

Learning Family Business

Paradoxes and Pathways

KEN MOORES

Bond University, Australia

MARY BARRETT

Griffith University, Australia

With commentary and cases from America's
foremost family business 'gurus': Leon and Katie Danco

ASHGATE

Contents

<i>List of Figures</i>	<i>vi</i>
<i>List of Tables</i>	<i>vii</i>
<i>Preface</i>	<i>viii</i>
<i>Acknowledgements</i>	<i>x</i>
1 Frameworks and Descriptions	1
2 Learning, Life Cycles and Love: A Contingency Perspective on Family Business	13
3 Learning Business	39
4 Learning <i>Our</i> Business	63
5 Learning to <i>Lead</i> Our Business	85
6 Learning to <i>Let Go</i> Our Business	115
7 Profiles and Patterns that Work	131
Appendix: How We Did the Study	151
<i>Index</i>	<i>171</i>

List of Figures

Figure 2.1	The stages of the organizational life cycle	18-19
Figure 2.2	Theoretical framework	24
Figure 2.3	Relationships and goals in family business	30
Figure 5.1	Research design	93
Figure 6.1	Retirement options for CEOs	122

List of Tables

Table 1.1	Contribution of family business to the United States economy	9
Table 2.1	Risks and successful strategies in young firms	17
Table 2.2	Comparison of life cycle models	23
Table 7.1	Firm demographics	133
Table 7.2	Emergent stage profiles	133
Table 7.3	Salience of control types at different life cycle stages	137
Table 7.4	Case firm characteristics	139
Table 7.5	Life cycle patterns of case firms	144
Table 7.6	Learning priorities, paradoxes and pathways - linked to the organizational life cycle	147
Table A.1	Environmental uncertainty - descriptive statistics	155
Table A.2	Dimensions of environmental uncertainty	156
Table A.3	Strategies	157
Table A.4	Dimensions of <i>Strategies</i>	158
Table A.5	<i>Structure</i>	159
Table A.6	Dimensions of <i>Structure</i>	160
Table A.7	<i>Control Systems — Content</i>	161
Table A.8	Dimensions of <i>Control Systems - Content</i>	162
Table A.9	<i>Control Systems - Form</i>	163
Table A.10	Dimensions of <i>Control Systems - Form</i>	163
Table A. 11	Correlation matrix	164-165
Table A. 12	Partial correlation analysis	166
Table A.13	Life cycle patterns of firm characteristics	169