a member of her family of origin.

[My business meant] I travelled when I liked, as long as I could fit it around my clients. I’d just, aw, jump on a plane, go and see my sister in England, go off to Italy for a couple of weeks, come back again. You know, it was just amazing, so I had a fabulous time.

Along with the personal paradoxes that she has faced, including giving up her previous “fabulous, fabulous life”, the move to New Zealand has been an interesting one for Eve. Clear in her narrative is that following a hard earned journey to independence, coming to New Zealand to support family has created immigration issues for her and the consequent ownership structure of Exceptional Events has made her dependent again. On the positive side, Eve has brought business skills, intercontinental and life experiences.

I’ve never considered myself a very brave person. Although having said that people say to me, god you’ve moved continents twice… the last time completely alone, you know and sold my house alone and buried my husband and faced [serious illness] by myself… and I think oh, well maybe I’m a bit braver than I thought I was… I’m not scared anymore… I’m more assertive than I used to be.

These skills and experiences complement her daughter’s creativity and extensive hospitality background, plus she is working with someone that she admires and respects professionally. And as businesswomen they are more successful than husband Edgar was in business.
And I have to say we’re better business people than [Edgar] was. That would have him ticked him more than anything… Because he never succeeded, he was very good at what he did but he was a dreadful businessman and I think that would have really ticked him off.

Despite her path to date however, Eve doesn’t consider herself an entrepreneur but rather a small business manager. She considers her daughter Emma to be entrepreneurial however. And interestingly although she suggests that she is not one to “take risks”, Eve has a history of doing so, especially in relation to personal decisions. Eve is now quietly taking some risks in tandem with her daughter and, although Emma is often the “initiator”, actually developing the ideas is something they are doing together using their complementary skills. Both women need the business to grow. All going well with Eve’s immigration status, she and Emma have started thinking about the future. Eve’s desire is that a stipend from the business will see her into retirement: “We’re hoping to get to a stage where there will be enough income for me to draw a dividend and live reasonably comfortably and retire, exactly”.

4.2.4 Emma

This section outlines a short life story summary for Emma. It then provides the findings from her holistic-content analysis.

Life story summary of Emma

Emma’s family of origin is comprised of parents, Eve and Edgar, and brother Ernie. Emma’s relationship with her father was not an easy one. Memories of her childhood include her father owning several companies, and of these failing. This meant that money was tight growing up and her mother Eve needed to return to work.

When Emma finished high school an opportunity presented itself in the same business where her mother worked. Being a creative spirit in a highly systemised organisation meant she did not stay long. She also worked for her father for a short time, but their personal relationship meant this was not a successful pairing. Next Emma spent time in the hospitality industry and she completed formal qualifications in hospitality. These experiences led her to a realisation that she wanted to work in this area.
After caring for her dying father, Emma took on a role at a small venue with a function centre attached. This was the start of her events management career. She managed her first event on her second day on the job. Emma’s first foray into self-employment was when she started a small cafe. She sometimes held small events on the premises as well. Later a small candle making business followed and she also wrote a hospitality guide. At this time Eve developed a serious illness, and the associated stress for both Eve and Emma was compounded by them living in separate towns.

Meanwhile, Emma had married Ewan and was soon expecting her son Edward. Shortly afterwards, a move to New Zealand was necessitated by the need for security and the desire for better opportunities. For Emma, the move also meant giving up the businesses she had enjoyed running and the independence that they brought. Emma’s son Edward was born in New Zealand following a difficult pregnancy. The disintegration of her marriage followed.

Emma now wanted to own her own business again and after Eve’s arrival she needed to be employed as part of her immigration status. After some time contracting to an events planning company, a gap in the market appeared and mother and daughter established their own event management business, Exceptional Events.

Emma and Eve live together with Emma’s son Edward. Being a mother and daughter in business together, while also sharing a house, has its challenges. Boundaries are very blurred in this arrangement. This has meant needing to make a conscious effort to do things separately socially. There has been recent family relationship strain. Mother and daughter however, report still working well together in the business.

**A portrait of Emma**

Emma’s family of origin comprised her mother Eve, father Edgar and brother Ernie. Many of Emma’s memories of her family of origin settle around her father, and he is implicated as the strongest influence from this time. Contradictory images of his role modelling permeate Emma’s narrative. Edgar demonstrated that owning one’s own business was possible but also that he was not successful at it. Edgar was a strong motivator for Emma in that she wanted to be the antithesis of him as a business person.
He was very good at what he did but he was a shocking business man and so, just about every company got run into the ground… He was the kind of person that would never ask for help. He did not see his own shortcomings or anything like that, so I think part of what I do… with my business is try and avoid everything that he did.

Secondly his brusque style worked to teach her to be independent.

At the same time it made it kind of tough. If we wanted something we had to go and get it ourselves. There wasn’t any handouts and stuff.

Emma’s language as she described this time, growing up in her family of origin, suggests that these influences were also the product of the wider society that she lived in providing a tough training ground.

Also growing up in [country given] there isn’t [any]… benefits or anything, so it kind of gives you this instinctive nature to go out and get it yourself. And I think that [nationality given] are incredibly hard working because if you don’t do it yourself, nobody else is going to do it for you, so you starve.

Emma’s language in relation to this period of her life indicates her home life was difficult. She used words like “moody”, “volatile” and “tough”. Arguments were commonplace. This wasn’t an easy environment, with Emma’s father Edgar intimated to be at the centre of the turmoil. “To be honest I don’t actually recall any positive stuff out of it”. Her background also left her feeling somewhat directionless.

I finished school and did not know what I wanted to do. Fortunately because we didn’t have any money as a family I wasn’t pushed into doing anything.

One of the outcomes of this was Emma trying to work for Edgar for a short period and this being a disaster; their personalities were too similar. Despite Edgar’s death and her care of him towards the end of his life, it is his lack of skills in business that permeate Emma’s narrative.

Ernie is only mentioned in passing by Emma. His frequent absences are given as the reason why Emma doesn’t see much of him, especially since moving to New Zealand. Like Eve, Emma considers the people immediately present in her life as “her family”, physical proximity
being a factor more than emotional connection. Emma provides no mention of her extended family.

I obviously have Mum… and Dad is no longer here. Brother [Ernie], who is frequently absent because he works [in a significant travel role], so actually Mum and I are the only family with [Edward] my son. I am separated.

As a married woman, Emma’s created family comprised herself, husband Ewan and son Edward. Now ex-husband Ewan has been a significant causal influence in several major events in her life. Early in their marriage, and before moving to New Zealand, they moved to a larger, more dangerous city leaving widowed mother Eve on her own. This was to be especially trying as Eve went through a serious period of illness and treatment during Emma’s absence. Eve’s language also depicted this as a very difficult time. In speaking of this period, Emma painted a wider picture of a country undergoing a period of widespread social change affecting traditional employment practices and bringing unprecedented crime. This was a very different environment to the one she had grown up in.

It was a tough time, yes, [it] really was survival mode all the time. Yah I just did not want to be in that situation. It was also very difficult for my husband because they were having a system of [employment] actions so he couldn’t really be promoted in because he was [ethnicity given] etc. etc.

New Zealand seemed an attractive option for both work and family. This life-changing move was a rare example in her narrative of unity between her husband and herself.

Ewan predominantly appeared in Emma’s narrative in relation to the start-up of Exceptional Events. Significant tension is implied in relation to Ewan wanting to control rather than be part of the business. His contribution to start-up capital was needed but it proved to be a poor partnership. With her considerable experience in hospitality, Emma favoured a customer-centric personal approach. However, Ewan wanted a more corporate approach. Their perspectives on how to run the business did not align at all.

[One time] he said aw well I’ll go and sit there [at wedding] and I’ll wing it. And we looked at him, like is this man mental?...Can you imagine? Can you imagine if there’s a neurotic bride and you’re just winging it. Can you imagine?
Although Emma indicates in her story that neither her ex-husband nor her father had the right approach to business, her language is harsher in relation to her father Edgar. Her impressions of her business relationship with her husband indicate differences in business style, experiences and underlying tension, rather than the bitterness and regrets of her childhood.

Emma and Ewan’s subsequent divorce means shared custody and reliance on the business to support both herself and son Edward. Edward is one of the biggest influences in Emma’s life. His existence is a direct result of Emma moving countries to safely raise a family. Her pregnancy with him was problematic and brought her mother Eve to live permanently in New Zealand. Motherhood for Emma puts Edward at the centre of her life. As a divorced mother, primary caregiver of Edward, and technically the employer of her mother, she is dependent on Exceptional Events for income to support her family triad.

Exceptional Events provides the flexibility of having Edward onsite, and often. Discernable in her narrative is that the office is a veritable playground of props and accoutrements attractive to a young boy. Edward is also often at event set-ups as she meets with the teams. Even though still a young child, he knows “all the venues” and “he helps and carries the wires and stuff”. He is watching, learning and becoming immersed in the processes of the business.

Ours is a very hands-on industry whereas his father [Ewan’s] is [technical area] so he goes to an office [whereas] [Edward] gets very involved with all of this.

With Eve and Emma both present in the business, Edward can be cared for in and around preschool care by mother or grandmother. There is even talk of Edward perhaps one day joining the business. He is already getting on the job training as he plays. This is exemplified in a story told by grandmother Eve of Edward setting up his own first event.

For his dad [Ewan’s] birthday what a month ago or whatever and he went home to Dad on the day with a two-dollar bag full of all bits and pieces and hats and blowers and things to do his first party for Dad at four years old, you know.

Similarly to Eve, Emma has also felt the recent tensions in her relationship with her mother. With looming issues in each of the main areas of her life, and given the blurred boundaries between her mother and herself in relation to these, Emma is needing more space. Moving to a larger house is a likely outcome of this. There are also significant stressors in relation to a
possible business deal. This stress has rolled into the personal domain: “The last month has been really difficult so... if the work thing hadn’t been a big thing then the home life then probably wouldn’t have been that big of a thing”.

Emma uses examples in her narrative of times when boundaries between home and work are non-existent.

Yeah at times we only talk about work and we realize that we’re sitting at the dinner table and all we’ve spoken about is work which isn’t good.

Hinting that more delineated boundaries outside work are needed; Emma in particular feels that she needs to do things away from her mother.

So I’ve made, you know [the decision] to go and visit a friend or go and have dinner with a friend or whatever, yeah whatever it means it was a case that I would go and try and get that balance.

Despite current tensions Emma considers her mother to be a lifelong influence on her, feeling that she is very brave to have made all of the moves that she has, not for herself but to support family, including her daughter.

I’ve never thought of [Eve] as a mentor but I find what mum’s done in her life and what she even does now are very inspirational. I think she’s very brave and so often I think about that... she is an inspiration. She has gone through a lot and she has done a lot and she’s still got this great outlook on life and the glass is always half full. And you know prepared to...still give it a try.

Apparent in parts of Emma’s narrative is that there is still enjoyment in the things that they do together, including planning an offshore trip for an upcoming milestone birthday.

Another significant influence on Emma has been starting the business. Emma knew early in her working career that she wanted to be in the hospitality industry. This has turned out to be an industry she is passionate about. Emma’s narrative suggests that her pathway to Exceptional Events has been long, and it is apparent in her story that she has been taking the initiative towards this for most of her life.
Working with her father Edgar was an early and short-lived learning experience, especially as she had determined during childhood that she was never going to run a business as he did. As she speaks Emma’s awareness of her early jobs as part of her pathway become apparent. Another early job in a company that mother Eve worked for, reinforced that corporate jobs in highly systemised organisations were not going to be a long-term option for her. The words used in her narrative for describing such positions included “stifling” and “controlled”; a difficult environment for a creative spirit.

Fine tuning her experiences over time has meant that she has trialled various positions in the hospitality industry, from waitress to café owner to author, on her journey to business ownership. Emma outlines how she grew to see menial jobs such as waitressing as being the first steps towards a career in the hospitality industry. Other roles took her into tourism across a myriad of countries, earning her very good money. An outcome of this was that she was beginning to realise that she enjoyed making a living from these types of roles.

[I worked as] a travel guide, taking groups of people around [countries given]. I got it, and literally left on my first trip 2 days after I got the job and it was the most amazing thing, one of the most amazing things I’ve ever done in my life. It was really, really cool.

One of her earlier roles had a small events management component to it and from the second day on the job Emma knew that this was her career path: “Pretty much since then I’ve always been involved in the events industry”. She owned a small café when the chance presented itself and then, following her instincts, Emma moved into bigger premises. This meant that she could plan and manage “a few little events”.

With her husband’s role taking her to a new city, further opportunity followed. Emma owned a small candle making business and developed a hospitality guide. These were learning experiences. This became apparent when Emma used phrases like: “God I wish I knew what I know now then” and “God I would do so many things different”, in relation to these early ventures. On arriving in New Zealand she saw an opportunity to contract to a wedding planning company. Her developing business skills and a working husband (at the time) gave her the luxury of being able wait for the right opportunity.
An opportunity sort of presented itself in us getting into business with somebody else who’s doing… this. So we went and had a look at it… we were concerned about the money that they were wasting and all sorts of things. So, we did not do it… 6 months later or so… they said no no, it’s all folded, it’s all gone… So basically we said right then, we’ll do it then our way.

In addition to her passion for managing events, her mother’s immigration status was a major factor in pursuing Exceptional Events, consideration of family in her decision. The theme of dependence is further apparent when Emma talks about the complexities of the industry. Small companies like Exceptional Events are often reliant on partnerships with other businesses and operators in their supply chain, such as venues and contractors, because they don’t have the finances (while still small) to own such resources or provide such services themselves. This brings both challenges and opportunities. Both Emma and Eve suggested in their narratives that they would like to grow but still reliant on such partnerships: “A lot of our decision making is based on other people’s decisions. And so that’s quite problematic because it basically means we have to sit and wait”. They can continue at their current size with their current business strategies, but in order to grow the business needs to be utilising such partnerships. This means dependence and this is frustrating. This is obvious from the language both women use. They are used to being able to manage on their own terms. In her description of recognising opportunity, Emma suggests:

[It’s]… something that comes your way. I think the biggest thing for us is recognising the opportunity… I have a friend and he’s constantly saying all these good things happen to you and I said they happen to you too but you don't see them. So it’s a case of recognising that they’re there, analysing whether it is a good or a bad opportunity and then not being too scared to take it and to follow it through. And if it turns out to be a bad one learn from it, if it turns out to be a good one see if you can, you know re-replicate it, expand it.

Emma’s narrative suggests that she has demonstrated the ability to recognise opportunity. This is evident from both the decisions she has made throughout her adult life and business experiences that she has had on the way to, and while owning, Exceptional Events. She believes that she is an entrepreneur, someone that she describes as “innovative, dynamic”, “risk tak[ing] but also risk adverse at the same time” and pragmatically, “everything is your job description”. Aside from her desire to grow a business in a complex, interdependent industry, for Emma
business ownership means independence and is something that she has been working towards for most of her life. Her plans however are simple, incremental and locally focused.

I don't have to work for anybody else and the decisions are mine whether they’re good or bad and I can, if it’s a bad decision… I learn from [it] and I can move on. But I have control of that whereas if I’m working for somebody else and I’m seeing what they’re doing and I can see that it is wrong - helpless to do anything.

4.2.5 A profile of Dyad Two

Both mother and daughter have moved three countries and two continents on their journey to New Zealand. For Eve this has been in pursuit of supporting family. For Emma it was firstly as a small child and then as a woman planning for children and wanting a safe place to raise them. The theme of dependence permeated the narratives of both Eve and Emma. Dependence across the childhoods of both women was related to a lack of money. Eve was from a poor working class background in her country of birth and Emma experienced a childhood of poor financial decisions by her father leading to her mother needing to work.

Edgar, Eve’s husband and Emma’s father, is an interesting influence: both supportive but in many ways subjugating. The perceived good that he did, such as his insistence that Eve complete her education, was counteracted by an ineptness in business that kept the family financially bound. Both mother and daughter admit that he was not a good business person. For Emma this has meant going out of her way to be as unlike him as possible. Edgar was not to be the only disappointing business influence. Emma and husband Ewan disagreed on business styles leading to conflict when he had a financial stake in Exceptional Events. He was not a supportive partner. Her divorce from him has meant that she is the breadwinner for herself and her son, as well as employer of her mother. Her business is the means of achieving financial security. Eve, on the other hand, only started her first business after the death of Edgar. She has no experience of a life partner being supportive or otherwise in business.

One raison d’etre for the business is to continue to support Eve in relation to her immigration status, as this is dependent on her having work and an income. The road to business ownership has been somewhat similar for mother and daughter, but in significantly different fields: one logical and ordered, the other very creative. Eve trialled several jobs in accounts, an area that
she was interested in, and Emma did likewise with managing events. When the right opportunities presented themselves, they started their ventures. For Emma, Exceptional Events is not her first venture into business ownership, as she has owned other small businesses. For Eve, her start-up, after Edgar’s death was the one that made her happy and provided her with a “fabulous, fabulous life”. Exceptional Events is the business that Emma has always wanted to run. It is also an opportunity and a responsibility to both work with and provide for her mother. For Eve, it has provided an opportunity to be with Emma and her grandson and to continue to work with her numbers and systems. This has led to defined and complementary roles in the business for both women, although Eve is now challenging herself to lead events.

The small family size and isolation from extended family have not lent themselves to many familial entrepreneurial influences. Neither woman grew up in or around entrepreneurial influences, barring Edgar’s flawed business practices, but Edward is learning the business hands-on, as the office is his playground. Edward is incorporating aspects of party planning into his play as he becomes more aware of what his mother and grandmother do.

Eve and Emma’s relationship has been strong when living in separate cities and countries, but is faltering as they share the same house and work in the same business. Both women acknowledge that the boundaries are too blurred at present. To further address this however, will require resolution of Eve’s immigration status which is still dependent on her having an income and a job. New living arrangements will be needed. Also needed is a final decision on whether they have the new contract to manage an event centre, so that the business can continue to provide and grow.

4.3 Chapter Summary

The first half of this chapter introduced and provided the findings from the holistic-content analyses of the mother and daughter participants in Dyad One, Dee and Diiane Davies. The business that they operate, Delightful Divas, originated as the result of a bold move by a teenage Dee, who in defiance of her parents started a dance school. Their joint leadership has come about because Dianne, as a young mother and finding herself suddenly single, needed to provide for the long-term future of her young family by pursuing a growth strategy that would see her expanding the business and supporting the performing arts community by providing jobs and opportunities. For mother Dee this business initially provided her with flexibility in
meeting the demands of running her business and caring for her children. For Dianne, this business was her first playground and a mechanism that enabled her to spend time with her mother, learning to love the art of dance as much as her mother does. Key members of their extended family have also influenced these two women in ways that are intricately woven through their narratives.

The findings from the holistic-content analysis of Dee profile her as strongly influenced by her family of origin and caught between their beliefs about what was best for her, and their belief in the performing arts. This conflict would put her on a path towards self-employment. She has had the lifelong support of husband David, built a successful business in a field that she loves, and has the privilege of working with her daughter whom she considers an equal. She is unrelenting in her love and belief in dance as an art form. The findings from the holistic-content analysis for Dianne depict her as the product of being raised in a family with difficult relationships, something that has affected her across her life and into adulthood. She has emerged from a troubled childhood trying to please her parents, to take up a major role in the business that was her first playground. She has developed into a strong business leader in trying to not only support her young family, but give back to the community in which her livelihood is based. She is a mother who wants her children to appreciate the opportunities their rich heritage affords them. The emerging profile for Dyad One is of a mother-daughter family business dyad and master artisans, who have chosen to remain loyal to their passion for dance as an art form and their roles in continuing a family legacy in the performing arts community.

The second half of this chapter introduced and provided the findings from the holistic-content analyses of the mother and daughter participants in Dyad Two, Eve and Emma Evans. Exceptional Events is the result of a mother and daughter team who have migrated to New Zealand and now lead a venture in the hospitality industry. For mother Eve this is crucial, as her residency is employment dependent. Daughter Emma is also the primary earner for herself and son Edward. As these women have a very small extended family, the biggest influences on them have been their former husbands, Edgar who is deceased, and Ewan who is divorced from Emma. Other complex family circumstances have also influenced these two women.

The findings from the holistic-content analysis for Eve in this chapter profile her as a caring mother who has travelled globally in support of her family. She has developed a career in
accounts systems and processing skills that saw her run her own very successful bookkeeping business and she now brings these skills to the business that she runs with her daughter. The major concern in her life is her dependence on Emma for her immigration status. The findings for Emma from the holistic–content analysis determine the influence on her of being raised in and around her father’s unsuccessful businesses. She came to view his practices as the antithesis of how to run a successful venture. She brings to her business the experiences of her time in the hospitality industry and ownership of other small businesses. She is employer to her mother and income provider for herself and son Edward. The emerging profile for Dyad Two is a mother-daughter family business dyad where both are experienced business owners, running a growing business in events management. Both women are dependent on its success in different ways and the business itself is dependent on the decision making and resources of others for its growth.
The purpose of this chapter is to provide the findings from holistic-content analyses of the life story narratives of the other two mother-daughter dyads in the study. Both these dyads self-identified as entrepreneurial. This chapter introduces Dyad Three, Alice and Angie Anderson, who operate Attractive Apparel, a small clothing retail chain. Susan and Sandra Saunders make up Dyad Four and have a rapidly growing specialist fashion business, Sophisticated Styles, which they are expanding annually into numerous international markets. Like Chapter Four this chapter comprises two halves. The first half presents Angie and Alice’s story and the second half, Susan and Sandra’s. Figure 5.1 provides an outline of this chapter.

Figure 5.1 Chapter Five – Examination of entrepreneurial Dyads Three and Four – Results II
5.1 Alice and Angie Anderson

For Alice and Angie Anderson of Dyad Three, running their business Attractive Apparel is about maintaining a lifestyle in which they are able to balance their life outside the business with its operating demands. For Alice there has been a long string of business start-ups as she looked for the right one before settling on Attractive Apparel. For Angie the business has enabled her lifestyle since birth. The business has grown from one store to four and then been retrenched back to three stores when the expansion into the fourth was found to be a step too far and threatened to compromise the lifestyles of the women. In this dyad, mother and daughter have chosen to maintain their lifestyles in preference to further business expansion.

As they live in different locations, Alice and Angie’s narratives were collected in separate interviews of one long session each, meaning two distinct life story narratives were captured.

5.1.1 The Attractive Apparel Business

The Attractive Apparel business operates in two large New Zealand cities. The business is comprised of three stores, two in one city and one in the other. The stores are located in exclusive suburbs and targeted to those with higher incomes. The business had four stores until recently. However, one was closed after a period of operating four stores was found to create too much stretch on the family and detract from the lifestyle they enjoy. Angie would like to consider more stores as a possibility in the future, but childcare responsibilities currently prevent this. Despite this the business has still grown, by designing and supplying other stores, and a side business has emerged for Angie making designer t-shirts. There is further potential for growth in both of these areas. The stores are located in the main streets of their suburbs to maximise foot traffic and they build clientele through reputation, service, quality and exclusivity.

The business employs 14 full and part-time employees. It has been in operation for over 20 years, first providing an income for mother Alice and then for both mother and daughter. Alice’s husband Alan (a long time owner) has joined her and Angie working in the business and now organises
shop fit-outs, operations and systems. Angie’s sister-in-law Ashley is also an employee in the business. She works as an under-manager, managing two of the stores.

5.1.2 The Anderson family genogram

Figure 5.2 depicts the Anderson family as a genogram. The genogram (McGoldrick & Gerson, 1985) is centered around Alice and Angie as the ‘target’ individuals (Miller, 2000). The genogram features the key people that they introduce and discuss in their life stories. It also shows the relationships between family members. As in the earlier genograms, under the name of each figure is listed their relationship to both Alice and Angie. The genogram also depicts who founded the business, its current ownership, its current management and the family members who are employees in the business.
Figure 5.2 The Anderson family: family structure and involvement in the business
5.1.3 Alice

This section provides a short life story summary for Alice. It then provides the findings from her holistic-content narrative analysis.

Life story summary of Alice

Alice is sixty-one years old. She started Attractive Apparel, which she co-owns with her husband Alan. Alice arrived in New Zealand as a small child with her parents, Agnes and Aloysius, and her sister, Abigail. Both Alice’s parents owned businesses when she was growing up, although for her mother this was intermittently. Alice spent much time minding her sister Abigail while her mother worked. Alice enjoyed school but was discouraged from pursuing art, a subject she enjoyed, much to her later regret. After school Alice had a variety of jobs that she described as “boring”, but they were a means to saving money to go overseas.

Alice’s overseas experience provided her with the impetus for her first business venture painting and screen printing t-shirts, which she began with her sister Abigail. When she returned to New Zealand Alice introduced these products to the local market. Using her artistic skills, and very little financial outlay, Alice painted designs onto t-shirts and sold them at a local bohemian market. This was Alice’s first experience of being her own boss and choosing how and when to work.

At this time Alice married husband Alan and had her only child, Angie. Angie was in Alice’s eyes a “difficult baby” and money was “scarce”. Alice found herself again looking towards self-employment. She set up a store for which many of her friends from the bohemian market provided consignment stock to sell. Alice still had her market stall and kept both running for a while.

As part of the legal agreement involved in selling this business, Alice was prevented from selling clothes for a period. She began a string of successful new ventures. Alice bided her time waiting to get back into the fashion market and then set up Attractive Apparel in an upmarket city suburb. For more than two decades Attractive Apparel has afforded Alice the ability to make her own money, have a comfortable lifestyle and work the hours that she chooses each week. This meant being able to manage caregiving of Angie, including attending sports and other activities. This has
also meant that Angie has been in and around Alice’s business activities since she was a small child. For a time Alice and Alan also fostered a child, Alistair.

Angie, who had previously worked in the firm part-time and during the holidays, joined permanently when Alice went through a period of life threatening illness. Alice’s own mother, Agnes has also worked in the business, meaning that all three generations were involved for a period. Alice’s granddaughter, Amy, spends considerable time in the Attractive Apparel business now as well. When Alice and Angie travel domestically and internationally for business, Amy often travels with them, spending time with her mother and grandmother during their business activities.

**A portrait of Alice**

From the beginning of her narrative Alice portrayed herself very vividly in her stories, and her language is unabashedly colloquial. Many of the early influences in her life came from her family of origin, beginning with her parents’ brief forays into self-employment. From an early age Alice saw that it was possible to work for oneself, something that she would do from young adulthood. It also meant early work experience in her parents’ businesses as she was expected to help out.

My family, we came with nothing, but within a year my parents owned a house…my father had started a small garage, working for himself… my mother had a dairy… I used to have to come home at lunchtime to serve in the shop. So I’ve been a shopkeeper for a long time, so once again I saw that as a possibility, I guess, to work for yourself.

There was also an expectation that she would care for her younger sister while her mother worked.

Yeah, well she’s five years younger than me…all our friends would be playing down the road, Mum would be working and I’d have to rock her pram” and “I’m pissed off because I had to look after her and take her everywhere.

This was the beginning of her frustration in feeling tied down and is depicted in her narrative as one of the catalysts of her lifelong desire for independence.
Alice’s story suggests that her parents continued to influence her in other ways. According to Alice, both father Aloysius’ and society’s expectations of the 1950s ‘woman’ meant that once the family was established in New Zealand Agnes would no longer work but remain at home.

I always knew I wanted to earn my own money, because I watched my mother, really apart from doing little dairies, being a woman at home.

Alice reports Agnes utterly resentment of this as a precursor to her own difficult ongoing relationship with Aloysius. Money earned was “Aloysius’ money” and Agnes was beholden to him for financial support.

I felt, she was a strong woman, and I just saw and felt her utter resentment - that, you know it was dad’s money – [wasn’t] uncommon at the time… but I saw how she hated it, and I vowed I would never be in that situation… I’ve always earned money.

This reinforced Alice’s resolve towards independence. She was determined not to be beholden to anyone financially, as her mother had been, nor be restricted in a domestic situation.

She’s 84 now and she still loves housework. I mean it was like cleanliness next to godliness, you know, and that was those 50s women too… you know whoever had the cleanest house was the best, you know, Jesus, so not me.

Fortuitously for Alice, different societal expectations for women and mothers in the 1970s meant that Alice she both work and parent.

For us, our generation, it’s like almost an insult for somebody to say you're just like your mother. Because we were hippies, and we changed everything…we parented totally different to them.

It was a revelation to Alice to see the formidable business woman in her mother when she herself offered Agnes work later in life, commenting: “Whether she would have had many staff, [as] she would have been bloody hard to work for”. In a different set of domestic circumstances, Alice suggests that Agnes would have prospered.
She had her own clientele that used to come in, you know the older ones used to come in for her, by God… And it drove her mad if she put somebody in an outfit, and they looked nice, and they did not buy it… She’d be demented if they walked out without buying anything, it wasn’t even her money, you know and it was like oh God! If she’d have been back in business she would have been up the top.

Alice viewed her Uncle Anson as a very successful self-employed businessman but she also perceived him as a slave to his success. This was one of the earliest instances in which Alice began to understand that too much business growth and success could control and compromise lifestyle.

[Anson’s] not much older than me. He’s now a multi trillionaire, so his business certainly –[took off.]…the difference between [Anson] and me is, all I ever wanted was to not work for somebody else. I never have seen it as making a lot of money…For me it’s freedom, lifestyle, and I've had that since I was 22.

A strong theme in her narrative, this view has underpinned her reluctance to grow her business and has tempered her success, as she doesn’t want to compromise the lifestyle benefits that ownership potentially affords.

Alice’s sister Abigail has been an interesting influence and appears numerous times in Alice’s early narrative. The first business that Alice started was with Abigail. It was the first of several ventures begun by the sisters, but they all ended the same way: Abigail would leave soon after the launch and Alice and husband Alan would scramble to find money to pay her out.

[Abigail] once again wanted out of there very quickly. And the only reason [I could keep going] was [Alan’s] dad had died and left us twenty grand or something, and the only reason I could keep going was to buy [her] out with that money. Then from there, oh my God, it goes on…

For Alice these were in lessons in managing unexpected financial pressure to the point of becoming debt adverse, and provided an early wariness of family involvement in business ventures, especially financially. They also fed her determination to be free of financial constraints to independence.
As outlined in her narrative, Angie was in Alice’s eyes a very difficult baby, creating a significant influence from Alice’s created family unit. One of the outcomes of this for her was that being “tied” to caring for Angie was reminiscent of caring for Abigail and the frustrations of that time.

[Angie] was a screamer. I mean it’s changed so much now, and everybody said oh it’s colic. What the hell’s colic? I had her at about eight different doctors and oh, it’s your first child, they do cry you know. But she would scream for eight hours, sleep for an hour. I mean I just couldn’t have another one, I couldn’t have done it.

Compounding her frustration, Agnes would not support her. Further outcomes include Alice’s determination to be supportive of her own daughter and her increasing resolve for independence.

Another major influence in Alice’s life has been husband Alan. He is a long-time supportive partner who stopped work to support Alice with baby Angie. This meant that for a while Alice’s early t-shirt business was the family’s only income and times were very hard. The outcome of this was a further reinforced financial caution.

And so then I made [Alan] stop work because I felt like I was going under… God we made life hard though, we got rent for about seven dollars a week… And I was trying to run the [business] from there, and it was just impossible. That was a terribly low time.

Alice advised that later, when she was in the restaurant business, Alan again stepped in as primary caregiver for Angie. Another outcome of Alan being a supportive partner is that his earnings and his shop-fitting skills have been used to support the business: “[We needed to] wait for [Alan] to get his pay packet to buy the next pot of paint”. He now also completes the bookwork and continues to be a supportive “behind the scenes” figure.

Motherhood and her mother-daughter relationship with Angie have been significant influences on Alice. Apparent in her story is that Alice needed a business in which she could balance caregiving for Angie with business ownership. From “coming and ruling up all my pages and (laugh) do all
the stationery”, Angie grew up in and around Alice’s businesses, predominantly Attractive Apparel.

[Angie] grew up in it…being dragged round… fabric warehouses… she started working here when she was still at school, on weekends and all through university, all holidays.

This meant that Angie went to business meetings and on overseas buying trips; Alice was able to care for Angie and run the business at the same time. It also meant that she could be involved in Angie’s interests.

I just loved being the netball coach, hockey coach…loved it absolutely…You couldn’t have done that in the corporate world.

Barring a very short period fostering another child, only having one child helped to facilitate this. A significant outcome of this was that Angie observed and then worked in the business from a young age, moving from having the business as her playground to active involvement – including during Alice’s life-threatening illness. Having worked in the business since childhood meant that Angie was able to take over managing it very quickly.

[Angie] had very little really to learn, maybe just people management and the manufacturing side… it probably took her a couple of years to know enough to deal with pattern colours and things.

Despite this Alice does worry what the business will be like when she hands it over to Angie. She hopes that Angie will continue to consider the appeal of being in business for the lifestyle aspects.

I think Angie’s just so like me… she doesn’t have grand designs… A few more than I did… But I think she’s realized… that we could open lots of stores, there’s nothing stopping us. But do you want that sort of life or do you want to coach a netball team and go to rowing camp and things. I think she’s thought that through and thought I have a really good life.

Clear in her narrative is that business ownership, especially Attractive Apparel, has allowed Alice to be actively involved in Angie’s upbringing. One of the outcomes of this early closeness is that
as adults they still enjoy movies and shopping trips together, the business enabling them time out to pursue these joint activities.

Angie and I book ourselves into [hotel]this happens every season, four days, and we just [lay] it all out, and no interruptions… [we enjoy] just being together, we go to Melbourne a couple of times a year… business related, buying.

The upshot of both women knowing each other really well is that they have settled into well-defined roles. From their different cities Alice still leads the buying process and Angie manages the rest. Mother and daughter frequently travel between cities to see each other and snatch important family and business time. Alice’s narrative suggests that she is now feels confident to slowly transition out of the business.

The theme of motherhood is further indicated in Alice’s narrative when she discusses Angie being able to have a child and Alice gain a grandchild, and the business supporting this. Alice cared for Amy for long periods when she was a baby and she and Alan are “very happy to support [their] grandchild”. Alice and Angie, and even on occasion Agnes, have been able to care for Angie within the business as she grows. The business has been Amy’s playground and she is learning from mother and grandmother. She is another conduit for their close relationship.

She’s got in her mind that’s what women in [our] family do.” At six years old, “she is wanting to [be] a famous singer, a famous golfer and be running Attractive Apparel.

Alice’s career and business journey is a story of a restless road to the right business. One of the strongest themes in her narrative is that Alice has wanted her own independence and money since childhood. As an outcome, she understood the need to initially work in variety of “boring job[s]” which she despised in order to save money to go overseas.

And [one place] were such dickheads, so I’d be, you know I’m bossy, so I’d be running [technical process] and signing all the documents and there’s all these bloody lulus running around.

Once abroad, Alice took the opportunity of getting to be her own boss in an autonomous role. The outcome of both the “boring job” and autonomous experience was her realisation that she liked
working for herself and that she would not be an employee again. Another significant influence indicated in her narrative was from her time abroad. She was away travelling during the early 1970s and was witness to many cultural changes of the times and many new fashions – fashions and ideas that had yet to reach New Zealand.

We (Alice and her sister Abigail) were both in [location given] and they’d been wearing t-shirts with writing on. And when we got back here nobody was, this was like ’71, yeah, nobody was…We started in [bohemian markets] and it was just huge…We had a stall…We both painted t-shirts. Neither of us knew how to screen print, but we can both paint. … And so I made really good money…

The coalescing of Alice’s travel experiences led her to recognise her first market opportunity and set up her t-shirt business on her return to New Zealand. This was the beginning of a string of business ventures, starting in fashion, all developing from Alice’s ability to recognise gaps in the market and then pursue these. Some of these ventures were very successful and others had the potential to be so.

I couldn’t go back into clothes [for a while] so I opened a restaurant… And that was amazingly successful, it just wasn’t big enough. I turned away a hundred and seventy-six people one Friday night. It became almost cultish.

Alice also knew how to take advantage of opportunities to promote her business and keep a steady clientele.

And what’s his name… who did [magazine], I knew he lived in [neighbourhood] and I knew he would come in and do a write up. I had his photo up in the kitchen in case I wasn’t there. I could recognize him, and made sure that everything went right…and got an amazing write up… we were just like booked out for three months.

Alice’s narrative indicates that all of her businesses were sold for one of three reasons: firstly because Alice had recognised another opportunity that she wanted to pursue; secondly, because she did not enjoy the business; and finally because business growth started to threaten her coveted independence and lifestyle. It wasn’t until she was prevented from working in fashion by a legal writ that Alice realised she really wanted to continue in fashion long term: “I was wanting to get
back into clothing” and “I was waiting to get back into clothing”. The outcome of this revelation from the legal waiting period (filled with fill-in ventures), and a search for the right business to enable lifestyle and childcare, was the establishment of Attractive Apparel.

It is clear in Alice’s narrative that of all of her business adventures to date, Attractive Apparel has stood the test of time as the business that allows her to balance work with family commitments and lifestyle. This even meant downsizing from four locations to three when business expansion threatened her way of life. For Alice, business has always been about having “enough” to enable her lifestyle. It has never just been about money, growth or status.

Although Alice considers herself an entrepreneur who enjoys “the rush” and sees opportunities “everywhere”, she is content in Attractive Apparel.

An entrepreneur to me is just somebody that sees holes [in the market] and is brave… [I consider myself] to be an entrepreneur just because of some of the things I’ve done…, I really had to stop myself opening a decent café in [location given]. I had to stop myself because it’s so there for somebody to do it but I don’t want to be in food again.

Alice has thought ahead to the future, her words signalling that even when she retires she is unlikely to cease to have an opinion on how the business should be run.

It’ll be quite interesting really because I don’t really want [Angie’s] husband [Andrew] to leave [his employment] … and being part of the business which I can see would be quite attractive. I don’t think she should do that. You know, she’ll probably see that he could do the book work like [Alan] does and things.

5.1.4 Angie
This section outlines a short life story summary for Angie. It then provides the findings from her holistic-content narrative analysis.
Life story summary of Angie

Angie is the only child of parents Alice and Alan. Although her father Alan also worked for himself, it was her mother who was her primary caregiver even though she was also self-employed. However, during her mother’s venture into restaurant ownership, because of the hours involved in that industry, Alan stepped up to be the primary caregiver. Angie grew up in and around her mother’s business ventures, including Attractive Apparel.

During her secondary school years, Angie started working in the first Attractive Apparel store, including being in sole charge on a Sunday. This job paid well and supported her through her university studies. It also helped her to develop people and communication skills.

Having a mother who owned her own business meant a lot of travel for Angie to overseas locations. It also meant immersion in the business from an early age. Meals usually involved conversations about her parents’ businesses, even more so when her father joined her mother’s business. The trips away with her mother have continued into adulthood and her daughter Amy now joins them. Downtime for Angie and her mother involves shopping, a café for lunch, or catching a movie.

After university, Angie travelled overseas with husband Andrew. On returning to New Zealand Angie continued to work in her field of training. Two forces coincided to draw her into the business. She had been coming to the realisation that she really wanted to work in the business with her mother when coincidentally, she was required to step into her mother’s role when Alice became seriously ill. Her move into the business also meant that Angie could plan to have a child of her own knowing that the business would accommodate this, as it had when she was growing up.

Daughter Amy is now growing up in and around the business with her mother and grandmother. This has meant that both Angie and Alice have been able to juggle working with caring for Amy onsite. The business affords Angie the same lifestyle benefits that it provided her mother while she was growing up, meaning that she can now spend time helping out with Amy’s childhood pursuits. Angie was herself recently diagnosed with a serious illness and this development is also being accommodated in the business. Her sister-in-law Ashley (husband Andrew’s sister) has been
employed to help with managing the business, so bringing in a new family dimension. This has helped while Angie manages her illness.

Until quite recently, Angie, Andrew and Amy lived next door to Angie’s parents, Alice and Andrew. This meant both challenges and benefits given the close family and working relationship. However, a sea change saw Angie and her family move away to a regional New Zealand city, a move that meant that she could take over running one of the Attractive Apparel boutiques. Angie now oversees all three stores from her regional base and does much of the designing for the business now. She also has her own t-shirt business which supplies the family business and other fashion houses as well.

A portrait of Angie

Many of the influences in Angie’s life have come from experiences in her family of origin. This is a strong theme in her narrative. Angie is an only child meaning that from childhood she has felt part of a very close triad with her parents. Her childhood was self-reportedly filled with love and pride running both ways between Angie and her parents. Angie’s language conveyed the depth of her feelings with words like “feeling loved”, “honesty”, “pride” (her parents in her, and she in her parents) and “support” used frequently. As her story approached her adulthood, other words like “trust” and “responsibility” were added, denoting a maturing relationship.

Alice has run businesses for all of Angie’s life. Angie could recall them all and that most were successful but short-lived. She remembered the restaurant business because the hours were not conducive to childcare and her father stepped in as caregiver.

We’d have dinner at [the restaurant] every night for about a year and a half. It was the only time to see Mum…[this] stands out about our life at this time as Dad suddenly had to have so much more to do with me. Whereas further back I think Mum was the one that felt pressured to get me from school.

Mostly she remembered her childhood in Attractive Apparel. This was the business that would allow Alice to spend considerable time with Angie as she grew (as will be outlined shortly). Angie’s wording suggested that she had less of an idea of what her father Alan did for a job as she
spent little time there. She did however view him as very supportive of their family unit. She also clearly enjoys working with him now that he works in the business helping with the bookwork.

When discussing her created family, Angie suggested in her narrative that she sees her husband Andrew as a supportive partner but he is not involved in the business, and neither of them have ownership in the business. She believes that she has been “encouraged by him as much as her parents” to be a part of the company. Angie draws wages from the business but the family is not solely dependent on her income alone; Andrew earns money from his job as well. This means that Angie has not had pressure on her to work to provide for the family and Andrew has not needed to use his wages to support the business as Alan has done.

Boundaries are another strong theme in Angie’s narrative. Angie’s closeness with her parents has had follow-on effects, as the boundaries in her life, including into adulthood, have become blurred. Living with her created family next door to her parents for a time meant considerable shared care of daughter Amy. Alice cared for Amy when she was little and the business enabled this, albeit with some juggling of responsibilities on the shop floor at times. This has meant a close three-way bond for all of them.

[She really helped] in those first early [years], absolutely. We were living side by side [in the house next door]. I was still working kind of 9 – 5.30, so they really had her a lot…I went back [to work] when Amy was 4 months old and the little bugger wouldn’t take the bottle, until she was 6 months old. So she came to work and I had Mum or my grandmother [Agnes] walking the streets of [location given] and then they’re like suddenly oh she’s crying better get her back for a feed you know, it was ridiculous to have [Amy] in her flyer saucer [walker] in the middle of the shop and then me doing everything. And yeah, Mum had her heaps and my husband [Andrew] was working a lot so he wasn’t, he was getting back quite late. So they really stepped up, they were, it was amazing.

Angie views the close relationship she shares with her parents as something she wants to achieve with her own child Amy. Angie’s narrative suggests that motherhood for her has been quite
different to Alice’s experience with her own mother Agnes. Angie outlined that providing care for Amy has been a conduit to continued closeness for mother and daughter.

I think when Amy came along it was pretty special because, I laugh because Mum always says you know, grandkids are so much better than your kids.

As Amy grows, so has Angie’s appreciation of the true benefits of the lifestyle enabled by Attractive Apparel, as was also true for Alice. Angie believes that she now has a deeper understanding of her mother’s choice in relation to her childhood now that she is in a position to be able to make the same choices for Amy.

Spending time together with her mother and daughter is important to Angie. This is evidenced in her stories. Alice caring for Angie in the business and taking her on business trips meant considerable time for them to spend one-on-one between meetings. This and Angie’s childhood as an only child have been influences leading to a very strong bond between mother and daughter. Both Alice and Angie enjoy their leisure time together, talk on the phone every day and their trips away continue to provide coveted opportunities for one-on-one time. Angie’s daughter Amy is now part of this ritual. Being included in these trips is consolidating for Amy, what it is that women in this family do. Angie talked about Amy as the focus of her life, her “life project”.

Whatever way you cut it your children are a major part of your life…I don’t need to be a multi, multi-millionaire, just comfortable. And I want to be able to, like Mum did for me, to be able to put time into [Amy] with coaching and things like that have the flexibility and have travel, as part of our lives.

Like Angie before her, Amy is growing up in and around the business and is now at a stage where the business is her part-time playground. She is incorporating things that she sees around her into her play, like designing t-shirts. She then takes these to her mother and grandmother for validation.

Amy she loves coming to work…she designs t-shirts and yep, she does her little drawings and has the little hearts on it like I’ve done. And last Christmas. she designed a t-shirt. So she drew this cat, with all these different designs and we got it printed onto t-shirts and gave it to all the family for Christmas. That was her first ‘design’. So lots of the drawings
she does now, [she says] do you think you could put that on a t-shirt Mum? Do you think that’s good enough for a t-shirt? (laughter)

Angie summed up her mother-daughter relationship with one statement: “I’m my mother’s daughter”. Being raised in and around her mother’s business activities since birth, coupled with close boundaries between the family and the business and the two now leading a family business together, means Alice features the whole way through Angie’s narrative. However, the mother-daughter relationship comes before the business relationship; Angie considers Alice as “her best friend”. When Angie was recently diagnosed with a serious illness, her mother insisted she take as much time off as needed. Her ailment has completed the circle, as it was predominantly Alice’s illness that brought Angie into the business permanently. It has been the Attractive Apparel business, managed by the mother-daughter dyad, that has supported both women through their individual periods of significant illness.

Blurred relationship boundaries also mean being able to continue taking advantage of the business for personal gain. Their business allows them to take frequent breaks to spend time together. Often this is impromptu and combines both business and downtime time spent together.

Mum and I normally go overseas a couple of times a year but we did not manage to get away this last year so we were just talking the other night, and I said you know Mum we’ve got to make sure we keep doing this because it’s a really important aspect of our business. Because that’s when we pick up our samples and it’s time when Mum and I, particularly now, get to spend days together just talking fashion and you know, running things over. So she said, well why don’t we got to [fashion capitals in Europe]? This also extends to mentoring where common mother-daughter interactions reinforce the nebulous boundaries between work and family.

My Mum would be my mentor. It sounds cheesy but there’s no one else for me that has that much of an influence…Aw she gives me advice all the time, life and business. (laughs) She gives me advice, bloody yesterday on my curtains… She’s good at knowing when I want it and when I don’t. Which is a nice balance. So that is where the relationship [works
best]. She will still give it when at times when she knows I don’t want it but she still feels that I need to hear it and I do the same to her you know.

When discussing her career and business journey one of the strongest themes in Angie’s narrative is that Attractive Apparel has been an enabling business – enabling her lifestyle since childhood. Angie spent her childhood with her mother as a hands-on carer because the business could afford this, and this is an advantage that Angie now draws from the business as well. Alice finding the right business meant that she was able to be heavily involved in Angie’s childhood activities, including managing sports teams and going on school camps. Angie was able to observe first-hand the benefits of a business that enabled lifestyle. Many of the stories that Angie shared about her childhood to middle years feature the Attractive Apparel business in some way. All her mother’s business ventures were inextricably interlinked with her childhood, but Attractive Apparel in particular enabled time spent with her mother. She could see the links between her mother and her own childhood and now her as a mother and Amy’s childhood, with her language indicating having “seen it and wanting it” for herself. The business has provided a ready-made tool with which to do this.

After Alice finally settled down into one steady business the first outcome for Angie was that this became the playground where she began to learn from her mother as she went with her to business meetings and related activities.

[I remember going to check] out samples and things like that and I remember going, I can’t remember how old I was, I must have been 7 or 8 I think, and it was just so exciting. We went around, you know, [name given] markets and off round looking at all the clothes…Mum left me at the stall…the soft toy stall, just wait here [Angie] while I go and have a look around. And sort of an hour later, I’ve spent all of my money on soft toys, I’ve got about 15. (laughter). I’m sitting behind the counter with the man that runs the shop and when Mum comes back.

Stories in Angie’s narrative suggest that her apprenticeship in the business began as play, developing into a role with more and more responsibility as she grew which meant that Angie had
the start of a ready-made business career even before leaving high school. This continued through university. She was starting to realise that, as with her mother, this business was quite seriously enabling “lifestyle”. As a young person, the material benefits it provided were also important to her at this time.

And of course I got clothes. Which was really cool. Which really meant that a lot of the time, your money, you know you used to spend it on clothes, you did not have to spend quite as much on your clothes, you could spend it more on your movies [with friends].

Although she had trained and worked in another field and travelled, Angie suggests that her childhood and adolescence in the business meant that she could easily slip right back into the role on her return. However, settling into a permanent role in the business was not without its problems for Angie. In particular, older employees did not want to accept Angie’s management of them, seeing her appointment as nepotistic and without merit.

There were some problems with staff accepting me in the business. Older staff were quite resentful… we’ve kind of got rid of all those staff now… what they don’t get is that I’ve spent more hours on a shop floor than they have you know, but it was when I was younger so it’s always a little bit harder to [realize].

They had little appreciation that Angie had put her hours in over the years and was competent to do the job. Angie’s ability to quickly integrate back into the business would prove to be extremely important when Alice was confronted with a life-threatening illness. Angie was able to pick up the reins seamlessly during the crisis. She was also thinking ahead about having a child of her own and knew that the business, and her mother, could and would support this.

I had decided at this stage that I wanted to go into [Attractive Apparel] and you know, Mum hadn’t been well… so I guess part of me always knew that she doesn’t need that stress of running the business by herself… I also knew that I wanted to have kids in a couple of years…I want to be able to go in and know that I’ve got systems set up so that I can actually continue to work while I have the kid.

Clear in the narratives of both women is that “systems” ae not Alice’s strong point in business management. Angie’s entry into the business brought order to the “working chaos”. This has not
dampened Angie’s creativity, however. She is an avid photographer and is actively involved in fashion shoots. Angie also designs for both the Attractive Apparel and the [family name] labels. She says that her role as a leader in the business is “difficult to describe…really”, as she is managing staff, and combines the fashion design and creative aspects of the business with maintaining the systems, including introducing computer-based and digital systems into a business somewhat behind the times in terms of technology. The business has also afforded Angie a small individual business opportunity of her own. She has set up a t-shirt business as a sideline venture, producing designer t-shirts which she supplies to both Attractive Apparel and other competitors.

Along with Angie’s growth in the business has come personal growth. When Angie and Alan brought the house next door to Alice and Alan, both couples learned first-hand that that blurred boundaries carried over from childhood, positive in many respects, needed more solid divides as Angie’s own family unit developed.

As much as with Mum and Dad, we’re best of friends, but I also lived right next door to them as well. Which is fantastic for looking after Amy, but the downside is that you ‘live next door’… So to get away from that pressure, not that I don’t think it was pressure that they put on me, I think it was more pressure that I put on myself, to get away from that has been less stressful.

An outcome of this that has led to a good compromise in that Angie now lives in a different city to her parents, one with a branch of Attractive Apparel in it, and she manages the whole business from this location. With these parameters in place Alice and Angie’s mother-daughter relationship has extended into adulthood as a close friendship. Frequent contact and visits reinforce that their family relationship comes first.

I would talk to Mum [from here] 3 or 4 times a day…So it’s a friendship as well as a family relationship.

Another reason behind Angie’s move to the smaller regional location was to gain additional lifestyle benefits, including a slower pace of life and lower living expenses. Angie has not needed
to grow into finding the right business for incorporating childcare with working, as Alice did; it is what she has known since childhood.

For me, my high points are more emotional based like, that I’m happy and I you know, I enjoy life. And Mum and I have had some great trips away,, and the high point for me is that I’m in a business where I can also have a life like that. Probably my high point is that I get to drop my daughter up and pick her up each day.. I mean yes I get, it’s great when you get the [good] feedback from staff [and], customers… but that’s completely secondary to lifestyle side.

Angie’s narrative suggests that in many ways this has given her a more laid back approach than Alice in terms of the business. However, she does not, as yet, carry any of the financial risk. Alice and Alan still do this as the business owners.

Unlike Alice, Angie self-reports being risk adverse. She considers her mother the entrepreneur of the family and the risk taker, despite having started up her own small side business making t-shirts and considering future expansion.

An entrepreneur is somebody that can start something from nothing, that has a vision that something can work when maybe some people think it shouldn’t. Like I say with Mum, she opened that restaurant in ‘87 when the stock market had just crashed (laughs) and everyone said aw that’s crazy. Well they were booked out 3 months ahead, so that to me is an entrepreneur. It’s someone who trusts their own business sense and has the balls to go out and do it.

For now, she is the one who has brought in the systems and processes to the business. This has been important in that it has supported the business in its expansion to four locations, although when this growth threatened to compromise lifestyle they retrenched to just three stores. Angie’s narrative suggests that she hasn’t ruled out expansion in the future, or involvement from other family members – she recently hired husband Andrew’s sister as an under-manager. Implied in her narrative is that further family involvement could support future growth. But for now, with Amy
growing and the business well set up to support her lifestyle as a working mother, as it did for Alice before her, Angie is content to manage the day-to-day operations.

5.1.5 A profile of Dyad Three

As depicted in their narratives, the road to business ownership has been different for Alice and Angie. As a child, Alice was briefly exposed to self-employment in her family of origin. This taught her that it was possible to work for oneself and to support a family doing so, but that a business could also be a demanding taskmaster if the focus was wholly on growth. Like Alice, Angie’s introduction to self-employment was through her family of origin. In contrast to Alice’s brief exposure, Angie experienced full immersion with the business being her first playground and then training ground. Her father Alan was also an influence as he was self-employed through most of her childhood.

Alice and Angie’s narratives suggest that maternal role modelling in their respective families of origin has also been different for both women. Alice knew early in her life that she would follow a different path to her mother Agnes. Alice saw Agnes as trapped by domestic duties and reliant on her father for money, sparking her journey throughout her adulthood toward self-sufficiency and independence. The socio-cultural changes of the times in which Alice was reaching maturity also influenced her ability to be able to do this as well.

Angie’s story suggests that in some ways she is following closely in her mother’s footsteps, her journey mimicking aspects of Alice’s, for example in having only one child and wanting to work for herself in order to balance both working and parenting. What is interesting is that although Angie can remember some of Alice’s early businesses, for the biggest part of her life Attractive Apparel has been the stable influence. For entrepreneurial Alice the stability of Attractive Apparel came only after a string of business launches and divestitures. The value Alice places on independence and lifestyle impacted the longevity of many of these other ventures. Although she can see opportunities, Angie has not needed to go out and start her own business, or a string of them as Alice did, nor does she have any desire to do so. Angie has had an easier road. The existing
business aligns with what she knows and what she wants, and has always been there. A spark of her mother’s interest in opportunity is coming through however, as Angie spotted a gap in the market and is now supplying Attractive Apparel and other fashion stores with hand-designed t-shirts. This is interesting in that it leads full circle back to Alice’s very first venture – hand designed t-shirts sold at a local bohemian market.

There are also parallels relating to motherhood in their stories. Both Alice and Angie have been able to achieve work-life balance with the Attractive Apparel business allowing them a means to make money and still be actively involved in their respective child’s life. The business provided Alice with the means to both work and care for Angie, meaning much time spent together in Angie’s childhood. Having an only child further facilitated this, as it was relatively simple to take one child to business meetings and on trips, as compared to two or more. For Alice this meant supporting her daughter in a way that her mother Agnes had not done with her. Having grown up with this, Angie wants the same for daughter Amy. History is also being repeated in that third generation Amy gets to be part of this special relationship, going to business meetings and away on business trips with mother and grandmother. Both can care for her within the business. It is now the playground to the next generation.

Alice’s early narrative suggests that growing up, she did not perceive her father as supportive and her choice of Alan as her partner further reflects her determination to not follow her in her mother’s footsteps. Both Alan, husband to Alice and father to Angie, and Andrew, husband to Angie and father to Amy, have supported their wives in their business undertakings. Both men have provided other income, meaning that neither woman has been sole income provider for their family. This has enabled both women to be able to make more choices and business decisions around lifestyle and primary caregiving of their respective daughters. If they had both been the sole breadwinners, growing the business might have been a stronger focus.

Differences become apparent in their stories when business ownership is considered. Alice and Alan own the business, while Angie and Andrew do not at this point. Alan’s income was needed
to support the business, especially in the early days. Both he and Alice also experienced first-hand the real financial hardship of having little or no money and having to find significant sums quickly when buying Alice’s sister, Abigail, out of various ventures. They are more debt adverse than their daughter and son-in-law. This has been a contributing factor in ensuring that the business remains manageable in size. Alice’s experiences in going into business ventures with her sister Abigail have left her wary of partnerships. Angie has not had this experience and is keen to involve more of the extended family, in this case Andrew’s family in lieu of having siblings of her own, resulting in the hiring of Andrew’s sister Ashley as an under manager in one store. Given her earlier experiences Alice continues to be wary of such moves as the owner. With a small t-shirt business on the side and the Attractive Apparel business as a solid foundation, Angie is not ruling out future possibilities for growing the firm. However, her influential experiences growing up around a mother committed to maintaining a family friendly lifestyle mean Amy will remain the major focus while she is young.

The closeness of Angie’s relationship with her parents is partly a result of Alice’s very different relationship with her own parents. Further, as a result of Angie being an only child, and Alice’s business supporting a work-life balance that allowed her to be very supportive mother to Angie, the boundaries between their lives are blurred (for a while Angie and her family lived next door). A move to another location for Angie and Andrew has provided an even more relaxed lifestyle. Angie can oversee most of the business from this location. For Alice this has also had positive implications for her as she now gets to travel frequently to see her daughter and granddaughter.
5.2 Susan and Sandra Saunders

For Susan and Sandra Saunders of Dyad Four, starting up and growing their international business Sophisticated Styles together, has been the next step in their entrepreneurial careers. Already experienced business owners, they started this venture after spotting a significant gap in a specialised fashion market. They are the second and third generation in a family of entrepreneurial women, with Susan’s mother (and Sandra’s grandmother) Stella being the first. Susan grew up in and around her mother Stella’s successful businesses. Sandra has had a similar experience growing up with Susan’s businesses. Sandra brings to the business the creativity needed in the fashion industry, while Susan, who has previously owned an international business, brings commercial skills and international business networks. They are continuously searching for new local and international markets and developing new products to service these. The mother and daughter dyad are managing their successful growth focused business in an industry they are passionate about.

Susan and Sandra’s narratives were collected across multiple interviews, in multiple sessions. In some of these sessions the women wanted to be interviewed together and in other sessions they chose to be interviewed separately. The life story narratives of these two women are derived from these interviews.

5.2.1 The Sophisticated Styles Business

This is a growth-focused company. Within the space of a decade the company has developed three stores in the same city as the company’s head office. Each store is in an exclusive suburb and targeted to individuals with higher incomes and specialist needs. The company also has a network of franchised stores, both in New Zealand and in other countries. It has extensive contracts in multiple markets across the world, predominantly supplying specialist stores and some of the world’s most exclusive department stores. Susan and Sandra have developed a wide network of industry contacts, built on Susan’s extensive lifelong ties to the apparel industry. Mother and daughter have also worked closely with government commerce experts as they move into new markets each year. Their product quality, distinctive style, reputation and market positioning have led to customers and distributors actively seeking to do business with this company.
Franchise operations aside, the business employs nearly 30 people. Three quarters of the business’s manufacturing is New Zealand-based. Susan manages the business and systems side of the company and Sandra is predominantly responsible for product development.

The company was founded by both Susan and Sandra and is jointly owned by both. Susan alone owns the central city building that serves as company headquarters. Susan’s husband Simon, a long-time business owner himself, now works in the family business managing the warehouse. Simon has no ownership in the business.

5.2.2 The Saunders family genogram

Figure 5.3 depicts the Saunders family as a genogram. The genogram (McGoldrick & Gerson, 1985) is centered around Susan and Sandra as the ‘target’ individuals (Miller, 2000). The genogram features the key people that they introduce and discuss in their life stories. It also shows the relationships between family members. As in earlier genograms, under the name of each figure is listed their relationship to both Susan and Sandra. The genogram also depicts who founded the business, its current ownership, its current management and the family members who are employees in the business.
Figure 5.3 The Saunders family: family structure and involvement in the business
5.2.3 Susan

This section outlines a short life story summary for Susan. It then provides the findings for her holistic-content analysis.

Life story summary of Susan
Susan is sixty-five years old. She was born to parents, Sigmund and Stella. She has two children; daughter Sandra and son Seth. She is married to second husband Simon. Her first husband Stanley, her children’s father, died years ago. Susan has seven grandchildren.

Susan grew up in a family with three much older siblings. Her parents separated when she was a baby. Susan’s father died in her childhood. Her mother then married stepfather, Sean. For much of her childhood Susan was raised between her two elder sisters, as her relationship with her mother became problematic after her remarriage.

Susan’s mother Stella, owned a series of successful businesses making toys and then apparel in the 1940s and 1950s. She started these in the basement of the family home. The apparel business grew substantially, eventually being operated from a big industrial site. From a young age Susan worked in this business tidying the cutting room, tools and buttons. Some of her teenage years were spent designing for her mother. One of Susan’s older sisters took over this business.

Susan enjoyed ‘school’ but not the boarding schools of her transient childhood. Following her mother’s counsel, she spent a year completing a business course after finishing school. Later she pursued an interior design course. While travelling and working overseas, Susan met first husband Stanley. Following Stanley’s career, the working couple moved to several countries before coming back to New Zealand. Stanley started his own manufacturing business upon his return, while Susan found a gap in the market and began importing a range of casual sportswear. Her first pregnancy intervened, ending this potential venture. As she settled into motherhood, Susan started a successful small-scale mail order company, run from home while her children were small, with a team of outworkers making products.
A position as a general manager in a significant New Zealand fashion organisation followed, increasing Susan’s contacts in the industry. Returning from a buying trip overseas, Susan saw a gap in the market for producing a home décor product made of natural components. Her first husband’s death occurred around this time making this a difficult period for the family. However, Susan needed a source of income and so her second foray into small business ownership began. It began as a little cottage industry in the basement of her home. She initially made do with items from around the house to set up a little production line. Sandra and Seth helped in the business packing up stock to be sent out. Several years later the business took off, necessitating a move to industrial premises. Susan’s son Seth entered this business as an adult and they ran it as a mother and son team until he was established. Now owned and operated by Seth, he business is an international entity with extended product lines.

The impetus for her next venture came when daughter Sandra was looking for specialised, high-end fashion clothes and she and her mother went shopping together. This fortuitous shopping trip brought a significant gap in the market to their notice and Sophisticated Styles was born. The business has been in operation for over ten years. It is a growth-oriented international venture, with new markets opening up every year. Both mother and daughter can see a time approaching when Susan will want to leave the business to spend more time leisure time at her “beloved” beach house – but not yet.

A portrait of Susan
For a woman with a background in business ownership and development, Susan comes across in her narrative as very softly spoken and genteel. Quickly evident in her story is that many of the influences in Susan’s life are from her family of origin. This comprised her mother Stella, father Sigmund, stepfather Sean, a brother, Samuel, and three sisters, Stephanie, Samantha and Sarah. Susan was the youngest of the five siblings by many years. Her older brother and three sisters were adults through her childhood.

It is apparent in her narrative that this age gap was significant as two of her sisters played an important parenting role for Susan; she lived with them both at times after her parents’ divorce.
These women in particular are credited by Susan for her memorable childhood: “I was lucky in having great sisters”. Susan’s parents Stella and Sigmund divorced when she was young. Her father died not long after. Mother Stella remarried and Susan’s step-father Sean, whom she describes as “that horrid man”, did not want her. Susan was sent to live with her older sisters, Samantha and Stephanie. Stephanie would subsequently also become her teacher at school, meaning further role confusion for Susan when she wanted to call her sister by her first name in class. As she spoke it became evident that her mother’s second marriage meant that she did not really fit anywhere and the lines between family roles of sibling and parent became blurred.

I grew up in a very disorganised family, really strange… my parents separated when I was a baby. And she married a man [Sean] who did not want me, so I had to be sent away somewhere. So I was booked into every boarding school in New Zealand, but they won’t take you until they’re about 9 or 10. And so I lived with my elder sister in the country.

Discernible from Susan’s narrative is that much of her childhood was spent moving between three main locations: boarding school, her sisters’ homes, and being around her mother’s businesses. Susan’s sister Samantha and husband Seamus were dairy farmers and in a childhood of detested boarding schools, Susan enjoyed time with them on the farm. It became clear as Susan shared her story that her time on the dairy farm provided not only stability, but there she realised “my first ambition in life”. Her oldest sister’s husband, Seamus, fostered in her an interest in the farm and encouraged her to be an active member of her adopted farming family. Under Seamus’s guidance Susan persevered and learned to milk a whole herd of dairy cows as a child.

It wasn’t a huge herd [of cows] at 98 so he showed me how to [milk them]… over a period of like six weeks…and I said well I’d really like to do it all on my own one day. He said you practice it a bit more so I did… and so one time I said to [Seamus] I think I could do it now… he said I’ll just stay outside the shed, now you’ve got to wet the shed down, I know all that. And you know I did milk the whole herd on my own.

She hoped that this feat would bring her mother closer to her.
“I thought in my mind if I can learn how to milk the herd [of dairy cows on my sister’s farm] all on my own my mother might leave that horrid man that did not want me at home and buy a farm and I’ll do the milking for us.

The outcome was actually to signal her first real taste of ambition, drive and resourcefulness.

I look back and that was my first ambition and I realized I must have been very focused even from that age to want to not just milk ten cows, to milk the whole herd.

Susan even considered this as something that she might pursue: “Afterwards… it was my ambition for many years was to have a dairy farm”.

Susan’s two other siblings, Samuel and Sarah, are credited with important roles in Susan taking up a much loved leisure pursuit. Susan advised that this has been a way of remaining in contact with her family of origin, spending time with friends with similar means and interests, and escaping from everyday life. Important in her story is that that other influential people involved in this sporting pursuit have provided access to a wider business network for Susan. Access to business networks is something that Susan later used to her advantage in the businesses that she ran.

Women feature very strongly in Susan’s narrative, with her sisters appearing early in pseudo-mothering roles. A significant portion of her narrative is also spent discussing the influences of her business-woman mother. Little time is spent discussing male influences, apart from Seamus, suggesting women have been the stronger influence in her life. Susan’s narrative suggests Stella being self-employed was a significant influence. She ran two successful businesses, one after the other, starting both in the basement of the family home. The outcome from this was that from an early age Susan saw that it was possible to work for oneself, to start small from within the family home, and to run more than one enterprise.

Well my mother, her first business was actually [amusements for children]. She started a company called [Amazing Amusements] and it was in the basement, and [doing] this must be in the family. I remember the basement of the family home, and she developed… [one of the products… And my father was a bit of an inventor so he made [other parts] and then she’d paint them… I mean I was only 2 or 3 but I do remember all these [products]… and
I think the workers were sort of putting bits on [them]… [After] my mother’s marriage broke up… she went into the apparel industry… and she’d let me create some of the designs when I was in my teens.

This second business was to grow into a large clothing venture, relocating from the house to commercial premises. Susan credits this time as her beginnings in the fashion industry, with comments like, “I grew up with the smell of the cloth and the cutting machines and the machinists”. Susan got to help out, gaining valuable work experience in a growing business and learning from her mother, a successful business woman. Another outcome from this is that the apparel industry has been a recurring theme throughout Susan’s life. What she did not know at the time was how formative this time would be, as her entry into a similar industry began in the basement of her family home. She had seen that family life could be managed around a business, even with staff in and around the house. Another business leader also emerged in Susan’s family, as one of her sister’s worked with her mother in the business and later took it over. Interestingly, this business relationship was young Susan’s first exposure to mother-daughter family business dyads working together.

[I worked for my mother] in the holidays, while I was at boarding school. I was living with my sister [Samantha], which I loved, and then at boarding school. So in the holidays I’d earn some pocket money by tidying up the cutting room, all the things, redividing the buttons up so all the colours were right, like that. So that was really good. And one of my [other] sisters worked for her, she learnt from her. So my sister was really overseeing that business as mother got older. She was very good at that.

As Susan attests in her narrative, the next generation down the family tree, including Susan’s children Seth and Sandra, also grew up watching and learning from grandmother Stella. Despite the problems of her childhood, Susan predominantly portrays Stella as an inspiration with all that she achieved in trade and family, using words like “amazing” and “marvellous”.

Susan’s mother further influenced Susan by advising her to take a business course after finishing school.
When I left boarding school my mother said you've got to do a business course before you do anything.

This was solid advice as Susan learnt “about the numbers, how they work”, a skill that she would later employ in a number of corporate jobs, both in New Zealand and overseas. Another outcome of this was that she gave the same advice to daughter Sandra years later.

Susan’s narrative suggests that her upbringing with its mix of supportive and problematic family relationships and the role modelling of business success and practices helped to shape her as a future successful business woman.

After losing her father at a young age, Susan was also widowed young. Her husband Stanley, father to her two children Seth and Sandra, died when they were teenagers. Stanley is first introduced in Susan’s narrative when she discusses her “big OE” (overseas experience as a young adult). They met “on a bus stop… in [overseas location given] we were both waiting for the same bus”. Life with Stanley meant several moves to other countries as he was headhunted for good roles in his field. She also worked at this time. Her narrative further suggests that together they moved in an extensive business network, reinforcing the theme that she was tapped into a web of resources even before starting her own venture. These were networks she would use to her advantage in her businesses.

Susan also ran two businesses sequentially, one before and one after Stanley died, and initially from home. Conversely to Stella, she was balancing ‘primary’ care of her children with work. This meant that Sandra and Seth were growing up watching their mother run a business and often went with her to business meetings: “I had a machinist, it was just a lady who [made a product component], the children would come with me”.

A theme underpinning her narrative when she discusses her family is that, as a significant influence from Stanley’s death, Susan was left as sole provider for her two children. The result was that Susan started her second small business making a home décor product from naturally sourced components. As she had seen her mother Stella do, Susan initially ran the business from the
basement of her home. As a result, both Seth and Sandra were fully immersed in the business from a young age.

Susan’s narrative suggests that being widowed and with children to provide for, in combination with her business ingenuity in spotting a product offshore that she thought would succeed in the New Zealand market, saw her grow this small business from the family basement into a sizable enterprise. This business is now owned by Seth. Susan explained that although Sandra was involved intermittently, the business grew mainly under Susan and Seth’s mother-son dyadic leadership. Despite having sold it to Seth, this business is still close to Susan’s heart This is apparent in her narrative as she talks about Seth’s plans for taking the business in new directions. He still comes to her for advice.

You know my son will still come, give me a ring and say mum, have you got a moment? So there’s a few things I want to run past you and I can tell how long that [is] going to be by the size of the briefcase he brings over.

As conveyed in her comments, this family business pathway has been very important to her. Susan enjoys being able to talk business with her children.

It’s lovely working with your children, having [worked with] them both… It is lovely, because you do, you get really close but you understand one another. And you really understand their strengths and weaknesses.

Susan was the sole breadwinner for this period of her life as she did not marry second husband Simon until many years later. Susan’s narrative suggests that there was no particular supportive partner during these years. There was only her and the children and well-meaning friends. This meant that times were tough as Susan juggled parenting her children with the business. A strong theme in her story is Susan’s use of her extensive business network and family contacts. She also had the confidence to utilise these to her advantage. She still does, and it has been one of the factors in her significant successes. Another family factor contributing to success in her venture with Sandra is that circumstances and timing coalesced several years later when her second husband, experienced businessman Simon, came into Sophisticated Styles in a management role, making
the company “a family business”. For Susan and Sandra this has meant having another family member involved in the firm in a permanent role, even though he has no ownership, nor makes significant decisions for the firm.

Susan’s first sentence about working with Sandra sets the scene for everything she had to contribute about their mother-daughter relationship: “I feel blessed to be working with Sandra”. Further indication of this being a partnership that works well is the number of times that Susan suggests that they have “fun” together. One such example is when Sandra, whom she reports as being very creative, made her a gift.

[Sandra] is very creative. I mean having done a [qualification in the creative arts] she’s always loved making little clothes things. She did creative things, she went through a period when she did these skirts. Well she did a lovely skirt for me where she painted on it, you know beautiful and really, really unique. So she thinks out of the square which is great. You know we do have a lot of fun and you know it is great.

One of the biggest motivators in Susan’s life has been being able to provide opportunities for her children to succeed. Central and summative to this is that the Sophisticated Styles business came about because Sandra was in need of some specialist fashion. Little could be found for stylish Sandra that was suitable, leading to the spotting of a market opportunity by this dyadic team. The business came about because mother and daughter were enjoying a pastime that they frequently indulged in: shopping for clothes and accoutrements. They still get to shop, although they now indulge so can scrutinise their competitors: “Sandra and I have spent so much of our life I think checking out every [specialist fashion] store.”

As Sophisticated Styles is successfully focused in a niche fashion market, there is significant international travel involved in protecting market share and growing the business. This enables mother and daughter to spend both business and personal time together. In both women’s narratives, travel is represented in three important ways. Firstly, there is “fun” travel for keeping up with fashion trends and competition. Secondly there is travel for negotiations in new export markets. Finally, holiday and resort destinations are included among the places that Susan and
Sandra travel, but this form of travel is still seen as a business opportunity. They wear their fashion products to showcase and trial them; one such range being resort wear.

It is clear in Susan’s narrative that she and her daughter complement each other in business. Firstly, they have worked together before and they understand each other in a way that comes from being family, and in particular ‘this family’.

[We’re] business orientated and because of our family history, you know the background of course so I think it’s just been in our blood. So to do something together was just sort of a natural progression.

Secondly, both have previously owned businesses and are industry experienced: “We’ve both been in the apparel industry, so we both knew how the apparel industry worked”. Susan brings extensive business skills and networks to the business from previous business into an international entity. Sandra is predominantly the creative influence behind Sophisticated Style’s success.

So we really, we are a good mix. [Sandra] is so creative but she actually has got good business skills too. I know she’s saying it’s me but she has as well. So we’ve got, in the creative you have to have both sides in a company. You have to have the creative and the business.

Susan discussed very briefly Sandra’s children playing in and around the business. As she does this she quietly considered whether the next generation might join.

[Sally] might be thinking of it, [Sally] draws pictures of dresses…[she’s] really interested, she does drawings of clothes and she’s very good at putting things together, here she is at [age given] doing that.

Susan’s career and business journey has spanned several jobs, including a senior management position and the three businesses she has owned. It is a story of opportunity and ingenuity. She has brought determination, a solid business skill set and experience, ingenuity and a genteel air to her business adventures. Plans for other ventures preceded the ones Susan actually started. After several years working in fashion offshore, Susan had a business plan and funding from a financial
backer to pursue a market that no one else was servicing: “It was a bit exciting and of course I did not have that sort of money.” This venture was not to be realised because her first pregnancy intervened, but Susan’s narrative does not portray regret. Instead the theme of determination recurs when she outlines the much smaller venture that she did begin. Resourcefulness also comes through in her story in in relation to this, as she actively sought free publicity from her business networks for her products.

I went to the magazines and I said you can own [my products in] this issue or a magazine special offer like the [international fashion capitol’s] magazines do …so it [got] a mention on the cover, and a four colour page spread inside.

The theme of determination continues beneath her narrative. Susan found herself with start-up capital of just $800 after Stanley’s death and the need to make this meagre starting point stretch into a viable business. Susan paints a picture of improvising in the basement of her house.

I started at home in the basement and I did try and convert the wine cellar part into a drying chamber with a borrowed [brand given] heater and took the playpen apart and I died the wood with my rubber gloves in the old preserving pan.

Sourcing components for her products meant gathering as many free items as possible. She enlisted the help of her children, friends and extended family on these sourcing missions. They involved forays into the forest, to local sawmills to get free wood shavings and include a story about sourcing a hard textured, fragrant plant-based food leftover to include in her product. Susan rang up one of the senior managers at a large food processing facility in regional New Zealand, and asked them what they did with the leftover matter.

He said they dump and bury them. And I said ‘well, could I have them’? He said ‘well next time we do a run of [this plant material], I’ll let you know and we’ll send them up to you’. Because I thought, you know, I thought a box about this big [hand gestures to indicate small box] would be big enough but there was a knock at the door and there was a man, ‘I've got your [plant material]. And I looked and saw this huge articulated truck… ‘where do you want them’? So they all had to go down the side, they couldn’t take them through into the back garden…so we dried some and put them in the [product].
Examples of the innovative methods that Susan has used recur through her story, including using her business networks, as “free publicity is free publicity”. Within a matter of weeks of starting her business in the basement, Susan had 70 accounts throughout New Zealand, followed closely by a move to industrial premises. What started as a business producing one type of home décor product grew into a successful multi-product entity supplying international markets, now owned by Seth. As another outcome, her children became fully immersed in the business, helping to help make it work and learning business skills in tandem.

After working with Seth to grow the home décor business, an unexpected opportunity presented itself for Susan to help Sandra. Neither of them was looking for this opportunity, but both recognised it at once. The result was a small business in specialist fashion, Sophisticated Styles, begun in daughter Sandra’s home –making her the third generation to do so. Sandra, herself an experienced business woman, had recently sold her first business so both she and Susan were ready for the new challenge. The combination of Sandra’s creative experience and Susan’s business experience and networks has seen the little business expand rapidly into what is now an internationally successful entity entering new markets every year. Susan is now also sourcing components from Seth’s business and uses cross-over in contacts within her business networks to support the betterment of both businesses, again emphasising that “it’s lovely working with your children, having them both”.

Susan considers herself an entrepreneur, seeing opportunities everywhere and having the skills to evaluate these and then bring them to market, suggesting that it is “listening to what the market wants really isn’t it?” Important in her understanding of entrepreneurship is that “you [get] a real, a head start in the market and lead the way”. She adds:

> [An entrepreneur] is someone that’s got ideas and takes them to market, really does. Most probably a lot have good ideas but they’re too scared to put their toe in the water. It’s that putting the planning in place and giving yourself sort of really steps to walk on… [and] going for it, yes it is.
Susan has considered what the way forward might look like but that this is not in the immediate future, as is apparent when she says, “We’re excited about new markets that come in”, suggesting that she and Sandra will continue to helm and grow the business into the near future.

5.2.4 Sandra

This section outlines a short life story summary for Sandra. It then provides the findings for her holistic-content analysis.

Life story summary of Sandra

Sandra is forty years old. Born to parents Susan and Stanley, she has an older brother Seth. Her father, Stanley died when she was a teenager. Sandra attended reputable schools and a fine arts college. On Susan’s advice Sandra also completed a small business course.

After her father died, her mother Susan started her business producing a natural home décor product from the family home. Sandra was actively involved in the business, packing and sending out boxes of product. When she was old enough Sandra would drive a distinctive little van to various country fairs and markets, posting advertising flyers on the windscreens of cars in parking lots. After extensive international travel, Sandra’s first foray into self-employment was in a luxury market in the hospitality industry.

Sophisticated Styles eventuated when Sandra was looking for high-end professional clothing in a specialist section of the retail market. A shopping expedition with her mother identified a significant gap in the market. With a close personal relationship and significant business experience between them, little time was needed for them to decide that they could fill this gap. The timing was fortuitous as Sandra had just sold her hospitality business and her brother Seth now owned Susan’s natural products company, so both mother and daughter were in a position to pursue this opportunity.
The business was initially run from Sandra’s home, just as both her mother’s and grandmother’s businesses had been started in their homes. Sophisticated Styles grew rapidly, and continues to enter new markets every year. Mother and daughter take business trips frequently to both preview new fashions abroad and take samples to new markets – and to spend time together.

Sandra has three children: Sally and Scott from her marriage to ex-husband Shane and baby Stacy with current husband Steve. With the business well established and growing every year, Sandra has systems in place to enable her to balance work and motherhood, especially with a young baby. Although given the size of the firm it is difficult for them to be consistently on site, Sandra’s children spend time in and around the Sophisticated Styles business.

A portrait of Sandra
Sandra’s family of origin comprised her mother Susan, her father Stanley who died when she was a teenager, and her brother Seth. Step-father Simon joined the family when Sandra was an adult. One of the strongest themes in Sandra’s narrative is that she is the third generation of successful entrepreneurial business women in her family (not the second like other daughter participants in this study). Sandra’s family of origin saw her exposed to a father, mother and grandmother (all at different times in her childhood) who were successful business owners. Her brother is now also a successful business owner, and finally her stepfather Simon comes from a distinguished business career as well. Sandra observed from a very young age that it was possible to be very successful working for oneself.

Although he died when she was still young, Sandra shared very briefly what she remembers of her father’s business.

I remember very much going to dad’s work, he manufactured car seat covers, so we’d go in there with all the machinists, and that was a huge big operation. And loved going and playing, and jumping in all the bundles of fabrics, yeah.

More prominent in her story are the influences on her of her mother’s businesses. Susan has run businesses for nearly all of Sandra’s life. Two of her mother’s businesses began in the family
home; the first of these home businesses was her playground as well. Sandra remembers going with her mother to meetings with the outworkers, although she was very small at the time. She also remembers Susan’s second business, including jobs that she had early on like “packing wood”. This business would become a significant influence for Sandra, as she graduated from such early tasks to becoming a part-time sales representative for the business when she was older. Sandra shares stories of driving a distinctive little van to fairs in “little country towns” to promote the company’s products and leaving “business cards under the wipers”. Also implied is that grandmother Stella was an influence on young Sandra, as she grew up watching Stella’s business success from a young age. It is clear that for Sandra the significant female role models in her family were business owners, whose dealings she got to both observe and participate in.

One of the outcomes of such strong role models is that Sophisticated Styles is not Sandra’s first foray into business ownership. Sandra had already been a successful business owner in her own right before starting Sophisticated Styles with her mother. Both women entered into the new business venture as joint owners and successful experienced business people, albeit one with significantly more experience than the other.

Sandra’s narrative portrays other major influences from her created family life, including her husbands, first Shane and then Steve. Her three children Sally, Scott and Stacey have also been significant factors in her life. Unlike Dianne in Dyad One, Sandra shares little of her relationship with first husband Shane except to say that at one point she was a single mother. Her second husband Steve is not part of the business but provides ongoing support to Sandra and her children. Sandra is mindful of the business’s demands on her time. This is another theme permeating her story; in several places she talks of putting her children first and needing to “refocus” on this.

[I like to] be able to spend more time with my children which has been another thing and I think as we [the business] get bigger sometimes you tend to take on a lot of extra roles so it’s time to refocus and say this is what I’d like, I’d really want to just concentrate on the design side, the expansion of the innovation.
With youngest daughter Stacy still a baby, Sandra has further reason to try and balance the business with her mothering role. She mentioned that she can have at least one day per week where she doesn’t need to work in the office.

[I] work from home on a Wednesday… I sort of, I let that slip for a while and I’ve got back onto that and I take [baby Stacy] swimming on a Wednesday, that’s really important for me.

It is apparent as she speaks that her older children are aware of what their mother and grandmother do. Sally, in particular, “tells everybody she’s going to be a designer when she grows up or a singer”. Sally models much of what she sees: “She’s doing drawings for me and she’s so interested in [the current promotion], Mummy can I look at [the options] and can I help you pick”. Similarly to her own experiences in and around Susan’s businesses, she says of Sally:

You should have seen [Sally], we did a photo shoot on Saturday and she helped me. She was getting the models food and she pretended to waitress and she was pulling out clothes. And then she had poses happening, showing them what they should do and I’m like god, [age given] and she’s already running the show.

Apparent in the narratives of both Susan and Sandra is that Sandra’s children are encouraged to be involved in the business just as they themselves were as children in their respective mother’s businesses. Sally is already displaying both the business and creative skills that Sandra and Susan have found necessary for success in the fashion industry.

[Sally’s] clever, she’s got the creative but she’s got the business so I’d be absolutely fully behind her. I think she’d be brilliant.

Sandra’s narrative portrays a very close relationship with Susan. She acknowledges that she enjoys working with her mother, saying, “We’ve had some great adventures”. As they worked together when she was a child, mother and daughter and know each other really well and starting the business together was a natural progression.

We did see a great opportunity and… we work well together because we have worked together before so… no, we did not even consider anything. You know, like people say oh
god how can you work with your mother, hell I did not even think about it, that did not even enter my mind, I just thought how perfect, you know. I think we think alike and we’ve got similar tastes and style. And because Susan’s been, mum’s been a great mentor to me I really knew that the business.

Sandra also sees the roles that she and her mother have in the business as more clearly delineated than Susan suggested.

Well we’ve had a wonderful relationship. We’ve been very fortunate that we’re wonderful friends and we’ve got a great working relationship. And I think because we’ve both got very set roles in our business it makes it easy because [Susan’s] a business side of it and export growth and then I’m the designer, the marketing, the creative.

Mother and daughter also like to spend time together. One of the outcomes of this is being able to turn business trips away to fashion shows or to explore new markets into leisure trips as well. One lesson well learned from her mother is to never miss an opportunity for showcasing product lines. This means that on any holiday or trip away, both women will be wearing products from their lines. This has led to them evaluating sideline businesses in luxury and resort wear.

We have had some wonderful trips over the years that we’ve tied with beautiful trips and we go to [international fashion capital] and we look at ideas and see what’s happening, you know… we’ve had some great adventures.

Both women get on so well that many weekends are also spent at Susan’s beach house. It speaks volumes to the relationships in the wider family that brother Seth has a holiday house not far away as well.

In many ways Susan’s narrative suggests that her path to business ownership was predestined. She grew up in and around her mother’s business activities and remembers her father and her grandmother in business also. Her childhood was spent in an apprenticeship observing her mother, being immersed in the home business and trying some small “childhood” business enterprises out for herself, something that she describes as entrepreneurial.
My mother and father created businesses plus I’d seen my grandmother, you know. So from a young age as we talked about and did actually sell brooches at [bohemian] markets or picking feijoas and creating a feijoas stand and selling them. I was interested in the idea of business from a young age. You know that was sort of built into me to, you know do your own thing and I sort of, I’ve worked for a few people in my life but not that many… really probably, the businesses I’ve worked for [have been for] myself.

Early in Sandra’s narrative it becomes apparent that she has also had an artistic streak her whole life: “I did a [creative qualification] and I’ve always loved making things. Creative things, always”. Susan advised Sandra to complement this with a business course, to align her creative skills with business acumen. After returning home from travel Sandra mixed her creative and business skills by starting a venture in the hospitality industry.

In Sophisticated Styles’ early days, Sandra spent more time taking the creative role in design and product development, with Susan progressing the business functions. Significant growth however has meant a more synergistic approach between the two and further cohesion between Sandra’s own creative and business skills. Contraditorily, this has also seen her longing to get back to her design roots. She has been able to address this as, in addition to designing the specialist fashion that the company is built on, new opportunities have seen Sandra start designing for the mainstream, but at the luxury end of the market. This has seen her develop her own label and this line begin to experience growth. She is also beginning to gain a wider reputation in the industry as a more mainstream fashion designer.

Implied in her story is that as one of outcomes of working with her mother, Sandra is gaining confidence in managing some of the more commercial yet still creative sides of the business including marketing, photo shoots, public relations and social media. This has meant a further expansion in her skill set. Sandra has also been able to use her creative aptitude in impression management to position the business and the quality and utility of their products in the minds of clients. This has included organising the photo shoots in diverse locations from cosmopolitan to rustic barn settings. She also provides snippets about the mother-daughter story and their family
in the company’s advertising and on social media. She advised that co-ownership in the company has helped to provide her with further creative licence in these pursuits.

We do put in a bit at the back [of our advertising material] because I think women, particularly like to sort of relate, connect to you. We’ve, you know done this little story so it’s a family story because we are appealing to other families.

Sandra considers herself an entrepreneur, able to identify and evaluate ideas for market potential. Speaking about having the skills to know which ones to pursue, she suggests, “I think it, well for us it just comes instinctively, you know we see that”. Her wider narrative suggests that her growing portfolio of business skills and experiences is also contributing to this.

5.2.5 A profile of Dyad Four

Growth and opportunity are the two words that describe Sophisticated Styles, the business that Susan and Sandra own. Before beginning Sophisticated Styles both women were already experienced business owners. After spotting a significant gap in a specialised market in fashion, they set up and have grown this international business. They are continuously and actively looking for new markets and developing new products to service these. A combination of the creativity that they state is needed in the fashion industry along with commercial skills and international business networks has meant that this mother and daughter dyad are managing this successful growth focused business in an industry that they are passionate about.

The family influences and outcomes on the road to business ownership have been very similar for Susan and Sandra. Underpinning their success has been a very strong legacy of successful business ownership by women in their family. Both Susan and Sandra lost their fathers at a young age. They each grew up with mothers who were successful business owners, in addition to having other family members in self-employment. Their childhoods also involved mothers who started their businesses in the basements of family homes. For each, business skills were learned in the employ of their mothers. Both completed business courses and creative courses: Susan in interior design and Sandra in fine arts. Each see these courses as setting them in good stead for the career path they have followed. Experience running businesses is something they also share. These businesses have grown from very small start-ups, with minimal capital. Susan’s experience is considerably
more than Sandra’s as she has been in business longer, but Sandra’s skill set continues to expand as she learns more of the commercial and networking side of the business from her mother. Susan and Sandra are also both passionate about fashion and clothes. They both travel extensively overseas, exposing them to new and alternative ideas from outside New Zealand. This has been important in terms of learning about potential new markets offshore and in identifying potential products that might fill a gap in the New Zealand market.

Single motherhood is something that each has experienced. Susan became a widow at a young age and Sandra experienced a divorce from first husband Shane. Both have been primary caregivers of their young children, while juggling business ownership. Both women have known periods without the support of a partner. Both women have also had their children growing up in and around their businesses. For Sandra this was unavoidable, as Susan’s business was in the house she was raised in. For her own children however, because the business has rapidly grown and is located in commercial premises, their periods of exposure to the business are less frequent than Sandra’s experience in her own childhood. Sandra grew up in the family home with her mother and her father, until his death. Susan was raised in combination between her mother and her older sisters. This has had a significant impact on Susan’s ambition, resilience and resourcefulness as demonstrated in her ability to source components for her home décor business on a very small budget and then market her products using an extensive network of business connections.

While mother and daughter each have well defined roles in the business, Sandra is keen to expand her role, not only in terms of the creative side of the business but on the business side as well. The roles held by the two women complement each other.

A combination of factors has influenced Susan and Sandra in their pathway to owning and running the growth oriented Sophisticated Styles business. Their childhood experiences learning business from a maternal role model, Susan from mother Stella and Sandra from Susan herself, have meant a rich entrepreneurial legacy for each. Both women have brought prior business experience with them. For Susan this has been extensive, including already having owned an international business. Susan has also brought into the business an extensive network and the skills to further develop
this. The strong relationship between mother and daughter, their complementary business skills and sheer hard work have also been major factors in them developing the Sophisticated Styles business into a successful enterprise. The final key factor in the success of these growth oriented women is that they are in an industry that they are passionate about.

5.3 Chapter Summary
The first half of this chapter introduced and provided the findings from the holistic-content analyses of the mother and daughter participants in Dyad Three, Alice and Angie Anderson. The business that they operate, Attractive Apparel, is the one that finally provided stability for founder Alice, who prior to this had launched a prolific string of business start-ups. The longevity of this business is testament that it provided her with balance between the demands of running her business with caring for her daughter Angie. For Angie, this business was her first playground and a mechanism that enabled her to spend time with her mother and learn the business at her knee. Key family members who have influenced the two women also appear in their stories. Often these are the same people but told from a slightly different perspective. For example Alan is Alice’s husband but Angie’s father, and his role in the family and the business is different depending on which of the two women is narrating. The dependability of his character however, is common to both.

The findings from the holistic-content analysis for Alice resulted in a profile that shows her as strongly influenced, both positively and negatively, by her family of origin in relation to self-employment and the expected roles of women, and the impact this would have on the path she chose to pursue. This contrasted with the very supportive nature of the family unit that she created with husband Alan in which to nurture daughter Angie. It also profiles the restlessness of her pursuit to find the right business and a maturing in Alice as she learned to manage the thrill that a new business prospect provided her with the need for stability in order to raise her child. For Angie the findings from her holistic–content analysis capture her as a product of having been raised by a mother who has chosen to limit the growth in her business for several reasons, the most important of which was so that she could spend time with her daughter. Angie emerged from a happy childhood in which she was loved and supported by her family; the business was a vehicle that helped to support that. She is now a mother who wants the same for her own child. The emerging
profile for Dyad Three is of a mother-daughter family business dyad who have chosen to maintain their lifestyle over significant business growth.

The second half of this chapter introduced and provided the findings from the holistic-content analyses of the mother and daughter participants in Dyad Four, Susan and Sandra Saunders. The business Sophisticated Styles is resultant of a mother and daughter team who have a strong heritage of successful entrepreneurial business women and a wealth of creative and business skills and experiences to bring together in an industry that they are passionate about. All these factors have aligned well to support them in developing their growth focused international business. Many key members of their extended family and family circumstances have also influenced these two women.

The findings from the holistic-content analysis of Susan in this chapter resulted in a profile of her as the product of a childhood with stressful and confusing relationships, but also including significant and capable business role modelling by an entrepreneurial mother. Susan has combined her own entrepreneurial skills and capabilities gained in the corporate world, along with both her family influences and personal attributes, to lead more than one business to international success. For Sandra, the findings from her holistic–content analysis determined her as having been raised in and around a series of home businesses, along with having an entrepreneurial mother meaning she also experienced significant business role modelling. She brings the experience of having been a prior business owner and creative talent to the business dyad with her mother. The emerging profile for Dyad Four is an entrepreneurial mother-daughter family business team who share a wealth of business heritage and experience. They are managing a growth focused business in an industry that they are passionate about and are continuously searching for new markets and developing new products to service these. new markets and developing new products to service these.
In Chapters Four and Five, four key overarching themes were traced through the mother and daughter participants’ individual narratives. These themes were: the influence of family of origin, the influence of created family and motherhood, the influence of the mother-daughter relationship, and the influence of career, business and opportunity journey. These themes were then brought together into dyadic narratives. Building on the results in the previous two chapters, this chapter examines the cross-dyad findings emerging across the life story narratives of mother participants. It also compares these findings with those for the daughter participants. This is in preparation for Chapter Seven where the findings of the three results chapters are brought together into a baseline typology of the mother-daughter family business dyads in this study.

This chapter is organised into six sections, as illustrated in Figure 6.1. In the first section the importance of context when examining narratives in explained. The second section introduces the cross-dyadic analysis and sets the scene for the shared narratives. The third section takes the first of the four overarching themes, mothers and daughters’ families of origin, and from cross-dyadic analysis constructs a shared narrative of this influence of these on participants. It does this firstly for mother participants and then for daughters. The fourth, fifth and sixth sections follow the same process but focus sequentially on the remaining three derived themes.
### 6.1 Contextual Narratives

Several significant contextual influences emerged in the narratives of study participants which have relevance to the results in this study. Miller (2000) outlines the importance of context in relation to both family histories and individual life stories. Following the approach of Zimmerman (2011) context is considered in this section. Zilber, Tuval-Mashiach and Lieblich (2008) suggest that “when narrating their lives, narrators embed their stories within specific contexts”, (p.1065) and refers to three spheres of context that are often relevant in interpreting life stories. These are “(a) the immediate intersubjective relationships in which a narrative is produced, (b) the collective social field in which one’s life and story evolved, and (c) the broad cultural meaning systems or meta narratives that underlie and give sense to any particular story” (pp.1050-1051).

Zilber and colleagues (2008) suggest intersubjective relationships can include “what the interviewee knew about the aims of the interview; where and when the interview took place and why; who was present; the power relations between the parties” (p.1053). In this study participants were given the choice of being interviewed in one long session or across multiple sessions, and with their dyadic counterpart present, or separately. They chose to be interviewed in one long or multiple sessions and in a comfortable space at their offices. This was safe territory for them. It also begs the question whether different stories might have emerged if they had come into the university or to another unfamiliar space. The women were aware that participation was voluntary and their informed consent was sought.

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Participants were aware that the purpose of the current study was to examine life influences in relation to mother-daughter business activities and that we would be discussing their lives in relation to this in a life story interview. They were advised of this prior to the interviews and that in collecting their life stories we might discuss their families, careers, their mother-daughter relationship, and their businesses. Although as the interviewer I purposefully wanted to capture the participant’s life stories in and around their businesses, participants very much had control over the process. They determined what they wanted to share, how much and in what order, and how much time they wanted to devote to the interviews. A rapport (Curtis & Curtis, 2011) was developed at the beginning of each interview to help to develop a relationship with participants toward a smooth, comfortable process. I needed to judge how best to approach this in each interview, but this was also dependent on involvement of the participants. The role of the interviewer is central to the collection of narratives and care needs to be taken when interviewing and interpreting given this. As outlined earlier, the researcher has an influencing role in the collection of data and interpretation of the results (Rae, 2005; Hamilton, 2006; Melin & Nordqvist, 2007).

In terms of the collective group, most participants identified as middle class in terms of socio-economic status, although in one mother-daughter dyad both participants had childhoods in families with little means. Some of the daughters reported having access to higher education. Marital status varied among participants, and included being married, divorced and widowed, as discussed in their ‘portraits’ in Chapters Four and Five. All participants, including adult daughters, were mothers and all participants had primary caregiving responsibilities for their children.

The two social institutions referred to most frequently in the narratives, and so implied to be significantly influential to participants, are family and business. This is particularly significant given the nature of family businesses, where, as outlined in Chapter Two, there is considerable overlap between the two (Gersick et al, 1997). It is also not unexpected that family is a significant context given that the narratives collected are life stories. Added to this is the manner in which the life stories were collected (the interviewing technique) (Atkinson, 1998; McAdams, 2008). Finally, participants knew the purpose of the study going into the interview process, and that families and family business dyads would likely be discussed. Miller (2000) suggests “the importance of the
family, both the family of origin and the later family that a person may establish can be central to understanding the biographies of individuals” (p.2). Family are referred to throughout the narratives of the participants. Adler (1931) suggests that family are frequently the first and often most significant memories in life stories (as cited in Lieblich et al., 1998). An important consideration in interpreting the narratives was that participants all began their stories talking about their family of origin and then moved onto their created family. As their narratives progressed, these often became entwined. There was variability in the wider business context in the narratives of participants but in every case, the mother-daughter family business took a central position. Other social institutions appeared in some of the narratives. For example, for Dee this included the significant community-based performing arts communities that she is involved in and her experiences breaking through the “fraternity”. And for Susan, it was a prestigious sports club where she engaged in a beloved leisure pursuit and the opportunities this has afforded her in remaining close to siblings and building business networks. Another significant institution was school. The implications from their schooling for many of the mothers and daughters were also discussed. For example, Eve failed her school exams and needed to retrain as an adult. Alice showed excellence in art courses that she felt she never fully realised until her time working in fashion. Dee reported high expectations on her at school and Susan shared memories of “detested” boarding schools because of the enforced absence from her mother. For Sandra and Angie school was a gateway to them pursuing higher education and for Dianne and Emma, a time of tension as they tried to determine what they would do with their adult lives.

Important in interpreting the life stories is that multiple references were made to wider cultural meta-narratives (Zilber et al, 2008). This included differences in social generations21. Alice, for example, discussed herself as a 1970s “hippie” and compared herself to her mother, a 1950s “housewife”. Imposed domesticity and generational gender roles were also implied. Going overseas for a significant “OE” (overseas experience) was a rite of passage in the narratives of some of the participants, both mothers and daughters, but not for their mothers/grandmothers’

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21 Miller (2000) defines this as a cohort generation “(1) the group born during a time period being demographically distinct in some way from those who came before or after; and/or (2) by historical events, or experiences that affect the individuals born during that time period more directly than others alive in the society” (p. 30), for example, baby boomers. This is as opposed to the genealogical generation which “is made up of the individual and his/her siblings” (Miller, 2000, p.29).
generation (Generation Zero). For Alice and Susan, these excursions brought ideas for marketable opportunities back to New Zealand, which contributed to the businesses they started. For Angie and Sandra, this provided opportunities to work overseas and consideration of what they might do on their return. For Sandra these experiences would contribute to starting her own business in the hospitality industry, and eventually a business with Susan. And for Angie, these influences helped to consolidate some of her lifestyle preferences, for example the opportunity for travel. This is something the business enabled, whereas the career that she initially trained in would not have.

References were made to differences in parenting styles between generations by Alice and Eve, and how things like money and spending have changed across generations. The latter was explicit in Alice’s narrative and implicit in the narratives of other mother participants. Interestingly, it was not implied as a consideration in daughter narratives. The need to provide income for the family was explicit in all participants’ stories. Contributing to household income, or the idea of the two-income family, permeated the narratives of mother and daughter participants. There were other socio-cultural contextual factors implied as influential in the participants’ narratives. Some examples include domesticity, working women, motherhood and raising children, divorce and single-parenting. Many of these contextual influences are further explored in the following sections through the course of the cross-participant findings and discussion.

6.2 A shared narrative

This section explores the findings in relation to the four overarching themes explored within the dyads in Chapters Four and Five. Figure 6.1 extends Table 3.5 from Chapter Three. As in Table 3.5, column one in Table 6.1 shows the 35 categories that emerged from the analysis in Step Four of the narrative analysis process. Column two shows the grouping of these into the four overarching ‘key themes’. These are: 1) family of origin, 2) created family and motherhood, 3) mother-daughter relationship and career, and 4) business and opportunity. The third column represents these themes as they are traced through mother participants’ narratives in Chapters Four and Five, the fifth column represents these for daughter participants. Columns four and six represent the cross-dyadic analysis across the accounts of mother participants and across the accounts of daughter participants respectively. Tables 6.2 and 6.3 depict a summary of these cross-dyadic analyses to show the key influences emerging. The evidence for each theme is presented
by participant in these tables. Table 6.2 shows the emerging influences from their family of origin across mother participants and from the first overarching theme, their family of origin across daughter participants. For example, when examining family of origin, the following key influences emerge in the shared narrative of mother participants: business socialization and observation, sociocultural factors and parents and other family members as role models, and siblings. Table 6.2 also depicts the key influences emerging across their created family and motherhood for mother and then daughter participants. Table 6.3 depicts the emerging influences with respect to their mother-daughter relationship for mother participants and for daughter participants. It then shows this analysis for career, business and opportunity journey for mothers and then daughters.

The key influences emerging from the analyses depicted in Tables 6.2 and 6.3 are discussed in Sections 6.3-6.6. These are sectioned by overarching theme and by generation. For example, in Section 6.2 the emerging influences from the cross-dyadic analysis from their family of origin for mother participants are discussed in a shared narrative. Following this, a shared narrative is provided on the key influences emerging from this first theme for daughters. A summary is then provided before a shared narrative is provided for mothers and then daughters on theme two, created family and motherhood in section 6.4.

To provide clarity as to which generations are being discussed Table 6.4 depicts the key family members who appeared in life stories of participants and in the genograms in Chapters Four and Five. Generation Zero are the mother participants’ parents, Generation One are the mother participants (represented in bold), Generation Two are the daughter participants (also in bold) and their spouses and Generation Three are the daughter participants’ children.

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22 The last two are also themes for daughters.
Table 6.1 Thematic summary and cross-dyadic analysis

<table>
<thead>
<tr>
<th>Categories</th>
<th>Overarching themes</th>
<th>Mothers</th>
<th>Daughters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing up in and around family businesses</td>
<td>Family of Origin</td>
<td>Mother’s family of origin</td>
<td>Daughter’s family of origin</td>
</tr>
<tr>
<td>School</td>
<td></td>
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<tr>
<td>Early interests</td>
<td></td>
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</tr>
<tr>
<td>Parents (and parent’s generation)</td>
<td>Created family and motherhood</td>
<td>Mother’s created family and motherhood</td>
<td>Daughter’s created family and motherhood</td>
</tr>
<tr>
<td>Other family members</td>
<td></td>
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<td></td>
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<tr>
<td>Spousal support</td>
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<tr>
<td>Spousal influence</td>
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<tr>
<td>Death or divorce</td>
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<tr>
<td>Income</td>
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<td></td>
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<tr>
<td>Being a mother</td>
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<tr>
<td>Childcare</td>
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<tr>
<td>Work-life balance</td>
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<tr>
<td>Lifestyle including interests</td>
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<tr>
<td>Third generation</td>
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<td></td>
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<tr>
<td>Early relationship</td>
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<tr>
<td>Adolescence</td>
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<tr>
<td>Adult relationship</td>
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<tr>
<td>Spending time together</td>
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<tr>
<td>Third generation – in relation to mother-daughter relationship</td>
<td>Mother-daughter relationship</td>
<td>Mother’s perspective on mother-daughter relationship</td>
<td>Daughter’s perspective on mother-daughter relationship</td>
</tr>
<tr>
<td>Business relationship/personal relationship cross-over</td>
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<tr>
<td>Expectations</td>
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<tr>
<td>Boundaries</td>
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<tr>
<td>Mentoring teaching and learning</td>
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<td></td>
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<tr>
<td>Systems and business</td>
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<td></td>
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<tr>
<td>Creativity and synergy</td>
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<td></td>
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<tr>
<td>Career Employment</td>
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<td></td>
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<tr>
<td>Education in Business</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Education/training that contributed to Business</td>
<td></td>
<td></td>
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<tr>
<td>Jobs</td>
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<tr>
<td>Skills</td>
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<tr>
<td>Personal characteristics</td>
<td></td>
<td></td>
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<tr>
<td>Entrepreneurship/venture start up</td>
<td></td>
<td></td>
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<tr>
<td>Opportunity</td>
<td></td>
<td></td>
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<tr>
<td>Future planning</td>
<td></td>
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<tr>
<td>Future business plans</td>
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</tr>
</tbody>
</table>

Shared narrative across mother participant life stories and across daughter participant life stories in each of the four overarching themes.
Table 6.2 Key influences emerging from cross-dyadic analysis of family or origin and created family/motherhood.

<table>
<thead>
<tr>
<th>Key Influences Evidenced by:</th>
<th>Overarching Theme: Family of origin</th>
<th>Overarching Theme: Created family and motherhood</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Parents and other family as business role models</td>
<td>Spousal support and absence</td>
</tr>
<tr>
<td>Dee – Aunt Delva; Eve – no childhood business role models but rather taught her about managing money. Alice – mother Agnes; father Aloysius and uncle Anson; Susan – mother Stella;</td>
<td>Dianne; Alice and Sandra – both parents self-employed; Emma – father Edgar; Sandra – grandmother Stella</td>
<td>Dee and Alice – husbands David and Alan supportive; some childcare; early financial support. Eve – husband Edgar poor businessman; encouraged her education, early death. Susan – husband Stanley developing business contact, early death.</td>
</tr>
<tr>
<td>Business socialization and observation</td>
<td>Immersion in mother’s business</td>
<td>Contribution to income</td>
</tr>
<tr>
<td>Dee – experience in Aunt Delva’s firm. Alice – experience in mother Agnes’s firm; observation of father Aloysius and uncle Anson’s businesses; Susan – immersion in mother Stella’s firm;</td>
<td>Dianne – immersion in mother Dee’s firm; Emma – observation of father Edgar’s home-based business; Angie – immersion in mother Alice’s firm(s); Sandra – immersion in mother Susan’s firm(s).</td>
<td>Dee – contribute to income; husband David main breadwinner; Eve – husband Edgar poor businessman; paid work contribute to income. Edgar’s death meant self-employment; Alice – contribute to income; husband Alan main breadwinner; Susan – paid employment and business ownership contribute to income; husband Stanley’s early death meant self-employed sole provider.</td>
</tr>
<tr>
<td>Sociocultural factors</td>
<td>Fathers</td>
<td>Juggling business ownership and childcare</td>
</tr>
<tr>
<td>Dee – pressured by parents; especially mother Dot towards domesticity; Eve – observation of housewife mother Eri; torn between wanting more time with children and differentiating herself from her mother’s path; Alice – observation of mother Agnes being socialized into domesticity after business ownership; Susan – mother Stella a strong business role model despite social conventions.</td>
<td>Dianne - long-lasting fractious relationship with father David; Emma – poor; disappointing relationship with father Edgar; Angie – strong; encouraging relationship with father Alan; Sandra – father Stanley; deceased.</td>
<td>Dee – pull = passion for craft; early scalability; push = income; flexibility for childcare; meant business immersion for Dianne and for a while, Dean; Eve – early work in paid employment; business ownership: pull = working with numbers; push = Edgar’s death, current immigration status; Alice – pull = independence; desire/skills to work for self; start-up rush; passion; finding right balance for lifestyle and flexibility in childcare; final stable firm; push = need to support income; meant business immersion for Angie; Susan – early work in paid employment; pull = desire/skills to work for self; passion; flexibility for childcare; push = Stanley’s death; contribution to income then sole provision; maternal expectation; meant business immersion for Seth and Sandra.</td>
</tr>
<tr>
<td>Siblings</td>
<td>Juggling family business and childcare</td>
<td></td>
</tr>
<tr>
<td>Alice - difficult relationship with sister Abigail extended into adulthood. Issues with independence and fear of debt; Susan – significant periods being raised by Samantha and her husband Seamus and sister Stephanie as pseudo-parents. Developing ambition and determination to prove herself.</td>
<td>Dianne – complications with brother Dean re: inheritance. Sandra – both Sandra and brother Seth raised by entrepreneurial mother; both go on to lead successful international ventures with her.</td>
<td>Delia and Daniel – cared for in and around business since birth by both mother, grandmother (and sometimes staff); immersion means Delia following Dianne’s footsteps by helping in classes and Daniel playing planning shows. Edward – cared for in and around business since birth by mother and grandmother; immersion means playing/designing party events. Amy – cared for in and around business since birth by both mother, grandmother (and sometimes great-grandmother); immersion means copying her mother and grandmother by playing/designing t-shirts. Sally, Scott and Stacy – exposure but not immersion in business; Sally playing/designing/outfitting.</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Key Influences</th>
<th>Evidence by:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overarching Theme: Mother-daughter relationship</strong></td>
<td><strong>Overarching Theme: Career, business and opportunity journey</strong></td>
</tr>
<tr>
<td><strong>Mothers</strong></td>
<td><strong>Daughters</strong></td>
</tr>
<tr>
<td><strong>Early relationship</strong></td>
<td><strong>Daughters</strong></td>
</tr>
<tr>
<td>Dee – taught and imparted passion for dance craft; Eve – reluctantly worked, time spent where possible; allies re: Edgar’s moodiness; Alice – involved mother – sports teams; social events; Susan – encouraged involvement in craft markets, early business skills;</td>
<td>Dianne – Dee ally when father not; short period of rebellion; high parental expectations; learning craft; Emma – ally in Edgar’s moodiness; some regrets with working mother; Angie – felt like one of three in mother-father-daughter triangle; travel and business with Alice; Sandra – early encouragement in business;</td>
</tr>
<tr>
<td></td>
<td>Dianne – Dee’s music and dance achievements; Eve – Emma’s business and creative skills; Alice – Angie’s early sole charge of store; sporting achievements; Sandra – Sandrea’s creative abilities; All – consider dyadic counterpart as equal;</td>
</tr>
<tr>
<td><strong>Admiration and respect</strong></td>
<td><strong>Waiting for and going to the market</strong></td>
</tr>
<tr>
<td><strong>Friendship</strong></td>
<td><strong>Boundaries</strong></td>
</tr>
<tr>
<td>Dee and Dianne – going for lunch; chatting about family; Eve and Emma – dancing; having friends over (live together); Alice and Angie – leisure time; travel; shopping; Sandra and Sandra - beach house; travel; shopping; All – time spent in building and maintenance of personal relationship; shared experiences in motherhood; shared childcare where possible, within the business;</td>
<td>Dee and Dianne – take care to have time away from each other and time together with no business; maintains healthy boundaries; Eve and Emma – financial constraints mean working and domiciling together and shared social group means no boundaries; plans to move to larger house to firm these up; Alice and Angie – after close childhood with parent, Angie, husband Andrew and daughter Amy moving into house next door meant very few boundaries, a move to new location has helped firm these; Susan and Sandra – take care to have time away from each other and time together with no business; shared time at beach house but two levels to help with boundaries;</td>
</tr>
<tr>
<td><strong>Clear roles</strong></td>
<td><strong>Evidenced by:</strong></td>
</tr>
<tr>
<td>Dee – runs dance accreditation; Eve – manages finances and systems; Alice – mainly the significant buying process; Susan – manages commercial aspects, growth, market entry; All - business relationship built on strong personal one; shared passion for the work they do and business they are in;</td>
<td>Dianne – manages the dance school; some local expansion; Emma – designs and manages events; Angie – manages the stores and does some of the designing; Sandra – creative aspects; designing; growing skills in commercial aspects;</td>
</tr>
<tr>
<td>Generation in genogram</td>
<td>Dyad One Delightful Divas</td>
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<tr>
<td>------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Generation Zero</td>
<td>Dot + Digby</td>
</tr>
<tr>
<td>Generation Two</td>
<td><strong>Dee</strong> + David</td>
</tr>
<tr>
<td>Generation Three</td>
<td>Dianne + Denny (1st husband divorced) + Doug (2nd husband)</td>
</tr>
<tr>
<td>Generation Four</td>
<td>Delia + Daniel</td>
</tr>
</tbody>
</table>
6.3 A shared narrative of the influence of family of origin

The first theme to be traced through the narratives of mother-daughter participants is the influence of their family origin. Comparison between mother participants’ narratives in relation to this theme is provided first, followed by comparison across the narratives of daughter participants. Emerging themes in the shared narratives of both mother and daughter participants are the influence of parents and other family as business role models, and additionally, siblings. Other themes in the shared narrative for mother participants are socialization in business as children and socio-cultural factors. Other shared narrative themes for daughters are their immersion in their mother’s business growing up and the influence of their fathers.

6.3.1 Mothers

Parents and other significant family business owners in Generation Zero were suggested in the narratives of three of the mother participants as strong influences towards them choosing self-employment. This included observation and the perception of self-employment as a career option and, for some, it also included having early involvement in business. Two of the participants had both parents own their own businesses in their childhood. For Alice’s parents this was short term and intermittent. Susan’s parents were both successfully self-employed, her father until his death. Susan’s mother ran two successful businesses throughout Susan’s childhood, adolescence and into her adulthood. She encouraged Susan into a future in business and self-employment. Susan spent several years helping her, initially in simple roles around the business when young and later in more responsible roles. It was in her mother’s business that she started building her business network.

This study also revealed wider family as entrepreneurial role models for two mother participants. Dee and Alice’s narratives suggest that self-employed extended family members provided significant influence, one in a positive and the other in a negative way. Dee’s Aunt Delva and Alice’s Uncle Anson were both successful business owners. For Dee, Delva was a positive role model in showing that business ownership was an option. She was also a student and then a teacher in Delva’s dance school. Alice, however, perceived Anson as enslaved to working to maintain his success. This would contribute to influencing Alice to later restrict her own business endeavours. Eve reported no business owners in her working class childhood.
Alice’s parents supported her on several occasions in her early ventures. Agnes worked in the shop for a number of years and when Alice was painting country themed signs, her father would cut them out and her mother undercoat them with paint. Dee’s mother and her Aunt Delva helped for many years making costumes for her dance shows.

Socio-cultural factors were implied in the narratives of mother participants as strong influences on their relationships with their parents, especially their 1950s housewife mothers. Some of the mothers in Generation Zero either chose not to, or were not encouraged to, participate in the workforce but rather remain at home and rear children. For many this meant that domesticity was imposed on them. Mother participant stories suggest that this contributed to them deciding on an alternative pathway from their mothers.

The narratives of Dee, Eve and Alice implied that their mothers, influenced by the social conventions of the times, represented domesticity as married 1950s housewives who stayed at home to raise children. This included how they parented their children while their husbands were the breadwinners and controllers of the family finances. As well as to wanting to differentiate themselves from their mothers, the mother participants needed to contribute to household income. In addition to the tasks that their Generation Zero mothers performed, like managing their households and caring for their children, the mother participants were also running their own businesses at the same time.

Unlike the housewife mothers of other participants, Susan’s divorced and remarried mother Stella was a successful, serial business owner throughout Susan’s childhood and adolescence. Despite separation from her mother brought about by Stella’s remarriage, Susan would try to gain her mother’s attention and find opportunities to spend time with her. Involvement in Stella’s businesses provided an opportunity for her to do this. Susan named her mother as a positive role model towards her being self-employed.

23 Alice’s mother Agnes is included here because her business ownership was short term. She was predominantly as housewife.
Some mother participants suggested in their narratives that they were strongly influenced by their siblings in developing personal characteristics and attitudes. For Alice, her sister Abigail represented dependence as Alice needed to care for her. However, she developed resourcefulness and caution when she had to repeatedly find money to buy Abigail out of their joint business ventures. These experiences would contribute to Alice’s desire for independence and a life-long fear of debt.

Susan’s much older siblings were depicted as highly significant influences. Her sisters provided a pseudo-parenting role. The divorce of Susan’s parents, her mother’s remarriage and her father’s death caused significant follow-on effects in her life as she was subsequently raised for much of her childhood by her older sisters. She credited them as very positive influences in a difficult childhood. Her narrative also suggested that she saw an opportunity to milk cows under the guidance of her farmer brother-in-law as the start of her ambition and perseverance. Initially demonstrated as a child trying to get her mother’s attention, and then later as an adult, these qualities would shape her career in international business endeavours. She credited a leisure pursuit she learned and has enjoyed with siblings since childhood as helping her with expanding her business network.

Dee’s narrative suggested she grew up as the only girl in her family and used dance to differentiate herself from her three brothers. She credited her boisterous interactions with them as being the start of her early resolve and determination.

6.3.2 Daughters

Similarly to their mothers, the daughter participants’ stories suggested that their parents have been strong influences for them and their pathways into business ownership. Unlike their mothers, daughter participants had parental role models throughout their childhoods. Two of the participants, Sandra and Emma would later go on to run their own businesses before beginning businesses with their mothers. The other two, Alice and Dianne, would join the businesses that
their mothers ran in their childhoods. Angie, Dianne, and Sandra\textsuperscript{24} also had both parents self-employed in their childhoods, however their time was spent in their mothers’ firms.

Early socialisation for daughter participants to their mothers’ businesses is suggested as occurring in this study. Three of the mother participants were the primary caregivers for their children while juggling business ownership\textsuperscript{25}. Their businesses had variable ability to accommodate the children within them, as will be outlined shortly. With the businesses predominant in their lives, the three daughters of these mothers would go on to either join these businesses or start one with their mothers.

Daughter participants had less of an idea of what their fathers did for work when they were young as they spent little time in their workplaces. Emma was the exception as her father ran his business from the house. Barring Susan’s businesses, which had a manufacturing focus, the businesses that the daughter participants were raised in, and those that they now run with their mothers, were in traditionally female industries, for example retail and personal services (Bowen & Hisrich, 1986). Firstly, it was suggested in some of the narratives that their mothers’ business sites were a safer environment for the daughter participants than the workplaces of their fathers. Secondly, it was implied that these types of businesses allowed more freedom for children playing on premises and this assisted mother participants in their child caring responsibilities.

Angie and Dianne were immersed in their mothers’ businesses from birth, as their mothers balanced working with childcare. As a child her mother’s business was Angie’s playground until she started to take on more responsibility around the shop. Similarly, Dianne and brother Dean were both immersed in Dee’s business from a young age. Dianne would spend more time there in roles of growing responsibility as she grew. Dean was drawn out of the business by his father along gendered lines, with the dance school becoming what girls in the family did and sports what boys did.

\textsuperscript{24} Susan worked intermittently outside as well but once her second business was established she was only to be self-employed after this. Sandra’s father also died early.
\textsuperscript{25} For Eve this was while supporting Edgar in the business and working for others.
Sandra was exposed to Susan’s first business as a child and then immersed in Susan’s second business as an adolescent, after her father’s death. This business was run from the family home until growth meant industrial premises were needed. For Sandra, both she and brother Seth grew into more responsible roles in Susan’s second business. Both had similar pathways through the firm however. It was suggested in the narratives of both Susan and Sandra that both children were encouraged in business, as Susan herself had been. With grandmother Stella also a business role model, Sandra would learn early that this was what her family did. In Emma’s narrative it was predominantly her father who owned his own business during her childhood, with her mother providing administrative support and also working outside the business. Emma had some exposure to this business, as he ran it from home, but she was not immersed as her mother provided the childcare around her working schedule.

Fathers were revealed as strong influences in their daughters’ lives. Both supportive and fractious interactions with their fathers have influenced the daughters’ personal development as well as career pathways.

Mothers tended to speak at greater length in their narratives about their siblings than the daughters did, but brothers were suggested as a moderate influence in Dianne’s story and implied in Emma’s. Dianne’s brother Dean has not been involved in the business since childhood when he was coaxed away from dance into football by his father. Although she sees him at family functions, they have not spend significant time together as adults. He is in line to inherit half of the dance school premises, although this will entail no ownership of the school itself. Dianne perceived this as future threat. This has contributed to her drive to grow the business so that she can buy him out on the death of her parents. Emma’s brother Ernie was influential by his absence in both her and her mother’s narrative, due to an international travel career. This meant that Emma alone has been responsible for providing employment for their mother Eve to stabilise her immigration status.

6.3.3 Summary
One of the key influences in the lives of most mother participants and all daughter participants has been their parents (and significant other family members) as role modelling business owners. For

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26 As outlined in Chapter Four Dianne and her parents own the business but her parents alone own the premises.
three mother participants this has strongly influenced them in choosing self-employment. This influence took the form of observation and early involvement in these businesses for Alice and Dee. Susan experienced more immersion in her mother’s successful businesses than the others did in their experiences. She also had the expectation put on her to pursue a career in business. With her experiences growing up in and around Stella’s business, she is potentially also in a generation offset from the other mother participants in being the second generation subject to mother-daughter family business influence. The other mother participants were the first generation. For Susan, this early role modelling and immersion has played a significant part in her developing successful businesses. Eve’s husband was seen be a bigger influence on her as she had no business role models in her family of origin.

One daughter participant had one parent in self-employment while the others had both. Immersion for three would be in their mothers’ firms, as the mother participants juggled childcare with business. The fourth, Emma, observed her father’s business being run from home, but was not involved in it.

Another significant influence on mother participants has been the effects of significant socio-cultural changes between the time their parents were coming of age and parenting them in the 1950s, and their time doing the same in the 1970s. These changes were suggested as contributing to mother participants’ development of personal characteristics and attitudes like independence and determination, qualities participants reported that they would later harness in their business endeavours. These qualities also helped them in choosing career paths that would culminate in business ownership. As their mothers had done the mother participants managed their households and were primary caregivers for their children, but they were also running their businesses at the same time.

siblings were also represented as influencing some participants, but these effects were reported as stronger for some mother participants than for the daughters. Alice’s frustration around her sister in childhood and later as a business partner and Susan’s sisters assuming a pseudo-parenting role were the strongest sibling influences seen among the participants.
For daughter participants, fathers were revealed as strong influences in their daughters’ lives. Both supportive and fractious interactions with their fathers have influenced their personal development, as well as career pathways.

Table 6.5 summarizes the key influences emerging in the shared narratives of mother participant family of origin in section 6.3.1 and daughter participant family or origin in section 6.3.2.

Table 6.5 A shared narrative of the key influences emerging from mother participants and daughter participants on their family of origin

<table>
<thead>
<tr>
<th>Overarching Theme</th>
<th>Mothers</th>
<th>Daughters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family of origin</td>
<td>Parents and other family as business role models</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business socialization and observation</td>
<td>Immersion in mother’s business</td>
</tr>
<tr>
<td></td>
<td>Sociocultural factors</td>
<td>Fathers</td>
</tr>
<tr>
<td></td>
<td>Siblings</td>
<td></td>
</tr>
</tbody>
</table>

6.4 A shared narrative of the influence of created family and motherhood

The second theme to be traced through the narratives of mother-daughter participants is the influence of their created family and motherhood. Again, the mother participants’ narratives will be compared first, and then those of the daughter participants. Emerging themes in the shared narrative for mother participants are the support provided by spouses, and the absence of this when two spouses died early, and the juggling of business ownership and childcare. Shared narrative themes for daughters are the incongruence of spousal support, and juggling childcare within a family business setting. Influences in the shared narrative of both mother and daughter participants are the effects of needing to contribute to family income and the impact of these factors on the third generation.
6.4.1 Mothers
Suggested as strong influences in the narratives of mother participants were the ‘visible’ and ‘invisible’ roles of their spouses. Although Dee was the only one to have begun her business before her marriage, all husbands of mother participants were reported as the main providers of family income throughout the childhoods of their children. All husbands were self-employed. Alice, Dee and Susan portrayed their husbands as being loving and supportive (although Susan’s husband was to die young) and Eve described her husband as moody and unpredictable.

Alice and Dee’s stories suggested that in relation to their business ventures, their spouses have been invisible behind the scenes for many years; both having shared ownership and supported their wives’ endeavours. Both participants also spoke of going to their husbands for business advice. The narratives suggested that the husbands understood the importance of their wives’ income to the family, hence their support of the business and the income it provided. Alan provided shop fit-outs for Alice and David assisted with set building and painting for dance productions for Dee. The incomes of both husbands were often needed to support the businesses in their early years. Alan currently did bookkeeping for Alice’s business. David was still supporting Dee from behind the scenes. These mother participants have been able to rely on their husbands’ support throughout their ventures, and periodically for childcare. There were indications that these two spouses assisted with childcare only outside their own working hours. Within working hours their children’s needs were provided for by their wives.

Two deaths were significant influences for mother participants. Susan suggested in her narrative that husband Stanley, a successful business man before his death, was important in helping her build the business network she would use in her later ventures. His early death contributed to Susan choosing self-employment to support her family in his absence. While Edgar pushed Eve to finish her education, significantly improving her career prospects, his poor business skills meant an unpleasant home life and her needing to work when her children were young. His death contributed to her becoming self-employed as she used the skills gained in working for him with her own clients. She now had the freedom to do this her own way and for the first time in her life had her own money.
From a socio-cultural perspective, it is interesting that some of the mother participants reported wanting to differentiate themselves from their 1950s housewife mothers. However 20 years later in the 1970s, the mother participants, as suggested in their stories, were the primary caregivers for their children, and managing their households – the difference being that they were also running their own businesses and contributing to household income.

Motherhood, childcare and business ownership were strongly linked as influences in the narratives of the mother participants. None of the four mother participants were primary breadwinners barring Alice for a very short time when she had Alan stop work to support her with Angie’s difficult babyhood. All needed to contribute to the family income; for Alice, Dee and Susan this was through self-employment. Susan also supported her husband in his business and periodically worked outside the home, as did Eve. Susan became the primary provider when her husband died and her children were still adolescents.

Orhan and Scott (2001) and Orhan (2005) suggest that women’s motivations for starting their own businesses can be explained as ‘push’ and ‘pull’ factors. Push factors are those that press women into self-employment and include the need to support family income and flexibility in childcare as two such factors. Pull factors are those that entice women into business ownership and include independence and fulfilment. Brush (1990) however suggests that is rarely one or the other of these factors but rather a mixture motivating women to try self-employment. A combination of the two was found among mother participants in this study as they often balanced their domestic circumstances with industries and/or businesses that they were passionate about.

For Alice, pull factors including the desire for independence and the rush of business start-up, would contribute to her starting a string of businesses. Attractive Apparel satisfied the pull desire for lifestyle and the push factor of needing to find the right balance so she could spend significant time with Angie. An additional pull factor was working in an industry that she was passionate about. As outlined earlier this overlapped with enabling Angie’s socialisation in the firm as she

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27 In Eve’s case, supporting her husband in his and working outside as well.
28 Other examples of push factors include those associated with dissatisfaction like poor prospects in a salaried position. Other examples of pull factors include power, wealth, status and drive (Orhan & Scott, 2001).
began playing in and observing her mother in the business and then developing into roles with more responsibility throughout her childhood.

Dee was pulled into starting her business in an area that she is still passionate about before she married. The opportunity to continue in dance, with the added benefit of making a living from it, was a strong pull factor for Dee. Push factors combined with this when she became a mother. Dee’s business could be scaled back and be relatively portable when her children were very small. Her passion for dance and her business and love for her children implied that it was not an option for her not to do all three. Once established in her current locale and with the business growing, her hours became less conducive to childcare. She balanced this by trying to manage her children’s activities within the business. Both children attended dance lessons and played in the business. These factors would also contribute to early immersion in the business for both children, until football prevailed for Dean. Dianne would continue to progress into roles with more responsibility, like teaching dance at an early age.

After a period of working as an employee and travelling, Susan developed ambitious plans for a business start-up that she had secured start-up capital for. She was being pulled into an industry that she was passionate about. When her first pregnancy interrupted this venture, she was instead pushed into a much more down-scale venture that she began at home. She also worked outside intermittently, balancing both with caring for her two children while they were young. After her husband’s death, she became the family’s sole provider as her children grew into adolescence. A strong push into business ownership for a second time resulted as Susan balanced a growing business from the basement of the house with caring for her children. She suggested that these factors also contributed to both children’s immersion in the business. As Susan’s children were older, this immersion was more living in and around this business than playing in it, although they had also been exposed to her earlier business when they were small. Both Sandra and Seth developed into roles with more responsibility in the second business through their adolescence. Sophisticated Styles, her third business start-up, and this time with daughter Sandra, saw her once again pulled into ownership. She reported that the opportunity to set up something better than what was already available, in an industry that she is passionate about, and with her daughter were significant contributing factors. Finally, with her mother Stella being a significant influence in
Susan pursuing a successful career, more so than the parents of other mother participants, Susan can be seen as the second generation to have had a mother-daughter business influence. This means that she may be offset from, or a generation ahead of the other mother participants, they being the first generation of mother to daughter influence in their families and their daughters being the second.

For Eve, childcare was managed in and around her husband’s business activities and her outside work as well. Her narrative implied that she would have liked more time with her children than her early return to work permitted. For her children there was business exposure not immersion, despite it being in the home when they were young. When husband Edgar died, Eve found herself both pushed by his death and pulled by her love of working with numbers into business ownership for herself. Although she doesn’t own Exceptional Events, Eve was pushed into this business by her need to secure her immigration status.

6.4.2 Daughters
Daughters were strongly but disparately influenced by both their spouses and their ex-spouses. There was incongruence among them however, as to how family finances were supported and in their ownership status in the businesses. Angie’s husband Andrew presented similarly to her father in that he contributed to childcare and income but neither men had business ownership. Divorced daughters, Dianne, Emma and Sandra’s narratives depicted a combination of primary, sole and shared custody arrangements for their children, while also running their businesses with their mothers. It was implied that Emma and Sandra shared custody of their children with their ex-husbands, although Sandra also has a daughter with her second husband. Less clear were their income arrangements or indications as to whether ex-husband’s provided support to the family. Both however have ownership in their businesses. Dianne’s divorce has meant that she has been a single parent and the only income provider to her children for most of their lives. She now has ownership in the business. Dianne’s second husband Doug brings a second income and three step-children, for whom he has shared custody.

As was the case for their mothers, motherhood, childcare and the business were strongly linked as influences in the narratives of daughter participants. Two of the daughters, Angie and Dianne,
joined the business that they grew up in. The other two daughter participants, Sandra and Emma, started the businesses that they now work in with their mothers, with Sandra also having grown up around Susan’s businesses, and Emma her father’s. As outlined earlier, all of the daughter participants needed to contribute to household incomes. There were also indications that in some of the mother-daughter businesses in this study, childcare is supported by mother and daughter. This meant that daughters have more childcare options available to them than their mothers did. It also meant that mother participants were spending significant time with their grandchildren. In the cases of the daughter participants in these firms, they were either supported by their sympathetic mothers, who also juggled childcare when younger, or were co-founders to the family firm themselves meaning that this flexibility has been enabled when possible.

Attractive Apparel has afforded Angie similar benefits in balancing childcare now that daughter Amy is older, as it did for her mother. This has been both a push and pull factor for Angie. The difference between Angie and her mother Alice however, is that Angie has more options for childcare than Alice did and Alice is a supportive grandmother to Amy. Alice’s own mother Agnes had not been helpful to Alice when Angie was a baby. However, grandmother Agnes, when she worked for Alice later in life, was also involved in Amy’s care when she was in the first shop as a baby. In the early days, the business allowed both Alice and Angie (and sometimes mother/grandmother Agnes) to care for young Amy. This was both within the business and outside as well. A strong push factor for Angie to enter the business was when Alice was recovering from a serious illness. This coincided with Angie deciding to enter the business to support her having a child, with these both being triggering factors (Cardieux et al, 2002).

Having sold her business not long before the birth of her first child, starting Sophisticated Styles was directed by a series of pull factors for Sandra. She was working in an industry that she was passionate about, the business concept was of interest to her and she wanted the opportunity to work with her mother again. Practically however, rapid growth meant that Sandra spent less time in the earlier days of her business with her older children than she does with the youngest one. Sandra’s oldest two children were well into their schooling and are significantly older than her youngest child who is still a baby. Sandra commented that she would like to put her children first more often than she feels she has done in the past. One of the implications of this is that she
chooses to work from home one day a week to help facilitate this. Although the children are not immersed in the business as she had been as an adolescent, nor are they in the business as much as some of the other daughter participants’ children, they do spend time observing their mother and grandmother and on occasion being cared for in the business. With grandmother Stella potentially the first generation of mother to daughter influence in their family, and with mother participant Susan as potentially the second generation, Sandra may be the third generation, and her children the fourth. This means that she is also offset from, or a generation ahead of the other daughter participants, they being the second generation of mother to daughter influence in their families and their children being the third.

Dianne’s decision to enter Dee’s business occurred before she married and had children. For Dianne, this was an interesting decision as her narrative suggested that she was both potentially pulled into the business by having seen what her mother had accomplished, and felt somewhat pushed into it when another possible career path didn’t eventuate. She did work in the business, teaching dance right up until her pregnancy due dates. Similarly to Angie’s situation, the children were cared for on the premises from birth by a myriad of staff members, herself and her mother while they worked. Childcare and the business have been inextricably linked since her divorce from first husband Denny. His absence, and lack of financial support, left her as the sole provider and caregiver for her children. She was explicit in her narrative as to this being one of the strongest contributing factors in her wanting to expand the business. Her income was the main income not supplementary to supporting the family. She compensated for work hour incongruence by homeschooling her children in the mornings to spend time with them. Delia and Daniel still spend much time immersed in the business even though they are school aged now. The requirement for them to learn dance and other performing arts, as per family expectations, helped to facilitate this. Whereas Dee could scale the business back to accommodate her children, Dianne has needed to grow it.

Emma is divorced from her first husband and single. Prior to immigrating, self-employment and planning a family were considerations in choosing New Zealand as a safe location. Emma’s decision to start Exceptional Events was due to a combination of push and pull factors. She had discovered a passion for facilitating events earlier in her career which attracted her back into this
field. Emma also needed to provide employment status and an income for her mother Eve. Eve sold her own business and journeyed to New Zealand to support Emma in her pregnancy and is now facing immigration issues. This has strongly pushed Emma into business ownership. Emma’s husband’s finances were initially needed to start the business but his skills were incongruent with its purpose. Although shared custody is implied, Emma is now the sole income provider for son Edward when he is with her. Similarly to Dianne, she suggested that this is a contributing factor in her wanting to expand the business. As with Angie and Dianne’s situations, Exceptional Events enables Edward to be cared for by Eve and Emma on site. Living in the same house as her mother further supports Emma in Edward’s child care. The outcome for Edward is immersion in the business.

Finally, as suggested in the narratives, Alice’s daughter Amy, Emma’s son Edward and Dianne’s children, Delia and Daniel, have been immersed in the businesses since birth. For Sandra’s children, this has been exposure as opposed to immersion. The children are now role playing what they see their mothers and grandmothers do. Amy designs t-shirts and has indicated that she wants to run Attractive Apparel one day. Edward uses party supplies to create ‘events’, including a birthday party for his father. Slightly older, Daniel puts together his own shows. Delia helps with the younger children. Sally, Susan’s eldest daughter, is starting to ‘style’ customers when they come in shopping for fashion and is drawing dress designs and helping out in photo shoots. In order to juggle child care and running the business, the daughter participants’ children are being socialised in these mother-daughter businesses, as they themselves were.

**6.4.3 Summary**

Despite wanting to differentiate themselves from their own mothers, mother participants still became primary caregivers for their children and household managers, but did so while running their own businesses and contributing to household income. The outcome of this was mothers trying to find solutions to balancing these multiple roles. For three mothers this necessitated them caring for their children in and around their business activities. For some of the mother participants, husbands provided some support to them in their businesses and some childcare, but on their own terms. The unexpected early deaths of the husbands of two of the mother participants were catalysts to business ownership. Susan needed an income to provide for her young adolescent children.
Eve’s children were young adults when her husband died. While married to Edgar she had developed business skills and networks and after his death now continued what she’d been doing, but by working for herself. Business owning mothers meant immersion within their mother’s businesses for their children.

Spouses and ex-spouses were strong but disparate influences for daughter participants. The differences in their relationship statuses also mean that daughter participants presented as a mix of primary, sole and shared caregivers of their children. For three daughter participants the businesses they lead with their mothers have supported childcare between mother and daughter participants, within and outside the business itself. For two this had become more problematic as their children grow and their businesses grow, meaning trying to find solutions to manage this. One of the outcomes of the mother-daughter partnerships however is that daughters have more childcare options than their mothers did when they were juggling childcare and business ownership. Given the mix in relationships statuses of daughters, there is also incongruence among them in how family finances are supported. Divorce and being sole providers of family income have contributed to two daughters wanting to grow their businesses. Another outcome of the mother-daughter dyadic business pairing is that the daughter participants’ children are now also immersed within their mothers’ and grandmothers’ businesses, and are role playing what they see their mothers and grandmothers doing.

Table 6.6 summarizes the key influences emerging in the shared narratives of mother participants on their created family and motherhood in section 6.4.1 and daughter participants on their created family and motherhood in section 6.4.2.
Table 6.6 A shared narrative of the key influences emerging from mother participants and daughter participants on their created family and motherhood

<table>
<thead>
<tr>
<th>Overarching Theme</th>
<th>Key Influences</th>
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<tbody>
<tr>
<td></td>
<td>Mothers</td>
</tr>
<tr>
<td>Created family and motherhood</td>
<td>Spousal support and absence</td>
</tr>
<tr>
<td></td>
<td>Contribution to income</td>
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<tr>
<td></td>
<td>Juggling business ownership and childcare</td>
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<td></td>
<td>Impact on third generation</td>
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</tbody>
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6.5 A shared narrative of the the influence of the mother-daughter relationship

The third theme to be traced through the narratives of mother-daughter participants is the influence of the mother and daughter relationship. Again, the mother participants’ narratives will be compared first, and then those of the daughter participants. Themes emerging from the shared narratives of mother and daughter participants were common to both. These included close early relationships between generations, and mutual admiration and respect. Another theme to emerge was personal relationships akin to friendships. Also emerging is mother and daughter participants building their business relationships on their personal one, and clear role definition within the business. Boundaries and the transfer of knowledge are additional themes.

To provide clarity about the generations being discussed in this section, Table 6.7 depicts the family generations from the genograms in Chapters Four and Five in the left hand column. It also shows the mother to daughter influences across the generations up to the most current generation, the children of the daughter participants. As has been suggested, three of the families are into the third generation of mother-daughter family business influence, and Susan and Sandra’s families are potentially into their fourth.
Table 6.7 Cross-generational influence

<table>
<thead>
<tr>
<th>Generation in Genogram</th>
<th>Generation in Business</th>
<th>Dyad One Delightful Divas</th>
<th>Dyad Two Exceptional Events</th>
<th>Dyad Three Attractive Apparel</th>
<th>Dyad Four Sophisticated Styles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generation Zero</td>
<td></td>
<td></td>
<td></td>
<td>Agnes + Alexius (short term/internmently)</td>
<td>1st Gen</td>
</tr>
<tr>
<td>Generation One</td>
<td>1st Gen</td>
<td>Dee</td>
<td>1st Gen</td>
<td></td>
<td>1st Gen</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Eve</td>
<td></td>
<td>Stella</td>
</tr>
<tr>
<td>Generation Two</td>
<td>2nd Gen</td>
<td>Dianne</td>
<td>2nd Gen</td>
<td></td>
<td>2nd Gen</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Emma</td>
<td></td>
<td>Susan</td>
</tr>
<tr>
<td>Generation Three</td>
<td>3rd Gen</td>
<td>Delia + Daniel</td>
<td>3rd Gen</td>
<td></td>
<td>3rd Gen</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Edward</td>
<td></td>
<td>Sandra</td>
</tr>
</tbody>
</table>

Sally + Scott + Stacy
6.5.1 Mothers

Chodrow (1978) suggests that the mother-daughter relationship is extremely complex, yet the closest of all familial relationships, and evolves continually throughout the life-times of both women. The mother is the primary caregiver and all her children, regardless of gender, identify with her. However, a daughter’s identification with her mother continues throughout life.

The lives of the mothers and daughters in this study have been entwined since the birth of the daughters. Implied in their narratives is that spending time together was instrumental in influencing their close bonds. This closeness was universally reported by participants, even Eve and Emma with their recent boundary issues, as one of the biggest influences in their working well together. In their narratives mothers reported a closeness with their daughters that was not indicated in relation to their sons. Also each of the mothers in this study only has one daughter.

Good relationships with the daughters when they were younger have influenced the relationship between the two as adults. Alice, despite a rough beginning to motherhood, wanted to be a hands-on mother to Angie and finding the right business was a contributing factor in enabling this. She and Angie spent significant time together both in the business and when coaching or managing Angie’s sports teams. Angie also went along with Alice on business travel through her childhood. When Angie was small, Alice gave her fun tasks around the business to involve her early, like ruling up Alice’s business notebooks and tidying in the shop. Dee encouraged Dianne by having her play piano for the small children’s classes at the dance school. For both, motherly pride in their daughters’ early accomplishments is suggested. Alice was proud of Angie’s sporting triumphs and her ability to manage the shop single-handedly on Sundays from a young age. Dee’s pride was in Dianne’s skills in music and dance and early teaching of dance. Susan’s narrative outlined Sandra’s significant efforts helping in the business, gathering resources, packing boxes and pursuing sales in market towns. Eve’s narrative said less about her and Emma other than implying that they were close. However, potentially, Eve’s after-hours bookkeeping work on top of her regular working hours did not lend itself to them spending time together in the way the other participants did. Fathers were also implied as influencing early mother-daughter relationships. For Susan, this included caring for grieving children in the aftermath of Stanley’s death and for Eve, Edgar’s
implied general unpleasantness contributed to her closeness with her daughter. Dee was also the peacekeeper in the fractious relationship between Dianne and David.

Alice, Dee and Susan suggested in their narratives that their adult personal relationships with their daughters are more akin to close friendships, with both women now considering the other equal in status. One mother participant intimated that her daughter is comfortable sharing very personal details of her life with her. Spending time together, either as part of their business endeavours or outside them, is inferred in their stories as conducive to an ongoing close and positive relationship. Simple time together for Dee and Dianne means going out for lunch and a chat about family. They reported that their talk inevitably strays into the business domain, however. It means that decisions can be made without the need for formality. For Eve and Emma, going out dancing and having friends over (as they cohabit as well) is how they spend downtime together. The strength of the mother-daughter bond is illustrated in two significant stories. Faced with a life-threatening illness, Angie immediately took over the business for her mother so that she could recover. Her experiences growing up in the business facilitated this well. This support has been reciprocated during Angie’s recent illness. When Emma was having a complicated pregnancy, Eve packed up her life in another country, including shutting down her beloved business, to travel to New Zealand to support her. Her daughter came first.

Fischer (1981) suggests that the mother-daughter relationship can be considered a life cycle with “several periods of transition” (p.613). This includes transitions to adolescence, to marriage and becoming a mother, and to old age for the mother participant. These transitions bring about changes in the state of the relationship between mother and daughter. Mother and daughter participants in this study shared the experience of being mothers and of having become closer after the daughters became mothers. Implied in the narratives is that supporting their daughters in managing mothering their children is important to mother participants. Across the dyads, wanting to do the best for the children was a shared goal for mother and daughter participants. This included childcare within the business and outside. With both mother and daughter in the business, Attractive Apparel, Delightful Divas and Exceptional Events have provided significant opportunities for one or both to manage childcare of the third generation. This has also been intermittently possible in Sophisticated Styles. For Attractive Apparel and Delightful Divas, this
has occurred across two generations. Mother participants also shared wanting to be able to provide, care for and spend time with their grandchildren.

Travel and going away together with their daughters was a feature in the narratives illustrating daughters as their mothers’ frequent choices as travel companions. This included travel for personal reasons, for example an upcoming island beach holiday to mark a milestone birthday for Eve. Angie’s recent diagnosis with an illness saw Alice organising a holiday for the two, plus granddaughter Amy. In addition, the two mother-daughter dyads in the fashion industry spend personal time together on the back of their international business excursions. Downtime from business is used to shop and spend time together. Inevitably this spills over into business territory as well, as they monitor competitors, find new styles and spot market opportunities. Travel with Alice is a continuation from Angie’s childhood. They take granddaughter Amy now, but the focus for the two women is enjoying spending time together, for business or leisure. Susan and Alice have beach houses where they spend downtime with their daughters and their families. Susan’s narrative suggests that having two levels in the house means that boundaries can be observed while also spending quality downtime.

Mother participants outlined that their early relationships with their daughters were generally very good. Dee, however, advised of a difficult rebellious phase in Dianne’s adolescence. Saturation in high expectations and time spent together in the dance school were suggested as contributing factors. Dee credits sending her to another teacher as instrumental in Dianne not giving up dance and their relationship improving. A similar problem is presenting itself in Delia, Dianne’s child. Once again giving up dance is not an option given the family legacy.

Participant narratives implied that there needed to be some boundaries in place in the mother-daughter relationship to avoid conflict. Inferred in Alice’s narrative, but explicit in Angie’s, are boundary issues resulting from not having a time or place of retreat when needed. This was exemplified when Angie and Andrew moved in next door. Restoring healthy boundaries with a move away has meant that now time together is quality time. Eve’s narrative depicted blurred boundaries as recently causing tension. Eve and Emma domicile together as well as running Exceptional Events. Pressures in the business and their close proximity domestically have spilled
over into their personal relationship. Eve has limited options due to her immigration status, and Emma has some sense of responsibility in that Eve immigrated to support her. It is implied however that the fluid personal boundaries are more of an issue for Emma. A larger house is a current consideration to mitigate some of their issues. Both, however, see these as surmountable, as evidenced by their approaching island getaway together.

The narratives of mother participants in this study suggest that their business relationships with their daughters ‘work’ for two reasons. Firstly, they have motherly pride and genuine respect for their daughters’ abilities, even if they have more experience in the business. Alice suggested that Angie is just as capable as her in the business. Dee considers Dianne an equal, as does Susan of Sandra. Eve is impressed by what Emma achieves with the events she produces. Their familial relationship means that the two women know each other really well, and in three cases have worked together previously, albeit when the daughters were immersed in their mothers’ businesses as children and adolescents and when in incongruent roles. The mothers and daughters have built their current business relationships on the strength of their personal ones. The nurturing of their personal relationship, as outlined earlier by joint shopping trips and travel, underpins this.

The second important reason that the business relationship is reported as working well; is that in every case mothers report that they and their daughters have well defined roles in the business. Many of the mother and daughter participants are also working in industries that they are passionate about. For Alice, Angie, Susan and Sandra this is the fashion industry. Dance is a way of life for Dee and Dianne. They are united in their belief of the importance of the craft and their desire to contribute to developing the performing arts. And Emma has a penchant for designing and managing events. It is implied that Eve would have potentially have fitted into any business in which she could utilise her bookkeeping skills, but she admits a growing interest in this industry the more she works with her daughter.

Well-defined work roles that play to their individual strengths are also suggested in this study. The skills that mothers and daughters bring appear to be complementary, as opposed to being in competition with each other. The clear roles are also non-hierarchical and apportioned on the basis of who is best suited to the task. This suggests strong partnerships. All participants bring prior
business experience to the partnership. This is either earlier experiences of working together in the present businesses, or previous experience being self-employed in other businesses before their current endeavours. They are prepared to rely on each other as needed. Clear role divisions between the mothers and daughters means that they meet the businesses’ needs, in terms of commercial and systems skills and creativity. And between one or both women, growth or the propensity for this is managed.

In the dyads, the work is divided as follows. Angie runs the Attractive Apparel stores, staff and does some designing while Alice manages the buying. Dee runs the dance accreditation side of their business and Dianne leads and grows the dance school. Susan runs the commercial aspects and business growth of Sophisticated Styles and Sandra, although increasingly focused on growth, is the force behind the creative design. Eve manages the finances and systems in Exceptional Events and Emma designs and manages the events. Participants advise that decisions are usually made together, although Alice advises that she will still exercise final say when it comes to large sums of money as Angie has no ownership in the business as yet. Sandra will respectfully defer to Susan’s greater experience if she is not sure. For Eve and Emma, this is their first experience working together. This has been necessary because of Eve’s immigration status. The others suggest that working together has been a natural evolution, anchored in their personal relationship and their experiences in having worked together throughout the daughters’ lives. Susan explicitly expressed a desire to work with Sandra, suggesting its inevitability as “in [their] blood”. Finally, choosing to work together includes the earlier aspects around daughters’ domestic and income needs.

Only two potential successions are explicitly indicated at this point. These are between Alice and Angie and Dee and Dianne, and their two businesses, Attractive Apparel and Delightful Divas. These are businesses that the daughters grew up immersed in and now lead with their mothers. The two women in each dyad are potentially in the joint management phase of such a process (Cadieux et al, 2002) in which knowledge transfer has been occurring since the daughter participants were children. There are indications that some of this has become more formalised as the two women run the firm together. Their narratives outlined examples of knowledge transfer between Susan and Sandra and a generation back, between Susan and her mother Stella. Across their lives, Susan
and Sandra have been exposed to and have used opportunities beyond their current business to expand their networks. Sandra is still learning about Susan’s extensive resource grid. For both Angie and Dianne, although they observed and were immersed in the business from an early, it is suggested in their narratives that they learned about their mothers’ connections once in a permanent role in the firm. In Dianne’s case, as she expands the firm she is also building her own connections.

There are examples of the mothers and daughters working closely side by side to align their business strategies. One example is when Alice and Angie need to do the seasonal buying. They advise that this involves them shutting themselves in a hotel for several days and emerging with their seasonal fashion offerings. This is a process that Angie has needed to learn carefully alongside Alice and is now something that they determine together. This also involves such decisions as them jointly agreeing to keep the manageable lifestyle focus of the firm for now, although there are indications that Angie may want to challenge this in the future. In line with findings by Cadieux and colleagues (2002), there are indications that some of the mother participants like Alice and Dee may struggle with letting go of the business when the time comes.

6.5.2 Daughters

Daughters reported their relationships with their mothers as close, reiterating many of the points made by their mothers about their relationships with their daughters as adults. Daughter participant narratives suggest that spending significant time together with their mothers has been instrumental in influencing these bonds. Immersion in the business with their mothers when they were young has contributed to this.

Just as mothers in this study held their daughters’ abilities in high regard, daughters felt reciprocal pride and respect in their mothers’ accomplishments. Angie enjoyed Alice’s appearances in the newspapers for her accomplishments. This is similar for Sandra and included other forms of accolade for Susan. Both named their mothers as mentors. Emma admired Eve’s bravery in making two intercontinental moves, her second alone and involving significant personal sacrifice. Dianne respected Dee’s experience and her standing in the performing arts community. Despite relationships being reported as positive, the boundary issues raised by the mothers also appear in their daughters’ narratives. In Angie and Dianne’s cases these issues are expressed more explicitly
in their narratives than with the others. While affecting both Even and Emma, blurred boundaries between living arrangements and business are implied to be more of an issue for Emma.

Daughters’ narratives corroborate their mothers when they describe well-defined roles between the two women in the business as factors in them working well together. Angie and Dianne advise that they have also brought systems to the businesses where these were lacking. This is only one of a number of examples in their narratives where daughters are shown as sufficiently comfortable working with their mothers to be trying new things, and are being supported in this. Another example of mothers needing daughters is Dee needing Dianne to help her bridge between her disciplined ballet background and the modern generation of dance pupils.

6.5.3 Summary
Although mother participants’ narratives suggest that they have tried to not be like their own mothers, their daughters’ narratives suggest that daughters in many respects want to be like them. One of the biggest influences in the lives of both mother and daughter participants is the relationship between them. This impacts their personal bonds which then underpin their business interactions. The relationships between mother participants and their daughters are predominantly reported as close. Both generations have pride in the accomplishments of the other. The lives of the women in each dyad have been entwined since the birth of the daughters. The relationship they enjoy as adults is more akin to friendship. The outcome of this is that mothers and daughters spend time together, including travel for business. Both generations are mothers and this has influenced not only the relationship between mother and daughter, but also between grandmother and grandchildren.

Other key outcomes from their familial relationship is that the two women know each other really well, and in three cases they have worked together before when the daughters were immersed in their mothers’ businesses during childhood and adolescence. This means that mothers and daughters have built their current business relationships on the strength of their personal ones. The nurturing of their personal relationship underpins this. Well-defined work roles playing to their individual strengths are also suggested. The skills that mother and daughter participants bring to their dyads are also complementary, as opposed competing. Between the two, clear role division
means that they meet the businesses needs in terms of commercial and systems skills, and creativity. And between one or both women, maintenance of the current growth in the business or the propensity for further growth is managed.

Choosing to work together is implied as natural, given their close familial relationship and their mutual admiration and respect. Being able to work together in industries that they are passionate about is also noted as important. Daughters’ domestic and income needs are also implied as contributing to their choosing to work with their mothers. For some mother and daughter participants, stronger boundaries have been needed to be put in place in the relationship, both between mother and daughter and between home and business to avoid conflict and to allow time to each for retreat.

Except for Eve and Emma who have never worked together before, transfer of knowledge has been occurring in the mother-daughter dyads since the daughters were children and immersed in their mothers’ firms. The narratives of the participants suggest that some of this has become more formalised since the entry into the firm of two of the daughters in a permanent role, and for Sandra since beginning to work with Susan again but this time in their joint venture. Mothers and daughters have both spent time contemplating what the future of the business might entail when the mother participant eventually exits the firm.

Table 6.8 summarises the key influences emerging in the shared narratives of mother participants on the mother-daughter relationship in section 6.5.1 and daughter participants on the mother-daughter relationship in section 6.5.2.
Table 6.8 A shared narrative of the key influences emerging from mother participants’ and daughter participants’ on the mother-daughter relationship

<table>
<thead>
<tr>
<th>Overarching Theme</th>
<th>Key Influences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mother–daughter relationship</td>
<td>Early relationship</td>
</tr>
<tr>
<td></td>
<td>Admiration and respect</td>
</tr>
<tr>
<td></td>
<td>Friendship</td>
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<td></td>
<td>Clear roles</td>
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<td></td>
<td>Boundaries</td>
</tr>
<tr>
<td></td>
<td>Intergenerational transfer of knowledge</td>
</tr>
</tbody>
</table>

6.6 A shared narrative of the influence of career, business and opportunity journey

The fourth theme to be traced through the narratives of mother-daughter participants is the influence of their career, business and opportunity journeys. Mother participants’ narratives will again be compared first, and then the daughter participants’. The shared narratives reveal that disparate journeys have led mother and daughter participants to working together in their businesses. For some mother participants, business ownership has involved actively chasing new markets, while others have waited for opportunities to come to them. Daughter participants shared narratives reveal the influence of their approaches to businesses.

6.6.1 Mothers

The narratives suggest that the mothers have had disparate pathways to business ownership. For Susan this was significant immersion in her mother Stella’s enterprises and learning from her the business, the industry and networking. She would later add contacts made in her own career and through first husband Stanley’s business circles. A leisure pursuit shared with siblings and her own further business experiences over time contributed to this. Susan is also potentially a generation further ahead in the mother-daughter family business model, making her potentially the second generation in comparison to the other mother participants being the first. There was a family expectation on Susan that she pursue a business career, and she was guided into a business course by Stella. Alice’s story suggests that she was exposed to her parents’ business endeavours.
intermittently, working in her mother’s business briefly and when she was very young. A string of jobs and a pseudo-autonomous role contributed to her choosing what she perceived as independence in self-employment. She built her networks as she proceeded on her pathway. Her narrative suggests that although these were at a more local level, they were across industries and different regions. She did not however have the global focus that Susan did. Susan’s networks also extend across industries, and internationally as well. Dee’s only business experience has been in her dance school, after early exposure to her Aunt Delva’s. She has built a reputation in the performing arts community. It is implied in her narrative that her networks are predominantly arts as opposed to business based. Eve’s career prospects were much improved once she had finished her school qualifications as an adult. Her job positions led her to discover she was talented with numbers and a book-keeping career ensued. It is suggested in her narrative that her first foray into self-employment came as an extension of what she was already doing. This resulted in a very small venture built on the small client base from an earlier role. Each participant advised being influenced by their domestic situation to enter self-employment.

Building on the influence of their careers and background, Susan and Alice consider themselves to be entrepreneurs and have actively pursued opportunity. Early in their careers both women perceived marketable opportunities offshore and brought them to New Zealand. Examples are shared throughout their narratives of each of them continuing to see and bring openings to market. For Alice, pursuit of opportunity in her early career was predominantly through a string of new start-up ventures, but she never grew them beyond a manageable size. This reflected her choice to prioritise her lifestyle and domestic situation over her work. She is still doing this by maintaining a manageable level of growth towards a stable income in one stable but successful business while still ensuring that she protects her lifestyle. Financial independence is an especially strong pull factor for Alice. Although she portrays much of her business journey as restless, a long-term fear of debt underlies this, implying calculation in her risk taking. Earlier Attractive Apparel experienced some growth, expanding from one store to four. Alice, however, retrenched back to three stores when the demands of having four began to encroach on lifestyle. The three stores are reported to be successful and manageable. Although Alice still believes she has the skills to perceive opportunities, and advised that part of her would still like to actively pursue these, but instead she shows that not all entrepreneurs necessarily have ambitions for high growth in their
businesses. Rather, Alice is demonstrating her choice to mix both economic and non-economic purposes instead.

Susan’s story depicts her starting fewer ventures than Alice, but growing them much larger and penetrating new international markets. She shares stories of how by using few and free resources, her own ingenuity, calculated risk, business skills and substantial networks she has brought multiple new opportunities to market with her businesses. Displaying an entrepreneurial, orientation, Susan’s career has been one of relentlessly pursuing opportunities towards business growth, making calculated judgements on which of these to pursue, and doing this with confidence that resourcing will follow. Susan suggests in her narrative that she listens to the market. She has led two very successful growth-oriented businesses and has plans in place for continued growth. Consistent in her success is being continually alert to opportunities. Learning at Stella’s knee was a contributing factor to this. Capitalising on these opportunities across her business life cycle has meant using similar skill set to her mother and an expanding resource base to grow.

Both participants have raised their children in and around their business activities, providing significant opportunities for teaching them and involving them in more responsible roles in the firm as they grew. For Angie, this has been about learning the business and how to manage the current growth in the business towards maintaining lifestyle, but not necessarily growing beyond this point. Sandra was however actively involved in business growth in Susan’s firm, leading her into a sales role in the firm before she embarked on her overseas experience.

Neither Dee and Eve consider themselves entrepreneurial. Dee’s narrative suggests that with her passion for the craft, and belief in perpetuating the performing arts, she would have tried to carve a career out of dance even if her business plans had not eventuated. Being able to develop a business around this was a bonus. Except for a short period working for her cousin where she learned to sew, a skill she has used to make costumes in the productions her school produces, Dee has only ever worked in dance. As for her Aunt Delva before her, Dee’s professional reputation helped the business to when small opportunities arose like opening an onsite shop for uniforms and accoutrements. With this business mind set, and a small operation, in her early years Dee scaled her business up and down in size to help her balance childcare demands when her children
were small. Implied in her narrative is that Dianne learned in the school, but the focus was predominantly on learning the craft when she was young as opposed to the business. The biggest opportunity to expand the dance school came with the exams work. This was offered to Dee because of her professional reputation; although she perceived the opportunity in this she did not actively seek it out.

Eve’s experience in helping her husband Edgar was her first experience of business ownership. Her narrative suggests that she would likely have continued in her career as an employee in the book-keeping field. Starting her own business was not something she had really considered. Edgar’s death and an existing small base of clients meant continuing to use the skills gained as an employee, but in self-employment. Although both Dee and Eve took the opportunity to begin their own businesses, neither participant has actively pursued new opportunities. New opportunities have tended to come through other means, including circumstance and reputation.

6.6.2 Daughters
Building on the influence of their careers and backgrounds, Sandra, Emma and Dianne consider themselves to be entrepreneurial. Angie does not. Interesting in this are their personal definitions of entrepreneurship. Sandra’s perception suggests a similar growth-focused, entrepreneurial orientation to her mother. Dianne and Emma however, speak of smaller plans that are more personal and localised in focus. Angie, despite not considering herself entrepreneurial, has all of the components in place to pursue active further growth in the future should she chose to refocus the firm from its strong emphasis on lifestyle. She has already pursued one small opportunity by beginning a small t-shirt painting venture on the side and has considered possible future expansion. All four participants had at least one parent role modelling self-employment, and Sandra, Dianne and Angie had two. Sandra also had a successful grandmother that she observed in business as well. She is potentially the third generation in business to benefit from the mother-daughter family business influence, as opposed to being the second like the other daughter participants.

For the daughters in this study there is disparity in their career pathways leading up to their choosing to either start firms with their mothers or join them in their mothers’ firms, firms from their childhood. Two participants, Angie and Dianne were raised in and developed into more
responsible roles in the businesses that they now lead with their mothers. Angie trained in a completely unrelated field, travelled and then worked in another field before permanently joining the firm. Dianne trained in dance with the intention to join her mother’s firm completing training that was directly related to the work she would be doing in the firm.

Sandra and Emma both started with their mothers, the businesses that they now lead with them. Selling fruit and crafts that she had made at local markets was something that Sandra said she was encouraged to do from a very young age. Like Alice and Dianne, Sandra was also raised in and developed into more responsible roles in the second and more successful of Susan’s businesses, started in their home in Sandra’s childhood and during her adolescence. For Angie increasing responsibility meant learning to be in sole charge of the first shop, while for Dianne it was to teaching dance, also sole charge, from an early age.

With the firm initially running from the family home, Sandra was actively learning how to grow the business from Susan, including carving out a significant sales role as a young adult. Like her mother before her, with Susan’s help Sandra was beginning to build a small business network. Sandra did not remain in the business but travelled and owned her own business after this time. Her training in what was an unrelated field at the time – the creative arts – would prove to be useful when she started Sophisticated Styles with her mother. She also completed a business course at her mother’s suggestion, something grandmother Stella had suggested that her mother Susan do as well. The pathway for Sandra started out similarly to her brother’s, but he became the successor to the business while Sandra’s pathway took her to self-employment 29. When starting Sophisticated Styles with her mother, both considered themselves as equals in the firm, as both had come to the venture as successful business owners. Although Sandra acknowledges Susan being vastly more experienced in this. Sandra’s narrative hints at an underlying legacy and some expectation to continue with what “[their] family does”.

Emma was exposed to her father’s firm, but this was not immersed in it, despite the business being run from home. Excepting a very short period of mere weeks in which they worked in the same firm, prior to beginning Exceptional Events Emma and Eve had not worked together before. Both

29 It is implied in her narrative that this was her choice.
however, came to the new venture as experienced business owners. This aspect of Emma’s pathway is similar to Sandra’s. Emma’s training in hospitality is directly related to her business and has helped to lead her into a career as both an employee and the owner of two small businesses in the field before Exceptional Events.

Sandra was already a successful business owner in the hospitality industry prior to starting up Sophisticated Styles with Susan. Mother and daughter recognised the opportunity together and have continued to recognise further opportunities, both together and independently, in their current business. Working with her experienced mother again was an attraction for Sandra, as opposed to building the firm alone, as she deeply respects Susan’s business acumen. Managing design and creativity in the firm, Sandra is spotting and taking of opportunities in mainstream fashion, for which she has developed successful new product lines. For Dianne, dance is a passion and art form in which both reverence for and quality of experience will not be compromised. Underpinning this however is her domestic situation, which has been a strong influence in Dianne considering how to expand the firm. Using the dance school as an established resource base, she is beginning to develop new products and open some small rented satellite studios to meet some changes in the market in the dance field. Her passion for and focus on dance also underpins her desire to provide opportunities for others in the performing arts. It is suggested that while Dee’s focus is on running the examination body work and progressing the performing arts as well, it is Dianne who is considering new business ideas. Sandra has been actively searching for opportunities and marshalling resources to being these to fruition using the existing business and partnership, with her successful and skilled mother as a resource base to work from. This is something she has been doing since childhood but her vision and the scale on which this is being executed now is both substantial and internationally focussed.

Emma’s pathway has seen her build on early jobs after completing her schooling by running a couple of small ventures. These include small forays into hospitality and events management. New to New Zealand Emma had to begin again and started Exceptional Events, a small business in its field. Both Emma and Eve suggest that Eve brings infrastructure to the business whilst Emma produces events and considers ways to expand the firm. Emma has ambition for growth but this is
however tempered in an industry where opportunities for small firms can be dependent on larger venue operating players.

Angie wants the lifestyle that Attractive Apparel has provided Alice, herself and Amy. By the time that Angie began to be aware of what Alice’s endeavours entailed, Alice had settled into stability in Attractive Apparel and embraced the lifestyle benefits it provides. Despite valuing lifestyle, Angie is considering a future where more stores may be opened and is capitalising on a small but promising opportunity to supply painted t-shirts to both Attractive Apparel and other retailers in the industry. This is taking her full circle back to where her mother began with painted t-shirts but like Sandra she has the main business as a resource to build this on.

6.6.3 Summary
Mother participants’ narratives suggested a more entrepreneurial approach for two participants. Their narratives showed consistent recognition of opportunities and bringing these to market using skills, experience, limited resources, ingenuity, calculated risk and networks. The outcome of this for Susan has been international growth in two businesses including the one that she shares with daughter Sandra. Susan learned many business skills from mother Stella while being immersed in her business and Sandra learned similar skills from Susan (and Stella). The implication for Alice is that after a string of start-ups she has slowed to a manageable lifestyle in a stable business. She and Angie currently maintain growth with the right balance to contribute to the lifestyle needs of the three generations of the family. Eve and Dee have businesses built around their passions: dance and book-keeping. They would have pursued these passions in other ways if their business opportunities had not eventuated. As opposed to seeking opportunities like Susan and Alice, Dee and Eve have predominantly had these come to them. Pursuing opportunity in the businesses that they now run with their daughters is being propelled by Dianne, and sought by Emma.

All daughters now work with their mothers; three daughter participants have grown up immersed in their business activities and the other one observing and learning from her father’s failures. For two their immersion initially led to permanent roles in the businesses they were raised in. Sandra had the same opportunities as these two but was also actively learning how to grow the business from Susan. Like her mother eventually did, Angie has predominantly chosen lifestyle too, but she
has begun a small endeavour for herself on the back of the main business and has not ruled out future growth. Dianne and Eve suggest that expanding their firms is important in supporting their domestic situations. Dianne is responding to changes in the dance education market by developing new products to bring to market while also considering how she can support furthering the performing arts at the same time. To support her domestic situation and a genuine passion for the industry she works in, Eve wants to grow the firm but her small resource base and powers in the industry beyond her control temper what is currently possible.

Table 6.9 summarizes the key influences emerging in the shared narratives of mother participants’ on their careers, business journeys and opportunity in section 6.6.1 and daughters participants’ on their careers, business journeys and opportunity in section 6.6.2.

Table 6.9 A shared narrative of the key influences emerging from mother participants’ and daughter participants’ on their careers, business journeys and opportunity

<table>
<thead>
<tr>
<th>Overarching Theme</th>
<th>Key Influences</th>
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</thead>
<tbody>
<tr>
<td>Career, business and opportunity journey</td>
<td>Pathway to mother-daughter business</td>
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<td></td>
<td>‘Waiting for’ and ‘going to’ the market approaches</td>
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</table>

6.7 Chapter Summary

This chapter is the final of three results chapters. Its main purpose has been to provide the findings from cross-dyadic analyses of mother participants’ and daughter participants’ narratives. Firstly, the importance of understanding context in interpreting narratives was introduced to provide the reader with perspective in viewing the sections that followed. A shared narrative was then provided from the findings of the cross-dyadic analysis of each of the four themes (the influence of family of origin, the influence of created family and motherhood, the influence of the mother-daughter relationship, and the influence of the career, business and opportunity journey). These were provided for mother participants first followed by daughter participants second for each of the key themes. across the narratives of mother participants, followed by the same for daughter participants.
Table 6.10 Summary of the key influences for mothers and daughters

<table>
<thead>
<tr>
<th>Key Overarching Themes</th>
<th>Key Influences</th>
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<tbody>
<tr>
<td></td>
<td>Mothers</td>
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<td></td>
<td>Daughters</td>
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<td></td>
<td></td>
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<tr>
<td>Family of origin</td>
<td>Parents and other family as business role models</td>
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<td></td>
<td>Business socialization and observation</td>
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<td></td>
<td>Immersion in mother’s business</td>
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<td></td>
<td>Sociocultural factors</td>
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<td></td>
<td>Fathers</td>
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<td></td>
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<tr>
<td>Created family and motherhood</td>
<td>Spousal support and absence</td>
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<td></td>
<td>Incongruent spousal support</td>
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<td></td>
<td>Contribution to income</td>
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<td></td>
<td>Juggling business ownership and childcare</td>
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<tr>
<td></td>
<td>Juggling family business and childcare</td>
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<td></td>
<td>Impact on third generation</td>
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<tr>
<td>Mother-daughter relationship</td>
<td>Early relationship</td>
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<td></td>
<td>Admiration and respect</td>
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<td>Friendship</td>
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<td>Clear roles</td>
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<td></td>
<td>Boundaries</td>
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<tr>
<td></td>
<td>Intergenerational transfer of knowledge</td>
</tr>
<tr>
<td>Career, business and opportunity</td>
<td>‘Waiting for’ and ‘going to’</td>
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<tr>
<td>journey</td>
<td>the market approaches</td>
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<tr>
<td></td>
<td>Current and future approaches</td>
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The emerging key influences for mothers and daughters are summarised in Table 6.10 and will be discussed in relation to the literature and each dyad in in Chapter 7.
Building on the findings in Chapters Four to Six, this chapter discusses the key influences in the lives of the participants. In doing so it draws on the individual portraits and the dyadic profiles from Chapters Four and Five, and the shared narratives of participants from Chapter Six towards developing a baseline mother-daughter family business typology for the dyads in this study. As depicted in Figure 7.1, this chapter comprises three sections. The first section overviews the typological measures: business orientation, income potential and movement over time. The second section begins building the typology using these three measures. Each dyad is presented visually along with discussion as to how they have progressed in terms of their business approach and income across time towards their current positioning on these dimensions. Finally, the baseline typology and the key influences from Chapter Six are discussed in relation to the literature.

Figure 7.1 Chapter Seven – Key Scenes - Discussion
7.1 A baseline typology of mother-daughter family business dyads in this study

As outlined in Chapter Two, Chell (2008) suggests that from a tradition of considering small business vendors and entrepreneurs as a heterogeneous population has arisen attempts by researchers to categorise these, and debate about how to best do this (cf. Chell, Haworth & Brearley, 1991). This includes gendered typologies from either an entrepreneurial (cf. Goffee & Scase, 1985), or a family business perspective (cf. Curimbaba, 2002) This section’s examination of the key influences in the lives of the mother and daughter participants in this study, over time, towards a baseline typology of these dyads either pursuing an entrepreneurial approach (Chell, 2000); or maintaining a small business approach (Carland et al., 1984); adds to this discussion but with some caveats. This study is constructionist in nature, and therefore suggests that constructs like family, family business, the mother-daughter relationship and entrepreneurship are constructed within in and between participants and their dyads, this is not to say however that these cannot form a baseline for comparison with other and future studies. Shenton’s (2004) work on building trustworthiness in qualitative research studies draws on the work of Gross (1998) in suggesting that a phenomenon of interest can take place in “multiple environments” and a study might provide a “baseline understanding” for comparison with other works on this phenomenon of interest. He draws on further studies to add that it may take gradual understanding across multiple examinations rather than a single project for understanding to be garnered (c.f. Gross, 1998; Pitts, 1994, as cited in Shenton, 2004). It is a “baseline understanding” of the dynamic factors that shape mother-daughter family business dyads, with a baseline typology or characterization provided in this study that goes towards contributing to further understanding of the phenomenon in multiple further studies.

7.1.1 Axes

Figure 7. 2 depicts the three axes used in developing the baseline typology. These are: horizontally, from small business approach to entrepreneurial business approach; vertically, from low income to high income; and thirdly, across time. Life story narratives gathered from the two generations in this study span from the mother participants’ families of origin to their current situation, enabling these businesses to be examined over time.
Figure 7.2 Three axes: small–entrepreneurial business, low–high income, time

7.1.2 Horizontal axis

In Chapter Two, definitions for family business, entrepreneur, entrepreneurial approach, small business owner and small business approach were determined for this thesis. These are summarised in Table 7.1.
Table 7.1 Definitions

<table>
<thead>
<tr>
<th>Definitions for this study</th>
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<tbody>
<tr>
<td><strong>Family business</strong></td>
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<tr>
<td><strong>Entrepreneur</strong></td>
</tr>
<tr>
<td><strong>Small business owner</strong></td>
</tr>
<tr>
<td><strong>Therefore: Entrepreneurial approach</strong></td>
</tr>
<tr>
<td><strong>Therefore: Small business approach</strong></td>
</tr>
</tbody>
</table>

Applying these components to the horizontal axis (in Figure 7.2), small business owners and small business approach are to the left of the horizontal axis and entrepreneurial owners and entrepreneurial approach are to the right of the horizontal axis.
7.1.3 Vertical axis

The vertical axis is derived in part from descriptions in the life story narratives of the participants in relation to what they consider as sufficient income. Their business earnings, income needs and family influences guide this. Low income (bottom of vertical axis in Figure 7.2) refers to a sufficient but dependent level of income to contribute towards sustaining the family. This includes dependence on the recurring income without the ability to move to a higher income position. High income (top) refers to excess income above what is needed for the family to be comfortable. This is surplus to needs. The income axis is continuous, the neutral or middle point being lifestyle-enabling income that comfortably sustains family without negative financial impacts.

7.1.4 Time

The third axis in Figure 7.2 is time. This study has used life story narratives capturing the family history of the two generations and spans from the family of origin of the mother participant to both women currently. The stories have been dissected to represent four periods in time that roughly align with themes that were traced through the narratives in the data analysis. For each of the dyads, pictograms depicting these four points are traced in the succeeding sections towards a baseline typology for the mother-daughter family business dyads in this study. The four points in time are: Time 1) the mother’s family of origin; Time 2) the mother’s created family which coincides with the daughter’s family of origin; Time 3) the early mother-adult daughter business; and Time 4) the current mother-adult daughter business.

In the pictograms, Time 1, the ‘mother’s family of origin,’ is portrayed as smaller than the other three because it is ‘pre-mother-daughter dyad’. It represents the period when the mother was growing up in her family of origin, among the family members and their businesses that influenced her. The other three ‘Times’, represented as steps up the pictograms, show the dyadic stories over time. Time 2 represents the mother’s created family, which coincides with the daughter’s family of origin. This depicts the influences in play when the mother participant was a young mother with children, and the daughter participant was growing up in and around these influences. Time 3 depicts the early mother-adult daughter business and shows either the daughter returning to formally join the business that she grew up in, in a permanent role.
(Dianne from Dyad One rejoining Dee and Angie from Dyad Three rejoining Alice), or a new business being started with her mother (Eve and Emma from Dyad Two and Susan and Sandra from Dyad Four). Time 4 shows the current point in time and is the resulting baseline typology for the four mother-daughter family business dyads in this study in terms of business approach and income. Parallel to the time axis running across these three dyadic points, is the mother-daughter relationship stretching from the daughters’ childhoods to the current day.

7.2 Building the baseline typology for the dyads in this study

This section begins building the baseline typology for the mother-daughter dyads in this study. Each dyad is presented with discussion as to how they have progressed in terms of their business approach and income across time towards where they are currently situated on these dimensions.

7.2.1 Dyad One: The Artisans

Time 1 in Figure 7.4 examines Dee’s family of origin, showing that Dee participated as a student in her aunt’s dance school. Discernible from her narrative is that this was a small business, with the goal of earning a stable secondary income to support the family. Providing education in the performing arts was one of its central goals. The business was servicing a small but well established population and contributing to Delva’s family income by the time Dee became a pupil. This places Aunt Delva’s business medium on the scale for income and at the small business end of the spectrum. This was the only reported role-modelling of business for Dee, whose father was an employee and her mother a housewife.

According to the definition of entrepreneurial approach used this study, starting her business was an entrepreneurial act for Dee (Gartner, 1989). When an expected future was presented to her by her parents, Dee, motivated by her passion for dance, envisaged a way to escape this and acted on this vision, mobilising the resources needed to do so (Chell, 2000). The entrepreneurial act was starting her own business. This venture however was a small business replication of her aunt’s firm. Like Aunt Delva’s business, Dee’s was anchored in an activity that she also personally valued. Her intention in starting this business was not to pursue active growth and make a large profit, but to make a living from teaching her craft as she had seen her aunt do.
In Time 2 (Figure 7.3), Dee’s business starts off as a small business in approach with a low income and her business is supplemented by her earnings from work in her cousin’s factory. The graph shows that when Dee married and had children, her business moved between low and middle income. She could scale the size of her business in terms of the amount of income she could earn in relation to balancing caring for her children (depicted as the small figures in the graph). This type of business also meant that her children could be cared for in and around the business.

As can be seen in Time 2 in Figure 7.3, even as Dianne grew and began to contribute to the business, the controlling force (dotted circle) was Dee. The business moved between middle and low income over this period due to Dee scaling the firm up and down in size. Dee did not actively pursue new opportunities, but instead focused over the longer term towards income stability and operating locally within the market that she knew. Scalability was in terms of some more classes and a few small satellite centres in rented locations, but these classes were taken by Dee. The impact of income was felt when her business was low on the vertical scale, as her husband needed to support the firm with his income. As her children grew, Dee’s business consolidated as a small business in approach, but provided a steady, supportive income for her family. Income was also seasonally generated as well from the end of year dance performances that the school offered. It also provided a fertile training ground for Dianne to consolidate and apply her own knowledge of the craft, while also learning the business.

At Time 3 in Figure 7.3, Dianne has left the business for a training period to study as a dance teacher with the intention of returning to the business. The business had supported her mother raising Dianne and her brother and Dianne saw this as an opportunity for it to do this for her own family. The business has supported, from birth, Dianne’s children in and around its operations. This has included onsite and in lessons, although this was harder to balance around after-school hours when they got older as these were prime business hours.

Two influencing factors occurred during this period. Firstly, the business moved further up the vertical axis when the opportunity presented itself to take on exam work. The opportunity to receive this new work into the business was strongly related to Dee’s personal reputation.
Although it was welcomed, and she saw the potential opportunity, she did not actively seek it. This meant more work for the business and this, in turn, meant an increase in income. This did not move the business on the horizontal axis. Dee was also prepared to take this on as she had Dianne in the business, to support her. The relationship between mother and daughter was a strong factor; their personal relationship supporting their business one. With both women having very clear roles in the business, Dianne, managing the dance school and Dee the examinations body work, control of the business was moving towards being shared between them.

The second influencing factor to occur was a change in Dianne’s domestic circumstances with her divorce. This brought with it an active need on Dianne’s part for more income. Dianne’s perception of the business had long been similar to Dee’s – very personally focused. Until this point she had not had a significant incentive to pursue growth. Her divorce saw Dianne’s perception of the business change as she began to consider its commercial potential. For example, she opened satellite studios as Dee did in her earlier scaling up of the business, but these were more extensive when implemented by Dianne and she took on new staff members to take some of the classes instead of taking them herself. Aligned with this was a personal desire in Dianne to further the performing arts by providing jobs. Juggling single parenting of her children also impacted her ability to scale this and still be able to manage at a personal level. This brought a further change in mindset for Dianne as she began to envisage how to better use her skills and time. She set about developing a new dance syllabus. She perceives this as an opportunity that could be ‘off the shelf’ and thus be scalable without needing close personal attention. Indications are that although this new product has Dianne thinking more widely than she has thus far, she is still potentially focusing locally with this product as well. These factors have seen the business begin to move across the horizontal scale towards a centralized position.

Dianne, like Dee, perceives the business very personally and takes the craft very seriously. Pragmatism has come as a result of her divorce, meaning a need to consider doing things differently. Although Dianne is pursuing growth, this is still small in conception and local in orientation (Chell, 2000). The biggest factor impacting pursuing significant growth for this business is still the passion that both mother and daughter have for discipline of dance, and
honouring the tradition means managing their business around this closely and at a relatively personal level.

In the business’s current situation (Time 4), Dianne continues to make small increments in developing products for potential new markets, including her dance syllabus. Dee, set in her role, trusts Dianne and is content that Dianne takes the lead in this. For Dee, her reverence for the dance craft outweighs any need she has to actively expand the business. Dee would, in some form, have pursued dance in her life; that she could build a small business around it was an added benefit. Although they share respect for each other and have clear roles in the business, the driving force in the firm in Time 4 in Figure 7.3 is now Dianne. Dianne articulates her vision for what she would like to see the business achieve, but is pulled between wanting to expand the business and compromising on quality in imparting the art form to the next generation. She wants to support performing arts development for others like her, but also wants to enjoy the time that her new marriage and the additional income from her husband afford her family. This means that the Delightful Divas business is currently situated in the middle of the vertical axis with sturdy income to support both Dee and Dianne. The business has supported third generation Delia and Daniel in and around its operations. This has included being the means for them to learn the family craft while onsite.

The business is situated in the middle of the horizontal axis as Dianne is pulled between these competing forces, between the personal goals and further business development. Should Dianne be able to resolve how to best balance this, the business has potential for possible further movement on the horizontal scale towards a more entrepreneurial approach under her leadership.
Figure 7.3 Dyad One: The Artisans
Figure 7.4 depicts Dee and Dianne as ‘The Artisans’. These women are master artisans of dance, especially ballet, and believe it to be a pure art form, a craft that needs to be carefully taught and reverently preserved. For them, their ballet school is not just a business. It is providing a legacy for the next generation and contributing to performing arts by providing jobs and opportunities for showcasing talent. The business has grown to provide sturdy earnings that have supplemented the family income of one participant, and provided the income for the other. Despite Dianne’s visions for the firm, the strongest pull for both Dee and Dianne in running the Delightful Divas business is about remaining true to the craft and performing arts heritage. This is ingrained in the Davies family and has, in addition to their contributions to the arts, provided a stage for mother and daughter to work together doing something that they both love. It has also provided some flexibility across two generations for children to be raised in and around the business while also learning the craft. As can be seen in Figure 7.4, this puts ‘The Artisans’ as central between small business and entrepreneurial in approach with mid-income potential.
7.2.2 Dyad Two: The Dependents

Time 1 in Figure 7.5 is blank. Eve had no business influences in her family of origin. Eve’s father was an employee and her mother a housewife. At Time 2, Eve did bookwork for her husband Edgar, worked outside the home as an employee and was primary caregiver for the children. Although Edgar ran a small, poorly performing business from home, daughter Emma was not involved in the firm. Both Eve and Emma observed Edgar’s poor business practices. This was to have an impact on their future businesses with both wanting to be more successful than he had been, and to have more financially than he provided.

In the periods between Time 1 and Time 2 (Figure 7.5), both Eve and Emma showed an entrepreneurial approach for the purposes of starting up their own small ventures (Gartner, 1989). Widow Eve was to start her own very small firm. She reported that although this was a small business in approach, it provided her with a steady income. This firm was anchored in work she had done when supporting Edgar in his business. The opportunity arose directly from a gap left from Edgar’s business closing when he died. Eve did not need to search for this opportunity. Although she recognised it as an opportunity, it was effectively already there. She needed to come to the realisation however, that working for herself doing this job was an option. Eve has a strong passion for working with numbers. This had led to numerous jobs and she would have continued this work as an employee regardless. Similarly to Dee and her passion for dance, Eve making her own money from being self-employed and working with her beloved numbers was a benefit. Although Eve ‘loved’ this business and the freedoms that it brought her for the first time in her life, she simply ‘ran it’ with existing clients and no plans to change anything other than how she earned income from doing the same tasks. Instead of being an employee, she was now self-employed and doing the same work. Emma ran a couple of very small business ventures, but her income was supplementary to her husband’s. Her desire was to work for herself after having worked as an employee. Working for herself was important to Emma. These two ventures were however very small businesses.

At Time 3 in Figure 7.5, Eve and Emma began the Exceptional Events business together. Immigrants to New Zealand, their business start-up was influenced by several factors. Firstly, daughter Emma was looking for a new challenge after having her son Edward. Eve, who had arrived in New Zealand to care for her daughter and grandson, needed employment to stay in the
country. Studying the industry and seeing an opportunity to enter the market, daughter Emma was the driving force in the business being launched (dotted circle). She is the one of the two who envisaged that they could work for themselves and set about making this happen. Emma has also recognised and acted on the opportunities for the business grow into providing the three services that they now offer. This has been incremental and not active pursuit of opportunity (Chell, 2000). Most of the opportunities have come to them, as opposed to having been actively sought. Eve, who is nearing her sixties would not have found it easy to obtain the employment needed for her residency, so, in part, Emma’s second reason for beginning the business was to support Eve. Finally, not long after launch Emma went through a divorce with her husband, meaning that she was to be primary earner for her son Edward when he was with her. Emma found herself in a position where she had both her mother and her son dependent on her and she herself was dependent on running a business to support them. The business has supported son Edward in and around its operations.

On the axes, the business has been a small business operating in a local market since inception, with variable towards low income. Their income level and these dependent family ties contribute to shared and recently more difficult domestic living arrangements. Eve perceives the business as a means to strengthen her immigrations status but it is more than that; it is an opportunity for her to work with Emma and this is something that is important to her.

Eve and Emma have clearly defined roles in the firm and consider themselves equal, which they suggest has helped operations in the firm. Despite this Emma is still the driving force even though she and Eve manage the firm together. The division of their tasks easily suits joint management but any pursuit of new business are guided by Emma. Although the business has a good reputation and has developed a client base, growing the business further is more problematic. Emma is passionate about the industry in which she operates. She is very personally invested in the business given the people who depend on her. Her perceptions of the firm are dually anchored in her love of the work that she does and in providing for her family. Emma has visions of expanding the firm. She has taken some further steps towards pursuing opportunity by putting proposals together to do this, including one she currently has in play, so is moving from envisaging to taking the first steps in pursuing new opportunities (Chell, 2000). This suggests that she would like to take a more entrepreneurial approach to the business and work towards
higher income in the future. A significant difficulty that Emma faces as the owner of a very small business in the events management industry, is that venues for events on which she is dependent are often owned by other and larger businesses. This means that small players like Exceptional Events can hire and be contracted to manage venues but not earn enough to own them, thus contributing to their dependence.
Figure 7.5 Dyad Two: The Dependents
Figure 7.6 depicts Eve and Emma as ‘The Dependents’. Dependence is a theme reflected in the narratives of both women, including their financially constrained childhoods, their journeys across continents, and their very small family unit. Since Time 3 and into Time 4 on Figure 7.5, their events management firm has been strongly a small business in approach (left on the horizontal axis) with variable to low income (low to middle on the vertical axis). As outlined, this positioning occurs because of both business and family oriented factors. Although mother and daughter are very close, despite the immediate relationship concerns, they provide the family dimension that is highly dependent on the firm. The firm is in turn a small business strongly dependent on larger players in the industry. Despite Emma’s desire to do so, the strong pull of these forces mean it is unlikely that this dyad will easily break from this position towards a stronger entrepreneurial position, or significantly higher income level. As can be seen in Figure 7.6 ‘The Dependents’ are small business in approach with low to mid income potential. This is not necessarily a negative positioning however. The business is a very small business but it is making income that is supporting the needs of three people. This is not a failing business, but it is constrained in its possibilities to grow.
Figure 7.6 The Dependents

7.2.3 Dyad Three: The Lifestylers

Time 1 in Figure 7.7 examines Alice’s family of origin. This shows that Alice worked for a short period in her mother’s business, while observing both self-employed parents. She learned from this that self-employment could be an option. Both businesses were very small business in approach and generated just enough income (as seen on the axes) for the family to get into a house (they were immigrants) and lasted until her father got a job. Alice’s mother then returned to being a housewife and her father an employee. At the same time Alice observed from outside (she was not involved), her Uncle Anson as a business owner. Discernible in her narrative is that Anson’s very successful business was entrepreneurial in approach and yielded a high income, placing this in the opposite quadrant on the axes to her parents’ firms. What she observed in watching Anson however, was that a very successful, growth focused, high yielding business meant compromises in independence. These influences would affect her journey in self-employment.
Alice was a serial entrepreneur (Birley & Westhead, 1993). For much of Time 2 Alice was restlessly starting up multiple businesses following opportunities spotted in diverse markets. One of the factors in this is that Alice projects as restless in personality as well. Using her personal skills and building business networks, Alice founded and ran a series of firms across Angie’s early childhood. Alice’s businesses were all growth focused and entrepreneurial in approach (right side of horizontal axis), but some were low in income, some medium and others fluctuated between the two. Movement on the vertical axis depended on several factors including how much Alice liked the industry she was in, parenting of Angie and a predilection, influenced by the need for independence stemming from her childhood, for selling businesses before they grew too large. Some ventures needed to be supported by husband Alan’s earnings, and after selling one business Alice would then promptly begin another. Often she had the new one in mind before divesting herself of the previous one. In all of these experiences across Time 2, Alice was the driving force in each of the firms. Underlying Alice’s story is a fear of losing her independence, an awakening of interest in wanting to be in a particular industry, and her desire to spend time with daughter Angie. These would become the significant factors in Alice slowing down. Chell, Haworth and Brearley (1991) suggest that some entrepreneurs cease to behave entrepreneurially in line with life cycle related factors, and this has been the case for Alice. Ultimately Alice found the right combination in Attractive Apparel, a firm placed at the bisection of the two axes. This firm provided the right balance between her new personal goals and small business approach, and her entrepreneurial ambitions for the firm. It was also important to her at the end of a long pathway to get back into the fashion industry, after a legal writ had prevented her from doing so for a period of time. The Attractive Apparel business grew to four stores but one was then closed as having four stores was a step to far in impacting on lifestyle. Three stores provided a balance of a medium level of income on the vertical scale and enough profit to provide sturdy support for the family.

Between late Time 2 and Time 3 in Figure 7.7, Angie left to travel, train and work in another field for a while. Like Dianne and Delightful Divas, in having experienced the Attractive Apparel business supporting Alice in raising her, Angie saw returning to the firm as an opportunity to support her own daughter Amy in the same way. Alice’s illness was a second trigger to her permanent role. The business has supported, from birth, the third generation, Angie’s daughter Amy, in and around its operations. The careful balance that Alice had worked to maintain and in which to raise Angie, was now supporting Amy. Care of Amy could be
managed between mother and adult-daughter and within or outside the firm. It also meant that the firm could enable quality time to be enjoyed by mother and adult-daughter to maintain their relationship.

The Attractive Apparel business has not moved from the balanced centre of the axes from late in Time 3 through to Time 4 (Figure 7.7), as its benefits are enjoyed by both mother and daughter. Across Time 3 and into current Time 4 the driving force is moving from Alice towards Angie. Angie has not completely assumed full control and Alice has yet to relinquish this. Both women have had shared income responsibilities with their husbands. Except for a very short period when Angie was a baby, neither have been sole income providers. Discernible in Angie’s narrative is that the lifestyle that she observed her mother enjoying balanced with being a business owner is an attraction for her for now. Underpinning her story however, is a hint that she has not ruled out further expansion of the Attractive Apparel business. Initial indications are that any developments might be ‘local’ in vision, meaning the firm maintaining centrality on the axes. It is likely that expansion might include opening one to a few more stores. This is also something that could be relatively easily implemented by Angie as they have the model for the stores in the three that are already open. Angie is likely to continue to be centrally oriented on the horizontal axis between a small business in approach and entrepreneurial. Alongside Attractive Apparel and under the umbrella of the firm’s network in the industry, Angie has begun a very small operation of her own, painting t-shirts. This means that with the business, as its base supporting her lifestyle, Angie is considering and cautiously testing small opportunities.
Figure 7.7 Dyad Three: The Lifestylers
Figure 7.8 depicts Alice and Angie as ‘The Lifestylers’. Maintaining a lifestyle in which they balance their life outside the business with its operating demands is important to both mother and daughter. Alice has been on a journey of multiple business start-ups and divestitures, looking for the right one to enable her to balance spending more time with Angie with running the business. She perceives her business as a strong and stable finish to a long and restless career. For Angie the business has enabled her lifestyle since birth. She is pulled into this business by this attraction, but like her mother she is also pushed to be able to contribute to family income. In this dyad, mother and daughter choose to maintain their lifestyle over any considerable expansion that might compromise this. Neither mother nor daughter needing to be the sole income provider has contributed to the lifestyle focus of this firm. This means balance is centrally oriented between the attraction of being a small business and entrepreneurial in approach and having a stable income on which to enjoy the lifestyle provided. However Angie’s nascent entrepreneurial musings, and a recent small side line business venture could be indications of her perceiving potential for some future movement. It is likely that she will need to determine how to best reconcile pursuing further growth with the strong value and the attraction of the lifestyle that the firm provides. As can be seen in Figure 7.8 ‘The Lifestylers’ are central between small business and entrepreneurial in approach with mid-income potential.
Figure 7.8 The Lifestylers

7.2.4 Dyad Four: The Growth-Opportunists

Time 1 in Figure 7.9 shows the strong business influence in Susan’s family of origin. Susan’s mother Stella began and ran two successful businesses, beginning both ventures in the basement of her home. One business rapidly grew to operating out of large, industrial premises. On the graph, this business is shown as beginning as entrepreneurial in approach (horizontal axis), providing a low to medium income (vertical axis) and then rapidly developing into a successful, growth oriented venture as Stella actively pursued new markets (Chell, 2000). Implied in Susan’s narrative is that Stella’s divorce necessitated her being entrepreneurial in approach, but this combined with skills and pursuit of opportunity consolidated rapid business growth. Complications in Susan’s family life meant that becoming actively immersed in Stella’s business was a way to spend time with an absent mother – a way to learn business and build business networks. Susan learned how to grow a successful business at her mother’s knee, while also honing a growing ambition arising from her complex family situation. Stella also
had high expectations of Susan. These factors had significant effects on Susan’s business journey. Stella was the driving force in this business throughout Susan’s childhood and young adulthood, until a much older sister took over the firm.

Motherhood following a business career for Susan, saw her contributing to family income with two early ventures. The first was small business oriented and low to medium in income, managed in and around the needs of her children. This was her second choice of first venture. Despite her ambition, her plans for a significant venture launch were abandoned when she became pregnant with her first child. The early death of husband Stanley meant Susan was sole income provider for her family, propelling her into her second business venture. Time 2 shows that after spotting a lucrative opportunity offshore to bring to New Zealand and envisaging multiple market opportunities, what started as an entrepreneurially oriented and low to medium income business rapidly grew into an entrepreneurially oriented, high income yielding venture. Using her personal skills, her growing business network, ingenuity, resourcefulness with little resources, and a drive to actively pursue new local and international markets Susan’s business soon moved into the opposite quadrant to her very brief first small business beginnings. This second business developed into an international entity. This trajectory closely replicated Stella’s business pathway a generation earlier.

Additionally, in Time 2, children Sandra and Seth were actively immersed in the second business, initially run from home and then from industrial premises. Like their mother learning from their grandmother a generation before, Sandra and Seth learned the business and how to build business networks. Both learned about growing a successful business at their mother’s knee, while also learning about a common family business vision and purpose. Somewhat different to Stella, Susan had expectations for her children but these were focused around expected involvement to support the firm as opposed to purposefully envisaged success. They learned that this is “what their family does”. At the same time, Sandra and Seth were also observing their grandmother Stella’s business journey, so learning from two generations of women who had entrepreneurial and high-income yielding ventures. Susan was the driving force (dotted circle) in this time period. Between Time 2 and 3, this mantle moved to Seth as he began to develop his own entrepreneurial skills, with Susan relinquishing control into his hands and selling her share of the business. This business remains highly entrepreneurial in
approach, international in focus, and high yielding in income. Between time periods Sandra chose to travel and then begin her own small business on her return.

Time 3 saw both mother and daughter spot a lucrative opportunity in a market that was essentially untapped. In a similar vein to Susan’s first international entity, she and Sandra began with a small business, yielding initially low to medium income, from Sandra’s home. Using their combined business skills and networks the two women rapidly grew Sophisticated Styles along a similar trajectory to the earlier successful business but with an even faster progression.

In the current Time 4, this business run by mother and daughter continues to be highly entrepreneurial in approach, international in focus, and high yielding in income. As the business has grown clearly defined roles have meant Susan leading the development into markets, Sandra providing the creativity behind their product offerings, and both the envisaging of opportunities. From the beginning of this business both women have been the driving forces in this firm. The very rapid growth has meant some ability to manage Sandra’s three children in and around the firm, but this can be more accurately described as frequent visits to the site. The older two children (who are significantly older than the youngest) are observing both mother and grandmother actively growing a very successful business. In line with Chell’s (2000) definition of entrepreneurs, both women are continuously searching for new markets and developing new products to service these.
Figure 7.9 Dyad Four: The Growth-Opportunist
Figure 7.10 depicts Susan and Sandra as ‘The Growth Opportunists’. They are the second and third generations in a family of entrepreneurial women, with Susan’s mother (and Sandra’s grandmother) Stella being the first. Both generations have been raised in very successful ventures run by their mothers, in which they were immersed through childhood. The business Sophisticated Styles is resultant of this strong heritage of successful entrepreneurial business women and a wealth of creative and business skills and experiences they bring together working in an industry that they are passionate about. Many key members of their extended family and family circumstances have also influenced these two women. The combination of all of these factors has aligned well, supporting them in developing their high income yielding, entrepreneurial and internationally focused venture. Mother and daughter’s skillsets and experience suggest that they could have developed successful businesses in any industry in which they were interested. They have developed a passion for this industry as the business has developed. To both women, the business also represents an opportunity to use their skills for social good. As they are working in a specialised fashion area, they are providing stylish, quality clothes in a market that has previously been underserved. They perceive their business as offering a service in addition to their product offering, by providing people who need their clothes with garments to help them feel good about themselves. The rapid growth trajectory and size of the Sophisticated Styles firm means that there is less flexibility for childcare to be managed in and around the business, but the third generation are frequently onsite and observing both mother and grandmother manage the company. As can be seen in Figure 7.10, ‘The Growth-Opportunists’ are high in income on the vertical axis and entrepreneurial in approach on the horizontal axis. Both women are continuously searching for new markets and developing new products to service these
7.2.5 Summary

Figure 7.11 provides a summary of the Time 4 period for all the dyads. It also depicts the baseline typology derived in this study.

Firstly, ‘The Artisans’ are central in approach between small business and entrepreneurial with sturdy middle income potential. Despite the desire and the efforts to grow the firm, strong in this mother-daughter dyad, is their attachment to the craft of dance, and a strong heritage supporting this. If Dianne can find a way to reconcile possibilities for expansion with this strong legacy, there may be future possibilities for this firm to move further towards a more entrepreneurial approach.
Second, ‘The Dependents’ are low to middle income and strongly small business in approach. Despite a desire to grow the firm, family dependence concerns and strong industry forces mean that this business is unlikely to easily move from this positioning. This is not necessarily a negative positioning, however. The business is a small business but it is making income that is supporting the needs of three people. This is not a failing business, but it is constrained in its possibilities to grow.

Next, ‘The Lifestylers’ are central between small and entrepreneurial in approach and their business provides a sturdy income. Having centralized from a strongly entrepreneurial approach centred around the mother participant, this business is now a careful balance to provide the lifestyle valued by both mother and daughter participant. Small potential growth being considered by Angie going forward may see this business move slightly further towards entrepreneurial in approach, but the pull of lifestyle is significant in this positioning.

Finally, ‘The Growth Opportunists’ are highly entrepreneurial in approach and yield a significant income. This business has been on a rapid growth trajectory and continues to enter new international markets. The strongly successful positioning in this typology is highly likely to be maintained by this dyad.

As finally, as outlined earlier, this typology provides is a “baseline understanding” (Gross, 1998) of the phenomenon being examined, the dynamic factors that shape mother-daughter family business dyads. The baseline typology or characterization provided in this study provides a characterization on which to build further understanding of the phenomenon in further studies.
7.3 Key influences over time

Time and the key influences identified in Chapter Six influence how participants construct their realities, including socially. This includes how they have “construct[ed] knowledge about themselves and others” to understand the world around them, in social contexts, and through shared experiences, to ultimately guide their actions (Chell, 2000, p.69). This has influenced their perception of possible opportunities and their ability to determine whether to, and how to respond to these (Chell, 2000). Important social contexts include the family, the business and the mother-daughter relationship. At all four time points, key shaping influences have contributed to how the participants construct their family, business and mother-daughter relationship realities and how they perceive opportunities, consider the viability of these and determine whether to pursue them.

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30 Both ‘The Artisans’ and ‘The Lifestylers’ are central on the horizontal axis, space constraints on the pictogram mean they appear to be either side of central in location.
7.3.1 The key influences of the family of origin

In Time 1 for mother participants, family of origin influences contributed to them firstly perceiving business ownership as possible, and then in Time 2 pursuing self-employment as an option. In Time 2 for daughter participants, similarly, family of origin contributed to daughters observing their business owning fathers and/or experiencing full immersion in their mother’s businesses contributed to them perceiving business ownership as possible or potentially working with their mothers in the family firm. Then in Time 3, pursuing self-employment, or joining their mothers in business. For Susan and Sandra, early and sustained immersion in each of their mothers’ strongly entrepreneurial ventures contributed to them individually, and then later together, pursuing entrepreneurial pathways.

In Time 2, mother participants were coming of age in a time of significant social change. They were influenced in Time 1 by their perceptions of their own mothers and the wider social context, to choose a different career pathway for themselves in Time 2. For some mother participants, the influence of siblings in Time 1 (and for Alice, her business experiences with her sister in Time 2) influenced their early development of attitudes and skills. In Times 3 and currently in 4, Dianne is influenced in her approach to business as brother Dean is perceived as a threat to her future family and business inheritance. Both positive and negative relationships with fathers, Time 1 for mother participants and Time 2 for daughter participants influenced the development of participants and their drive in some of their business choices.

Their families of origin have had significant impact in the lives of mother and daughter participants. Most mother participants and all daughter participants in this study have been positively influenced by their parents (and significant other family members) as role modelling business owners (Kirkwood, 2007; Rogoff & Heck, 2003; Scott & Twomey, 1988). They have strongly inspired participants in choosing self-employment. For Alice, and particularly Susan, this has included encouragement, observation and involvement in the businesses in childhood, and in Susan’s case potentially significant access to key entrepreneurial resources. Although not physical resources like capital, experiences in her mother’s firm started her development of key networks and connections (Jennings & Brush, 2013). Dee and Alice’s narratives suggest that self-employed extended family members also provided significant influence, but one in a positive and the other in a negative way. McElwee and Al-Riyami (2003) found that extended family role models, including uncles and aunts, can influence women entrepreneurs. In their
study, 17 of twenty-five women participants had at least one family member as an entrepreneurial role model.

Daughter participants had parental business role models throughout their childhoods. Emma had a negative experience with her father being a poor business role model, meaning that she learned from him how not to conduct business and has been inspired to do better than he did (Scherer et al., 1989). She did however have a working mother and Greene and colleagues (2013) found that a mother’s position on being in the work force also influenced daughters. Angie, Dianne, and Sandra had more positive experiences with both parents self-employed in their childhoods. Their time, however, was spent in their mothers’ businesses not their fathers’. The literature suggests that children of women entrepreneurs who had a positive experience with their mother’s self-employment during their formative years (Schindehutte, et al; 2003), and had their entrepreneurial mothers as role models (Waddell, 1983; Greene et al, 2013), were more likely to go on to business ownership themselves.

Early socialisation for daughter participants to their mothers’ businesses is suggested as occurring in this study. There is some disparity in the literature as to when socialisation to the family firm begins for children. For example, Handler (1989) suggests this potentially begins when children are close to adolescence. Keating and Little (1997), who studied farm families where home is literally the business, and Iannarelli (1992) who suggested money may not be available for outsourcing care, found this occurring much earlier. Three of the mother participants were the primary caregivers for their children while juggling business ownership and their businesses had variable ability to accommodate the children within them – as will be outlined shortly. For three mothers, this meant significant immersion for their children in the firm. In these firms, family orientation and transmission of values regarding the business and the more formal business socialisation began to become enmeshed. Garcia-Alvarez and colleagues (2002) examining male-led businesses, found distinct phases occurred, with family socialisation for all offspring occurring first and then a distinct socialisation phase for the chosen successor only, and upon formal entry for that person to the firm. Given the small size of the firms in this study, the early and long immersion of daughters in firms as mother participants balanced responsibilities, and gradual and more subtle formal entry into the firms by daughters, this delineation was less obvious.
With the businesses predominant in their lives, Sandra, Angie and Dianne would go on to either join their mothers’ businesses, or start a new one with her. Humphreys (2013) found that participation by daughters in family business can be traced back to the earliest years in a child’s life. She found that children remembered the family firm positively and the business being placed in the centre of the family’s life. This was in father-led family businesses and, unlike most of the daughters in this study, although business experiences were in most cases positive, daughters did not always consider a career in the firm – and in various ways, nor were they always encouraged to (Dumas, 1989; Humphreys, 2013; Overbeke, et al, 2013).

For three dyads the daughter’s immersion began the succession process (Cadieux et al., 2002; Handler, 1994). Both Dianne and Alice were immersed in their mothers’ firms as children and returned in formal roles to the businesses that they grew up in with the intention of eventually taking them over. Sandra’s experience has been akin to succession, but across two firms. Sandra moved through the “initiation” and “integration” stages with Susan in her second firm, before taking a break to pursue other activities and a small venture on her own. Susan and Sandra then began a new venture in what might be considered the “joint management” phase in the succession process (Cadieux et al., 2002, p.19). Some of the dyads present as jointly managed, for others the mantle of control or driving force for the future orientation of the business is beginning to move towards daughter participants (Handler 1994, Cadieux et al, 2002). The family business literature suggests that daughters are often either invisible (Curimbaba, 2002) or ignored as potential successors, with Keating and Little (1997) finding that this was gender-based. In Dyad Two, gender was a strong factor in Dianne entering the firm and not Dean. Gender lines in this family meant that father David encouraged football instead of dance once Dean “got to a certain age”. Both Sandra and Seth were encouraged into Susan’s second business, with Seth ultimately leading this firm. Gender is not implied as the reason for this. Rather, Sandra chose to travel and set up her own firm. As Angie is Alice’s only child, choosing between successors was not a concern in her business. Crutzen and colleagues (2012) suggest that some daughters feel a duty to join the firm. In this study this was not the case with all daughters being encouraged to pursue their own goals. Dee’s concern that Dianne would feel pressured meant that she initially dissuaded her from joining her business.

Socio-cultural factors are implied in the narratives of mother participants as both strong positive and negative influences. Nolan (2000) suggests women in New Zealand during the
1950s had been somewhat idealised and encouraged not to participate in the workforce but to remain at home and rear children. For many this meant that domesticity was imposed on them. The narratives of mother participants suggest that except for Susan’s mother Stella, their own mothers (Generation Zero), influenced by the social conventions of the time, represented this domesticity as married 1950s house wives. The mother participants in this study were coming of age in the late 1960s to early 1970s, a time of extensive social change for women (Gerson, 1983). Greene and colleagues (2013) suggest that feminist influences of socio-economic forces at the time mothers in their study were coming of age (they used the 1970 British Cohort Study (BCS70)) contributed to the advancement in perception of women’s place in the workforce. They suggest that prior to this, a woman’s place was traditionally primarily domestic and any work she undertook was perceived second to this. Many women of this generation also entered employment driven by both monetary needs (Gerson, 1983). Gerson (1983) suggests that a significant drop in the number of children women were having accompanied the rise of women in the workforce. This was occurring at a similar time to the income of two parents being needed to achieve a level of living that had previously been achievable on one income in their childhoods. Mother participant stories suggest that the negative influence of seeing their Generation Zero mothers as representative of forced domesticity and the influence of the changing social times contributed to them deciding on an alternative pathway. The changing social times brought the positive influence of the possibility of working, but also the negative connotations of responsibilities in contributing to income. The enterprises that women in this study run are also in traditional female industries, retail and personal service (Bowen & Hisrich, 1986), which Greene and colleagues (2013) suggest reflect traditionally feminine activities meaning that socialized roles and stereotypes persist.

Strong sibling influences are also reported as helping participants in developing personal characteristics and attitudes. Relationships with important people in children’s lives are central to their development (Collins & Russell, 1991; Parke, 1996). This aligns with work in attachment theory (cf. Bowlby 1969, 1973, 1975, 1979).31 This theory has been used to examine attachment bonds or first connections in children, often with a mothering figure (Ainsworth, 1989), and how these impact their relationships later in life (Buist, Dekovic, 31 There is a significant body of other psychological literature on gender development and parent-child relationships and interactions (in addition to attachment theory, Bowlby, 1969, 1973, 1975, 1979, for some other examples see psychoanalytical theory, Freud, 1974; cognitive development theory, Kohlberg, 1966; social learning theory, Bandura, 1977; gender schema theory, Bem, 1985) however detailed psychological analysis of the dyadic relationship is beyond the scope of this exploratory study.
Meeus, & van Aken, 2002). This includes “the propensity of human beings to make strong affectional bonds to particular others” (Bowlby, 1977, p. 201). This includes relationships from childhood to adulthood.

For Alice, her sister Abigail represented a negative, dependent influence as Alice needed to care for her and later had poor business experiences with her. Weisner (1982) suggests that this can lead to interdependence. Research on same sex sibling attachments indicates generally higher quality attachment relationships in adolescence for girls (Buist, et al., 2002), and closeness in adulthood (Weisner, 1982). Susan’s much older siblings are depicted as highly significant positive influences. Ainsworth (1989) argued that older siblings as parent surrogates are one type of attachment that children can form. These siblings may play an important developmental role in children’s lives, especially when they are not able to form secure attachment under normal circumstances with their parents. Over 20 years later, Denby and Ayala (2013) suggested that there is still very little known about adult siblings raising their younger siblings, citing a dearth of studies. Susan’s story suggests that her sisters provided a positive pseudo-parenting role after Susan’s parent’s divorce, her mother’s remarriage and her father’s death.

The most significant sibling interaction noted among the daughters’ narratives was Dianne considering her brother a future financial threat when their parents died, even though he has no interest in the dance school business. The problem lies in the ownership structure of the business and the premises. Friedman (1991) suggests that sibling conflict can be a significant problem in family businesses. Interesting in this study is that there were no reports of sibling rivalry with respect to being involved with the businesses. There was either no other sibling, or no other interested sibling, or the business was started specifically by the mother-daughter dyad with the purpose of being run as such. Some impact on this, as outlined, may also be that the businesses in this study are in traditionally female industries (Bowen & Hisrich, 1986). Although both Seth and Sandra were raised in Susan’s business, which manufactured a home décor product, receiving similar business exposure Seth went on the run one company begun by his mother and Sandra now runs Sophisticated Styles with her.

Both positive supportive and negative fractious interactions with their fathers have influenced daughter participants’ personal development, as well as career pathways. Much of the family business literature on fathers and daughters concerns father-daughter dyadic firms and attitudes
to daughters entering male-led family firms (Dumas, 1990, 1992; Humphreys, 2013). There is little in the research on a father’s influence on a daughter joining her mother’s business. There is some research on a father’s role in influencing entrepreneurial orientation (cf. Kirkwood, 2007; Scherer et al., 1989), but there is little literature in family business that examines this in relation to the early relationship between the two. Punyanunt-Carter (2007) examined father-daughter relationships with respect to satisfaction. She found that daughters, like Angie who reported a close bond with father Alan, feel secure and tend to be more confident and more easy going and therefore find attachments with others easier, including “develop[ing] satisfying bonds with their fathers” (Punyanunt-Carter, 2007, p.117). Angie was encouraged by father Alan when she wanted to permanently enter Attractive Apparel (co-owned between he and Alice). Although her father died early, Sandra indicated a good relationship with him. Both Dianne and Emma reported poor relationships with their fathers beginning in their early years. These would contribute to significant personal problems for Dianne and disengagement from her father for Emma. Emmanuelle (2009) suggests that attachments between parents and their adolescents are important, “especially… during developmental transitions… that are perceived by adolescents as threatening, as well as other new and unfamiliar situations” (p.92). This includes such transitions as potential future careers. When examining parental influences on career aspirations, Li and Kerpelman (2007) suggested that fathers need to be aware of the authoritative stances that they can take with their daughters, and encourage them “to express separateness within a supportive father–daughter relationship” (p. 113). David however encouraged Dianne to enter Delightful Divas (co-owned by he and Dee) even when Dee was initially hesitant.

7.3.2 The key influences of the created family and motherhood

Supportive spouses in Time 2 contributed to Alice and Dee choosing self-employment. This influenced how they conducted their business, as they were not solely responsible for the provision of family income. For Dee, this meant a small business approach, for Alice this support contributed to her having the flexibility to explore entrepreneurial options.

In Time 2, the absence of their spouses through death, contributed to Susan actively pursuing opportunity, and Eve pursuing self-employment in a small business. Divorce for daughters in Time 3, contributed to them considering how to better their positions and provide for their families. In Times 3 and 4 this has contributed to them considering possible opportunities and beginning to begin to try and pursue some of these. Despite recognizing opportunities,
personal, family and external constraints in these time periods, for some daughter participants have contributed to preventing them from pursuing these. Of these participants, those who seek to continue to pursue opportunities have yet to perceive possible options to help them overcome these limitations.

In Time 2, for mother participants, the responsibilities of needing to either provide, or contribute to income while also being caregivers for their children contributed to their perceiving business ownership as an opportunity to do this. As outlined earlier, an outcome for daughters was the immersion from early childhood, with early opportunities for learning the business, initially through play. This was also the beginning of transfer of knowledge between mother and daughter participants. Daughters’ increasing involvement and responsibility throughout childhood and adolescence meant the continuation of this. This contributed to daughters having well developed knowledge of business by the time they either joined the existing firm in a permanent capacity or started a new one. As outlined earlier, this context and these influences contributed to them perceiving working in the business with their mother, or self-employment as options.

In TIMES 3 and 4, similarly, for daughter participants, the responsibilities of needing to either provide, or contribute to income while also being caregivers for their children has also contributed to daughter participants’ perceiving business ownership or working in the family firm, as an opportunity to do this. Those needing to provide, rather than contribute to family income, were more likely to consider opportunities for business growth, either by starting a new business, or considering how to pursue further opportunities within the existing business.

In Times 3 and 4, the third generation of children are spending time with their mothers and their grandmothers in and around the family firm. For the dyads who are either predominantly small business or slightly entrepreneurial in approach, their business environment is more conducive to this than a highly entrepreneurial business environment. These firms also support care of the children by both mother and grandmother giving daughter participants more options than their mothers had. For the third generation, the businesses are providing them with immersion in and learning opportunities around their mothers’ and grandmothers’ business activities. They are beginning to emulate what they see their mothers’ and grandmothers’ doing suggesting that knowledge transfer is beginning between the two earlier and the third generation.
The created families of participants and being mothers have had significant impact in the lives of mother and daughter participants. Twenty years after their mothers (Generation Zero) were primary caregivers for their children, and managing their households, mother participants were also doing this – the difference being that they were also running their own businesses and contributing to household income (Lee-Gosselin & Grise, 1990; Longstreth et al, 1987; Loscocco & Leicht, 1993; Stoner, Hartman, & Arora, 1990). As such motherhood, childcare and business ownership are strongly linked as influences in the narratives of the mother participants. These were also factors for daughter participants. As Greene and colleagues (2013) suggest socialised roles and stereotypes for women continue. They further surmise that the worked-related roles that women pursue, as the findings in this study also suggest, are shaped by significant life events like motherhood and marriage/domestic partnership.

Women’s motivations for starting their own businesses can be explained by both ‘push’ and ‘pull’ factors (Brush, 1990; Orhan, 2005; Orhan & Scott, 2001). Push factors are those that press women into self-employment and entrepreneurial activity, and include the need to support family income and flexibility in childcare as two such factors. Pull factors are those that entice women into business ownership and include independence and fulfilment. Although research suggests that being pushed is more common for female entrepreneurs (Jennings & Brush, 2013), Brush (1990) suggests that it is rarely one or the other but rather a mixture. A combination of the two was found among mother participants in this study. Mother and daughter participants balanced push factors in their domestic circumstances including childcare and their need for income (cf. Buttner, 1993; Hisrich & Brush, 1984), and sometimes displacement triggers following divorce and death (Degeorge & Fayolle, 2011; Neider, 1987; Shapiro & Sokol, 1982), alongside pull factors (Brush, 1990; Ducheneaut, 1997), specifically the attraction of working in industries and/or businesses that they were passionate about.

Emerging strongly in the research of McGowan, Redeker, Cooper and Greenan (2012), who examined the realities of female entrepreneurship and balancing domesticity, was that this was generally considered positive for women. This was also the finding for the mother participants in this study. The women involved generally reported optimistic experiences in working for themselves. McGowan and colleagues (2012) further suggest that many women choose self-employment to try and balance their domestic situation and gain flexibility in childcare, as several mother participants in this study did, finding instead that balancing home with business responsibilities meant constant challenge. This is corroborated by other researchers examining
women entrepreneurs and work-life balance (see for example Kirwood & Tootell, 2008; Longstreth, et al, 1987). Parasuramen and Simmers (2001) further suggest that business ownership is not always the means to meeting these ends. A significant impact of balancing childcare and business ownership for both generations was that mothers needed to care for their children in and around their business activities. They were thus able to juggle their multiple responsibilities and daughters were being socialised to their mothers’ businesses at the same time.

Two spouses of mother participants have been invisible behind the scenes for many years, despite both having shared ownership, supporting their wives’ endeavors. As a result, these mother participants have been able to rely on their husbands’ support throughout their ventures, and periodically for childcare. There are indications that these two spouses assisted with childcare but outside their own working hours. It is implied that within working hours their children’s needs would be provided for by their wives. McGowan and colleagues (2012) also found that some fathers helped with childcare support for women business owners.

One important key point in relation to visible and invisible functions of spouses is that the roles that husbands play in the businesses in this study are different to the roles depicted in the family business literature for female spouses or partners of male family business entrepreneurs. The women in family business literature where the business is led by the husband are often invisible, working and supporting behind the scenes. Unlike husbands they may be integrally involved but unrecognised and uncompensated for their significant efforts (Frishkoff & Brown, 1993; Gillis-Donovan & Moynihan-Bradt, 1990; Rowe & Hong, 2000; Lyman et al., 1985). The husbands’ roles in this study however are similar to those suggested by Degadt (2003), who acknowledges the following:

There is an asymmetry between the position of the male partner of a female entrepreneur and the position of the female partner of the male entrepreneur. The male partner very often has a paid job outside the business of his wife but is consulted by her as an informal advisor for strategic decisions. The female partner of the male entrepreneur is very often a contributing wife (part-time or full-time) and is involved in all aspects of the management, from the strategic decision-making to the operational work (pp.388-9).
The unexpected early deaths of the two husbands of the other two mother participants prompted them into business ownership. Research suggests that unexpected life events like divorce, death and other personal crises can contribute to and trigger women beginning business ventures and other entrepreneurial activities (Degeorge & Fayolle, 2011; Shapiro & Sokol, 1982).

The husbands and ex-husbands of daughter participants are more disparate in influence, meaning that daughter participants present as a mix of primary, sole and shared caregivers of their children. As outlined earlier, McGowan and colleagues (2012) found that fathers helped with childcare support for women business owners and this included an instance of a family where the parents were separated. There is also incongruence among daughter participants in how family finances are supported. Divorce and sole provision of income have contributed to two daughters wanting to pursue growth in their businesses.

Childcare is being supported between the mother and daughter participants in the mother-daughter businesses, within and outside the business itself, while children are young, although for some this can become more difficult as children grow. This means that daughter participants have more childcare options than their mothers did when they were juggling childcare and business ownership, even within the same business they grew up in. The managing of childcare arrangements in and around the family business for daughter participants is supported by Haynes and colleagues (1999), who suggest that the family business is a unique environment in which there is some flexibility in balancing family and business and in which childcare is less likely to be outsourced. Day (2013), however, found that daughters’ experiences in family firms were more complicated. The firm could be flexible in emergencies but did not have the same elasticity long term, and much depended on the values of the founder. In the cases of the daughter participants in these firms, they are either supported by their sympathetic mothers, who also juggled childcare when younger, or are co-founders to the family firm themselves, meaning that this flexibility has been enabled when possible.

Another outcome of the mother-daughter dyadic business pairing is that the daughter participants’ children (Generation Three) are now immersed within their mothers’ and grandmothers’ businesses and are role-playing what they see their mothers and grandmothers doing. As they are still children, it is too early to determine the impact on this generation in terms of them considering joining the family firm or starting a business of their own in the future, as their mothers and grandmothers have. What can be determined in this study is that in
the juggling of childcare and running the business, the daughter participants’ children are being socialised in these mother-daughter businesses as the daughters themselves were. Trice and Knapp (1992) suggest that, although the literature shows that children, both boys and girls, have long shown aspirations to their father’s careers, recent findings suggest mothers’ roles also influence children. They found in their study that both boys and girls can aspire to their mothers’ careers and suggest that this may be because the children know more about what their mothers do. An earlier study suggested that children are three times as likely to visit their mothers’ work premises as their fathers’ (Trice & Haire, 1990). This aligns with the findings of this study, as the children of daughter participants spend significantly more time at their mothers’ place of employment. It also aligns with the research cited earlier as to the impact on children of entrepreneurial mothers and being raised in family firms.

As outlined in Chapter Two, Brush and colleagues (2009) propose that when examining female entrepreneurship, in addition to money, markets and management, both motherhood and the meso/macro environment also need to be considered (5Ms). The domestic context (including motherhood) and wider societal influences, strongly contribute to shaping the lives of the women, their families and the businesses in this study. In line with the argument of Greene and colleagues (2013) both mother and daughter participants hold traditional roles while also managing their firms. Influenced by personal preferences, family expectations and wider societal constructions of women, both generations of participants either have been or are currently primary household managers, income providers and caregivers for their children. Neither generations are solely in traditional positions held by their Generation Zero mothers/grandmothers, who excepting Susan’s mother Stella, were primarily homemakers, but they are doing the same tasks the Generation Zero women did and running a business as well. The businesses that participants operate are in traditional feminine areas but the choice of firms in this study also helps to facilitate the management of the multiple roles that they juggle. They are also more practical than other options. For example, both Alice and Angie suggest it would not have been possible for Angie to spend as much time at her father’s place of business, given safety concerns as he worked in heavy industry. Both mother and daughter supporting the third generation within the firm also speaks to the centrality of motherhood in these dyads.
7.3.3 The key influences of the mother-daughter relationship

Across Times 2-4\textsuperscript{32}, the mother-daughter relationship has had a significant impact in the lives of mother and daughter participants. Chodrow (1978) suggests that the mother-daughter relationship\textsuperscript{33} is extremely complex, yet the closest of all familial relationships, and continually evolves throughout the lifetimes of both women. Mothers and daughters engage throughout their lives as the mother is the primary caregiver and all her children, regardless of gender, identify with her. However, it is a daughter’s identification with her mother that continues to evolve throughout life.

As outlined earlier, Bowlby’s work on attachment theory sought to explain how children became attached emotionally to their parents/mothers and distressed when separated from them, but it was later contended that attachment theory can be used to characterise attachment behaviour with emotionally significant others throughout life (Bowlby, 1977), with the quality of the early mother-child relationship thought to influence the child’s self-esteem and capacity to establish future relationships. The early relationship between mother participants in the study and their daughters is predominantly reported as having been close. Although she discusses transitions and changing influences (Fischer, 1981; 1991) Fischer suggests that the special bond in mother-daughter relationship can be one of the closest of all intergenerational ones, with the power to influence the two women significantly throughout their lives.

Both mother and daughter participants in this study predominantly reported being close to their dyadic counterparts into the daughter’s adulthood, as well with their adult relationship being more akin to friendship. Buhl (2009) suggests that developing an adult relationship between mothers and daughters is often assumed to be similar to being best friends, finding as such, it is supportive. She found that daughters consider themselves to be equal in status once they are also adults. It is clear the mothers and daughters in this study enjoy spending time together for both leisure and business, and where possible they combine the two.

\textsuperscript{32} Time 1 was the mother participants’ family of origin period.
\textsuperscript{33} Shrier, Tompsett and Shrier (2004) suggest that there is a growing body of other psychological literature on mother-daughter relationships, including psychoanalytical studies (Freud 1955-1974; Chodrow, 1978/1999). Boyd (1989) suggest this also includes empirical research (Macke & Morgan, 1978; Smith & Self, 1980; Fischer, 1981). However detailed psychological analysis of this dyadic relationship is beyond the scope of this exploratory study. The purpose of this section is instead to position the personal relationships of mother and daughter participants as underpinning their business ones.
Both women are also mothers and this has influenced the relationship between grandmothers and grandchildren. Fischer (1981) suggests that the mother-daughter relationship can be considered a life cycle with “several periods of transition” (p. 613). This includes transition to adolescence, to marriage and becoming a mother, and to old age for the mother participant. She suggests that these phases bring about a change in the state of the relationship between mother and daughter. Mother and daughter participants in this study share the experience of both being mothers. Fischer (1981) found that mothers and daughters can become closer after the daughter becomes a mother. She also suggests that for mothers, becoming grandmothers meant that their family ties became stronger. Implied in the narratives in this study is that supporting their daughters in managing mothering their children is important to mother participants. A shared goal across the dyads is mother participants and daughter participants wanting to do their best for the Generation Three children.

Another key outcome is that the mother-daughter dyadic participants know each other well, with their personal relationship underpinning their business one. The continued nurturing of their personal relationship underlines this. Supporting a strong working relationship are well-defined work roles playing to individual strengths, mutual admiration and respect, and complementary as opposed to competing skill sets. There is some disparity in the literature on the working relationships of mothers and daughters. Campbell (2002) found mothers had a close working relationship with daughters in mother-daughter-led firms, in which long-term, strong, stable mentoring relationships were formed. Vera and Dean (2005) found that the relationship between mothers and daughters in father-led firms could be positive and in contrast to other studies where daughters found themselves in a power triangle with mother and father. Daughters may also need to prove themselves to their mothers (Cadieux et al, 2002) and other non-family managerial employees (Dumas, 1992). Both Cadieux and colleagues (2002) and Vera and Dean (2005) also found that in mother-daughter successions mothers struggled to let go of the firms.

For the mothers and daughters in this study, clear role division means that between them they meet the businesses’ needs in terms of commercial and systems skills and creativity. Early literature on father-daughter relationships by Dumas (1989) suggests that ambiguity and role definition was an issue for daughters working with their fathers. Daughters would enter the business and either team up with their father or find an unobtrusive niche in the firm, avoiding conflict where possible. Humphreys (2013), however, found that a successful working
relationship involved a successor who is passionate about the business with the skills needed, an incumbent who wants the business to remain in the family, and shared values about the family and business. It further included “clear roles, trust, mutual respect, and accommodation for each other’s styles and life stage,” (Humphreys, 2013, p.32).

For some mother and daughter participants, stronger boundaries have been needed in their personal relationship and between home and business to avoid conflict and to allow time for each to retreat. Chodrow (1978) suggests that sometimes mothers and daughters can fail to separate and individualise. Boyd (1989) suggests that mothers and daughters can face conflict when their inability to separate occurs. Conflict arose between Dee and Dianne when Dianne went through a rebellious phase in her adolescence. Saturation in high expectations and time spent in the dance school are suggested as contributory. Implied in Alice’s narrative, but explicit in Angie’s, are boundary issues resultant from not having retreat time, or anywhere to retreat to, when needed. This was exemplified when Angie and Andrew moved in next door to Angie’s parents. Restoring healthy boundaries by the younger couple moving away has meant time spent together now is quality time. Eve and Emma domicile together, as well as run Exceptional Events. Pressures in the business and their proximity domestically have spilled over into their personal lives. They recognise this and have plans to address it.

As family and business overlap there is potentially space for permeable boundaries which in turn can mean potential for each system to influence and/or spillover into the other (Knapp et al., 2013). Personal lives of family members extend into the business ones, and when family and business social systems overlap there is potential for conflict. This can happen as members of more than one social system try to manage the different roles that they have. Kaslow (1998) found that blurred boundaries were also a problem in her study of mother-son dyads. The same has also been implied in father-daughter studies. Further, Higginson (2010) found, when examining mother-daughter successions, that establishing emotional boundaries was important in a healthy relationship between the dyadic pairs.

One of the few pieces of research into mother-daughter family businesses concerns intergenerational knowledge transfer between mother and daughter (Higginson, 2010). One of the long-term aspects of having worked together since the daughters were children has been the opportunity for this to occur in the mother-daughters dyads in this study. For most of the dyads early immersion in their mothers’ firms as children started the facilitation of this.
Higginson (2010) examined succession in mother-daughter family businesses, focusing specifically on knowledge transfer from mothers to daughters with the premise that this was towards preparation for the mothers’ eventual exit. She found four synergistic relational elements were needed: structure, cognition, reflection, and affection. The structural element consists of connective networks cultivated by mothers and then introduced to daughters. There are strong components of this implied in relation to Susan and Sandra, and a generation earlier between Susan and her mother Stella. Across their lives, Susan and Sandra have been exposed to and have used opportunities beyond their current business to expand their networks. Sandra is still learning about Susan’s extensive resource grid. For both Angie and Dianne, although they learned about such networks through observation in and around the firm, it is suggested that they have primarily learned about their mothers’ connections once in a permanent role in the firm. In Dianne’s case, as she expands the firm she is building her own.

The cognitive element (Higginson, 2010) includes weighing up options and then problem solving towards a solution, with mothers and daughters working closely side by side, so ensuring that their strategies are aligned. A few specific examples of this occurring in the more formal manner implied in Higginson’s (2010) study are given in narratives in this study. One such example is when Alice and Angie need to do the seasonal buying. They advised that this involves them shutting themselves in a hotel for several days and emerging with their seasonal fashion offerings. As buying is one of their significant expenditures each season, this is a process that Angie has needed to learn carefully alongside Alice and is now something they determine together. The cognitive element is also present in such decisions as them jointly agreeing to keep the manageable lifestyle focus of the firm for now, although there are indications that Angie may want to challenge this in the future. Reflection and affection in Higginson’s (2010) model relate to consideration, alone or by both, as to how the business might be managed when the mother exits and healthy boundaries in the mother-daughter relationship. The need for appropriate boundaries has already been outlined but with respect to reflection, mothers and daughters indicate in their narratives that they have spent time considering what the future of the firms might entail when only the daughters are running them. In line with findings by Cadieux and colleagues (2002) and Vera and Dean (2005), there are indications that some of the mother participants, Alice and Dee in particular, may struggle with letting go of the business when the time comes.
7.3.4 The key influences of the career, business and opportunity journey

Their careers to date, their businesses and their ability to recognise and pursue opportunities have had significant impact in the lives of mother and daughter participants in this study. Pathways to working together in family businesses have been disparate for both mother and daughter participants. Anchored in these disparate pathways, and in the key influences in their lives, some participants have pursued an entrepreneurial (Chell, 2000) and others a small business approach to their businesses (Carland et al., 1984).

Susan and Sandra bring to Sophisticated Styles an experienced, highly entrepreneurial past, a rich skill set, a strong resource base and a drive to actively pursue growth. This heritage and vision is strongly shared by both mother and daughter. Their positioning is strongly likely to continue while they share their current vision for the business. Susan and Sandra have worked together albeit across two businesses since Sandra’s childhood. But Sophisticated Styles was a new venture between them as adult business owners, this business is not the one that Sandra grew up in. This is a strong entrepreneurial family where the pursuit of opportunity and entrepreneurially focused activities has been nurtured (Nordqvist & Melin; 2010).

Attractive Apparel and Delightful Divas are both centralized on the axes between small business and entrepreneurial in approach. This is despite Dee following a small business path and Alice an entrepreneurial one. A long-term strongly shared actuality and a shared vision underpins both dyads: the dance craft, a desire to promote the performing arts and a strong family legacy, for Dee and Dianne, and the importance placed on lifestyle for Alice and Angie. These are valued by both mother and daughter. Some growth and maintenance of income have led to their central location. The satellite studios and some new product offering for Delightful Divas are relatively recent and moving to three sites some time ago, this means the business is a solid resource base from which Dianne and Alice could pursue further growth. Even though Dianne and Angie are both considering and pursuing growth in the future, they will need to perceive ways to do with while reconciling with these long and strongly valued legacies. The lives of both mother and daughter in these dyads have been entwined, in these ‘particular businesses’, since the daughter’s childhood, contributing to this.

Eve and Emma bring a shared small business past, a series of set-backs, and a past of financial dependence to their business. Their firm is very small and they have strong limitations on their ability to move from their positioning. Even though Emma would like to grow the firm, both
mother and daughter are acutely aware of their positioning and the personal and industry forces that constrain their growth potential. This venture was started by Emma as a new venture as an adult, she does not have childhood ties to this ‘particular’ business.

As outlined in the literature review, there is significant overlap between the entrepreneurship and family business literature in recognising the important role the influence of family plays in entrepreneurship (Dyer & Handler, 1994). Nordqvist and Melin (2010) discuss a nexus between family business and entrepreneurship, suggesting that in considering potential entrepreneurship in a family business context, the entrepreneurial family and the entrepreneurial family business need to be taken into account. They suggest that “entrepreneurial family… refer[s] to the family as an institution, or social structure, that can both drive and constrain entrepreneurial activities” (Nordqvist & Melin, 2010, p.214), and entrepreneurial family businesses as organisational contexts supporting or constraining this. As will be discussed shortly, the mother-daughter relationship and the businesses mother and daughter manage can be “incubators” or resource bases from which to pursue entrepreneurial activities ( Heck et al., 2006, as cited in Nordqvist & Melin, 2010).

As outlined in Chapter Two, Chell’s (2000) socially constructed and contextually embedded entrepreneur is an entrepreneur in the situation that he or she is in. This may be venture creation (Gartner, 1989), or it may be sustained entrepreneurship in the form of pursuit of opportunities by those who found, purchase, inherit and/or pursue opportunity in established organisations (Chell, 2000). There are examples in the study participants, for whom beginning their ventures was their only significant entrepreneurial act. For example, Dee’s start-up, when the business was Dee’s Dance School, and Eve’s first firm. After starting their firms they settled into management of their businesses, no longer pursuing entrepreneurship ( Schumpeter, 1934). And there are examples in the findings, where entrepreneurship has been actively pursued by participants across several businesses as serial (Birley & Westhead, 1993) and habitual entrepreneurs (Westhead & Wright, 1998); for example Alice and Susan, respectively. There are also examples within the study of participants settling into small business ownership, and pursuing stable profit and strong personal and family goals (Carland et al., 1984).

Chell (2000) suggests that three things are necessary for entrepreneurship: ownership, the marshalling of resource and assumption of risk, and the restless pursuit of opportunity.
regardless of resources under his or her control. All of the participants excepting Angie and Eve have ownership in the firms, but although they do not own the business, their dyadic counterparts, Alice and Emma, do. Some of the participants have restlessly pursued opportunity, and with precarious resourcing in the beginning. Both Susan and Alice reported the ingenious ways they gathered what they needed to build their firms post-launch because they believed in their vision, wanted to succeed and they did not have the resourcing available or easily obtainable. Others, like Dee and Eve, have started their own businesses but have, in their words, had opportunity “come to them”. These involved action on their behalf, but on a much smaller scale and vision compared to Susan and Alice.

Further, based on the language from their narratives, participants imply they can ‘spot’ opportunities, suggesting that they can form mental images in their minds ‘envisaging’ future possibilities (Chell, 2000). The difference in outcome for participants in the study is whether they pursue turning these opportunities into reality. Theorists diversely suggest that opportunities actually exist, or are imagined. Actual opportunities require alertness and action on the part of the entrepreneur (Kirzner, 1982; cited in Chell, 2008). Conversely, they can be imagined and successful entrepreneurs create the imagined future from these (Shackle, 1979, cited in Chell, 2008). Chell’s (2000) position suggests that mental models underlie entrepreneurship and that, although small business owners can imagine possible futures, entrepreneurs create them. Further differences are in time and space. Small business owners like Eve and Emma currently envisage in and operate in “small spaces” that are local in focus. Entrepreneurs like Susan and Sandra think and pursue “widely and globally, actively use[ing] contacts and networks and are instead ‘cosmopolitans’” (Chell, 2000, p.74). She suggests that opportunities are social constructions “which become part of the mental space between the entrepreneur and their perception of reality” (Chell, 2000, p.47).

Sometimes opportunities are not realised, even for successful entrepreneurs. Chell (2000) suggests that careful, “mindful” consideration is needed, including the ability to envision the future and then attempt to realise it. She suggests that this means determining when something is worth pursing, or pursuing further. For example Sandra was interested in an innovative product and had put significant effort into its development, but pulled back because she determined it was non-viable for the market.
Susan and Sandra are habitual entrepreneurs with both owning at least one other venture before their current one (Birley & Westhead; 1993). Although Eve and Emma previously owned their own firms, their perceptions of what is possible for their businesses are oriented differently to Susan and Sandra’s. The two dyads are in diametrically opposite positions on the axes. Their early business experiences in pursuing opportunities are also incongruent. Additionally, influencing factors in their personal and family lives are emphasized differently. As discussed earlier in this chapter, entrepreneurial role models are influential for the next generation (Kirkwood, 2007; Rogoff & Heck, 2003; Scott & Twomey, 1988). This was important as Eve and Emma watched their role model, Edgar, fail in business. Conversely, Susan had a strongly positive influential experience growing up in and around Stella’s firms. Sandra has had her grandmother and her mother Susan as maternal entrepreneurial role models This has contributed to her more entrepreneurial pathway (Schindehutte, et al; 2003; Waddell, 1983; Greene et al, 2013). Sandra also had her father as a successful business role model (for a period). The family legacy of entrepreneurial pursuit is a co-constructed reality for Susan and Sandra: “This is what our family does”. Even in the same industry as Eve and Emma, Susan and Sandra could potentially have determined and then pursued ways to overcome some of the constraints Eve and Emma face in the industry.

Sandra, Dianne and Emma have all been divorced. Like Dianne and Emma, Sandra found herself the sole provider when husband Shane was no longer present in the family equation. Reconsidering their realities after their divorces have led all three to consider how to improve these. Dianne and Emma saw entrepreneurial undertakings as possible pathways for improvement. Sandra was already doing so. Research suggests that unexpected life events like divorce, death and other personal crises can contribute to women beginning business ventures and other entrepreneurial activities (Degeorge & Fayolle, 2011; Neider, 1987; Shapero & Sokol, 1982). As per earlier discussion, these women have approached their realisation of possible future pathways in disparate ways. Sandra, in an entrepreneurial family environment with Susan, has been able to continue to thrive as successful mechanisms and a strong resource base are in place. She and Susan are strongly aligned on what they are seeking to achieve and their active realisation of this (Chell, 2000). As outlined, Dianne and Emma face different constraints; Dianne, the strong pull of the family dance legacy and Emma, family and industry implications. Sandra’s success however, has not been without complications. Active and successful pursuit of opportunity has meant a different focus in managing childcare around her business activities. While Dianne and Eve have their children actively immersed in the
business, size and operational constraints mean that Sandra’s children are more observers to the process and her time with them is limited.

Stewart and colleagues (1999) examined the proclivity for entrepreneurship for entrepreneurs, small business owners and corporate managers in terms of achievement motivation, risk-taking propensity and preference for innovation. When compared to entrepreneurs, small business owners were less risk-oriented, less motivated to achieve and had less proclivity for innovation. This has emerged in the findings with respect to Dee and Eve. Once they settled into their first businesses, both were content to pursue steady profit doing what they knew without the need to pursue significant opportunities. These authors also determined entrepreneurial owners to have psychological traits that are congruent with their goals to grow and make money from their businesses, and strategically plan to do so. This is evident with Susan and Sandra, who have strong goals to pursue growth, have a history of taking risks and are strategically oriented towards realisation of their goals. Alice actively pursued opportunity and took many risks in her early career. Until she became focused on returning to the fashion industry and a stabilising, life-style oriented business, potentially missing for Alice was a strategic orientation. Her choice of pathway, multiple and diverse start-ups, suggests some ad hoc choices and reliance on experiences and gut instinct as opposed to a strategic vision.

Chua and colleagues (1999) suggest that a family business is distinguished from other businesses because a “family business...behaves like one” (Chua et al, 1999, p.24). The family behaves in a way that shapes and pursues the vision of the firm. This may be done with or without ownership, and while working towards intergenerational sustainability. The dyads in this study have at least two family members in their firms: mother and daughter. Other family involvement consists of co-owning spouses who do not have day-to-day roles. Also involved are Susan’s husband and Angie’s sister-in-law, but neither have ownership in the firms.

There is movement in all the firms towards shaping the future of each business. Excepting Susan and Sandra who are actively pursuing growth together in a very strong entrepreneurial partnership, the visions for the future of the firms are now either predominantly being shaped by the daughters, or will be in the near future. Consideration is beginning as to how mother participants might begin to exit the businesses and what this might mean for mother, daughter and the firm. The steps towards intergenerational sustainability began in the early childhoods
of Dianne, Angie and Sandra\textsuperscript{34} because of their very early immersion in their mothers’ firms. This meant both learning the businesses, and about business, at their mothers’ knees. Each of the dyads wants to see their business continue to support future generations, and the shared vision for each firm is strongly oriented towards this. The immersion in the firms of the daughter participants’ children is also beginning of the next generation learning the business suggesting strong possibilities for a legacy of these mother-daughter firms being sustained into future generations.

### 7.4 Chapter Summary

Building on the findings in Chapters Four to Six, this chapter has discussed the key influences in the lives of the four mother-daughter family business dyads in relation to the literature. Additionally, three measures – business orientation, income potential and movement over time were introduced – towards determining a baseline characterization or typology for the mother-daughter family business dyads in this study. Four conceptions of mother-daughter dyads were then derived. These are: ‘The Artisans’, ‘The Dependents’, ‘The Lifestylers’, and ‘The Growth-Oppportunists’.

‘The Artisans’ were determined as masters of their craft, and anchored in a strong legacy. This pulls them towards central in approach. They have sturdy middle income potential. With reconciliation between possible opportunities and this strong legacy, there may be future possibilities for this firm to move further towards a more entrepreneurial approach.

‘The Dependents’ run an events management firm. They are low to middle income and strongly small business in approach. This is not necessarily a negative positioning; rather it is constrained in its possibilities for growth. Family dependence concerns and strong industry forces mean that this business is unlikely to easily move from this positioning.

‘The Lifestylers’ value balancing their lives in and outside their business. Having centralised from a strongly entrepreneurial approach centred around the mother participant, this dyad is careful to balance business with lifestyle. Some potential growth being considered and enacted

\textsuperscript{34} Although Sandra learned in Susan’s first and second business before starting the third, Sophisticated Styles with her.
by the daughter participant going forward may see this business move slightly further towards entrepreneurial in approach.

‘The Growth Opportunists’ are the second and third generations raised in and around successful ventures by entrepreneurial mothers. Together they continue to develop their high income yielding, entrepreneurial and internationally focused venture. The rapid growth trajectory and goal to continue to enter new international markets means that the strongly entrepreneurial approach is highly likely to be maintained by this dyad.
This concluding chapter is divided into eight sections. As depicted in Figure 8.1, first, the framing is reviewed towards the main purpose of this exploratory study. This is the derivation of theoretical insight from examining the key influences in mother-daughter family business dyads. It includes identifying the influences and then examining how they have shaped these women, their families and their businesses. Next, methodological implications from this research are examined. Thirdly, the contributions of this study to knowledge are explored. Following this, the practical implications from the findings of this study for business advisors are examined. Limitations and suggestions for future research studies are then outlined. Finally, the chapter and thesis are closed with concluding remarks.

Figure 8.1 Chapter Eight – Future Chapters – Conclusion
8.1 Framing

Mother-daughter family business dyads by definition share a familial bond. One of the difficulties faced when examining a phenomenon in which there are few studies is determining how this might align with related research in existing fields. In addition, they own and/or lead their family businesses. With gendered literature under-represented in both the family business and entrepreneurial domains, a framework was needed in this study to bridge both fields. As introduced in Chapter 1, Figure 8.2 outlines the framework adopted for this study.

As depicted in Figure 8.2 this study sits in the family business literature. In Chapter Two, an overview of the field of family business research was provided and a working definition for family business adopted for this study. The definition adopted after considering the literature acknowledges the complex intergenerational factors interleaving the family and professional lives in the family business context (Chua et al, 1999). This research is also informed by the entrepreneurship (including small business) field. An overview of the field of entrepreneurship (including small business) led to two definitions adopted. These were Chell’s (2000) definition of the socially constructed and contextually embedded entrepreneur, who pursues opportunity...
beyond the act of venture creation, and Carland and colleagues (1984) definition for small business that allows for an orientation towards more personal goals and profit stability, rather than growth.

As depicted in Figure 8.2 further informing the study are gendered findings examining women in family business and women entrepreneurs. The gendered literature revealed that women in family businesses are often invisible (Martinez Jimenez, 2009), but there is power behind this shroud (Gillis-Donavan & Moynihan-Bradt, 1990). Women fill a variety of roles and move within these roles. They are also influenced by and manage multiple interrelated and role-conflicting systems in their lives (Salganicoff, 1990). Participation in and learning how to lead in family businesses is influenced by opportunity, family influence, support and mentoring (Dumas, 1998).

An examination of early gendered entrepreneurship literature revealed study of personal attributes and the types of businesses run by women (Greene et al., 2003). As the subfield has developed, frameworks have been derived on which to organise the literature, with early ones examining at the individual level (Brush, 1992) and later ones taking into account environmental influences and context (Brush et al, 2009). A review of gender comparative studies by Jennings and Brush (2013) answers four foundational questions regarding the participation of both genders in entrepreneurship, the differences in their financial resource acquisition, their different strategic, organisational and managerial practices, and performance. Literature on women entrepreneurs has informed the wider field with respect to entrepreneurship being gendered, embedded in families, resulting from necessity as well as opportunity, and for reasons other than economic gain. Researchers are also starting to question the masculine connotations long associated with entrepreneurship to do appropriate justice to women practitioners (Ahl, 2006; Hamilton, 2013).

Family businesses are a rich environment for studying the dynamics of parent-child interactions. As depicted in Figure 8.2, family business literature examining intergenerational relationships were also examined. Existing parent-child family business studies concern intergenerational relationships and are predominantly situated in the succession literature. Parents can also influence their children’s entrepreneurial propensity (Kirkwood, 2007; Schindehutte et al., 2003). Contrasting dynamics are revealed in existing parent-child dyadic studies (cf. Davis & Tagiuri 1989; Kaslow, 1998; Rosenblatt et al, 1985). Father-daughter
dyads can be complementary, nurturing and mentoring with considerable effort on the part of the daughters to keep these relationships intact (cf. Dumas, 1989, 1990, 1992; Humphreys, 2013; Vera & Dean, 2005).

Finally, the sparse existing literature on the mother-daughter family business dyad reveals that the two women tend to work well together in the family firm (Campbell, 2002), but there are discrepancies especially when there are issues around control (Barrett & Moores, 2009b; Vera & Dean, 2005). Campbell (2002) suggests a strong relationship where there are few boundaries between home and work. Leadership may, over time, become non-hierarchical (Campbell, 2002) but daughters may also need to prove themselves first and mothers may never fully let go of the business, even after retirement (Cadieux et al., 2002; Vera & Dean, 2005). Higginson (2010) provided evidence of factors that can support a successful succession, including relationship management and having appropriate boundaries between home and work in place.

8.2 Answering the research question

As gaps in the literature reveal, very little is known about the mother-daughter dyad in women-led family businesses, especially when the adult daughter is herself a mother. This framed the overall purpose of this study which was to further research on women-led and intergenerational dyadic combinations in family business. Two broad objectives focused this purpose:

1) To identify the key life influences in mother-daughter family business dyads
2) To explain how these shape mothers, daughters, their families, and their approaches to businesses.

Therefore, the research question answered in this study is:

What key influences shape mother-daughter family business dyads?

Firstly, four key overarching themes emerged as influencing mother-adult family business dyads: their family of origin; their created family and motherhood; their mother-daughter relationship; and their career, business and opportunity journey. A cross-dyadic examination of these four themes revealed further influencing factors. These influences are summarised in Table 8.1.
Table 8.1 Summary of the key emerging themes from the shared narratives of mother-daughter participants.

<table>
<thead>
<tr>
<th>Key Overarching Themes</th>
<th>Key Influences</th>
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<td>Mothers</td>
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<tr>
<td>Family of origin</td>
<td>Parents and other family as business role models</td>
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<td></td>
<td>Business socialization and observation</td>
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<td></td>
<td>Sociocultural factors</td>
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<td>Siblings</td>
<td>Spousal support and absence</td>
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<td></td>
<td>Contribution to income</td>
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<td></td>
<td>Juggling business ownership and childcare</td>
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<td></td>
<td>Impact on third generation</td>
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<tr>
<td>Created family and motherhood</td>
<td>Early relationship</td>
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<td></td>
<td>Admiration and respect</td>
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<td></td>
<td>Friendship</td>
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<td>Clear roles</td>
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<td>Boundaries</td>
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<td></td>
<td>Intergenerational transfer of knowledge</td>
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<td>Mother-daughter relationship</td>
<td>Pathway to mother-daughter business</td>
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<tr>
<td>Career, business and opportunity journey</td>
<td>‘Waiting for’ and ‘going to’ the market approaches</td>
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Family of origin influences for both mother and daughter participants include the influence of parents and other family as business role models, including their siblings. For mother participants, socialisation to and observation of family businesses as children, and sociocultural factors have also been influencing factors. Finally, for daughters immersion in their mother’s business growing up and the influence of their fathers are identified as influencing factors.

Created family and motherhood influences for mother participants include the support provided by and the absence of spouses. A further influencing factor was the juggling of business ownership and childcare. Important influences for daughters are the incongruence of spousal support and juggling childcare within a family business setting. For both generations, key influences have been the effects of needing to contribute to family income and having the third generation in and around the business.
The key influences of the mother-daughter relationship were common to both mothers and daughters. These included close early relationships between generations, and two levels of relationship, personal and business, with the personal relationship being more akin to friendship now the daughter participants are adults. This is identified as underpinning the business relationship. Clear role definition in the business also emerged as an influential factor. Given the time participants spent with their dyadic counterparts, problems with boundaries between home and business sometimes emerge. Finally, the experiences in dyadic pairs as to how knowledge has transferred between mother and daughter are influencing factors.

Disparate journeys towards working together in their current mother-daughter businesses and the implications of this, individually and within their dyads, emerged for both generations. For some mother participants, business ownership has involved actively chasing new markets and for others opportunities have led to outcomes smaller in scale. And finally, influencing daughters are their current and potential approaches to their businesses.

Secondly, key to answering this question is understanding how participants socially construct their realities in relation to these factors. This includes how they “construct knowledge about themselves and others” to understand the world around them, in social contexts, and through shared experiences, to ultimately guide their actions (Chell, 2000, p.69). This influences their perception of possible opportunities and their ability to determine whether to and how to respond to these (Chell, 2000). In this study, mother participants experienced early observation of parents and other family members as business role models, by either being socialised to or immersed in family businesses. This contributed to them firstly perceiving as possible, and then pursuing, self-employment as an option. Similarly, for daughter participants observing business owning fathers and/or full immersion since childhood in their mothers’ businesses contributed to them perceiving as possible and then pursuing self-employment, or joining their mothers in business. For one mother and daughter dyad, early and sustained immersion in each of their mothers’ strongly entrepreneurial ventures contributed to them individually, and then later together, pursuing entrepreneurial pathways.

Mother participants were coming of age in a time of significant social change. They were influenced by their perceptions of their own mothers and the wider social context, to choose a
different career pathway for themselves. For some, siblings were influential in the early development of attitudes and skills and impacted on approaches to business when perceived as a threat. Both positive and negative relationships with fathers influenced the development of and business choices of daughters.

Supportive spouses contributed to participants choosing self-employment. This influenced how participants conducted their business as they were not solely responsible for the provision of family income. For some, this meant a small business approach; for others, flexibility to explore entrepreneurial options.

The absence of spouses through divorce or death contributed to the business choices made by mothers and daughters. To better their positions and to provide for their families, these participants were more likely to consider pursuing opportunities and an entrepreneurial approach. For others, despite recognising opportunity, personal, family and external constraints contributed to preventing them from pursuing these. Of these participants, those who want to continue to pursue opportunities have yet to determine how they might overcome these limits.

The need to contribute to or provide income for family, whilst also managing childcare, contributed to mothers perceiving business ownership as an opportunity, and then pursuing this. Similarly for daughters, this meant perceiving self-employment or joining their mothers in business as options, and then acting to realise this. As outlined, those needing to provide rather than contribute to family income were more likely to consider entrepreneurial approaches, either by starting a new business or considering further opportunities within their existing business. Some participants chose either to begin a business, or join their mother in her business, for strong personal reasons. These included attractive product offerings and/or industries, or family legacy and also working with their dyadic counterpart because of, and to further, their relationship with them.

Mother participants needing to either provide, or contribute to, income meant daughters were immersed in their mothers’ firms from early childhood. Transfer of knowledge between participants began early because of this immersion. Increasing involvement and responsibility throughout childhood and adolescence meant the continuation of this. This contributed to daughters having well developed knowledge of business (including the one they grew up in) by the time they either joined the existing firm in a permanent capacity, or started a new one.
This knowledge transfer process now involves preparation for the eventual exit of the mother participants from the firms.

Similarly, the daughter participants’ need to contribute to or provide income means that their children are spending time with their mothers and their grandmothers in and around the family firm. For the dyads who are either predominantly small business or slightly entrepreneurial in approach, their business environment is more conducive to this than a highly entrepreneurial business environment. These firms also support care of the children by both mother and grandmother, giving daughter participants more options than their mothers had. For the third generation, the businesses are providing them with immersion in and around their mothers’ and grandmothers’ business activities. They are beginning to emulate what they see their mothers and grandmothers doing, suggesting that knowledge transfer is beginning between earlier and the third generations.

The early relationship between mothers and daughters, anchored in their experiences both in their families and being immersed in their mothers’ businesses, have contributed to both generations perceiving working together as an option. For participants, positive early experiences and maintenance of these relationships have created strong personal bonds. These are now perceived by both generations as friendships since the daughters have entered adulthood and become mothers themselves. Maintaining this bond is important and both generations work on this. Business relationships have been built on strong personal ones, further supported by mothers and daughters creating clear role definition in the business. Problems with boundaries between home and business have emerged for some participants. This has been anchored in physical proximity. Realisation of these as problems has meant working to re-establish appropriate limits.

Disparate journeys towards participants working together in their current mother-daughter businesses have emerged among, within and across dyads. This includes incongruence in the influence of the factors already discussed. Mothers and daughters socially construct their realities. This strongly influences them both, orients their behavior, how they view their firm and how they perceive of it going forward. This can include how they perceive and react to opportunity within the business. Four conceptions of mother-daughter dyads emerge to form a baseline typology. These are: ‘The Artisans’, ‘The Dependents’, ‘The Lifestylers’, and ‘The Growth-Opportunists’. These are depicted in Figure 8.3 and then explained further.
‘The Artisans’ are masters of their craft, carefully teaching and reverently preserving it in a strong legacy. This is the vision for the firm shared by mother and daughter and they both perceive the firm continuing to provide for future generations of the family. They have sturdy middle income potential that over time has supplemented the family income of one participant, and provided the income for the other. It has also provided some flexibility across two generations for children to be raised in and around the business, while also learning the craft. The strong legacy to the craft of dance, shared by mother and daughter, pulls this firm towards towards central in approach. If daughter Dianne, who has developed into the driving role in the firm, can find a way to reconcile the possible opportunities that she perceives for expansion with this strong legacy, there may be future possibilities for this firm to move further towards a more entrepreneurial approach.
‘The Dependents’ run an events management firm. Pursuing an opportunity to own a business in this field has long been a desire for daughter Emma. They are low to middle income and strongly small business in approach. This is not necessarily a negative positioning. The business is a small but it is making enough income to support the needs of three people. It is however, constrained in its possibilities to grow. Despite a desire to grow the firm, and a shared vision by mother and daughter to see this business continue to provide into the next generation, family dependence concerns and strong industry forces mean that this business is unlikely to easily move from this positioning.

‘The Lifestylers’ value balancing their lives in and outside their business. The longevity of this firm is testament to it providing Alice, a former serial entrepreneur, with the right balance of these factors. Having centralised from a strongly entrepreneurial approach centred around mother Alice, this dyad is careful to balance the business with the the lifestyle that is a value shared between mother and daughter. The business has also provided the flexibility across two generations for childcare to be managed in and around its operations. Some potential growth being considered and enacted by Angie going forward might see this business move slightly further towards entrepreneurial in approach, but the attraction and value placed on lifestyle for both mother and daughter participants strongly underpins its current positioning.

‘The Growth Opportunists’ are the second and third generations raised in and around successful ventures by entrepreneurial mothers. Both women bring their heritage, creative and business skills and experiences together to develop their high-income yielding, entrepreneurial and internationally focused venture. This firm provides less flexibility for childcare but the third generation is frequently onsite and observing both mother and grandmother manage the company. Their skillsets and experience suggest that these women could have developed a successful business in any industry of interest. The rapid growth trajectory and shared goal to continue to enter new international markets mean that the strongly successful position in this baseline typology is highly likely to be maintained by this dyad.

Finally, Figure 8.4 depicts the key influences identified from the shared narratives of mother participants and daughter participants as dynamic in influence. These are also depicted as shaping the mother-daughter family business dyads in this study over time, towards their current position in the typology. In the centre of Figure 8.4 is the baseline typology or
characterization of the four dyads in this study positioned on the axes by both income and business approach. Around the outside of this are the dynamic key influences for both mothers and daughters in the dyad. As depicted, in their respective family of origin, mothers and daughters receive variable levels of exposure/immersion to family businesses. For daughters, this is in their mothers’ firms. Mothers and daughters also receive variable exposure to family business role models, from none to growth-oriented/entrepreneurial. Mothers and daughters receive variable levels of influence from their family of origin families including parents and siblings. These can be positive and negative. Finally, influencing both mothers and daughters are socio-cultural norms and the traditional roles of women.

Influences from their created families and motherhood for both mothers and daughters include variable or incongruent spousal support. This may be influence from supportive or absent spouses. Influencing both mothers and daughters is the variability in need to provide or contribute to income. Another is the primary provision of childcare. For the offspring of both generations this means exposure or immersion in their mothers’/grandmothers’ firms. Unforeseen changes in the domestic situation for mothers and daughters have significant influence on these factors. For example, this might be from divorce or death.

Influencing the dyad is the relationship between mother and daughter. This includes the strength of the personal relationship underpinning the business one. Further impacting factors include appropriate boundaries, affection, relationship maintenance and clarity in role division. Also variable is the alignment of personal and shared business goals. The alignment of the shared goals may shift over time in relation to these contributing factors. Additionally, the controlling force in the business in relation to business goals and opportunity may also shift over time.

Influence from career, business and opportunity journey includes disparity in the experiences brought to the family business dyad from experiences outside the firm like training, other employment, prior business ownership including opportunity recognition and pursuit. This last factor may also shift over time.

In answer to the research question for this study, these are the initial key influences identified in this exploratory research, that contribute to shaping mother-daughter family business dyads.
Figure 8.4 Key influences shaping mother-daughter family businesses
8.3 Methodological implications

To answer the research question, an exploratory approach was used to derive theoretical insight on the key influences of mother-daughter family business dyads. Using the position of Stebbins (2001), this study met the criteria for exploratory research as so little is known about this phenomenon. Anchored in the work of Creswell (1998), it was determined that the best way to build knowledge was from the people engaged in this phenomenon: mother-daughter dyads. This meant a small sample and a qualitative approach.

8.3.1 Adding to narrative-based entrepreneurial and family business literature

Life story interviewing, using the methods of Atkinson (1998) and McAdams (2008) to capture participants life story narratives was the approach taken in this study. Family histories were also sought (Miller, 2000). This study adds to the emerging bodies of both narrative-based entrepreneurial literature (cf. Johansson, 2004; Rae & Carswell, 2000) and family business research (cf. Dawson & Hjorth, 2012). In particular, this study, like that of Hamilton (2013), crosses both fields.

8.3.2 Building a shared family narrative

The narratives of both generations, mother and adult-daughter, were collected to examine the dyad from both perspectives. These captured participants’ individual, family and business stories from childhood to present day. This meant, at the time of collection, stories spanning 50 to 60 years of mother participants’ lives and 30 to 40 years of daughter participants’ lives were collected for each dyad. It also meant that with overlap between generations, 30 to 40 years of mother-daughter dyadic relationships were captured with most of this occurring in and around their family business(es). What this also provided was an emerging picture of the families of the participants across four generations. Beginning with the mother participants’ parents (Generation Zero) through to the daughter participants’ children (Generation Three), a rich influential family context emerged (Miller, 2000). The luxury of time in a life story interview and a small sample also meant that the influential wider social context in which the participants situated their lives could be examined (Zilber et al, 2008).

8.3.3 Trustworthiness

In discussing methodological implications in a qualitative, narrative-based, constructionist study, it is important to revisit trustworthiness. As outlined earlier in the Chapter Three when
discussing the criteria for evaluation of qualitative research and exploratory studies, Shenton’s (2004) case for credibility, transferability, dependability and confirmability, anchored in the works of Lincoln and of Guba, and in particular Lincoln and Guba (1985), is acknowledged. This includes the following corresponding approaches to a positivist investigation: “a) credibility (in preference to internal validity); b) transferability (in preference to external validity/generalisability); c) dependability (in preference to reliability); d) confirmability (in preference to objectivity)” (Shenton, 2004, p. 64).

**Credibility**

Shenton (2004) suggests the following can be used towards helping to establish credibility: using well established methods, developing early familiarization of organizational culture, random sampling, triangulation, tactics to ensure honesty, iterative questioning, negative case analysis, debriefing, peer scrutiny, reflective commentary, a qualified and experienced researcher, member checks, thick description and examination of previous research findings. Several of Shenton’s (2004) listed appraisals aid in establishing credibility in this study. The first is using an established research method, this being two of the approaches to narrative analysis outlined by Lieblich and colleagues (1998). These are however modified given the nature of their being two generations of participants and the study being exploratory. Detailed explanation and argument for the modifications to the method is provided and supported with evidence from other studies in Chapter Three. Important in this exploratory study is that it has the established framework to begin from (Lieblich and colleagues’, 1998, holistic and categorical content approaches to narrative analysis) but also the flexibility to carefully modify this in line with having the flexibility to pursue new knowledge when exploring understudied phenomenon (Stebbins, 2001). This has enabled further development of these established narrative methods resulting in a deeply contextual understanding and comparative analysis of the understudied phenomenon of both generations of mother-daughter family business owners individually, together within their dyads and across their generational peers.

Secondly, developing some familiarity with the culture of the organizations studied was possible before the beginning of the interviews through email and phone communications and in observing interactions in waiting rooms as the interviews were in the mother-daughter dyads’ business settings. Additionally, a purposeful sample was used in this study and argument is made in Chapter Three for this being permissible in an exploratory study. As
argued earlier, triangulation was achieved via the interview process with stories between mothers and daughters often corroborated by their dyadic counterpart. All potential interviewees were given the opportunity to refuse to participate in the study and as outlined earlier, rapport, especially as it pertains to narrative and life story interviewing was established towards promoting honesty. And finally, as outlined in Chapter Three, the nature of life story interviewing lends itself to providing rich thick information and the interviews in this study provided no exception to this, with deep, thick layered, contextually rich narrative drawn from the process. The thick depth in the narratives generated in this study (Geertz, 1973) also supported consistency.

While interview transcripts were offered to all participants, only one took up the opportunity to read their transcript. Instead narratives and subsequent analyses and the results were closely re-read by the researcher for internal consistency and plausibility, in line with Atkinson (1998) and Riessman (1993). Finally, Lieblich and colleagues (1998), based on the work of several other scholars commenting on criteria for evaluating qualitative interpretive research (cf. Runyan, 1982; Mishler, 1990), suggest the following four principles: 1) width, the comprehensiveness of the evidence; 2) coherence, the way different parts of the interpretation create a complete and meaningful picture; 3) insightfulness, the sense of innovation or originality; and finally 4) parsimony, the ability to provide an analysis based on a small number of concepts and elegance or aesthetic appeal. In order to meet these criteria, I followed the method used by Zimmerman (2011) and drew from my participants’ data resultant and narrative themes that overlapped. I then wove these into a meta-narrative of shared themes and key influences on mother and adult daughter entrepreneurial family business leaders.

**Transferability**

When discussing transferability, Shenton (2004) outlines concerns that qualitative researchers find when trying to consider applicability of their findings to other situations. He further suggests that context and conveying of this to the reader in enough detail is important in terms of transferability. Additionally, thick rich description is important to support the understanding of what is being examined so that the reader can determine whether comparison is possible with what they have encountered. It is also important that limitations in relation to the research are discussed, these are provided shortly in Section 8.6. Finally, Shenton considers whether
transference is really possible at all given the significance of context. With respect to this study, it is constructionist in nature, and therefore suggests that constructs like family, family business, the mother-daughter relationship and entrepreneurship are constructed within and between participants and their dyads. It is therefore important that the thick rich description and context are provided so that understanding is possible for the reader as to how these participants construct these concepts and relationships. The life story interviewing approach supports this in that it allows for deep interviewing with participants in order to effect this. Comparisons and further development from the baseline characterizations in this study are however possible. As outlined earlier, Shenton (2004) draws on the work of Gross (1998) in suggesting that a phenomenon of interest can take place in “multiple environments” and a study might provide a “baseline understanding” for comparison with other works on this phenomenon of interest. He draws on further studies to add that it may take gradual understanding across multiple examinations rather than a single project for further understanding to be garnered (c.f. Gross, 1998; Pitts, 1994, as cited in Shenton, 2004). It is a “baseline understanding” of the dynamic factors that shape mother-daughter family business dyads, with the baseline typology or characterization provided in this study that contributes towards further understanding of the phenomenon in multiple further studies.

**Dependability**

With respect to dependability, Shenton (2004) stresses Lincoln and Guba’s (1985) position on the close ties between credibility and dependability and achieving the first helps to achieve the latter. Although the use of overlapping methods, for example, interviews and focus groups was not pursued in favour of in-depth life story interviews, another method was employed towards dependability. This was the detailed reporting of the processes in the study with the intention that it be a “prototype model” that future researchers could repeat even if the same results were not necessarily forthcoming. As Shenton suggests, this allows the reader to ascertain whether robust research practices have been followed. In this study, this has been achieved through detailed description and illustration of the research design and the strategies executed, specifying the intricacies of what occurred and what was completed in the field and finally, a reflection on the effectiveness of the process of enquiry that was undertaken.
Confirmability

Finally, towards achieving confirmability (Shenton, 2004) it is important that the experiences and ideas of participants inform the work rather than those of the researcher. Triangulation as it occurred in this study and as outlined earlier is important, as is the researcher outlining and acknowledging her position and any shortcomings in the research design and the effect of these and again the use of extensive description and finally, the use of diagrams to support this allowing the reader to following the decisions made throughout the execution of the study. This study is anchored in life story narratives and it is constructionist, the researcher and the participants construct the narratives during the telling of the life stories. It is important therefore to acknowledge this as an impact on the narratives collected in the study. It produces a unique outcome to the parties involved in the interviews at that time and instance, this is both of benefit in a constructionist study but also limitation as it can impact whether the same exact story could be attained from the same research participants at a different time or with a different researcher. Although firmly anchored in the narratives garnered, the study is also interpretive in nature, meaning some subjectivity on the part of the researcher. As outlined earlier, what is employed in this study towards confirmability is detailed step-by-step description and illustration with diagrams to enable the reader to discern the research methods employed, decisions that were made along the way and the argument and rationale for any deviations from these, the pathway to analysis and interpretation undertaken and the results garnered. Limitations to the research are outlined in Section 8.6.

8.4 Contributions to knowledge

As outlined in Chapter Two and again in Figure 8.5 below, the mother-daughter family business dyad is underrepresented in the family business literature. Few studies exist from either an entrepreneurial or a family business perspective, and these existing studies have used very small samples. Vera and Dean (2005) comparatively examined father-daughter and mother-daughter successions but also with small sample of each dyadic type. In addition to this, there are incidences of mother-daughter dyads appearing in studies with other research agendas (cf. Barrett & Moores, 2009b).
The sparse existing research reveals conversely, that that mothers and daughters can work well together supported by strong relationships (Campbell, 2002), but there can also be conflict (Barrett & Moores, 2009b) with daughters needing to prove themselves and mothers not always letting go of the business even after retirement (Cadieux et al., 2002; Vera & Dean, 2005). Higginson’s (2010) family business succession lens on the mother-daughter dyad provides evidence of factors that can support successful tacit knowledge transfer under four influencing factors. These include relationship management and appropriate boundaries between home and work. Her findings were specific to the succession process alone, and only over a two-year period. Furthermore, the study did not take into account businesses other than those started by a mother and being inherited by a daughter, meaning an examination of wider underlying forces were not included in this work. Interesting dynamics found in other parent-child family business studies and the dearth of mother-daughter dyadic work further indicated that an exploratory study, with a small number of participants and a wide scope, was warranted.

This current study makes several contributions to knowledge in the family business field including identifying key influences shaping mother-daughter family business dyads, and characterising the dyads in this study. Additionally, this study contributes to conversations in the literature on intergenerational family business dyads, the importance to entrepreneurs of families of origin, socialization and succession, the balancing of business and family for women business owners, ‘push’ and ‘pull’ factors, visibility and invisibility in family businesses, the mother-daughter family business relationship, pathways to entrepreneurship and small business ownership and narrative-based research, as will be outlined shortly.
8.4.1 First Contribution: Dynamic key influences shaping mother and daughter dyads

The first significant contribution that this study makes to furthering academic research on women in family business comes from across dyadic analysis and interpretation. This has resulted in the set of dynamic key influences shaping mother and daughter dyads as captured earlier in this chapter and summarized in Figure 8.6 below.

This study further provides insight into how mothers and daughters and their dyads socially construct their realities in relation to these dynamic influences (Chell, 2000). As outlined in Section 8.2, this includes how they understand and behave in their family, their businesses and the mother-daughter relationship in relation to this. Further, it includes how they perceive possible opportunities and determine whether to and how to respond to these, and whether to do this individually or within the context of their dyads.

Dynamic family of origin influences include variable levels of exposure/immersion to family businesses and role models, from none to growth-oriented/entrepreneurial. It also includes varying influence, both positive and negative from family of origin members including parents and siblings. Variable or incongruent spousal support from supportive or absent spouses and variability in provisions and/or contribution to income are dynamic created family and motherhood influences. As mothers and business women, mother and daughter family business dyads provide primary provision of childcare and exposure to or immerse their children in their firms. Another dynamic influence is the relationship between mother and daughter, both personal and business. This includes boundaries, affection, relationship maintenance and role clarity. It also includes the alignment and stability or movement in the controlling force in the business. Dynamism also arises from diversity in previous career and business experiences brought to the dyad and often shifting opportunity recognition and pursuit.
Figure 8.6 Dynamic key influences shaping mother and daughter family business dyads

<table>
<thead>
<tr>
<th>Key Emerging Themes from the shared narratives of mother-daughter participants.</th>
<th>Dynamic nature of these key influences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Influences</strong></td>
<td><strong>Family of origin</strong>&lt;br&gt;Variable levels of exposure/immersion to family businesses – both generations.  &lt;br&gt;Variable exposure to family business role models, from novice to growth-oriented/entrepreneurial.  &lt;br&gt;Variable levels of influence from their family of origin families including parents and siblings. These can be positive and negative.  &lt;br&gt;<strong>Mother-daughter relationship</strong>&lt;br&gt;Career, business and opportunity journey  &lt;br&gt;Relationship between mother and daughter – personal and business including appropriate boundaries, affection, relationship maintenance and clarity in role division  &lt;br&gt;Alignment and stability or movement over time of personal and shared business goals.  Shift in controlling force in the business in relation to business goals and opportunity.</td>
</tr>
</tbody>
</table>
8.4.2 Second contribution: Characterising mother-daughter family business dyads in this study towards a baseline typology

The second contribution that this study makes is providing insight into how the mothers and daughters individually and in their dyads socially construct their realities in relation to the key dynamic influences outlined above. This includes how they understand and behave in their family, their businesses and their mother-daughter relationship in relation to this. Further, it includes how they perceive possible opportunities and determine whether to and how to respond to these, and whether to do this individually or within the context of their dyads.

Emerging is a baseline typology or characterization of four conceptions of mother-daughter family business dyads, along the dimensions of income, business approach and over time. As depicted in Figure 8.3 and again in Figure 8.7, these are: ‘The Artisans’, ‘The Dependents’, ‘The Lifestylers’, and ‘The Growth-Opportunists’.

The Artisans are masters of their craft and anchored in a strong legacy. They have a sturdy middle income and potential growth opportunities. With some reconciliation by the daughter participant Dianne, between opportunities and legacy there may be potential for some future entrepreneurship. The Dependents run an events management firm that is constrained in its possibilities for growth. Despite opportunity recognition by daughter participant Emma, family and industry dependence force maintenance of this positioning. The Lifestylers are careful to balance business with lifestyle. Careful consideration of growth opportunities by the daughter participant Angie, may see potential for some future entrepreneurship. The second and third generation entrepreneurial Growth Opportunists Susan and Sandra, together maintain expansion of their high income yielding, entrepreneurial and internationally focused venture.
Figure 8.7 Baseline typology characterising mother-daughter family business dyads in this study

<table>
<thead>
<tr>
<th>The Artsans</th>
<th>The Dependents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters of their craft and anchored in a strong legacy.</td>
<td>Run an events management firm.</td>
</tr>
<tr>
<td>They have sturdy middle income potential.</td>
<td>This is not necessarily a negative positioning, rather it is constrained in its possibilities for growth.</td>
</tr>
<tr>
<td>With some reconciliation between possible opportunities and this strong legacy there may be future possibilities for this firm to move further towards a more entrepreneurial approach.</td>
<td>Family dependence concerns and strong industry forces mean that this business is unlikely to easily move from this positioning.</td>
</tr>
<tr>
<td>The Lifestylers</td>
<td>The Growth Opportunists</td>
</tr>
<tr>
<td>Value balancing their lives in and outside their business.</td>
<td>The second and third generations raised in and around successful ventures by entrepreneurial mothers.</td>
</tr>
<tr>
<td>Having centralised from a strongly entrepreneurial approach centred around the mother participant, this dyad is careful to balance business with lifestyle.</td>
<td>Together they continue to develop their high income yielding, entrepreneurial and internationally focused venture.</td>
</tr>
<tr>
<td>Some potential growth being considered and enacted by the daughter participant going forward may see their business move slightly further towards entrepreneurial in approach.</td>
<td>The rapid growth trajectory and goal to continue to enter new international markets means that the strongly entrepreneurial approach is highly likely to be maintained by this dyad.</td>
</tr>
</tbody>
</table>
Although this baseline typology characterises the four dyads in this study, there are multiple instances of mothers and daughters working together in family business. Similar to the work of Gross (1998) who determined a “baseline understanding” when examining the phenomenon of imposed queries in libraries as one instance in which that phenomenon occurs, citing other libraries and institutions as other or “multiple environments” of happening, the typology in this study therefore provides a baseline understanding of the mother-daughter dyad, anchored in these four dyads for comparison with future studies examining the phenomenon (Shenton, 2004). Although a baseline typology, it never-the-less contributes to both gendered entrepreneurial literature, by adding to gendered entrepreneurial typologies (cf. Goffee & Scase, 1985), and similarly gendered family business typologies (cf. Curimbaba, 2002).

In using life story narratives to capture data, and in examining the mother-daughter dyads from the perspective of both generations, another contribution that this study provides is multi-level analysis. This is achieved at the individual level – from both the mother’s and the daughter’s perspective, at the dyadic level, and across dyads. Firstly, both mother and daughter from each family were grouped as a dyad. At this level, a profile of the business(es) run by the dyad and their family genogram across four generations were derived. Within the dyad, each of the two participants was examined individually. Firstly, at the individual level, a brief life story summary was provided for the mother in each dyad. This anchored and contextualised the mother participant’s perspective. The findings of the holistic content analysis across the four themes resulted in an individual ‘portrait’ of the mother. A life story summary and ‘portrait’ were also provided for each daughter participant. These individual analyses provided both the mother’s perspective and the daughter’s perspective. Then returning to the dyadic level, a within-dyad analysis resulted in a dyadic ‘profile’ for each dyad. This was completed for all four dyads.

A cross-dyadic examination was also completed, again using the four overarching themes: the influence of family of origin, the influence of created family and motherhood, the influence of mother-daughter relationship, and the influence of career, business and opportunity journey. All mother participants were compared with one another, as were all daughter participants towards shared narratives.
8.4.3 Further contributions
This study also provides contributions to ongoing conversations in the family business, entrepreneurial and gendered fields including:

**Intergenerational family business dyads**
This research furthers gendered contributions to the intergenerational family business dyadic literature on the dynamics between parent-child led family businesses (cf. Campbell, 2002; Cardieux et al, 2002, Davis & Tagiuri 1989; Higginson, 2010; Kaslow, 1998; Rosenblatt, et al., 1985; Vera & Dean, 2005) with a deeply contextual examination of this same gender intergenerational dyad.

**Family of origin**
The current study also provides a gendered two-generation addition to discussions in the literature on the outcomes of variable influence of family of origin in entrepreneurial propensity and/or self-employment as an option (Greene et al, 2013; Kirkwood, 2007; Rogoff & Heck, 2003; Schindehutte, et al; 2003; Scott & Twomey, 1988; Waddell, 1983).

**Socialization and succession**
This research provides a two-generational contribution to conversations in the literature on very early socialization/immersion and succession in family businesses including socio-cultural influences and family influences as triggers (Cardieux et al., 2002; Handler, 1989; Iannarelli, 1992, Keating & Little, 1997).

**Balancing business and family**
The current study also adds a two-generational input to conversations in womens’ entrepreneurship literature on balancing business ownership and family (Lee-Gosselin & Grise, 1990; Longstreth et al, 1987; Loscocco & Leicht, 1993; Stoner et al, 1990) including the impact on three family generations. Of particular note are findings that the two generations of family business women, between them, support balancing childcare for the third generation in and around the business including onsite, adding to conversations on family businesses being unique, complex environments for raising children (Haynes et al., 1999) and the centrality of motherhood in many women-owned businesses (Brush et al., 2009).
‘Push’ and ‘Pull’ factors
This research adds a two-generational contribution to the literature on ‘push’ and ‘pull’ factors in women’s motivations for starting their own or joining family businesses (Brush, 1990; Orhan, 2005; Orhan & Scott, 2001) by illustrating the complex mix of these across two generations of family business women. This also contributes to the notion that motivations for women entering self-employment can be similar to those for women entering family businesses and daughters as successors of choice and either dyadic counterpart as business partners of choice.

A twist on the invisible
The current study also provides a two-generational twist to conversations in the family business literature pertaining to invisibility (Gillis-Donovan & Moynihan-Bradt, 1990; Rowe & Hong, 2000). It provides an interesting contrast to existing family business literature on the ‘invisible’ spouse (family business women), unrecognised for significant efforts in the business with the spousal (all husbands) influences in this study somewhat similarly invisible but advisory/strategic and/or financial in influence, or significantly influential due to absence by death/divorce. It also contributes to conversations in the gendered family business literature on the emergence of women, from invisibility, into leadership roles (Barrett & Moores, 2009b).

Mother-daughter family business relationship
This research adds to discussions in the family business literature on the closeness and complexity of the mother-daughter relationship (Campbell, 2002; Cardieux et al, 2002, Higginson, 2010; Vera & Dean, 2005) by providing a detailed journey through the relationship from the perspectives of both mother and daughter from childhood to present day in relation to their family business(es) undertakings. This includes a deeply contextual understanding of intergenerational transfer of knowledge, the potential succession process, clear role division and shared values between dyadic counterparts.

It finds that supporting their daughters in managing mothering their children is important to mother participants and as outlined, both the relationship and the business(es) provide a conduit to doing this. And although the personal relationship underpins the business one, running the business together is a conduit for furthering the predominantly friendship-based adult relationship between the two generations of women.
It furthers family business literature on understanding the importance of maintaining healthy boundaries between home and family especially between such a close intergenerational family business dyad (Knapp et al, 2013; Lyman, 1988).

**Pathways to entrepreneurship and small business ownership**
This research contributes to to conversations in the gendered family business and entrepreneurship literatures by unpacking pathways that mothers and daughters have taken towards leading a business with their dyadic counterpart including indications of participants pursuing an entrepreneurial approach (Chell, 2000) and others a small business approach to their businesses (Carland et al., 1984). It further provides a gendered addition to discussions on the overlap between the entrepreneurship and family business literatures in recognizing the important role that family plays in entrepreneurship (Dyer & Handler, 1994; Nordqvist & Melin, 2010) with the mother-daughter relationship and their businesses being potential cross-generational “incubators” and/or resource bases from which to pursue entrepreneurial activities (Heck et al., 2006, in Nordqvist & Melin, 2010).

**Narrative-based research**
This study adds to the emerging bodies of both narrative-based entrepreneurial literature (cf. Johansson, 2004; Rae & Carswell, 2000) and family business research (cf. Dawson & Hjorth, 2012). In particular this study like that of Hamilton (2013), crosses into both fields, this study however does so with a two-generational, life story interview focused, gendered lens. This further means multiple levels of analysis and stories spanning 50 to 60 years of mother participants’ lives and 30 to 40 years of daughter participants’ lives were collected for each dyad and that the lens projected across four generations of the family.

**8.5 Practical implications**
In addition to academic contributions, the findings from this study are useful to practitioners (other mothers and daughters in business or looking to go into business together) family or small business advisors directing women-owned family firms, and government departments guiding policy on women’s development. Firstly, it is important for advisors working with women’s businesses to appreciate that these ventures can be different to those owned by men – by choice, by circumstance and/or by strategy (Jennings & Brush, 2013). Secondly, it may be useful to have an appreciation of some of the complexities underpinning business ownership.
for a mother juggling primary care of children (or supporting grandchildren), and contributing to family income in addition to managing her own business responsibilities and these being in conjunction with her dyadic counterpart. Thirdly, an awareness of dynamics involved when a business is also a women-led family business between mother and daughter may also help in understanding additional layers of intricacy. Finally, as these factors may influence growth, business size, performance and industry choice, it is important to grasp how and why they might differ for women-led family business owners.

Situations where advice might be sought could include counselling, business mentoring, financing options, refinancing, buying into an existing family firm, harvesting, retiring, setting up a family trust, investing and policy development. The types of small business advisors that might benefit from understanding the dynamics underpinning women-owned family businesses may include: lawyers, accountants, retirement and estate planners, family business organisations, community mentoring programmes and government departments.

Tables 8.2 - 8.5 use the themes and format of Table 8.1 to structure implications for practitioners and family business advisors and wider considerations ordered by each overarching theme influencing mothers and daughters in business together, beginning with implications for practitioners and advisors regarding families of origin. Both business and personal considerations are included within each table with the considerations for practitioners listed as point A) in each case, the considerations for family business advisors (including counselors) as point B) and wider implications as point C).
Table 8.2 Implications for practitioners and advisors of the influence and importance of families of origin on mothers and daughters working together

<table>
<thead>
<tr>
<th>Key Overarching Themes</th>
<th>Family of origin</th>
<th>Key Influences</th>
<th>Daughters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parents and other family as business role models</td>
<td></td>
<td>Business socialization and observation</td>
<td>Immersion in mother’s business</td>
</tr>
<tr>
<td>Sociocultural factors</td>
<td></td>
<td></td>
<td>Fathers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Siblings</td>
<td></td>
</tr>
</tbody>
</table>

**Implications for practitioners and family business advisers:**

**A)** *For practitioners* considering or already in business with their mother/adult daughter dyadic counterpart:

1) Reflection on role modelling by or access to parents in their professional capacities and the implications of these interactions on formative development, current attitudes to work and business ownership. Additionally, what similar exposure might mean for subsequent future family generations.

2) Level of parental:
   i. Enforcement and/or payment for responsibilities around the home.
   ii. Encouragement in early/entry-level paid employment positions in the parent’s businesses or elsewhere.

3) Presence in childhood/adolescence of and quality of relationship with:
   i. Fathers.
   ii. Siblings.
   iii. Stepmothers/fathers or parents’ partners.
   iv. Other important family members/potential mentors.

**B)** *For family business advisors, including counsellors:* An understanding of the role family of origin of each plays in the formative development of mothers and daughters either in business or going into business together and the longitudinal implications of these, inclusive of both experiences and relationships.

**C)** *Wider implications:* Given that timing of family of origin influence centers around childhood and adolescent years, further consideration by educators and policy makers as to access for girls to business education and/or entrepreneurial programmes at school and in the community to complement and/or supplement influences from family. Potential consideration also for business/entrepreneurship programmes for parents and children and mothers and their young daughters in particular.
Table 8.3 Implications for practitioners and advisors of the influence and importance of their created families and motherhood on mothers and daughters working together

<table>
<thead>
<tr>
<th>Key Overarching Themes</th>
<th>Key Influences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created family and motherhood</td>
<td>Mothers</td>
</tr>
<tr>
<td></td>
<td>Daughters</td>
</tr>
<tr>
<td>Spousal support and absence</td>
<td>Contribution to income</td>
</tr>
<tr>
<td></td>
<td>Incongruent spousal support</td>
</tr>
<tr>
<td>Juggling business ownership and childcare</td>
<td>Juggling family business and childcare</td>
</tr>
<tr>
<td></td>
<td>Impact on third generation</td>
</tr>
</tbody>
</table>

Implications for practitioners and family business advisers:

A) For practitioners considering or already in business with their mother/adult daughter dyadic counterpart:

1) Consideration of their needs for sole/joint income provision for their created families and what a dyadic business venture with their mother/daughter might contribute to this.
2) Consideration of formalization of business ownership and/or estate planning.
3) Consideration of childcare and whether a business venture with their dyadic counterpart supports (or might support) primary caregiving for a third generation of children. Other considerations might include:
   i. Managing care on the premises (including shared between the dyad).
   ii. Some flexibility to enable working from home.
   iii. Ability to have shifts of shared childcare between dyadic members outside the business.
   iv. Enough provision of income for professional childcare in a growth-focused venture.
   v. Opportunities for role modelling for the third generation and access to mothers and grandmothers in their professional capacities.
   vi. Opportunities for the third generation for observation of and/or participation in mother’s/grandmother’s businesses
4) Consideration of spousal or partner support including:
   i. By current and/or future partners for either dyadic counterpart.
   ii. Financial support in terms of contribution to income and/or ownership in the business.
   iii. Contribution to childcare.
   iv. Contributions as informal labour in the business.
   v. Ownership in the business.
5) Consideration of the impact these factors have on potential future opportunities for business growth and on family life and lifestyle.

B) For family business advisors, including counsellors: An understanding of the financial and family implications for mothers and daughters either in business or going into business together and the longitudinal implications of these. This includes potential avenues for supporting dyads with decision making and planning for financial provisions for ongoing income, childcare, formal company ownership and estate planning.

C) Wider implications: Further consideration by educators for potential gender-tailored family business commercial and incubation programmes. For policy makers, further consideration of childcare subsidies/opportunities and/or training programmes on how to manage a business while raising children. Additionally, financial incentives not just for women but for mothers to lead start-ups and establish small businesses towards financial independence and sustainable inter-generational family-based business educational ecosystems. And a further awareness that these factors may influence growth, business size, performance and industry choice. There may be opportunities for successful and established mother-daughter dyads to mentor other new and emerging mother-daughter dyads.
Table 8.4 Implications for practitioners and advisors of the influence and importance of the mother-daughter relationship on mothers and daughters working together

<table>
<thead>
<tr>
<th>Key Overarching Themes</th>
<th>Key Influences</th>
<th>Mothers</th>
<th>Daughters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mother-daughter relationship</td>
<td>Early relationship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admiration and respect</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friendship</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clear roles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boundaries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergenerational transfer of knowledge</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Implications for practitioners and family business advisers:

A) *For practitioners* considering or already in business with their mother/adult daughter dyadic counterpart:

1) Evaluation of quality of, any substantial changes in, and the long-term implications of the personal relationship between dyadic counterparts since the daughter:
   i. Was a child or adolescent.
   ii. Became an adult.
   iii. Became a mother.

2) Evaluation of their dyadic counterpart in a professional capacity including their abilities and reputation.

3) Consideration of comfort with/permeability of boundaries in:
   i. Professional role delineation in the business.
   ii. Cross-over between personal/family and professional/business life.

4) Consideration of shared interests and amount and quality of family time spent together.

5) Consideration of reciprocal opportunities for mentoring and learning in within the dyad.

6) Consideration and evaluation of personal, professional and business goal alignment.

7) Consideration of dyadic history of and strategies for managing conflict.

B) *For family business advisors, including counsellors:* An understanding of the formative and subsequent development of the relationship between mothers and daughters either in business or going into business together and the implications of these for ongoing maintenance of their personal and professional connection. This includes potential avenues for supporting dyads with personal and professional goal setting, with decision making strategies and potentially with counseling.

C) *Wider implications:* There may be opportunities for cohesive mother-daughter dyads and/or dyads who have been through a period of introspection to support or mentor other new and emerging mother-daughter dyads.
Table 8.5 Implications for practitioners and advisors of the influence and importance of the careers, businesses and opportunity journeys of mothers and daughters working together

<table>
<thead>
<tr>
<th>Key Influences</th>
<th>Mothers</th>
<th>Daughters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathway to mother-daughter business</td>
<td>‘Waiting for’ and ‘going to’ the market approaches</td>
<td>Current and future approaches</td>
</tr>
</tbody>
</table>

Implications for practitioners and family business advisers:

A) For practitioners considering or in already in business with their mother/adult daughter dyadic counterpart:
1) Consideration and evaluation of the milestones reached, pitfalls overcome and lessons learned in their own journey to business ownership.
2) Consideration and evaluation of the dyad’s combined resources including:
   i. Formal qualifications in the proposed industry or field.
   ii. Technical or creative skills suitable for the proposed industry or field.
   iii. Transferable qualifications or skills from another industry or field.
   iv. General business skills.
   v. Systems and operations experience.
   vi. Management and leadership experience.
   vii. Personal skills – for example drive, work ethic, teamwork, communication skills.
   viii. Business and/or professional network.
   ix. Previous business ownership.
   x. Previous and/or current experience in proposed industry or field.
   xi. Willingness to upskill and undergo training as needed.
   xii. Ability to recognise and pursue opportunities and being comfortable with risk.
   xiii. Attaining and managing desired business growth and lifestyle.

B) For family business advisors, including counsellors: In order to support and advise mothers and daughters either in business or considering going into business together, including in goal setting, decision making and planning and business growth strategies, an understanding is needed of the business pathways dyadic members have already taken towards business ownership, their experience and abilities in seeing and seeking opportunity and the skillsets that they bring with them.

C) Wider implications: As previously noted, further consideration by educators of family business commercial and incubation programmes. For policy makers, further consideration of financial incentives for women to lead start-ups and establish and grow small businesses and awareness of the factors that may influence growth, business size, performance and industry choice. There may be opportunities for successful and established mother-daughter dyads to mentor other new and emerging mother-daughter dyads.
8.6 Limitations

There are several limitations to note with respect to this study. The first limitation is in relation to the sample. Argument has been made in Chapter Three for a small purposeful sample given that this is exploratory research examining an understudied phenomenon and additionally the sample size was small to enable deep life story narratives to be captured. This however provides potential limitations as the stories of mothers and daughters leading family businesses in a wide selection of industries, organization types, geographical areas and diverse family backgrounds were not captured. As outlined earlier the four dyads participating in this study are operating in the traditional female industries of retail and service. Mothers and daughters operating businesses in industries considered non-traditional for women were not included in this study. Study participants were also residing and operating businesses in large or regional cities, meaning that rural-based voices were also not included. The participants in this study were also from mother-daughter dyads where the mother participant only has one daughter and all but one mother also had a son. This meant that the study does not include the voices of mother-daughter dyads from large families and mothers with more than one daughter and where a daughter has multiple siblings including sisters. Mothers and daughters in the study were from middle-class Caucasian backgrounds (including Alice who arrived in New Zealand as a child and Eve and Emma who emigrated as adults). This meant that participants from different ethnic backgrounds and socio-economic statuses were not included in the study. And finally, all the daughters in the dyads selected for the study were also mothers. Although this wasn’t part of the selection criteria, this formed the basis of some of the key findings and underpinned some of the discussion. The limitations of these factors are mitigated somewhat in that the study is constructionist and therefore concepts and relationships are considered constructed individually and socially within particular dyads anyway, but it is important to note these as potential limitations to the sample given that cross-dyadic analysis is included in the study. This is also addressed again in the next section on future studies. Finally, although only four dyads were interviewed, approximately 500 pages of transcripts, interview and observation notes were generated. Additionally, approximately 800 hours of narrative analysis was undertaken after transcription to draft the results.

Another limitation in this study is that participants had some awareness of potential areas of questioning coming into the study. Although the interviews followed an adapted life story format (Atkinson, 1998; McAdams, 2008) coming into the interview(s) from the recruiting
phase, each participant knew that the focus of the study was mother-daughter family business dyads and that to be selected the daughter participant needed to have grown up and/or spent her childhood and adolescence around her mother’s business activities. Participants were advised in information provided prior to the interviews that in collecting their life stories we might discuss their families, careers, their mother-daughter relationship, and their businesses. Although participants were not familiar with the exact lines of questioning that would guide their life story interviews in advance, this may have had some influence on participant responses as they may have had some time to think about potential answers and comments in advance of the interview(s). Consideration was given to this in the modifying of Lieblich and colleagues (1998) methods of narrative analysis as outlined in Chapter Three.

Also potentially limiting this study is that in order to gain flexible access to participants for the periods of time needed to capture life story interviews, participants were given choices in terms of having their dyadic counterpart present for their interview or being interviewed individually. They could also have their stories collected in one long session or across a series of up to five shorter sessions. Two participating dyads chose to have one long interview session, with the other two choosing a series of interview sessions (one dyad chose two and the other four interview sessions). Alice and Angie of The Lifestylers lead the business but are located in two different cities and so were interviewed separately. For the Dependents, Dee was present for Dianne’s interview, but the Dianne was not present for Dee’s interview. Both Eve and Emma of The Dependents and Susan and Sandra of The Growth-Opportunists asked to be interviewed with their dyadic counterparts present. One of the limitations from this is that during the post-transcription phase, the raw narratives from the interviews with both women present needed to be cleaned more before analysis than those from sole interviews. Additionally, stopping and starting parts of the interviews because there were two participants in the room impacted flow of the narratives more so than if there were only one participant and the interviewer present. For example, sometimes both parties began filling in the life details. In these cases, the conversation needed directing back to the life story being captured at that moment and towards the mother and daughter participants taking turns in sharing their life stories where possible, while the other listened and waited for her opportunity. At times this

35 This involved removing things like non-essential questions and false starts towards obtaining a flowing narrative (Atkinson, 1998).
wasn’t possible. Sometimes the life stories of the two needed to be captured in sections, moving between one and then the other and then onto the next section to obtain the story.

Another potential limitation is that participants might have shared less when their dyadic counterpart was present than if they had been interviewed alone. Although it is not possible to determine how much of an influence this might have been, there were instances when the conversation turned to negative experiences. The parties involved listened to each other, they were asked by my me in my role as the researcher if they would prefer to discuss the matter privately with each other first, or perhaps with me without the other party present, and on more than one occasion a participant would turn to me and say, “No, it is fine, I have heard this before”, at which time they would add to the experience or agree or disagree with the other party. Although the dyadic counterparts in the study were close, and negative experiences were shared in the interviews regardless of how they were collected, it is important to acknowledge this limitation as further details may have been shared, especially about dyadic counterparts and in a less disruptive manner if participants had been interviewed alone. Additionally, a further limitation is that those who were interviewed across multiple sessions may have had time to think about and reflect on the process and consider potential answers in between interview sessions, more so than those who were interviewed in one long session were able to.

As outlined earlier mother participants stories spanned 50 to 60 years and daughters’ stories 30 to 40 years so given these time spans it is important to acknowledge retrospective recall as a potential limitation. Mothers and daughter corroborating stories about their dyadic counterparts, the family and the business helped in providing credibility despite the periods of passed time. Additionally, daughters in their narratives at times advised that mothers had told them many of the earlier stories across their lives and in many instances it was clear that stories were often steeped in family lore. Finally, as outlined in Chapter Three, collecting a life story can be influenced by performance, the researcher and the story that the participant wants to tell, methods to establish trustworthiness in the study are outlined earlier in Section 8.3.

8.7 Suggestions for future research

As this is exploratory research, and its findings provide a baseline understanding of mother-daughter family business dyads, several possibilities arise for future gendered family business research. As outlined earlier, this study has identified dynamic influences shaping these women, their mother-daughter family business dyads, their families, their businesses, their
relationships and propensity for entrepreneurship. The study has also derived a baseline typology that characterizes the dyads in this study. As outlined earlier Gross (1998) suggested that a phenomenon of interest can take place in “multiple environments” and this study provides a “baseline understanding” for comparison with future works on this phenomenon. Therefore, although time consuming further iterations and/or modifications of this study could be considered for comparison both with this original study and across iterations towards further expanding what is known of this dyad in the field as “understanding the phenomenon is gained gradually, through several studies rather than one major project conducted in isolation” (Shenton, 2004, p.71).

Incorporated into iterative or modified studies should be elements of the diversity identified as limiting the current study in the previous section. For example, inclusion of mothers and daughters operating businesses in industries considered non-traditional for women; dyads who are operating rural-based businesses; dyads from large families and families with potentially more than one daughter, dyads from different cultures and socio-economic backgrounds and finally dyads that include daughters who are not (or not yet) mothers. Further extensions could use multi-method approaches including the inclusion of assessment or measurement with an existing psychological instrument\(^{36}\) to try to quantify the mother-daughter relationship and/or focus groups with several mother-daughter dyads, with just dyadic daughters or with just dyadic mothers to further enhance and explain findings derived from the descriptive, life story narrative approach.

Additionally, possibilities arise in terms of intergenerational dyadic research. An extension of the current study could use its modified methodology to complete research using life story interviewing to capture the rich contextual narratives for other dyadic combinations: father-daughter and father-son towards understanding the influences that shape these dyads. And in particular, an examination of mother-son dyads towards closing significant gaps in what is known of this mother-child dyad given the dearth of studies in family business literature.

To provide further development in understanding of the mother-daughter dyad in family business, the current study participants also lend themselves to being revisited at future

\(^{36}\)For example the Mother and Adult Daughter Questionnaire (Rastogi, 1995) or an Adult Attachment Scale (Collins & Read, 1990).
intervals in a longitudinal study across the life cycle of the business(es). The purpose would be to determine the appearance of new influences and/or how the current influences change or continue to shape the women, their dyads, families and businesses over further time periods and into the third and subsequent generations. Additionally, further study of these dyads over time might help to reveal any changes in influences for daughters and for the family business(es) once the mother participants retire and/or finally leave the firms permanently, or alternatively, if the mothers chose not to do this despite it potentially being in their personal, dyadic and wider family best interests to do so.

Future contributions to gendered entrepreneurial research are also possible in a longitudinal examination of future changes in influences within the dyads and the businesses if daughters, Dianne and Angie pursue significant growth and/or additional ventures. Dianne and Angie have strong artistic and life style legacies respectively, but both also have the potential to move from central (between small business and entrepreneurial) in business orientation and are not ruling this out of their futures.

Finally further contributions to family business research could come from advancing deep understanding of the dyads in this study by including the voices of their spouses and their sons, and longitudinally, the third generation. And given the legacies of the close knit leadership of the current mother-daughter dyadic incumbents in each of the businesses, it would be interesting to examine long-term influences on growth and potential changing complexities in third generation ownership of the businesses by sibling teams (and potentially even cousins in subsequent generations). And whether gender will continue to be a strong factor in future generations across the life cycle of the business given that some of the third generation growing up in and around the businesses are male. Further studies could also include examining ongoing attachment to the businesses and future generation family members not involved in the businesses.

8.8 Concluding statement

It is nearly 20 years since Nelton (1998) asked the questions, “How does being the leader of a successful family business affect a woman’s personal life?” (p.217) and “How do women prepare their own children to become the next generation of family business leaders?” (p.218). Higginson’s (2010) study goes some way towards answering the call for research on mother-
daughter dyads, acknowledging that this dyad is a “small (but growing) segment of FBs…an important sub-set” (p.12), and one that “will become increasingly prevalent” (p.13). And although there are some initial threads of knowledge beginning to appear in the mother-daughter literature, what has been missing is a deeper understanding of this dyad. This research contributes towards providing this deeper understanding. It does this by identifying the key influences for mothers and daughters and what these mean for them, their families and their firms.

This study has also given rise to many interesting possibilities for further research pathways. Even though this story is coming to an end, the journey into learning more about the mother-daughter pairing, and examining other family business dyads using the life story method for the first time, is just beginning…

…as this story ends.


Appendix A

REVIEW AND LINKING OF THE BODIES OF LITERATURE IN THIS EXPLORATORY STUDY

The literature for the literature review was examined in a nine-step process as depicted in the following figure. Each of these steps is briefly outlined in this section to explain the modified process used in this exploratory study given the dearth of existing studies on the mother-daughter family business phenomenon (Stebbins, 2001). It also outlines where links have been made and where studies are emerging between the bodies of literature.

Step One Bernard

In Step One existing research on mother-daughter family business dyads was examined. This comprised one study from each of the fields of family business and entrepreneurship, along with incidences of the dyad appearing within a small number of other family business intergenerational studies. A review and critique of each of these studies closest to this research is provided in Chapter 2.

After discovering a dearth of studies on mother-daughter family business dyads, Stebbins’ (2001) position on exploratory research underpinned the rest of the nine-step process used to review literature. There is an understanding that before conducting a research project a review of existing literature should be undertaken. Although this is justifiable in confirmatory studies, it is problematic when undertaking an exploratory study without modification. Instead the purpose of the literature review in an exploratory study is to “demonstrate that little or no work has been done on the group, process or activity under consideration and that an open-ended approach to data collection is therefore wholly justified,” (Stebbins, 2001, p.42). The modifications in this study included widening the lens to consult research areas deemed next closest to the mother-daughter family business dyadic focus of this study for insight. Then moving out to the fields in which these studies were found towards providing working definitions to guide the study. Critique and identification of gaps was provided at each stage.
STEP ONE:

From a family business perspective
(Comparison in) Vera and Dean (2005)
(Incidences in) Cadieux and colleagues (2002)
(Incidence in) Harrett and Monroe (2009)
Higginson (2010)

Mother-daughter family business dyads

From an entrepreneurial perspective
Campbell (2002)

CRITIQUE AND IDENTIFICATION OF GAPS

"Demonstrates that little or no work
has been done on the group, process
or activity under consideration and
that an open-ended approach to data
collection is therefore wholly

STEP TWO:

As mother-daughter family business dyads are family
business women, gendered
family business literature is
examined for insight.

STEP THREE:

Women entrepreneurs
Motivations
Developing gender-based frameworks
The four foundational questions and findings
Women’s entrepreneurship literature informing the wider field

STEP FOUR:

WIDENING OF THE LENS
Modification (Stebbins, 2001):

STEP FIVE:

As mother-daughter family business dyads
are at center of this study, existing parent-
child family business studies are examined
for insight.

STEP SIX:

Family business

Overview of the field of family business
Defining family business for this study

STEP SEVEN:

Nexus
Family embeddedness perspective
Overlap between the domains of family
business and entrepreneurship
literature

STEP EIGHT:

Defining entrepreneurship for this study

Parental including maternal influence on child’s entrepreneurial propensity

Small business ownership

STEP NINE:

Framing for this research study

Entrepreneurship
Step Two

Step Two meant widening the lens (*modification*) to examine the gendered family business literature. As mothers and daughters in the mother-daughter family business dyads are family business women, the gendered family business literature was examined for insight. There is little research in the gendered literature as a whole that focuses on women-led firms although this is increasing as father-daughter dyads in particular become the focus of more studies. The focus has more traditionally been on family business women as they present in either male-led (or dominated) family firms or firms where males provide the public face of the firm and the women fill a myriad of roles behind-the-scenes. Examined in the gendered literature was the often invisible role of women in family firms, juggling of family and the business, women as emotional leaders, the changing roles of women in family firms, women joining family firms and how many of these overlap with reasons women give for starting their own firms and finally the leading roles that women can have in family businesses.

Step Three

Following this, in Step Three, as mothers and daughters in the mother-daughter dyads are owners of their businesses, the gendered entrepreneurship literature was examined for insight. This included perspectives or key findings on women’s entrepreneurship, the insights from further gendered frameworks and findings, what the literature on women’s entrepreneurship contributes and why this is important, and casting a feminist lens over the sub-field.

Step Four

Conversations within the entrepreneurship literature address the notion that entrepreneurial activity is embedded in family systems meaning that decisions, systems and processes influence, and are influenced by, familial factors (c.f. Aldrich & Cliff, 2003). Gendered entrepreneurial studies have had an influence on the development of this vein of research (Jennings & Brush, 2013). More research addresses specifically women’s entrepreneurial activity and family implications of this from the entrepreneurial field than the family business one. In Step Four, these links were examined to garner insight into areas including gendered entrepreneurship being embedded in families.
**Step Five**
Additionally, in Step Five as mother-daughter family business dyads are at the centre of this study, existing parent-child business studies in the family business literature were examined for insight. Although more studies now consider dyads in which one of the parties is female there was once an assumption that intergenerational dyads meant father-son, this growing cache of studies focuses predominantly on father-daughter dyads. There is a dearth of studies on mother-son dyads just as there is on mother-daughter dyads. The examination in Step Five included studies examining primogeniture, socialization, and parent-child dyadic studies including: father-son, mother-son and father-daughter dyads.

**Step Six**
In Step six, further widening of the lens (*modification*) meant moving out to the wider fields in which these studies were found towards providing working definitions to guide the study. It is beyond the scope of this study to provide a comprehensive review of the field of family business literature but studies that have taken stock of the field are discussed. The purpose of the examination in Step Six was to firstly briefly consider development in the field and most specifically, difficulties within the literature in defining family business. Finally, a working definition for this study was also determined.

**Step Seven**
Following this, in Step Six, further widening of the lens (*modification*) meant moving out to the wider field of entrepreneurship. Again it is beyond the scope of this study to extensively review the field of entrepreneurship but as mothers and daughters in this study (either one or both of the dyadic members) began their business(es), and as both now lead these firms, including how they recognize and respond to opportunities, this field was briefly examined. This was predominantly from the perspective of reviewing perspectives and difficulties in the field in defining the entrepreneur and entrepreneurial process. Small business ownership was also considered. Finally in Step Seven working definitions for both entrepreneurship and small business for this study were determined.
**Step Eight**

Although they have developed as separate fields, there is considerable overlap between the family business and entrepreneurship literature. In Step Eight this overlap is explored towards understanding more about areas of potential interest in this study. This includes the family embeddedness perspective, and parental, especially maternal, influence on a child’s entrepreneurial propensity. This is separate from looking at the links in the gendered research on overlaps in the domains of family and business in Step Four.

**Step Nine**

The literature reviewed in Steps One to Eight are woven together in Step Nine to provide the framing for this exploratory study. This was originally depicted in Figure 1.1 and is provided again in the figure below with the contribution that this study seeks to make being centred within this framework.

Framework for this study
Appendix B
PARTICIPANT INFORMATION SHEET for [Mothers/Daughters]

Research Project:
Maternal Matters

My name is Michelle Kilkolly-Proffit and I am a PhD Candidate at the University of Auckland Business School. My doctoral research thesis explores mother and daughter family business teams in New Zealand.

The aims of my doctoral research project are to examine the mother-daughter family and working relationship within women-owned family businesses and to examine this from both the mother’s and the daughter’s point of view. This is an area that business researchers know very little about and so this study tries to understand more about this special relationship.

I would like to invite you to participate in this research study. You have been selected because you work with your [mother/daughter]in a women-owned family business and I believe that you and your [mother/daughter] can provide valuable observations into the motivations and relationships of mothers and their daughters working together in this unique situation.

If you and your [mother/daughter] choose to participate in this study you will each be asked to either take part in a series of one hour interviews or one longer session if this is better suited to your time commitments. The interview(s) will take place at your convenience and at your place of business. This will include an initial fifteen minute overview to outline participation and the format that will follow – bringing your total participation in the study to three hours. Your interviews may cover the following topics:

1. Your early and adolescent life in and around your own parent’s business or working commitments.
2. Your early family life and your own career before your business undertaking with your [mother/daughter].
3. Your work and family reasons for starting a business with your daughter and/or your reasons for wanting your daughter to join your business.
4. Your family relationship with your [mother/daughter] and your working relationship with your [mother/daughter].
5. Your ambitions for the business you work in with your [mother/daughter].

Please note - financial information regarding your business will not be sought as part of these interviews.

Participation in this study is entirely voluntary and you are under no obligation to participate. However, if you and your mother choose to participate you need to be aware that your name, your daughter’s name and that of your business, in addition to the information that you provide, will not be able to remain anonymous.
This is because:

(1) The number of mother-daughter business teams in New Zealand is small.
(2) Information is being sought from two prominent people within your business – you and your [mother/daughter].
(3) The information being sought through the interview(s) is to tell a unique ‘story.’

Your permission will be sought to audio tape each of the interviews, and you will be able to edit the transcription of each of your interviews should you wish to. If you choose to edit your interview transcripts - it is the edited transcripts that will be used for analysis and reporting within this study not the original.

Your interview data will be collected and used for the purpose of the research project described above, resulting in a doctoral thesis and may also be published in an academic journal or book. I will also provide you with a one page summary of the findings of the research study at its conclusion.

The interview transcripts will be stored in a locked secure unit, in my work space at the University of Auckland Business School for no longer than six years at which point they will be destroyed by shredding. Should you choose to edit your interview transcripts - it will be the edited transcripts that are securely stored for six years with the original transcript and its corresponding audio tape being destroyed once the edited transcript has been received from you. Data in electronic form will be stored securely on my own password protected computer in my work space within the University of Auckland for no longer than six years, at which point it will be deleted from all computer systems.

I will transcribe the majority of the interviews for this study, myself, however if another ‘transcriber’ is used to transcribe some of the audiotapes, this person will sign a confidentiality agreement.

You will have the right to decline to answer any questions that you are not comfortable in answering in any of the interviews. You will also the right to withdraw from the study at anytime up until [date provided], at which point the thesis will be being prepared for submission.

If you consent to take part in the study, please complete, sign and date the participant consent form. Thank you for your time in taking part in this study. I am looking forward to working with you and having the opportunity to include you in the mother-daughter business story.

If you have any further queries or wish to know more, please telephone me or email me as per my contact details [provided].

**Principal Investigator:**
Michelle Kilkolly-Proffit
PhD Candidate

**Supervisor:**
[Provided]

**Head of Department:**
[Provided]

If you have any concerns of an ethical nature you can contact the Chair of the University of Auckland Human Participants Ethics Committee, Office of the Vice Chancellor, University of Auckland.

APPROVED BY THE UNIVERSITY OF AUCKLAND HUMAN PARTICIPANTS ETHICS COMMITTEE ON …/…/… REFERENCE NUMBER …/….
Appendix C
CONSENT FORM: THIS FORM WILL BE HELD FOR A PERIOD OF SIX YEARS

Research Project:
Maternal Matters

PRINCIPAL INVESTIGATOR:
Mrs Michelle Kilkolly-Proffit
PhD Candidate

I have read the Participant Information Sheet and I have understood the nature of the research and why I have been selected. I have had the opportunity to ask questions and have these answered to my satisfaction.

- I agree to take part in the research.
- I understand that in agreeing to participate, that my name, my business name and any information that I provide, will not be able to remain anonymous.
- I understand that I will not be asked to provide any financial information on my business.
- I understand that I can decline to answer any questions that I am not comfortable answering in any of the interviews I participate in.
- I understand that I am free to withdraw participation and any data traceable to me up until [date provided].
- I agree to be audio-taped.
- I understand that my audio tapes will not be returned to me.
- I understand that I have the right to review and edit any of my interview transcripts, and if I choose to edit my interview transcripts - the original interview transcript and its corresponding audio-tape will be destroyed by the researcher upon receipt of the edited copy.
- I understand that my data will be securely kept for six years at which point it will be destroyed unless I choose to edit my interview transcripts – in this case my original the interview transcript and its corresponding audio-tape will be destroyed by the researcher upon receipt of the edited copy and the edited copy of my interview transcript will be securely kept for six years.
- I understand that a third party may transcribe the tapes. In order to do this, the ‘transcriber’ will sign a confidentiality agreement.
- I understand that I will receive a one page summary of the findings at the conclusion of the study.

Name: ___________________Signature: ___________________Date: ___________________

APPROVED BY THE UNIVERSITY OF AUCKLAND HUMAN PARTICIPANTS ETHICS COMMITTEE ON .../.../.. REFERENCE NUMBER
Appendix D
OVERARCHING INTERVIEW GUIDE

Set-up:
*Demographics/General:* Age, domestic situation, partner’s occupation, children (and their ages), parents, education, other business owners.

*Business:* Type, number of employees, ownership.

Life Story Interview:
In each section:
- **Set-up:** Table of contents/book/novel analogy - chapters in a book - what these chapters would be.
- **Key events:** High point/positive memory, low point/negative memory, a turning point, early memories in each section.

Sections:
*Early life and adolescent life business influences.*

*Early family life and family relationships*
If needed:
- Early family relationship with mother.

*Working/business career*
If needed:
- A failure/‘regret’ and/or a hope/dream
- Reasons for starting or joining the business with mother/daughter.
- Family/children and work and career considerations?
- Challenges? Advice/support?

*Relationship with mother*
If needed:
- Choice to work together? Challenges? Closeness? Downtime?

*Business ambitions/future*
If needed:
- Dreams, Hopes, Plans for the business, A Life Project?

*Meaning of terms*
- Entrepreneur/mentor/succession/opportunity
Appendix E
PERMISSION TO USE PHOTOGRAPH IN FIGURE 0.1

Hi Michelle,
I'm not sure that we have a formal permission database/letter but please feel free to retain this email as confirmation of the verbal permission discussed yesterday.

Kind regards
Simon

Written permission was sought to use the photograph of my grandmother that had been taken by the paper to use in an article about her. This was sought following a phone call with Simon on 16/10/17 in which verbal permission to use the photograph within this PhD thesis was given.