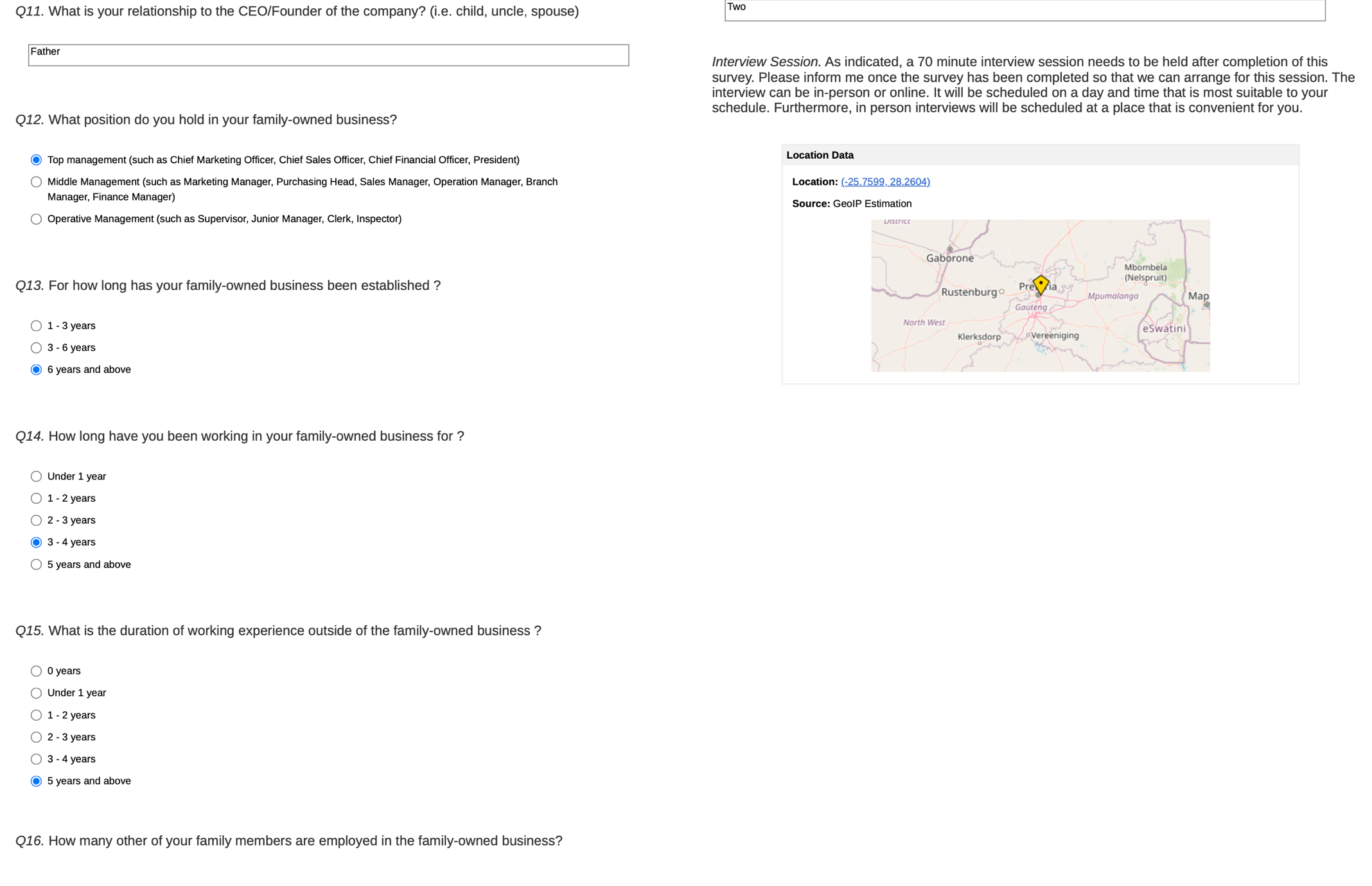
# INTERVIEW 9

## Interview Transcription

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| --- | --- | --- |
| Line Number | Person | Dialogue |
| 1 | Researcher | Good day, how are you feeling today? |
| 2 | Participant | I’m doing great, thanks you. |
| 3 | Researcher | 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, that’s fine |
| 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 | Mmm that’s fine. |
| 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, understood. |
| 9 | Researcher | Okay, I am going to record this interview for record keeping and transcription purposes. Is that still okay? |
| 10 | Participant | Yes, that’s fine. |
| 11 | Researcher | Okay, that admin is done, I want to 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 working in your family-owned business. I will now start posing the interview questions but please feel free to interrupt me where you feel it is necessary. |
| 12 | Participant | Okay |
| 13 | Researcher | So I see that your family owned business has been established for six years and more in the automotive/motor, hardware and property industry. |
| 14 | Participant | That’s correct. |
| 15 | Researcher | Can we just get an idea of what the business is about exactly? |
| 16 | Participant | Uhh… the automotive side is an automotive franchise so it’s Midas. We own three Midas stores, well, two now. Uhm… that’s the Midas part. So it’s a Midas franchise. We have now incorporated essential hardware as part of the Midas brand as well so we brought hardware into our automotive store. Then on the property side.. that’s more buying of property and renting it out to commercial… for commercial use. |
| 17 | Researcher | So more of a passive income? |
| 18 | Participant | Yes |
| 19 | Researcher | What drove the decision to incorporate hardware into the franchise ? |
| 20 | Participant | Look we looking at the new trends and what we can do differently. I know obviously …uh…we young in the business. It’s myself and my brother in law in the business so we always looking at different things to bring into the business where we can help ourselves grow. We are trying to bring different types of customers with more feet into the stores, into the retail store so that’s why we decided to do the hardware. |
| 21 | Researcher | Yeah and I don’t feel everyone believes this but a customer that comes to you is like gold. You don’t have to go and do all these things |
| 22 | Participant | Exactly and the thing is most… they sometimes work hand in hand the automotive and hardware side. There’s a lot of guys in the automotive side that are looking for things in hardware but can’t find it in stores so we now decided to keep it as well. |
| 23 | Researcher | That’s interesting and it’s nice to see how you are looking for ways to kind of improve the business service offering. I see that you have been working there for about three to four years. You have classified that you have a top management position so what position is that exactly ? |
| 24 | Participant | Look…I am in a chief operating officer role. However, I am transitioning into a directorship role. We are trying ot phase my father out and basically move on. |
| 25 | Researcher | Ya when I met your father recently, he said that he’s living life as a grandfather and is enjoying it. |
| 26 | Participant | He’s phoning me now so he’s still giving me stuff to do but we are trying to faze him out. |
| 27 | Researcher | Okay so it’s more you’re slowly taking the reins now but he is still very much involved? |
| 28 | Participant | Yes, yes. |
| 29 | Researcher | Okay how do you experience working in your family owned business? |
| 30 | Participant | Uhh…look…it’s a bit different…uhm… to be straight forward with you – it’s not the easiest thing. It kind of has it’s pros and cons lets say. It has an impact on the relationships that you have as a family and uhm..I think you just have to try and manage all of that. |
| 31 | Researcher | So let’s delve a little deeper into the pros, what do you like about working there ? |
| 32 | Participant | Look uh… the nice part is, I’m not really… I don’t have to worry about getting to work on time like I’m sitting here now. Like my… I’m very flexible. I can take care of my time on my own. The other pros is uh…decisions are made on the spot, you don’t have to wait for any red tape or corporates |
| 33 | Researcher | Approvals. |
| 34 | Participant | No approvals or anything, you make the decision on the spot and the other thing is … you take your own time, you dictate everything on your own. I mean if they want to have meetings with you, there is no body telling you ‘okay you have to be here today at this time whatever’ so I think ya, that’s the pros. You want the cons as well ? (laughs) the cons uhhh… (breathes in) …what would it be… okay, your phone doesn’t stop, and you cant just take leave and switch your phone off like how you do in corporate. Uhh… no body … in corporate when people know you’re on leave, they aren’t looking for you and you don’t really care either, you just switch your phone off and not reply to emails, you put a .. out of office email and that’s it. Whereas here, it’s your stuff. If somebody doesn’t call you, it’s all on you… |
| 35 | Researcher | Like that’s your business? |
| 36 | Participant | Yes, it’s your business. The thing is we’re Sunday-Sunday so…there’s no break in between |
| 37 | Researcher | And is it 24 hours ? |
| 38 | Participant | No not 24 hours. So it will be eight to five in the weekdays then Saturdays eight to two then Sundays eight to twelve so |
| 39 | Researcher | Okay so in terms of the pros there is that extreme flexibility and autonomy, making decisions on the spot with no approvals. Then the cons are not having the ability to be carefree, put your auto response on and go on leave. You also mentioned that it affects your family dynamic, so let’s talk a bit about that – how has it affected your family dynamic ? |
| 40 | Participant | Uhh… look, my father is in charge of everything that runs through – budget wise, cash wise, whatever it is. The nitty gritty of running the business, we have to still run it through him. Uhhh. At the end of the day, I’m working for him (smiles) |
| 41 | Researcher | Yeah, he is your employer. |
| 42 | Participant | Yeah, he is my employer so sometimes how it works out that…I mean… you sit down and have supper with your family and it becomes a work related thing. |
| 43 | Researcher | Yeah |
| 44 | Participant | Get’s in the way of everything that the family is supposed to be doing and uh…that would be one. Another one would be uhm..I think just the time away from family. I’m not talking about my parents only, I’m talking about my sisters, nephews, whatever. Like I said, it’s Sunday to Sunday spent working. So I think it has an affect on that. There is also time for yourself so your family time gets much less. |
| 45 | Researcher | Yeah so you have to look at all these things. You spend so much time at work, the bulk of your week. Then you need your time then family time is compromised because work gets in the way. Let’s talk about that, when work gets in the way of family time, that speaks directly to a lack of work-family boundaries. Has this been a recurring problem ? and how have you experienced it so far, can you give me examples or ? |
| 46 | Participant | Look.. let me give you a few examples. If you ever have to plan a family holiday then we need to take that into account. In our family there is three of us that wouldn’t be there – myself, my father and brother-in-law. If you do a family holiday and that sort of thing. Let me give you another example, theres a couple of holidays coming up now soon, we have to look at it as ‘okay you now on holiday so I’ll be here’ or ‘I’m on holiday so you need to be there’. Another thing would just be …just normal weekends meeting with your family. On a Saturday, we’re at the store until 2 o clock so everything has to get planned after. Uh…what else would be…mm….no that would probably be it, yeah. |
| 47 | Researcher | Okay and when you are with the family and something comes up then you need to pull yourself away. |
| 48 | Participant | Exactly yeah |
| 49 | Researcher | Okay and are you taking any steps to manage this ? |
| 50 | Participant | We..we have been, yes. So what we have been doing recently is we’re giving each other days off so each Saturday a month, one of us would take off so that we could do whatever we need to get done. The thing is on a Sunday…some of us are taking off but you can’t get much done on a Sunday, stuff is closed, people aren’t really doing much on a Sunday so we yeah…we trying to manage it where we get a Saturday off in the month where you could do whatever you want to do, family time, whatever it is. |
| 51 | Researcher | That’s nice and it will also give that time to focus on yourself |
| 52 | Participant | Sure, I mean you’ve got yourself also to think about yeah (laughs) |
| 53 | Researcher | So having to juggle all of these things, I want to get an idea on how it has influenced your overall well-being? |
| 54 | Participant | Uhhh…I think in a way, it’s been a bit better for me. Look I always take the time out for myself, family, I try to … make the split equal, more balanced lifestyle – work, family, myself. I mean look..it’s been pretty good for myself uh…now that I am so busy with work and family, I make sure to spend some time on my own. |
| 55 | Researcher | Are you taking steps to detach from the phone ? You did mention that you have nephews and sisters so when you’re with them, are you taking steps to be fully immersed in that experience ? |
| 56 | Participant | Sure…look … after hours, I don’t usually take any work calls, I’ll do it on purpose actually. In the mornings, my phone is on flight mode, just on purpose (laughs). I wouldn’t get up and look at my phone as soon as I wake up, look at the messages, whatever is on there. That’s what I said I will do for myself, I’ll look at it when I actually feel I am ready to start my day. |
| 57 | Researcher | So you’re trying to gain that control over loosing yourself to the business ? |
| 58 | Participant | Exactly. So here is an example, we sitting having a meeting. My phone … I just left it (laughs) |
| 59 | Researcher | (laughs) it’s very different because even with my dad , I’ll be talking to him about something important like ‘should I do my doctorate, shouldn’t i?’ and this is a big thing for us |
| 60 | Participant | Yeah yeah sure |
| 61 | Researcher | Then the phone rings and I was like ‘are you going to take that ?’ |
| 62 | Participant | Ya I don’t think you can get the old people off the phones, they’re brought up a bit different than us so.. |
| 63 | Researcher | They are, they are. I think your dad is a lot like mine where he is very traditional in his approach and business comes first over everything else. Has he seen this change in you and does he have anything to say about it ? |
| 64 | Participant | Uhhhm… look, our relationship is not that… in that sense, we not exactly that close. We talk about these kind of stuff but uhm. I’m sure he sees it. He doesn’t trouble me as much as he used to when I first started obviously because I made it that way. In the sense that ‘you cant just call me anytime and I’m just going to answer’ so whatever the case is. So he might have seen it uhm… he’s obviously happy with the way things are going so he’s taking a backseat so yeah. |
| 65 | Researcher | Ya and so you’re saying that you aren’t close to him, is this primarily attributed to the business or is it something else? |
| 66 | Participant | No no I think it would be more business related so ya. |
| 67 | Researcher | Okay so because of the business, you’ve had to adjust the father-son relationship and adapt to a more professional.. |
| 68 | Participant | Sure yeah. |
| 69 | Researcher | So in that sense it has influenced the family dynamic to the extent where you don’t .. you do see him as a dad but there is that wall. |
| 70 | Participant | Yeah yeah. |
| 71 | Researcher | You mention that your brother in law is also involved in the family business so how has that dynamic unfolded? |
| 72 | Participant | Look let me give you a brief background quickly. So he was in corporate as well as myself. I obviously came back after COVID so I came into the family business. This was a decision I made. After a while, we reaised that I needed some help. We have been bringing people in in the past who were just employees of ours. They just see it that way that they’re working for us and they don’t see the bigger picture – you’re working for us, we can look after you for a long time and that sort of thing. We had a discussion about it before he joined us and said let’s see if it’s going to work. So he started working with us on a temporary basis, only on the weekends. Then eventually, he decided that he wants to leave his corporate job, he doesn’t want to work for…a person. He wants to be his own boss in a sort of way and he doesn’t want to keep fighting that corporate ladder you know.. so we decided that this is the better option so he came along. We got a good relationship, I know him for years so it hasn’t really affected us. In fact, it’s been a positive move for us so both of us together, we basically take on the same roles and I mean, we both young guys so we work out together |
| 73 | Researcher | So you have the drive and energy to do it |
| 74 | Participant | Yeah and we’ve got more modern ideas and that sort of thing. I mean everything is with social media and that sort of thing |
| 75 | Researcher | Yeah so you’re marketing and |
| 76 | Participant | We’re trying to bring that in. I mean we’ve never done it before. |
| 77 | Researcher | You’ve known him for a long time so was the introduction based on marrying your sister or did you know him before he married your sister? |
| 78 | Participant | Uhh…I knew him a bit before that. I wouldn’t say we were close of anything but ya…I knew him before… I’m talking 12, 13, 14 years … so I know him for a long time, they’ve been together for a long time, they’re been married for a long time so we spend a lot of time together, |
| 79 | Researcher | Yeah so that relationship prospered and… It’s interesting to see that with you and him it’s a more partnership situation whereas with your dad there is that level of hierarchy |
| 80 | Participant | Mmm… |
| 81 | Researcher | You did mention that there are other employees within the business. I am sure they were there when your dad was more active. |
| 82 | Participant | Yes, correct. |
| 83 | Researcher | Have there been any challenges with them perceiving you as the boss’s son ? |
| 84 | Participant | Yes yes for sure. Look uh…there was a time where I rocked up there on one specific day and I said ‘okay I’m starting today’. They obviously knew about it before the time but the challenges is uhm….it’s a big change for them as well. They’ve obviously seen one superior boss, director, manager whatever you want to call it to take instructions from. Then here I come along and I am giving orders whatever, not in a harsh way but I think their roles also changed a bit and now they’re taking direct orders from me most of the time. I think they enjoy it now more than previously so. |
| 85 | Researcher | What are some of the challenges you faced? I’m sure it must have been difficult for them to accept that there is a change in leadership then your ideas are also probably different to what they have been exposed to. Was there ever an instance where they undermined you or took you less seriously than they would your dad ? |
| 86 | Participant | I think so yeah. There were instances because they weren’t sure who to take instructions from. So I’ll say something and then here comes another decision later on … which way do we follow, we’re obviously going to follow the old way that we are used to |
| 87 | Researcher | What’s comfortable. |
| 88 | Participant | Also the other thing is, they are older than me so I think that plays a big role and it puts a difficult situation for me to (laughs) be stern with …they also respecting |
| 89 | Researcher | I think it’s also an upbringing thing, even with us , a lot of the times most of our staff are above 40/30 and you’re going to them saying ‘okay please fo this’, it is awkward |
| 90 | Participant | Exactly yeah. |
| 91 | Researcher | I’m sure for you that must have been difficult because now you obviously left your corporate job and this is all you have, did you feel any pressure or feel it may have been the wrong decision , if you were just risking it all ? |
| 92 | Participant | Yeah…I think… there was obviously times where you think ‘did I do the right thing? Should I go back to what I was doing?’ uhh…for me I think it’s a bit different. There is nobody else to take over the family business, I am the only son. So ’'ve got to get the stuff done… what else can I say…uhm….the other hard part was that I came back here after COVID so basically, we made a decision based on how the business setting at that point was so … I don’t think it was a bad decision. I think I am still happy with it. |
| 93 | Researcher | When you talk about how the business was at that time, can we talk a bit about the impact that COVID had specifically ? |
| 94 | Participant | Okay well South Africa had a … full lockdown..whatever, everything stayed closed, we had to stop. Staff still had to get paid, expenses still run, it doesn’t stop. The thing with us is that if the store is not open, the income doesn’t come in. So ya there was a big impact on the business, how did we manage it … well I want here at the time but how did we manage it… what we did was we still tried to pay staff salaries, obviously there is that thus that UIF portion that gets paid over to employees but uhm…what we did was we also got..there was that permits at the time that allowed you to remain open… |
| 95 | Researcher | The essential |
| 96 | Participant | Ya the essential services so we applied and managed to get it . We were able to open with limited staff so that is what we did to manage that situation. Uhh…at the time, I think it was just after COVID , 2020, we had five stores so in the space we brought it under three stores based on how the business was operating at the time and ya..all the …effects of COVID (laughs) |
| 97 | Researcher | I know you mentioned that there was no one else to take over the business and you’re the only son. I know this is a sensitive topic for some but why do you think that opportunity wasn’t awarded to your sisters? |
| 98 | Participant | Uhm…I think just the industry we’re in. I don’t think it would be one that would suit a female. |
| 99 | Researcher | Its male dominated? |
| 100 | Participant | Yeah, it’s male dominated. I wouldn’t say that they can’t do it but they obviously have their own careers that they’re chasing and following. They’ve been … through university on their own and ya I think they’re driven in their own fields; they’re not interested at all. Look at the time when we were all in university, we all would work there. But ya definitely nothing for them. |
| 101 | Researcher | When you worked there during University, was it something you were interested in ? Or was it just a thing of I need to help out because this is where the income is coming in from. |
| 102 | Participant | No it was never something I was interested in. Something that was different to what I studied, I would work there while studying just to get an income…that’s how I would do it… but yeah, it was never something I was into. It’s not something that you need to study to learn, you learn it through experience |
| 103 | Researcher | Yeah and I think our parents are the perfect mentors. Like if I look at my brother, he is studying business management and if you look at his textbooks, you’ll never get that exposure into the business compared to what your dad would teach you on the ground. |
| 104 | Participant | Not at all. Ya, not at all. The other thing that helped me a lot is before I returned here, during COVID, I was away doing project management for a company in the Caribbean right. I had to manage everything on my own, COVID hit so I was along on this island. So it basically prepared me.. so I was managing their company for them so it actually…ya prepared me well for this. |
| 105 | Researcher | Ya and it was obviously unplanned. Nobody knew this would happen (laughs) |
| 106 | Participant | (laughs) yeah. |
| 107 | Researcher | Having that pressure and being alone on this island, it’s commendable that you were able to do that. So let’s talk a bit about your career. I know that you were in the construction industry, you studied to be a quantity surveyor and you did project management. You were there for about seven years. Obviously the family business hadn’t influenced your decision to go study quantity surveying so what drove this decision ? |
| 108 | Participant | What to actually start studying quantity surveying? (laughs) |
| 109 | Researcher | Yeah |
| 110 | Participant | I cant even remember what it actually was but uhm… you know when you go back to school, you need to choose subjects and you don’t even know what subjects to choose. I did uhm..I didn’t do science for a good reason because I said I’m not interested and it’s not something I’d actually use so I didn’t do science. I did accounting, what else…computer science, maths and whats the other one… I cant even remember… |
| 111 | Researcher | The graphical design one? |
| 112 | Participant | No I didn’t even do it and the thing is they offered it at our school but I didn’t do it…oh Economics! I then dropped computer studies, forgot what it was called, I think IT for geography because I actually enjoyed it. I then needed to choose something to go and study, and I wasn’t sure I enjoyed math’s, I was good at math’s, so I was thinking of doing something in statistics and then I came across quantity surveying, and I didn’t have a clue what. It was. Uh…I thought of doing architecture, but I wasn’t good at drawing and that sort of thing, I never did drawing in school. So then I started looking at quantity surveying…I said okay it’s one of the BSc studies or whatever that doesn’t require science but it’s BSc but you needed accounting and I enjoyed accounting then I said okay let me give it a go and that’s when I actually decided to do quantity surveying. In more layman’s terms it’s the accountant of the building industry…that’s exactly what it is. You’re running a..an accountant doing the books for a company but now you’re just doing the books for a project but it’s all building related and not financially related so it’s all |
| 113 | Researcher | Okay so what did you actually envision your career looking like back then? |
| 114 | Participant | While I was studying? Well, I actually enjoyed it once I started studying it so nobody knew about it, I couldn’t go to anybody for advice because I didn’t know anyone that was doing it. So… uhm…I seen myself… I don’t even know…I seen myself being on…look the industry is very small, the construction industry is very small so you would attend conferences and know most of the people there. You either studied with them or met them on projects or that sort of thing. So, I would see myself being one of the directors of the company I was working for at the time. That’s...probably where I would have seen myself at the time but uh…then eventually, owning my own consultancy company, I think that would have been the idea. |
| 115 | Researcher | I understand that you worked while you did your honors for your qualification so that was a pre-requisite to qualify ? |
| 116 | Participant | It was, yeah. |
| 117 | Researcher | You envisioned yourself as a director of a consultancy company and … we’ve established that your decision to take the reins of your family business was out of the fact that no one else would do it and with COVID it was the right decision to make. Do you feel satisfied with the way all of this panned out ? |
| 118 | Participant | I think..okay let’s say it didn’t happen… let’s look at the other picture, the other option. Where would I have been now? Probably still where I was |
| 119 | Researcher | On the Caribbean island |
| 120 | Participant | Would have been a good. Now it would have been good with COVID and everything gone away. Uhm…but compared to where I am now…I think this was the better option. Uhm… |
| 121 | Researcher | So you’re satisfied? |
| 122 | Participant | Ya ya, I’m satisfied. I think eventually I wouldn’t have stayed there for such a long time, maybe it would have been two years maximum then I in any case would have come back here. So let’s look at the two options uhm…coming back maybe within the past two or three years, you never lose out on anything. I think I am satisfied, I never loosed out of anything. I gained more than I lost. |
| 123 | Researcher | Okay that’s really cool. You have mentioned that you are taking more of a directorship role now but when you entered the business, do you think this was always the way of how things would have panned out to be? |
| 124 | Participant | Yes, I walked in straight into it. Ya. |
| 125 | Researcher | Okay then to get you into the ropes of things, your father took more of a mentor role. From what I understand, he was very involved when you came in then it gradually fazed out as you took more responsibility. |
| 126 | Participant | Exactly. Look uh…when I came in, he was involved but he wasn’t visible. I mean he wasn’t there anymore. We use COVID as an excuse all the time but he wasn’t. He never… we could see that he was already ready to say ‘I am done with this, I want to do other stuff’. They’re never gonna stop, our parents, I don’t think they’re going to sit at home and say ‘I’m done now’. So they’re looking to other stuff and what they enjoy doing. Ya so when I joined, he already wasn’t visible. That’s why I say, we needed somebody to be there on a constant basis – with more energy, more energy and more drive. |
| 127 | Researcher | Okay so let’s talk a bit about th support structures that you have. I understand you have a flexible work environment, you are able to determine your work time and work location. So when I talk about instrumental support, I am speaking to mentorship, having someone to step in when you’re around. So if I am not mistaken, the mentor would be your father then the reliable factor would be your brother in law? |
| 128 | Participant | Yes, correct. Let me just add to that, the manager that we got in the business at the moment, we also see him, we can learn a lot from him, he is also sort of a mentor. He’s been there for years with us, although we are running the business, he is a part of us as well. He teaches us the ropes because he’s got the experience. He’s older than us so ya he’s …he can add into that. He is a mentor as well. |
| 129 | Researcher | Okay and he is not a part of the family ? |
| 130 | Participant | No he isn’t. Yes. |
| 131 | Researcher | How does that dynamic pan out? Does he treat you differently? Since you’re turning to him for advice but you’re walking towards directorship |
| 132 | Participant | Does he treat me differently …uh…not in a negative way. Uh…more in a positive way because he now has somebody that he can not only uh… have a good relationship with but so that he knows he can express his own opinion and feelings as well. Whereas before, takes direct orders, he never had a say. Now he has more of a … |
| 133 | Researcher | Reciprocal relationship? |
| 134 | Participant | Ya and he’s thinking is similar to ours because he is there to help us improve the business where he ..it’s more operational. So the business we’re in is that if you are not there, you wouldn’t understand the operational side of it. Like he’s there full time. As I am saying, I’m sitting here now, I don’t have to open and close the store, he does that for us. So in that sense, I think our relationship, we’ve got a good relationship with each other. I can tell him that I am not going to be there today, or he says I am going to be late today. So he has that sort of flexibility as well. |
| 135 | Researcher | And more of a say? |
| 136 | Participant | Yes more of a say so how we treat each other is all equally |
| 137 | Researcher | Like partners? |
| 138 | Participant | Ya like a partnership. Exactly. So ‘I cant be there today, just make sure eveything is fine, I’ll be there a bit late’ or whatever the situation is, ‘I’m taking leave for 10 days’ that sort of thing. He’s got more flexibility as well now that I am there. Before, he would work right through and he would take orders and would have a say so ya. Now he passes everything through me. |
| 139 | Researcher | That’s nice. So your leadership style to your father is very different. |
| 140 | Participant | Very different. We’re actually very different people. I think a lot of people now would come straight through to me before him because they feel more comfortable, ‘we’ve got more of a chance here’ |
| 141 | Researcher | (laughs) okay so you get a lot of instrumental support from your dad, this manager and your brother-in-law. So things are not always rosy, there are bound to be conflicts. I just want to get an idea when you experience difficult times at work, who do you turn to for emotional support >? |
| 142 | Participant | Mmmm….let’s say…my sisters and brother in laws. The thing is, I’ve got three sisters, I’ve got three brother in laws. The other two run their own business as well. So we’re all in a similar situation. When we talk about business on weekends or when we meet up, we all got the same perspective, so we turn to each other I think ya. So sort of family-friend relationship |
| 143 | Researcher | Yes it almost makes it easier because they are all in the same |
| 144 | Participant | Exactly the same positions and same ages so it makes a lot of sense. |
| 145 | Researcher | Okay that must be a healthy outlet |
| 146 | Participant | Yes yes very. |
| 147 | Researcher | Now you also have your nephews so you can also take them for walks |
| 148 | Participant | Yeah exactly. |
| 149 | Researcher | Do you do any tangible things like exercising, meditation? |
| 150 | Participant | Ya I do a lot of ..for myself. I run every morning, swimming, gym, every day. |
| 151 | Researcher | So you’re very active and I’ sure that takes time. So in terms of support, you aren’t at home, who is doing the household part of it? |
| 152 | Participant | So I stay on my own. So uh…that’s actually why I am late today. My helper decided to come today instead of tomorrow so I needed to just sort her out before I got here but ya, I do everything on my own at my place in terms of what I can manage. Uh…at my parent’s place, obviously... I visit them most days, twice a week. Mostly just to get food. But ya…I take of most of the stuff at my place. |
| 153 | Researcher | Okay and I assume your experience at the Caribbean assisted with this? |
| 154 | Participant | It’s like they set me up. Go there, look after yourself then come back. In the carabbean, we had a full-on lockdown. You weren’t allowed to leave your place at all. You had specific days where you could go to the supermarket. So they would say on a Wednesday, if your surname starts with A to J then that’s your day to go to the supermarket then you would wait in long lines, it was horrible but it got me prepared for what we’re doing now. |
| 155 | Researcher | That’s good. I know a lot of boys in our community cannot do that so well done to you |
| 156 | Participant | No they can’t (laughs) |
| 157 | Researcher | Okay so just to recap, we have spoken about your experiences. The pros is where you have flexibility, ability to make decisions rapidly without approvals, there’s that autonomy and freedom. The cons is that it changes the family dynamic, you don’t have the option of switching off and leaving but you are taking steps to improve that by taking Saturdays off alternatively. You have also seemed to establish boundaries with your father, so he is not continuously calling you and asking you for updates. Correct? |
| 158 | Participant | Yes, that’s correct. |
| 159 | Researcher | In terms of the family dynamic, it has kind of affected yours and your father’s relationship in the sense that there is that boundary of professionalism but in terms of your relationship with your brother-in-law, it seems to have prospered. There is a future that you envisioned for yourself, but you are happy as you feel you have gained more than what you have lost. Now you’re taking active steps where you are more in a directorship position and uhm... in terms of support. Instrumental at work you have your father, your brother-in-law and manager. Then in terms of emotional support, you turn to your sisters and brother in laws who are in a similar position to you. In terms of your overall wellbeing, you seem to take a lot of steps active steps to establishing boundaries for your mental health, you also exercise and have outlets. |
| 160 | Participant | Yes, that’s correct. |
| 161 | Researcher | Okay we have come to the end of our session, is there anything you would like to discuss before I let you go? |
| 162 | Participant | Uhh…mm…nothing really. |
| 163 | Researcher | Okay I just want to check if you would be willing to have a follow up should I require more information? |
| 164 | Participant | Yeah sure. |
| 165 | Researcher | Perfect, thank you for taking the time to participate in this process. Your time is highly valued and input is extremely insightful. |
| 166 | Participant | Perfect, thank you. |

## Demographic & Questionnaire Responses:



## Notes

### Observation:

Participant began his career at the family-owned business as a chief operating officer and is now slowly working his way up to a directorship role. In terms of experiences, he does touch on the fact that the business has influences the dynamic between him and his father where they aren’t really close in some sense. However he does go on to reveal that they are very different people in essence and there is a clear distinction of this in their leadership styles in itself. He speaks to sacrifices and added responsibility. It appears as if he has the outlook of every career step and experiencing almost preparing himself to reach this point where he is at now. Specifically, going to the Carabbean islands, managing a constructing company, looking after himself ad experiencing lockdown on his own is perceived as events that moulded him into being capable to take the current career step he is embarking on. In terms of support, he has received mentorship from his father and the non-family member manager. He relies on organisational structures for extreme flexibility, autonomy and rapid decision making. He receives emotional support from his sisters and other brother in laws who are in a similar context and age as him making them suitable to turn to. His well-being is well looked after as he insists on taking time for himself, established healthy boundaries, exercises, runs and swims.

### Reflection:

The participant made good eye contact. He is the oldest participant thus far in the sample. It shows in his level of confidence and outlook on life and events that have occurred. He does not seem to hold any regrets as he believes he has gained more than what he has lost. He seems very satisfied in his current state and appears to be well-though out where he looks at the flipside of life If he had not joined the business. The interview went well.