## TABLE OF CONTENTS

1. INTRODUCTION	
1.1 Research Problem	
1.2 Purpose of Dissertation	
1.3 Research Approach, Methodology, and Sources	
1.4 Structure of Dissertation	
2. THE THREE DILEMMAS OF SUCCESSION	1
2.1 Introduction	1
2.2 The Family Firm	1
2.3 The Role Dilemma	1
2.4 The Internal Dilemma	2
2.5 The Relationship Dilemma	3
2.6 Conclusion	4
3. THE THREE DIMENSIONS OF SUCCESSION CONFLICT	4
3.1 Introduction	4
3.2 The Commitment to Succession	4
3.3 The Factors Constraining Commitment	4
3.4 The Factors Promoting Commitment	6
3.5 The Influence of Time on Commitment	7
3.6 The Three Components of Succession Conflict	7
3.7 Conclusion	7
4. THE THREE ELEMENTS OF THIRD PARTY INTERVENTION	
4.1 Introduction	7
4.2 The Role of the Third Party	7
4.3 The Timing of Intervention	9
4.4 Professional Conflict Resolution	9.
4.5 The Method of Mediation	10:
4.6 Conclusion	110
5. CONCLUSION	111
APPENDIX A: INTERVIEW PARTNERS	12
APPENDIX B: QUESTIONNAIRES	12
BIBLIOGRAPHY	13:

Ta	able of Figures	xv
1.	INTRODUCTION	1
	1.1 Research Problem	1
	1.2 Purpose of Dissertation	3
	1.3 Research Approach, Methodology, and Sources	4
	1.3.1 Approach	4
	1.3.2 Methodology	5
	1.3.3 Sources	7
	1.4 Structure of Dissertation	8
2.	THE THREE DILEMMAS OF SUCCESSION	11
	2.1 Introduction	11
	2.2 The Family Firm	11
	2.2.1 Introduction	11
	2.2.2 Two-circle Model	12
	2.2.3 Three-circle Model	13 14
	2.2.4 Four-circle Model 2.2.5 Conclusion	17
	2.3 The Role Dilemma	18
	2.3.1 Introduction	18 22
	2.3.2 Family vs. Management 2.3.3 Family vs. Ownership	23
	2.3.4 Family vs. Supervision	25
	2.3.5 Conclusion	27
	2.4 The Internal Dilemma	28
	2.5 The Relationship Dilemma	30
	2.5.1 Introduction	30
	2.5.2 Transfer of Power	30
	2.5.3 Authority as Litmus Test	35
	2.5.4 Mutuality	37
	2.5.5 Conclusion	40
	2.6 Conclusion	40
3.	THE THREE DIMENSIONS OF SUCCESSION CONFLICT	43
	3.1 Introduction	43
	3.2 The Commitment to Succession	43
	3.2.1 Introduction	43
	3.2.2 Calculative Commitment	44 45
	3.2.3 Affective Commitment 3.2.4 Normative Commitment	45
	3.2.5 Conclusion	47
		•••
	3.3 The Factors Constraining Commitment	47
	3.3.1 Introduction	47 47
	3.3.2 Information Constraints 3.3.3 Personal Constraints	48
	3.3.3.1 Personal Constraints of Incumbent	50
	3.3.3.2 Personal Constraints of Successor	54
	3.3.4 Relationship Constraints	55
	3.3.4.1 Relationship Constraints of Incumbent	56

xiii TABLES

3.3.4.2 Relationship Constraints of Successor 3.3.5 Conclusion	57 58
3.4 The Factors Promoting Commitment	60
3.4.1 Introduction	60
3.4.2 Information Promoters	60
3.4.3 Personal Promoters	60
3.4.4 Relationship Promoters	63
3.4.5 Dialogue as Method to Promote Commitment	66
3.4.6 Conclusion	69
3.5 The Influence of Time on Commitment	70
3.6 The Three Elements of Succession Conflict	72
3.6.1 Introduction	72 73
3.6.2 Task & Process Conflict	73 74
3.6.3 Internal Conflict	74
3.6.4 Interpersonal Conflict	78
3.6.5 Conclusion	78
3.7 Conclusion	/8
4. THE THREE ELEMENTS OF THIRD PARTY INTERVENTION	79
4.1 Introduction	79
4.2 The Role of the Third Party	79
4.2.1 Introduction	79
4.2.2 Facilitating Problem Solving	83 86
4.2.3 Fostering Individual Growth	88
4.2.4 Fostering Relationship Growth	90
4.2.5 Conclusion	•
4.3 The Timing of Intervention	91 94
4.4 Professional Conflict Resolution	94 94
4.4.1 Introduction	94
4.4.2 Consulting	95
4.4.3 Therapy	95
4.4.4 Mediation	98
4.4.4.1 Problem-Solving Mediation 4.4.4.2 Transformative Mediation	99
4.4.4.3 Combined Approach	101
4.4.5 Conclusion: When to Mediate	103
4.5 The Method of Mediation	105
4.5.1 When can Mediation be attempted?	105 107
4.5.2 What do the parties need to accomplish?	107
4.5.3 What concrete steps can be taken?	107
4.5.3.1 Understanding the conflict and the parties	108
4.5.3.2 Helping each party to assert their individual interests	109
4.5.3.3 Helping each party to recognize the others' interest	109
4.5.3.4 Helping the parties to identify commonalities	110
4.5.3.5 Helping the parties to establish criteria and agree concrete solutions	111
4.5.3.6 The sequence of steps 4.5.3.7 Conclusion	114
4.5.4 How can the success of mediation be judged?	115
4.5.5 Conclusion	116
4.6 Conclusion	116
5. CONCLUSION	117

APPENDIX A: INTERVIEW PARTNERS	121
APPENDIX B: QUESTIONNAIRES	127
BIBLIOGRAPHY	133

TABLES

## TABLE OF FIGURES

1:	The Structure of the Dissertation	10
2:	The Two-circle Model of the Family Firm	13
3:	The Three-circle Model of the Family Firm	14
4:	The Four-circle Model of the Family Firm	15
5:	A Four-circle Model of a Family Firm with a Dual Board System	16
6:	The Family Firm Dilemma	19
7:	The Family Firm Dilemma in the Four-circle Model	20
8:	The Dilemmas of Incumbent and Successor	31
9:	The Transfer of Power in Succession	32
10:	The Transfer of Power through Responsibility, Authority and Ownership	35
11:	Focus on the Transfer of Authority	3€
12:	The Three Dilemmas of Succession	42
13:	Weakened Commitment of Incumbent	54
14:	Weakened Commitment of Successor	55
15:	Succession Conflict	59
16:	Strengthened Commitment through Dialogue	68
17:	Commitment to Succession relative to Age of Incumbent and Successor	71
18:	Succession Dilemmas and Conflict	78
19:	Constructive Third Party Activities	82
20:	The Three Dimensions of Succession Conflict Resolution	90
21:	The Optimal Time for Conflict Resolution Intervention	92
22:	Three Types of Professional Intervention I	96
23:	Three Types of Professional Intervention II	104
24:	The Three Elements of Succession Conflict Mediation	104
25:	The Sequence of Steps in Mediating the Succession Conflict	114