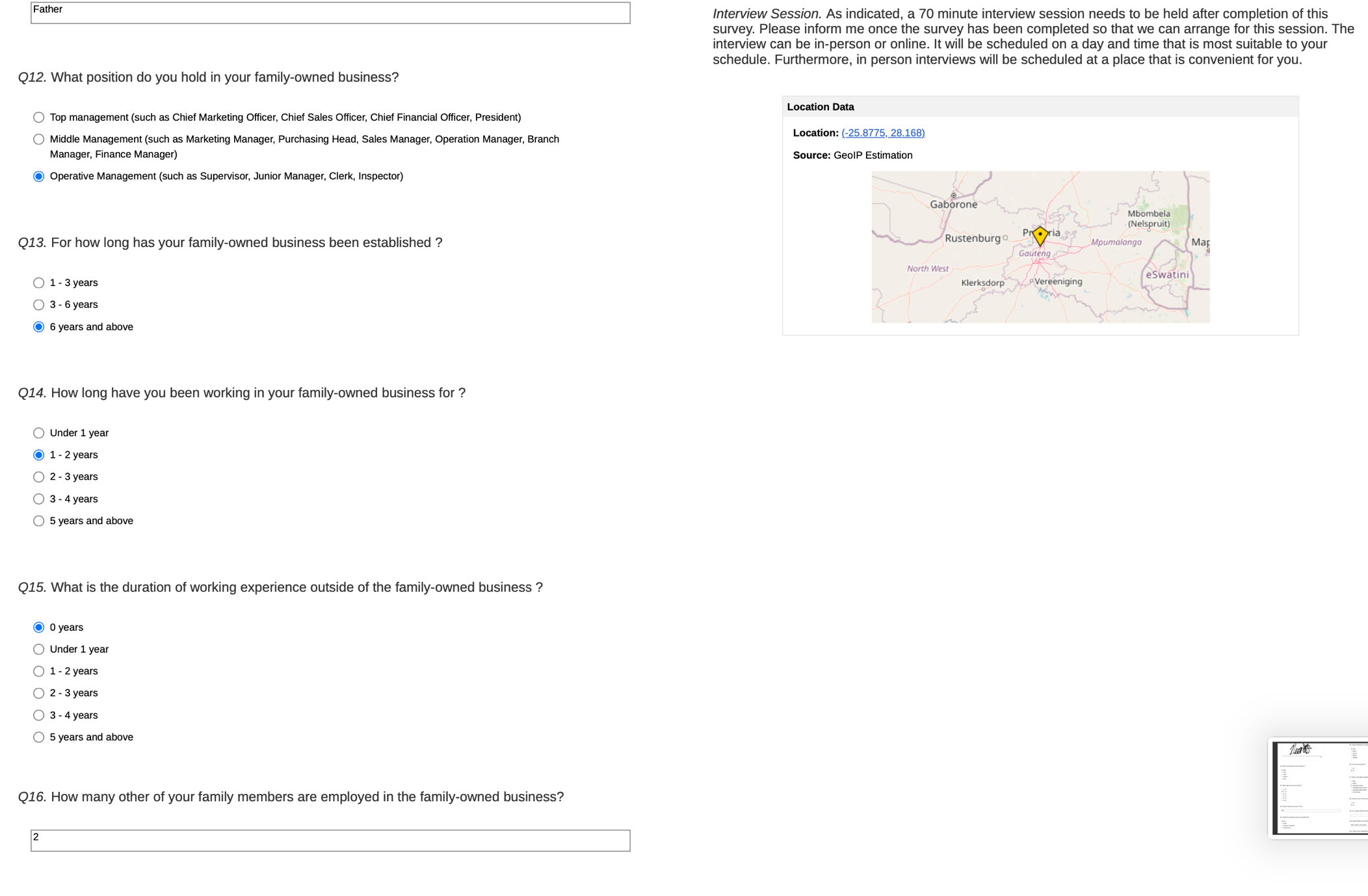
# INTERVIEW 4

## 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 you would still like to proceed with this interview? |
| 4 | Participant | Yes, 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 | 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. |
| 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 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. So please remove all feelings of nervousness and anxiety, it’s going to be a free-flowing conversation. I will now start posing the interview questions but please feel free to interrupt where you feel it is necessary. |
| 12 | Participant | Sure |
| 13 | Researcher | Okay so I see that you have been working in your family-owned business for about one or two years. Let’s delve into how you experience working in the family-owned business. |
| 14 | Participant | Well.. uhm…you can say I have been working there for about one to two years fulltime but my journey with the current business started many years ago because it’s a family business, the whole family has always been involved so every school holiday, I have gone to assist when I can or whenever it was a busy period so…my experience started from I would say… primary school. But in the last one to two years I have taken the active decision to make it a part of my.. to make it a career. |
| 15 | Researcher | I see. Let’s talk a bit about why you made that decision. |
| 16 | Participant | Well…after matric, after high school I did tell my parents that I would join the family business. Just looking at the world, the economics, looking at the World, the country that we live in and everything. My parents suggested that I first have a degree behind my name before I join the business just to give me options of what career I could step into one day so…I finished my degree, after my degree, I still have the same notion and idea that I still want to work in the family business and stuff so yeah…it didn’t feel like a safe decision to go and work there but it just felt comfortable |
| 17 | Researcher | Ya and comfortable in what sense ? |
| 18 | Participant | Uhm.. because I already know the structure of the company and I ..know how they work, I know the ins and outs… it’s not something where I am going to start from the bottom and I require training and things. It’s something I can hit the ground running because as soon as I start, I don’t need to.. there’s no like training or anything… like I said, since I have been helping out for so many years, I know all about the business so it feels more comfortable going to a workspace where you get the picture. |
| 19 | Researcher | So you feel it is more comfortable in the sense that you know exactly what needs to be done, by when it needs to be done and how it needs to be done. In that you find feelings of ease and confidence. |
| 20 | Participant | Yes, yes. A lot of confidence. |
| 21 | Researcher | Mmmm… and how has your experience been since you’ve made it a full time decision ? |
| 22 | Participant | Well (laughs).. it’s been a good experience, it’s always… always…uhhh…I wouldn’t say a challenge but it’s very different working in a family business versus working with strangers and stuff. There’s just a lot more… things are …things are … in terms of communication and things, the communication lines are much more open I feel than if I would have been working in an office setting. |
| 23 | Researcher | Ya so there’s that sense of openness and there is |
| 24 | Participant | Yes, since it is a family business I do feel free to… if something is troubling me, I don’t feel like I need to hold back. If something is troubling me, I have the confidence to open up and say ‘XYZ is troubling me’ or ‘XYZ is concerning me how can we resolve it how can we overcome it ?’ |
| 25 | Researcher | Mmm so it’s easier for you to address things and move past it ? Because this is the family, you feel comfortable talking to them. You don’t. have any communication challenges or feeling of disconnect. |
| 26 | Participant | Yes, yes, yes. But like… having said that , that’s also quite a disadvantage because the … communication doesn’t end in the workspace. That communication comes home with you. It’s there with you in the morning and it’s there with you on your way to work, in the workplace and stuff so I would say that it’s a very big positive but it’s a small negative. |
| 27 | Researcher | So from what I can hear, you have made this decision and you’re comfortable with where you’re at. The negative is obviously the fact that there is not a work life boundary. So a lot of the times, work comes home |
| 28 | Participant | Yes |
| 29 | Researcher | Okay and how do you experience and manage this ? Obviously it is frustrating to come from work then still consider work at home so how do you manage this and how do you experience this with your family. |
| 30 | Participant | (sighs) so like in our family (lauhgs) we have like certain times of the day where we don’t talk about business so it would be like for example, we can talk about business from the morning when we leave but then the whole day obviously at work but say for example we come home and sit down to eat at the dinner table. That’s the time we don’t talk so much about the work, we talk about how our day went and things like that so it doesn’t feel like you talking to your colleagues or something; it just feels like you’re talking to your family about how your day went. |
| 31 | Researcher | So basically from supper time, it’s a “no-go” zone? |
| 32 | Participant | Ya basically (laughs) |
| 33 | Researcher | Okay and is this something that was formally established or how did it actually get to that point ? |
| 34 | Participant | I don’t think it was formally established, I think it was something that happened naturally because when everybody is at work the whole day then you sitting around the dinner table. You want to hear about .. I mean not everyone is involved in the family business… you want to hear about everyone else, you don’t want to exclude anyone. I feel like mentally, everyone set this mindset or boundary that the business can’t be 24/7, you have to let some points of the day be about other things and other people. |
| 35 | Researcher | Yeah… and I completely get that because even with me coming form the same background, a lot of times … the family will come back from work and it becomes a topic of conversation and it’s okay, it’s not a problem but it feels like you are omitting the experiences of everybody else around you. For example, I know you have sisters that are not involved in the business so it may lead them feeling like their lives and careers aren’t as important. |
| 36 | Participant | Ya and it’s always nice to hear about other peoples experiences – who don’t work for the family business. Just from the way they talk about their work, sometimes you get ideas like ‘oh, that sounds nice, let’s implement that at our place’ so it’s also nice to have that open communication. I think the advantage of having work in a family business and being a family member in the business is that if you feel like you want to make a change, you ask the owner or the person running things.. and if they agree with you , that change can be implemented quickly and without any questions being asked. |
| 37 | Researcher | Ya so there’s that kind of level of flexibility and freedom to do what you feel is best and have that trust ? |
| 38 | Participant | Yes and I mean… even though it is a family business, I’m not saying that the family 100% trusts all the decisions you make, you obviously have to …at the end of the day, it is a business so you have to present your ideas, you do have to convince them and show them that you have done research or you’ve seen how things work with someone else and you think it could work here. So it’s not like an automatic… system where like you say ‘okay we looked at this today, we’re doing it today’. There’s also some sort of process that has to be gone through like ‘okay why do you want to do this, how do we do it, will it be sustainable’ things like that. Since it is a family business the process is just more streamlined. |
| 39 | Researcher | Yes and uhm… so it’s still pitching yourself to a company but at the back of your mind you know that you’re talking to your family or family member ? |
| 40 | Participant | Yes. |
| 41 | Researcher | Okay and I also wanted to get a sense, you talk about presenting ideas that you feel could improve the business. I am sure you have employees outside of the family … I want to get a sense if there is a heighted degree of freedom and flexibility awarded to you over other employees? |
| 42 | Participant | Mmmm… in terms of… I think it’s the…it differs from different aspects. So like for example, if you’re concerned about the day-to-day running of the business, say I have an idea versus a non-family member.. since I haven’t been working there long enough, the non-family member employee’s idea will be given more thought and stuff because they have experience with the work. But say it’s something financial related or something relevant to what I studies then precedence will be given to me because it’s kind of my area of expertise so it’s not like a .. (laughs)… a dictatorship or it's not like whatever a family person says – goes. |
| 43 | Researcher | So there is fair opportunity throughout ? |
| 44 | Participant | Yes |
| 45 | Researcher | And from that I assume that there is no sense of favouritism or outside employees versus family employees? |
| 46 | Participant | Uhm… not all the time but in certain aspects (laughs) there is favouritism and stuff but nothing to do with business decisions of day-to-day operations. So it’s more like maybe a conflict in the workplace and things like that. |
| 47 | Researcher | Okay and let’s delve into the conflict. What are the types of conflicts you experience in the family business?  I know that it is a retail industry so if you want to give examples in that context, please feel free to. |
| 48 | Participant | Ya sure… (sighs) so for example (laughs) some of the conflict comes into… say it’s a busy period of the year so it’s men’s clothing business, December is naturally busy for us. So when it is busy, I mean.. the shop is full… like there’s not enough time to play close attention to what is happening… you just need to make sure the customers are being served, the goods are safe etcetera etcetera. So conflict usually arises in the very hectic times where you are trying to rush and do your work. So for example, it’s a very small error that turns into a big deal later (laughs) so say you are doing a transaction at the sales counter, say it’s a cash sale or a card sale then at the end of the day, you’re doing your balances and checks then you show X amount cash and short on the card and so forth (laughs). It turns into a blame game of ‘Oh I didn’t make the mistake’ or things like that so at the end of the day, it’s like dealing with any other conflict. You need to be mature enough to say ‘yes, I did make a mistake, tell me how to fix it’ |
| 49 | Researcher | Ya like ‘help me’ |
| 50 | Participant | (laughs) yeah. That’s the only time when there’s conflict. Like we don’t really pay enough attention to what we are doing. |
| 51 | Researcher | Yeah and it’s also a consequence of operation. There’s only so many people you can pay attention to and I can imagine how busy you guys are during December time because that is when everyone wants to do there Christmas shopping and gifting. So I get that, it’s difficult, you cant do two things at once. |
| 52 | Participant | Yeah and then also during the busy times, there’s conflict among staff (laughs) you know like they … someone said something that the other didn’t like (laughs) things like that. I would say another disadvantage of being in the family business is that I am… those staff know me as the boss’s kid then say I want to resolve conflict between two non-family employees then they wouldn’t take me as seriously as they would my father or my uncle. |
| 53 | Researcher | Okay and why do you think this is the case? |
| 54 | Participant | I think it’s because they’ve seen me come into the business from such a young age, seen my roles increase as I matured and whatever and I am now all of a sudden, in the last one or two years… from a business point of view, you could say I am on the same level as my father or my uncle. Obviously in their eyes. Even in my own eyes, I don’t see it that way. But when push comes to shove and my father or uncle is not there, I am the one that has to make the decisions to be like ‘okay this is not okay’. |
| 55 | Researcher | Ya and it’s interesting that you bought that up because on your survey I see that you indicated being in an operative management position such as a supervisor, manager so forth. So can we just clarify your job role for the record? |
| 56 | Participant | So I am more of a floor manager. |
| 57 | Researcher | Okay and it’s interesting to see that when your father and uncle are not there then you have to take a top management position and adjust your focus |
| 58 | Participant | Yes |
| 59 | Researcher | How does that make you feel ? |
| 60 | Participant | Well (laughs) I think it’s a good feeling also. It gives you a good sense of responsibility to say ‘okay the boss isn’t here but it doesn’t mean that I or anyone else can act in a certain way’ it feels good that I am the one people need to come to or I am the one to make sure things are okay and things like that. It’s good If you like responsibility. |
| 61 | Researcher | Yes so it’s a welcomed responsibility ? |
| 62 | Participant | Yes. |
| 63 | Researcher | Okay and I also want to talk a little about your career progression within the business. So obviously you have been going there since you were in primary school. Then you were helping part time and so forth. Now you have established this full time, were you immediately awarded with the operative management or floor management role? Or did you start from the bottom up as a salesperson or something like that ? |
| 64 | Participant | No I was immediately given the floor management position. The nature of the business is even though you call yourself a manager and stuff, even as a manager you have many other duties of other roles. So for example as a manager I assist with the sales, customers on top of the managerial responsibility. |
| 65 | Researcher | Okay and do you see this happening in the case of someone who is not a family member but in a general management position? Do you think this would have been a similar case. |
| 66 | Participant | Uhmm…if they have the correct experience and stuff then yes. |
| 67 | Researcher | Okay so you don’t think it is because of the emotional attachment that you have to the business. It’s more a thing of it comes with the role? |
| 68 | Participant | I think it’s a combination of both – of the emotions and (laughs) and the responsibility. |
| 69 | Researcher | How so? |
| 70 | Participant | Since it’s your business, it’s your name on the door. If you see something that is wrong or not up to standard, you just jump into it and ensure that the end product of end service is worthy of stamping your name on it. Whereas if I was an employee who just worked there, it wouldn’t matter because at the end of the day, you still will get your salary and get back home then come back to work, the business will still be there for you to work. I feel as a business owner, you take everything, especially the lows, quite hard. So if you feel that if I don’t plug my socks now, if I don’t get my things in order then what am I coming back to tomorrow ? Am I going to be proud to call that my business? |
| 71 | Researcher | Yes there’s more of an awareness of the risks associated in some sense. |
| 72 | Participant | Yes, much much more. |
| 73 | Researcher | Okay and uhm… there’s so many things to consider while falling into your normal role. So can we reflect on what your typical day at work looks like ? |
| 74 | Participant | Yeah sure. So obviously, go to work in the morning, log onto our server and make sure the branches are up and running, they all are online and have access to our stock so in the morning, just sorting out admin. Then the rest of the day is just managing sales, managing the staff, making sure the store is clean, making sure it is tidy, making sure stock is packed correctly in the right places and neatly, if there is stock that needs to be filled up then making a chart of what to be filled up, and making sure all the shops have enough stock… just checking that the shop is selling more of this then making sure that the branch has enough. Basically it goes like that for most of the day then closing time, I will check everyone’s balances and totals so ya. It is a managerial position but there’s a lot that goes into that, it’s not just managing people, it’s also managing specific tasks and things like that. |
| 75 | Researcher | Ya… and I mean checking if things are packed correctly and checking if something needs to be refilled sounds like a general manager role versus doing balances and checks, that more of a middle or top management position duty. So I get what you’re saying. Then you made mention of other branches. Just to get an idea, how many branches do you have in total ? |
| 76 | Participant | We have three branches. |
| 77 | Researcher | Okay three branches, the one in which you are placed, I assume is the main branch ? |
| 78 | Participant | Yes |
| 79 | Researcher | Is that not difficult to manage a premises in which you are not physically present? |
| 80 | Participant | (laughs) well the branches are very close to each other. All the branches you can say is in one centre. |
| 81 | Researcher | Okay |
| 82 | Participant | So it’s like a short walk away from each other so like the distance doesn’t… if there is a major issue then you can just walk over and see what’s going on. |
| 83 | Researcher | Yeah it’s not like you go to get in the car |
| 84 | Participant | No it’s not like you have to go to Centurion or Waterkloof, it’s all in a walking distance. |
| 85 | Researcher | Okay and … have you ever experienced any challenges in managing all three branches ? Was there ever a time where you thought ‘no doing all three is just impossible’ |
| 86 | Participant | No I wouldn’t say that. So we do have a senior manager who is not a family employee. So there’s two of them, between the three or four of us, we work quite well. |
| 87 | Researcher | Oh that’s nice so there’s a good cohesion? |
| 88 | Participant | Yes so for example, the senior manager above me manages things only in the main shop. Then the other manager manages what is happening in his shop then I coordinate two of them. |
| 89 | Researcher | Ohh okay and that sounds more like a top management role to me |
| 90 | Participant | (laughs) ya well |
| 91 | Researcher | Okay so while we are on the whole position topic again, is there any plan of career development ? So obviously you entered the business and your father and uncle are present but has there been any discussion of you moving up the ranks. |
| 92 | Participant | (sighs) I mean the discussions are always there. It’s just I … moving up and stuff is me presenting…coming up with my own ideas and me managing and fully endorsing those ideas myself. So that would be the growth I would say that awaits me. |
| 93 | Researcher | So, there is discussions that eventually you will have to establish yourself higher up in the company but it’s not on the basis that you’re the son of the family; it’s more on the basis of can you do this, can you improve the business, will the business be sustainable in that sense? |
| 94 | Participant | Yes, yes. I mean being a child or the son plays a big role in it as well. But at the end of the day, it is a business so like… you have to… we also treat it as…. A business and not a family discussion and things like that. |
| 95 | Researcher | Yeah, and how do you differentiate those conversations because it’s difficult to differentiate those roles. You’re looking at a business owner and not your father so how do you manage that? |
| 96 | Participant | So (laughs) I am still learning on how to manage that because it’s hard to see your father as the owner, or boss or someone who manages you. So … the way you talk to your parents at home is different to how you would talk to your boss you know…when you work in a family business, that line is very blurry. |
| 97 | Researcher | Ya I agree. Let’s talk a little bit about the family dynamics. You mentioned that your father and your uncle are present within the company – I just want to get a sense, are they also present on premises everyday like you are? |
| 98 | Participant | Yes |
| 99 | Researcher | Okay and how does that dynamic work, do you see a lot of conflict between them as top managers or is it a cohesive partnership? |
| 100 | Participant | No it’s a very cohesive environment because uh… everyone… between my father and my uncle, the roles are very clear, not specified but the roles are very clear. So one person does XYZ and the next person does what they are supposed to do and in the end, it all just comes together. |
| 101 | Researcher | Ya so there’s a good working relationship. Is your father and uncle the second generation to this family business making you the third? |
| 102 | Participant | No so I am the fourth generation of the business. |
| 103 | Researcher | Okay so it’s a very established business. |
| 104 | Participant | Ya so the business started with my great grandfather then my grandfather came in then my father and uncle. Now me so this year will be 98 years that we have been established. |
| 105 | Researcher | Shew that’s such a long time, such an accomplishment. |
| 106 | Participant | Ya (laughs ) |
| 107 | Researcher | Pat on your back (laughs) |
| 108 | Participant | (laughs) ya |
| 109 | Researcher | Okay and I just want to get a sense of the family dynamics with members not in the family business ? Say for example your sisters and other brother uhm…is there any difference in the way they treated you after making this a full-time job? |
| 110 | Participant | Uhhh. I wouldn’t say so at all. Even though, it is a family business. In there eyes, it’s like I a have a job at a company. |
| 111 | Researcher | Yeah. |
| 112 | Participant | So there is no preferential treatment or anything. There’s some difference so for example, say there’s an errand to be run, I would have to run the errand because they know I work in the family owned business so I have that flexibility to say ‘I am leaving work, I have to go do this but I will be back’ |
| 113 | Researcher | Ya… |
| 114 | Participant | So you can say that, not that they take advantage, but they know that I have that flexibility so I do make use of that flexibility that I have. |
| 115 | Researcher | Okay and they hold you to that flexibility? |
| 116 | Participant | Ya (laughs) |
| 117 | Researcher | Okay and how does this make you feel? |
| 118 | Participant | Uhhh (sighs)… I think it’s a good… I don’t know mixed emotions sometimes (laughs) since people work in a family business, some do get the wrong impression thinking that you just sitting and lazing the whole day around and I think only people who have a family business knows that it’s not … you know you don’t just sit around and take orders from your family and stuff or you don’t just sit around and take instructions… things only happen If you take the initiative. |
| 119 | Researcher | Ya and even though there is that degree of flexibility and autonomy and these nice things of a family owned business. There still are the ugly parts of it – the long hours, not having a clear balance between work and life, the |
| 120 | Participant | Yes the balance between work and social life is very difficult to make because your… it’s like your colleagues come home with you everyday (laughs) |
| 121 | Researcher | (laughs) ya there’s like no break away. |
| 122 | Participant | Yeah and you do try to set boundaries but sometimes if there is a conflict at work sometimes It does follow you home and things like that which is natural because the work is coming home with you. |
| 123 | Researcher | Ya and how does that affect your home environment? |
| 124 | Participant | I would say it does sometimes especially if there is a conflict, because I wouldn’t say everyone else gets involved in the conflict, but you get a lot of external opinions into the matter. Whereas if you are working at a company where your colleagues went their separate ways at the end of the day, then that wouldn’t happen. |
| 125 | Researcher | Ya and do you see this as something that has influenced your overall well-being ? It could be pressurizing having all of these job |
| 126 | Participant | I would say yes and no. I think I actually… overall I would say yes because at work and stuff, I would say you need to not catch yourself but you need to make sure that whatever you are saying… especially when you are speaking to another family member, you have to make sure whatever you are saying should be said with a lot more respect and refinement because it’s your family at the end of the day. Even though they say it will not be held against you, they are all human at the end of the day, this stuff does come up so you have to be cautious on how you approach certain things, extra cautious I would say. |
| 127 | Researcher | Ya and you can’t just say ‘okay I am not going to respond to the email’ , you don’t have a choice in that sense |
| 128 | Participant | Yeah. |
| 129 | Researcher | Okay and is there any other was except having that extreme sense of caution that has affected your well-being ? |
| 130 | Participant | No I don’t think so. |
| 131 | Researcher | Okay so it’s just that there is a lot of more at stake, this is your family member – this is your work. |
| 132 | Participant | Yes. |
| 133 | Researcher | Okay and we did briefly delve into the fact that you studied something outside of the business. Let’s talk a bit about that, what did you study ? |
| 134 | Participant | So uhm… I did an undergraduate degree in actuarial science. |
| 135 | Researcher | Okay and did the business impact your focus in this aspect? Coming from retail then going into such a specialized and competitive field like that. What triggered that decision to choose the degree? |
| 136 | Participant | Well.. from school, I always liked maths, sciences, accounting and subjects like that so I just wanted to pick a career that combined all those aspects of the work I like so I wouldn’t say that the business influenced my choice of degree. It’s more of the … passion for the subjects influencing my choice in choosing the degree. |
| 137 | Researcher | Okay. So you were given the option of choosing anything you would have liked to study and in no way did th efamily business play any role in the decision? |
| 138 | Participant | No. |
| 139 | Researcher | No. Okay. You did mention that your parents motivated you to go out and educate yourself and create these options for yourself. I just want to get a sense- was joining the family business always something that was on the cards for you or did you consider touching into other fields or gaining work experience in other fields at any point in your life ? |
| 140 | Participant | So it’s always been on the cards for me. But it’s always been clear that there is space for me to join the business but if that’s not the way I want to move forward, it’s also fine. It’s also been made clear that you can join and if you feel it is not for you, you can go work in the profession that you studied. So that’s why all of us have been encouraged to get a degree and stuff. Because I mean you can work part time in a family business all you want but when you start working fulltime, you get the full picture of how things are and the reality of the situation. Then say your whole life you think that you are going to join the business and one day when you do join, it is not the way you imagined it to be and you want to leave then where do you go if you don’t have the backing of a degree or some sort of skill. |
| 141 | Researcher | Mmmm ya…that’s really commendable that you have the flexibility and it’s not an imposed decision in the sense of go out, see what you like and if you want to come here then you’re more than welcome. |
| 142 | Participant | Yes. |
| 143 | Researcher | Okay and so we have covered everything quite extensively and it has come up that conflict is present where you make mistakes then it’s discussions of ‘did you make the mistake?’ , work coming home and having do do many things from different caps. So I just want to get a sense who do you turn to when you experience difficult times at work ? |
| 144 | Participant | Well (laughs) depending on what the situation is, 95% I turn to my father. Then other times , I would turn to one of the managers or things like that. |
| 145 | Researcher | And this is mainly for work related advice? |
| 146 | Participant | For work related advice, I go ot my father. But say it’s advice for something that happened on the floor, I would rather speak to a friend or manager or something. They have a bit more sense of what is going on compared to my father. |
| 147 | Researcher | Okay so there’s a lot of support in terms of instrumental work from your father and co workers in the sense that they give you advise ? |
| 148 | Participant | Yes |
| 149 | Researcher | Things do get heated when family and business are combined so when you feeling a certain way, who do you go to vent or get these things off your chest? |
| 150 | Participant | Uhhh (laughs) I would say my siblings to get someone else’s perspective who is not involved in the business. To get some impartial advice. |
| 151 | Researcher | Ya so you go to an objective person for emotional support ? |
| 152 | Participant | Yes. |
| 153 | Researcher | Okay and are there any other tangible things like exercising and things like that to turn to as well ? |
| 154 | Participant | Yes obviously. Working in the family business like I said, your colleagues come home with you so you need to … have some sort of hobby where you are alone or away from the family at certain times. Things like that. So exercising, going to the gym, just small hobbies like .. I sometimes enjoy gardening and thigns like that where you can just be alone and just reflect on the days happenings and things like that. |
| 155 | Researcher | Ya so you do get a good combination of instrumental, emotional and an outlet. |
| 156 | Participant | Yes |
| 157 | Researcher | Okay and uhmm. Then in terms of the flexibility of running personal errands during work. Are your co-workers supportive to pick up the weight when you are not there. |
| 158 | Participant | My co-workers if I’m not there manage if I’m not there at a specific time. |
| 159 | Researcher | So there are mechanisms in place for emergencies |
| 160 | Participant | Yes yes |
| 161 | Researcher | Okay perfect so this was a good conversation. We spoke about your experience and saw that it is positive and negative. |
| 162 | Participant | Yes, yes. |
| 163 | Researcher | And the fact that your career was encouraged outside of the family business because it felt more comfortable and you felt more confident to know what would need to be done. There are discussions of you taking on the reigns but you would need to prove your worth. |
| 164 | Participant | Yes. |
| 165 | Researcher | Then in terms of the dynamics, there are clearly established roles among members in the family. Members outside of the business are there in terms of support so there is that shoulder. A lot of the times, work does come home but you guys have learnt a way to work around it where you don’t talk about work at certain times. |
| 166 | Participant | Yes. I think since it is… quite an established business, we have been around for numerous of years that we have uhm…the work has formed part of the family culture and our family’s way of doing things so it’s … it’s also shaped our family life so I would say the mechanisms of coping and dealing with conflict has been there from day one. |
| 167 | Researcher | Ya so it’s already tried and tested? |
| 168 | Participant | Yes. |
| 169 | Researcher | Okay, perfect. So we have come to the end of our session. I would like to check if you would be willing to have a follow up interview if I require more information on the issues discussed? |
| 170 | Participant | Yes. |
| 171 | Researcher | Okay and is there anything that you would like to discuss before I let you go ? |
| 172 | Participant | Uh.. no. Is there any questions that you would like to circle back to ? |
| 173 | Researcher | No I think for now we have covered everything quite extensively but I will let you know if anything is pending. |
| 174 | Participant | Okay |
| 175 | Researcher | Thank you very much for taking the time to participate in this process. Your time is highly valued and your input has been extremely insightful. |
| 176 | Participant | No problem. |

## Demographic & Questionnaire Responses:



## Notes

### Observation:

Participant seems confident in response, mindset and solutions. He appears to laugh a lot when answering questions but I don’t think he means it in a humorous way, it appears to be more of a nervous chuckle when approached with some difficult questions. In terms of career, he did study something complex as opposed to the family business however, it was a passionate decision. He always wanted to join the family business thus, he is satisfied with his decisions. He does acknowledge the fact that there would come a point where he moves up the ranks yet, he is aware that this would be on the basis of merit and not something handed to him. He does mention conflict and it’s impact on family dynamics and his well-being however, there appears to be mechanisms in place to address this. There are instances where these mechanisms may not work however he does have a good emotional support system (siblings). In terms of work related conflicts, he has instrumental support to guide him (father and colleagues). There appears to be processes and procedures in place for succession where he would prove his worthiness of a higher position but also fundamental support in other colleagues assisting him when he needs to go out. He feels happy working in the family business and acknowledges that sometimes it comes at great risk and sacrifice (work life boundaries) however, it is consequential to the standing in the company.

### Reflection:

The interview went well, all constructs flowed casually. The researcher could relate to the participant to a large extent especially when speaking of mistakes occurring during busy times. It appears that sharing experience might have helped when discussing the idea of isolating other members when only focusing on the family business. However, the researcher should be more aware of when and how much to share so that it does not overcome the participants experience.