

Adler School of Professional Psychology - Vancouver Campus

1.1. Thesis Title

1.2. Applicant (Student Researcher)

1.3 Faculty Thesis Advisor (Supervising Researcher)

1.4. Second Reader/Committee Members/Consultants

1.5 Researcher Experience

Describe your supervisors' and additional committee members' training, experience and/or degrees that are relevant to the research study or population

1.6 <u>Additional Study Team Members (if applicable)</u>
Transcriber, Research Assistant
1.7 <u>Tri Council Policy Statement (TCPS 2) Tutorial</u>
Date applicant completed the TCPS 2 Tutorial: September 5, 2012
1.8 <u>Most Recent Date REB FAQs Checked</u>
March 15, 2013
1.9 <u>Submission Date</u>
March 28, 2013

2. SUMMARY OF STUDY AND RECRUITMENT
2.1 A. <u>Overview of research study (Maximum 300 words)</u>
1) Purpose
To understand why members of family businesses often avoid dealing with succession of the business, and to explore ways to make it easier for them to initiate and sustain dialogues about succession through the development of succession workshops.
2) Research Question
How can family business succession communication be encouraged and facilitated despite the potential for confusion and conflict?
3) Rationale
Family business is a dominant form of business in British Columbia. Small businesses (often family-owned and operated) employ more than one million people (Province of British Columbia, 2012). Across Canada, about 50% of family business owners plan to retire within the next five years but more than 80% of them do not have a succession plan (Taylor, 2012). Succession has been characterized as one of the most difficult issues facing family firms (Haag, Helin, & Melin, 2006). Only one-third of family businesses are successfully transferred to the second generation and only 10% survive to the third generation. Succession failures have a detrimental impact on the provincial economy (Checkley, 2010) and can also lead to family conflict and damaged relationships.
There are few programs available to support small family businesses in their succession processes. Existing workshops run by business associations tend to focus on general education rather than working with individual family businesses on specific issues. Most private consultants and advisors

tend to focus on business strategy and planning tasks as opposed to communication and conflict dynamics.

4) Objectives

- (1) To expand the understanding of succession dialogues among members of small family businesses.
- (2) To build a foundation for the development of succession dialogue workshops for family businesses that will complement the array of technically focused workshops that are currently on offer.

2.1 B. Summary of Research Procedures

1) Methodology:

This qualitative study will use qualitative methodology based on a relational and dialogical theoretical framework within a social constructionist paradigm.

2) Methods:

Information on inclusion, exclusion and recruitment included in 2.2, 2.3, and 2.4 below.

Interview and Focus Group guides are included (Appendix 6, 7, 8).

(1) Key informant interviews **Purposive sample and snowball sample**

One to three audio-recorded and transcribed key informant interviews with professionals from various government, business, and community organizations that operate in the South Okanagan area, as well as from family business consultancies.

The interviews will focus on succession-related issues, such as (1) barriers to succession, (2) businesses that have experienced a successful transition from one generation to the next, (3) the role of communication in a succession process, and (4) recommendations the professionals would make for how to support for families contemplating succession of their businesses.

The interviews will be conducted in person, with follow up via telephone, e-mail or in person within three months.

(2) Family business focus groups **Expert-identified purposive sample**

One or two audio and video-recorded focus groups that will each include at least three members of a family business that self-identifies as having successfully completed a succession process. The focus

groups will have a workshop format and will take three hours.

The focus groups will be conducted in person, with follow up via telephone, e-mail or in person within three months of the focus group session.

(3) Individual family business member interviews
Expert-identified purposive sample and snowball sample

Three to six audio-recorded and transcribed interviews with individual members of different family businesses in the South Okanagan area.

The interviews will be conducted in person, with follow up via telephone, e-mail or in person within three months of the interview.

2.2 Inclusion Criteria

(1) Key informant interviews

Participants will be drawn from:

- (a) professionals from the organizations specified in 2.1 B above, or individuals identified by them, who are knowledgeable about family business in the South Okanagan, and
- (b) family business consultants in BC.

Participants will be able to communicate in English.

Participants will be 19 years or older.

(2) Family business focus groups

Participants will be members of a family business in the South Okanagan area that self-identifies as having successfully completed a succession process.

At least three members of the family business need to agree to participate in the focus group.

Participants will not be experiencing conflict or be involved in current or anticipated legal proceedings relating to the succession process.

Participants will be able to communicate in English.

Participants will be 19 years or older.

(3) Individual family business member interviews

Participants will be individual members of family businesses in the South Okanagan area who have not yet started a succession process or who have begun the succession planning process in the previous three months.

Participants will not be involved in current or anticipated legal proceedings relating to the succession process.

Participants will be able to communicate in English.

Participants will be 19 years or older.

2.3. Exclusion Criteria

Participants who do not meet the inclusion criteria.

If necessary, accessible space will be arranged with those who have mobility limitations. For those with sight limitations, reading materials will either be presented orally, or, when appropriate, prepared with increased font size.

2.4 Recruitment

Recruitment E-mails are attached (Appendix 3).

(1) Key informant interviews

The student researcher will identify persons with experience in family business succession within the organizations specified in 2.1 B above who are willing to participate in a key informant interview.

The student researcher will also e-mail family business consultants who focus on communication, conflict and family dynamics and ask whether they would be willing to participate in a key informant interview.

Additional persons will be identified through snowball sampling. The student researcher will ask the persons above if they know of other persons who would fit the above criteria and if they can forward the recruitment e-mail to them or provide their contact details to the student researcher.

(2) Family business focus group

Key informants will be asked to pass on the student researcher's contact details and information about the study to family businesses who may be interested in participating in focus groups.

This information will be set out in an E-mail (Appendix 3).

(3) Individual family business member interviews

Key informants and focus group members will be asked to pass on the student researcher's contact details and information about the study to individual family business members who may be interested in participating in interviews.

This information will be set out in an E-mail (Appendix 3).

2.5 External Approvals

N/A

2.6 Number of Participants

A.

How many participants will be enrolled in the entire study? (i.e. the entire study world-wide; applies if yours is part of a larger research project)

7 – 21 participants in total

Key informant interviews: 1 – 3 participants

Family business focus groups: 3 – 12 participants (3 – 6 in each focus group).

Individual family business member interviews: 3 – 6 participants

B.

How many control participants will be enrolled in the study that you are conducting?

N/A

2.7 Access to Records

N/A

2.8 Deception:

Is deception being used in this research?

No

3. STUDY DATES AND FUNDING INFORMATION

Project Period

Please check Moodle to ensure you have the most recent version of this form. Rev. Oct. 2012

3.1 A.

Start date: May 13, 2013, pending REB approval.

3.1 B.

End date: May 12, 2014, or 12 months after REB approval.

3.2 **Source of Funds**

If you are getting financial support for this study please identify the type of funds, and which organization or individual is funding this?

This study is not funded.

3.3 **Restrictions on Disclosures**

N/A

3.4 **Actual or Perceived Conflict of Interest**

Do any of the following statements apply to the Faculty Thesis Advisor, Student researcher and/or their partners'/immediate family members? If you answer "Yes" to any of the points below, please explain the situation/connection and explain how you plan to mitigate the actual or perceived conflict of interest.

- Are you currently or have you in the past been affiliated with, have a dual relationship with, or receive funds from any person or organization that you will be working with or recruiting from in order to complete your research (i.e. current/past workplace, practicum site, volunteer site etc)?

The student researcher may know, or be known by, persons in the organizations to be contacted in the South Okanagan area. The Informed Consent Process will be clear that participation in the study is voluntary.

4. RISK LEVEL

4.1. **Sites for Study**

The **key informant interviews** will be conducted in person in a private location convenient to the participant, such as their place of business or their home.

The **family business focus groups** will be conducted in person in a private location convenient to the participant, such as their place of business or their home.

The **individual family business member interviews** will be conducted in person in a private location convenient to the participant, such as their place of business or their home.

4.2 **Determining Level of Risk**

After reviewing the risk criteria outlined in the TCPS 2, state level of risk in your study and explain your rationale for why you have chosen this level.

Minimal

Moderate

High

This research involves minimal risk for participants. The participants will be asked to speak about experiences and issues that are aspects of their everyday life.

The possibility exists for differences of opinion in the focus groups that might lead to some discomfort, such as revisiting past experiences of disagreement in the family or having different perceptions of the same situations (e.g., the “headline” for a newspaper story about the family business). Focus group participants will have successfully completed a succession process and the workshop will emphasize positive experiences. Nevertheless, should discomfort arise, the student researcher will take steps such as suggest a time out, a change of topic, or offer to end the workshop.

The possibility exists for individual family business members to experience some discomfort during the interview. The questions asked are of a general nature and do not probe into deep personal matters. Nevertheless, should discomfort arise, the student researcher will take steps such as suggesting a short break, moving to a different question, or offering to end the interview.

4.3. Peer Review

For research that is more than minimal risk, the REB must be satisfied about both the **value and the scientific validity** of the study. Under some circumstances, and depending on the level of risk, the REB may request that a peer review be conducted as a condition of approval to assess value and/or scientific validity.

5. PARTICIPANT INFORMATION AND CONSENT PROCESS

5.1. Time Requested of Participants (Includes full participation, waitlist, control group, volunteers)

How much time will a participant be asked to dedicate to the research study?

Key informant interviews: 60 – 90 minutes plus 30 minutes for follow up.

Family business focus groups: 3 hours plus 30 minutes for follow up.

Individual business member interviews: 60 – 90 minutes plus 30 minutes for follow up.

5.2 Risks

Describe what is known about the risks (harm) of participating in the proposed research and any possible vulnerability that needs to be considered, including relevant literature related to the risks. In what ways will you address these risks should they arise?

Risks to participants

Key informant interviews:

The topics covered fall within the declared mandate of the organizations to be contacted and form part of the daily activities of the organizations.

A potential risk could be if the key informant does not wish to be linked to the selection of the interview or focus group participants (e.g., because they want to avoid a perception of favouritism). To address this, the key informants will be asked to consider people and businesses that may be interested in participating in the study, and to pass on information to them. They will not be asked to identify them to the student researcher. The student researcher will not ask potential participants to identify how they found out about the study.

Identifying information about the key informant organization will be removed to maintain confidentiality.

Family business focus groups:

The topics covered in the interview will be within the scope of the participants' daily activities as a member of a family business. The format of the focus group will be explained in advance to potential participants. The participants will be assured that they can decline to participate in any particular activity or to withdraw entirely at any time during the focus group, should they wish to do so. The activities are designed to be flexible and open-ended, allowing participants considerable scope to decide what they are comfortable with disclosing.

As a result of revisiting past experiences while participating in this study, there is a minimal risk of participants experiencing a degree of discomfort. If any discomfort is experienced as a result of participating in the study, participants are invited to let the student researcher know. At that time the participant could take a break, decide to reschedule the focus group, or withdraw from the study. The participant could also contact the resources outlined below for further support.

Individual family business member interviews:

The topics covered in the interview will be within the scope of the participants' daily activities as a member of a family business. The questions will be open-ended, allowing participants considerable scope as to what they are comfortable with disclosing.

As a result of revisiting past experiences while participating in this study, there is a minimal risk of participants experiencing a degree of discomfort. If any discomfort is experienced as a result of participating in the study, participants are invited to let the student researcher know. At that time the participant could take a break, decide to reschedule the interview, or withdraw from the study. The participant could also contact the resources outlined below for further support.

Resource list:

Canadian Association of Family Enterprise (CAFE)

<http://cafecanada.ca/chapters/okanagan>

Carolyn Reimer

1674 Bertram Street

Suite 300

Kelowna, BC V1Y 9G4

Phone: 250-764-0638

Cell: 250-215-2969

Email: okanagan@cafecanada.ca

Counsellors in Penticton South Okanagan And Similkameen Areas

<http://infotel.ca/search/Counsellors/Penticton-South-Okanagan-and-Similkameen-Areas/>

5.3 **Benefits**

Describe what is known about the potential benefits that could arise from participating in the proposed research for participants, the profession and for wider society. For research that is moderate or high risk, include relevant literature related to the benefits of participating in the study.

The benefits include:

Key informant interviews: There may be benefits to the local community and family businesses from increased knowledge and understanding about the succession process. Participants will be offered a summary of the results of the research.

Family business focus groups: It is possible that participants may experience a degree of increased insight or self-awareness as a result of exploring and articulating their thoughts, emotions and experiences. In addition, there may be benefits to the local community and other family businesses from increased knowledge and understanding about the succession process. Participants will be offered a summary of the results of the research.

Individual family business member interviews: It is possible that participants may experience a degree of increased insight or self-awareness as a result of exploring and articulating their thoughts, emotions and experiences. In addition, there may be benefits to the local community and other family businesses from increased knowledge and understanding about the succession process. Participants will be offered a summary of the results of the research.

5.4 **Reimbursements and Incentives for Participation**

Describe any reimbursement for expenses (e.g. meals, parking, medications, transportation costs) or payments/gifts-in-kind (e.g. honoraria, gifts, prizes, lotteries or draws, credits) to be offered to the participants. Provide full details of the amounts, payment schedules, and value of gifts-in-kind.

All participants will be thanked for participating in the study and asked if they wish to be acknowledged in the completed study.

Key informants, members of family business focus group, and individual family business members will each receive a thank you card along with a token gift certificate to a local coffee shop (or similar), the value of which will not exceed \$10.00.

5.5 Assessment of Capacity

A. Initial assessment of capacity for the purposes of informed consent

Will every participant have the capacity to give fully informed consent on his/her own behalf?

Yes

B. Ongoing assessment of capacity

How would capacity be assessed throughout the research?

As the student researcher will be in contact with participants over a period of time and on multiple occasions, she will review the informed consent form with them on each occasion prior to proceeding with any research related activity. She will also ask the participants if there have been any changes they would like to bring to her attention prior to proceeding with the research related activity. She will only proceed if it appears that the participant has the capacity to give fully informed consent on his/her own behalf.

5.6 Explanation of Consent and Assent Forms to Potential Participants

Please explain the general process for consent:

- How would consent form be reviewed?
- Who would be involved in each step of this process?
- How will time be considered in this process to assure that there is no undue influence present?

Key informants: When potential key informants are contacted by the student researcher, they will be provided with the Recruitment Information for their consideration. When they indicate interest in participating, the student researcher will provide them with the Informed Consent Form, and give them an opportunity to review it. Once they have verbally given their consent, the student researcher will set up a time and a place for the interview. Before the interview begins, the student researcher will review the Informed Consent Form with the participant, ask if there are any questions, and then have the Informed Consent Form signed. The participant will be given a copy of the Informed Consent Form.

There will be at least 24 hours between the e-mail of the Informed Consent Form and the interview. Participants will be informed that they may refuse to participate or withdraw from participation at any time without consequences.

Family business focus groups: When potential focus group members contact the student researcher, they will be provided with the Recruitment Information for their consideration if they do not already have this. When they indicate interest in participating, the student researcher will ask screening questions to ensure that the inclusion criteria are met. The student researcher will then provide them with the Informed Consent Form, and give them an opportunity to review it. Once they have verbally given their consent, the student researcher will set up a time and a place for the focus group. Before the focus group begins, the student researcher will review the Informed Consent Form, ask if there are any questions and then have the Informed Consent Form signed. The participants will be given a copy

of the Informed Consent Form. There will be at least 24 hours between the e-mail of the Informed Consent Form and the focus group session. Participants will be informed that they may refuse to participate or withdraw from participation at any time without consequences.

Individual family business member interviewees: When potential interviewees contact the student researcher, they will be provided with the Recruitment Information for their consideration, if they do not already have this. When they indicate interest in participating, the student researcher will ask questions to ensure that the inclusion criteria are met. The student researcher will then provide them with the Informed Consent Form, and give them an opportunity to review it. Once they have verbally given their consent, the student researcher will set up a time and a place for the interview. Before the interview begins, the student researcher will review the Informed Consent Form with the participant, ask if there are any questions, and then have the Informed Consent Form signed. The participant will be given a copy of the Informed Consent Form. There will be at least 24 hours between the e-mail of the Informed Consent Form and the interview. Participants will be informed that they may refuse to participate or withdraw from participation at any time without consequences.

5.7 Explanation of Assent Forms to Potential Participants

Please explain whether or not you will be using an assent form in your study, and if so, the general process for assent:

N/A

5.8. Assistance with Consent

If you are including individuals who may require accommodations regarding consent, what are your plans for making those accommodations?

N/A

SECURITY OF DATA AND CONFIDENTIALITY OF PERSONAL INFORMATION FOR STUDY

6.1. Confidentiality of Data

How will data be stored?

Key informant interviews, family business focus groups, and individual family business member interviews: Consent forms and the document connecting individual names to Participant Codes will be locked in a file cabinet at the home of the student researcher. The audio and video recordings will be stored on a password protected and encrypted USB drive kept in the same file cabinet.

During the transcription process, the audio and video recordings will be stored on password protected USB drives available to the student researcher and transcriber.

Transcripts will be cleaned of all identifying information and labeled with Participant Codes. These transcripts will be kept on a separate password protected USB drive and stored in the locked filing

cabinet. These files will be used for analysis.

In order to ensure that all identifying information is removed, the student researcher will also change the nature of the participants' businesses and customer offerings, the number of family members involved in the business, and the age of the family businesses.

How will security of the data be maintained?

Audio and video recordings and uncleaned transcripts will not be downloaded to personal or institutional computers from the password protected USB drives.

Describe how the personal information and identity of research participants will be protected both during and after the research study, including how participants will be identified on data collection forms.

The Informed Consent Forms will have the names and contact details of the research participants. Each participant will be assigned a unique Participant Code and pseudonym, which will also be listed on the Informed Consent Form. All other documentation will refer to the Participant Code or pseudonym only, and not to the participants' names or initials.

If any data or images are to be kept on the Web, what precautions have been taken to prevent it being copied?

N/A

6.2. Access to the Data by Persons within the School

Who will have access to the data?

The student researcher, the supervising researcher, and the transcriber.

How will all of those who have access to the data be made aware of his or her responsibilities?

All of the individuals who will have access to the data will sign a confidentiality agreement (attached Appendix 2a).

6.3. Access to Data by Persons Outside of the School

A.

Will any data that identifies individuals be available to persons or agencies outside of the Adler School of Professional Psychology-Vancouver Campus?

The transcriber and the research assistant.

B.

If YES, describe in detail

A transcriber will have access to audio and video data that may identify individuals. The transcriber will sign a confidentiality agreement.

A research assistant experienced with audio and video recording equipment will assist the student researcher before and during the focus group sessions by setting up equipment and ensuring it is operating properly during the session. The research assistant may also help the student researcher set up the room to accommodate the session activities. The research assistant will sign a confidentiality agreement.

6.4 Storage of Data

Give details of how and where the data will be stored in a secure manner a) during your research study, and b) for the 5 years once your research is complete. Also provide information about how you plan to destroy the data (including any recordings) after the 5 year time frame.

Audio and video recordings will be stored for five years after which the password protected USB drives will be destroyed. Consent forms and the document matching Participant Codes to individuals will be shredded.

6.5 Future Use of Data

Once the audio and video recordings have been transcribed, the transcripts will be cleaned of identifying information. The student researcher will use the non-identifying data to inform the development of a workshop for family businesses, make presentations and to write articles about family business succession.

The recordings will not be subject to publication or presentation, only the analysis derived from that data as well as non-identifying quotes.

6.6 Summary of Results to Participants

Providing a summary of results to the participants is a common research practice. This is based on the ethical principle of beneficence, and participants may consider it a benefit of participation.

Interviews and focus group:

Participants will be able to indicate on their Informed Consent that they would like a summary of the findings.

6.7 Withdrawal of Data

How will participants be informed of their right to request their data be withdrawn from the study, and what procedures would need to happen for that to take place? (i.e. information on consent form, script for withdrawal options or process, etc.)

For more details see TCPS 2 Chapter 3, Article 3.2 Section D

Interviews and focus group:

The Informed Consent will contain information on the right for participants to withdraw their

participation in the research at any time and to withdraw their data from the research until the point of data analysis. They will have the contact information for the student researcher and can contact her to have their data removed. In the case of the focus group participants, this means that their particular contribution would not be included in the data analysis.

7. APPLICATION SUBMISSION AND DOCUMENTATION

7.1 Letter of Initial Contact with External Institutions or Agencies

N/A

7.2. Advertisements to Recruit Participants

Recruitment E-mails are included in Appendix 3.

7.3. Script(s) for Initial Contact with Participants

N/A.

7.4. Consent Forms

Participant consent forms are included in Appendix 4.

7.5. Assent Forms

7.6. Research Methods

The Key Informant interview guide is included in Appendix 5.

The Family Business Focus Group guide is included in Appendix 6.

The Individual Family Business Member interview guide is included in Appendix 7.

7.7. Additional Appendices

N/A.

Please insert all Appendices below:

- Appendix 1: Student researcher certificate of completion of TCPS2 (attached separately as .pdf)
- Appendix 2: Confidentiality agreements to be signed by all research team members
- Appendix 3: Recruitment E-mails
- Appendix 4: Informed Consent Forms
- Appendix 5: Key Informant Interview Guide
- Appendix 6: Focus Group Guides
- Appendix 7: Individual Family Business Member Interview Guide

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Appendix 8: References

Appendix 1: Student researcher certificate of completion of TCPS2 (attached as .pdf)



Appendix 2a: Confidentiality agreements to be signed by all research team members

RESEARCH PROJECT: **Relational dialogues in family business succession**

Applicant (Student researcher): Birgitta von Krosigk
Phone: E-mail:

Faculty Thesis Advisor: Bethan Alice Lloyd, PhD
(Supervising researcher) Core Faculty, Adler School of Professional Psychology
E-mail: blloyd@adler.edu

CONFIDENTIALITY AGREEMENT – Student Researcher

Through my work as a Student Researcher with the Adler School of Professional Psychology, I understand my responsibilities concerning the confidentiality of any research data collected by myself or by others.

As part of my orientation and training for this project, I have discussed the process of Informed Consent with the Supervising Researcher, including all measures for safeguarding the confidentiality of data for the duration of the project. I understand that I must maintain the confidentiality of what research participants say and do, including that they are participants in the project.

I understand that, during data collection, it is possible to talk generally about the research data if there is no possibility of identifying the source of the information. For example, during an interview or focus group, I can say “Some people may say... I wonder what your experience is with regard to this?” This is an appropriate probe for further information and can be an effective way to indicate the range of possible responses.

Even though I have signed this Confidentiality Agreement, I can discuss the research, including participation of individuals and the details of the research data, with other Research Team members who have also signed a Confidentiality Agreement.

A copy of this Confidentiality Agreement has been given to me for my records.

Name

Signature

Date

Please check Moodle to ensure you have the most recent version of this form. Rev. Oct. 2012



Appendix 2b: Confidentiality agreements to be signed by all research team members

RESEARCH PROJECT: **Relational dialogues in family business succession**

Applicant (Student researcher): Birgitta von Krosigk
Phone: E-mail:

Faculty Thesis Advisor: Bethan Alice Lloyd, PhD
(Supervising researcher) Core Faculty, Adler School of Professional Psychology
E-mail: blloyd@adler.edu

CONFIDENTIALITY AGREEMENT – Supervising Researcher

Through my work as a Supervising Researcher with the Adler School of Professional Psychology, I understand my responsibilities concerning the confidentiality of any research data collected by myself or by others.

As part of my orientation and training for this project, I have discussed the process of Informed Consent with the Student Researcher, including all measures for safeguarding the confidentiality of data for the duration of the project. I understand that I must maintain the confidentiality of what research participants say and do, including that they are participants in the project.

I understand that, during data collection, it is possible to talk generally about the research data if there is no possibility of identifying the source of the information. For example, during an interview or focus group, I can say “Some people may say... I wonder what your experience is with regard to this?” This is an appropriate probe for further information and can be an effective way to indicate the range of possible responses.

Even though I have signed this Confidentiality Agreement, I can discuss the research, including participation of individuals and the details of the research data, with other Research Team members who have also signed a Confidentiality Agreement.

A copy of this Confidentiality Agreement has been given to me for my records.

Name

Signature

Date

Please check Moodle to ensure you have the most recent version of this form. Rev. Oct. 2012



Appendix 2c: Confidentiality agreements to be signed by all research team members

RESEARCH PROJECT: **Relational dialogues in family business succession**

Applicant (Student researcher): Birgitta von Krosigk
Phone: E-mail:

Faculty Thesis Advisor: Bethan Alice Lloyd, PhD
(Supervising researcher) Core Faculty, Adler School of Professional Psychology
E-mail: blloyd@adler.edu

Research Assistant: Name:
Contact details:

CONFIDENTIALITY AGREEMENT – Research Assistant

Through my work as a Research Assistant on this Research Project, I understand my responsibilities concerning the confidentiality of any research data collected by myself or by others.

As part of my orientation and training for this project, I have discussed the process of Informed Consent with the Student Researcher, including all measures for safeguarding the confidentiality of data for the duration of the project. I understand that I must maintain the confidentiality of what research participants say and do, including that they are participants in the project.

I understand that, during data collection, it is possible to talk generally about the research data if there is no possibility of identifying the source of the information.

Even though I have signed this Confidentiality Agreement, I can discuss the research, including participation of individuals and the details of the research data, with other Research Team members who have also signed a Confidentiality Agreement.

A copy of this Confidentiality Agreement has been given to me for my records.

Name

Signature

Date

Please check Moodle to ensure you have the most recent version of this form. Rev. Oct. 2012



Appendix 2d: Confidentiality agreement to be signed by all research team members

RESEARCH PROJECT: **Relational dialogues in family business succession**

Applicant (Student researcher): Birgitta von Krosigk
Phone: E-mail:

Faculty Thesis Advisor: Bethan Alice Lloyd, PhD
(Supervising researcher) Core Faculty, Adler School of Professional Psychology
E-mail: blloyd@adler.edu

Transcriber: Name:
Contact details:

CONFIDENTIALITY AGREEMENT - Transcriber

Through my work as a Transcriber on this Research Project, I understand my responsibilities concerning the confidentiality of any research data collected by myself or by others.

As part of my orientation and training for this project, I have discussed the process of Informed Consent with the Student Researcher, including all measures for safeguarding the confidentiality of data for the duration of the project. I understand that I must maintain the confidentiality of what research participants say and do, including that they are participants in the project.

Even though I have signed this Confidentiality Agreement, I can discuss the research, including participation of individuals and the details of the research data, with other Research Team members who have also signed a Confidentiality Agreement.

A copy of this Confidentiality Agreement has been given to me for my records.

Name

Signature

Date

Appendix 3a: Recruitment E-mails.

KEY INFORMANT INTERVIEWS:

Subject: Research about family business succession

My name is Birgitta von Krosigk and I am an Organizational Psychology student at the Adler School of Professional Psychology. I am conducting a research study for my Master's thesis about family business succession in the South Okanagan.

The focus of my study is to explore why many family businesses avoid dealing with questions of succession. I am also interested in what forms of information and workshop experiences might make it easier for them to start talking about succession.

Because of your experience with family business succession, I would like you to participate in a key informant (person with special knowledge or experience) interview of approximately 60 to 90 minutes in May or June of 2013 at a location that is private and convenient to you. The interview will be audio-taped and transcribed. Your participation would be voluntary and confidential. You would not be identified in any of the material developed from these interviews.

Questions will focus on (1) your experiences working with family businesses; (2) the role of family businesses in the South Okanagan and the challenges and opportunities they face; (3) resources available to family businesses; (4) the role of communication in family business succession; (5) businesses that have experienced a successful transition from one generation to the next, and (6) recommendations you would make for ways to facilitate the succession process for family businesses.

If you are interested in participating or would like further information, please contact me at or and we will set up a time and a place for the interview. You may refuse to participate or withdraw from participation at any time without consequences.

This research has approval from the Research Ethics Board of the Adler School. An Informed Consent is attached to this e-mail. It provides more information concerning this research and your rights during the research process.

Sincerely,

Birgitta von Krosigk

Appendix 3b: Recruitment E-mails.

FAMILY BUSINESS FOCUS GROUP:

Subject: Research about family business succession

My name is Birgitta von Krosigk and I am an Organizational Psychology student at the Adler School of Professional Psychology. I am conducting a research study for my Master's thesis about family business succession in the South Okanagan.

I want to meet with families who have (1) gone through a successful business succession process and (2) who are willing to share what they have learned. My study explores why many family businesses avoid dealing with succession. I am also interested in what forms of information and workshop experiences might make it easier for them to start talking about succession.

I understand that your family business has successfully gone through a succession process and that there are no conflicts or current or anticipated legal proceedings relating to it. I would like to invite members of your family business to participate in a focus group workshop of approximately 3 hours in May or June of 2013 at a location that is private and convenient to all of you. The workshop format means I need from three to six members of the family business to participate. Each family business member who is interested in participating will be given their own Informed Consent Form to review and sign.

Only members from your family business would participate in the focus group workshop. I will facilitate the workshop and there may be an assistant present to help out with technical matters. **The interview will be audio-and video-taped and transcribed.** The video-taping is for my research analysis purposes only.

Your participation would be voluntary and confidential. You would not be identified in any of the material developed from the focus group workshop. All identifying information will be removed or changed and you will have an opportunity to review the material.

The workshop will be interactive, fun, and creative, and will explore topics such as storytelling, factors that influence succession, and the role of communication. It is an opportunity to assess your experience and share your insight in a confidential manner.

If you are interested in participating or would like further information, please contact me at or and we will set up a time and a place for the focus group. You may refuse to participate or withdraw from participation at any time without consequences.

This research has approval from the Research Ethics Board of the Adler School. An Informed Consent is attached to this e-mail. It provides more information concerning this research and your rights during the research process.

Sincerely,

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Birgitta von Krosigk

Appendix 3c: Recruitment E-mails.

INDIVIDUAL FAMILY BUSINESS MEMBER INTERVIEWS:

Subject: Research about family business succession

My name is Birgitta von Krosigk and I am an Organizational Psychology student at the Adler School of Professional Psychology. I am conducting a research study for my Master's thesis about family business succession in the South Okanagan.

The focus of my study is to explore why many family businesses avoid dealing with questions of succession. I am also interested in what forms of information and workshop experiences might make it easier for them to start talking about succession.

I want to talk to people who are members of a family business, and who have thought about succession, but who have not yet started to talk about it with their family members or employees. I also want to talk to family business members who have begun the succession planning process in the last three months. There should be no current or anticipated legal proceedings relating to succession.

I would like you to participate in an individual family business member interview of approximately 60 to 90 minutes in May or June of 2013 at a location that is private and convenient to you. The interview will be audio-taped and transcribed. Your participation would be voluntary and confidential. You would not be identified in any of the material developed from these interviews.

Questions will focus on (1) the background of your family business (the business will NOT be identifiable in the study); (2) what made you start thinking about succession; (3) your fears and hopes about the succession process, (4) what you see as the biggest influences on the succession process; (5) your understanding of the role of communication in the succession process.

If you are interested in participating or would like further information, please contact me at or and we will set up a time and a place for the interview. You may refuse to participate or withdraw from participation at any time without consequences.

This research has approval from the Research Ethics Board of the Adler School. An Informed Consent is attached to this e-mail. It provides more information concerning this research and your rights during the research process.

Sincerely,

Birgitta von Krosigk



Appendix 4a: Informed Consent – Key Informant Interviews

Informed Consent Form

Research project: **How can family business succession communication be encouraged and facilitated despite the potential for confusion and conflict?**

Supervising researcher: Bethan Lloyd, PhD blloyd@adler.edu
Core Faculty, Adler School of Professional Psychology

Student researcher: Birgitta von Krosigk

Birgitta von Krosigk is undertaking this study as part of her Master's thesis in Organizational Psychology at the Adler School of Professional Psychology.

Purpose of the study:

This study seeks to understand why many members of family businesses avoid dealing with questions of succession of the business. It will explore forms of information and workshop experiences that might make it easier for them to initiate and sustain communication about succession.

Succession related topics covered with you will include (1) your experiences working with family businesses; (2) the role of family businesses in the South Okanagan and the challenges and opportunities they face; (3) resources available to family businesses; (4) the role of communication in family business succession; (5) businesses that have experienced a successful transition from one generation to the next, and (6) recommendations you would make for ways to facilitate the succession process for family businesses.

Procedure:

You will be asked to participate in an initial in-person interview regarding your experiences with family business succession. The interview will take between 60 and 90 minutes. The interview will be audio-recorded and transcribed.

The student researcher will contact you within 60 days of the initial interview for a follow up interview of no more than 30 minutes to cover any issues or questions that may have arisen.

Once the audio recordings have been transcribed, all information that could identify an individual will be removed. The student researcher will use the remaining, non-identifying, data to inform the development of a workshop for family businesses, to make presentations and to

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write articles about family business succession. The recordings themselves will NOT be published or presented. The student researcher will use only the analysis derived from the data as well as quotes that do not identify the participant.

Confidentiality:

Your participation will be confidential. Identifiable information will be removed or changed following transcription. All original recordings and transcriptions will be identified only by Participant Code number or pseudonym, stored on a password protected USB stick and kept in a locked filing cabinet at the student researcher's home. Participants will not be identified by name in any reports of the completed study. Only Birgitta von Krosigk, Bethan Lloyd, and a transcriber will have access to the data in its original form. All individuals involved in the research project will have signed a confidentiality agreement.

In accordance with Adler recommendations, all data (i.e., audio files, notes) will be kept in a locked filing cabinet in the student researcher's home for five years after the work is presented. All data files will be kept on an encrypted, password protected USB drive. After those five years, data will be destroyed (i.e., professionally shredded and/or erased).

Limits to Confidentiality: Data collected will be held confidential unless any of the following conditions are present:

- A) If you or another person is at clear risk of imminent harm,
- B) If I am required to comply with a legal order such as a court subpoena.

Risks and Benefits:

As a result of revisiting past experiences while participating in this study, there is a minimal risk of you experiencing a degree of discomfort. If any discomfort is experienced as a result of participating in the study, you are invited to let the student researcher know. At that time you could take a break, decide to reschedule the interview, or withdraw from the study. You could also contact the resources outlined below for further support.

In terms of benefits, it is possible that you may also experience a degree of increased insight or self-awareness as a result of exploring and articulating your thoughts, emotions and experiences. In addition, there may be benefits to the local community and other family businesses from increased knowledge and understanding about the succession process.

Resource list:

Canadian Association of Family Enterprise (CAFE)

<http://cafecanada.ca/chapters/okanagan>

Carolyn Reimer

300 - 1674 Bertram Street

Kelowna, BC V1Y 9G4

Phone: 250-764-0638

Cell: 250-215-2969

Email: okanagan@cafecanada.ca

Counsellors in Penticton South Okanagan And Similkameen Areas

<http://infotel.ca/search/Counsellors/Penticton-South-Okanagan-and-Similkameen-Areas/>

Contact:

If you have any questions or desire further information with respect to this study, you may contact Birgitta von Krosigk at , or her research advisor, Dr. Bethan Lloyd, at blloyd@adler.edu.

The Adler Research Ethics Board has approved this research. If you have any questions or concerns about your treatment as a research participant, you may contact Debbie Clelland, Chair of the Adler Research Ethics Board, at dclelland@adler.edu or 604.699.3570.

Consent:

- I understand that my participation in this study is entirely voluntary and that I may refuse to participate or withdraw from the study at any time.
- I understand that signing this consent does not waive my legal rights in any way.
- I understand that I have the right to request my data be removed from the study at any time prior to data analysis.
- I understand that direct quotes may be used, that all identifying information will be removed and that I will be given the opportunity to review and approve any extended quotes (more than 42 words) from my interview data prior to inclusion in the research report.

I have read this consent form. I have received a copy of this consent form for my own records. My signature below indicates my consent to participate in this study.

Participant Signature

Date

Participant Name (Printed)

☐ Check if you would like to receive a summary of the results of this study. If so, please provide your email address below.

Participant Email

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Appendix 4b: Informed Consent – Family business focus group

Informed Consent Form

Research project:

How can family business succession communication be encouraged and facilitated despite the potential for confusion and conflict?

Faculty Thesis Advisor:
(Supervising researcher)

Bethan Alice Lloyd, PhD
Core Faculty, Adler School of Professional Psychology
E-mail: blloyd@adler.edu

Birgitta von Krosigk is undertaking this study as part of her Master's thesis in Organizational Psychology at the Adler School of Professional Psychology.

Purpose of the study:

This study seeks to understand why many members of family businesses avoid dealing with questions of succession of the business. It will explore forms of information and workshop experiences that might make it easier for them to initiate and sustain communication about succession.

Succession related topics covered with you will include (1) your experiences with succession; (2) barriers to succession; (3) the role of communication in family business succession, and (4) recommendations you would make for ways to facilitate the succession process for family businesses.

Procedure:

You have identified as a member of a family business that has successfully gone through a succession process. You will be invited to participate in a focus group along with other members of your family business in May or June 2013 at a time and place that is private and convenient to you.

The focus group will cover topics related to your experiences with the succession process, and in particular what helped make the succession process successful. Focus group activities will include storytelling, creating visual images, discussion, and reflection.

The focus group will take a total of three hours, including a refreshment break. The focus group session will be audio and video-recorded and subsequently transcribed. The focus group session will be facilitated by the student researcher. There may also be a research assistant present who

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will look after the recording equipment.

The student researcher will contact you within 60 days of the focus group for a follow up interview of no more than 30 minutes to cover any issues or questions that may have arisen.

Once the audio and video recordings have been transcribed, all information that could identify an individual will be removed. The student researcher will use the remaining, non-identifying, data to inform the development of a workshop for family businesses, to make presentations and to write articles about family business succession. The recordings themselves will NOT be published or presented. The student researcher will use only the analysis derived from the data as well as quotes that do not identify the participant.

Confidentiality:

In a focus group, the participants know what happened during the session, including what was said, and by whom. Each participant will sign a confidentiality agreement, agreeing that they will keep the information from the focus group session confidential.

Identifiable information will be removed or changed following transcription. All original recordings and transcriptions will be identified only by Participant Code number or pseudonym, stored on a password protected USB stick and kept in a locked filing cabinet at the student researcher's home. Participants will not be identified by name in any reports of the completed study. Only Birgitta von Krosigk, Bethan Lloyd, and the transcriber (the Research Team) will have access to the data in its original form. All individuals involved in the research project will have signed a confidentiality agreement.

In accordance with Adler recommendations, all data (i.e., audio files, notes) will be kept for five years after the work is presented. All data files will be kept on an encrypted, password protected USB drive. After those five years, data will be destroyed (i.e., professionally shredded and/or erased).

Limits to Confidentiality: Data collected will be held confidential by the Research Team unless any of the following conditions are present:

- A) If you or another person is at clear risk of imminent harm,
- B) If I am required to comply with a legal order such as a court subpoena.

Risks and Benefits:

As a result of revisiting past experiences while participating in this study, there is a minimal risk of you experiencing a degree of discomfort. If any discomfort is experienced as a result of participating in the study, you are invited to let the student researcher know. At that time you could take a break, decide to reschedule the interview, or withdraw from the study. You could also contact the resources outlined below for further support.

In terms of benefits, it is possible that you may also experience a degree of increased insight or self-awareness as a result of exploring and articulating your thoughts, emotions and experiences.

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In addition, there may be benefits to the local community and other family businesses from increased knowledge and understanding about the succession process.

Resource list:

Canadian Association of Family Enterprise (CAFE)

<http://cafecanada.ca/chapters/okanagan>

Carolyn Reimer

300 - 1674 Bertram Street

Kelowna, BC V1Y 9G4

Phone: 250-764-0638

Cell: 250-215-2969

Email: okanagan@cafecanada.ca

Counsellors in Penticton South Okanagan And Similkameen Areas

<http://infotel.ca/search/Counsellors/Penticton-South-Okanagan-and-Similkameen-Areas/>

Contact:

If you have any questions or desire further information with respect to this study, you may contact Birgitta von Krosigk at , or her research advisor, Dr. Bethan Lloyd, at blloyd@adler.edu.

The Adler Research Ethics Board has approved this research. If you have any questions or concerns about your treatment as a research participant, you may contact Debbie Clelland, Chair of the Adler Research Ethics Board, at dclelland@adler.edu or 604.699.3570.

Consent:

- I understand that my participation in this study is entirely voluntary and that I may refuse to participate or withdraw from the study at any time.
- I understand that signing this consent does not waive my legal rights in any way.
- I understand that I have the right to request my data be removed from the study at any time prior to data analysis.
- I understand that direct quotes may be used, that all identifying information will be removed and that I will be given the opportunity to review and approve any extended quotes (more than 42 words) from my focus group data prior to inclusion in the research report.
- I understand that I am asked to keep the information from the focus group session confidential.

I have read this consent form. I have received a copy of this consent form for my own records. My signature below indicates my consent to participate in this study.

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Participant Signature

Date

Participant Name (Printed)

☐ Check if you would like to receive a summary of the results of this study. If so, please provide your email address below.

Participant Email



Appendix 4c: Informed Consent – Individual Family Business Member Interviews

Informed Consent Form

Research project:

How can family business succession communication be encouraged and facilitated despite the potential for confusion and conflict?

Faculty Thesis Advisor:
(Supervising researcher)

Bethan Alice Lloyd, PhD
Core Faculty, Adler School of Professional Psychology
E-mail: blloyd@adler.edu

Student researcher:

Birgitta von Krosigk

Birgitta von Krosigk is undertaking this study as part of her Master's thesis in Organizational Psychology at the Adler School of Professional Psychology.

Purpose of the study:

This study seeks to understand why many members of family businesses avoid dealing with questions of succession of the business. It will explore forms of information and workshop experiences that might make it easier for them to initiate and sustain communication about succession.

Succession related topics covered with you will include (1) background about your family business and your role in it business (the business will NOT be identifiable in the study); (2) what made you start thinking about succession; (3) your fears and hopes about the succession process; (4) what you see as the biggest influences on the succession process; (4) your understanding of the role of communication in family business succession, and (5) recommendations you would make for ways to facilitate the succession process for family businesses.

Procedure:

You will be asked to participate in an initial in-person interview regarding your experiences with family business succession. The interview will take between 60 and 90 minutes. The interview will be audio-recorded and transcribed.

The student researcher will contact you within 60 days of the initial interview for a follow up interview of no more than 30 minutes to cover any issues or questions that may have arisen.

Once the audio recordings have been transcribed, all information that could identify an individual will be removed. The student researcher will use the remaining, non-identifying, data to inform the development of a workshop for family businesses, to make presentations and to write articles about family business succession. The recordings themselves will NOT be published or presented. The student researcher will use only the analysis derived from the data as well as quotes that do not identify the participant.

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Confidentiality:

Your participation will be confidential. Identifiable information will be removed or changed following transcription. All original recordings and transcriptions will be identified only by Participant Code number or pseudonym, stored on a password protected USB stick, and kept in a locked filing cabinet at the student researcher's home. Participants will not be identified by name in any reports of the completed study. Only Birgitta von Krosigk, Bethan Lloyd, and transcriber will have access to the data in its original form. All individuals involved in the research project will have signed a confidentiality agreement.

In accordance with Adler recommendations, all data (i.e., audio files, notes) will be kept in a locked filing cabinet in the student researcher's home for five years after the work is presented. All data files will be kept on an encrypted, password protected USB drive. After those five years, data will be destroyed (i.e., professionally shredded and/or erased).

Limits to Confidentiality: Data collected will be held confidential unless any of the following conditions are present:

- A) If you or another person is at clear risk of imminent harm,
- B) If I am required to comply with a legal order such as a court subpoena.

Risks and Benefits:

As a result of revisiting past experiences while participating in this study, there is a minimal risk of you experiencing a degree of discomfort. If any discomfort is experienced as a result of participating in the study, you are invited to let the student researcher know. At that time you could take a break, decide to reschedule the interview, or withdraw from the study. You could also contact the resources outlined below for further support.

In terms of benefits, it is possible that you may also experience a degree of increased insight or self-awareness as a result of exploring and articulating your thoughts, emotions and experiences. In addition, there may be benefits to the local community and other family businesses from increased knowledge and understanding about the succession process.

Resource list:

Association of Family Enterprise (CAFE)

<http://cafecanada.ca/chapters/okanagan>

Carolyn Reimer

300 - 1674 Bertram Street

Kelowna, BC V1Y 9G4

Phone: 250-764-0638

Cell: 250-215-2969

Email: okanagan@cafecanada.ca

Counsellors in Penticton South Okanagan And Similkameen Areas

<http://infotel.ca/search/Counsellors/Penticton-South-Okanagan-and-Similkameen-Areas/>

Contact:

If you have any questions or desire further information with respect to this study, you may contact Birgitta von Krosigk at , or her research advisor, Dr. Bethan Lloyd, at blloyd@adler.edu.

The Adler Research Ethics Board has approved this research. If you have any questions or concerns about your treatment as a research participant, you may contact Debbie Clelland, Chair of the Adler Research Ethics Board, at dclelland@adler.edu or 604.699.3570.

Consent:

- I understand that my participation in this study is entirely voluntary and that I may refuse to participate or withdraw from the study at any time.
- I understand that signing this consent does not waive my legal rights in any way.
- I understand that I have the right to request my data be removed from the study at any time prior to data analysis.
- I understand that direct quotes may be used, that all identifying information will be removed and that I will be given the opportunity to review and approve any extended quotes (more than 42 words) from my interview data prior to inclusion in the research report.

I have read this consent form. I have received a copy of this consent form for my own records. My signature below indicates my consent to participate in this study.

Please check Moodle to ensure you have the most recent version of this form. Rev. Oct. 2012

Participant Signature

Date

Participant Name (Printed)

☐ Check if you would like to receive a summary of the results of this study. If so, please provide your email address below.

Participant Email

Appendix 5: Key Informant Interview Guide

Before we begin, I would like to make sure we have the same understanding of what we are talking about when we discuss family business succession. My understanding is that this involves the transfer of ownership and/or management of a family business from one or more individuals to another individual or individuals. Is this your understanding?

1. How would you describe the role of family businesses in this region?
2. What sectors have a lot of family businesses? (e.g., retail, service, manufacturing, agriculture, tourism, etc.)
3. What are the greatest challenges for family businesses in this region? In British Columbia?
4. What are the greatest opportunities for family businesses in this region? In British Columbia?
5. Tell me about your (or your organization's) experience with family business succession.
6. What resources are currently available for family businesses facing succession?
7. What resources would be helpful for these families to access?
8. How would you describe the role of family communication in the succession process?
9. What else would you like to add?

Thank you!

Focus Group Agenda

Welcome 10:00 – 10:15	<ul style="list-style-type: none">• Welcome• Informed consent• Overview of activities
Newspaper story 10:15 – 11:00	<ul style="list-style-type: none">• Writing the story of your family business
Mural 11:00 – 11:40	<ul style="list-style-type: none">• Painting the context of your family business
Refreshment break 11:40 – 11:55	
Group discussion 11:55 – 12:30	<ul style="list-style-type: none">• Communication patterns• Challenges• Opportunities
Reflection & closing 12:30 – 1:00	<ul style="list-style-type: none">• Tips• Reflection and feedback• Thank you

Newspaper Story

Duration:

45 minutes.

Purpose:

To explore understandings of the family business and of the succession process.

To explore what is talked about and what is not talked about and why.

Interactive process involving storytelling and story creating.

Activity:

Each person writes their name on a piece of paper and places the paper in a hat.

One person draws a piece of paper from the hat, and reads out the name. This person is asked:

If you were reading a newspaper, what would be the headline for an article about your business?

The person writes the headline on flipchart paper. Another name is drawn from the hat. This person is asked:

What is one of the topics that would be covered in this article?

The person writes the topic on a large sticky note and places this somewhere below the headline on the flipchart paper. The process continues until each person has had a chance to add some topics.

The people are then asked to arrange the sticky notes in a suitable order and add bullet points under each topic for additional detail as they see fit.

One person is asked to “read” the article as if it were fully written.

The student researcher then asks:

What is left out of this story about your family business?

Why were those things left out? Discuss.

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Mural

Duration:

40 minutes.

Purpose:

To explore understandings of the family business and of the succession process. To create a visual image of external factors and relationships, and how these affect the family business.

Activity:

Using provided paper (wide paper on a long roll) and acrylic paint, participants are asked to create a mural, with the family business in the centre. Around this centre, participants are asked to paint what external factors influenced their succession process, and how.

Examples of external factors include extended family and other relatives, neighbours, community, region, education, services, jobs, finance, housing, resource development, etc.

Participants are also asked to add any external consultants or advisors and show what role they played in the succession process.

Participants are asked to describe the resulting mural and what it represents.

Group Discussion

Duration:

35 minutes.

Purpose:

To explore the relationship between communication patterns and the succession process.

Activity:

Participants are asked the following questions:

- a) How would you describe the communication patterns in your family?
(e.g., informal, formal, frequent, rare, regular, haphazard, uni-directional, multi-directional, on-going, discrete, covers all topics, has taboo areas, inclusive, need-to-know basis, etc).*
- b) How did these patterns influence your succession process?*
- c) What would you say were your greatest challenges in the succession process?*
- d) What would you say were your greatest opportunities in the succession process?*

Reflection & Closing

Duration:

30 minutes.

Purpose:

To reflect on the focus group activities. To provide feedback to the student researcher.
To provide closure. To thank participants. To answer questions and review next steps.

Activities:

Reflection:

Participants are asked to reflect on what it was like to participate in each activity, and then what tips they would share with other families.

What was helpful or interesting?

What improvements would you suggest?

Did you discover something new about your own succession process?

In looking back at your succession process, what advice would you give to other families who are contemplating succession but who have not started the discussion?

Closing:

Pass around an object and ask each person to say one word that summarizes their experiences of the session, and explain why if they so wish.

Thank everyone for participating. Give out gift certificates to local coffee shop (or similar).

Explain time table for research, process for providing feedback on preliminary analysis, and on-going informed consent.

Appendix 7: Individual Family Business Member Interview Guide

1. Describe your family business (what is the business, who is involved, when did it get started, etc.)?
2. What is your role in the family business?
3. What made you start thinking about succession?
4. Have you talked to your family about succession? Who have you talked to? Who have you not talked to? What is behind these patterns?
5. What are your fears and hopes about the succession process?
6. What do you see as the biggest influences on the succession processes? (e.g., personal, family, business, community, region, society, etc.)
7. If you could attend a workshop about family business succession, what would you like to learn in such a workshop?
8. Some people who have gone through a succession process suggest that the most important thing to address is _____ (*from preliminary analysis of focus group data*). What do you think about that?
9. Is there anything else you would like to add?

Appendix 8: References

- Checkley, T. (2010). *Succession in small and family businesses*. (Master's Project), University of Victoria.
- Haag, K., Helin, J. & Melin, L. (2006). Practices of communication in the strategic context of succession. Paper presented at the 22nd European Group for Organizational Studies, *EGOS Colloquium*, Bergen, Norway, July.
- Taylor, A. (2012). Radio interview by M. Young of the Canadian Broadcast Corporation of National Chair of CAFÉ, October 20.