# PILOT INTERVIEW 2

## Interview Transcription

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| Line Number | Person | Dialogue |
| 1 | Researcher | Good day, how are you feeling today? |
| 2 | Participant | I’m okay, thanks and you ? |
| 3 | Researcher | I’m good thanks. 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, I have and would like to 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 like to your identification will be eliminated. Do you understand this ? |
| 6 | Participant | Yes. |
| 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. This 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 I do. |
| 9 | Researcher | Perfect, I am going to record this interview for record keeping and transcription purposes. Is this still okay with you ? |
| 10 | Participant | Yes. |
| 11 | Researcher | Okay. Thank you so much for carving the time to speak with me today. 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 to interrupt where you feel it is necessary. |
| 12 | Participant | (participant nods) |
| 13 | Researcher | So I see that you have been working in your family-owned business for three-to-four years, how do you experience working in the family-owned business? |
| 14 | Participant | (smiles) uhmm….. very fulfilling. I think what we do serves a lot of purpose out there and I think it is meaningful work and ultimately.. that’s what I think appeals to me |
| 15 | Researcher | How do you feel that it makes a difference? |
| 16 | Participant | I think at our target consumers are middle-to-lower class consumers and they … that… the areas from which they come from are government neglected. So because we supply an essential service or essential good…for example during times of loadshedding; a mother is unable to ..heat up milk..or whatever…her baby’s food for her child. Us selling that gas or that means..gives her the means of ability to do a basic thing. Whereas if you compare that to the other side of life or the other spectrum of life…of consumers…the wealthy or the higher earners. They have the ability to quickly access things whereas in our areas…these people actually depend on us (points towards herself with both hands). So I think thats what brings about meaningful and purposeful work and also cause that’s the heart of South Africa. True South Africans are not your ultra-rich-wealthy-Sandton going-shopping-consumers that look at western brands more. It’s everyday run-of-the-mill people that use taxis, that rely on our public transport and systems which inevitably fail all of us (shrugs shoulders) but uhmm…those are the people you need to uplift if you want an economy to keep going. Those are the people that actually spend in our economy and actually have money in circulation so that’s how you know that you’re making meaningful work in doing that (seems to mimic setting something down on table surface). You are uplifting your own and allowing that to help your country. |
| 17 | Researcher | So you feel that working in the family-owned business fulfils your cup through contributing to the society or community around you and in turn, you are contributing to the economy? |
| 18 | Participant | Yes. |
| 19 | Researcher | Okay |
| 20 | Participant | So even though this is fulfilling, how do you experience your family dynamics in working together? |
| 21 | Researcher | (smiles nervously) good and bad (swallows). In the sense that… you have a closeness that not a lot of families have to experience…because your average, I mean if I compare myself to the average student – your average student had a mother and a father that was working normal jobs whereas in my case and in many other peers of my own races case, we had parents who run their own businesses, have their own things. So we are born entrepreneurial, we are exposed to those conversations and those realities because that’s what happens in our daily life. So good in the sense that we benefit on an entrepreneurial side where if we want to study further and do degrees in commerce, finance or economics – we have that natural inclination towards that topic or topics. Uhmm… some people…dysfunctional families are a topic these days (squints eyes, looking for validation or support) …dysfunctional families, toxic behaviours and narcissism and all those things … its not become social media topics. So perhaps, not to say that there is not dysfunctional habits in our family (points both hands towards herself) but it’s …its different to experience the closeness and connectivity that that brings you. So that’s the good. Then on the negative, uhmmm… lack of autonomy…lack of the ability to make your own decisions, what you feel is right…uhm…theres a superiority compelx I would say in certain family members (creates triangular gesture) I would say because if you over step the one (draws one hand down from triangle structure) who has more experience, you coming in more educated does not necessarily mean that you know everything whereas you think that you do. So the difference in views, opinions and generational growing up patterns plays a part in the negative. |
| 22 | Participant | Okay so lets...delve into the positives. You mention that a lot of your peers also experienced working in family-owned businesses and you are of Indian ethnic group so do you think that Indians predominantly in the South African plane have family-owned businesses? |
| 23 | Researcher | Yes… |
| 24 | Participant | Okay |
| 25 | Researcher | …and that’s obviously because of circumstances during the times our parents grew up (shrugs shoulders) |
| 26 | Participant | And what makes you say that? |
| 27 | Researcher | During Apartheid, education was not equally provided to all races so even though coloured people or people of colour had a section in the University to study. Not everybody had the opportunity in the sense that either, their parents didn’t have the financial means to send them to varsity or they simply didn’t get in. There schooling system was not up to par to that of white people and the didn’t get the opportunity and we take it for granted because we are not of that generation. We don’t actually understand what our parents went through at that time and the lack of opportunity that they had because the world that we see now verses what they saw then are completely and vastly different…Uhmm.. so that’s why the majority of Indian people especially in our Gauteng province, they have businesses because they had no other choice but to do something for themselves. It was either get a job…many cases, people didn’t get a job. Our family’s second generation, I think have corporate jobs not so much the people in their 50’s. youll see people in their 50’s-60’s have family-owned businesses. Anything less than that you would see they have corporate jobs or they’ve done something other than a family business. |
| 28 | Participant | I see… so let’s revisit the negatives. So you did say that there is some sort of superiority complex within the business even though you are more educated but when you over-step the person that is above you in terms of experience of ranking, do you feel that this comes across as disrespect? |
| 29 | Researcher | No…it just comes from a place of … “I’ve done this for 40 years, I know better” |
| 30 | Participant | So it’s more of a knowledge advantage |
| 31 | Researcher | Yes. Yes. |
| 32 | Participant | And how do you cope with this ? Coming from an educated background, being exposed to newer trends in the industry, you may be exposed to something that might be a problem in future and staggering productivity and thigns like that … how do you deal with managing that? You see something wrong but obviously, its not what you want. |
| 33 | Researcher | (smiles nervously) uhmm…I suppose when one does decide to get into a family owned business…(smiles mischievously).. you get in knowing these things. So… coping with it is … just a thing of “we deal with it”, theres no other way of doing that. I mean, I had the option of either pursuing an external career, something outside of the family-owned business or coming in to help and I chose coming into help. |
| 34 | Participant | So you feel that because you choose to come into help , it was kind of a pre-requisite for you to accept hat your suggestions may not always be welcomes? |
| 35 | Researcher | Yes..but I guess it also depends on a persons personality. |
| 36 | Participant | The persons personality, I have a stronger backbone so I will fight and make sure I put in my case. I will ensure that my opinion is known and my view is out there, not holding back so obviously … when you mix family and business, arguments and disagreements are bound to happen. Especially in a situation where our parents handled the business for an X amount of time and then I come in with my fresh new perspective and because they are not used to the modernity of .. perspective in finance and business and they used to their old ways, it’s only natural for there to be “growing pains” (mimics inverted commas with fingers) lets call it |
| 37 | Researcher | Okay so we’ve tapped in quite a bit on the dynamics so theres pros and cons. It appears the pro’s is having some sense of familial closeness. Then the cons is having to deal with accepting the fact that even though you might know better, it may not always be accepted and there will be some growing pains s… |
| 38 | Participant | And it might not be the correct way – whatever you do in the books or study theoretically doesn’t always get applied. And that’s the biggest thing I’ve learnt from my father in my time where I was studying and helping him is that knowledge that I got and received at the time (puts fingers of left hand together) and experience I gained there is almost priceless (smiles) next to a degree because its. Its…experience that you cant just easily get, no other child just gets that. |
| 39 | Researcher | Ya and you mention this earlier where you speak about how you and your peers had an advantage over your |
| 40 | Participant | Yes.. |
| 41 | Researcher | …your other classmates. While we actulally on this topic, do you think that the family-owned business influenced your career decisions or career path? In the questionnaire, I saw that you completed your charted accountancy articles . So do you think that the business played a role in you going out there and studying accounting? |
| 42 | Participant | Oh most certainly. Because we grow up in an entrepreneurial role. Having those conversations make it naturally come towards us. In school, I was naturally drawn towards economics and accounting. Even though I had wanted something completely different in the scientific field – my natural inclination was towards those topics so I don’t want to say that it was only natural or that I was meant to do accounting (looks down, scratches eyebrow) but it was something that came easy to my mind so it was the easier option.. the easier way out… to get a degree and do something that… I saw in the long term would earn me money and get me to different places (squints eyes) |
| 43 | Researcher | You mention that its not something you initially wanted to do so what did you initially want to do? |
| 44 | Participant | I wanted to be a marine biologist (smiles and shakes head in disbelief almost). |
| 45 | Researcher | (smiles) okay and on that note, you did speak of your degree unlocking doors of stability and financial security, do you regret pursuing your accounting degree versus your passion of marine biology? |
| 46 | Participant | Not at all (shakes head reaffirming) |
| 47 | Researcher | Not at all… |
| 48 | Participant | No |
| 49 | Researcher | So was accounting always something that you were naturally good at or something you were passionate about? |
| 50 | Participant | I think a little bit of both because even when I didn’t want to study it I was still getting the high marks that I got. So it was a little bit of both. I did understand it and that’s what brought passion. When you know something it feels good and it brings about that passion that you speak about then. |
| 51 | Researcher | So in practice and seeing that you’re good at it, it tapped into that element of enjoyment? |
| 52 | Participant | Yes |
| 53 | Researcher | And do you think that now you have accomplished you goal in getting the degree, do you think you may consider fulfilling your dream of marine biology at all? |
| 54 | Participant | No I can use my money to pay for scuba diving (thumbs up) |
| 55 | Researcher | (laughs) not bad |
| 56 | Participant | (laughs) ya…more aesthetically pleasing. |
| 57 | Researcher | So I think…I am getting a sense that with your levels of satisfaction in terms of your career- you are happy with the decision you made… |
| 58 | Participant | Yes |
| 59 | Researcher | … and you are happy to be in the family-owned business. I see that you currently hold a top management position in the family owned business. So lets talk about that, how did you come about getting into that position? |
| 60 | Participant | Okay… so I started helping at the family business in my campus holidays so I was always there during university holidays. And that’s where I learnt the most actually (looks down in content) My father was unable to open the business for a day or two or a week of whatever the case was, I was able to step in his role as far as I possible could and that’s the experience that I had with him and I…uhm… because it’s family owned there is no control over top positions, you get it if you deserve it, in their eyes – deserve it. It’s not like corporate where you have to reach this set of pillars and criteria so it was more about (mimics inverted commas) “prove that you’re worthy and we’ll give you the access that autonomy, that control, that position” |
| 61 | Researcher | Let’s just link this now – in helping during your varisty holiday’s you got this experience of it being invaluable because you did mention that the experience you got there was invaluable compared to any other degree |
| 62 | Participant | Mmhmm |
| 63 | Researcher | And in this invaluable experience, you in some way showed your parents that you are trustworthy because they relied on you when they could not be there and they almost gave you this position. |
| 64 | Participant | Yes. |
| 65 | Researcher | Okay and I see that there was a gap between working at the family-owned business. So I understand that you helped during your varsity holidays then you went and completed your articles and are not employed in a top management position at the family owned business |
| 66 | Participant | Yes |
| 67 | Researcher | When you helped in your varsity holidays do you believe that you were in more of an operative management position like a supervisor or a junior manager or more of a middle management position like a marketing manager or human resource manager or sales manager sort of role ? |
| 68 | Participant | I think you can say all because the idea of helping during the holidays was to do what my father did so mimic (emphasis through heightened voice tone) his role as far as possible to see if you are capable of running everything because he is capable of running everything (crosses arms). He can be the cashier and the petrol pump and the driver and the cashier and the boss at the same time so if you’re able to step in those different shoes and wear all those different caps at the same time and do all that he can do was the goal. So it wasn’t a set thing where he said ‘you need to do this’ but he groomed us in a way to be owners and think like owners (points ahead) so we don’t get caught up in the main stream of being staff that work a certain eight to five and then cut of after that point mentally, emotionally and everything cut off after that. Rather focused on making us understand that our heads are on the line if you don’t actually put in the work when it is necessary whether that be fourteen hours or ten or seven. So you could say a little bit of everything but he always said ‘you’re the owner, behave like an owner’ naturally, you could imagine being boss is essentially what the role came with |
| 69 | Researcher | What attributes do you think you possess that made you establish yourself as somebody worthy of this top management position? Like you said, there is no process of procedure set in place for you to attain this role. What do you think that you did to accomplish this ? |
| 70 | Participant | Uhm… I think by my nature, I am very stubborn (squints eyes) and I can be very dominant..uh… in a career setting, so very go-getter, I put my mind to something and I know I can do that, very adamant so that’s where my stubbornness comes into play. I think I have always taken pride in myself of knowing I will always want to know things, you can say “miss know it all” then… (mimics inverted commas) because then I know, I will know it better because I have made a point to know it better so I thinks that’s maybe what’s gotten me there because when you work with people of that background… you cant allow them to walk all over you so you need to have a little bit hard and stronger end qualities. Being a little soft spoken…can be taken… its not a bad quality to have but it can be taken advantage of by those people….uuu… what they perceive is what mattes (points forward and nods) also in that environment so ya… |
| 71 | Researcher | And when you .. you make referend to “those people” and “that calibre of people” , are you referring to employees outside of the family ? |
| 72 | Participant | Yes…and remember majority of our employees are unskilled. |
| 73 | Researcher | Yes |
| 74 | Participant | They not categorized as skilled so with that comes requirements of patience, training and they come from backgrounds typically towships where they were not exposed to these kind of things so investing time and effort into them is important |
| 75 | Researcher | It’s essential |
| 76 | Participant | Yes. |
| 77 | Researcher | In the beginning of the interview, you said that in working in the family-owned business you are uplifting the community in a way not only through providing a service but also uplifting that community in providing employment to the community. |
| 78 | Participant | Yes. |
| 79 | Researcher | Okay and do you think that you had to kind of establish a ground where employees outside of the family had to respect you? …. |
| 80 | Participant | Yes |
| 81 | Researcher | …do you think that you had to work hard for that? |
| 82 | Participant | Yes. |
| 83 | Researcher | Why do you feel this way? |
| 84 | Participant | I think it comes down to a lot of social stigmas and norms for a lack of a better way of saying it. Those types of people, not to sound derogatory about it but typically township rendering people, they deem a man as more superior as a woman and that’s why my father was always considered more superior more so than myself and my siblings. So to prove myself to those people to know that when I say something, it must happen just like how when my father says something it must happen or when my siblings say something it must happen. There first had to be a level of fear and respect for that to happen. So… you need…. And it comes with consistency – proving to them that your father relies on you, turns to you to do certain things whether its small or big, seeing that you come everyday at the same time with him, you leave at the same time with him, you pull the hours with him… you’re not just walking in at nine and leaving, they see that you’ve got the grit (puts hand in fist, squints eyes) that he has – that’s what’s important, that’s when they start respecting you… so it is a bit tricky with that class of people. |
| 85 | Researcher | Mmmm..so that’s quite interesting to see. We spoke about there being a level of superiority in terms of work experience where your parents would say ‘oh, I’ve been doing this for this long’. It’s interesting to see that you have kind of let that pass but there’s also a sense of superiority in terms of perception. That Is something you are consistently addressing through continuously taking active steps in establishing a position |
| 86 | Participant | Yes… |
| 87 | Researcher | How do you feel about that? Do you feel it is not fair? Or…. |
| 88 | Participant | No it comes down to being a leader and being a leader means you’ve got more than what it takes from your team to do something. That’s why a leader is a leader. In any aspect of life whether you are. Talking about corporate or family or a small charity or the president or whatever it is – a leader has to display those qualities so if you want to step into the role of a leader, you’ve got to know to act like one. Unfortunately with a family-owned business because that is your bread and butter but it’s also you’re staff’s bread and butter, you don’t have responsibility just to yourself and your family; you’ve got a responsibility to them and their families. So even though perception is a very important thing, it is also about a bigger aspect of things. Thinking about others along with your own, that’s what comes about being a leader |
| 89 | Researcher | So there’s that social responsibility? |
| 90 | Participant | Yes. |
| 91 | Researcher | aa…. |
| 92 | Participant | …and that’s why perception is so important because they naturally look up to you. They know that they come form previously disadvantaged or still disadvantages communities and they see you as a person who has risen from that so when they look up to you, that perception is obviously important. The respect with which you carry yourself at for any employee and this goes for any career out there whether you are in a corporate or not. Perception is slightly important. |
| 93 | Researcher | Ya… so we have addressed the aspect of respect in terms of staff respecting you but you also mention that they almost to a certain extent have to fear you for them to work with you. Let’s tap into how you accomplished that? When you speak about fear – what are you speaking about ? |
| 94 | Participant | When I say fear I mean… theft is one of the biggest things that any family-owned business goes through. Because we are smaller, we are more uhm… sensitive or exposed to theft. Theft is one of the biggest ones. Another thing is that we are the first to experience social ails and economic conditions the hardest. A massive conglomerate can sustain these things, they have a provision for everything on theft, they write off whatever they need to if they incur extra expenses for loadshedidng for example whereas we don’t (shrugs shoulders). So if you…when I say fear.. it’s important for these…uhm employees to know that when something of that calibre in any of those categories that I have mentioned occurs, they need to be scared of that because you won’t be able to on the lights the next day if you don’t look at these things as a small business. If you have a corporate hat on (mimics putting a cap on) about these topics then you’ll never open your doors the next day, because you are more susceptible or more sensitive as a smaller business to these aisle. So when I say fear, I mean when it comes to the negative parts – they should fear stealing from you, they should fear wasting your resources, your energy, everything you provide there to keep it functioning fully operational machine – they should fear that all of that would stop. That is what I mean when I say fear. Also on the other side of it – there must be etiquette and respect regardless of how professional it is, it is still a working environment. They must have certain etiquettes. If you didn’t refer to your boss as “sir” or “mam” or “boss” or whatever , there is no line of…there is no line and you cross the line which should not be happening at a workplace. It’s the same way that you call your dad “daddy” and your mom “mommy” like there’s a line. Ya. |
| 95 | Researcher | So just to confirm I understand this correctly, when you talk about fear, you talk about fear of repercussions not in the sense that there will be punishment but in the sense that if you take this then you will not have a job or there is a high possibility that you might not have a job. |
| 96 | Participant | Yes. Because our on-lead consequences are also severe for us. |
| 97 | Researcher | Ya. And when you speak of that aspect of professional etiquette, you did speak about how a lot of your employees are unskilled and not as educated, do you see this as a common problem in your family-owned business? Do you see these instances of disrespect or not knowing how to behave common? |
| 98 | Participant | It’s happened to me one or two times…uhm… with male staff. Lack of respect in talking. Uhm… but commonly, they address us appropriately. They address all of us appropriately, they don’t speak out of turn with us. But I see a lot of social in-etiquette among each other as employees and between employees and clients. I think a lot of that comes from a generation thing. |
| 99 | Researcher | Mmm… so let’s tap into your experience in the one or two instances where they were out of line. Uhm.. do you think It is linked to the fact that as you mentioned, your father being a male earns more respect naturally whereas you being a woman having to almost prove yourself? |
| 100 | Participant | Yes (participant starting to look tired) |
| 101 | Researcher | Okay…so I think we’ve covered that pretty well. Just to touch base, you really enjoy working in the family-owned business because it gives you a sense of fulfillment and there are pros and cons to working in the business. To a large extent your family-owned business has influences your career path and you are satisfied with that. You spoke about having... this sort of expectation of acting like your father, walking like your father, and talking like your father, doing all the things your father does and almost fighting to earn your place in your employees’ eyes. I mean this must have put a lot of pressure on you. How did that feel? |
| 102 | Participant | Uhm… pressurizing (smiles and laughs) … I guess you just deal and move on Carry on with it. There’s nothing you can do about it either. You carry on and keep the wheels moving or you sit down. |
| 103 | Researcher | So it was kind of a ‘do or die’ situation? |
| 104 | Participant | Yes… |
| 105 | Researcher | Did you ever get frustrated or feel like leaving? |
| 106 | Participant | Many times (smiles awkwardly) … |
| 107 | Researcher | And what made you stay? |
| 108 | Participant | ….I think….uhm…. obviously …I think my career externally would have allowed me a lot of flexibility, autonomy and everything….but…uhm…I think working for the family business brings about a different type of award financially and like I mentioned in the start…it comes down to are you doing meaningful work every day or not…uhm….so that’s what I…that’s my answer I guess. |
| 109 | Researcher | Mmm…and while we are on this was working in the family owned business always something you wanted to do? Was this the end goal always? |
| 110 | Participant | Yes. |
| 111 | Researcher | Okay so… I just want to tap back into those times where you felt pressurized and felt like leaving, what type of support did you have? Im talking about having a person to speak to or support in terms of… having a mentor or some assistance. How did you deal with all those things? |
| 112 | Participant | Uhh…..I … would say I have a nice support structure of friends. |
| 113 | Researcher | Mmm… so you did rely heavily on your friends for emotional support? |
| 114 | Participant | Yes… |
| 115 | Researcher | So, you would go and tell them that this is what happened today, this is how I feel. So that’s how you were able to vent and cope? |
| 116 | Participant | Yes… |
| 117 | Researcher | In terms of uhm… your support in terms of work output. You mentioned working with your father extensively, so I assume you work closely with him. Did he provide any support in making you work there easier, or did he treat you like every other employee. |
| 118 | Participant | No, he provides support everyday… from the beginning. Everything we know how to do, he himself has taught me. |
| 119 | Researcher | Do you think the support he has given you is different to the support his given other employees? |
| 120 | Participant | To an extent, yes because I am his daughter. Naturally he is inclined to want to teach his children more. But he is patient with his other employees, and he is a very good leader to them as well. So, if they want to know something, he will share his knowledge, he is not one to hold back. He is very kind in that sense generous in that sense. |
| 121 | Researcher | Okay so to sum it up – you have had support in terms of your peer group, and you have had support at work in terms of your father always being willing to show you how to do things and obviously because you are his daughter, there is that willingness to spend more time and energy in your development. |
| 122 | Participant | Yes. Yes. |
| 123 | Researcher | In terms of other outlets like exercise or a hobby, is there anything of that sort that you would do to alleviate this pressure? |
| 124 | Participant | Exercise. |
| 125 | Researcher | Okay…. So you had a good support structure. Is this still the case? Do you still have a strong network available? |
| 126 | Participant | Yes. |
| 127 | Researcher | Okay and how does all of this influence your overall well-being? How do you feel today? We spoke about you establishing yourself in the family business. How do you feel today. How do you think the state of your overall well-being is in it’s entirety? |
| 128 | Participant | (looks nervous) uhm…a little bit… I am a little bit overworked... but going strong on all aspects… ya… |
| 129 | Researcher | So you feel overworked? |
| 130 | Participant | Physically tired. The rest has been fine. |
| 131 | Researcher | So emotionally and mentally, you feel fine? |
| 132 | Participant | Yes. |
| 133 | Researcher | Okay and are you taking any steps to address your physical fatigue? |
| 134 | Participant | Uhmmm…rest…naps in the afternoon…ya…physical rest. |
| 135 | Researcher | Do you think you being physically fatigues influences your career experience in any way? |
| 136 | Participant | Of course, ya. I mean any human being would be impacted when your body simply can’t handle things or your mind can’t handle things. You obviously less inclined to want to go to work but uhm…I suppose it’s different when you have a family owned business compared to a normal job... a normal job you can just switch off – a family business there is just too much at stake to just switch off. You need to switch off provided that etcetera etcetera. You need to know that you have contingency plans in place. |
| 137 | Researcher | Mmmm so there’s that sense... a heightened responsibility? |
| 138 | Participant | Yes.. |
| 139 | Researcher | Okay… perfect. So, we’ve come to the end of our session. Before I let you go, I just want to recap on everything we have spoken about. I did briefly touch on you working in the family-owned business as rewarding, not only by uplifting the community through providing a service but also through creating employment opportunities in that very community |
| 140 | Participant | Yes. |
| 141 | Researcher | The family dynamic is positive and negative in the sense that there is a closeness to the family, inclined towards them, there is that familiar feeling. But it is negative in the sense that … |
| 142 | Participant | There is a lack of autonomy. |
| 143 | Researcher | Yes there is a lack of autonomy and you also spoke about the fact that there is this kind of hierarchy in place where experience is seen more important than education in some instances even where it may be incorrect |
| 144 | Participant | (Participant nods) |
| 145 | Researcher | To a large extent your family-owned business has influenced your career decisions. Where you wanted to do marine biology, you tapped into accounting and this seems to be a decision you are proud about, you are satisfied with where you are now. |
| 146 | Participant | Yes. |
| 147 | Researcher | Okay when we speak about support – you mentioned that you have a very strong friend group who has provided you with emotional support. You also have instrumental support through your father spending time and energy in prepping you to take this top management role in the business… |
| 148 | Participant | Yes. |
| 149 | Researcher | You do feel physically fatigued but you are taking steps to address that since you are aware that is has influenced your career experience. |
| 150 | Participant | Yes. |
| 151 | Researcher | Perfect, I just want to check if you would be willing to have a follow up interview should I require more information on the aspects discussed? |
| 152 | Participant | Yes, sure. |
| 153 | Researcher | And is there anything else you would like to speak about or touch on before I let you go ? |
| 154 | Participant | No… |
| 155 | Researcher | Okay, thank you so much for taking the time to participate in this process. Your time is highly valued and your input is extremely insightful. |
| 156 | Participant | You’re welcome, thank you also |

## Demographic & Questionnaire Responses:



