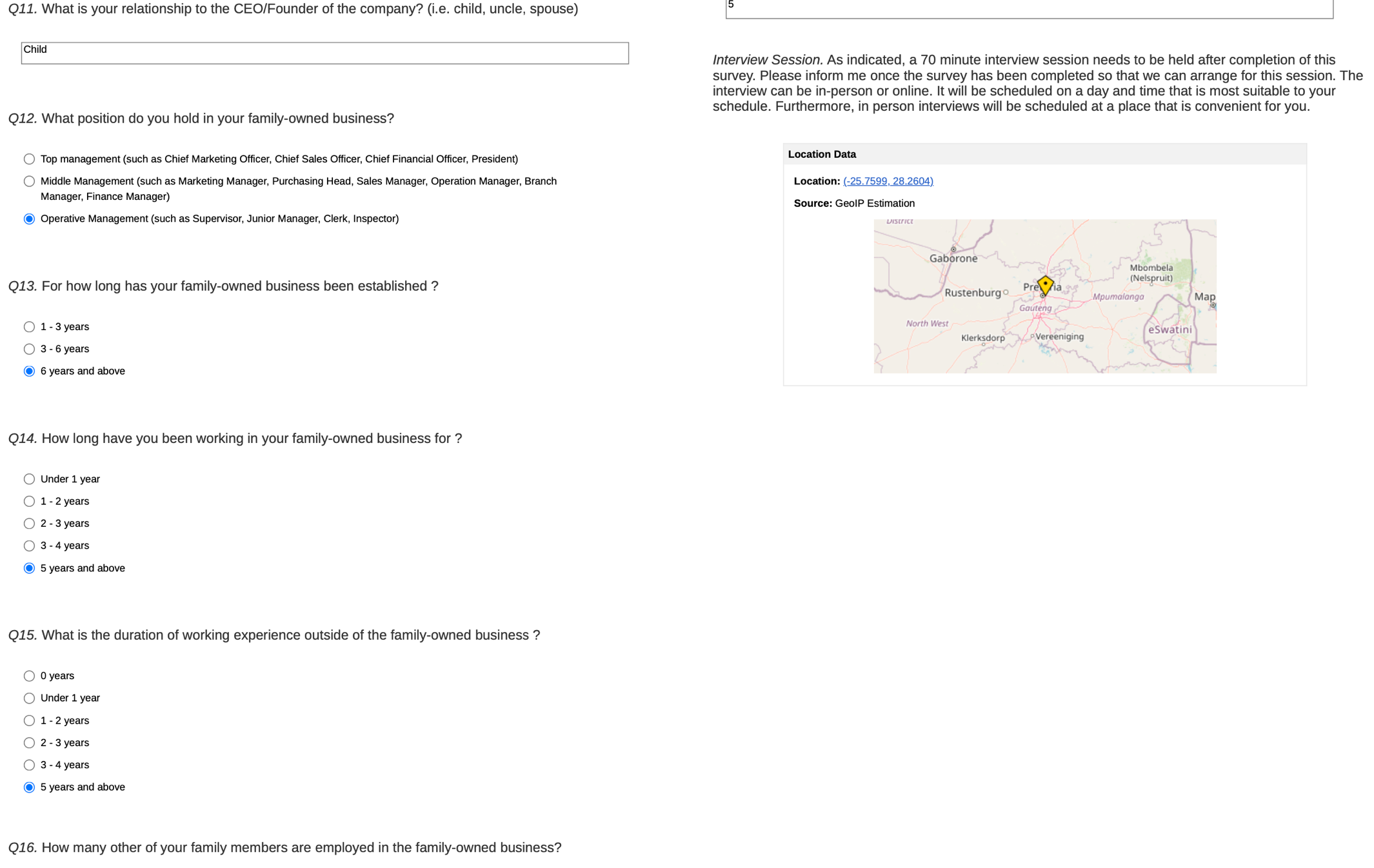
# INTERVIEW 13

## Interview Transcription

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| --- | --- | --- |
| Line Number | Person | Dialogue |
| 1 | Researcher | Good day, how are you doing today? |
| 2 | Participant | I’m okay (laughs) |
| 3 | Researcher | Okay. Before proceeding, I want to confirm that you have completed the consent form and if you would still like to proceed with this interview? |
| 4 | Participant | Yes, we can proceed |
| 5 | Researcher | Thank you. I would like to highlight that this interview will be 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 ? |
| 6 | Participant | I understand. |
| 7 | Researcher | Okay. I request that you stop me at any given point where you are uncomfortable with the interview or questions posed. On that note, I would like to remind you of your right to withdraw from participation with no negative consequences which implies that you can at any point in this interview or 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? |
| 8 | Participant | Yes. |
| 9 | Researcher | Okay, I am going to record this interview for record keeping and transcription purposes. Is this still okay with you? |
| 10 | Participant | That’s fine |
| 11 | Researcher | Thank you for carving the time to speak with me today. So the intention of this is to have a free flowing discussion regarding your experience being placed in your family-owned business. I will now start posing the interview questions but please feel free interrupt me where you feel it is necessary. So we have established from your survey responses that you have quite a confusing situation |
| 12 | Participant | 100% |
| 13 | Researcher | I think to begin with, let’s delve into what you have been through In terms of your career and entrance into the family business then we can move on from there. |
| 14 | Participant | Okay so initially it was an accounting business but I never really enjoyed accounting (sighs) no one really knows this but .. I used to fail accounting on purpose so I could drop it so my dad noticed this…that I was taking an interest in law. I know in grade 11, we did that job shadowing and I did it with one of the attorneys renting the offices then I took an interest in it and…eventually, I changed careers. Immediately after school but my dad said you’re going to go through UNISA or you could go to Tuks or wherever you want for one year just to mess around. He said, you know what I am not going to waste my time, I’ll go straight into it. Then I think there was a bit of confusion, I was late with submissions. So I think it was 2019 and finished in 2022 degree everything. Ya so in that time I started in 2018 working, completed matric at 2017. I started in one of the attorneys renting offices when we were in Erasmia but why I said it was completely different is because I started with them but they used to get instructions from my fathers company so I was basically working for them but essentially doing work for my fathers company. |
| 15 | Researcher | Okay so it was kind of split – even though you weren’t in the family business per se, you were still doing work for the family business? |
| 16 | Participant | Ya so I basically was working two jobs at the time. So (laughs) so I was getting accounting experience, legal, business rescues, insolvency everything. |
| 17 | Researcher | Shew that’s hectic. So that was from 2018? |
| 18 | Participant | That was from 2018 and uhm I moved on…there was another law firm. The one I was working with, they were too competent so I moved onto the other one then I have been there until current but basically most of my matters are separate and then I sign it off based on the attorney chamber that I am working with so…I do all my own work, drafting and everything and it just goes off on a letterhead and that so… |
| 19 | Researcher | Okay so just to clarify – you currently working for the family business? |
| 20 | Participant | Yes, I am a part of the family business. |
| 21 | Researcher | Okay and I understand that it expanded from accounting into something else, so let’s talk a bit about that ? |
| 22 | Participant | Okay so obviously, when you’re studying law there’s a whole bunch of opportunities so you can go into business rescue, insolvency, there’s everything to it and so that’s how I got into it. Now I am basically into insolvencies and that because the legal side, there’s always court matters and that so. That’s basically where I am getting from my family business. |
| 23 | Researcher | Shew that’s hectic so do you enjoy your job ? |
| 24 | Participant | No no I love it. |
| 25 | Researcher | As long as you like it ! That’s an interesting background, I see that you have been working here for above five years so how do you experience working in the family-owned business? You mentioned that there was a lot of confusion but in terms of where you are currently, let’s delve into the pros and the cons. |
| 26 | Participant | So obviously when you’re in the family business, you need to be hands on with everything. I don’t only handle legal things, there are other things that I handle as well but also to keep the business up and running, you’ve got to look at the maintenance issues and that, you can’t just trust anyone to do it. You have to be here every single day, first in and last out. It’s hard to do that all the time but sometimes you need to but for example, this whole week, most of my work was put on hold – my clients were informed. On Saturday night, we were hit by lighting so I’ve been busy with insurance claims and everything just trying to…so you have to be hand otherwise… |
| 27 | Researcher | Yeah and it doesn’t rain, it pours (laughs) |
| 28 | Participant | Always (laughs) Always |
| 29 | Researcher | Okay so it’s just the fact that there is a lot of pressure in that sense because you have to consider all these different aspects and I’m sure when your work got halted and looking at the insurance claims, that must have added on because you know that at some point, you will need to catch up. |
| 30 | Participant | 100% |
| 31 | Researcher | Okay and are there any other cons that you have experienced? |
| 32 | Participant | No I wouldn’t really say any cons because like I am used to it now so everything like…I just handle as is. The only thing I was experiencing was that the attorneys were not competent before so I don’t think I was getting enough exposure from him but obviously in my family business, I was getting it. |
| 33 | Researcher | Okay that’s interesting. We have established that the con well the one con is that you have to be here all the time, throughout the day, put the work in and oversee unexpected events that happen which pushes you back |
| 34 | Participant | Ya. |
| 35 | Researcher | Then there was that element of incompetence where you felt that you weren’t getting the exposure that you needed but you are getting that now with the company you afre placed in. |
| 36 | Participant | Ya. |
| 37 | Researcher | Can we talk a little about the pros of working in the family business? |
| 38 | Participant | I wouldn’t…I wouldn’t… I don’t even know what to say to this to be honest…I think I am getting the right experience, I was never really put right at the top. So I can go back to another con, every other issue comes right back to me. My dad obviously doesn’t have the time, I also don’t have the time but I take on that responsibility where if anything goes wrong, I have to deal with it. Any issue in the office, I handle it. |
| 39 | Researcher | Okay so there is that added sense of responsibility? |
| 40 | Participant | Ya. When you start from the bottom, (laughs) the attorney that I was working for told me ‘just go to your dad, I need something signed’ then I asked if he is sure about that because he is strict with his meetings. He said ya no it shouldn’t be a problem, he knows about it. So I went to my dads office, I got kicked out of the meeting and there was an email sent to the whole office saying I ambushed. But it’s like that where you mature and obviously get the experience, like I never used to wear a tie and that to work and got emails about that all the time (laughs) but you need that structure, that’s how you learn so I think that’s where the pros are also is that I started at the bottom and brought myself up |
| 41 | Researcher | Ya and in doing that, I am sure that the other employees got a sense that you didn’t get this job just because you’re the bosses son. |
| 42 | Participant | Ya and there was no favouritism like I said, when I never used to wear a tie then everyone would know about it. |
| 43 | Researcher | There was that repercussions. |
| 44 | Participant | Ya there’s repercussions for everything so there was that standard and it must be met. |
| 45 | Researcher | Yes and it applies to everyone |
| 46 | Participant | Everyone so Mondays to Thursdays, full suit with a tie then obviously Friday is a bit more relaxed so a golf and pants. |
| 47 | Researcher | So that is really stringent, your dad seems really strict. That’s a bit scary no? |
| 48 | Participant | Yeah but that’s the way you learn the business and…like it’s all the small things, you can give the employees small things to do but the most support is I am the main support of the business the security I handle everything, the bank accoutns, theres …you have someone but you have to |
| 49 | Researcher | Delegate? |
| 50 | Participant | Yeah follow procedures and that where it will have to go through few forms for approvals, theres a few every week requisitions for which payments need to be made, so everything is… |
| 51 | Researcher | That sounds like a lot of pressure. I understand that five other family members are employed within the business as well? |
| 52 | Participant | I actually wanted to ask – are you talking about very close or cousins as well ? |
| 53 | Researcher | So overall including cousing |
| 54 | Participant | Okay so theres my sister, shes in the accounts department so she handles all the billing and everything. Obviously, my mother, shes in part of the business then my brother in law, he’s running business rescue so you can see how my dad is working it. I am running the legal side and he is running that which is the accounting background. That covers everything that goes into tax, VAT and so we’re structuring it already to carry on for generations then obviously, there are my cousins which are also a part od legal, forensics, so that’s how it is structured. |
| 55 | Researcher | So it is very strategic |
| 56 | Participant | Yes |
| 57 | Researcher | It’s almost like each of you have your own departments? |
| 58 | Participant | Yes |
| 59 | Researcher | Okay and since there is that varying departments, I wanted to get a sense of how you experience your family dynamics? How does it work with working with all these family members? |
| 60 | Participant | It’s just like every other business. If I need a meeting, I have to request it through my fathers PA. I cant say that I…next day or …sometimes my meetings are only in three weeks. So it’s exactly run like it’s not a family business, we all have the same …we all have to got through the same procedures. |
| 61 | Researcher | Okay so it’s like when you come to work, there is no blood relation almost. |
| 62 | Participant | Yeah I have to clock in, clock out like everyone else. Even though I run the time registers, I have to clock in and out. The only time that business stops is during lunchtime unless we have a meeting, then we’re in the meeting. I’ll sometimes have lunch with my dad but we don’t discuss business – or only if we have to. Then at home, it’s back to family time but obviously If sometimes that you carry on meetings, it will carry on like that. |
| 63 | Researcher | Okay aso it’s now established that there are clear lines between you and the other family members but since your dad is primarily supervising all of you, do you think that this dynamic of working in a family business has impacted your relationship with him in any way ? |
| 64 | Participant | No, I would not say so. Like I said, there is business then there’s family time so it’s completely separated. |
| 65 | Researcher | Entirely. |
| 66 | Participant | Entirely. |
| 67 | Researcher | It seems there is a good work-family boundary |
| 68 | Participant | Yes |
| 69 | Researcher | How do you manage the family boundary? Sometimes if there is something pressing in your personal life and you want to talk to him about it how do you manage and experience that? |
| 70 | Participant | Are you talking with like…matters related to clients or matters relating to me ? |
| 71 | Researcher | Personal? |
| 72 | Participant | No that I can just speak to him when I am home or send him a message so that he’ll make the time for. |
| 73 | Researcher | Then if it is work related and you need to speak to him at home, how do you experience and manage that? |
| 74 | Participant | No ya like I said, we go through the same things but he has that mindset of ‘okay you can handle it’ or it’s something we can deal with tomorrow, bring it through. Like he has this system where he will send you an email related to a client then he’ll say ‘see me’ that means see him the next morning. Unless he says schedule an appointment then that means it’s not so urgent so you schedule it two three weeks. |
| 75 | Researcher | Okay so it seems like your dad truly does prioritise different elements. That’s interesting. It’s almost like family time and business time is separate. The only time you really come together is lunchtime and at home. |
| 76 | Participant | Yeah. Like you will get instances where things continue to the house, work that is completely urgent. Like with business recuses, things happen |
| 77 | Researcher | Overnight |
| 78 | Participant | Yeah and obviously with law, everything, court cases so…yeah sometimes it goes over but it wont be as serious, you just complete the work. You can have a general conversation while doing it. |
| 79 | Researcher | Yeah it’s not like the office where you have to wear a suit and tie |
| 80 | Participant | (laughs) yeah not like that. |
| 81 | Researcher | How do you feel about that – do you enjoy the work-life differentiation? Or do you think there is anything missing or anything that should happen? |
| 82 | Participant | No I think uh…I like the way the system is working. Like I said, I gained a lot of experience starting from the bottom going up and not getting privileges compared to everyone else. Uhh…that’s … that covers everything because is one person requests a meeting before me then they should get it before me, I should be the one. I know my dad wants me to come into the business but to learn it from …and see everything bottom up. Recently, he has been wanting me to come more into meetings with him, he wants me in all of his meetings just so I get to know the clients and all that. |
| 83 | Researcher | Yeah and also in the way that you watch him talk and handle things, I mean that’s also good exposure in some sense |
| 84 | Participant | Yeah and most of the clients now obviously can’t get a hold of my dad so they’re calling me. If I can’t help them then they want a meeting with my dad but it doesn’t work like that because it still goes through the same process, no one cuts the line so…it still goes to my dad’s PA, she’ll give out the meetings. If they say it’s urgent then they’re lucky to get a meeting in two weeks (laughs) |
| 85 | Researcher | Shame it sounds very stressful for your dad’s PA. |
| 86 | Participant | Ya she …every time I walk into her office and say ‘there is a new client, they ended a meeting’ and tell her if it’s urgent or not….so every time I walk into her office now she’s already like ‘no no’ (laughs) |
| 87 | Researcher | Immediately cutting it off (laughs) so that’s nice to see that there is an established work life boundary. I just want to get a sense, are you the second generation in the business? |
| 88 | Participant | Not technically. The parent company, I would say yes technically because my dad used to work under his father and with his sibling but obviously that wasn’t working out so he broke away and established his own business. So basically I am the second generation, ya. |
| 89 | Researcher | Okay so there has also been that …your dad experienced this with the previous business he was in and that’s why this dynamic works so well. It’s almost like he’s experienced what it’s like working in a family business and using that experience, he enforces this system and procedure. Let’s talk about a normal day that you go through, a typical day? |
| 90 | Participant | Okay so recently it’s been quite hectic, I don’t know if you’ve seen on the news with there’s this whole XXX case so that’s been my life at the moment but usually how my day is – we’ll go from last year how it used to be – it was when my wife was working, I used to drop her off at 6 o clock in the morning, used to be here first at like 7 o clock but uh….I’d go switch on the lights, switch o the TV’s everything. Now the…staff and that, they know what to do if I’m not in, come to my desk, we usually have our morning meetings to clear out all the matters but there’s always something like an IT issues, I am running that way. If something goes wrong, they email me and I’ll have to sort out everything. That’s usually how my mornings go then obviously, it’s client meetings for the day and that…uhh…have a few….then you do your work, go home and carry on there (laughs) |
| 91 | Researcher | So is there set times that you come in and leave ? |
| 92 | Participant | So with the employees obviously when we were in Erasmia, it was easier for them to get transport so we’d just arrange a bus for them where our driver drops and picks them up so it’s basically half past right to half past four but I don’t have a set time so obviously, I have to be in before half past seven so now I’m in at around eight but he times change, some days we leave at six, dome days at eight. |
| 93 | Researcher | So there is that degree of flexibility in terms of time? |
| 94 | Participant | I wouldn’t really say. I would say Monday to Friday, I’m most of the times one of the first ones and most of the times one of the last. Unless I have a meeting in Joburg or if I …say the meeting is at four, I’ll just go home at five but then there’s the weekends that you’re working also. |
| 95 | Researcher | So I am getting a sense that you deal with crisis, legal aspects, and maintaining the building so that must put a lot of pressure on you. I want to get an understanding of how if this has influenced your overall well-being? |
| 96 | Participant | (laughs) I’m handling is so far… no look it does get tiring like from this year to last year, I can’t really manage with coming in at seven everyday so I am rather leaving later but ya…it’s just maybe takes a toll on you, I wouldn’t say health but you get very tired. But once you get used to it, you run with it. |
| 97 | Researcher | Yeah and in terms of the state mentally and emotionally, have you ever felt overwhelmed ? |
| 98 | Participant | You do have that times when there is a lot of work but I was never one to stress so I … my attitude is okay you stressing for the day that’s coming up but once the day is over, you just move on with life. |
| 99 | Researcher | So your wedding must have been a breeze because you probably weren’t stressed? |
| 100 | Participant | Ya no it was…and my wedding was in COVID. |
| 101 | Researcher | I know, I couldn’t come because of that ! |
| 102 | Participant | Initially my father and father-in-law discussing on the Friday night, I think it was an open invite 3000 people then suddenly it cut down |
| 103 | Researcher | No I know so that’s good. Is there anything…how do you practice that? Do you think ti’s a mindset of stressing about something isn’t going to necessarily help you? Or how do you manage that because sometimes thoughts do come in and sometimes it’s hard to fight. |
| 104 | Participant | Yeah my mind is working 24 hours. I won’t lie, sometimes I wake up in the middle of the night because I thought of something then I quickly write it down – ok you have to do this, you have to do that. I am not a person that likes to use a diary, I just set reminders on the phone and it has been working (laughs) thank God. But you do get the slip up occasionally and I think that is where my dad is on top of things because he has a photographic memory so he’ll remember something…so I’ll do nine out of ten things that he told me to do then that one thing so he’ll say, you did everything well done but you forgot this one thing and I’ll be ligh ‘ugh come on!’ |
| 105 | Researcher | Give me a break ! |
| 106 | Participant | Ya but I think I am used to it so I don’t really stress so much like I said, my attitude is you have the problem for now but you’re going to get over it so move on with life |
| 107 | Researcher | Mmm and do you think this has been something that you have fostered from a very young age before the business started ? Or is it something you learnt to adapt to ? |
| 108 | Participant | No I have always had that. It’s the same with studying, that’s why like my parents actually got me this ornament as a gift (ornament is a person lazing while reading a book) because that is how I used to study. Even my wife used to laugh saying ‘how do you just read, fall asleep and it just goes in?’ so the thing is I don’t stress so that’s how I am getting through everything. When you stress, it just blocks your mind, you’re trying to get the one thing done and you’re forgetting about the hundred other things. |
| 109 | Researcher | No that’s amazing and I think I’m gonna need some tips from you ! okay so in terms of your overall well-being, even though it does get overwhelming and there is a lot of things at hand, you’ve kind of had this mindset from the get go that… |
| 110 | Participant | And a lot of people, they don’t know how to take criticism. Criticism is always good. So you just take it as it comes, obviously it’s to make you better – not to put you down. So my dad tells me no you need to…we actually had this system last year obviously now he doesn’t have the time to do it where there was a reviewing system of all staff so they had this thing where there was a premier team, there was a B team and the staff were rated everything so it was a score out of 33 so it was your communication, team work, everything and that obviously motivated the staff because they wanted to be top three. So they took it as a good thing, it wasn’t seen as bad criticism so it was good. |
| 111 | Researcher | Yeah it was seen as a way of improving yourself and getting that recognition |
| 112 | Participant | Ya. |
| 113 | Researcher | I am getting a sense that in terms of the work force and with you as family members, there is this mindset that even if you mess up or something is wrong, you are going to hear about it but you will be expected to act on it positively |
| 114 | Participant | Ya. |
| 115 | Researcher | You said that criticism is sometimes taken badly so how do you respond to critics, what are some of the steps you have taken to not see it badly ? |
| 116 | Participant | So like it depends on the person. I never take anything in a bad way, it’s all good for me otherwise they wouldn’t have told me to do it. So it’s just with everything, my dad will call me and say you didn’t do this, even if the client…like last week, I did the work but forgot to inform the client. So and it was just because of the insurance thing, I completely forgot but I just took it as obviously, you have to inform the client at all times so I need to work on that. That is where I am lacking but that is where they came with that whole thing with the scorecard where if your team work needs to improve then you get your comments so you take it in a good way |
| 117 | Researcher | So the family members are also enrolled in this system ? |
| 118 | Participant | Everyone, exactly the same. |
| 119 | Researcher | Okay and the standards are the same? |
| 120 | Participant | Exactly the same and it’s actually your departments that are rating you but my dad also goes ahead over the departments to see if they are favouring because you get instances where someone is close to the manager of the department and they get a favourable score and my dad is like but this guy didn’t do so much work ya so there is a structure. |
| 121 | Researcher | Okay that’s interesting uhm… okay well we have covered that really well. I just want to get a sense of the type of support you have in the work environment so when I talk about instrumental support, I talk about having a workplace mentor or somebody to guide you through the actual job tasks. What instrumental support have you received ? |
| 122 | Participant | So that like…everything goes back to my dad and I think that is the same with every employee, it’s not just like employees that are employed here but like when we go to the advocates, they all want his advice although he is not a lawyer or anything but it’s just that he provides that support for everyone so they confident. He tells them that they need to be confident but I a lot of people have improved drastically. What we have done also, you may have noticed that there is a lot of young people working here. We give them an opportunity, a lot of places don’t want to employ because they want experience and now these people cant get experience anywhere so that’s why we guide them. What my dad does is, say someone applies for accounting, even if we don’t have a spot for it, we’ll ask them if they want to be employed somewhere else so they could learn and everything links together in the business. |
| 123 | Researcher | I mean it’s so diverse and the portfolio is vast so it’s nice to see how you use that diversity to uplift the community and obviously, there is that sense of supporting so many families through this. So how do you feel about this upliftment that we speak of ? |
| 124 | Participant | So basically how I feel is, if you’re not going to be good to someone then you cant expect them to be good to you, take your business to another level if you’re not going to treat them well. That’s how it is, I am sure you saw all the security outside, we take them on also where their business wasn’t paying them or they were sick one day, the business will pay them half their salary. How do you expect them to take care of you if you not looking after them ? And if there are employees are doing good then reward them with a bonus, you cant reward them with a pizza |
| 125 | Researcher | (laughs) it’s not the same. |
| 126 | Participant | Ya so there should always be…we have this thing where every December, there is always a 13th check, no matter the circumstances may be hard, the employees come first. That’s how it is. |
| 127 | Researcher | So there also is that awareness that even though there are so many family members involved, it’s essentially without the employees then the business is nothing |
| 128 | Participant | Is nothing, ya. |
| 129 | Researcher | And I think that’s actually good to see, that awareness. A lot of company’s don’t realise that ya you may be sitting on the top seat which is very fine but if the ground runners are not continuously doing what they are doing then how do you function. So in terms of instrumental support, you receive a lot of guidance from your father |
| 130 | Participant | Yes, correct. |
| 131 | Researcher | Is there anyone else that you kind of work with or report to ? |
| 132 | Participant | No so it’s basically just him because like I said, I am running everything at the moment. So |
| 133 | Researcher | Okay let’s talk a little about the emotional support, when you experience difficult times at work, who do you turn to ? |
| 134 | Participant | Probably…I’d usually address the issue with my dad if there are any problems but then there is my wife. So if I just need to talk to her someday. Sometimes I do tell her that it is a very busy day at work and some days I don’t even get to speak to her the whole day. Some days she’ll wonder what is happening. Sometimes you’re also so busy that you lash out. Like in this week, I asked her to please stop calling me because I have a lot of work and then I felt bad obviously but it’s not something where…she knows I’m always busy. So you get those days but there is that mutual understanding of just things being said in haste but being able to still rely on her. |
| 135 | Researcher | So in terms of that emotional support, your father and your wife. |
| 136 | Participant | Yeah well I think the whole family…they’ll notice if something is wrong, they’ll just speak to me about it. |
| 137 | Researcher | Okay so there is also that openness like there is no disparity in the sense that ‘oh he is my cousin, I cant talk to him’ |
| 138 | Participant | Ya |
| 139 | Researcher | So those lines of openness is fostered throughout everyone in here and outside as well |
| 140 | Participant | Yeah |
| 141 | Researcher | Okay and are you satisfied with the current emotional support ? Is it working for you ? |
| 142 | Participant | Yeah, I’m not like an emotive person. Things don’t really affect me I think I am just different so I don’t know. |
| 143 | Researcher | You’re very lucky |
| 144 | Participant | (laughs) touch wood. |
| 145 | Researcher | It’s good that you are able to make that distinction because I think a lot of times, we get so caught up in the moment that we mess up more. Even that thing that you said about stress, I can tell you about ten things I have messed up because I am stressed – out of my head. So that is truly commendable |
| 146 | Participant | I think also with the employees, they know that I wont really treat them like..an employee. I’ll joke with them, sometimes I’ll sit and have lunch with them if I have time cause we all sit out. During this thing, we wont talk about work, we’ll just talk about nonsense and it’s how it is. They know they can all talk to me, I’ll understand. If they come to me then I’ll say I don’t need your problems like I said it’s just from the beginning my dad is particular about everything. If he notices that the lawn is mowed skew, he will phone me and ask why I didn’t pick this up. I am used to it now so I know what to do, what to look for. |
| 147 | Researcher | So there is a lot of pressure on you and is there a breaking point? You did mention that you lash out from time to time. |
| 148 | Participant | I don’t think I have broken yet. |
| 149 | Researcher | Do you take any steps to in terms of holidays or taking time off? |
| 150 | Participant | Yeah no my dad is not funny about it because he knows the work, I am here all the time. Obviously when I am sick, I cant. Like sometimes instead of asking, my wife will just speak to him and say you know it’s his birthday or it’s our anniversary and he’ll just say no problem, go for the week if you want to. He doesn’t mind like that. He is easy in that sense because I think he knows that I am putting in the work. |
| 151 | Researcher | Okay so that flexibility or leniency comes in the fact that he recognises that you are putting in everything you have ? |
| 152 | Participant | Ya so if it’s a Friday afternoon and he’ll say if you want to go out then go out for the whole weekend. So like …he is like that with everyone really. He is not very particular about leave but if you are taking advantage then he’ll step in but if they need to go to the doctors or even if someone asks to take a Friday off because they are going away with family, he’ll say it’s no problem because that’s the same thing he awarded me so it’s how it is. |
| 153 | Researcher | That is really commendable. Your dad is doing a great job at managing internal and external employees. The last thing that I need to talk about is your career, we have established that this was originally an accounting firm but that wasn’t your interest so you started the legal aspect of it. |
| 154 | Participant | So there was actually the legal aspect but it was independent. So now we just have attorneys employed within the company as well. |
| 155 | Researcher | Okay so there was a mergence. |
| 156 | Participant | Yeah there is a XX legal department and many other departments as well. |
| 157 | Researcher | Okay uhm… we have established that you worked from the bottom up. Let’s talk about how you established yourself in the family business ? How did it all start ? |
| 158 | Participant | So obviously I started like every candidate attorney would, come to work, go to court every single day, wait in line like everyone else and that was like for two years and it was the most frustrating thing because you get so tired when you come back to work. And actually he first day, I didn’t have my licence at the time. So the attorney I worked with and my dad said no send him with a taxi – I did not want to go with a taxi. I called Uber black so I came back and they waited outside and I came out and they look at me like ‘ah XXX’. So they wanted me to get that uhh… |
| 159 | Researcher | True experience |
| 160 | Participant | Yeah so like I said, I had it like everyone else so yeah. |
| 161 | Researcher | I just want to get a sense, you mentioned that you haven’t completed your articles and you aren’t done studying |
| 162 | Participant | No I am done with my studying, finished my degree and everything. It’s just now to get admitted to court, where you get your board exams and…before, you could do your articles while studying but the new legal act said no after you get your degree then you can apply for articles. I did a course last year to get an idea of how boards would be and it reduced one year of articles. But like I said, I am not too concerned about articles because I am already in the business and…that will just be one thing where I can actually practice and open up my own law firm but that I am not too concerned with at the moment. Like with everyone else studying law, I know a lot of people have applied…I have about somewhere here, 100 CV”s where people are trying to get a job and it’s too difficult so at least I had that… |
| 163 | Researcher | Leeway? |
| 164 | Participant | Yeah. |
| 165 | Researcher | Do you see this affecting you in terms of how your peers perceive you? Uhm…say for example if someone else working here has completed articles and been admitted but they’re ina. Lower position as you, do you see that kind of |
| 166 | Participant | No I actually delayed my articles also because the attorney that is here had three other candidates so they have preference, I want someone that was like ‘listen, they’re employed here – I can’ so I never had that thing where |
| 167 | Researcher | Okay so there is that understanding? |
| 168 | Participant | Yeah |
| 169 | Researcher | No one looks at you differently ? |
| 170 | Participant | No one looks at me differently |
| 171 | Researcher | Okay that’s good. Can we just clarify your current position within the company ? |
| 172 | Participant | I don’t even know how to classify it |
| 173 | Researcher | (laughs) I think that’s most of us. |
| 174 | Participant | No really I don’t know…I think it’s jack of all trades. |
| 175 | Researcher | Jack of all trades, I love this. But it seems like it is more middle management because you aren’t in direct ownership ? |
| 176 | Participant | SO basically if there is any problems then people come to me first. The guy that walked in now, of there is any issues with the building then he comes to me and I make arrangements but like same thing if they…obviously there is HR now so I am not dealing with any disputes |
| 177 | Researcher | Lucky you |
| 178 | Participant | Ya so basically, I would say it was harder than me for anyone else but I do think that set a precedence to say okay if he gets it like that then no one should take a chance. |
| 179 | Researcher | So why do you say it was more difficult for you? |
| 180 | Participant | It was … my father, he was hard on me. Obviously my first day, I came in and got kicked out. I got kicked out many times before. So it was just to show that the other employees shouldn’t try tricks like me. |
| 181 | Researcher | So he really made you work for it hey |
| 182 | Participant | Yeah (laughs) |
| 183 | Researcher | Was it always your intention to join the family business? |
| 184 | Participant | Ya. Like there was, I actually had two opportunities. The one was completely different, it was actually…I was scouted at a very young age to play professional soccer, my mother wanted me to go that way but I never took it as an interest but rather a hobby, something I enjoyed over the weekends but I always had an interest in law, I always enjoyed law. |
| 185 | Researcher | Okay so it’s not so much that the business steered your decision, you passion also drove this ? |
| 186 | Participant | Ya |
| 187 | Researcher | Okay and uhm… in terms of your career development within the family business, we established that you worked your way up |
| 188 | Participant | Still working my way up, not right there just yet |
| 189 | Researcher | Is there any processes and procedures in place for you to attain that ? Where do you see yourself going? How do you see yourself getting there? |
| 190 | Participant | So…like…the way my dad set it up – I am on the legal side. My brother in law on the accounting side. At a point he wants to retire, he wants to move to Durban. For some reason he loves Durban. But there is still the management where he will come in but he wants me to take over like…a certain part which covers everything and my brother in law in terms of the accounting side. So that’s where I see the end going, where I am running one division and we basically have to coexist where there is not any conflict because he has accounting background, I have legal background and they have to work hand in hand where they …like my dad is blessed with all of that but not all of us are that lucky. |
| 191 | Researcher | And uh…in the event that your dad does retire then is it going to be a joint ownership? |
| 192 | Participant | So everything still under him but we will just be running it now and we do have that understanding where we know that we have to work together, we have never been in conflict with one another. You will actually think we are more brothers so I never saw him as a brother-in-law. |
| 193 | Researcher | That’s nice, so in terms of your future, you do see yourself getting to a point where your father can retire ? |
| 194 | Participant | Yes |
| 195 | Researcher | Do you see yourself managing the reigns ? |
| 196 | Participant | Yes that also, my dad travels a lot and he wants me and my brother in law to travel a lot so clients… we’re also establishing abroad and that. Like when I was in Dubai, I was sick but I don’t know how many clients I met because they all wanted to meet with me. Just on Saturday, I had a supper with one of the clients, just wants to meet doesn’t want to discuss business or anything, just to meet. |
| 197 | Researcher | Ya and I think in this business specifically, the relationship is very important. You cant expect emails to suffice, you have to go in and see the persons vibe. |
| 198 | Participant | Exactly and my dad has established a very good foundation overseas where a lot of clients are actually are flying to SA to come and see him/ |
| 199 | Researcher | That’s amazing. Are you happy with where your career is and where it is going ? |
| 200 | Participant | I am |
| 201 | Researcher | That’s good to hear. So we have covered everything pretty well. We have come to the end of our session, I just want to check if there is anything that you would like to discuss, something you feel that wasn’t addressed? |
| 202 | Participant | I think we have covered everything, unless you thought of anything ? |
| 203 | Researcher | Not at the moment but if I do need a follow up interview or I am not going to push you for an interview because I know you are busy, I will just send you the questions then we can work it from there ? |
| 204 | Participant | No problem |
| 205 | Researcher | Thank you for taking the time to participate in this process. Your time is highly valuable and your input has been extremely insightful. |

## Demographic & Questionnaire Responses:



## Notes

### Observation:

The participant appears to have been very certain from a young age in terms of the field he wishes to go into. Even though he may have had some relaxation in terms of getting admitted to court as an attorney given his involvement in the business, it does come with some hardship and sacrifice. His father appears to place high expectations upon him in extension to his own willingness to be there first, leave last and just give everything to the business itself. In terms of well-being, the participant appears to foster a wonderful ability of not necessarily being sensitive to unexpected/unforeseen/unfortunate events. He does however experience fatigue and does not necessarily mention active steps he takes to address this however, he does experience leniency where his father is not very strict on leave (as he is with other employees as well). In terms of support, he receives a large amount of instrumental support from his father. Emotional support from his wife, father and other family members. He does not seem to have workplace support (i.e. if he needs to run out, his work will be addressed) given the heavy reliance on his presence and value contribution specifically to the grounds.

### Reflection:

The participant seems to have a very strict working relationship with his father. It seems that even though everything was given easy to him, his father almost tried to impose a normal working establishment and experience. The participant seems very confident and appears to be trusted given his workload and the projects that he working on.