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Parenting of the Micro Enterprise Founders; Does the Parental Approach Make any Difference in the Choice of a Family Business Successor?

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Abstract: According to several studies and authors all over the world (see e.g. Ward 1987; Koironen 2002), there are difficulties in the search for a family business successor within a family. The next generation of SME founders may not see the running of the family business to be attractive enough. Some families have offspring willing to take over the business. If there are signs of a different parental approach towards a successor and non-successor, this qualitative study focuses on the issue within four case family firms. How have the founders as parents approached their offspring during their childhood and early adulthood? In particular, the ones taking over the firm are under investigation in this ongoing study. The parents of the family in business were interviewed, as well. The study aims to find a theoretical match by using empirical qualitative interviews in which a varying amount of siblings were informants for the study. Baumrind's (1978) parenting typology was used to reflect empirical evidence amongst three family business cases. The contribution of the study refers to the possibility to identify potential successors within a family by analyzing the experiences of being a family member under the command of the founder of the family business. The practitioners may help families in business in their search for a motivated successor and ownership transfer. The family business scholars are encouraged to utilize educational theories when studying families in business. This study will open up the path for using an educational, family study approach.

Keywords: family business, succession, parental style, childhood experiences

1. Introduction into family business field

This paper was created in anxiety to know how some families have offspring willing to take over their family business. The question here is "How have the founders as parents approached their offspring during their childhood and early adulthood?" The problem appears in the core of family business practitioners, since many business owners do not know how to commit or attract an intra-family successor (Koironen 2002). A similar trend is no doubt taking place all over the world. A key theme in the family business research literature for decades has been succession topics. Already in 1987, John Ward published a book "Keeping the Family Business Healthy", whereas family dynamics were already mentioned as being the main additional concern to healthy business. The ideal case is when a family is in harmony, conflicts are managed, and business continuity is successfully guaranteed. The quality of the relationship between an incumbent and potential successor is important preceding a succession process (Lansberg 1988; Massis, Chua, & Chrisman, 2008). They also refer to the importance of the transfer of parental-child knowledge and sibling rivalry as possible relational factors preventing succession occur. Several authors point out the importance of family dynamics in the family business context (Kets de Vries 1985; Ward 1987; Lansberg 1988). Family dynamics are already created during the family continuum. It is relevant to understand family life in more depth, and the aim of this study is to learn more from the parental roles in business families. This perspective is lacking in the family business literature.

Family business succession as a phenomenon appears when a firm faces the need for business and ownership continuity. Succession process models including the chronological perspective have been established from early on up to the present time in the literature (Longenecker & Schoen 1978; Handler 1990; Barach & Ganitsky 1995; Ibrahim & Ellis 1994; Morris, Williams & Nel 1996; Sharma, Chrisman, Pablo & Chua 2001; Sharma, Chrisman & Chua 2003; Murray 2003). Management succession is the most researched topic (Massis, Chrisman & Chua 2008). It is valuable describing family business through a life-cycle model by Gersick, Davis, McCollom and Lansberg (1997), which consists of the business, family and ownership axis along a time continuum. Typically, the first level of each business process contains the association of offspring with the firm through part-time employment. Some offspring may decline any participation in the firm. This should also be considered an important part of planning.

Succession is about the transfer of control of the firm from a previous generation to the next generation (Miller et al., 2003). It therefore consists of dialogue about the incumbent/predecessor having a willingness to give up and the successor taking power (Sharma et al., 2001). This is only one factor amongst several other factors listed preventing the occurrence of an intra-family succession (Massis, Chua & Chrisman, 2008).

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In order to run successful business (Ward 1987), and according to several researchers (Mazzola, Marchisio, & Astrachan, 2008; Bigliardi & Dormio (2009), it is suggested to have a long-term succession plan. A plan usually consists of written deals with different ownership functions and, in particular, family-based decisions. Researchers Gilding, Gregory and Cosson (2015, 299) state that “family business specialists attempt to identify the predictors of effective succession planning, and the obstacles in its way” without the doubts about the role of (un)motivated incumbents in the process. They introduced four ideal types (using business continuity and family harmony as measurements) of family business succession outcomes associated with different combinations of motives that can be used as a ‘diagnostic tool’ to better understand the complexity and consequences during the succession process. It is also the goal of this study to show such a tool or frame for practitioner use.

However, before succession planning, it is suggested to confirm the potential successor’s intention to join and take over the business. Stavrou (1999) emphasis succession as being “a long-term process initiated early in the heirs’ lives”. She found out that offspring may not in most of the cases want to join or take over the firm, but it is a preference with the parents’ plan or desire. Therefore, attention should be paid more on assessing and discussing whether offspring should join the business. She calls for more studies investigating the time line before a formal succession.

The commitment of the next generation successor appears to be a relevant topic. Sharma and Irving (2005, 28) proposed a commitment having different mind-sets that can “guide next-generation family members’ decisions to pursue a career in their family firms”. Since each type of commitment is both a product of different antecedents and behavioural consequences to change on that basis, one cannot say which type of commitment is ideal for the particular case in hand. It was found that several adaptation stages are needed in the process of entering the firm successor (Tunkkari-Eskelinen 2005). Most of the studies present a framework in order to serve the case companies, open communication within the partners involved in the succession process and prevent succession dysfunction (Ward 1987; Lansberg 1988; Kets de Vries 1996). All of these can be prevented if the family recognizes the motives of the predecessors and also already considers the potential of other family members before actual succession. The setting in this paper is to show the meaning of family life functions by taking the retrospective viewpoint of the business family members.

In Asian cultures, it is typical that the oldest son is taken for granted as a successor of the traditional family firm. The first sons of the families are more likely to establish a firm of their own in general, not just in family businesses (McClelland, 1966; see also Claxton, McIntyre, & Wheatley, 1995). In western cultures, the daughter can also be the successor. According to Wang (2010, 478), it is typically for the firstborn son to receive the leadership mantle. As a result, daughters are neither encouraged into family businesses nor groomed for leadership, and are “almost always overlooked as succession candidates” (Wang 2010, 475). According to several authors, the role of the daughter should consider to be relevant in succession topics (Danes & Olsson 2003). In this study, the successors under investigation were merely daughters.

There is not much attention paid to case differences based on the business industries. In the study about the mentoring experiences of next generation members of family businesses, no relevance of the business industry was found amongst informants (Tunkkari-Eskelinen 2015). It is typical that micro sized family firms in tourism and hospitality hardly make it to the second generation of sibling partnership stage or the third generation of cousin consortium stage. Getz, Carlsen and Morrison (2004) point out that less is known about long-standing family businesses in the rural tourism service sector. Low entry barriers in the industry, amongst other reasons, reveal a very high level of start-ups. It is crucial to ask why people - and especially next generation members - get into and remain in tourism and hospitality businesses, since it often delivers a poor return on investments. However, this paper focuses on the family system and, more specific, parental activities already carried out in the families in business. If there are any industry-related differences in parenting, it cannot be argued according this study, since all the cases represent the tourism service industry in a rural area.

As a basis in this study, it is assumed that a family in business represents a similar family function in the childhood that the other families do. It is different when one talks about the socialization process (see e.g. Bowen 1981; Maccoby & Martin 1983; Morris, Williams & Nel 1996), in which a family member needs to adapt into the family business culture. For example, Björnberg and Nicholson (2007, 239) found out that “business ownership in the family made no difference to perceptions of family climate. Business-owning families may have specific experiences that influence factors such as frequency, type, and intensity of interaction among family members,

yet it appears that these do not differentiate them from others in terms of perceived family functioning.” They used the term intergenerational style in an active succession process, replacing the term parental style, which is relevant in a family and childhood context. Furthermore, family as an institution is typically older than the business in concern. The concept of family orientation (FO) created by Lumpkin, Martin and Vaugh (2008) expresses five dimensions with certain characteristics. They stated that one family member may value family politics or rules differently, and they called for studies investigating as to which extent family orientation varies between family members. This study will broaden up this view by showing family members’ experiencing parental styles differently, however, revealing that the parental styles differed, compared to which sibling is concerned.

In entrepreneurial research, it has been clearly established that the children of self-employed parents are far more likely to replicate such choices, whether through family business succession or through their own self-employment (Arum & Müller, 2004; Fairlie & Robb, 2009; Storey & Greene, 2010). Green, Han and Marlow (2013, 700) found that “if a mother was self-employed when her daughter was born, the daughter was also more likely to become self-employed. The results also revealed that the mothers’ attitudes toward women and work had a direct influence on the entrepreneurial propensities of their daughters”. This kind of role model effect is also meaningful when talking about career choice, which, however, was not a key point in this paper. Instead, the question “What kind of parental style supports the intention of the next generation to take over the family firm?” is valid in this matter. Eva Schmitt-Rodermund (2007) found that “the parenting style in the family of origin was shown to be relevant for career success”. Parental style is defined as the attitudinal way of approaching the child as a raising method. In this study, Baumrind’s parental styles are used as a theoretical framework of the three family business cases. Is there something different in the approaches of the parents of the next generation members of the family businesses? The paper aims to give new views, for example, assessing family functions and solving the successor’s choice problem.

Already in the 1960’s, David McClelland found out that a warm and supportive parental behaviour was related in the achievement orientation of the individual, and in that sense fostering the development of the entrepreneurial competence. Manfred Kets de Vries (1985) took a psychoanalytical perspective when investigating entrepreneurs, and he found out that the father-son relationship being weak, or the absence of the father, had an effect on the approaching autonomy of the son. The role of the outsider, especially as a mentor, appeared meaningful in the successor manager’s growth context (Tunkkari-Eskelinen 2005). The influence of one’s own father was so strong that the next generation became willing to feel free from the family context from time to time. Due to this appearance, the term ‘*business parenting*’ was launched. This is similar to what is meant by Baumrind’s parental styles, which is a classical typology explaining the behaviour of the parents.

2. Parental styles

There are original terms and definitions of Diana Baumrind’s theory from year 1967. The theoretical frame of the determinants in parental styles contains five main characters in the behaviour of the parents. These, as also themes for interviews in this study, are summarized as

- demandingness (number and types of demands made by a parent)
- autonomy as a goal
- support the child’s needs
- amount of rules and
- discipline.

The definitions and characteristics of each parental style are shown here:

“The authoritarian parent attempts to shape, control, and evaluate the behavior and attitudes of the child in accordance with a set standard of conduct, usually an absolute standard, theologically motivated and formulated by a higher authority. She [the parent] values obedience as a virtue and favors punitive, forceful measures to curb self-will at points where the child’s actions or beliefs conflict with what she thinks is right conduct. She believes in keeping the child in his place, in restricting his autonomy, and in assigning household responsibilities in order to inculcate respect for work. She regards the preservation of order and traditional structure as a highly valued end in

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itself. She does not encourage verbal give and take, believing that the child should accept her word for what is right (p. 890)."

According to Moscatelli & Rubini (2009, 342) "authoritarian parents demand obedience and conformity, and do not appreciate children's autonomy and independency. They are low in responsiveness and support to the child, and favor punitive, forceful disciplinary measures over dialogue."

"The authoritative parent attempts to direct the child's activities but in a rational, issue-oriented manner. She [the parent] encourages verbal give and take, shares with the child the reasoning behind her policy, and solicits his objections when he refuses to conform. Both autonomous self-will and disciplined conformity are valued. [She values both expressive and instrumental attributes, both autonomous self-will and disciplined conformity]. Therefore she exerts firm control at points of parent-child divergence, but does not hem the child in with restrictions. She enforces her own perspective as an adult, but recognizes the child's individual interests and special ways. The authoritative parent affirms the child's present qualities, but also sets standards for future conduct. She uses reason, power, and shaping by regime and reinforcement to achieve her objectives, and does not base her decisions on group consensus or the individual child's desires. [... but also does not regard herself as infallible, or divinely inspired.] (p. 891) [Note that portions in brackets are significant additions to the prototype in Baumrind (1967).]

According to Moscatelli & Rubini (2009, 342) "authoritative parenting, characterized by high degrees of support and acceptance, continuous promotion of dialogue and discussion within the family, and also by clear expectations and behavioral norms ruling the child's behavior."

"The permissive parent attempts to behave in a nonpunitive, acceptant and affirmative manner towards the child's impulses, desires, and actions. She [the parent] consults with him [the child] about policy decisions and gives explanations for family rules. She makes few demands for household responsibility and orderly behavior. She presents herself to the child as a resource for him to use as he wishes, not as an ideal for him to emulate, nor as an active agent responsible for shaping or altering his ongoing or future behavior. She allows the child to regulate his own activities as much as possible, avoids the exercise of control, and does not encourage him to obey externally defined standards. She attempts to use reason and manipulation, but not overt power to accomplish her ends (p. 889)."

According to Moscatelli & Rubini (2009, 342) "indulgent (or permissive) parents are very responsive and adopt supportive behaviors towards their child; on the other hand, they give the child a high degree of freedom, do not fix many rules and do not promote discipline."

The following type of parental style was added to Baumrind's classic typology later on. It is not considered as a frame in this study. "Neglectful (or indifferent) parents are very low in responsiveness and spend little time in interacting and dialoguing with their children; at the same time, they are low in demandingness and fail in providing behavioral standards and rules." (Moscatelli & Rubini 2009, 342).

There can be one pre-assumption in this study if the children are raised differently, based on the birth order. Eva Schmitt-Rodermund refers to the term 'differential treatment through parents' and 'rates of achievement on the end of the children' when talking about the birth order within one family (see also Zajonc, 2001). "Over the past five decades, research on child rearing has identified the core dimensions of parenting style – warmth, strictness/supervision, and psychological autonomy granting". Steinberg & Silk, 2002 (see also *Silvia Moscatelli* and Monica Rubini*) sees the authoritative style as psychologically wellbeing and the social growth of the youngsters. (to review, see also Steinberg 2001). IppolytiVassi, Alexandra Veltsista and ChryssaBakoula (2003) claim a family is a structured environment in which the parents are role models and effective sources for career decisions. Studies on family and the individual development state that the dynamics in the family of origin become a legacy that influence the future relationships of an individual, and individuals who surround them. In this way, these behavioural patterns are transmitted from generation to generation (Sabatelli&Bartleeharing, 2003). This study neither focuses on career decisions strictly nor relationships between the siblings of the family. The parental style experienced in history and the role model of a parent at home that were realized afterwards are more relevant viewpoints in this study. Is there something different in the approaches of the parents of the next generation members of the family businesses? The paper aims to give new views, for example, assessing family functions and the solving successor's choice problem.

3. Methodology

This study is qualitative and explorative in nature. All together, three case firms in the tourism and hospitality industry are involved in the project. Approximately 13 in-depth interviews have been conducted by the researcher. A varying amount of siblings was shown, since the structure of the family was different in each case. The empirical data was collected from those siblings who were involved with business operations, and the sibling excluded in the business operations was not interviewed. Both the mother and father told their stories. But the mothers could remember more examples than fathers about who typically worked a lot, compared to other family representatives. In a credibility matter, the stories of the parents were consistent with the offsprings' examples. Furthermore, the interviewed family members described the parental style of their father quite the same as did the fathers in their stories.

The most important background knowledge is collected through the following facts: the birth order of the children in one family, the age difference between the siblings, the amount of working experience in the firm/business, educational facts. These are the demographics that are evidenced as being meaningful in different parenting styles.

The retrospective approach is present in this study. Memory trace is important to identify. One remembers one's own experience in the past. It was possible to use categorizing as the analysis method and Baumrind's concepts as a frame for categories. The most critical in the credibility matter is what is the age of the informants, and how many years have passed since the experienced parental approach and business management. It appeared to have an impact if the next generation members are already parents themselves. Interestingly, the informants reflected their own childhood experiences as effecting their current family practices and principles.

4. Case overview

Next, each case family is presented shortly, and the successors' quotations are focused in the examples due to the limited space in this paper. Business as an independent context seemed to be a second priority talk in this paper. All the firms run tourism service businesses and they are located in an urban rural area.

Family firm A is still run by the parents in practice, and the second oldest sister out of three is given a lead of the business operations. The oldest sister considers joining the operations next to her sister later on, since she is still working elsewhere but suffering motivational issues. Due to this, she is studying in a Master's level program. The youngest sister is unwilling to get involved in a business or a firm.

In case B, there are four siblings all together. The three youngest daughters have decided to take over the business. They had clear roles, based on competences. The parents support them mentally, but both the father and mother had prior roles elsewhere from current business. The oldest sister wants to be excluded from the new business.

In case C, only a male offspring took over the firm. His sister was 14 years younger and still at school when he decided to take over the firm. However, the sister performed some assistant work in a kitchen before her conflict with the successor's wife. After this episode, she was not interested in family business and found work in a city centre. Later on, due to the divorce of her brother, she could join in business activities to some extent. The parents are primarily retired, but work as a helping hand for their son.

The background of the families regarding the siblings seemed quite the same in each of the cases; there is an approximately 2-3 years age difference between the siblings. In all the cases, one sibling was excluded during the active succession process.

5. Results

The question in this study was first "How have the founders as parents approached their offspring during their childhood and early adulthood?" The main goal is to find out whether the successor was raised differently from others. The analysis process contained five main topics by Baumrind theory to recover the parental style content.

5.1 Demandingness

Firstly, demandingness was interpreted through a question of how much the parents were asking for the children involvement in the daily family life. What type of demand was it in any circumstances? It was clearly the major focus in the data.

In all the cases, the children were adopted into operative work early on, and they also worked as a sibling team whenever possible. They were allowed to do mostly what they felt convenient, for example, taking care of animals in a farm, cooking in a kitchen or growing one's own plants. Work at home was shared among the siblings.

Daughters in case A "We always needed to work or help the parents in their working processes."

Mother in case A: "They had their own space for growing vegetables and strawberries, and they sold them in the yard."

The second youngest daughter in case B: "I felt like doing even more working tasks outside in the yard that my father let me or ask me to do."

Money issues came out in each of the cases. The children reflected hard work requirements, and how you need to earn your money, i.e. they learnt to understand the meaning of money already during the childhood. It has helped them later on with their own family practices.

Son in case C: "Nobody asked me to come to work at home, but I was always let in. And when you had your decision to help others, one needs to take responsibility for it. This is also a basis for trust in business nowadays. We were not treated differently from external employees. "

Daughters in case B: "If we wish to ride on horses, we needed to work on it more than just for fun."

Good behaviour was learnt through role modelling when the parents met customers or other stakeholder representatives. Habits, such as regarding elderly people as an authority, were required. In particular, fathers had high quality requirements for the hospitality of the visitors, and it has been regarded as a value ever since.

5.2 Autonomy

Secondly, it was analyzed how much parents had control over the children? And was it similar with all of the siblings? Was someone allowed more freedom to act?

In all the cases, one of the siblings had a totally different experience over the parental role in a family. Typically, the oldest daughter felt parental resistance from some activities at a young age. Somehow she was seen as the rebel one in the family, extending the way for the followers in a family.

Mother in case B: "I did not mean to control them when they were out weekends. I felt that my role as a mother was to make sure they were safe. I could not sleep until they had come back home. Of course, they could stay with the friends, but I asked them to inform me."

Father B: Whenever they had not made their beds, I created an innovative way to show my disappointment. And they needed to make the beds in any case. One of the girls (oldest) was so rebellious that I needed to manage her twice."

Son in case C: "My parents never controlled my school involvement. This might be why I haven't had a particular ambition towards school performance, and I luckily survived through high school and got a Diploma. I was always allowed to do what I wanted to do. It was not the same with my sister, who started studying the catering and food business –maybe because the parents recommended this course. My mother was very actively involved in the food industry and networks. "

5.3 Support

Thirdly, what kind of needs have the siblings and, especially, the successors typically had during their business family life? How did the parents respond to them?

In case A, there was a strong emphasis on gardening activities. The children were very interested in nature and living organics. They were allowed to establish own small yard of plants.

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In case B, more emphasis was paid on the daughters' willingness to experience an international context. Most of the siblings were encouraged to go abroad as an au-pair or school exchange.

In case C, the son wanted to work outside the family business and earn some more money. And he was always also welcome to join the family business operations.

5.4 Rules

The fourth dimension concerned the issue of what kind of rules there were in the families? The rules in a business family were quite rare, if any, and if there were rules they linked to, for example, daily routines, a time line for coming back home from city activities and good habits within guests.

Daughters: "The first thing after we came back from school was to do our homework."

Daughter in case B: "We needed to make up our beds, open the curtains every morning. Also at a dinner table, we had certain routines that cannot be skipped."

Son C: My mother also worked elsewhere, but she never let me be alone at home. This was her strong principle during my childhood."

5.5 Discipline

The fifth dimension referred to an intimate topic of sanctions or rewards in use. What kind of discipline was used amongst families in business? Any methods?

Mother in case A: "The girls were not bad and this is why I did not feel comfortable to give any sanctions. I always discuss with them if some foolish behaviour appeared."

Mother in case B: "I had a very soft approach towards the daughters, totally different from the father."

Son in case C: "What do you mean by this, heh?" (when asking about discipline issues)

To sum up the results here, there is one particular parental style which is shared by all the successors' experiences. Furthermore, there was a different parental style and approach towards the offspring that did want to take over the firm.

- Case A successor representative experienced *Permissive parenting*. However, the other siblings faced more *Authoritative parenting*. This was evidenced by both the mother and all the daughters. According to Baumrind, authoritative parents make demands that fit with the children's ability to take responsibility for their own behaviour. This is shown in the quotations below:

Mother: "Once she was caught in making a mess with cakes at the table; eating only a part of it. Her face was covered with whipped cream...I could only laugh, but we went through the whole case why this was to happen –and why it was not acceptable."

- Case B: Following Baumrind's typology, all three successors face *Permissive parents*. They appreciated family values and especially traditions. The control over the daughters was not present yet, since the business is in its first stage. However, the oldest sister, who was excluded in the succession case, faced Baumrind's *Authoritarian parenting* in which style restrictions for autonomy and punishment activities appeared.

Daughter(s): "Discipline in our family was held by our father. The oldest sister was the only one not interested in involvement in the family business. She was also the only one who challenged our father with bad behaviour."..."In our case (three daughters), the father only needed to use a different voice and we knew that this was strict command by him. It wasn't worth resistance."..." I remember having one day without a bicycle." But not that much else. A strict command was strong enough."

- Case C's successor experienced *Permissive parenting* style in their childhood. The parents used *Authoritarian style* when trying to control his sister who was much younger than a son, and a sister did not want to take over a firm seriously. The controlling activities of the parents can be seen nowadays when they try to give up their entrepreneurial career, and they have retired years ago, but are still actively involved in catering operations.

Son: "My job has always been with me here, around my family home. I took some initiative to work outside of the family business, and it was fine with my parents."

Family tradition and continuity were pointed out as the most obvious reason for taking over the firm. The daughters in case B: "Tradition, tradition and once again tradition. I couldn't imagine some outsider owning the house and land of our family." A similar voice of a male successor in case C: "Once my friend suggested me to invest first in order to show the better shape of the business, and then sell the facilities. I could not even think about it anymore, even though it has been a hard time economically."

It was shown in the data that family values played an important role in family experiences. The issues that came out constantly in each of the empirical cases were the feeling of togetherness and social community or binds of the family members. The offspring mainly appreciated older people and, therefore, also their own parents. Sanction activities in the family were hardly ever used. The basic nature of arguing was present in the dialogue between generation representatives. Emotions play a strong role in each of the cases –in both a negative and positive sense. Hard work and on the other hand possibilities for enjoyment were typical elements of family life experiences.

6. Conclusions

Successors were approached by Baumrind's *Permissive parental style*. Furthermore, successors as a sibling team focused on their personal competence, and following this principle, they were able to go towards a shared vision. There was no clear evidence when this vision already existed. The parents were using *Authoritarian parenting* towards the siblings that are not the first born. In the cases here, none of the first born siblings were interested in taking over the firm. Families in business treat their children differently, depending on the birth order. This is supported by several authors (see e.g. Zajonc, 2001; Schmitt-Rodermund 2007).

Permissive style refers to the autonomy of the children. Autonomy from the family is an ideal case by the next generation member (see Tunkkari-Eskelinen 2005), and due to that reason, it is possible to see the family differently as a context. Autonomy is related to the parenting style. To combine the terms, it will be a challenge worth further investigation. In the talk of the family business context, it may not be possible to face pure autonomy. It is almost impossible to experience it because the presence of the previous generation, and giving up the firm is painful to the predecessor. This also came out in the study here. It is suggested that the parental style is meaningful, especially when it concerns the continuity of the business. Whenever the parents plan to make an intergenerational business transfer, it would be valuable to reflect one's own behaviour towards the offspring.

The study has contributed in the family business research field by exploring a new viewpoint (parental style) inside the business family system. It may help consultants choose the successor, together with the family members, with open discussion. It is shown here how valuable it is to first analyze how the successors were approached in the family before making the successor choice decision. A previous generation may understand behaviour patterns better when one is aware of the basis of the communication. Whether it is possible to set goals for the parental role already at the beginning of one's childhood, it cannot say. Does the parents' goal-oriented treatment towards small children in a family have any meaning at the end? And can the entrepreneurial goals be achieved by conscious and controlled parental behaviour during one's childhood? These are interesting topics in the future studies.

Lumpkin, Martin and Vaughn (2008) conceptualized the family orientation framework on how individual perceptions of the family affect family business processes and outcomes. Similarly, this study adds value by explaining the motive or commitment level of the siblings in the family firm. It is important to already notify before succession planning how all the potential successors are and could be committed to the firm.

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