# PILOT INTERVIEW 1

## Interview Transcription

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| Line Number | Person | Dialogue |
| 1 | Researcher | Good Day, how are you feeling today? |
| 2 | Participant | Good and yourself ? |
| 3 | Researcher | Good thanks. Before proceeding, I want to confirm that you have completed the consent form? |
| 4 | Participant | Yes I have |
| 5 | Researcher | Okay and would you still like to proceed with this interview ? |
| 6 | Participant | Yes |
| 7 | Researcher | Okay. I would like to highlight that this interview will remain confidential and your identity will be kept anonymous through explicit and implicit methods. This implies that your name will not be used and further factors that could potentially lead to your identification will be eliminated. Do you understand this ? |
| 8 | Participant | Yes, I do. |
| 9 | Researcher | Okay, I request that you stop me at any given point where you are uncomfortable with the interview, or the questions posed. On that note, I would like to remind you or your right to withdraw from participation with no negative consequences which implies that you can at any point of this interview, or the research process convey the intention to withdraw your contribution to this study and there will be no penalty or disadvantage presented to you. Do you understand this right? |
| 10 | Participant | Yes, I do. |
| 11 | Researcher | Okay, I am going to record this interview for recordkeeping and transcription purposes. Is this still okay with you? |
| 12 | Participant | Yes, it is. |
| 13 | Researcher | Okay, thank you for carving out the time to speak with me today. The intention of this interview is to have a free flowing discussion regarding your experience in your family-owned business. I will now start posing interview questions but please feel free to interrupt me where you feel it is necessary. |
| 14 | Participant | Okay |
| 15 | Researcher | So how do you experience working in your family-owned business? |
| 16 | Participant | It’s a good but tough experience. It teaches you a lot along the way. Would definitely say it’s the best life lesson that you could possibly get taught. Especially having your parents as two supporters that teach you a lot, basically explain the ways to do business and motivate you to become better and better each day which will definitely help you achieve goals in the future. |
| 17 | Researcher | Okay so from what I understand, you’re saying that its two-fold. So there’s a positive experience and a negative experience. I think you spoke to the positive experience where you say that working with two of your biggest supporters help achieve goals. But let’s delve into the tough aspects of it. What makes it tough? |
| 18 | Participant | Uhm, the biggest factor that makes it tough is that when you do something wrong then your father will definitely correct you and sometimes it may be too harsh but it’s nothing but your father wanting the best for you and teaching you the right thing in business so yeah… it all depends… uhm… on maturity and how you take it. |
| 19 | Researcher | Mmmm… so when you say that your father corrects you, does it feel like a reprimand or a suggestion? |
| 20 | Participant | Uhmm… I would definitely say it’s a suggestion. |
| 21 | Researcher | It’s a suggestion so do you feel like when he provides you with this suggestion, it’s different to when he provides suggestions to an employee outside of the family. |
| 22 | Participant | Towards me, it’s definitely different to the other employees. |
| 23 | Researcher | How so? |
| 24 | Participant | Towards me, its not as harsh. He would have a bit of sympathy as I am his son and also the level of emotions or high heated it gets is much less than what it gets compared to other employees. |
| 25 | Researcher | You feel that it is this way because you are his son. Do you feel it is far or does it ever make other employees look down upon you? |
| 26 | Participant | No I would say it is completely fair. Each and every person has to start from the bottom and make their way to the top and I think that’s how you do it in a family business. |
| 27 | Researcher | Okay so you speak of speaking from the bottom till the top and I see you are employed as middle management in your fathers organization. Uhm let’s explore your career path. Where do you see yourself going and how do you see yourself getting there? |
| 28 | Participant | Where I see myself going is definitely being in the family business as I am now and carrying my father’s legacy, making it better. Hopefully one day he will be proud of that. |
| 29 | Researcher | Okay so you see yourself always being a part of this family-owned business? |
| 30 | Participant | Yes |
| 31 | Researcher | Before you joined the family-owned business, was this still your sentiment? |
| 32 | Participant | Yes. Business was always my..let’s say.. passion or interest. I never thought about taking up sports as a career or anything like that besides business. I’ve always an entrepreneur mindset. That’s been my number one dream. |
| 33 | Researcher | So for example when you were choosing what to study, do you think that the family-owned business played a huge influencing factor in your decision? |
| 34 | Participant | Not really, like I said. Business was always my number one dream or passion. I knew from school or when I started college that I wanted to follow my dream which was business and studying business and working in a family business works hand- in-hand. So yes, it definitely did not change my career decision. |
| 35 | Researcher | Okay so the outlook is that you have to study in order to be accepted into the family-owned business? |
| 36 | Participant | Not really. I would say uhm… my parents knew I didn’t want to study after school. But once I received my matric marks and It was actually pretty good, I decided to study. After that I could definitely see that it’s actually not bad and it will definitely help in the family business in terms of thinking. |
| 37 | Researcher | Okay so the family-owned business has influenced your perception towards your career to a large extent. |
| 38 | Participant | Yes. |
| 39 | Researcher | Okay and let’s explore when you spoke about working in a family-owned business being tough. How do you experience your family-dynamics? |
| 40 | Participant | When I said tough I meant that each family member will kind of.. get heated with each other and it will kind of cause conflict but due to our maturity levels, we strongly believe that what happens at work, stays and work, it doesn’t come home. That definitely is a turning point for the family. |
| 41 | Researcher | Okay so within the family and throughout most family-members, there is a good work-life boundary? |
| 42 | Participant | Yes, definitely. |
| 43 | Researcher | I believe you said there are two other family members in the family-owned business making it a total of three |
| 44 | Participant | Yeah. |
| 45 | Researcher | Okay so in oversight, do you think working there has influenced your overall well-being? |
| 46 | Participant | No it hasn’t affected my well-being. I think if you work as an employee, boss or CEO there is major… there is sacrifices to be made and that’s something you have to deal with. |
| 47 | Researcher | Okay and in terms of sacrifice, how do you feel about this? Do you feel it’s fair? Do you think that there are higher expectations placed upon you being a family member in a family owned business ? |
| 48 | Participant | I would say, I don’t mind the sacrifices and secondly yes, I think there is some expectations I need to meet. But that only comes with more experience. |
| 49 | Researcher | So in terms of experiencing this pressure. You work closely with your father and sometimes things get a bit heated among family-members. Could you give me an example of a time where there was a high-level conflict? |
| 50 | Participant | Sure, for example when our father delegates tasks to us and we do not facilitate the tasks in the way that he wants us to. That causes a bit of conflict because he knows whats best for the business. He has been working longer than me obviously so yes, that might cause a bit of conflict. That’s one situation that went wrong. |
| 51 | Researcher | So when you say conflict was it feeling like your father was unhappy with you ? |
| 52 | Participant | I wouldn’t say unhappy. My father is a unique person, he wants everything done in his way. So yes, he was a bit angry but not unhappy with me. |
| 53 | Researcher | Okay and when you say that your father wants things done in his own way, I know you said that you want to improve business process and operations. Do you forsee this being a potential obstacle in your pursuit? |
| 54 | Participant | Not really, I think my father and I have the same wants and that is basically extending the business to different provinces and uhm.. focusing more on supply chain. |
| 55 | Researcher | Okay so expansion is definitely on the cards. |
| 56 | Participant | Yes. |
| 57 | Researcher | With that expansion, do you forsee including more family members into the family owned business or do you see employing external partieis to assist and facilitate oversight of operations in these other facilities? |
| 58 | Participant | I would say hiring people with the right qualifications which could aid in smoothness. My mom and dad deserve a good retirement. |
| 59 | Researcher | Okay and do you think the retirement might come quicker if you take over the reins much sooner |
| 60 | Participant | Unfortunately I cannot do much sooner due to me going to university but yeah. |
| 61 | Researcher | Okay so when you say you go to university. Are you employed part time at the business and doing your degree in conjunction to that? |
| 62 | Participant | Yes, I am. So some weeks, I go to the business after varsity. In my semester breaks, I go there all the time. |
| 63 | Researcher | Is it more of an occasional or part-time formal employment? |
| 64 | Participant | It’s formal employment. |
| 65 | Researcher | So you have said that you want to take over the reigns and now you are currently developing yourself professionally through undertaking your degree. Uhmm… I just want to get an idea, in terms of mechanisms within the business – are there mechanisms set in place for you to obtain this ? In terms of having a family mentor ? Obviously you do have flexi hours so that makes sense but is there any formal promotion path set out for you ? |
| 66 | Participant | Uhm… I would say yes there is. Uhm… family mentor wise, there’s a lot of support being given. |
| 67 | Researcher | Who would you consider the family mentor? |
| 68 | Participant | Definitely my sister. |
| 69 | Researcher | Is she a part of the family-owned business? |
| 70 | Participant | Yes, she is. |
| 71 | Researcher | Okay so say if you’re experiencing conflict with your sister who is your emotional support. Who do you turn to in this difficult time? Since she is your support tin most instances, how do you navigate through this? |
| 72 | Participant | At the end of the day, my sister and I, we both are at ages to understand who is in the right and wrong. It aids in solving conflict and going back to normal. |
| 73 | Researcher | Okay so is there a high level of communication? |
| 74 | Participant | Yes, there is. |
| 75 | Researcher | Okay so you believe that the family dynamics have made your career and work experience much more pleasant? |
| 76 | Participant | Yes, |
| 77 | Researcher | Okay and in terms of other outlets is there anything or anyone else you turn to in order to relive pressure? Like you said, your father places expectations on you and it must not be easy to house all the time. Are there any other outlets you turn to ? |
| 78 | Participant | Uhm… yes definitely. My hobby is gym – a lot- I go everyday expect on Sundays. So I would say going to the gym helps me mentally to clear my mind as well as physically |
| 79 | Researcher | Okay so the gym helps take extra pressure off. |
| 80 | Participant | Yes |
| 81 | Researcher | Okay perfect so let’s summarise what we discussed today. We spoke about how you experience working in the family owned business and it was uncovered that it is two-fold. It is pleasant but it also has its own challenges. In terms of it being nice to have people who genuinely support you and want your betterment and progress. In terms of the negative instances, emotions get heated and there is conflict experienced. There are instances where your father delegated a task to you which was not done according to his standard of his expectations which caused a bit of a disconnect. However you believe that the family dynamic is strong in the sense that you are mature to navigate through this, communicate through it and get to a better space at a faster rate. |
| 82 | Participant | Yes. |
| 83 | Researcher | In terms of your career, you have always been extremely passionate about business os the family-owned business didn’t play a big role in the degree that you have chosen. In conjunction to your degree, your professional development, you are progressive in being actively involved and actually formally employed in your family-owned business. |
| 84 | Participant | Yes |
| 85 | Researcher | And there is no extact pathway dug up in you taking over the reins from your father who would soon like to retire. So you kind of doing this as you go along so he is your workplace mentor. |
| 86 | Participant | Yes, that’s correct. |
| 87 | Researcher | In terms of support received, there is a good work-life boundary. Issues at work seldomly come back home however, if it does come back then you go to your sister for guidance or support and you believe your relationship with your sister is strong in the sense that when there is a conflict with her then you are able to overcome it at a quicker rate. |
| 88 | Participant | Yeah. |
| 89 | Researcher | Okay and you have another outlet which is your gym sessions. It helps you mentally to get over the feelings and thoughts that may sprout up. |
| 90 | Participant | Yeah. |
| 91 | Researcher | This whole experience has not influenced your well-being. You do mention pressure but you appear to enjoy that pressure. |
| 92 | Participant | Yeah. |
| 93 | Researcher | Okay so we have come to the end of our session. I just want to check if you would be willing to have a follow up interview should I require more information regarding certain issues discussed? |
| 94 | Participant | Yes. |
| 95 | Researcher | Thank you for taking the time to participate in this process. Your time is highly valuable, and your input is extremely insightful. I hope you have a lovely day. |

## Demographic & Questionnaire Responses: